

CITY OF ALEXANDRIA

PROPOSED **OPERATING BUDGET**

FISCAL YEAR
2022

JULY 1, 2021 – JUNE 30, 2022

Alexandria
CITY OF
VIRGINIA



FY 2022 Proposed Operating Budget

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Special Thanks

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
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**City of Alexandria
Virginia**

For the Fiscal Year Beginning

July 1, 2020

Christopher P. Morill

Executive Director

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City Manager's Message



February 16, 2021

Dear Alexandria Community and City Council:

In March 2020, we were confronted with a public health crisis that hasn't been seen for a century. Nearly a year later, the City of Alexandria government has continued to operate through the life-altering COVID-19 pandemic, the resulting economic downturn, severe rain events and the aftermath of the national election. In addition, the death of George Floyd, Breonna Taylor and others led to a national outpouring of public demonstrations and introspection, which led to an increased focus on policing reforms and race and social equity issues. In Fiscal Year 2021, the City's budget was cut deeply, as the effects of the pandemic lockdowns dramatically reduced City revenues, such as restaurant meals and transient occupancy taxes. Meanwhile, the City continued to provide high levels of service to the community while addressing the needs of our most vulnerable residents and providing support to the City's business community.

The daunting challenge in planning for Fiscal Year (FY) 2022 was to build back--cautiously and responsibly--during the extreme uncertainty of how severely, and for how long, the pandemic would affect City revenues. The budget process began in the fall with a "worst case" \$41 million projected budget gap. Staff moved forward with the guiding principle to plan for the worst and hope for better. That strategy was the correct one, thanks to the work of diligent staff and our partner agencies, including WMATA and Alexandria City Public Schools (ACPS), who have helped, with their tempered requests, to balance the budget without major disruptions in City services and programs. There are still many challenges ahead, but new federal COVID-19 aid appears likely to be approved in the economic stimulus bill that Congress is actively considering. This funding should primarily be used to support those still in crisis, while also rebuilding the City's economic base. Such support, guided by prudent financial management and the valiant joint effort by the Alexandria Health Department and City government to provide COVID-19 vaccine to everyone in our community, will help Alexandria reach the other side of this public health crisis.

This document proposes operating and capital budgets for FY 2022 (beginning July 1, 2021), and a 10-year Capital Improvement Program (CIP) for FY 2022 to 2031. My proposed budget, which increases just 1.9%, incorporates a two-cent real estate tax rate reduction, no service reductions, no major program reductions and no employee reductions in force. My proposal includes \$2 million for targeted new operating investments, and will fund 100% of ACPS' approved CIP and 100% of the ACPS Superintendent's proposed operating budget. Overall, the proposal contains \$11.8 million in General Fund expenditure savings in City operations from budget operating costs, including the unfunding of 38 vacant positions.

During these unprecedented times, the City must continue to provide Alexandria residents and businesses the services they expect, while addressing our community's critical needs as the pandemic continues. We must also work toward the post-pandemic world, continuing to make strategic capital, community, and workforce investments while managing operating costs. My proposed budget does this while balancing revenues and expenditures in accordance with state law and applying input from diverse community stakeholders, including residents, businesses, nonprofit organizations, boards and commissions and partner agencies.

City Manager's Message



Budget Development

The process used to arrive at this proposed budget was similar to that of last year, when departments submitted reductions and supplemental requests based on a range of criteria, including priority-based budgeting. Because of the extreme uncertainty around the impact of COVID-19 and the duration of that impact on City revenues, the process began with the worst case scenario of a 10% reduction target for departments. Focus Area Teams (representing Accountable, Effective and Well Managed Government; Healthy and Thriving Residents; Living, Green and Prospering City; and Safe, Secure and Just Community) further prioritized options within their groups and used that information to provide a rank-ordered list of budget options. In addition, low- and high-option budget scenarios were developed to manage this uncertainty and provide alternatives.

I am proposing a General Fund Base Operating Budget of \$767.6 million, which represents an increase of 1.9% over the current year. Of that amount, there is a \$3.3 million, or 0.9% increase in City operations which is less than the rate of inflation. The budget proposes a two-cent real estate tax reduction, from \$1.13 to \$1.11. This would result in the average homeowner paying \$252 more per year which equates to 69 cents per day. If enacted, this would be the first real estate tax reduction since 2004. We have also constructed and presented two alternatives for City Council consideration that depict the following:

1. a budget of \$780.6 million that would result if the real estate tax was not reduced, and services and investments are expanded, or
2. a budget of \$741.7 that would result if the real estate tax was reduced by six cents so that the average residential tax bill did not change. Significant service reductions would occur under this scenario.

In the budget that I am proposing, the City General Fund transfer to ACPS for operating purposes is \$239.0 million, which represents a \$5.0 million or 2.1% increase from FY 2021. This represents 100% of the Superintendent's recommended budget level. Of all net new revenue growth in the proposed operating budget, nearly 35% is devoted to public schools.

Revenue

Revenue in FY 2022 is forecast to grow by about 1.9% above the current year budget, with real estate values driving most of that increase, and with hotel occupancy, restaurant meals, interest earnings, parking related revenues and car taxes all projected to continue to underperform due to the lasting impact of the pandemic. Real estate projections for 2021 showed strong residential valuation increases, with valuation declines in many commercial property classes such as hotels, office buildings and retail buildings. While the pandemic is projected to end in 2021, its negative economic impact on the City will continue for several more years.

I am not proposing an increase in the solid waste or sanitary sewer rates, nor proposing other user fee increases. The expanded stormwater utility efforts and capital investments in expanding system capacity reflected in this budget assumes that on February 20, Council will approve the proposed two-step increase in the stormwater utility fee that I have previously proposed. This fee increase will enable the enactment of an aggressive program to mitigate the impacts of major climate change-related rain events in areas of the City that experienced flooding in 2019 and 2020.

City Manager's Message



Community Investments

An Equitable City

My proposed budget includes investments in community programs that support the City's pursuit of its goal of equity for all Alexandrians; strengthen small businesses and support affordable housing; strengthen civic engagement efforts, including increased outreach to BIPOC communities; support expanded community policing; and \$505,500 for increasing the availability and quality of early childhood education programs. The budget also includes a \$600,000 contingent for the proposed community policing review board now under consideration by City Council.

These investments include an additional support position for race and social equity initiatives, in part to provide a focus on language policy and practices in the delivery of City services and in how the City communicates with residents whose native language is not English.

The proposed budget includes \$400,000 in contingent reserves to potentially expand higher education opportunities for ACPS high school students through an early college program at Northern Virginia Community College. Contingency funding of \$160,000 would be allocated to support pretrial and probation services for local offenders if a study of caseloads indicates additional staffing is needed.

Finally, my proposed budget would fund the pilot policing-behavioral health co-responding program as recently authorized by City Council. This will provide a mental health-centered focus, rather than a policing-centered focus in responding to people experiencing a behavioral health crisis. Co-responding programs have been successfully deployed in other cities and counties, and I expect the pilot to show the need for, and the efficacy of, such a program for Alexandria.

A Green City

In the face of climate change and severe weather events, my proposed budget invests in strategies to mitigate flooding, adopt additional green technology solutions, as well as rebuild trails and parks.

The budget also supports costs associated with transitioning the Yard Waste Collection Program from using contract services to a fully in-house operation; funds design and engineering for waterfront flood mitigation; provides LED light conversion for parks (this does not include sports field lighting); and \$5 million for the restoration of Holmes Run Trail, which was severely damaged by flooding in 2019. The budget proposal also funds enhanced cleaning and maintenance of the City's waterfront parks in response to the high public use of these recently expanded parks. The budget includes substantially increased stormwater management investments in both capacity and system maintenance.

A Smart City

Alexandria continues to be a "smart" City, a reputation earned over the years that will be further enhanced with the development of the Virginia Tech Innovation Campus; the City's ranking as one of the nation's top Digital Cities in the U.S. for the 16th consecutive year; and our innovative approach to technological solutions. One such solution was development of a first-in-the-nation telework innovation that enables our emergency communications staff to

City Manager's Message



conduct critical jobs, such as 911 call-taking and dispatch, from the safety of their homes during the pandemic. The budget also includes upgrades to the City's radio system infrastructure that serves public safety, public works and other City and ACPS functions.

With many City residents now working and learning from home, our reliance on technology is even more critical. In my proposed budget, the investment in technology includes municipal fiber projects as part of the CIP (\$14.6 million in FY 2022) to improve connectivity among City facilities and sites; potentially create opportunities to expand consumer choice among internet providers; and potentially increase speeds for broadband services available for residents. This proposed allocation includes the addition of a virtual collaboration engineer to our Information Technology Services team to produce and expand public access options for virtual meetings. The proposed budget also funds replacement of the outdated Alexandria Justice Information System software, which helps the judicial system and its partners to manage the criminal and civil justice systems (\$3.4 million).

Transit

The City is served by four local transit systems for which it provides funding: WMATA (aka Metro), DASH, the King Street Trolley and the Virginia Railway Express (VRE). The COVID-19 pandemic has caused transit companies to lose a substantial portion of their ridership and fare revenues when the service economy came to a near halt and a large portion of the workforce stopped commuting to work from home. FY 2022 will likely see a partial recovery of transit services. The proposed transit budgets for FY 2022 reflect this new reality of lower passenger levels; Metro and DASH will have service levels in place that do not match pre-pandemic levels. These transit companies have also benefited from federal COVID-related transit aid.

For FY 2022, at this point in their budget process, Metro has not requested any increase in its overall City funding level of \$18.9 million, but would have to greatly reduce service in January 2022 if additional federal aid is not forthcoming. DASH's budget has increased about \$1.3 million for FY 2022 to cover increased labor agreement-related costs. However, that increase will be able to be covered with savings accruing to the City due to in-hand federal transit assistance to Metro.

The King Street Trolley will restart in September of 2021 when the tourism levels may warrant the return of this service. The VRE budget obligation to the City largely remains unchanged in FY 2022.

Workforce Investments

The majority of the operating budget in most large organizations is allocated to salaries and full-time employees (FTEs). COVID-19 forced many state and local governments to implement layoffs and hiring freezes to achieve balanced budgets. In FY 2021, I implemented a hiring freeze and suspended employee merit increases. I am proud to report that City employees continued to respond to challenges, solve problems, discover innovative approaches to delivering services and have persevered in serving the community during this public health emergency.

My proposed budget for FY 2022 reflects a net increase of only \$1.0 million in personnel costs, allows most vacant positions to be filled, restores merit increases and contains no layoffs. The proposal maintains the City's commitment to attracting, retaining and supporting a diverse and talented workforce, and addresses areas of need such as accelerating storm sewer projects, race and social equity initiatives, broadband infrastructure and virtual collaboration, and the co-response initiative program. These 28 new FTEs include positions in the City Attorney's

City Manager's Message



Office (1.5); Transportation and Environmental Services (18.0); the Department of Project Implementation (3.0) and Information Technology Services (2.0); City Manager's Office (1.0) and in the Department of Community and Human Services (1.0).

Health care benefits are now more important than ever. The City will recalibrate the allocation of health care costs due to a lower cost "Employee plus Child(ren)" plan created last year, saving money for employees who need coverage for only themselves and one or more children. Under the proposed budget, City workers will gain a new resource -- a second expert medical opinion program that will allow employees to consult with a second highly qualified physician or specialist, which saves unnecessary research and possible misdiagnosis.

During the last year, City employee health care claims were less costly, which has resulted in a decrease in our overall premium costs for health care plans. As a result, the proposed budget includes no increase in UnitedHealthcare health insurance premium costs, and a 2.65% reduction in Kaiser Permanente health insurance premium costs. In addition, under my proposal, employees enrolled in UnitedHealthcare will receive a premium holiday over three pay periods. This represents a \$429,000 savings for employees.

Finally, as a result of a new state law that authorizes local governments to undertake collective bargaining with their employees, City Council is considering a City employee collective bargaining ordinance to promote orderly and constructive relationships between the City and its employees. Consequently, the proposed budget includes an \$850,000 contingent for collective bargaining staffing costs. The impact of collective bargaining agreements, once the process of labor organization recognition and negotiations are completed, will likely be realized in FY 2024 at the earliest.

Capital Investments

The City's 10-year CIP lays out a plan for major infrastructure investments and other capital projects. My proposed CIP of \$2.66 billion represents a 26% increase over the current year. The FY 2022-2031 CIP includes items that address the needs to install stormwater management infrastructure; redevelopment of Landmark Mall; the planned purchase of a west end office building to house the Department of Community and Human Services and the Alexandria Health Department; and the need to build a new public school in 10 years.

The proposed 10-year plan includes \$551.5 million to fund 100% of the School Board's adopted CIP plan; \$68 million for affordable housing over 10 years; and \$130 million for Landmark redevelopment and land acquisition as proposed to be repaid by taxes generated by the new development. The plan also includes \$14.6 million for municipal fiber in FY 2022 (bids are currently being evaluated for the project, which totals \$19.2 million). Other items include funds for stormwater capacity (\$266.6 million, up from \$96.8 million in FY 2021-2030); grant-funded support for high-capacity transit corridors (\$144.4 million); DASH buses (\$111.7 over 10 years); and Market Square garage and plaza renovation.

\$292.3 million of the FY CIP is funded through \$196.0 million from cash capital, General Obligation bonds and fund balance reserve; \$65.5 from dedicated City sources (for example, stormwater, sanitary sewers, and the 1.0% meals tax for affordable housing). Meals tax revenue that was lost due to the pandemic is proposed to be replaced by \$2 million in General Fund monies. State and federal grants, and other non-City sources, provided \$30.8 million in funds.

City Manager's Message



Interior extensive renovations to City Hall have been deferred to FY 2024 to allow for readjustment to new telework and worksite best practices to emerge and be evaluated. A tax rate increase for much higher City and Schools debt service generated by this capital program, including ACPS' new MacArthur Elementary School and a new high school building on the Minnie Howard campus, will be required in FY 2023.

Forthcoming Federal Stimulus Funds

At the time of the preparation of this budget, Congress was considering, but had not yet acted, to approve legislation that would provide substantial stimulus monies to state and local governments. As a result, it is not known how much the City may receive, when the City will receive stimulus funding, when the stimulus spending deadline will be, and any regulations and restrictions that will accompany these federal funds. It is estimated that the City may receive anywhere between \$26 million and \$34 million in one-time federal funding. It is proposed that the City keep its focus of these federal funds primarily on addressing pandemic-caused food insecurity and eviction prevention, as well as in assisting individuals, businesses and community-serving nonprofits recover. See the Special Revenue Fund section of this budget for an outline of how it is proposed that these funds new federal funds be expended.

Acknowledgments

I appreciate all those who contributed to this year's proposed budget, including City Council, residents, business owners, members of boards and commissions, employee associations and civic groups. I especially thank the entire staff of the Office of Management and Budget for their continued leadership and technical expertise in preparing this complex budget proposal. I also want to thank the City's department heads and all City staff for working tirelessly to keep Alexandria's government running smoothly, identifying cost saving and needed program improvements as part of the budget process, and for their outstanding dedication and service to our community every day.

Conclusion

My proposed budget recognizes our paramount concern: the health and welfare of our community during these uncertain times. The proposal also has a look toward the post-pandemic future, underscoring the critical programs, services and projects needed to achieve the City's Strategic Plan. This multifaceted approach will not only get us to the "other side" of COVID-19, but it will also help our community thrive once we are there.

I look forward to hearing your input and thoughts during this process.

A handwritten signature in black ink, appearing to read "Mark B. Jinks", with a stylized flourish at the end.

Mark B. Jinks
City Manager



Alternative Budget Scenarios

FY 2022 PROPOSED ALTERNATIVE OPTIONS

On November 10, 2020, City Council adopted Resolution 2965 setting guidance for the FY 2022 General Fund operating budget and Capital Improvement Program for FY 2022 through FY 2031. As part of that guidance, Council directed that staff prepare, in addition to a balanced proposed operating budget, two alternative scenarios based on higher and lower revenue amounts.

At the time, staff was forecasting a potential \$41 million budget shortfall due to revenue declines and economic uncertainty resulting from the COVID-19 pandemic. Staff expected that a real estate tax rate increase and significant service reductions may be required to balance the FY 2022 budget. As a result, City Council guidance granted staff the flexibility to consider a real estate tax rate increase in the proposed budget but also directed that staff present two alternative tax rate scenarios including one in which tax rates are maintained at the current level and one which identifies the amount of tax rate increases required to fund a budget with no service reductions.

In preparing the budget in December and January, the following conditions benefited General Fund budget development:

- City departments identified \$11.8 million (including not funding 38 positions) in expenditure reductions without service or program reductions;
- The real estate tax base increased 2.51% more than expected;
- Employee health insurance and retirement contribution costs remained stable or declined;
- Alexandria City Public Schools (ACPS) experienced an enrollment decrease without the reduction in state aid that would normally accompany such a decrease;
- The Federal government appropriated additional transit relief that benefited the DASH bus system; and
- The Washington Metropolitan Area Transit Authority (WMATA) presented a proposed budget that would require no increase in local government contributions.

As a result of these and other factors, staff was able to propose a budget that reflects a two-cent real estate tax rate reduction and no significant service reductions. In keeping with Council guidance to present alternative tax rate and budget scenarios, two alternative budget scenarios are presented on the following pages. The first budget scenario identifies the amount of tax rate reduction required to keep the average residential real estate tax bill at the same amount as in FY 2021 and the expenditure reductions required to do so. The second budget scenario identifies the additional amount of revenue that would be available if there was no tax rate reduction and how those additional revenues could be applied.



Alternative Budget Scenarios

FY 2022 PROPOSED ALTERNATIVE OPTIONS

ALTERNATIVE SCENARIO 1: \$741.7 million Budget = NO INCREASE IN THE AVERAGE RESIDENTIAL REAL ESTATE TAX BILL

Maintaining the average residential real estate tax bill at the FY 2021 amount would require an additional tax rate reduction of four cents below the proposed budget rate of \$1.11 and six cents below the current rate of \$1.13 and would require reducing proposed budget expenditures by \$25.9 million, including \$8.6 million from FY 2021 June tax collections.

If required to reduce the budget by \$25.9 million, staff would consider the following options:

- Eliminate City employee merit pay (-\$2.9 million). The FY 2022 proposed budget includes restoring merit pay increases for City employees after removing them from the budget in FY 2021. They would be eliminated for the second year in a row in this scenario.
- Reduce the ACPS operating transfer (-\$1.5 million). Thirty-one percent (31%) of City General Fund revenues go to fund the ACPS operating transfer. The FY 2022 proposed City budget includes a \$5 million, or 2.1%, increase in the ACPS transfer relative to a 1.9% increase in the City General Fund budget. It funds 100% of the amount proposed by the Superintendent. This budget scenario includes a \$1.5 million reduction in the ACPS operating transfer.
- Eliminate new operating budget investments (-\$2.0 million). The proposed budget includes \$2.0 million in new investments in social equity, environmental resiliency, and technology. These additions would be eliminated in this budget scenario.
- Cash capital reduction (-\$12.6 million). Cash capital funding for the CIP was reduced by \$24 million in FY 2020 and \$22 million in FY 2021 due to the COVID-19 pandemic. The proposed budget increases cash capital by \$6.5 million to \$33.8 million as compared to \$49.2 million planned for the FY 2022 prior to the pandemic. Cash capital would be reduced by \$12.6 million in this budget scenario.
- City service reductions (-\$6.9 million). The proposed budget reflects \$11.8 million in General Fund expenditure savings with no significant reductions in City services and no employee layoffs. This budget scenario would require another \$6.9 million in expenditure reductions on the following pages which would require reducing services and eliminating filled positions.



Alternative Budget Scenarios

FY 2022 PROPOSED ALTERNATIVE OPTIONS

Department	Reduction Title	Amount
Commonwealth's Attorney	Eliminate funding for misdemeanor prosecution	(111,319)
Community & Human Services	The Campagna Center - After School Program	(260,000)
Community & Human Services	Alexandria Fund for Human Services	(626,939)
Economic Development - AEDP	Out-of-Market Business Attraction Advertising	(20,000)
Economic Development - Small Business Development Center	Small Business Assistance / Client Consulting	(31,500)
Economic Development - Visit Alexandria	Boat Parade of Lights	(40,000)
Emergency & Customer Communications	Temporarily Freeze the Hiring of 5 positions for FY22	(506,669)
Fire	4 Person Unit Reduction	(1,400,000)
General Services	Renewable Energy Credits	(95,424)
General Services	Energy Management Analyst	(98,864)
Human Resources	Citywide Employee Development Programs	(151,565)
Information Technology Services	Computer Programmer Analyst IV	(132,208)
Information Technology Services	I-Net Maintenance Reduction	(200,000)
Information Technology Services	Principal GIS Analyst	(132,208)
Libraries	Eliminate Security Guards Throughout FY22	(72,633)



Alternative Budget Scenarios

FY 2022 PROPOSED ALTERNATIVE OPTIONS

Department	Reduction Title	Amount
Non-Departmental	Contingent reserve	(500,000)
Police	Additional overhire reduction	(500,000)
Recreation, Parks & Cultural Activities	Arts Grant Reduction	(100,045)
Recreation, Parks & Cultural Activities	Temporary Reduction of Natural Turf Maintenance Over Seeding	(30,970)
Recreation, Parks & Cultural Activities	Eliminate Driftwood Cleanup	(50,000)
Recreation, Parks & Cultural Activities	Eliminate Seasonal Plantings – Water-front District & City Marina	(51,074)
Recreation, Parks & Cultural Activities	Temporary Reduction - Shutdown the Nature Center	(124,924)
Recreation, Parks & Cultural Activities	Temporary Reduction of City-Wide Park Mowing	(49,779)
Recreation, Parks & Cultural Activities	Temporary Reduction in Right-of-Way Maintenance Levels	(113,898)
Recreation, Parks & Cultural Activities	Temporary Reduction in Urban Forest Maintenance Levels	(309,080)
Sheriff	Volunteer program coordinator	(85,839)
Sheriff	Temporarily freeze 4 partially funded overhires	(135,290)
Sheriff	Inmate Programs and re-entry coordinator	(101,833)
Transit - DASH / Trolley	10% Major Service Reduction	(837,500)
Transportation & Environmental Services	Traffic Signal Repair Tech	(51,329)
Voter Registration & Elections	Reduction in Absentee Voting Hours at Royal Street	(6,215)



Alternative Budget Scenarios

FY 2022 PROPOSED ALTERNATIVE OPTIONS

ALTERNATIVE SCENARIO #2: \$780.6 million Budget = NO DECREASE IN THE REAL ESTATE TAX RATE

Maintaining real estate taxes at the current rate of \$1.13 would produce \$13.0 million in additional revenue above what is included in the FY 2022 proposed budget, including \$4.3 million in FY 2021 from June tax collection.

In this scenario, staff would recommend the following additional expenditures.

- One-percent (1%) City employee one-time bonus (\$+1.7 million). City employees have continued to work throughout the COVID-19 pandemic to keep necessary City services available, fight the spread of the virus, and help the community recover with pay frozen in FY 2021. The FY 2022 proposed budget includes the restoration of merit pay increases. This budget scenario also includes a one-time pay bonus in recognition of their efforts. This pay bonus would be paid as a lump sum early in the fiscal year. ACPS has budgeted a 1% bonus utilizing new state funds.
- DASH bus expansion (+\$1.7 million). The Alexandria Transit Company adopted the Alexandria Transit Vision (ATV) Plan for 2030 in December 2019 which calls for a City-wide high-frequency network of bus service. The DASH FY 2022 budget request included \$3.4 million in expanded service. This budget scenario includes funding for half of that increase.
- Affordable housing (+\$2.0 million). The City's FY 2022-2031 proposed CIP includes \$68 million over ten years for affordable housing and \$7.2 million in FY 2022. This includes funding from a 1% meals tax dedication and the City's \$1 million annual commitment associated with Amazon HQ2. This budget scenario would further the City's commitment to affordable housing by adding another \$2 million and assist in enabling more projects to go forward.
- Cash capital increase (+\$7.6 million). Cash capital funding for the CIP was reduced by \$24 million in FY 2020 and \$22 million in FY 2021 due to the COVID-19 pandemic. The proposed budget increases cash capital by \$6.5 million to \$33.8 million as compared to \$49.2 million planned for FY 2022 prior to the pandemic. Cash capital would be further increased by \$7.2 million in this budget scenario to \$41.0 million, and general obligation borrowing reduced by \$7.2 million which will reduce future year debt service costs.

Federal COVID-19 Relief



PROPOSED FEDERAL STIMULUS FUNDING ALLOCATION

In FY 2020 and 2021, the City received \$27.8 million in CARES Act federal assistance for the COVID-19 pandemic. The use of funds was limited to previously unbudgeted expenditures related to addressing the pandemic before the end of calendar year 2020. The City spent the entire allocation on the City government cost of responding to the pandemic and aid to the community. The expenditures were incurred in the following categories.

• City government COVID-19 response	\$8.9 M
• Food security for the community	\$4.1 M
• Rental assistance and eviction prevention for the community	\$6.5 M
• Small business grants and winterization assistance	\$5.5 M
• Contributions to non-profit organizations	\$2.0 M
• Child care services through the Alexandria City Public Schools	<u>\$0.8 M</u>
TOTAL	\$27.8 M

In December the City appropriated an additional \$1.0 M in post-CARES Act food security and rental assistance/eviction prevention funding as bridge funding until federal funds becomes available. The City government continues to incur costs associated with COVID-19 response and vaccination efforts.

The City expects to receive additional assistance from the federal government in the first half of calendar year 2021 and has included \$34 million in non-General Fund federal assistance in the proposed budget as a high-end estimate of the potential amount with \$26 million projected as the low-end estimate.

If received, the proposed budget envisions appropriating the federal funding for the following uses and amounts depending on the approved federal stimulus allocation to the City.

Federal COVID-19 Relief



ANTICIPATED FEDERAL RELIEF FUNDING

PROPOSED PROGRAM CATEGORIES

(Funding dependent on Congressional action
and allocation formulae)

Allocation of Federal Stimulus Funds

If \$34 million

If \$26 million

1. Food insecurity: Food distribution through ALIVE! and its community network partners; large scale distributions, pop up distributions, pantry support, wrap around distributions, home deliveries for older adults and quarantined families, targeted programs for at-risk zip code areas and grocery gift card program.	\$5 M	\$4 M
2. Eviction prevention/rental assistance: prevention of evictions and support of housing stability, homelessness prevention; program coordinates with tenants and landlords; coordinates with State rental assistance program.	\$6 M	\$5 M
3. Economic security: child care access; connecting families in need of child care with providers with capacity; assisting child care providers with addressing facility needs/opportunities; employment/workforce strategies including work-based learning, digital equity and language opportunity; transportation assistance.	\$5 M	\$4 M
4. Community recovery: assist non-profits in meeting needs of clients (emergency and ongoing); ensuring continuity of operations, adjusting service models to meet COVID-19 caused needs; improving access to health and wellness programs in community spaces for City's most vulnerable populations to increase preventative health systems.	\$6 M	\$4 M
5. Economic recovery: targeted direct financial support for businesses; coordination with existing and new federal assistance programs; incentives for filling vacant/to-be-vacant retail and restaurant space; opportunities to incent increased BIPOC owned or targeted businesses to locate or expand; assisting businesses with expanding on-line capabilities; focus on long-term and strategic.	\$8 M	\$6 M
6. Supporting the City response to the pandemic: Supporting the City and AHD efforts to address the pandemic and vaccinations; providing support for quarantine facilities, purchase of PPE and other COVID-19 related services such as COVID-19 testing sites; supporting the City government during the pandemic; communicating to the business and residential community about COVID, prevention of disease spread, and provision of vaccinations.	<u>\$4 M</u>	<u>\$3 M</u>
TOTAL	\$34 M	\$26 M



City Service Adjustments

The following is a list of the major policy and service changes (additions and reductions) included within this budget, listed by department.

Adjustments	FTE	Amount
18th General District Court Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials. The FY 2022 budget includes a restoration of vacancy savings and merit increases for each department.	0.00	\$43,752
Circuit Court Judges Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	(\$28,872)
Circuit Court Judges The FY 2022 budget includes a temporary reduction to professional services, equipment maintenance, performance awards, library and outside printing costs. This reduction will impact the Court's ability to adjudicate civil and criminal cases efficiently.	0.00	(\$13,867)
Circuit Court Judges All General Fund travel, conferences, mileage, education and training dollars were reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the temporary travel restrictions and the delay or cancellation of many in-person training opportunities. In total this generated 0.7 million of General Fund savings.	0.00	(\$5,332)
Circuit Court Judges Jury System Incorporated (JSI)- The FY 2022 budget includes funding to acquire a browser-based system to support online access to the court's jury services and improve the jury selection process. Acquisition costs will be funded in the Capital Improvement Program for the first year. In FY 2023, the annual maintenance fees will be transferred to the department's General Fund.	0.00	\$0
City Attorney Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	(\$5,623)
City Attorney The FY 2022 budget includes funding to add a full-time Law Clerk to provide an increased level of service in employment litigations in part to bring in-house some employment cases that have been provided to date by outside counsel.	1.00	\$84,482
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City Service Adjustments



Adjustments	FTE	Amount
City Attorney The FY 2022 budget includes funding to add a half-time Assistant City Attorney to provide an increased level of service for legal counsel to assist in employment matters in part to bring in-house some employment cases that have been provided to date by outside counsel.	0.50	\$50,784
City Attorney All General Fund travel, conferences, mileage, education and training dollars were reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the temporary travel restrictions and the delay or cancellation of many in-person training opportunities. In total this generated 0.7 million of General Fund savings.	0.00	(\$18,250)
City Clerk and Clerk of Council Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$51
City Clerk and Clerk of Council All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total this generated \$0.7 million of General Fund savings.	0.00	(\$1,051)
City Clerk and Clerk of Council The proposed budget reduces funds for advertising fees for submitting legal notices to local newspapers, which historically have been used to supplement advertising fees in the City Council's budget.	0.00	(\$4,000)
City Council Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	(\$13,486)
City Council All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total, this generated \$0.7 million of General Fund savings.	0.00	(\$9,794)
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City Service Adjustments



Adjustments	FTE	Amount
City Manager's Office Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries and benefits, contracts, and materials, and includes a \$100,000 contingency funds for assistance with public-private partnerships and economic development analysis.	0.00	\$169,309
City Manager's Office As a FY 2021 mid-year adjustment, the City Manager's Office added a 1.00 FTE rotational position of the Race and Social Equity Fellow to support implementation of the City of Alexandria's ongoing diversity, equity and inclusion initiatives.	1.00	\$124,641
City Manager's Office The Assistant City Manager for Public Private Partnerships position, which is responsible for reviewing, analyzing, negotiating and implementing P3 opportunities with the private sector and other governmental entities, is partially (50%) re-allocated to a CIP account.	0.00	(\$87,758)
City Manager's Office All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total this generated \$0.7 million of General Fund savings.	0.00	(\$26,060)
Clerk of the Circuit Court Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	(\$47,146)
Clerk of the Circuit Court This proposed budget item includes contingency funding for identified initiatives pending City Manager approval of an expenditure plan.	0.00	\$137,500
Clerk of the Circuit Court All General Fund travel, conferences, mileage, education and training dollars were reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the temporary travel restrictions and the delay or cancellation of many in-person training opportunities. In total this generated 0.7 million of General Fund savings.	0.00	(\$498)
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City Service Adjustments



Adjustments	FTE	Amount
Code Administration Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials to include the reclassification of a part time permit technician to a full time employee.	0.38	\$88,538
Code Administration Permit Processing System — The FY 2022 budget assumes a \$100,000 interfund transfer to match the funding plan included in the Capital Improvement Program (CIP) to support Alexandria Permit and Land Use Management Portal (APEX).	0.00	\$100,000
Code Administration Rodent Abatement— The FY 2022 budget reduces Code Administration's General Fund to zero. This reduction produces a cost savings of \$24,000 to be absorbed within the Other Special Revenue Fund.	0.00	(\$24,000)
Commonwealth's Attorney Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$35,941
Commonwealth's Attorney All General Fund travel, conferences, mileage, education and training dollars were reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the temporary travel restrictions and the delay or cancellation of many in-person training opportunities. In total this generated 0.7 million of General Fund savings.	0.00	(\$5,488)
Commonwealth's Attorney Rehabilitative Program — This Special Assistant to the Commonwealth's Attorney Office was moved to the Capital Improvement Program (CIP) under the Alexandria Justice Information System (AJIS) program. The AJIS program provides multiple City agencies and the law enforcement community with access to civil, criminal court and inmate management data, mug shots, documents, and reports. AJIS interfaces with other systems to furnish data to other local, regional, and national law enforcement agencies. This position is responsible for improving the efficiency of the Office of Commonwealth Attorney's rehabilitative programs by taking responsibility of short and long-range planning, development and evaluation of rehabilitative programs, applying for and administering grants, and data extraction and analysis.	0.00	(\$84,739)
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City Service Adjustments



Adjustments	FTE	Amount
Communications and Public Information Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes a decrease in the vacancy savings factor (\$106,194), addition of two positions (\$187,635) funded in large part with reduced contractual service funding. Current services adjustment also include increases and/or decreases in salaries & benefits due to staff turnover, benefit elections and merit increases as well as changes in contractual, supplies and materials, and other non-personnel costs.	2.00	\$127,815
Communications and Public Information All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total this generated \$0.7 million of General Fund savings.	0.00	(\$1,400)
Communications and Public Information The proposed FY 2022 budget includes a reduction of personnel costs due to a temporary hiring freeze of the currently vacant position of Strategic Communications Planner that would be responsible for assisting in the planning and coordination of City-wide internal and external communications.	0.00	(\$101,227)
Court Services Unit Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$44,284
Court Services Unit All General Fund travel, conferences, mileage and education and training dollars were reduced by 50% in the FY 22 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total this generated \$0.7 million of General Fund savings.	0.00	(\$150)
Department of Community and Human Services Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and include increased personnel expenditures due to position reclassifications, a decrease in the vacancy savings factor, and increases and/or decreases in the cost of contracts and materials.	0.00	3,561,598
Department of Community and Human Services Training/Travel - DCHS' budget for staff training, conferences, and associated travel costs is reduced by \$128,542. This reduction was spread across multiple DCHS programs so that the impact would not be concentrated on employees in one particular area. This reduction was submitted based on the estimated impacts of COVID-19 on the availability of these training and travel opportunities.	0.00	(128,542)
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City Service Adjustments



Adjustments	FTE	Amount
Department of Community and Human Services All Tavern Square office space cost estimates are adjusted in the FY 2022 proposed budget to reflect a lease extension agreement. In total this generated \$0.6 million of General Fund savings.	0.00	(\$50,580)
Department of Community and Human Services Administration Fees for Computer Services - DCHS' budget for computer services replacement costs is reduced by \$51,000 based on historical underspending. This item represents an efficiency savings.	0.00	(\$51,000)
Department of Community and Human Services Finance Fiscal Analyst - DCHS is holding a full-time Fiscal Analyst temporarily vacant in FY 2022 for a General Fund savings of \$91,023. This position provides financial support for DCHS' Administration Leadership and Management programs. DCHS has distributed this position's responsibilities among existing staff and will continue this approach through FY 2022.	0.00	(\$91,023)
Department of Community and Human Services Office of the Director - DCHS is holding a full-time Deputy Director position temporarily vacant in FY 2022 for a General Fund savings of \$177,102. This position is meant to focus on service delivery, program quality, community partnerships, legislation, the Alexandria Fund for Human Services, and any other new or emerging initiatives. Delaying the filling of this position will not have an immediate impact on the community or delivery of services.	0.00	(\$177,102)
Department of Community and Human Services Reimbursement - DCHS is increasing the Medicaid Reimbursement revenue budget by \$560,000 for Medicaid case management and psychiatric services. DCHS has increased Medicaid revenue recovery significantly over the past two years and this trend is expected to continue. This increase is partially due to a larger proportion of Medicaid eligible clients that are receiving services from DCHS as well as operating changes that has increased DCHS' revenue recovery. This revenue will impact DCHS's special revenue funds, reducing General Fund costs by \$560,000 with no impact on expenditures.	0.00	(\$560,000)
Department of Community and Human Services Child Advocacy Center - DCHS' professional development budget for staff in the Child Advocacy Center is reduced by \$6,055 based on historical underspending. This item represents an efficiency savings.	0.00	(\$6,055)
Department of Community and Human Services Children and Families Administration - DCHS' professional services budget for staff in the Center for Children and Families Administration is reduced by \$5,000 based on historical underspending. This item represents an efficiency savings.	0.00	(\$5,000)
Department of Community and Human Services Reduce City Match—DCHS is reducing the City of Alexandria's needed financial match for services provided by the Children's Services Act (CSA) by \$150,000. DCHS is projecting a surplus for FY 2022 based on service and placement patterns over the past year and this reduction is within the range of the projected surplus amount. While these projections are typically accurate, any high expense placement(s) could reduce the surplus projection and/or result in additional budget needs.	0.00	(\$150,000)
Department of Community and Human Services Youth Development Initiative - DCHS' professional services budget for community-wide youth development initiatives is reduced by \$5,000 based on historical underspending.	0.00	(\$5,000)

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City Service Adjustments



Adjustments	FTE	Amount
Department of Community and Human Services 2525 Mount Vernon Maintenance and Operations - DCHS is reducing the allocation for custodial services at 2525 Mount Vernon by \$40,000 based on historical spending patterns.	0.00	(\$40,000)
Department of Community and Human Services Alexandria Community Shelter - The Alexandria Community Shelter's budget is receiving a one-time reduction of \$120,000 for FY 2022. This adjustment would reduce the funds available for building maintenance and the replacement of appliances and furniture for the shelter but not change the existing agreement with Volunteers of America or the availability of services at the shelter.	0.00	(\$120,000)
Department of Community and Human Services Controlled Data Information System - DCHS' budget for the Homeless Continuum of Care database system is reduced by \$10,000 based on historical spending patterns. The HMIS system allows for the collection of standardized data on individuals and families receiving homeless prevention and intervention services across the community.	0.00	(\$10,000)
Department of Community and Human Services Housing and Janitorial Supplies - DCHS' budget for housekeeping for the Community Shelter Kitchen is reduced by \$15,000 based on historical spending patterns.	0.00	(\$15,000)
Department of Community and Human Services Winter Shelter and OCS Office Supplies - DCHS is reducing the office supply budget for the Office of Community Services by \$5,000 and the client shelter by \$10,000 based on historical underspending for a total reduction of \$15,000.	0.00	(\$15,000)
Department of Community and Human Services Stormwater Utility Fee Relief - DCHS is receiving \$125,000 in funding to support the Stormwater Utility Relief program. This program is meant to support homeowners whose utility fee presents a special financial hardship. Annually, these funds will be transferred from DCHS to the Department of Finance. Finance will be responsible for administering the program and paying the stormwater utility fees of needy homeowners that qualify for relief.	0.00	\$125,000
Department of Community and Human Services Birmingham Green (BG) - The City's contribution to Birmingham Green will see a one-time reduction of \$200,000 for FY 2022. Birmingham Green is a publicly supported nursing home and assisted living facility located in Prince William County. DCHS anticipates a one-time savings of approximately \$200,000 for its user fees to Birmingham Green due of the availability of Medicaid Supplemental revenue. This reduction is not expected to change the availability of services for Alexandria residents.	0.00	(\$200,000)
Department of Community and Human Services Residential Services for Individuals with Developmental Disabilities - DCHS' budget for residential service contract funds is reduced by \$50,000. These contract funds are used to purchase of private residential care services for individuals with developmental disabilities. DCHS submitted this reduction based on historical spending patterns.	0.00	(\$50,000)
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City Service Adjustments



Adjustments	FTE	Amount
Department of Community and Human Services Mental Health Psychosocial Rehabilitation - Two DCHS Human Services Specialist I positions will be held temporarily vacant for six months in FY 2022 for a General Fund savings of \$81,047. These positions provide services to individuals with serious mental illness at the West End Wellness Center; however, the Center is currently operating at reduced capacity due to COVID-19 risks. This reduction is not anticipated to impact the total numbers served until the West End Wellness Center returns to pre-pandemic operations.	0.00	(\$81,047)
Department of Community and Human Services MH/SA Residential - Two vacant DCHS Service Associate positions will be eliminated in the FY 2022 budget. These positions provide supportive services to individuals with behavioral health needs living in their own homes. DCHS has shifted service delivery for these individuals to a case management model, which no longer requires Service Associates positions. This reduction will result in a General Fund savings of \$155,705.	(2.00)	(\$155,705)
Department of Community and Human Services Medication Assisted Treatment - A part-time (0.10 FTE) Registered Nurse position in the City's Opioid Treatment Program will be eliminated for a General Fund savings of \$7,259. This vacant position provides a limited number of weekly hours of coverage that can be absorbed by existing staff.	(0.10)	(\$7,259)
Department of Community and Human Services Short Term Substance Abuse Residential Treatment - Four positions in DCHS' short term residential substance abuse program will be held vacant in FY 2022 for a General Fund savings of \$370,231. DCHS is proposing this reduction because the program has been paused since the onset of the COVID-19 public health crisis due to the inability to maintain social distancing. DCHS is currently exploring the potential budgetary, clinical and operational impact of changing this program to a contract model of service delivery, which is being considered for implementation in FY 2022.	0.00	(\$370,231)
Department of Community and Human Services ACORP Therapist Supervisor - DCHS is receiving \$184,435 to fund the Alexandria Crisis Intervention Co-Responding Program (ACORP). This pilot program is intended to examine the effects of a DCHS-Police co-responding crisis response approach with persons experiencing a behavioral health crisis. Program funding will be used to staff 1.0 Therapist Supervisor within DCHS, who will serve as the Project Manager for the program. Additional dollars are also allocated for contract program evaluation, staff training, IT equipment, and client needs (i.e., clothing, food). The Police Department will provide an existing position for this program.	1.0	\$184,435
Department of Community and Human Services Early Childhood Local Funding Request — This budget funds \$505,500 in local funding from the City of Alexandria for early childhood education services. These funds will be used to provide priority services over 200 children ages 3-to-5 who qualify at "at-risk" and/or who are eligible for Head Start and VPI early childhood programs. To support Smart Beginning's early childhood framework, the City will continue FY 2020's \$200,000 investment in early childhood education and increase this allocation by \$303,500 in order to support expanded summer learning and extended hours during the schools year for Alexandria's VPI, Head Start, and At Risk students.	0.00	\$505,500
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City Service Adjustments



Adjustments	FTE	Amount
Economic Development Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$225,950
Economic Development Business Executive Stakeholder Focus Groups – AEDP temporarily suspends focus groups designed, hosted, and analyzed by consultants to gather insight into economic challenges and opportunities facing Alexandria and AEDP's effectiveness and direction.	0.00	(\$8,000)
Economic Development Annual Website Upgrades – The AEDP website will not be upgraded during FY 2022. While the website remains informative, it will have more limited ability to engage businesses and stay current.	0.00	(\$20,000)
Economic Development Marketing Photography – AEDP will not update their annual professional photography during FY 2022.	0.00	(\$5,000)
Economic Development Program Services Coordinator – SBDC maintains their Program Services Coordinator, a position originally funded through CARES which provides support to existing and startup small businesses including outreach, counseling and content development. This position is partially supported by one-time donations received in FY 2021.	0.00	\$48,000
Economic Development Membership Fees – Having reduced membership fees by 50% in response to the pandemic, Visit Alexandria restores the full fee for businesses wishing to benefit from access to Visit Alexandria's marketing and promotion opportunities.	0.00	(\$35,000)
Economic Development Destination Advertising Carryover Savings – In response to an anticipated reduction in tourism in the spring and summer of FY 2021, Visit Alexandria temporarily reduces destination advertising spending in order to utilize the savings in the fall of FY 2022.	0.00	(\$55,000)
Economic Development International Meetings Marketing – Visit Alexandria temporarily reduces meetings advertising by 25 percent and international marketing by 78 percent in order to prioritize sales.	0.00	(\$63,000)
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City Service Adjustments



Adjustments	FTE	Amount
Emergency and Customer Communications Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$522,563
Emergency and Customer Communications All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total this generated \$0.7 million of General Fund savings.	0.00	(\$85,000)
Emergency and Customer Communications Non-Personnel Expenditures Reduction—This reduction will come from printing and binding, motor pool, internal printing, membership; subscriptions; and books, and professional services.	0.00	(\$9,375)
Emergency and Customer Communications Reclassification—Reclassifying 4 Public Safety Communications Officer positions to newly created Customer Service Agent positions generates savings by having the new positions reduce the number of non-emergency calls being sent to 9-1-1 operations by answering them during peak hours.	0.00	(\$48,419)
Emergency and Customer Communications Overtime Reduction—This reduction to overtime by 26% is achieved by having the newly reclassified positions answer more non-emergency calls.	0.00	(\$100,000)
Finance Department Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year, and includes increases and/or decreases in salaries & benefits, contracts, and materials. This also includes the restoration of merit increases taken in FY 2021 to balance the budget due to the COVID-19 pandemic.	0.00	\$870,878
Finance Department All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total this generated \$0.7 million of General Fund savings.	0.00	(\$48,325)
Finance Department Temporary Staff—Temporary staff dollars are reduced in the FY 2022 proposed budget. Temporary staff are used seasonally and support customer service surges during the Personal Property tax and Real Estate assessment seasons. Existing City Staff will take over the duties performed by these positions with a potential impact on service.	0.00	(\$104,000)
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City Service Adjustments

Adjustments	FTE	Amount
Finance Department Account Clerk III—A vacant position is temporarily frozen through FY 2022 with no service impact on other City departments. Existing City Staff will temporarily take over these added duties normally performed by this position.	0.00	(\$70,581)
Finance Department Multiple Positions—A vacant Revenue Analyst III, Account Clerk III, and Account Clerk IV are temporarily frozen through FY 2022. These positions all support external facing functions, such as the customer service counter and the permit center, which are currently experiencing reduced foot traffic due to the COVID-19 pandemic. Existing City Staff will temporarily take over these added duties normally performed by these positions.	0.00	(\$235,872)
Finance Department Account Clerk III—A vacant position is temporarily frozen through FY 2022 as it supports in-person traffic at City Hall which is currently reduced due to the COVID-19 pandemic. Existing City Staff will temporarily take over these added duties normally performed by this position.	0.00	(\$70,517)
Fire Department Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	1.00	(\$309,759)
Fire Department All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total this generated \$0.7 million of General Fund savings.	0.00	(\$103,627)
Fire Department This budget includes a \$42,548 increase in debt service for equipment replacements purchased in FY 2020 and FY 2021. This represents a \$327,907 reduction in debt service planned in the FY 2021 fleet plan due to the deferral of 5 engines and 3 special services vehicles and advancement of 4 medic unit replacements. One medic unit is now scheduled for replacement in each year of the fleet plan from FY 2022 to FY 2025.	0.00	\$42,548
General Services Current services adjustment— Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes a decreased vacancy savings factor (\$242,069), increases in utility cost allocations (\$56,174), annual merit increases, equipment replacement charges, and increases and/or decreases in contracts and materials.	0.00	\$407,681
General Services All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total this generated \$0.7 million of General Fund savings.	0.00	(\$16,675)
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City Service Adjustments



Adjustments	FTE	Amount
General Services All Tavern Square office space cost estimates are adjusted in the FY 2022 proposed budget to reflect a lease extension agreement. In total this generated \$0.6 million of General Fund savings.	0.00	(\$64,777)
General Services An Administrative Division Chief position will remain vacant for all of FY 2022. This position is responsible for all Administrative Division functions for the Department including fiscal management, budget development, procurement, and City-wide real estate administration.	0.00	(\$138,126)
General Services Non-personnel budgets in multiple accounts associated with building operations are reduced by a total of \$145,000. This reduction is not expected to affect DGS's workplan, but may hinder the department's ability to perform ad-hoc requests and respond to emergencies.	0.00	(\$145,000)
General Services The proposed budget eliminates funding for a part-time seasonal Sound Technician position that provides support at all in-person City Council meetings. DGS will collaborate with ITS to determine alternative solutions for technical sound support at City Council meetings.	0.00	(\$13,065)
General Services The proposed FY 2022 budget reduces the hours worked by contracted armed security guards at City Hall from 220 hours per week to 170 hours per week at a cost saving of \$60,606.	0.00	(\$60,606)
General Services This temporary reduction affects budgets in multiple non-personnel accounts associated with Project Management and Leadership by a total of \$200,000. This reduction is not expected to affect DGS's workplan for FY 2022, but may hinder the Department's ability to perform ad-hoc projects, third-party studies and analyses, and respond to emergency building repairs.	0.00	(\$200,000)
General Services In FY 2022, the Sheriff's Office will be assuming the maintenance associated with the newly installed security system at the Courthouse and Public Safety Center. This will save DGS \$30,000 by transferring the maintenance responsibilities to the Sheriff's Office.	0.00	(\$30,000)
General Services This efficiency savings proposal is a result of the department having been able to negotiate a reduction of the cost of the full-service project management agreement for the building management system.	0.00	(\$35,500)
General Services The proposed budget temporarily reduces the special events budget by \$10,000 due to the reduction in special events and in-person City Council meetings during the Covid-19 public health emergency.	0.00	(\$10,000)
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City Service Adjustments



Adjustments	FTE	Amount
General Services The non-personnel budget in the Support Services is reduced by \$10,000. These funds cover support and customer service to City departments for requests such as document disposal, surplus management, furniture relocation, and event and meeting setups.	0.00	(\$10,000)
General Services Employee parking in the Tavern Square garage has been temporarily eliminated due to a significant reduction in the number of City employees parking in this facility during the COVID-19 pandemic. The proposed budget continues this reduction into FY 2022.	0.00	(\$36,000)
Health Department Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials. A mid-year FTE reconciliation increased a Public Health Nurse position by 0.5 FTE.	0.50	\$426,939
Health Department \$1.0 million of Federal CARES funding allocated to AHD was removed from the FY 2022 General Fund budget. When future Federal stimulus and relief funds are made available then they will likely be allocated to areas of COVID-19 related need across the City.	0.00	(\$1.00M)
Health Department Revenue Adjustment—The State's Family Planning Grant will reimburse 89 percent of the salary and benefits of the City Health Department's Nurse Aide. This change in position reimbursement will reduce the Health Department's General Fund costs by \$29,513 with no impact on the provision of family planning services to the community.	0.00	(\$29,513)
Health Department Revenue Adjustment—The Alexandria Health Department's (AHD) requested match from the City for FY 2022 was minimal at 0.2% increase compared to previous averages of 3.3%. The difference between anticipated and actual amounts is due to the State's response to decreased revenues and funding associated with the COVID-19 pandemic. AHD identified this as a one-time savings of \$160,103. This is temporary savings as the City Match will likely increase in future fiscal years as revenues and funding levels stabilize.	0.00	(\$160,103)
Health Department All General Fund travel, conferences, mileage and education and training dollars were reduced by 50% in the FY 2022 proposed budget due COVID-19 and the delay or cancellation of many in person training opportunities. In total, this adjustment generated \$0.7 million of General Fund savings.	0.00	(6,661)
Office of Historic Alexandria Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$132,368
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City Service Adjustments



Adjustments	FTE	Amount
Office of Historic Alexandria Office of Historic Alexandria — The FY 2022 budget increases a 0.75 part time Archaeologist position to 1.00 full time employee to meet the growing workload associated with the preservation and historic interpretation. The position is currently funded by a certified Local Government Grant until FY 2024 and has no General Fund impact.	0.25	\$0
Office of Historic Alexandria Office of Historic Alexandria — The FY 2022 budget increases 7 part time Museum Aide II positions from 0.375 to 0.6 FTE. This allocation will true up the budget with existing staffing costs and schedules. These positions are responsible for visitor services and front line operations as well as the development of an educational program for a variety of audiences.	1.58	\$135,263
Office of Historic Alexandria Office of Historic Alexandria — The FY 2022 budget delays the hiring of a vacant Museum Director position for the Lyceum. The Lyceum Director is responsible for supervising all aspects of the museum's collection, including authentication, and educational programs. The Director is also responsible for overseeing administrative tasks and seeking fundraising opportunities for the museum.	0.00	(\$117,014)
Office of Historic Alexandria Office of Historic Alexandria — The FY 2022 budget eliminates funding for the preservation of historic ships. The impact of this reduction is minimal since the funding is not necessary for FY 2022. OHA will revisit the appropriate funding needed in the FY 2023 budget process.	0.00	(\$30,000)
Office of Historic Alexandria Office of Historic Alexandria — The FY 2022 budget eliminates funding for Waterfront Programming. This program provides historically themed public events for a variety of ages to draw residents and visitors to the King Street Waterfront Park. The impact of this reduction is minimal since large groups gatherings are discouraged due to the COVID-19 pandemic. This reduction does not impact General Fund revenues.	0.00	(\$15,000)
Office of Historic Alexandria Office of Historic Alexandria — The FY 2022 budget temporarily eliminates funding for a OHA's Wayfinding Signage system. This system is used to expand interpretation in publicly accessible areas and help promote walking, biking and transit use to residents and visitors throughout the City.	0.00	(\$10,000)
Office of Historic Alexandria All General Fund travel, conferences, mileage, education and training dollars were reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the temporary travel restrictions and the delay or cancellation of many in-person training opportunities. In total this generated 0.7 million of General Fund savings.	0.00	(\$6,300)
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City Service Adjustments



Adjustments	FTE	Amount
Office of Housing Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials as well as estimates for meals tax. The majority of the decrease can be attributed to a \$2 million decrease in the HTF carryover earmarked for Wesley Housing's Waypoint Project.	0.00	(\$2,380,523)
Office of Housing All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total this generated \$0.7 million of General Fund savings.	0.00	(\$15,087)
Office of Housing All Tavern Square office space cost estimates are adjusted in the FY 2022 proposed budget to reflect a lease extension agreement. In total this generated \$0.6 million of General Fund savings.	0.00	(\$49,062)
Office of Housing Portions of the Director's and Deputy Director's salaries are temporarily to be paid for with dedicated real estate tax revenue for housing. This reduces the transfer from the General Fund to the Affordable Housing Fund, limiting capacity for affordable housing by approximately two units.	0.00	(\$175,723)
Human Resources Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$96,094
Human Resources The FY 2022 proposed budget includes a decreased vacancy savings factor as a result of discontinuing a City-wide selective hiring freeze and returning the vacancy savings factors across all departments to	0.00	\$85,837
Human Resources All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget compared to FY 2020 or an additional 25% compared to FY 2021 budgets due to COVID-19 and the delay or cancellation of many in person training opportunities. In total this generated \$0.7 million of General Fund savings. This reduction does not include funds for City-wide employee education and training programs.	0.00	(\$17,605)
Human Resources The proposed FY 2022 budget restores the FY 2021 Budget 2.0-related 25% reduction for the City employee education and training programs, which includes a number of continuous improvement opportunities such as professional development, tuition assistance, City-wide classes, special education cohort programs, and online learning and onboarding training.	0.00	\$86,606
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City Service Adjustments



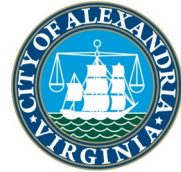
Adjustments	FTE	Amount
Human Resources City employees are eligible for transit benefits for commute to and from work as well as pre-tax monthly payroll deductions for transit benefits. Previously, the Department of Transportation and Environmental Services (T&ES) had administered this program in close collaboration with Human Resources. To improve administrative efficiency of the program and its coordination with other employee benefits, the transit benefit program and associated funding was transferred from T&ES to Human Resources as a mid-year service adjustment.	0.00	\$210,000
Human Resources The department's FY 2022 photocopying funds are reduced to reflect expected limited employee outreach mail and in-person service deliveries during modified business operations due to COVID-19.	0.00	(\$7,037)
Human Resources City-wide benefits consulting services are temporarily reduced for FY 2022. Benefits consultants partner with the Department of Human Resources to develop healthcare cost optimization strategies and market-competitive plans for talent recruitment and retention; and to provide plan monitoring and performance reporting within City and against comparable organizations.	0.00	(\$51,650)
Human Resources City-wide professional health services are temporarily reduced for FY 2022. These services include, but are not limited to, pre-employment drug testing and physical examinations, fitness-for-duty examinations, and functional capacity examinations.	0.00	(\$26,000)
Office of Human Rights Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	(\$7,262)
Office of Human Rights Legal Aid Justice Center Program — The LAJC program provides individual consultation and potential relief options to the underserved immigrant residents within the City. The LAJC program is committed to helping City residents navigate the complex immigration system and provide additional follow-up services. This funding is reallocated from the Non-Departmental General Fund.	0.00	\$100,000
Office of Human Rights All Tavern Square office space cost estimates are adjusted in the FY 2022 proposed budget to reflect a lease extension agreement. In total this generated 0.6 million of General Fund savings.	0.00	(\$34,813)
Office of Human Rights All General Fund travel, conferences, mileage, education and training dollars were reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the temporary travel restrictions and the delay or cancellation of many in-person training opportunities. In total this generated 0.7 million of General Fund savings.	0.00	(\$2,291)
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City Service Adjustments



Adjustments	FTE	Amount
Information Technology Services Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials. Other non-personnel expenditures increased over FY 2021 approved budget due to FY 2022 cost increases for Citywide software programs such as the annual enterprise licensing fee, device management platform, video communications platform, and the City's cloud service support costs. Additionally, a shared payment agreement was reinstated with various public safety departments to split the cost for software that supports their virtual servers.	0.00	\$1,441,713
Information Technology Services All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total this generated \$0.7 million of General Fund savings.	0.00	(\$54,450)
Information Technology Services All Tavern Square office space cost estimates are adjusted in the FY 2022 proposed budget to reflect savings resulting from a lease extension agreement. In total this generated \$0.6 million of General Fund savings.	0.00	(\$213,282)
Information Technology Services Various ITS operating costs are reduced across several internal programs and include services such as printing, office supplies, building costs, and fuel costs.	0.00	(\$13,393)
Information Technology Services Content management system phase-out—This proposal reflects an efficiency achieved by accelerating the phase-out of the old website platform, thereby eliminating associated maintenance costs. There is no service impact associated with this reduction.	0.00	(\$12,354)
Information Technology Services Miscellaneous Telecommunications Hardware—This proposal reduces by 80% the amount of replacement telecommunications hardware that is used to repair office phones and associated telephony and VOIP equipment. Ongoing needs can be funded by individual departments.	0.00	(\$4,000)
Information Technology Services Adobe Licenses Reduction—This proposal reduces the quantity of Adobe licenses that will be available to departments Citywide.	0.00	(\$2,500)
Information Technology Services Small Equipment Purchases Reduction—This proposal reduces Citywide funding for small equipment and software purchases, to include computer accessories, help desk software, and shared conference room equipment.	0.00	(\$10,000)
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City Service Adjustments



Adjustments	FTE	Amount
Information Technology Services Multiple Positions, Hiring Freeze—A vacant Computer Programmer IV (1.00 FTE) and a vacant Principal GIS Analyst (1.00 FTE) are temporarily frozen through part of FY 2022. Existing City Staff will take over the critical work functions performed by this position.	0.00	(\$102,003)
Information Technology Services Printer Maintenance Reduction—This proposal reflects an efficiency savings achieved by reducing funding for network printer repairs and replacement parts.	0.00	(\$5,000)
Information Technology Services A Virtual Collaboration Engineer position (1.00 FTE) is added to produce and manage a video communications platform used for virtual public and in-person meetings as well as internal meetings Citywide. In addition, this position will enhance and support remote work.	1.00	\$150,000
Information Technology Services End-User Web Reports Reduction—This proposal eliminates licensing for a end-user report product that has since been phased-out. There is no service impact associated with this reduction.	0.00	(\$4,000)
Information Technology Services LinkedIn Learning Reduction—This proposal eliminates the LinkedIn learning module.	0.00	(\$6,000)
Information Technology Services Ongoing COVID-19 Costs—This proposal reflects the transfer of requested funding for ongoing COVID-19 costs into the non-departmental budget. These ongoing costs fund important components of the City's pandemic response and include increases in various software licenses that allows for virtual public meetings and internal meetings Citywide. Funding for these costs will be available dependent on the release of future stimulus and relief funds at the Federal level.	0.00	(\$408,380)
Information Technology Services Computer Aided Dispatch Agreement—This proposal reflects savings achieved by a partial cost transfer to the program department. A cost-sharing agreement is reinstated with various public safety departments for hardware that is use for computer aided dispatch for 911 services.	0.00	(\$27,847)
Information Technology Services Research Group License Reduction—This proposal reduces the number of licenses that are used to access an information technology research platform for best practice data. There is no service impact associated with this reduction.	0.00	(\$15,750)
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City Service Adjustments



Adjustments	FTE	Amount
Information Technology Services Enterprise Support Agreement Reduction –ITS was able to negotiate a reduction on this line item by utilizing service credits. There is no anticipated service impact for this reduction this year.	0.00	(\$65,000)
Information Technology Services Technology Program Manager Hiring Freeze—This proposal reflects an efficiency savings achieved by temporarily freezing a vacant Technology Program Manager position (1.00 FTE). There is no service impact associated with this reduction. Existing City Staff will take over the duties performed by this position.	0.00	(\$83,452)
Information Technology Services Internet Circuit Speed Increase—This proposal reflects a permanent increase to the speed of two primary internet circuits that improve the remote work experience.	0.00	\$60,000
Information Technology Services Assistant Director—An Assistant Director has been added to support the realignment of the Network Management Division to increase efficiency and effectiveness in managing both the wired and wireless environment. This position will be funded through the Capital Improvement Program LAN/WAN Infrastructure project with no impact to the operating budget.	1.00	\$0
Information Technology Services Network Monitoring—This proposal reflects an increase for software that will allow City staff to monitor network security Citywide, investigate connectivity issues, and perform critical routine maintenance.	0.00	\$13,000
Office of Internal Audit Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes a decrease in the vacancy savings factor (\$136,298), net decreases in salaries & benefits mainly due to employee turnover (\$14,768), and increases/decreases in contracts and materials.	0.00	\$129,781
Office of Internal Audit All Tavern Square office space cost estimates are adjusted in the FY 2022 proposed budget to reflect a lease extension agreement. In total this generated \$0.6 million of General Fund savings.	0.00	(\$6,619)
Office of Internal Audit All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total this generated \$0.7 million of General Fund savings.	0.00	\$(3,589)
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City Service Adjustments



Adjustments	FTE	Amount
Office of Internal Audit The cost reduction reflects the net savings from reclassifying the currently vacant Internal Auditor III as an Internal Auditor I, keeping the position vacant for the first ten months of FY 2022, and continuing the use of a contracted temporary auditor to maintain the audit workplan.	0.00	(\$30,717)
Juvenile & Domestic Relations District Court Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	(\$4,977)
Juvenile & Domestic Relations District Court All General Fund travel, conferences, mileage, education and training dollars were reduced by 50% in the amended FY 2022 proposed budget version 2.0 due to COVID-19. Cancelled and delayed travel restrictions resulted in the cancellation of many in person training opportunities. This generated a total of 0.7 million of General Fund savings.	0.00	(\$3,925)
Library Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials. A mid-year FTE adjustment changed the personnel status of part-time positions to temporary positions with no change in service.	(1.10)	\$236,352
Library Law Libraries Reduction—The Library is waiving the Law Library's General Fund contribution for FY 2022 for a total savings of \$28,694. There will be no service impact associated with this reduction because the Library will use funding provided by the Alexandria Bar Association and user fees to fund the Law Libraries material costs for FY 2022.	0.00	(\$28,694)
Library Holding Positions Vacant—The Library is holding a number of positions temporarily vacant for part of FY 2022 for a total General Fund reduction of \$184,691. The tasks normally performed by these positions will be distributed to existing staff.	0.00	(\$184,691)
Non-Departmental Contingent Reserves Remove \$4,259,278 of one-time funding for FY 2021 contingency items. Expenditures budgeted here in FY 2021 related to Deportation Due Process Program, Voter Registrar Redistricting Notice, and Northern Virginia Juvenile Detention Center (NVJDC) subsidy increase have been moved to their respective department budgets. Additionally, the COVID-19 Response Contingency budgeted in the General Fund for FY 2021 has been removed.	0.00	(\$4,259,278)
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City Service Adjustments



Adjustments	FTE	Amount
Non-Departmental Contingent Reserves This funding represents the deletion of 50% of the appropriation to the Inova Alexandria Hospital for uncompensated care. The funding has been placed in contingent reserves until staff receive and complete an assessment of the impact of the expansion of Medicaid eligibility, and agree on the appropriate impact on the City's appropriation to Inova going forward. The FY 2022 budget maintains this funding in Non-Department contingent reserves. These funds will be proposed for release once INOVA Alexandria provides service level and financial information related to the impact of Medicaid expansion to the City and City Council approves its release.	0.00	\$490,575
Non-Departmental Contingent Reserves The funding for the Night/Weekend Zoning Inspector has been moved to Contingent Reserves, until a comprehensive review and report on night/weekend staffing, policies, and coordination between the Police, Planning, Code Administration, T&ES, Health and other impacted departments has been presented to Council. This item was also included as a Contingent Reserve item in FY 2021.	0.00	\$83,595
Non-Departmental Contingent Reserves This provides funding to support the proposed Community Policing Review Board. As the final scope and composition of this board is determined, staff will provide a recommendation to City Council on how to release and allocate these funds from contingency.	0.00	\$600,000
Non-Departmental Contingent Reserves The General Assembly passed legislation, effective May 1, 2021, which provides local jurisdictions with the ability to recognize labor unions or other employee associations or groups as a collective bargaining agent, if permitted by the jurisdiction via local ordinance or resolution. For the Proposed FY 2022 budget, funding is placed in contingent reserves in anticipation of City engagement with employee associations and/or labor unions.	0.00	\$850,000
Non-Departmental Contingent Reserves The Proposed FY 2022 budget includes moving staffing and functions related to Alexandria Criminal Justice Services unit, which provides pretrial and probation services for local offenders, from the Alexandria Sheriff's Department budget to Other Public Safety, where the office will report directly to the Deputy City Manager over Safe, Secure, and Just Community focus area. Additional funding in the amount of \$160,000 is placed in contingency in the event that it is determined that additional resources are needed to support the City's pretrial and probation programs. Once this new office's needs are better understood, staff will provide a recommendation for the allocation and release of these funds from contingency.	0.00	\$160,000
Non-Departmental Contingent Reserves NVCC has approached the City and Alexandria City Public School (ACPS) with a proposal to repurpose NVCC's regional capital subsidy and move these funds from the CIP to the operating budget to create early college education opportunities for ACPS high school students. ACPS is currently considering this proposal and estimating the City funding required to support this new initiative. The previous NVCC capital contribution has been removed from the CIP and \$400,000 is budgeted in contingent reserves. ACPS is currently working on a proposal.	0.00	\$400,000

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City Service Adjustments



Adjustments	FTE	Amount
Non-Departmental Contingent Reserves <p>This provides funding for outreach efforts in response to state legislation passed by the General Assembly that would authorize implementation of a plastic bag tax as a local option. The current timeline for the implementation of the plastic bag tax has not determined, which will impact the timing of the City's outreach efforts. Staff will revisit this issue with Council, once the state's timeline for implementing plastic bag tax regulations is more certain.</p>	0.00	\$30,000
Non-Departmental Contingent Reserves <p>Undesignated contingency funds.</p>	0.00	\$500,000
Non-Departmental Contingent Reserves <p>This provides funding for programs to assist Alexandria residents and businesses with recovery from the economic impacts of the COVID-19 pandemic. It is anticipated that the City could receive up to \$34 million from the federal legislation currently under development, and this funding would be used to provide support in these areas of need:</p> <ul style="list-style-type: none"> • Food Security • Eviction Prevention/Rental Assistance • Resident Economic Security • Business Economic Recovery • Community Recovery • Administrative, support, and health and vaccination costs associated to City government's response to the COVID-19 public health emergency <p>At the time of budget preparation, final Congressional action has not been taken. Staff will need to propose a detailed allocation of grant funds, once the total amount, regulations, parameters, and spenddown requirements are known.</p>	0.00	\$34,000,000
Office of Management and Budget <p>Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes the increased personnel expenditures due to position reclassifications, a decrease in the vacancy savings factor, and health plan selections.</p>	0.00	\$134,876
Office of Management and Budget <p>All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total this generated \$0.7 million of General Fund savings.</p>	0.00	(\$5,000)
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City Service Adjustments



Adjustments	FTE	Amount
Office of Management and Budget The proposed FY 2022 budget reduces seasonal and temporary services, which represents a 20% reduction across these line items.	0.00	(\$12,277)
Office of Management and Budget At the September 22, 2020, Legislative Meeting, Alexandria City Council requested staff give some consideration to a grant writer/seeker position in the FY 2022 budget. This proposed budget includes funds for contracted grant assistance service, with the initial cost estimate based on a grant management software used by neighboring jurisdictions consistent with grant management practices of some other local governments. The estimated cost includes the software licensing, one-time deployment and integration costs with the City's financial system, training for City staff, and annual support and maintenance fees.	0.00	\$75,000
Office of Performance Analytics Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes a mid-year adjustment for the Behavioral Health Data Analyst with additional personnel funding of \$119,502 and associated non-personnel funding of \$12,620. Current services adjustments also include funding for the biennial resident survey and other increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$63,234
Office of Performance Analytics All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total this generated \$0.7 million of General Fund savings.	0.00	(\$1,650)
Office of Performance Analytics The proposed FY 2022 budget includes an efficiency savings reduction in non-personnel expenditures by a total of \$10,181 including a reduction in office supplies (\$459), discontinuation of professional memberships (\$750), discontinuation of budgeted funds for office materials (\$772), right-sizing of a copier lease contract (\$1,200), and removing one-time costs budgeted in FY 2021 (\$7,000). This reduction is based on a close review of past spending and aligns the proposed FY 2022 budget with historical expenditure trends.	0.00	(\$10,181)
Office of Performance Analytics The funding allocated for the biennial resident survey in FY 2022 is reduced by changing the resident survey cycle from every two years to every three years. Shifting the survey to every three years would be a data collection approach that is comparable to the practices adopted by some of other local jurisdictions.	0.00	(\$40,000)
Office of Performance Analytics OPA's proposed FY 2022 operating budget includes discontinuation of funding for the ICMA Performance Management Award application (\$200) and a reduction in cell phone service funds (\$550).	0.00	(\$750)
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City Service Adjustments



Adjustments	FTE	Amount
Office of Organizational Excellence Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$39,293
Office of Organizational Excellence OOE will request the cost of the employee engagement survey contract to be broken down by component services as part of the RFP process and will consider implementation of only certain components of the survey in FY 2022.	0.00	(\$15,243)
Other Health Services Current services adjustment—Reflects the change in the cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials. The recommended Neighborhood Health funding is \$751,612.	0.00	\$21,892
Other Public Safety & Justice Services The Adult Probation & Parole budget increases due to state salary and merit adjustments resulting in an increase in the City's pay supplement.	0.00	\$67,058
Other Public Safety & Justice Services The NVCJA budget decreases due to decreases in operating cost obligations of the City of Alexandria to NVCJA.	0.00	(\$4,642)
Other Public Safety & Justice Services The NVJDC budget decreases due to decreases in operating cost obligations of the City of Alexandria to NVJDC.	0.00	(\$143,204)
Other Public Safety & Justice Services Lease Savings—All Tavern Square office space cost estimates are adjusted in the FY 2022 proposed budget to reflect a lease extension agreement. In total this generated \$0.6 million of General Fund savings.	0.00	(\$82,610)
Other Public Safety & Justice Services The Public Defender budget decreases due to a vacancy. The City's pay supplement is calculated by taking the difference between an equivalent City employee's salary and the state level salary.	0.00	(\$11,443)
Other Public Safety & Justice Services The Sheltercare budget decreases primarily due to benefits, professional fees, and maintenance adjustments.	0.00	(\$44)
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City Service Adjustments



Adjustments	FTE	Amount
Other Public Safety & Justice Services This grant funded program is moving from the Sheriff's Office to the City of Alexandria. Its expenditures have not changed significantly from moving, but its costs have increased the budget for Other Public Safety.	6.00	\$671,478
Other Public Safety & Justice Services Office of the Magistrate—All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. No other significant changes in expenditures from FY 2021 levels are occurring.	0.00	(\$202)
Planning & Zoning Current services adjustment — Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials. Included in current services is the funding of three previously unfunded overhires (\$258,613) which had been added in FY 2021 and FY 2022.	0.00	\$593,437
Planning & Zoning Deferral of Vacancy Recruitments – The department will hold vacant an Urban Planner II position to recognize vacancy savings beyond the standard Citywide calculation.	0.00	(\$100,000)
Planning & Zoning 50% Travel/Training—All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total this generated \$0.7 million of General Fund savings.	0.00	(\$17,820)
Planning & Zoning Development Studies Savings—This savings temporarily reduces funding for development studies which provide technical support for small area plan development.	0.00	(\$55,000)
Planning & Zoning Board Broadband Support—Given the increased use of telecommunications, this funding supports broadband for devices used by the Board of Zoning Appeals.	0.00	\$4,500
Police Department Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$823,152
Police Department All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total this generated \$0.7 million of General Fund savings.	0.00	(\$105,543)
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City Service Adjustments



Adjustments	FTE	Amount
Police Department Eliminate Hack Enforcement Unit—This reduction enabled by a proposed re-engineering of taxicab regulations eliminates the Hack Enforcement Unit by eliminating 3 positions and moving the employees to fill current department vacant positions outside of the Unit because of deregulation.	(3.00)	(\$303,117)
Police Department Temporary Hiring Freeze—This reduction temporarily defers the hiring of 5 vacant positions. These positions are a Senior Executive Assistant, Background Investigator, PEO II, Facilities Supervisor, and Accounting Clerk III.	0.00	(\$490,000)
Police Department Temporary Reduction in Overtime Budget—This efficiency reduces the department's overtime budget by 20% for FY 2022.	0.00	(\$300,521)
Police Department Reduction in FY 2022 Fleet Replacement—This efficiency defers the replacement of 20 vehicles.	0.00	(\$990,000)
Police Department Software Subscription Replacement Plan—This supplemental is a service expansion that creates a replacement plan for Cellebrite Premium Forensic Software. It is a full-service subscription suite used to access locked mobile devices and utilizes both hardware and software.	0.00	\$101,085
Police Department Non-Personnel Expenditures Reduction—This reduction will come from a 25% reduction in City Shop Fuel, travel and training, replacement of furniture and equipment, software licenses, telecommunications, and professional services.	0.00	(\$352,300)
Police Department Temporary Partial Suspension of the Overhire Program— This reduction temporarily suspends the hiring of five Police Officer Is and one Parking Enforcement Officer I.	0.00	(\$500,000)
Project Implementation Current services adjustment— Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials	0.00	\$719
Project Implementation Project Manager Position— A new Project Manager position is being added to manage projected increased capital project workloads. The position is budgeted in the CIP and funding for the position is included in the General Fund Cash Capital transfer budgeted in Non-Departmental. There is not an additional operating impact to this new position.	1.00	\$0
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City Service Adjustments



Adjustments	FTE	Amount
Project Implementation		
Project Manager Positions— Two new Stormwater Project Manager positions are being added to the department, to manage the City's increased volume of stormwater flood mitigation projects. The positions are budgeted as part of the Stormwater Utility fund transfer to the CIP.	2.00	\$283,800
Recreation & Cultural Activities		
Current services adjustment- Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials. The mid-year adjustment of existing RPCA positions resulted 0.14 FTE decrease.	(0.14)	\$1,381,347
Recreation & Cultural Activities		
Waterfront Parks Maintenance Upgrade—The proposed budget includes funding to upgrade the level of maintenance provided at the City's waterfront parks. This supplemental will expand Level 1+ cleaning service (i.e., park cleaning, trail leveling, furniture set-up, increased trash collection) for the	0.00	\$61,060
Recreation & Cultural Activities		
Chinquapin Summer Closure—A temporary closure of Chinquapin from June 26th to September 6th will result in a net general fund cost reduction of \$49,675. Chinquapin is scheduled to receive a skylight replacement during the summer and this adjustment will align the CIP project with the summer closure dates to minimize community impact while also reducing operating costs. RPCA selected this option because residents heavily use the City's outdoor pools during the summer months. Fitness pass holders at Chinquapin would be redirected to Old Town, Charles Houston, and Patrick Henry.	0.00	(\$49,675)
Recreation & Cultural Activities		
City Marina Dockmaster—The proposed budget delays the hiring of the City Marina Dockmaster position until January 2022. The Dockmaster is responsible for managing the day-to-day operations of the City Marina and dock areas. The Dockmaster position was vacated in September 2020 and delaying the hiring of a replacement for six months will result in \$56,732 in general fund savings.	0.00	(\$56,732)
Recreation & Cultural Activities		
Deputy Director—The proposed budget delays the hiring of a vacant Deputy Director in Park Operations until January 2022 for a general fund savings of \$100,621. The current hiring freeze has not allowed for recruitment of this position and delaying the filling of this position will not have an immediate impact on the community or delivery of services. RPCA proposed this option because the duties of this position have been temporarily distributed among current staff.	0.00	(\$100,621)
Recreation & Cultural Activities		
Deputy Director—The proposed budget delays the hiring of a vacant Deputy Director in Recreation Services until January 2022 for a general fund savings of \$100,621. The current hiring freeze has not allowed for recruitment of this position and delaying the filling of this position will not have an immediate impact on the community or delivery of services. RPCA proposed this option because the duties of this position have been temporarily distributed among current staff.	0.00	(\$100,621)
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City Service Adjustments



Adjustments	FTE	Amount
Recreation & Cultural Activities Gmax Testing of Athletic Fields and Playgrounds—RPCA performs Gmax testing at forty-four playgrounds, fifty-six athletic fields and five playable open space locations throughout the City. Gmax testing measures the shock performance of a sports surface and is currently provided by a third-party contractor. This reduction will move the service in-house, rather than contracting, for a General Fund savings of \$39,285.	0.00	(\$39,285)
Recreation & Cultural Activities Training, Conference, and Related Travel—RPCA's Leadership and Management Division is reducing its training, travel, and conferences budgets by 50% for a general fund savings of \$27,000. RPCA will continue to encourage local and virtual training opportunities to limit travel-related costs. This reduction will impact leadership, employee development, and any industry-advancing techniques and programs delivered by the department to the public.	0.00	(\$27,000)
Recreation & Cultural Activities Leadership and Management Supply Reduction—RPCA is proposing a temporary reduction in the food, supplies and materials budget for Leadership and Management for a general fund reduction of \$22,000. This reduction impacts supplies and materials for in-house trainings and town halls.	0.00	(\$22,000)
Recreation & Cultural Activities All General Fund travel, conferences, mileage and education and training dollars were reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total, this adjustment generated \$0.7 million of General Fund savings.	0.00	(\$18,564)
Office of Voter Registration & Elections Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year, including the administration of the Gubernatorial election, and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	(\$64,880)
Office of Voter Registration & Elections All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total this generated \$0.7 million of General Fund savings.	0.00	(\$5,470)
Office of Voter Registration & Elections All Tavern Square office space cost estimates are adjusted in the FY 2022 proposed budget to reflect a lease extension agreement. In total this generated \$0.6 million of General Fund savings.	0.00	(\$63,502)
[Continued on next page]		

City Service Adjustments



Adjustments	FTE	Amount
Sheriff's Office Current services adjustment—For FY 2022, the current services adjustment decreases due to fringe benefit decreases throughout the Sheriff's Department caused by changes to benefit rate calculations, notably a decrease in SD VRS Hazard Duty due to how the City of Alexandria is assessed a single rate. Overall, the Sheriff's Department has experienced an 11.44% decrease in all benefits from FY 2021.	0.00	(1,341,733)
Sheriff's Office All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total this generated \$0.7 million of General Fund savings.	0.00	(\$26,467)
Sheriff's Office Food Service Contract—The Sheriff's Office is reducing the Food Service Contract and supplementing with canteen and telephone funds.	0.00	(\$25,000)
Sheriff's Office Medical Contract—The Sheriff's Office is reducing the Medical Contract and supplementing with canteen and telephone funds.	0.00	(\$25,000)
Sheriff's Office Non-personnel Expenditure Reduction—This reduction realizes savings across the department in areas such as but not limited to office and operating supplies, maintenance deferral, travel/training, and community events.	0.00	(\$73,532)
Sheriff's Office Workers Compensation Reduction —This reduction realizes savings by reducing Workers Compensation due to underspending in previous fiscal years.	0.00	(\$150,000)
Sheriff's Office Temporary Hiring Freeze —This reduction realizes savings by temporarily suspending the filling of 6.40 vacant positions.	0.00	(\$535,531)
Sheriff's Office Security Manager Position—The Sheriff's Office is adding a Security Manager position to manage the new security system at the detention center and courthouse. This position is an overhire being converted to a permanent position.	1.00	\$181,618
Sheriff's Office Fuel Cost Reduction—The Sheriff's Office is reducing fuel costs by reducing non-mandated service trips.	0.00	(\$10,000)
Sheriff's Office Vehicle Depreciation Reduction—The Sheriff's Office is temporarily deferring vehicle depreciation in FY22 and extending the depreciation schedule by one year.	0.00	(\$176,000)
[Continued on next page]		

City Service Adjustments



Adjustments	FTE	Amount
Sheriff's Office Vehicle Replacement Deferral—The Sheriff's Office is temporarily deferring vehicle replacement in FY22 and extending the vehicle replacement schedule for one year.	0.00	(\$64,736)
Sheriff's Office Pretrial & Probation—The Pretrial & Probation Office has been created as a standalone unit and is no longer part of the Sheriff's Office.	(6.00)	(\$671,478)
Transportation & Environmental Services Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials. This includes an approximately \$2 million increase in vehicle replacement charges, \$1 million in regular salary and benefit increases, and a \$1 million increase in the NVTa 30% transfer to capital projects.	0.00	\$4,460,388
Transportation & Environmental Services All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total this generated \$0.7 million of General Fund savings.	0.00	(\$62,687)
Transportation & Environmental Services Personnel Reallocation—Portions of three positions are permanently reallocated to the Code Permit Center, resulting in \$143,742 of General Fund savings.	0.00	\$0
Transportation & Environmental Services Regional Water Plan—This increase represents one-third of the cost of continuing to partner with the Northern Virginia Regional Commission (NVRC) to update the Regional Water Supply Plan, which must be updated every ten years per state law. The other two-thirds of the total cost will be covered in FY 2023 and FY 2024. The plan serves to ensure all citizens have safe and adequate drinking water.	0.00	\$14,000
Transportation & Environmental Services Tire Replacement Protocol—The Fleet Division will repair rather than replace punctured tires, provided the tires maintain a minimum tread. This shift aligns the City's tire replacement protocol with the Code of Virginia, resulting in \$21,700 savings without impacting tire performance or safety.	0.00	(\$21,700)
Transportation & Environmental Services All Tavern Square office space cost estimates are adjusted in the FY 2022 proposed budget to reflect a lease extension agreement. In total this generated \$0.6 million of General Fund savings.	0.00	(\$27,329)
Transportation & Environmental Services Parking Garage Maintenance – A new parking garage management contract results in savings based on a variety of management efficiencies.	0.00	(\$101,172)
[Continued on next page]		

City Service Adjustments



Adjustments	FTE	Amount
Transportation & Environmental Services Position Reclassification - A Principal Planner is permanently reclassified to an Urban Planner III, aligning the position with the division's workload and allowing for a dedicated staff member for the Transportation Commission.	0.00	(\$19,909)
Transportation & Environmental Services Street Sweeping Vehicle Depreciation – Because street sweeping keeps leaves and trash out of the sanitary sewer system, street sweeping equipment replacement costs are reallocated from the General Fund to the Sanitary Sewer Fund, yielding \$364,000 of savings in the General Fund.	0.00	\$0
Transportation & Environmental Services Yard Waste Collection – Due to increased costs associated with contracting out yard waste collection, the department is bringing the service in house. To provide this service, the department requires two rear loader trucks (\$500,000), 6.00 FTEs for (\$412,590), and related costs included fuel and maintenance (\$149,066).	6.00	\$1,061,656
Transportation & Environmental Services Personnel – 4.50 FTEs are added to the Sanitary Sewer Fund, including two civil engineers and five inspector, operator, laborer and capital projects manager positions being shared with the Stormwater Utility Fund, will support the accelerated and expanded efforts at flood mitigation.	4.50	\$483,631
Transportation & Environmental Services Capital Projects—The Sanitary Infrastructure Fund includes increased contributions to the CIP to support the Sanitary Sewer Asset Renewal Program as well as Combined Sewer Assessment and Rehabilitation.	0.00	\$6,345,710
Transportation & Environmental Services Capital Projects—The Stormwater Utility Fund includes significantly increase contributions to the CIP to support storm sewer capacity and spot improvement projects.	0.00	\$11,105,361
Transportation & Environmental Services Personnel – 7.50 FTEs and one overhire are added to the Stormwater Utility Fund. These positions, including five civil engineers and a program analyst, as well as five other positions being shared with the Sanitary Sewer Fund, will be focused on storm sewer capacity projects and spot improvements.	7.50	\$969,764
Transportation & Environmental Services Stormwater Fee – The Stormwater Utility Rate is planned to increase from \$140 to \$210 on February 20 in FY 2021 and then to \$280 in FY 2022 to support expanded storm sewer capacity projects and to improve system maintenance.	0.00	\$0

[Continued on next page]

City Service Adjustments



Adjustments	FTE	Amount
Transportation & Environmental Services		
Street Light Electric Utility Expenses – The City has continued the transition of existing streetlights to LED technology, resulting in greater efficiency and lower maintenance costs.	0.00	(\$100,000)
Transportation & Environmental Services		
Credit Card Processing Fees – With decreased tourism and traffic due to COVID-19, parking meter revenues are reduced by approximately 25%. As a result, credit card processing fees also decrease, resulting in roughly \$85,000 in savings.	0.00	(\$85,000)
Transportation & Environmental Services		
Position Reclassification—A Principal Planner is permanently reclassified to an Urban Planner II to better align the division's workload, resulting in savings.	0.00	(\$43,023)
Transportation & Environmental Services		
Traffic Studies/Multi-Modal Survey – The department is delaying the next Traffic Studies/Multi-Modal Survey for a temporary savings of \$50,000. This survey, typically completed every two years, will yield more reliable data to show general transit trends and usage if delayed until FY 2023 due to the impact of COVID-19 on transit.	0.00	(\$50,000)
Transit Services		
Reduced Revenues—DASH anticipates 50% ridership from pre-COVID levels, resulting in a \$1,992,000 decrease in passenger revenue, offset by the introduction of exterior bus advertising and a small increase in revenue from the AT2X Mark Center Express.	0.00	\$1,786,994
Transit Services		
Current Service Adjustment—This includes regular DASH merit and step increases and non-personnel cost increases needed to implement a cost-neutral version of the Alexandria Transit Vision Plan.	0.00	\$1,105,283
Transit Services		
Use of Federal Relief Funds—DASH will utilize federal funding from CARES and CRRSAA received in FY 2021 to support FY 2022 services, eliminating the need for an increase to the General Fund contribution to DASH.	0.00	(\$2,892,277)
Transit Services		
Current Service Adjustment— This is a current service adjustment to the King Street Trolley mainly due to maintenance cost increases.	0.00	\$41,487
Transit Services		
Two-month Reduction—In response to decreased use due to the pandemic, the King Street Trolley will not run during July and August, resulting in two months of savings for the Trolley subsidy.	0.00	(\$179,000)

Community Profile



This section will be included in the FY 2022 Approved Operating Budget document.



Understanding the Budget

CITY OF ALEXANDRIA BUDGET PROCESS

The City's budget serves as the documentation of the financial, policy, and service decisions that have been authorized for the fiscal year. The **FY 2022 Budget** documents the decisions proposed by the City Manager for the coming fiscal year. This document contains some of the best sources of information on City governmental programs, as well as key financial information for policy makers and managers.

- **Financial Decisions.** The budget provides an estimate of the costs that will be incurred if programs are carried out as planned and the public and private revenues available to finance these activities (through sources such as state and local taxes and grants). The appropriation ordinance adopted by City Council legally authorizes the expenditure of public monies and becomes the approved financial plan for the upcoming fiscal year.
- **Policy Decisions.** The budget reflects decisions made by the City Manager and department directors to prioritize and allocate resources toward providing services that help the City achieve common goals efficiently and effectively. As a management tool, the budget also establishes accountability for the effective and efficient operation of programs and activities and identifies responsibility for the delivery of City services.
- **Service Decisions.** The budget describes the services provided by each departmental program within the City. Each section of this book, organized by department, provides a description of the department's costs and services and their benefit from this investment. Performance data is also provided for each department to quantify levels of service, effectiveness, and quality. Finally, Priority Based Budgeting (PBB) inventories are listed with a service name, description, FY 2020 estimated cost and PBB quartile.

The FY 2022 budget development process began November 7, 2020, when the Office of Management and Budget presented planning for the **FY 2022 General Fund Operating Budget and Proposed FY 2022 City Council Budget Guidance** at the **City Council Retreat**. **Alexandria City Public Schools** also presented a similar overview to the City Council providing additional context of the budget challenges anticipated for FY 2022. The **Budget and Fiscal Affairs Advisory Committee** or **BFAAC** also presented a brief report to discuss issues and topics of interest to the committee to City Council as well as present a work plan for the various issues the Committee intends to explore this year.

Based on this information, on November 10, 2020, City Council adopted two resolutions: the first established its **Budget Guidance** (www.alexandriava.gov/Budget) for the General Fund budget and the second established the **Budget Process** to be used by City Council to adopt the budget in the spring. A second Public Hearing in April for community feedback on preliminary Add/Delete proposals was introduced two years ago, and will be hosted again this year. Budget guidance directed the City Manager to identify cost saving measures and efficiencies, and adjust service levels in order to propose a balanced budget with the flexibility of a real estate tax rate increase.

Based on the City's Strategic Plan, the City Council's Guidance, input from subject matter experts and Boards, Committees and Commissions, the City Manager developed the **City Manager's Identified Priorities** for budget consideration, which outlines priority investment areas in the City government for City departments. City departments then responded to these goals by developing formal budget proposals outlining how targeted programs would advance the goals of the City using a specified level of resources (i.e., dollars and staff). Departments were also asked to generate budget reductions and/or revenue increases to help address the budget gap shared at the City Council Retreat.

Focus Areas Teams, led by the Deputy City Managers and composed of department heads, evaluated the proposals and made recommendations to the City Manager on funding and service levels. Through review of department budget proposals, PBB data, and the City Manager's Identified Priorities, the Focus Areas Teams organized reduction submissions and supplemental funding requests into tiers based on priority. The City Manager then made decisions on these options for inclusion in the **City Manager's Proposed Budget**.

The City Manager's Proposed Budget for FY 2022 outlined the funding levels by department and program that resulted from the deliberation process described above. On February 16, 2021, the City Manager presented the FY 2022 Proposed Budget to City Council based on the budget guidance provided in the fall. After the presentation of the Proposed budget, the public provided input through public hearings and the submission of online comments. City Council deliberated the proposed budget through a series of budget work sessions in February and March.

For more information about the capital budget development process, see the *CIP Information* section of this book.



Understanding the Budget

City of Alexandria FY 2022 Budget Development Process

MONTH	RESIDENTS	MAYOR & CITY COUNCIL	CITY ADMINISTRATION
November	BFAAC Report—Key Policy Issues Resident advisory committee provides City Council with feedback on key policy issues facing the City in coming fiscal year at the City Council Retreat.	Budget Guidance City Council gives staff guidance on overall expenditure and revenue limits. This guidance drives the decisions of the City Manager as the Proposed Budget is developed.	Five Year Financial Plan City staff presents the Five Year Financial Plan to City Council. The plan is a policy document that provides long-term strategic financial planning and demonstrates the effect of current and/or new policies and services on the City's financial standing. City Manager Targeted Investment Goals The City Manager defines priority investment areas in the City Government based on the City's Strategic Plan, the City Council's Guidance, input from subject matter experts and input from Boards, Committees and Commissions.
December			Proposed Budget Development Departments prepare budget proposals; Focus Area Teams review proposals and make recommendations based on program priority and service level; the City Manager develops a balanced Proposed Budget within the City Council budget guidance.
January			
February		Budget Work Sessions City staff meets with City Council to provide background information on the Proposed Budget. City Council requests additional information on specific budget issues from staff through Budget Memos.	Proposed Budget Presentation The City Manager presents the Proposed Budget to City Council.
March	Budget Public Hearing Members of the public comment on the Proposed Budget and offer suggestions to City Council for the Approved Budget through the public hearing or City website.		Budget Memos OMB and other City staff respond to inquiries from City Council through Budget Memos.
April	Budget Public Hearing Members of the public comment on Add/Delete proposals and offer suggestions to City Council for the Approved Budget through the public hearing or City website.	Final Budget Adoption City Council makes final decisions and adopts the official City of Alexandria Budget for the upcoming fiscal year.	
May			
June			Approved Budget OMB publishes the Approved Budget document and begins to develop Budget Guidelines for the next fiscal year.



Understanding the Budget

CITY OF ALEXANDRIA STRATEGIC PLAN

The City of Alexandria's first Strategic Plan took effect in 2004, and the community principles it included still resonate today. This plan was updated in 2006, 2010, and 2017 to reflect changes and "new realities" in the community. The FY 2017 – FY 2022 Strategic Plan built upon past strategic plans while updating it for the future. This was accomplished through a collaborative effort whereby the community was engaged through meetings and online forums guided by the City's engagement approach What's Next Alexandria. The result of this effort is a vision, measurable key indicators, and alignment with adopted plans and policies.

City of Alexandria 2017-2022 Strategic Plan: Strategic Plan Indicators by Theme

DISTINCTIVE AND VIBRANT NEIGHBORHOODS

- Maintain the percentage of residents satisfied with the City's historic preservation at or above 2016's 83%.
- Maintain the percentage of residents with a positive view of the overall quality of new development in Alexandria at or above 2016's 64%.
- Maintain the percentage of residents with a positive view of their neighborhood as a place to live at or above 2016's 83%.

INCLUSIVE CITY

- Reduce the percentage of low- and moderate-income households considered to be housing cost burdened from 2015's 67%.
- Increase the percentage of residents who do not perceive barriers to living in Alexandria based on age, gender, race, national origin, religion, disability, or sexual orientation from 2016's 80%.
- Reduce the percentage of residents living in poverty from 2014's 9.6%.
- Maintain the unemployment rate below the regional, state and federal unemployment rates.
- Reduce homelessness from 224 persons in 2016 to 173.

WELL-MANAGED GOVERNMENT

- Maintain that City government receives the highest bond ratings of AAA/Aaa by two rating agencies.
- Increase the percentage of residents who approve of the overall quality of City government services from 2016's 77%.
- Increase the percentage of residents who approve of the overall customer service provided by City government employees from 2016's 69%.
- Increase percentage of residents who approve of the value of services received for taxes paid in Alexandria from 2016's 52%.
- Increase the percentage of City-owned building square footage that is rated in Grade C/Average or better according to the Facility Condition Index (FCI) rating from 2016's 56%.

SAFE AND RESILIENT COMMUNITY

- Reduce the number of violent crimes from the 2015 rate of 209 incidents per 100,000 residents.
- Reduce the response time for 90% of medical incidents from 6:52 (six minutes and fifty-two seconds) in 2016 to 6:30 (six minutes and thirty seconds).
- Reduce the response time for 90% of fire incidents from 6:57 (six minutes and fifty-seven seconds) in 2016 to 6:30 (six minutes and thirty seconds).
- Increase the percentage of residents who have a positive overall feeling of safety in Alexandria from 2016's 80%.
- Increase the City's Building Insurance Services Office rating from 82 out of 100 in 2016 to 85 out of 100.

FLOURISHING ARTS, CULTURE AND RECREATION

- Maintain the percentage of residents satisfied with opportunities to attend arts, culture, and music activities at or above 2016's 74%.
- Maintain the 2015 rate of 7.3 acres of open space per 1,000 residents.
- Increase the percentage of Alexandria households participating in recreation programs from 2016's 52%.



Understanding the Budget

CITY OF ALEXANDRIA STRATEGIC PLAN

City of Alexandria 2017-2022 Strategic Plan: Strategic Plan Indicators by Theme

STRONG ECONOMY

- Increase the local gross domestic product from \$11.1 billion in 2015 to \$12.3 billion.
- Reduce the office vacancy rate from 15.6% in 2015 to 12.4%.
- Increase the number of jobs in Alexandria from 106,238 in 2015 to 113,850.

THRIVING CHILDREN AND YOUTH

- Increase the percentage of students who participate in early childhood programs the year prior to entering ACPS kindergarten classrooms from 76% in 2016 to 83%.
- Reduce the percentage of youth who self-report current alcohol use from 2014's 26%.
- Increase the on-time high school graduation rate from 82% in 2016 to 92%.
- Increase the percentage of youth who self-report engaging in daily physical activity, lasting 60 minutes or more from 13% in 2014 to 16%.
- Increase the percentage of children and youth who report having three or more non-parent adults who provide support from 2016's 42%.
- Reduce the teen pregnancy rate from 23 per 1,000 in 2014 to 10 per 1,000.
- Reduce the City's infant mortality rate from 5.1 per 1,000 live births in 2014 to 3.1 per 1,000 live births.

ENVIRONMENTAL SUSTAINABILITY

- Increase the percentage of Alexandria land covered by tree canopy from 2014's 34%.
- Reduce greenhouse gas emissions from 13 metric tons of carbon dioxide per capita in 2012 to 10 metric tons per capita.
- Increase the percentage of Alexandria waste that is diverted through recycling, reuse, or composting from 48% in 2015 to 50%.
- Increase the percentage of the Chesapeake Bay Water Pollution Reduction Goal completed from 24% in 2015 to 45%.

HEALTHY RESIDENTS

- Increase the percentage of residents who feel they are in very good or excellent health from 2016's 73%.
- Increase the percentage of clients who improve behavioral health functioning after receiving emergency services from 2016's 90%.
- Reduce obesity among city residents from 16% in 2013-2014 to 13%.

MULTIMODAL TRANSPORTATION

- Increase the percentage of commuters using alternative transportation options from 37% in 2013 to 40%.
- Reduce the number of traffic crashes from 1,440 crashes in 2015 to 1,400 crashes.
- Reduce the number of traffic crashes that result in fatalities and severe injuries from 2015's 15.
- Maintain the percentage of residents with a positive view of the overall ease of getting to places they usually visit at or above 2016's 73%.
- Increase Alexandria's Pavement Condition Index rating from 58 out of 100 (fair) in 2016 to 71 out of 100 (satisfactory).
- Reduce the number of pedestrians and bicyclists struck by vehicles from 2015's 106.



Understanding the Budget

BUDGET DOCUMENT ORGANIZATION

The City's financial operations are budgeted and accounted for in a number of **funds**, or fiscal entities that function independently and contain self-balancing sets of accounts that include revenues, expenditures, assets and liabilities. The City has established several separate funds — including the General Fund, Special Revenue Fund, Capital Projects Fund, Internal Services Fund, and the Sanitary Sewers Enterprise Fund — which are described in detail in the **Fund Balance** section of this document.

Most tax and other revenues — with the notable exception of state and federal grants — are budgeted and accounted for in the **General Fund**. Likewise, all expenditures funded by General Fund revenues are budgeted as direct General Fund expenditures. This direct treatment of expenditures is a concession to a more informative budget presentation. Transfers between funds are budgeted twice—once in the originating fund and once in the receiving fund. In order to show the complete appropriation for each fund without overstating actual spending, total revenues and expenditures are displayed with and without inter-fund transfers included.

In contrast to the accounting practices of private enterprises, where the primary focus is the calculation of profits and losses, governmental accounting is directed toward expenditure control and budgetary compliance. The City's accounting function is accomplished by incorporating budgetary accounts into fund ledgers and recording appropriations — expenditure authorizations adopted by City Council. All appropriations are legally controlled at the department level for the General Fund and Special Revenue Funds. Budgets are prepared for the Capital Projects Funds on a project basis and cover the life of the project. The Internal Services Fund is controlled at the total Net Assets level.

Appropriations are administratively controlled by the classification of expenditure — personnel, non-personnel, capital outlays, interfund transfers and debt service — reflected in the budget document. The City Manager may, at any time, transfer any **unencumbered** appropriation (monies that have not been allocated to a specific service or function) within the budget of an office, department, or agency. Transfers of appropriations between expenditure classifications within the same department or agency budget must be approved by the City Manager (or designee).

The City's budget is prepared in accordance with "Generally Accepted Accounting Principles" (GAAP) as promulgated by the Governmental Accounting Standards Board (GASB) and the Auditor of Public Accounts of the Commonwealth of Virginia (APA). These principles are also used to prepare the City's audited Comprehensive Annual Financial Report (CAFR). The City's budget applies two different accounting methods depending on the nature of the fund.

- **The modified accrual basis of accounting** is used to prepare the budgets of the General, Special Revenue, and Capital Projects Funds. Under this method of accounting, revenues are recognized in the period that they become measurable and available. With respect to real and personal property tax revenue and other local taxes, the term "available" is limited to collection within 45 days of the fiscal year-end. Federal and State reimbursement-type grants are recorded as revenue when related eligible expenditures are incurred.
- **The accrual basis of accounting** is used to prepare the budget and financial statements of the Proprietary Funds. Under this method of accounting, revenues are recognized when earned and expenses are recorded when liabilities are incurred without regard to receipt or disbursement of cash.

Once approved, the budget can be amended either by the re-appropriation ordinance (generally in November) or by supplemental appropriation ordinances (generally 2-3 times during the fiscal year). A re-appropriation ordinance allows encumbered monies (monies allocated to a specific service or function) from the previous fiscal year to be recognized in the current fiscal year. These encumbered monies are identified specifically within the previous fiscal year's Comprehensive Annual Financial Report (CAFR). A supplemental appropriation ordinance amends the budget for grant programs to reflect actual revenue received and to make corresponding balancing adjustments to grant program expenditures. A supplemental appropriation also amends the budget for duly-docketed City Council items during the fiscal year that increase or reduce the current fiscal year appropriation. A supplemental appropriation ordinance may, therefore, either increase or reduce the City's total budget from the original approved budget appropriation.

For more information on financial policies for the City of Alexandria, refer to the **Legislative References** section of this document.



Understanding the Budget

BUDGET DOCUMENT ORGANIZATION

The beginning sections (1-4) of the budget document were developed to acquaint readers with the City's overall budgeting process, with particular attention to reviewing major changes proposed for the 2022 Fiscal Year. A Community Profile describing Alexandria is also included.

The next portion of this document (Sections 5-10) focuses on multi-year revenue and expenditure forecast scenarios, revenue and expenditure summaries, various charts and schedules that provide overall information on the City's finances, personnel summaries, and fund balance information.

Finally, readers may look to Sections 11-14 to review budget information for the City's four Focus Areas (listed below). Each Focus Area section contains an alphabetized summary of its departments and their associated programs. Section 14 provides a brief overview of the FY 2021-2030 Approved CIP. Sections 16-18 provide information on legislative references, glossary of terms, and appendices for the budget.

The individual department sections are explained in the following pages.

Accountable, Effective and Well-Managed Government City Attorney City Clerk and Clerk of Council City Council City Manager Communications/Public Information Finance General Services Human Resources Information Technology Services Internal Audit Performance and Accountability Non-Departmental Office of Organizational Excellence Management and Budget Registrar of Voters	Safe, Secure, and Just Community 18th General District Court Circuit Court Judges Clerk of Circuit Court Commonwealth's Attorney Court Services Unit Emergency and Customer Communications Fire Human Rights Juvenile and Domestic Relations District Court Other Public Safety and Justice Programs Police Sheriff
Livable, Green, and Prospering City Code Administration Economic Development Housing Historic Alexandria Planning and Zoning Project Implementation Transportation and Environmental Services Transit Subsidies	Healthy and Thriving Residents Community and Human Services Health Other Health Activities Library Recreation, Parks, and Cultural Activities Alexandria City Public Schools Northern Virginia Community College

Understanding the Budget



CITY OF ALEXANDRIA, VIRGINIA Health Department



Alexandria Health Department's (AHD) mission is to protect and promote health and well-being for all Alexandria communities and includes serving Virginia residents and others as required by Virginia Department of Health and/or federally funded services. AHD Public Health Specialty Clinics are essential elements of Alexandria's safety net system. Preventive clinic services and programs, unique to AHD, include the Nutrition/Women, Infants, and Children (WIC) Program, Immunization Clinic, Family Planning, Sexually Transmitted Infection Clinic, HIV/AIDS services, Case Management, and more. The Youth Center provides health services to Alexandria youth. AHD's Environmental and Aquatic Health programs. AHD's Public Health Emergency Preparedness and Response Program is designed to prevent, detect, and recover from public health emergencies and includes the AHD's Epidemiology Program investigates, monitors, and offers surveillance, data analysis, and interpretation to guide program and policy development. AHD's Community Health Improvement Program provides research, policy development, and public health leadership to Alexandria organizations and communities so all Alexandrians have an equal opportunity for health.

The first page of each department section provides an introduction to the department, providing an overview of department structure and high-level programs.

Department Contact Info

703.746.4996

www.alexandriava.gov/health/

Department Head

Stephen Haering, MD, MPH, FACPM



Understanding the Budget

These two tables represent the same budget totals, but are presented differently. The first table presents information by character or category of expense. The second table displays information by fund.

CITY OF ALEXANDRIA, VIRGINIA Health Department

EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
Personnel	\$1,458,929	\$2,891,566	\$2,153,187	(\$738,379)	-25.5%
Non-Personnel	\$5,286,986	\$5,389,202	\$5,358,243	(\$30,959)	-0.6%
Total	\$6,745,916	\$8,280,768	\$7,511,430	(\$769,338)	-9.3%
Expenditures by Fund					
General Fund	\$6,672,133	\$8,207,391	\$7,436,308	(\$771,083)	-9.4%
Non-Fiscal Year Grants	\$392	\$0	\$0	\$0	0.0%
Other Special Revenue	\$73,390	\$73,377	\$75,122	\$1,745	2.4%
Total	\$6,745,916	\$8,280,768	\$7,511,430	(\$769,338)	-9.3%
Total Department FTEs	16.63	17.75	18.25	0.50	2.8%

Also included are highlighted budget changes for the upcoming fiscal year.

FISCAL YEAR HIGHLIGHTS

- The Alexandria Health Department's (AHD) overall budget decreased due to the removal of \$1.0M in Coronavirus Aid, Relief, and Economic Security (CARES) Act funds included in the FY 2021 approved budget. When excluding the \$1M in Federal relief, AHD's overall FY 2022 budget saw an increase of \$230,662 from previous levels.
- Personnel saw normal increases for step adjustments among staff which is offset by the removal of \$0.9M in CARES Act personnel funding.
- Non-personnel costs saw a 0.2% increase in the mandated City Match as well as equipment replacement charges which is offset by the removal of \$0.1M in CARES Act non-personnel funding.
- AHD requested the continuation of funding for two CARES Act funded positions (Long-term Care Nurse Practitioner & Volunteer Developer). Funding for these positions will be available dependent on the release of future stimulus and relief funds at the Federal level.

Understanding the Budget



CITY OF ALEXANDRIA, VIRGINIA

Health Department



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	17.75	\$8,280,768
All Programs Current services adjustment—Current services adjusted to the current level of service into the next fiscal year and includes adjustments to benefits, contracts, and materials. A mid-year FTE position by 0.5 FTE.	0.50	\$426,939
COVID-19 Public Health Response \$1.0 million of Federal CARES funding allocated to AHD was removed from the FY 2022 budget. If future Federal stimulus and relief funds are made available then they will be allocated to areas of need across the City.	0.00	(\$1.00M)
Family Planning Services Revenue Adjustment—The State's Family Planning Grant will reimburse 89 percent of the salary and benefits of the City Health Department's Nurse Aide. This change in position reimbursement will reduce the Health Department's General Fund costs by \$29,513 with no impact on the provision of family planning services to the community.	0.00	(\$29,513)
City Match to the State Budget Revenue Adjustment—The Alexandria Health Department's (AHD) requested match from the City for FY 2022 was minimal at 0.2% increase compared to previous averages of 3.3%. The difference between anticipated and actual amounts is due to the State's response to decreased revenues and funding associated with the COVID-19 pandemic. AHD identified this as a one-time savings of \$160,103. This is temporary savings as the City Match will likely increase in future fiscal years as revenues and funding levels stabilize.	0.00	(\$160,103)
All Programs All General Fund travel, conferences, mileage and education and training dollars were reduced by 50% in the FY 2022 proposed budget due COVID-19 and the delay or cancellation of many in person training opportunities. In total, this adjustment generated \$0.7 million of General Fund savings.	0.00	(6,661)
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	18.25	\$7,511,430

Changes to the services or funding of a department are identified by their program and are summarized in this table, in terms of FTE, financial and service impacts.

Understanding the Budget



CITY OF ALEXANDRIA, VIRGINIA

Health Department



PERFORMANCE INDICATORS

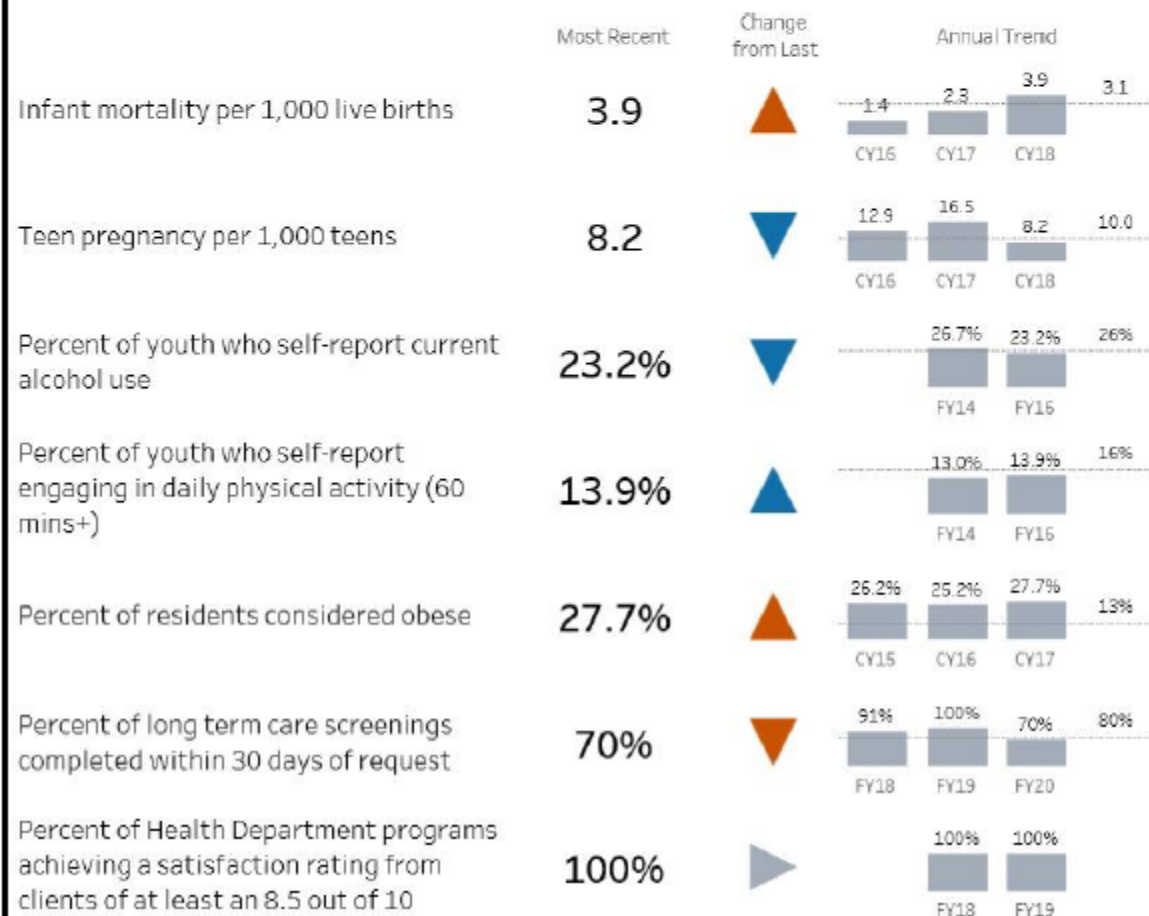
This page includes Key Department Indicators that measure performance.

Strategic Plan indicators supported by this Department

- Increase the percentage of residents who feel they are in very good or excellent health from 73%.
- Reduce obesity among city residents from 16% in 2016 to 13%.
- Reduce the teen pregnancy rate from 23 per 1,000 in 2014 to 10.
- Reduce the City's infant mortality rate from 5.1 per 1,000 live births in 2014 to 3.1.

Department Key Indicators

All data is reported by the department. Blue arrows indicate improvement, orange arrows indicate a need for improvement and N/A does not indicate a trend. The dashed line is the target selected by the department.



Understanding the Budget



CITY OF ALEXANDRIA, VIRGINIA Health Department			
PRIORITY BASED BUDGETING RESULTS			
Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Administration and Leadership	Provides strategic planning for and direction of Health Department programs; provides human resource management to attract, retain and support Health Department staff; provides financial management to plan, budget and administer finances; provides facility management to oversee infrastructure.	0.25 M	1
Aquatic Health & Safety	Regularly evaluates pools and spas to reduce the risk of drownings, water-borne illnesses, and injuries. Issues permits to ensure compliance with required local codes. Provides consultation for businesses, developers, and communities constructing or renovating aquatic health facilities in the City.	0.08 M	2
Community Health Partnering	Coordinates coalition building, collaborative planning, and community action for Alexandria to facilitate a healthy and thriving community.	0.18 M	2
Food Safety	Inspects food facilities within the City for compliance with State and local codes to ensure food safety. Grants and manages food permits. Staffs the City Permit Center to provide a one-stop shop (offering permits and food safety advice) for restaurants.	0.15 M	2
Health Data Surveillance & Reporting; Reportable Disease Management/Tracking	Collects, analyzes, and interprets data, and monitors health trends to enable data-driven development of policies and programs; investigates communicable diseases to help schools, healthcare facilities, daycares, and the community; prevent, limit, and halt the spread of illnesses.	0.16 M	2
Public Health Emergency Management	Prepares for, responds to, and plans recovery from natural and man-made emergencies.	0.27 M	
Teen Wellness Center	Provides outpatient clinical services to the youth of age to help ensure academic success.		

This page provides the Priority Based Budgeting (PBB) results for the department's services. Each service includes a description, the FY21 Costs (in millions), and the PBB quartile score. Services are ranked in quartiles 1 through 4. A score of 1 suggests that the service is most aligned to the City's strategic plan, while a score of 4 suggests that the service is less aligned to the City's strategic plan.

Understanding the Budget



CITY OF ALEXANDRIA, VIRGINIA Health Department



PROGRAM LEVEL SUMMARY

On this page, program level expenditure data are summarized for FY 2022 and the prior two fiscal years.

Program	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	Change 2021 - 2022	% Change 2021 - 2022
Leadership and Management	\$314,406	\$186,165	\$242,550	\$56,385	30.3%
City Match and Supplement to State Budget	\$5,016,714	\$5,311,227	\$5,360,412	\$49,185	0.9%
Community Based Health Services	\$489,811	\$1,631,727	\$719,102	(\$912,625)	-55.9%
Environmental Health	\$140,236	\$271,386	\$291,053	\$19,667	7.2%
Health Equity	\$98,045	\$116,229	\$115,417	(\$812)	-0.7%
Case Management/Baby Care	\$686,704	\$764,034	\$782,896	\$18,862	2.5%
Total Expenditures (All Funds)	\$6,745,916	\$8,280,768	\$7,511,430	(\$769,338)	-9.3%

- Leadership and Management increased due to normal step adjustments and the addition of equipment replacement charges.
- The City Match to Supplement the State Budget program increased by \$49,185 due to a small increase in the City Match amount resulting from increased State salaries.
- Community Based Health Services decreased significantly due to the removal of \$1.0M in Federal CARES expenses previously budgeted in FY 2021. When excluding CARES funding, the program's overall costs increased due to normal step adjustments, the redistribution of vacancy savings, and a mid-year 0.5 FTE increase in a Public Health Nurse position.
- Environmental Health increased due to normal step increases and the redistribution of vacancy savings across the department.
- Health Equity remained largely flat due to employee turnover savings.

On this page, program level FTE data are summarized for FY 2022 and the prior two fiscal years.

This page also includes notes regarding significant expenditure changes to each program.

Program	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	Change 2021 - 2022	% Change 2021 - 2022
Leadership and Management	1.88	1.00	1.00	0.00	0.0%
City Match and Supplement to State Budget	-	-	-	0.00	0.0%
Community Based Health Services	4.50	5.50	6.00	0.50	9.1%
Environmental Health	2.00	3.00	3.00	0.00	0.0%
Health Equity	1.00	1.00	1.00	0.00	0.0%
Case Management/Baby Care	7.25	7.25	7.25	0.00	0.0%
Total FTEs	16.63	17.75	18.25	0.50	2.8%

This page also includes notes regarding significant FTE changes to each program.

Understanding the Budget



CITY OF ALEXANDRIA, VIRGINIA

Health Department



LEADERSHIP AND MANAGEMENT

Program Description: This program provides leadership, general management, and administrative support to City and State programs and efforts.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$0	\$68,857	\$112,202	\$43,345	62.9%
Non-Personnel	\$314,406	\$117,308	\$130,348	\$13,040	11.1%
Total Program Expenditures (All Funds)	\$314,406	\$186,165	\$242,550	\$56,385	30.3%
Total Program FTEs	1.88	1.00	1.00	0.00	0.0%

Next, a more in-depth breakdown of each program is provided. This includes a program description and financial information for the most recent year actuals, current original budget, and proposed allocation for the upcoming year. Information is displayed by character or category of expense.

CITY MATCH AND SUPPLEMENT TO STATE BUDGET

Program Description: The City Match and Supplement provides supplemental salary and retirement funding to improve recruitment and enhance retention as well as funding Public Health programs and initiatives via a required match percentage as specified by Virginia Department of Health in the Local Government Agreement.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$269,117	\$392,718	\$392,718	\$0	0.0%
Non-Personnel	\$4,747,597	\$4,918,509	\$4,967,694	\$49,185	1.0%
Total Program Expenditures (All Funds)	\$5,016,714	\$5,311,227	\$5,360,412	\$49,185	0.9%
Total Program FTEs	0.00	0.00	0.00	0.00	0.0%



Understanding the Budget

FY 2022 BUDGET DEVELOPMENT & ADOPTION SCHEDULE

Members of the public are invited to participate in the following budget-related sessions listed below. Visit alexandriava.gov/Budget for the most up-to-date list of meeting dates, times and locations. Due to the COVID-19 pandemic, all meetings are to be held virtually or in locations yet to be determined.

DATE	EVENT
Tuesday, February 16, 2021	City Manager FY 2022 Proposed Budget Presentation. Budget Work Session # 1: Revenue & Compensation 7:00 p.m.
Thursday, February 18, 2021	City Manager FY 2022 Proposed Budget Presentation. 7:00 p.m.
Wednesday, February 24, 2021	Budget Work Session # 2: CIP 7:00 p.m.
Wednesday, March 3, 2021	Budget Work Session # 3: City Council/School Board 7:00 p.m.
Monday, March 8, 2021	Special Council Meeting - Budget Public Hearing 5:30 p.m.
Tuesday, March 9, 2021	City Council First Legislative Meeting Location TBD (Maximum Tax Rate will be proposed) 7:00 p.m.
Wednesday, March 10, 2021	Budget Work Session # 4 7:00 p.m.
Wednesday, March 17, 2021	Budget Work Session # 5: Healthy & Thriving Residents 7:00 p.m.
Wednesday, March 24, 2021	Budget Work Session # 6 7:00 p.m.
Wednesday, April 7, 2021	Budget Work Session # 7 7:00 p.m.
Monday, April 12, 2021	Budget Work Session #8 7:00 p.m.
Saturday, April 17, 2021	City Council Monthly Public Hearing—Effective Tax Rate Hearing 9:30 a.m.
Tuesday, April 27, 2021	City Council Second Legislative Meeting Preliminary Add/Delete 7:00 p.m.
Monday, May 3, 2021	Final Add/Delete 7:00 p.m.
Wednesday, May 5, 2021	Budget Adoption 7:00 p.m.



Multi-Year Budget Planning

TWO-YEAR PRESENTATION OF GENERAL FUND OPERATING REVENUE/EXPENDITURES

In addition to the Five-Year Financial Planning Model presented annually with the budget as an estimate of future General Fund revenues and expenditures and potential budget surpluses or shortfalls, City Council's Budget Guidance Resolution for FY 2022 resolved that the operating budget "shall include estimates of all operating revenues and expenditures for the proposed FY 2022 and the subsequent Fiscal Year 2023."

On February 16, 2021, staff is presenting the FY 2022 proposed operating budget of \$767.6 million which includes an FY 2023 projection of \$788.5 million in revenue, \$832.7 million in expenditures and a \$44.2 million budget gap.

Revenues	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	FY 2023 Projected
Real Estate Tax	459,756,284	477,554,000	483,311,548	492,977,779
Personal Property	54,532,942	55,231,000	55,139,750	56,793,943
Sales Tax	29,940,417	26,194,000	31,720,000	32,662,084
Utility Tax	12,077,396	12,700,000	12,052,000	12,052,000
Business License Tax	35,154,223	22,000,000	30,435,900	36,883,865
Recordation Tax	7,144,558	5,900,000	8,645,000	8,645,000
Transient Lodging	8,663,346	10,833,000	8,400,000	8,667,120
Restaurant Food	19,765,936	20,500,000	18,215,000	18,617,552
Communication Sales Tax	8,217,077	8,275,000	8,084,000	7,652,314
Other Local Taxes	7,207,540	8,209,090	6,676,000	6,752,774
Federal Revenue	8,966,553	10,234,303	7,932,000	7,932,000
State Revenue	47,918,783	48,001,386	48,244,581	48,727,027
Other Revenue	39,498,227	47,644,368	48,707,134	50,168,348
Total Revenue	738,843,282	753,276,147	767,562,913	788,531,805

Expenditures	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	FY 2023 Projected
City Personnel	221,158,133	228,904,844	229,863,498	238,133,421
City Non-Personnel	181,612,944	158,767,354	161,154,678	174,354,982
City Debt Service	37,862,990	37,288,070	36,851,668	51,586,740 ²
Schools Debt Service	28,112,251	28,578,698	28,633,966	39,287,821 ²
Cash Capital	21,259,750	27,317,835	33,777,271	34,435,300 ¹
Transit Services	31,744,834	38,382,049	38,244,536	40,030,949
Schools	231,669,496	234,037,296	239,037,296	248,359,751
Total Expenditures	753,420,398	753,276,147	767,562,913	826,188,963
Operating Impact from CIP	-	-	-	6,515,600
Total Expenditures	753,420,398	753,276,147	767,562,913	832,704,563

Shortfall/Surplus	\$ (Millions)	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	FY 2023 Projected
Revenues		\$738.8	\$753.3	\$767.6	\$788.5
Expenditures		\$753.4	\$753.3	\$767.6	\$832.7
Annual Deficit		(\$14.6)	\$0.0	\$0.0	(\$44.2)

¹ The Capital Improvement Plan (CIP) will be revised as part of the FY 2023 budget process.

² Reflects worse case debt service assumptions.



Multi-Year Budget Planning

TWO-YEAR PRESENTATION OF GENERAL FUND OPERATING REVENUE/EXPENDITURES

If revenues and expenditures grow at the rates assumed in the Five-Year Financial Planning Model and the changes outlined in the following pages are included as planned, the FY 2023 budget development process would begin with a shortfall of \$44.2 million. The largest single element of this shortfall is from projected increases in City and School debt service of \$25.4 million. This increase is a worst case calculation that is planned to be substantially tempered by adjusting the timing of the sale of City bonds, as well as the structuring and timing of subsequent interest and principle payments. The City is required by law to adopt a balanced budget each year, so any shortfall shown in future years is for illustrative purposes and would be eliminated in the budget process through revenue increases, expenditure reductions, or a combination of the two.

The FY 2023 estimate is derived from the Five Year Financial Planning Model, which includes the City-wide General Fund proposed budget for FY 2022 and City-wide General Fund estimates for FY 2022 through FY 2026. The Five Year Financial Planning Model uses prior year actual trend data and assumptions about future behavior to forecast revenue and operating expenditure growth rates to establish baseline revenues and expenditure estimates for upcoming fiscal years and then adjusts them for planned multi-year budget changes such as cash capital and debt service funding for the CIP, the elimination of one-time revenues and expenditures and/or the planned multi-year phase-in or phase-out of programs and services.

In response to Council guidance for FY 2022, year two of the FY 2022-2026 Five Year Financial Planning Model, has been expanded into more detail to include General Fund personnel and non-personnel expenditure estimates for each department, on the following pages, followed by a list of adjustments made by department to the baseline growth rate. Following that section is the Five Year Financial Planning Model and an estimate of FY 2023 City-wide revenues and expenditures for all City funds.



Multi-Year Budget Planning

TWO-YEAR PRESENTATION OF GENERAL FUND OPERATING REVENUE/EXPENDITURES

The two-year presentation of operating revenue/expenditures projects anticipated future expenditures in the FY 2023 budget growing at forecasted rates. This projection outlook allows the City to plan for anticipated financial conditions in future years. It is based on the current personnel and non-personnel expenditure growth assumptions by department and includes adjustments for individual line items in FY 2023 which are outlined after the following tables.

Expenditures	FY 2021 Approved	FY 2022 Proposed	FY 2023 Projected
CIRCUIT COURT JUDGES			
Personnel	\$ 1,365,495	\$ 1,336,800	\$ 1,366,215
Non-Personnel	\$ 171,039	\$ 151,663	\$ 173,038
	<u>\$ 1,536,534</u>	<u>\$ 1,488,463</u>	<u>\$ 1,539,253</u>
 18TH GENERAL DISTRICT COURT			
Personnel	\$ 41,934	\$ 94,973	\$ 97,063
Non-Personnel	\$ 56,976	\$ 47,689	\$ 49,275
	<u>\$ 98,910</u>	<u>\$ 142,662</u>	<u>\$ 146,338</u>
 CITY CLERK & CLERK OF COUNCIL			
Personnel	\$ 361,252	\$ 360,739	\$ 368,677
Non-Personnel	\$ 62,289	\$ 57,802	\$ 59,724
	<u>\$ 423,541</u>	<u>\$ 418,541</u>	<u>\$ 428,401</u>
 CITY COUNCIL			
Personnel	\$ 601,256	\$ 585,023	\$ 597,896
Non-Personnel	\$ 96,850	\$ 89,803	\$ 92,789
	<u>\$ 698,106</u>	<u>\$ 674,826</u>	<u>\$ 690,685</u>
 CLERK OF THE CIRCUIT COURT			
Personnel	\$ 1,656,714	\$ 1,647,248	\$ 1,683,494
Non-Personnel	\$ 87,640	\$ 186,962	\$ 193,179
	<u>\$ 1,744,354</u>	<u>\$ 1,834,210</u>	<u>\$ 1,876,673</u>
 CITY MANAGER'S OFFICE			
Personnel	\$ 2,192,175	\$ 2,296,574	\$ 2,347,108
Non-Personnel	\$ 177,369	\$ 253,102	\$ 261,519
	<u>\$ 2,369,544</u>	<u>\$ 2,549,676</u>	<u>\$ 2,608,627</u>
 CODE ADMINISTRATION			
Personnel	\$ -	\$ -	\$ -
Non-Personnel	\$ 24,000	\$ -	\$ -
	<u>\$ 24,000</u>	<u>\$ -</u>	<u>\$ -</u>



Multi-Year Budget Planning

TWO-YEAR PRESENTATION OF GENERAL FUND OPERATING REVENUE/EXPENDITURES

Expenditures	FY 2021 Approved		FY 2022 Proposed		FY 2023 Projected	
COMMONWEALTH'S ATTORNEY						
Personnel	\$	2,830,214	\$	2,776,883	\$	2,837,986
Non-Personnel	\$	100,482	\$	99,527	\$	102,837
	\$	2,930,696	\$	2,876,410	\$	2,940,822
COMMUNICATIONS & PUBLIC INFORMATION						
Personnel	\$	1,103,995	\$	1,247,194	\$	1,274,637
Non-Personnel	\$	443,235	\$	325,224	\$	336,039
	\$	1,547,230	\$	1,572,418	\$	1,610,676
COURT SERVICE UNIT						
Personnel	\$	1,294,095	\$	1,330,707	\$	1,359,988
Non-Personnel	\$	318,330	\$	325,852	\$	336,688
	\$	1,612,425	\$	1,656,559	\$	1,696,676
DEPARTMENT OF COMMUNITY & HUMAN SERVICES						
Personnel	\$	5,378,434	\$	6,320,276	\$	6,459,348
Non-Personnel	\$	48,163,784	\$	49,288,708	\$	53,628,537
	\$	53,542,218	\$	55,608,984	\$	60,087,885
DEPARTMENT OF EMERGENCY & CUSTOMER COMMUNICATIONS						
Personnel	\$	6,482,838	\$	6,786,014	\$	6,935,334
Non-Personnel	\$	2,244,865	\$	2,234,268	\$	2,368,567
	\$	8,727,703	\$	9,020,282	\$	9,303,901
DEPARTMENT OF GENERAL SERVICES						
Personnel	\$	5,105,371	\$	5,225,827	\$	5,478,942
Non-Personnel	\$	5,845,531	\$	5,416,007	\$	7,025,028
	\$	10,950,902	\$	10,641,834	\$	12,503,970
ECONOMIC DEVELOPMENT						
Personnel	-	-	-	-	-	-
Non-Personnel	\$	6,923,390	\$	7,011,340	\$	7,395,496
	\$	6,923,390	\$	7,011,340	\$	7,395,496



Multi-Year Budget Planning

TWO-YEAR PRESENTATION OF GENERAL FUND OPERATING REVENUE/EXPENDITURES

Expenditures	FY 2021 Approved	FY 2022 Proposed	FY 2023 Projected
FINANCE DEPARTMENT			
Personnel	\$ 8,996,054	\$ 9,253,071	\$ 9,837,971
Non-Personnel	\$ 3,323,013	\$ 3,336,962	\$ 3,551,930
	<u>\$ 12,319,067</u>	<u>\$ 12,590,033</u>	<u>\$ 13,389,901</u>
FIRE DEPARTMENT			
Personnel	\$ 47,667,603	\$ 47,011,341	\$ 48,045,780
Non-Personnel	\$ 5,277,263	\$ 6,044,229	\$ 6,513,225
	<u>\$ 52,944,866</u>	<u>\$ 53,055,570</u>	<u>\$ 54,559,005</u>
HEALTH DEPARTMENT			
Personnel	\$ 2,818,189	\$ 2,078,065	\$ 2,123,791
Non-Personnel	\$ 5,389,202	\$ 5,358,243	\$ 5,696,530
	<u>\$ 8,207,391</u>	<u>\$ 7,436,308</u>	<u>\$ 7,820,321</u>
HISTORIC ALEXANDRIA			
Personnel	\$ 2,651,234	\$ 2,872,522	\$ 3,052,743
Non-Personnel	\$ 644,561	\$ 596,418	\$ 638,751
	<u>\$ 3,295,795</u>	<u>\$ 3,468,940</u>	<u>\$ 3,691,494</u>
HOUSING			
Personnel	\$ 1,516,584	\$ 1,612,604	\$ 1,648,088
Non-Personnel	\$ 4,957,861	\$ 4,428,007	\$ 4,750,980
	<u>\$ 6,474,445</u>	<u>\$ 6,040,611</u>	<u>\$ 6,399,068</u>
HUMAN RESOURCES			
Personnel	\$ 3,012,612	\$ 3,144,212	\$ 3,213,397
Non-Personnel	\$ 999,668	\$ 1,244,313	\$ 1,370,379
	<u>\$ 4,012,280</u>	<u>\$ 4,388,525</u>	<u>\$ 4,583,776</u>
HUMAN RIGHTS			
Personnel	\$ 783,733	\$ 795,247	\$ 812,746
Non-Personnel	\$ 157,147	\$ 206,737	\$ 213,612
	<u>\$ 940,880</u>	<u>\$ 1,001,984</u>	<u>\$ 1,026,358</u>



Multi-Year Budget Planning

TWO-YEAR PRESENTATION OF GENERAL FUND

OPERATING REVENUE/EXPENDITURES

Expenditures	FY 2021 Approved		FY 2022 Proposed		FY 2023 Projected	
INTERNAL AUDIT						
Personnel	\$	266,416	\$	357,229	\$	365,089
Non-Personnel	\$	39,754	\$	37,797	\$	69,771
	\$	306,170	\$	395,026	\$	434,860
ITS						
Personnel	\$	7,986,245	\$	8,375,141	\$	8,745,964
Non-Personnel	\$	4,678,343	\$	4,917,462	\$	6,270,557
	\$	12,664,588	\$	13,292,603	\$	15,016,521
JUVENILE & DOMESTIC RELATIONS						
DISTRICT COURT						
Personnel	\$	51,724	\$	51,724	\$	52,862
Non-Personnel	\$	34,087	\$	25,185	\$	26,023
	\$	85,811	\$	76,909	\$	78,885
LIBRARY						
Personnel	\$	-	\$	-	\$	-
Non-Personnel	\$	7,175,971	\$	7,377,302	\$	7,622,628
	\$	7,175,971	\$	7,377,302	\$	7,622,628
NON-DEPARTMENTAL						
Personnel	\$	(188,272)	\$	849,715	\$	868,412
Non-Personnel	\$	13,620,884	\$	12,784,865	\$	13,210,015
	\$	13,432,612	\$	13,634,580	\$	14,078,428
OFFICE OF THE CITY ATTORNEY						
Personnel	\$	2,417,739	\$	2,539,449	\$	2,595,327
Non-Personnel	\$	833,706	\$	823,389	\$	850,770
	\$	3,251,445	\$	3,362,838	\$	3,446,097
OFFICE OF MANAGEMENT & BUDGET						
Personnel	\$	1,191,918	\$	1,314,598	\$	1,343,524
Non-Personnel	\$	83,178	\$	153,097	\$	170,465
	\$	1,275,096	\$	1,467,695	\$	1,513,990



Multi-Year Budget Planning

TWO-YEAR PRESENTATION OF GENERAL FUND

OPERATING REVENUE/EXPENDITURES

Expenditures	FY 2021 Approved	FY 2022 Proposed	FY 2023 Projected
OFFICE OF ORGANIZATIONAL EXCELLENCE			
Personnel	\$ 109,929	\$ 116,963	\$ 119,537
Non-Personnel	\$ 42,500	\$ 59,516	\$ 76,738
	<u>\$ 152,429</u>	<u>\$ 176,479</u>	<u>\$ 196,275</u>
OFFICE OF PERFORMANCE & ACCOUNTABILITY			
Personnel	\$ 406,728	\$ 549,374	\$ 561,462
Non-Personnel	\$ 102,580	\$ 102,709	\$ 106,125
	<u>\$ 509,308</u>	<u>\$ 652,083</u>	<u>\$ 667,587</u>
OTHER EDUCATIONAL ACTIVITIES			
Personnel	\$ -	\$ -	\$ -
Non-Personnel	\$ 16,009	\$ 15,785	\$ 16,310
	<u>\$ 16,009</u>	<u>\$ 15,785</u>	<u>\$ 16,310</u>
OTHER HEALTH SERVICES			
Personnel	-	-	-
Non-Personnel	\$ 1,235,495	\$ 1,257,387	\$ 1,299,200
	<u>\$ 1,235,495</u>	<u>\$ 1,257,387</u>	<u>\$ 1,299,200</u>
OTHER PUBLIC SAFETY & JUSTICE SERVICES			
Personnel	\$ 521,519	\$ 741,914	\$ 758,239
Non-Personnel	\$ 3,871,095	\$ 3,652,740	\$ 3,774,209
	<u>\$ 4,392,614</u>	<u>\$ 4,394,654</u>	<u>\$ 4,532,448</u>
PLANNING & ZONING			
Personnel	\$ 5,451,189	\$ 5,945,770	\$ 6,231,601
Non-Personnel	\$ 326,667	\$ 279,428	\$ 288,720
	<u>\$ 5,777,856</u>	<u>\$ 6,225,198</u>	<u>\$ 6,520,321</u>
POLICE DEPARTMENT			
Personnel	\$ 56,845,443	\$ 55,275,091	\$ 57,781,887
Non-Personnel	\$ 5,197,253	\$ 5,438,081	\$ 6,053,815
	<u>\$ 62,042,696</u>	<u>\$ 60,713,172</u>	<u>\$ 63,835,702</u>



Multi-Year Budget Planning

TWO-YEAR PRESENTATION OF GENERAL FUND

OPERATING REVENUE/EXPENDITURES

Expenditures	FY 2021 Approved	FY 2022 Proposed	FY 2023 Projected
RECREATION, PARKS, & CULTURAL ACTIVITIES			
Personnel	\$ 16,096,127	\$ 16,965,034	\$ 17,596,307
Non-Personnel	\$ 7,159,965	\$ 7,578,599	\$ 7,948,119
	<u>\$ 23,256,092</u>	<u>\$ 24,543,633</u>	<u>\$ 25,544,426</u>
SCHOOLS			
Personnel	\$ -	\$ -	\$ -
Non-Personnel	\$ 234,037,296	\$ 239,037,296	\$ 248,359,751
	<u>\$ 234,037,296</u>	<u>\$ 239,037,296</u>	<u>\$ 248,359,751</u>
SHERIFF'S OFFICE			
Personnel	\$ 27,916,704	\$ 25,350,362	\$ 26,593,703
Non-Personnel	\$ 5,109,017	\$ 5,511,913	\$ 6,277,207
	<u>\$ 33,025,721</u>	<u>\$ 30,862,275</u>	<u>\$ 32,870,911</u>
TRANSPORTATION & ENVIRONMENTAL SERVICES			
Personnel	\$ 13,004,890	\$ 13,743,772	\$ 14,046,191
Non-Personnel	\$ 23,283,293	\$ 24,022,636	\$ 25,108,489
	<u>\$ 36,288,183</u>	<u>\$ 37,766,408</u>	<u>\$ 39,154,680</u>
TRANSIT SERVICES			
Personnel	\$ -	\$ -	\$ -
Non-Personnel	\$ 38,382,049	\$ 38,244,536	\$ 40,030,949
	<u>\$ 38,382,049</u>	<u>\$ 38,244,536</u>	<u>\$ 40,030,949</u>
VOTER REGISTRATION & ELECTIONS			
Personnel	\$ 966,763	\$ 912,042	\$ 932,111
Non-Personnel	\$ 493,062	\$ 413,931	\$ 427,696
	<u>\$ 1,459,825</u>	<u>\$ 1,325,973</u>	<u>\$ 1,359,807</u>
Total Personnel	\$ 228,904,844	\$ 229,863,498	\$ 238,133,421
Total Non-Personnel	\$ 447,282,826	\$ 455,401,544	\$ 480,341,989
Debt Service	\$ 65,866,769	\$ 65,485,634	\$ 90,874,561
Cash Capital	\$ 27,317,835	\$ 33,777,271	\$ 34,435,300
CIP Operating Impacts	\$ -	\$ -	\$ 6,515,600
GRAND TOTAL	\$ 753,276,147	\$ 767,562,913	\$ 832,704,563



Multi-Year Budget Planning

TWO-YEAR PRESENTATION OF GENERAL FUND OPERATING REVENUE/EXPENDITURES

The following tables detail the City's planned budget adjustments for FY 2023 beyond the assumed expenditure growth rates that were used to project an FY 2023 expenditure estimate for City Personnel (2.2%), City Non-Personnel (3.3%), Transit (4.7%), and Alexandria City Public Schools (3.9%) all based on five-year actual average annual growth rates. The FY 2022 proposed budget includes increased vacancy savings factors for each department based on individual departmental hiring freezes in the City. Projected FY 2023 City Personnel expenditures assumes a restoration of these reductions. Cash Capital and Debt Service reflect the City and School capital investments included in the CIP budget.

Department	Adjustment	FY 2023
Circuit Court Judges		\$ -
18th General District Court		\$ -
City Clerk & Clerk of Council		\$ -
City Council		\$ -
Clerk of the Circuit Court		\$ -
City Manager's Office		\$ -
Code Administration		\$ -
Commonwealth's Attorney		\$ -
Communications & Public Information		\$ -
Court Service Unit		\$ -
Department of Community & Human Services		\$ -
Emergency & Customer Communications		\$ -
Department of General Services	Restoration of FY 2022 Personnel Hiring Freezes	\$ 138,126
Finance Department	Restoration of FY 2022 Personnel Hiring Freezes	\$ 381,295
Fire Department		\$ -
Health Department		\$ -
Historic Alexandria	Restoration of FY 2022 Personnel Hiring Freezes	\$ 117,014
Housing		\$ -
Human Resources		\$ -
Human Rights		\$ -
Internal Audit		\$ -
Information Technology Services	Restoration of FY 2022 Personnel Hiring Freezes	\$ 186,536
Juvenile & Domestic Relations District Court		\$ -
Library		\$ -
Non-Departmental		\$ -
Office of the City Attorney		\$ -
Office of Management and Budget		\$ -
Organizational Excellence		\$ -
Office of Performance & Accountability		\$ -



Multi-Year Budget Planning

TWO-YEAR PRESENTATION OF GENERAL FUND

OPERATING REVENUE/EXPENDITURES

Department	Adjustment	FY 2023
Other Public Safety & Justice Services		\$ -
Planning & Zoning	Restoration of FY 2022 Personnel Hiring Freezes	\$ 155,000
Police Department	Restoration of FY 2022 Personnel Hiring Freezes	\$ 1,290,521
Recreation, Parks, & Cultural Activities	Restoration of FY 2022 Personnel Hiring Freezes	\$ 257,974
Sheriff's Office	Restoration of FY 2022 Personnel Hiring Freezes	\$ 685,531
Transportation & Environmental Services		\$ -
Voter Registration & Elections		\$ -
Adjusted Personnel		\$ 3,211,997



Multi-Year Budget Planning

TWO-YEAR PRESENTATION OF GENERAL FUND OPERATING REVENUE/EXPENDITURES

Department	Adjustment	FY 2023
Circuit Court Judges		\$ 16,332
18th General District Court		\$ -
City Clerk & Clerk of Council		\$ -
City Council		\$ -
Clerk of the Circuit Court		\$ -
City Manager's Office		\$ -
Code Administration		\$ -
Commonwealth's Attorney		\$ -
Communications & Public Information		\$ -
Court Service Unit		\$ -
Department of Community & Human Services	Projected FY 2023 increased lease costs	\$ 2,700,773
Emergency & Customer Communications	Restoration of FY 2022 Temporary operating reductions made in response to COVID-19	\$ 60,000
Department of General Services	Restoration of FY 2022 Temporary operating reductions made in response to COVID-19	\$ 1,428,916
Economic Development	Restoration of FY 2022 Temporary operating reductions made in response to COVID-19	\$ 151,000
Finance Department	Restoration of FY 2022 Temporary operating reductions made in response to COVID-19	\$ 104,000
Fire Department	Fire MDB Replacement costs	\$ 268,000
Health Department	Restoration of FY 2022 Temporary operating reductions made in response to COVID-19	\$ 160,103
Historic Alexandria	Restoration of FY 2022 Temporary operating reductions made in response to COVID-19	\$ 22,500
Housing	Restoration of FY 2022 Temporary operating reductions made in response to COVID-19	\$ 175,723
Human Resources	Restoration of FY 2022 Temporary operating reductions made in response to COVID-19	\$ 84,687
Human Rights		\$ -
Internal Audit	Restoration of FY 2022 Temporary operating reductions made in response to COVID-19	\$ 30,717
Information Technology Services	Restoration of FY 2022 Temporary operating reductions made in response to COVID-19, Projected maintenance costs	\$ 1,189,569
Juvenile & Domestic Relations District Court		\$ -
Library		\$ -
Non-Departmental		\$ -
Office of the City Attorney		\$ -
Office of Management and Budget	Restoration of FY 2022 Temporary operating reductions made in response to COVID-19	\$ 12,277
Organizational Excellence	Restoration of FY 2022 Temporary operating reductions made in response to COVID-19	\$ 15,243
Office of Performance & Accountability		\$ -
Other Educational Activities		\$ -
Other Health Services		\$ -
Other Public Safety & Justice Services		\$ -



Multi-Year Budget Planning

TWO-YEAR PRESENTATION OF GENERAL FUND OPERATING REVENUE/EXPENDITURES

Department	Adjustment	FY 2023
Planning & Zoning		\$ -
Police Department	Restoration of FY 2022 Temporary operating reductions made in response to COVID-19	\$ 434,895
Recreation, Parks, & Cultural Activities	Restoration of FY 2022 Temporary operating reductions made in response to COVID-19	\$ 117,500
Schools		\$ -
Sheriff's Office	Restoration of FY 2022 Temporary operating reductions made in response to COVID-19	\$ 582,000
Transportation & Environmental Services	Restoration of FY 2022 Temporary operating reductions made in response to COVID-19	\$ 287,000
Transit Services		\$ -
Voter Registration & Elections		\$ -
Total Department Adjustments		\$ 7,841,235

Multi-Year Budget Planning



FIVE-YEAR FINANCIAL PLANNING MODEL

Five-Year Financial Planning Model

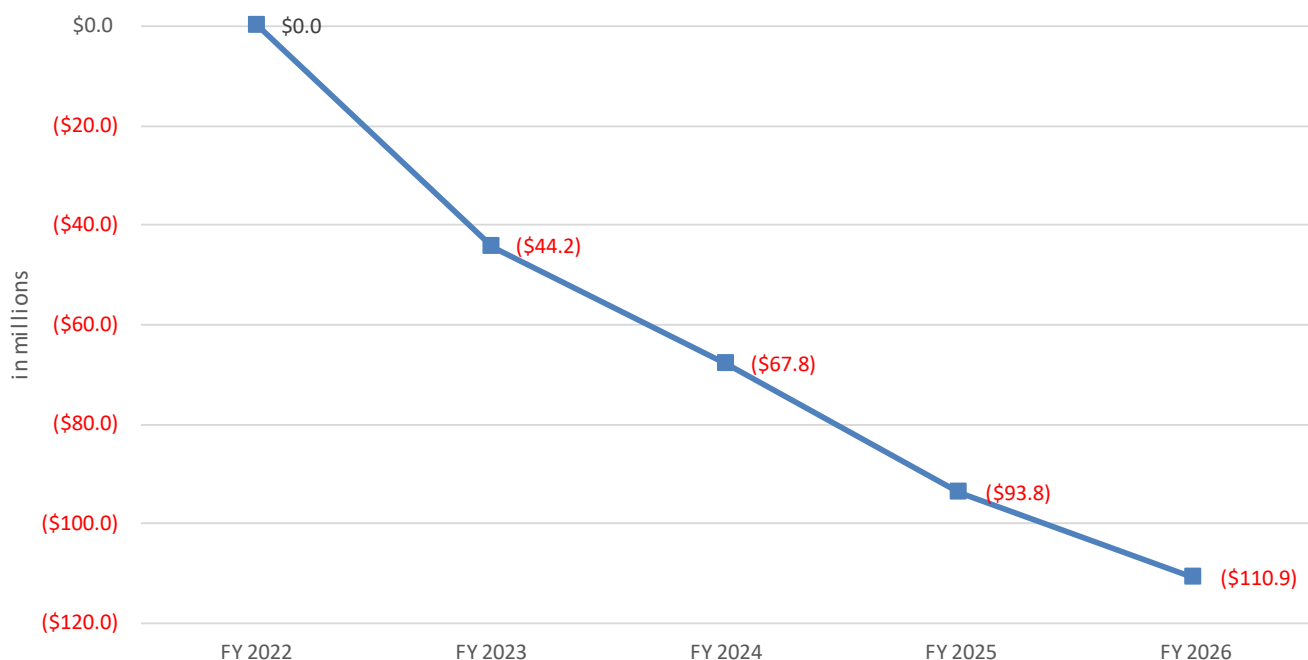
The City has long used multi-year financial forecasting as a planning and communication tool. Staff updated the model for the FY 2021 budget and again for the November 2020 City Council annual budget retreat. The revenue and expenditure assumptions have since been updated to reflect the FY 2022 proposed budget and capital improvement program. The updated five year financial planning model combines projections of future revenues and expenditures based on historical analysis with planned or expected changes such as the approved Capital Improvement Program (CIP) out-year funding.

Since the November 2020 City Council Retreat, the model has been updated to reflect the FY 2022 Proposed Operating Budget and Proposed FY 2022—FY 2031 CIP. This includes \$10.3 million in expenditure savings identified by City departments; \$0.9 million in revenue from increased cost recovery and collections; and \$1.5 million of service enhancements, new initiatives and contingency funds. A two-cent real estate tax rate decrease is included as part of the City Manager's Proposed Operating Budget. As a result of these changes, among others, the budget gap projected in last year's Five Year Financial Planning model and in the model presented at the November 2020 City Council Retreat has been eliminated.

Five Year Forecast for FY 2022 to FY 2026

The chart below displays the anticipated future surpluses or shortfalls resulting from expenditures and budgets in the FY 2022 budget growing at forecasted rates. The forecasted shortfall decreases slightly in FY 2023 due to Sales Tax and Business License tax returning to FY 2019 levels.

Forecasted Surplus/(Shortfall)



Multi-Year Budget Planning



FIVE-YEAR FINANCIAL PLANNING MODEL

As has been seen in previous years with low revenue growth, the City's revenue and expenditure growth rates are projected to be structurally out of balance starting in FY 2022. Debt service, particularly School debt service, drives 40% of the projected budget gap by FY 2026. The City's revenues at current tax rates are not expected to keep up with projected expenditures going forward, resulting in a fiscal imbalance. The structural imbalance is estimated to be \$44.2 million in FY 2023, growing to \$110.9 million by FY 2026. However, since each year's budget will be balanced when the budget for that year is adopted, these deficits will be eliminated before they occur. These projections do not reflect the restructuring of FY 2023 debt services plans, nor the outcome of collective bargaining which will impact the City's finances in FY 2024.

Revenues	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Real Estate Tax	483,311,548	492,977,779	502,837,335	512,894,081	523,151,963
Personal Property	55,139,750	56,793,943	58,497,761	60,252,694	62,060,274
Sales Tax	31,720,000	32,662,084	33,632,148	34,631,023	35,659,564
Utility Tax	12,052,000	12,052,000	12,052,000	12,052,000	12,052,000
Business License Tax	30,435,900	36,883,865	37,850,222	38,841,898	39,859,555
Recordation Tax	8,645,000	8,645,000	8,645,000	8,645,000	8,645,000
Transient Lodging	8,400,000	8,667,120	12,879,159	13,288,716	13,711,297
Restaurant Food	18,215,000	18,617,552	23,999,949	24,530,348	25,072,468
Communication Sales Tax	8,084,000	7,652,314	7,243,681	6,856,868	6,490,711
Other Local Taxes	6,676,000	6,752,774	6,830,431	6,908,981	6,988,434
Federal Revenue	7,932,000	7,932,000	7,932,000	7,932,000	7,932,000
State Revenue	48,244,581	48,727,027	49,214,297	49,706,440	50,203,505
Other Revenue	48,707,134	50,168,348	51,673,398	53,223,600	54,820,308
Total Revenue	767,562,913	788,531,805	813,287,379	829,763,648	846,647,080

Expenditures	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
City Personnel	229,863,498	238,133,421	243,386,566	248,845,849	254,522,966
City Non-Personnel	161,154,678	174,354,982	183,232,348	189,544,503	195,672,410
City Debt Service	36,851,668	51,586,740	69,182,357	82,247,864	85,262,371
Schools Debt Service	28,633,966	39,287,821	51,163,717	52,606,611	55,966,808
Cash Capital	33,777,271	34,435,300	26,456,000	27,310,500	27,753,000
Transit Services	38,244,536	40,030,949	41,919,871	43,918,273	46,033,679
Schools	239,037,296	248,359,751	258,045,781	268,109,566	278,565,839
Total Expenditures	767,562,913	826,188,963	873,386,640	912,583,166	943,777,073
Operating Impact from CIP	-	6,515,600	7,692,000	10,964,100	13,779,600
Total Expenditures	767,562,913	832,704,563	881,078,640	923,547,266	957,556,673

Shortfall/Surplus	\$ (Millions)	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Revenues		\$767.6	\$788.5	\$813.3	\$829.8	\$846.6
Expenditures		\$767.6	\$832.7	\$881.1	\$923.5	\$957.6
Annual Deficit		\$0.0	(\$44.2)	(\$67.8)	(\$93.8)	(\$110.9)

Multi-Year Budget Planning



FIVE-YEAR FINANCIAL PLANNING MODEL

The revenue growth assumptions are based off of the City's revenue performance over the last five completed fiscal years, FY 2016—FY 2020. Using the City's recent historical revenue collection, a compounded annual growth rate can then be calculated, reviewed to correct for any outlying phenomena, and used to forecast revenues for the coming fiscal years. The table below outlines the forecasted growth rate used for the next five years.

Revenue Assumptions	
Category	Rate
Real Estate Assessments	2.0%
Personal Property	3.0%
Sales Tax	3.0%
Utility Tax	0.0%
Business License Tax ¹	2.6%
Recordation Tax	0.0%
Transient Lodging ²	3.2%
Restaurant Food ²	2.2%
Communications Sales Tax	-5.3%
Other Local Taxes	1.2%
Federal Revenue	0.0%
State Revenue	1.0%
Other Revenue	3.0%
Total Weighted Growth Rate	3.1%

¹ FY 2023 revenue projections assume a return to FY 2019 levels.

² FY 2023 revenue projections assume a return to average pre-pandemic growth levels.

Summary Tables



TOTAL SOURCES & USES

The following tables provide a summary of revenues and expenditures including the General Fund, Special Revenue Fund, and all Component Unit Funds by source and use.

ALL FUNDS	FY 2020 Actuals	FY 2021 Approved	FY 2022 Proposed	% Change 2021 - 2022
<u>Revenue by Fund</u>				
General Fund	738,843,282	753,276,147	767,562,913	1.9%
Grants & Donations	131,069,663	124,005,524	160,987,322 ¹	29.8%
Affordable Housing	12,226,443	6,762,217	6,280,522	-7.1%
Sanitary Sewers	26,946,887	15,359,412	22,654,995	47.5%
Stormwater	8,023,163	8,213,842	23,921,000	191.2%
Potomac Yard	12,356,256	14,035,351	20,084,859	43.1%
NVTA	19,019,871	21,742,497	22,984,497	5.7%
Internal Service	5,050,457	7,909,969	7,895,773	-0.2%
ACPS	303,421,617	317,259,118	320,591,172	1.1%
Library	7,095,682	7,768,466	7,831,044	0.8%
DASH	27,001,318	22,696,200	23,663,970	4.3%
Total Revenues	1,291,054,641	1,299,028,743	1,384,458,067 ¹	6.6%
Less Interfund Transfers	(345,290,265)	(343,594,839)	(352,487,627)	2.6%
Net Revenues	945,764,376	955,433,904	1,031,970,440 ¹	8.0%
<u>Expenditures by Fund</u>				
General Fund	732,160,649	753,276,147	767,562,913	1.9%
Grants & Donations	125,427,084	124,005,524	160,987,322 ¹	29.8%
Affordable Housing	17,676,805	6,762,217	6,280,522	-7.1%
Sanitary Sewers	10,106,548	15,359,412	22,654,995	47.5%
Stormwater	7,893,737	8,213,842	23,921,000	191.2%
Potomac Yard	6,232,457	14,035,351	20,084,859	43.1%
NVTA	20,606,896	21,742,497	22,984,497	5.7%
Internal Service	5,364,287	7,909,969	7,895,773	-0.2%
ACPS	297,390,698	317,259,118	320,591,172	1.1%
Library	7,017,054	7,768,466	7,831,044	0.8%
DASH	30,898,306	22,696,200	23,663,970	4.3%
Total Expenditures	1,260,774,523	1,299,028,743	1,384,458,067 ¹	6.6%
Less Interfund Transfers	(345,329,715)	(343,594,839)	(352,487,627)	2.6%
Net Expenditures	915,444,808	955,433,904	1,031,970,440 ¹	8.0%

¹ Reflects inclusion of \$34.0 million in one-time federal economic relief monies now under consideration by Congress.

Summary Tables



TOTAL SOURCES & USES

The following tables provide a summary of revenues and expenditures (excluding interfund transfers) including the General Fund, Special Revenue Fund, and all Component Unit Funds by source and use.

ALL FUNDS	FY 2020 Actuals	FY 2021 Approved	FY 2022 Proposed	% Change 2021 - 2022
<u>Revenue by Source</u>				
General Property Taxes	518,510,339	537,127,283	542,609,031	1.0%
Other Local Taxes	133,409,873	119,658,090	130,516,900	9.1%
Permits, Fees and Licenses	17,521,491	12,229,917	12,368,187	1.1%
Fines and Forfeitures	4,052,312	3,502,615	3,962,200	13.1%
Intergovernmental	177,749,407	182,810,287	213,827,256	17.0%
Charges for Services	76,848,701	71,347,349	78,445,269	9.9%
Use of Money and Property	9,657,456	6,559,793	5,311,543	-19.0%
Miscellaneous	8,014,797	7,713,464	8,266,985	7.2%
Bond Proceeds	-	-	5,704,925	N/A
Use of Spendable Fund Balance	-	14,485,106	30,958,144	113.7%
Total Revenues	945,764,376	955,433,904	1,031,970,440	8.0%
<u>Expenditures by Department</u>				
Circuit Court Judges	1,379,062	1,536,534	1,488,463	-3.1%
18th General District Court	126,838	98,910	142,662	44.2%
Alexandria City Public Schools	325,502,949	345,837,816	349,225,138	1.0%
City Attorney	4,305,964	3,251,445	3,362,838	3.4%
City Clerk and Clerk of City Council	397,659	423,541	418,541	-1.2%
City Council	670,050	698,106	674,826	-3.3%
City Manager's Office	2,248,011	2,369,544	2,549,676	7.6%
Clerk of the 18th Circuit Court	1,789,846	1,809,354	1,899,210	5.0%
Code Administration	5,801,699	8,536,256	8,447,933	-1.0%
Commonwealth's Attorney	3,400,821	3,298,138	3,243,852	-1.6%
Communications and Public Information	1,309,363	1,547,230	1,572,418	1.6%
Community and Human Services	95,980,313	99,303,334	101,391,323	2.1%
Court Services Unit	1,702,758	1,738,414	1,782,548	2.5%
Economic Development	6,475,037	6,923,390	7,011,340	1.3%

Summary Tables



TOTAL SOURCES & USES

The following tables provide a summary of revenues and expenditures (excluding interfund transfers) including the General Fund, Special Revenue Fund, and all Component Unit Funds by source and use.

ALL FUNDS	FY 2020 Actuals	FY 2021 Approved	FY 2022 Proposed	% Change 2021 - 2022
Emergency & Customer Communications	8,140,430	8,848,831	9,128,600	3.2%
Finance	12,395,553	13,216,027	13,557,610	2.6%
Fire	55,239,336	55,974,915	55,591,529	-0.7%
General Fund Cash Capital	21,259,750	27,317,835	33,777,271	23.6%
General Fund Debt Service	38,311,029	37,288,071	42,556,593	14.1%
General Services	10,725,487	11,189,402	10,837,334	-3.1%
Health	6,745,916	8,280,768	7,511,430	-9.3%
Historic Alexandria	3,833,160	4,142,754	4,232,071	2.2%
Housing	22,701,122	10,481,584	10,061,189	-4.0%
Human Resources	4,257,512	4,012,280	4,388,525	9.4%
Human Rights	941,617	983,102	1,038,736	5.7%
Information Technology Services	11,661,124	13,159,806	13,797,108	4.8%
Internal Audit	264,791	306,170	395,026	29.0%
Juvenile and Domestic Relations Court	73,593	85,811	76,909	-10.4%
Library	5,968,689	7,848,077	7,871,044	0.3%
Office of Management and Budget	1,337,039	1,275,096	1,467,695	15.1%
Office of Performance and Accountability	502,560	509,308	652,083	28.0%
Office of Organizational Excellence	80,322	152,429	176,479	N/A
Other Criminal Justice Activities	4,513,228	4,576,791	5,073,182	10.8%
Other Educational Activities	16,128	16,009	15,785	-1.4%
Other Health Services	1,704,756	1,235,495	1,257,387	1.8%
Other Non-Departmental	14,039,245	14,432,612	48,634,580	237.0% ¹
Planning and Zoning	6,283,446	6,355,339	6,780,516	6.7%
Police	64,750,683	64,794,617	62,677,373	-3.3%
Project Implementation	152,343	1,594,281	1,878,800	0.0%
Recreation, Parks and Cultural Activities	24,328,640	26,567,634	27,595,543	3.9%
Registrar of Voters	1,249,850	1,459,825	1,325,973	-9.2%
Sheriff's Office	32,300,278	34,025,176	31,107,317	-8.6%
Transit Subsidies	51,769,854	49,154,567	51,604,689	5.0%
Transportation and Environmental Services	50,298,815	68,777,280	93,691,295	36.2%
Total Expenditures	906,936,667	955,433,904	1,031,970,440	8.0%

¹ Reflects inclusion of \$34.0 million in one-time federal economic relief monies now under consideration by Congress.

Summary Tables

TOTAL SOURCES & USES



The following tables provide a summary of operating budget expenditures by department and operating fund, including the General Fund, Special Revenue Fund, and all Component Unit Funds by source and use.

Department	Budgetary Funds								Component Units				Less Transfers	Total Expenditures
	General Fund	Other Special Revenue	Affordable Housing	Special Revenue Sanitary Sewers	Storm Water	Potomac Yard	NVTA	Internal Service	ACPS	Library	DASH	Total		
Circuit Court Judges	1,488,463											1,488,463		1,488,463
18th General District Court	142,662											142,662		142,662
Alexandria City Public Schools	267,671,262								320,591,172			588,262,434	(239,037,296)	349,225,138
City Attorney	3,362,838											3,362,838		3,362,838
City Clerk and Clerk of City Council	418,541											418,541		418,541
City Council	674,826											674,826		674,826
City Manager's Office	2,549,676											2,549,676		2,549,676
Clerk of the 18th Circuit Court	1,834,210	65,000										1,899,210		1,899,210
Code Administration		9,397,433		90,000				150,500				9,637,933	(1,190,000)	8,447,933
Commonwealth's Attorney	2,876,410	367,442										3,243,852		3,243,852
Communications and Public Information	1,572,418											1,572,418		1,572,418
Community and Human Services	55,608,984	85,569,618						515,570				141,694,172	(40,302,849)	101,391,323
Court Services Unit	1,656,559	227,184										1,883,743	(101,195)	1,782,548
Economic Development	7,011,340											7,011,340		7,011,340
Emergency & Customer Communications	9,020,282	63,807		44,511								9,128,600		9,128,600
Finance	12,590,033	907,677						59,900				13,557,610		13,557,610
Fire	52,014,303	2,774,253						802,973				55,591,529	(1,041,267)	54,550,262
General Fund Cash Capital	34,818,538											34,818,538		34,818,538
General Fund Debt Service	36,851,668											36,851,668		36,851,668
General Services	10,641,834	125,000						70,500				10,837,334		10,837,334
Health	7,436,308	75,122										7,511,430		7,511,430
Historic Alexandria	3,468,940	763,131										4,232,071		4,232,071
Housing	6,040,611	1,980,262	6,280,522									14,301,395	(4,240,206)	10,061,189
Human Resources	4,388,525											4,388,525		4,388,525
Human Rights	1,001,984	36,752										1,038,736		1,038,736
Information Technology Services	13,292,603	504,505										13,797,108		13,797,108
Internal Audit	395,026											395,026		395,026
Juvenile and Domestic Relations Court	76,909											76,909		76,909
Library	7,377,302	40,000								7,831,044		15,248,346	(7,377,302)	7,871,044
Non-Departmental and Organization-wide	13,634,580	35,000,000 ¹				5,704,925						54,339,505		54,339,505
Office of Management and Budget	1,467,695											1,467,695		1,467,695
Office of Performance and Accountability	652,083											652,083		652,083
Office of Organizational Excellence	176,479											176,479		176,479
Other Criminal Justice Activities	4,394,654	678,528										5,073,182		5,073,182
Other Educational Activities	15,785											15,785		15,785
Other Health Services	1,257,387											1,257,387		1,257,387
Planning and Zoning	6,225,198	555,318										6,780,516		6,780,516
Police	60,713,172	221,701						1,742,500				62,677,373		62,677,373
Project Implementation				800,000	886,000	192,800						1,878,800		1,878,800
Recreation, Parks and Cultural Activities	24,543,633	2,711,182						533,000				27,787,815	(192,272)	27,595,543
Registrar of Voters	1,325,973											1,325,973		1,325,973
Sheriff's Office	30,862,275	180,306						64,736				31,107,317		31,107,317
Transit Subsidies	38,244,536	7,282,352									23,663,970	69,190,858	(17,586,169)	51,604,689
Transportation and Environmental Services	37,766,408	11,460,749		21,720,484	23,035,000	14,187,134	22,984,497	3,956,094				135,110,366	(41,419,071)	93,691,295
Total Operating Expenditures	767,562,913	160,987,322	6,280,522	22,654,995	23,921,000	20,084,859	22,984,497	7,895,773	320,591,172	7,831,044	23,663,970	1,384,458,067	(352,487,627)	1,031,970,440

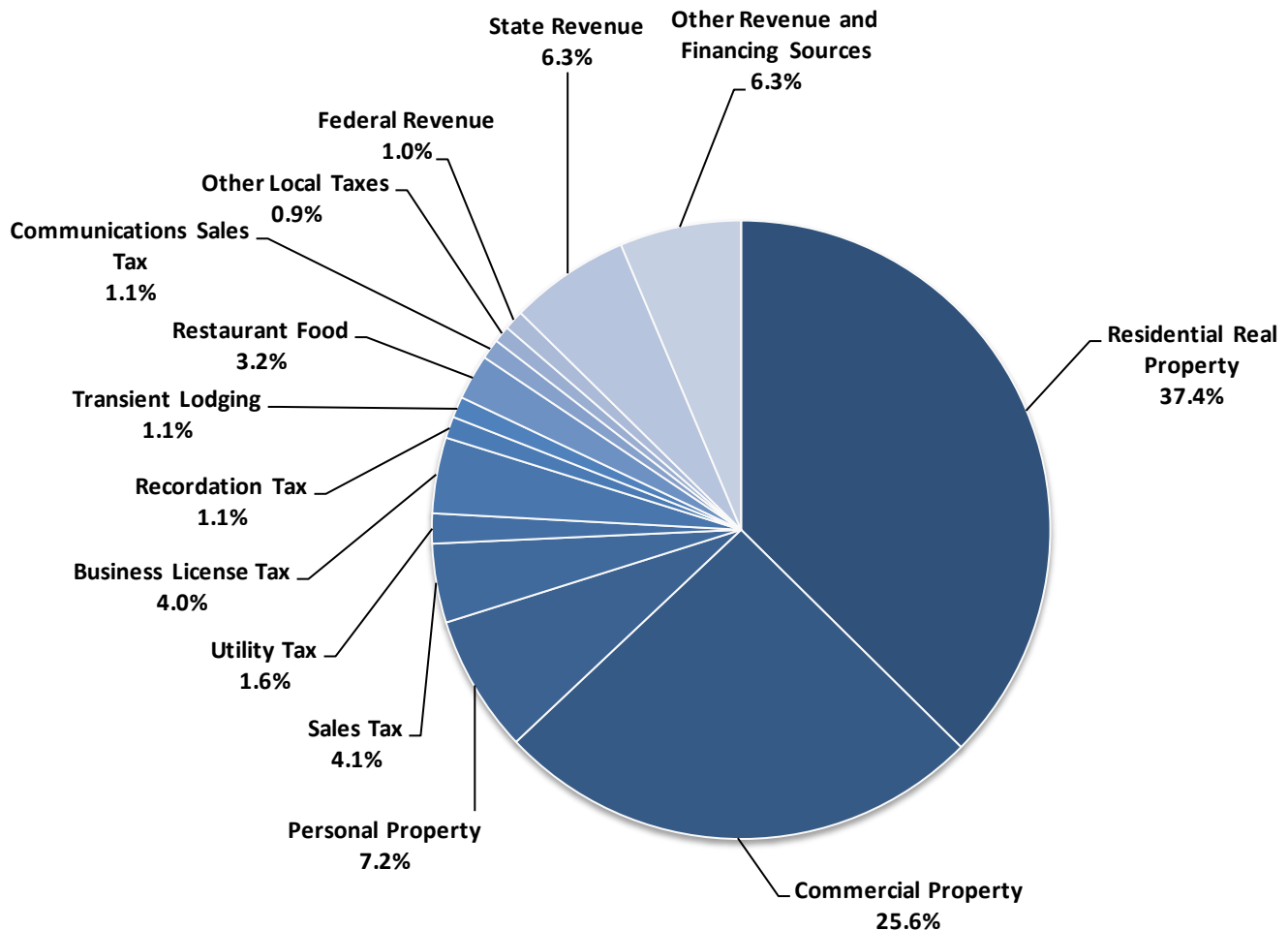
¹ Reflects inclusion of \$34.0 million in one-time federal economic relief monies now under consideration by Congress.

Revenues

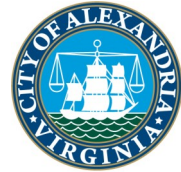


GENERAL FUND REVENUES

The chart below shows the distribution of estimated General Fund revenues (\$757,562,913) and fund balance use (\$10,000,000) for FY 2022 totaling **\$767,562,913**. This represents a 1.9% increase above the amount budgeted for FY 2021.



Revenues



GENERAL FUND REVENUES

General Fund Revenue	FY 2020 Actual	FY 2021 Approved	FY 2021 Projected	FY 2022 Proposed
General Property Tax Revenue				
Real property tax	459,756,284	477,554,000	476,885,773	483,311,548
Personal property tax	54,519,245	55,213,000	53,001,000	55,126,000
Penalties and Interest	2,988,027	2,808,000	2,600,000	2,600,000
<i>Total general property tax revenue</i>	<i>517,263,555</i>	<i>535,575,000</i>	<i>532,486,773</i>	<i>541,037,548</i>
Other local tax revenue				
Local sales tax	29,940,417	26,194,000	30,800,000	31,720,000
Utility tax	12,077,396	12,700,000	12,052,000	12,052,000
Business licenses	35,154,223	22,000,000	29,469,000	30,435,900
Motor vehicle licenses	163,361	-	-	-
Recordation	7,144,558	5,900,000	8,645,000	8,645,000
Cigarette	2,321,508	2,600,000	2,060,000	1,957,000
Transient Lodging	8,663,346	10,833,000	4,500,000	8,400,000
Restaurant food	19,765,936	20,500,000	17,400,000	18,215,000
Admissions	443,640	500,000	54,000	124,000
Communications service	8,217,077	8,275,000	8,420,000	8,084,000
Other miscellaneous	4,279,031	5,109,090	4,310,000	4,595,000
<i>Total other local tax revenues</i>	<i>128,170,493</i>	<i>114,611,090</i>	<i>117,710,000</i>	<i>124,227,900</i>
Non-tax revenue				
Licenses, permits, and fees	1,387,070	2,339,631	3,630,000	2,143,550
Fines forfeitures	4,052,312	3,502,615	3,569,600	3,962,200
Use of money and property	8,610,954	5,498,250	3,868,080	4,225,000
Charges for services	11,207,771	14,299,398	9,742,684	13,527,578
Noncategorical State (PPTRA)	23,578,531	23,578,531	23,578,531	23,578,531
Intergovernmental revenues	33,306,806	34,657,158	32,466,040	32,598,050
Miscellaneous	1,973,909	2,028,912	1,863,500	2,120,013
<i>Total non-tax revenue</i>	<i>84,117,352</i>	<i>85,904,495</i>	<i>78,718,435</i>	<i>82,154,922</i>
Total General Fund Revenues	729,551,400	736,090,585	728,915,208	747,420,370
Other financing sources (uses)				
Appropriations to/from Fund Balances				
Contribution to/Use of Fund Balance	-	7,939,135	7,976,864	10,000,000
Transfer from special revenue acct. ¹	9,291,882	9,246,427	8,857,193	10,142,543
Total Transfers In	9,291,882	17,185,562	16,834,057	20,142,543
Total General Fund Revenues and Other Sources	738,843,282	753,276,147	745,749,265	767,562,913

¹. Transfers from special revenue accounts include sanitary sewer fee revenue transferred to the General Fund to pay for sanitary sewer debt service budgeted in the General Fund; transfers from the sanitary sewer fund, storm water fund, residential refuse fund, permit fee fund, and the Torpedo Factory Operations account for indirect costs; and a transfer from the Potomac Yard Fund for the cost of City and School services provided to properties within Potomac Yard.



MAJOR REVENUE INITIATIVES IN FY 2022

- **Real Estate Tax (General Fund)**

Real estate taxes are calculated by multiplying a property's assessed value, which are mailed to property owners in February, by the real estate tax rate. For the tax year beginning January 1, 2021, the real estate tax rate was proposed to decrease 2.0 cents to \$1.11 per \$100 of assessed property value. The 2.0 cent decrease is proposed primarily in response to increasing residential assessments. However, given that the School and City future year Capital needs will still grow substantially, the pressure on the City's real estate rate will remain in future years.

- **Storm Water Utility Fee (General Fund)**

The proposed FY 2022 Storm Water Utility fee increase for most single family homes reflects a phased in two-step increase that begins with a \$70 increase from \$140 to \$210 effective for payments due on or before June 15, 2021 and a \$70 increase from \$210 to \$280 for payments due on or before November 15, 2021 and all bills thereafter. For additional information on services adjustments, refer to the Transportation & Environmental Services text in the Livable, Green, & Prospering City section of this budget document. Townhouse properties will pay a lesser fee and larger single family homes, commercial property and non-profit owned property will pay a larger fee based on larger impervious surface areas. The increased fees are aimed at addressing storm water capacity needs that have become evident as the result of three recent climate-change triggered intense rain events in FY 2020 and FY 2021.



MAJOR REVENUE INITIATIVES IN FY 2022

- **User Fees and Other Revenues (General Fund)**

Other notable changes:

- The Clerk of the Circuit Court will make a one-time payment (\$137,500) to the City for administrative filing fees collected but not spent in prior years. The funding will be placed in a contingent in the City budget for the Circuit Court Clerk to be released when a spending plan for these funds is received and approved.
- The Chinguapin Recreation Center pool is proposed to close for the Summer 2021, which will decrease aquatics program fees for use of the pool by \$45,825, due to scheduled skylight replacement in the Capital Improvement Plan.
- The Health Department will receive additional revenue (\$29,513) from the State as reimbursement for personnel costs for a City employee.

Revenues



REAL ESTATE TAX RATES

Regional Tax Rates for Calendar Years 1979-2021

Below are real estate tax rates from selected major Northern Virginia jurisdictions over the past forty-one calendar years. In Virginia, the tax and calendar years coincide. Rates listed are per \$100 of assessed value.

Tax Year	Alexandria	Arlington	Fairfax ¹	Loudoun ¹	Pr. William ¹
1979	1.44	1.12	1.64	1.19	5.25 ²
1980	1.39	1.12	1.54	1.25	5.25 ²
1981	1.37/1.35	0.96	1.51	1.02	1.40
1982	1.37	0.98	1.47	1.13	1.45
1983	1.41	0.99	1.47	1.13	1.42
1984	1.41	0.97	1.46	1.10	1.39
1985	1.39	0.95	1.39	1.13	1.42
1986	1.38/1.37	0.94	1.35	1.02	1.42
1987	1.34	0.92	1.32	0.88	1.30
1988	1.25	0.89	1.30	0.95	1.38
1989	1.10	0.78	1.19	0.88	1.38
1990	1.045	0.765	1.11	0.85	1.36
1991	1.045	0.765	1.11	0.94	1.36
1992	1.045	0.82	1.16	0.96	1.36
1993	1.07	0.86	1.16	1.00	1.36
1994	1.07	0.897	1.16	1.02	1.36
1995	1.07	0.94	1.16	0.99	1.36
1996	1.07	0.96	1.23	1.03	1.36
1997	1.07	0.986	1.23	1.06	1.36
1998	1.11	0.998	1.23	1.11	1.36
1999	1.11	0.998	1.23	1.11	1.36
2000	1.11	1.023	1.23	1.08	1.34
2001	1.11	1.023	1.23	1.08	1.31
2002	1.08	0.993	1.21	1.05	1.23
2003	1.035	0.978	1.16	1.11	1.16
2004	0.995	0.958	1.13	1.11	1.07
2005	0.915	0.878	1.00	1.04	0.974
2006	0.815	0.818	0.89	0.89	0.8071
2007	0.830	0.818	0.89	0.96	0.8379
		<u>Res/Comm</u> ³	<u>Res/Comm</u> ³		
2008	0.845	0.848/0.973	0.92/1.03	1.14	0.97
2009	0.903	0.875/1.00	1.05/1.16	1.245	1.288
2010	0.978	.958/1.083	1.121/1.231	1.30	1.3146
2011	0.998	.958/1.083	1.101/1.211	1.285	1.2806
2012	0.998	0.971/1.096	1.111/1.221	1.235	1.2859
2013	1.038	1.006/1.131	1.106/1.231	1.205	1.2562
2014	1.043	.996/1.121	1.114/1.239	1.155	1.2212
2015	1.043	.996/1.121	1.116/1.241	1.135	1.1936
2016	1.073	.991/1.116	1.159/1.284	1.145	1.1950
2017	1.130	1.006/1.131	1.161/1.286	1.125	1.2067
2018	1.130	1.006/1.131	1.151/1.276	1.085	1.2075
2019	1.130	1.013/1.138	1.151/1.276	1.045	1.2075
2020	1.130	1.013/1.138 ⁴	1.151/1.276 ⁵	1.035	1.2275 ⁶
2021	1.110	1.013/1.138 ⁷	1.151/1.276 ⁷	1.005	1.2275 ⁷



REAL ESTATE TAX RATES

Regional Tax Rates for Calendar Years 1979-2021 Continued

Table References

- ¹ Tax rates in tax years 1979-2001 do not reflect additional special tax district (fire, leaf collection, etc.) or town real estate tax rates.
- ² Before 1981, real property in Prince William County was assessed at 33% of fair market value. Since 1981, real property has been assessed at 100% of fair market value.
- ³ Beginning in calendar year 2008, Arlington County and Fairfax County levied an additional tax on most commercial real property for transportation purposes.
- ⁴ Arlington County's rate includes 2.0 cents for Schools & Public Safety and a transportation add-on tax on commercial property of 12.5 cents.
- ⁵ The Fairfax County rate includes add-on tax rates of 0.1 cents for pest infestation and 12.5 cents on commercial properties for transportation.
- ⁶ Prince William includes a county-wide fire and rescue levy of 8.0 cents and 0.25 cents for mosquito & forest pest management.
- ⁷ Tax rates for Arlington County, Prince William County, and Fairfax County reflects the prior year approved rate because the FY 2022 rate was not available at the time of the FY 2022 Proposed Budget.

CITY OF ALEXANDRIA, VIRGINIA

Revenues



FY 2022 PROPOSED TAX RATES FOR MAJOR REVENUE SOURCES

Tax	City Proposed Rate	Virginia Code Reference	Maximum Rate Allowable by State
Real Estate Tax	\$1.11 per \$100 assessed value	58.1-3200	None set
Personal Property Tax:			
Tangible personal property	\$4.75 on every \$100 of assessed value	58.1-3507	None set
Machinery and tools	\$4.50 on each \$100 of assessed value		None set
Mobile homes	\$1.11 on each \$100 of assessed value		None set
Automobiles	\$5.33 on every \$100 of assessed value		None set
Automobiles (10,000 lbs or more)	\$4.50 on every \$100 of assessed value		None set
Automobiles (handicap equipment)	\$3.55 on every \$100 of assessed value	58.1-3506-b	None set
Boats	\$0.01 on every \$100 of assessed value	58.1-3506.1	None set
Utility Consumer Tax:			
Electric (residential)	\$1.12 plus \$0.012075 for each KWh, not to exceed \$3.00	58.1-3814	\$3.00 monthly
Electric (residential group meter)	\$1.12 per dwelling unit plus \$0.012075 on each kWh, not to exceed \$3.00 per dwelling unit	58.1-3814	\$3.00 monthly
Electric (commercial)	\$1.18 plus \$0.005578 of each KWh	58.1-3814	
Electric (industrial)	\$1.18 plus \$0.004544 of each kWh	58.1-3814	
Natural Gas (residential)	\$1.28 plus \$0.124444 on each CCF, not to exceed \$3 monthly	58.1-3814	\$3.00 monthly
Natural Gas (residential group meter)	\$1.28 per dwelling unit plus \$0.050909 on each CCF, not to exceed \$3 monthly per dwelling unit		\$3.00 monthly
Natural Gas (residential group meter interruptible)	\$1.28 per dwelling unit plus \$0.023267 on each CCF, not to exceed \$3 monthly per dwelling unit		\$3.00 monthly
Natural Gas (commercial/industrial)	\$1.42 plus \$0.050213 of each kWh	58.1-3814	20% of monthly amount charged
Natural Gas (Non-residential interruptible)	\$4.50 plus \$0.00367 of each CCF of gas delivered	58.1-3814	20% of monthly amount charged
Water (residential)	15% of the monthly amount charged to consumers of the utility service	58.1-3814	**
Water (commercial/industrial)	20%, if the monthly bill exceeds \$150 then no tax is computed on that in amount above \$150	58.1-3814	20% of monthly amount charge
Business and Professional Licenses*			
Amusement	\$0.36 per \$100 gross receipts	58.1-3700 et seq.	\$0.36
Professional	\$0.58 per \$100 gross receipts	58.1-3700 et seq.	\$0.58
Renting of Residential Property	\$0.50 per \$100 gross receipts	58.1-3700 et seq.	\$0.58
Renting of Commercial Property	\$0.35 per \$100 gross receipts	58.1-3700 et seq.	\$0.58
Financial Services	\$0.35 per \$100 gross receipts	58.1-3700 et seq.	\$0.58
Personal, Business, & Repair Services	\$0.35 per \$100 gross receipts	58.1-3700 et seq.	\$0.36
Retail Merchants	\$0.20 per \$100 gross receipts	58.1-3700 et seq.	\$0.20
Contractors	\$0.16 per \$100 gross receipts	58.1-3700 et seq.	\$0.16
Wholesale Merchants	\$0.05 per \$100 gross receipts	58.1-3700 et seq.	\$0.05
Alcoholic Beverages	\$5-\$1,500 (flat fee assessed as part of business license for sales of alcoholic beverages; fee is dependent upon seating capacity and/or type of license)	4.1-233	Various
Public Utilities:			
Telephone Company	\$0.50 per \$100 of gross receipts excluding charges for long distance calls	58.1-3731	\$0.5
Water	One-half of one percent of the gross receipts	58.1-3731	0.5%
Public rights-of-way use fee	\$1.15 per access line (Effective July 1, 2020)	56-468.1	Minimum of \$0.50 per line per month; annual rate calculated by VDOT
Electric Consumption Tax	\$0.0038/kWh	58.1-2900	0.00038/kWh
Natural Gas Consumption Tax	\$0.004 per CCF	58.1-2904	\$0.004 per CCF
Communications Sales and Use Tax	5% of the sales price of each communications service that is sourced to the Commonwealth	58.1-648	5.0%
Admissions Tax	10% of any admission charge, not to exceed \$0.50 per person admitted	58.1-3840	None set
Cigarette Tax	\$1.26 on each package of 20 cigarettes	58.1-3830 & 58.1-3840	None set
Short-Term Rental Tax	1.0% of gross proceeds of business arising from rentals (1.5% Heavy Equipment)	58.1-3510.4	1.0% or 1.5%
Local Sales Tax	1.0% on sale (added to the rate of the State tax imposed)	58.1-605	1.0%
Transient Lodging Tax	6.5% of total amount paid for room rental, plus \$1.25 per night lodging fee	58.1-3840	None set
Restaurant Meals Tax	5.0% of total charge of a meal****	58.1-3840	None set
Recordation Tax:	\$0.083 per \$100 of sales price/loan value (equals State max)	58.1-3800	1/3 of State Chrgs
Late Payment Tax Penalty	10% or \$10, whichever is greater	58.1-3916	10% or \$10***
Tax Interest	10% for the first year and 5% for each year thereafter. Equals refund rates.		10.0%

* Tax rate applies to businesses with gross receipts of \$100,000 or above. Businesses with gross receipts of at least \$10,000 but no more than \$99,999 will be assessed a license tax of \$50

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

*** The late payment penalty on real property is 5% if paid within 15 days of due date and 10% on the balance due thereafter.

**** Of which 1.0% is dedicated to Affordable Housing

Revenues



REAL PROPERTY TAX REVENUES

	FY 2020 Actual	FY 2021 Approved	FY 2021 Projected	FY 2022 Proposed	% Chg. FY22 Proposed/FY21 Proj
Real Property Tax					
Residential	262,382,509	271,377,410	276,870,844	288,239,806	4.1%
Commercial Multi-Family	86,580,511	91,825,701	92,387,885	95,021,427	2.9%
Office/Retail and Other Commercial	103,628,112	107,309,977	100,588,120	92,952,159	-7.6%
Public Service Corporation	7,165,152	7,040,912	7,038,924	7,098,156	0.8%
Total	459,756,284	477,554,000	476,885,773	483,311,548	1.3%
Potomac Yard Tax Base Growth Transfer to the Potomac Yard Fund (Informational)	(11,506,444)	(12,248,092)	(12,338,184)	(12,808,451)	3.8%

The FY 2022 Proposed budget reflects a proposed Real Property tax rate of \$1.110 per \$100. The FY 2022 proposed rate of \$1.110 includes the following set asides for specific programs:

- Transportation Improvements 2.2 cents (General Fund Reservation)
- Affordable Housing 0.6 cents (General Fund Dedication)
- School and City capital projects 2.0 cents (General Fund Allocation)

As required by State law, all real estate parcels in the City are annually assessed at 100% of estimated fair market value. As detailed in the Calendar Year 2021 Real Property Assessment Report, the City's overall real property tax base increased 2.69% from the January 1, 2020 assessment to January 1, 2021, or \$1.1 billion from \$42.6 billion in CY 2020 to \$43.8 billion in CY 2021.

Assumptions

General Fund real property tax revenues for the first half of FY 2022 (the second half of calendar 2021) are based on the 2021 real property assessment, a 2¢ tax rate decrease from \$1.130 to \$1.110 per \$100, and a 49.65 percent collection rate for the second half of the 2021 tax levy. Real property tax revenues for the second half of FY 2022 (the first half of calendar year 2022) assumes a growth rate of 1.88% due to the COVID-19 pandemic as compared to the 2.69% CY 2021 growth rate in real property assessments and a \$1.110 tax rate. This projection is a low-point estimate based on a modestly growing residential real estate market and an unstable commercial real estate market due to the COVID-19 pandemic.

The real property tax estimate for FY 2022 has been reduced by approximately \$4.8 million to reflect the costs of the tax relief programs for the elderly and disabled, and tax exemptions for disabled veterans and surviving spouses.



REAL PROPERTY TAX REVENUES

Potomac Yard Special Tax District

In December, 2010, City Council approved the Tier I Special Services Tax District for Land Bay F, G, and H and the multi-family portion of Land Bay I in Potomac Yard. Tax collections of 20¢ per \$100 of valuation started in 2011. The tax district helps provide funding for the development and eventual operation of the planned Potomac Yard Metrorail station. In addition, City Council approved a policy to set aside appreciation on real estate in Potomac Yard to support the Metrorail development. In FY 2022, \$12.8 million in revenue is budgeted for the appreciation that has occurred since 2011 of Potomac Yard. Of the revenue generated from the appreciation, \$5.0 million is being transferred to the General Fund as the cost of delivery of City and School services.

Transportation Fund

A new special revenue fund was established in FY 2014 for transportation as a result of new tax authority legislation approved by the General Assembly for the Northern Virginia Transportation Authority (NVTA). The legislation increased the sales, transient occupancy, and grantor's tax rates and distributed the revenue generated by those increases to the NVTA for transportation purposes. Northern Virginia cities, counties and towns receive 30 percent of the revenues collected within their jurisdictions from the NVTA if they deposit revenues from a 12.5 cent real estate tax on commercial and industrial property, or an equivalent amount of revenue, into a special fund for transportation. The FY 2022 proposed budget includes a transfer of \$16.7 million in general property taxes to the transportation fund, which exceeds the amount of revenue that would be generated by a 12.5 cent commercial and industrial real estate property tax of \$10.9 million. The amount of revenue estimated to be generated in FY 2022 by the City's 30 percent of NVTA revenues is \$6.3 million planned for Washington Metropolitan Area Transit Authority (WMATA) operating and capital subsidies.

Revenues



REAL PROPERTY TAX REVENUES

Real Estate Assessments by Calendar Year

(Amounts in Thousands)

Property Classification	2004	2005	2006	2007	2008	2009	2010
Residential Single Family	9,727,249	11,604,207	13,840,915	13,810,784	13,887,235	13,504,417	13,037,361
Residential Condominium	3,518,100	4,668,117	6,490,841	6,394,580	6,252,379	5,648,101	5,233,544
Commercial Multi-Family	2,570,652	3,088,102	3,378,614	4,102,178	4,383,780	4,443,230	4,101,241
Office/Retail Property	5,447,070	6,499,398	7,565,870	8,386,548	9,165,161	9,001,670	7,970,599
Other Commercial	549,565	726,886	850,487	694,879	522,208	489,796	423,355
Public Service Corporation	76,860	772,941	779,992	854,062	892,054	876,985	883,390
Total	21,889,496	27,359,651	32,906,719	34,243,031	35,102,817	33,964,199	31,649,490
Residential Single Family	44.4%	42.4%	42.1%	40.3%	39.6%	39.8%	41.2%
Residential Condominium	16.1%	17.1%	19.7%	18.7%	17.8%	16.6%	16.5%
Commercial Multi-Family	11.7%	11.3%	10.3%	12.0%	12.5%	13.1%	13.0%
Office/Retail Property	24.9%	23.8%	23.0%	24.5%	26.1%	26.5%	25.2%
Other Commercial	2.5%	2.7%	2.6%	2.0%	1.5%	1.4%	1.3%
Public Service Corporation	0.4%	2.8%	2.4%	2.5%	2.5%	2.6%	2.8%
Total	100%	100%	100%	100%	100%	100%	100%
Residential	60.5%	59.5%	61.8%	59.0%	57.4%	56.4%	57.7%
Commercial	39.5%	40.5%	38.2%	41.0%	42.6%	43.6%	42.3%
Revised Distribution with Commercial Multi-Family included in Residential instead of Commercial*							
Residential	72.3%	70.8%	72.1%	71.0%	69.9%	69.5%	70.7%
Commercial	27.7%	29.2%	27.9%	29.0%	30.1%	30.5%	29.3%

* Current assessment practices include Commercial Multi-Family (rental units) in as commercial property. These numbers show the split if Commercial Multi-Family were included in Residential

Sources: Assessment Values are from the 2004-2021 Real Property Assessment Reports.

Revenues



REAL PROPERTY TAX REVENUES

Real Estate Assessments by Calendar Year

(Amounts in Thousands)

Property Classification	2011	2012	2013	2014	2015	2016	2017
Residential Single Family*	13,064,551	13,401,631	13,903,410	14,491,781	15,022,092	15,458,313	15,756,517
Residential Condominium*	5,186,478	5,150,726	5,390,043	5,666,528	6,017,488	6,125,698	6,233,181
Vacant Residential*	179,702	163,350	150,532	156,601	155,976	129,179	103,299
Commercial Multi-Family	4,483,882	5,276,996	5,854,955	6,275,816	6,564,475	6,849,849	6,931,170
Office/Retail Property	8,433,635	8,544,988	8,431,243	8,332,484	8,376,688	8,656,218	8,900,100
Other Commercial	438,957	416,596	382,214	411,972	434,949	380,089	453,686
Public Service Corporation	844,746	828,408	634,278	560,421	575,192	595,973	609,339
Total	32,631,951	33,782,695	34,746,675	35,895,603	37,146,860	38,195,319	38,987,294
Residential Single Family	40.7%	40.0%	39.7%	40.0%	40.4%	40.4%	40.4%
Residential Condominium	16.5%	15.9%	15.2%	15.5%	15.8%	16.2%	16.0%
Vacant Residential	0.5%	0.6%	0.5%	0.4%	0.4%	0.4%	0.3%
Commercial Multi-Family	13.0%	13.7%	15.6%	16.9%	17.5%	17.7%	17.8%
Office/Retail Property	25.2%	25.8%	25.3%	24.3%	23.2%	22.6%	22.8%
Other Commercial	1.3%	1.3%	1.2%	1.1%	1.1%	1.2%	1.2%
Public Service Corporation	2.8%	2.6%	2.5%	1.8%	1.6%	1.5%	1.6%
Total	100%	100%	100%	100%	100%	100%	100%
Residential*	57.7%	56.5%	55.4%	56.0%	56.6%	57.1%	56.7%
Commercial**	42.3%	43.5%	44.6%	44.0%	43.4%	42.9%	43.3%
Revised Distribution with Commercial Multi-Family included in Residential instead of Commercial***							
Residential	70.7%	70.2%	71.0%	72.8%	74.1%	74.7%	74.4%
Commercial	29.3%	29.8%	29.0%	27.2%	25.9%	25.3%	25.6%

* Residential includes Residential Single Family, Residential Condominium, and Vacant Residential past CY 2010.

** Commercial includes Commercial Multi-Family, Office/Rental Property, Other Commercial, and Public Service Corporation.

*** Current assessment practices include Commercial Multi-Family (rental units) in as commercial property. These numbers show the split if Commercial Multi-Family were included in Residential

Sources: Assessment Values are from the 2004-2021 Real Property Assessment Reports.

Revenues



REAL PROPERTY TAX REVENUES

Real Estate Assessments by Calendar Year

(Amounts in Thousands)

Property Classification	2018	2019	2020	2021
Residential Single Family*	16,291,951	16,578,737	17,370,936	18,243,105
Residential Condominium*	6,429,613	6,626,468	7,012,378	7,581,651
Vacant Residential*	122,472	105,629	167,296	205,012
Commercial Multi-Family	7,463,415	7,768,690	8,155,671	8,443,823
Office/Retail Property	8,587,410	8,896,153	8,988,020	8,370,575
Other Commercial	386,192	360,442	357,454	344,203
Public Service Corporation	616,934	641,124	627,481	638,427
Total	39,897,987	40,977,242	42,679,236	43,826,796
Residential Single Family	40.9%	40.5%	40.7%	41.6%
Residential Condominium	16.1%	16.2%	16.4%	17.3%
Vacant Residential	0.3%	0.3%	0.4%	0.5%
Commercial Multi-Family	18.7%	19.0%	19.1%	19.3%
Office/Retail Property	21.5%	21.7%	21.1%	19.1%
Other Commercial	1.0%	0.9%	0.8%	0.8%
Public Service Corporation	1.5%	1.6%	1.5%	1.5%
Total	100%	100%	100%	100%
Residential*	57.3%	56.9%	57.5%	59.4%
Commercial**	42.7%	43.1%	42.5%	40.6%
Revised Distribution with Commercial Multi-Family included in Residential instead of Commercial***				
Residential	76.0%	75.9%	76.6%	78.7%
Commercial	24.0%	24.2%	23.4%	21.3%

* Residential includes Residential Single Family, Residential Condominium, and Vacant Residential past CY 2010.

** Commercial includes Commercial Multi-Family, Office/Rental Property, Other Commercial, and Public Service Corporation.

*** Current assessment practices include Commercial Multi-Family (rental units) in as commercial property. These numbers show the split if Commercial Multi-Family were included in Residential

Sources: Assessment Values are from the 2004-2021 Real Property Assessment Reports.

Revenues



PERSONAL PROPERTY TAX

	FY 2020 Actual	FY 2020 Approved	FY 2021 Projected	FY 2022 Proposed	% Chg. FY22 Proposed/FY21 Proj
Business Personal Property Tax	16,399,874	16,001,000	16,001,000	16,001,000	0.0%
Personal Property Tax	38,119,371	39,212,000	37,000,000	39,125,000	5.7%
Total	54,519,245	55,213,000	53,001,000	55,126,000	4.0%
<i>State Reimbursement (informational)</i>	<i>23,578,531</i>	<i>23,578,531</i>	<i>23,578,531</i>	<i>23,578,531</i>	<i>0.0%</i>

The Personal Property tax is assessed on vehicles, mobile homes, and business personal property and divided into two categories—vehicular personal property tax and business personal property tax.

Business personal property consists of office furniture, fixtures, unlicensed vehicles, machinery, tools, and computers located in the City as of January 1st. The tax rate levied on business property for office furniture, fixtures, computers and unlicensed vehicles is \$4.75 per \$100 of assessed value and the tax rate levied on machinery and tools used in a mining or manufacturing business is \$4.50 per \$100 of assessed value. Business tangible equipment is valued using established depreciation tables based on original cost. The self-assessing Business personal property tax return is due to the City on May 1st.

Alexandria's vehicle personal property tax rate is \$5.33 per \$100 of vehicle's value. The City computes the value of vehicles using clean trade-in value. Thus, the effective rate on vehicles is \$4.30 per \$100 retail value. Since 1999, the Commonwealth of Virginia has reimbursed all localities in Virginia for part of the vehicle portion of the personal property tax as part of the Personal Property Tax Relief Act (PPTRA). For Alexandria, this totals \$23,578,531.

Calendar Year	Personal Property Tax Relief Act (PPTRA) Reimbursement
2002 - 2005	70% of the first \$20,000 of the vehicle's assessed tax bill
2006 - 2008	69% of the first \$20,000 of the vehicle's assessed tax bill
2009	73% of the first \$20,000 of the vehicle's assessed tax bill
2010	69% of the first \$20,000 of the vehicle's assessed tax bill
2011	63% of the first \$20,000 of the vehicle's assessed tax bill
2012	61% of the first \$20,000 of the vehicle's assessed tax bill
2013 - 2014	61% for vehicles valued between \$1,001 and \$20,000 50% on the first \$20,000 for vehicles valued between \$20,001 and \$25,000 40% on the first \$20,000 for vehicles valued \$25,001 and higher
2015	60% for vehicles valued between \$1,001 and \$20,000 50% on the first \$20,000 for vehicles valued between \$20,001 and \$25,000 40% on the first \$20,000 for vehicles valued \$25,001 and higher
2016	58% for vehicles valued between \$1,001 and \$20,000 48% on the first \$20,000 for vehicles valued between \$20,001 and \$25,000 39% on the first \$20,000 for vehicles valued \$25,001 and higher
Current	55.5% for vehicles valued between \$1,001 and \$20,000 45.5% on the first \$20,000 for vehicles valued between \$20,001 and \$25,000 35.5% on the first \$20,000 for vehicles valued \$25,001 and higher

Vehicle personal property tax revenue for FY 2022 is based on normal activity in the second half of FY 2021 after an economic disruption during calendar year 2020 from COVID-19, to include a drop in consumer confidence and higher unemployment.

Revenues



INTERGOVERNMENTAL REVENUES

General Fund Intergovernmental Revenues include state and federal aid that are generally not legally restricted to a specific program use. This excludes grant funding from the state and federal government which is accounted for in the City's Special Revenue Fund.

	FY 2020 Actual	FY 2020 Approved	FY 2021 Projected	FY 2022 Proposed	% Chg. FY22 Proposed/FY21 Proj
<i>Federal</i>					
Prisoner Per Diem	6,547,153	6,834,000	6,834,000	6,834,000	0.0%
Build American Bond Reimbursement	1,100,537	340,303	348,000	-	-100.0%
Other Federal	1,318,862	3,060,000	1,048,000	1,098,000	4.8%
<i>State</i>					
HB 599	5,983,824	5,983,000	5,983,000	5,983,000	0.0%
Personal Property Tax Relief	23,578,531	23,578,531	23,578,531	23,578,531	0.0%
Compensation Board Reimb.	8,193,699	8,279,855	8,184,472	8,273,050	1.1%
Street & Highway Maintenance	7,889,018	8,085,000	7,885,568	8,120,000	3.0%
Other State	2,273,713	2,075,000	2,183,000	2,290,000	4.9%

Federal Prisoner Per Diem: The City receives per diem reimbursement from the Federal Government for federal prisoners held in custody in the Alexandria Detention Center. The FY 2022 proposed budget assumes revenue generated by the contract that guarantees a minimum of 150 beds per day. Actual federal utilization may exceed the guaranteed minimum.

Build America Bonds Reimbursement: The City received a reimbursement from the federal government for taxable bonds (in lieu of tax exempt bonds) issued in June 2009 and June 2010, which was eliminated after 2021 as the associated bonds were paid or refunded.

Other Federal: This category contains all other Federal revenues.

HB599 Aid: The City receives funding from the Commonwealth of Virginia to help defray the costs of law enforcement in the City. The FY 2022 proposed budget assumes this will remain flat from FY 2022 based on the Virginia proposed FY 2021-2022 budget bill (HB1800) and the City's FY 2020 allocation of this funding.

Personal Property Tax Reimbursement: Since 1999, the Commonwealth of Virginia has paid a decreasing portion of local government's personal property tax on vehicles, the "car tax." For additional information about the reimbursement, which for Alexandria is \$23,578,531 per year, see the previous description of the personal property tax rate.

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

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

Revenues



OTHER MAJOR CATEGORIES OF REVENUES

	FY 2020 Actual	FY 2020 Approved	FY 2021 Projected	FY 2022 Proposed	% Chg. FY22 Proposed/FY21 Proj
Penalties and Interest	2,988,027	2,808,000	2,600,000	2,600,000	0.0%
Charges for Services	11,207,771	14,299,398	9,742,684	13,527,578	38.8%
Licenses, Permits, and Fees	1,387,070	2,339,631	3,630,000	2,143,550	-40.9%
Fines and Forfeitures	4,052,312	3,502,615	3,569,600	3,962,200	11.0%
Use of Money and Property	8,610,954	5,498,250	3,868,080	4,225,000	9.2%
Miscellaneous Revenues	11,265,791	11,275,339	10,720,693	12,262,556	14.4%
Contribution to/Use of Fund Balance	-	7,939,135	7,976,864	10,000,000	25.4%

Penalties and Interest: This category includes penalty and interest for real estate, personal property and all other local taxes.

Charges for services: This category includes charges for the use of City Services, including the refuse user charge, parking meter receipts, and ambulance charges. The FY 2022 proposed budget includes a \$0.7 million decrease from FY 2021 approved due to the ongoing impact of COVID-19 and the suspension of City programs that necessitate close personal proximity with others. This also includes a \$45,825 decrease in Chinquapin Recreation Center use of pool fees for the Summer 2021 due to scheduled sky-light replacement in the Capital Improvement Plan.

Licenses, Permits, and Fees: This category includes taxi fees, residential parking permits, temporary parking permits, noise permits, Fire safety system retesting fees, and health permits for food service and pools. The FY 2022 proposed budget includes a \$0.2 million decrease due to the ongoing impact of COVID-19.

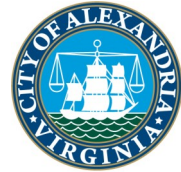
Fines and Forfeitures: This category includes parking fines, court fines, and red light violations.

Use of Money and Property: This category includes the rental of Alexandria owned properties and the interest on General Fund investments. The revenue for interest on General Fund investments is decreased to reflect actual receipts and changing market interest rates.

Miscellaneous revenues: This category includes revenues that do not fit into any other category including revenues transferred from Special Revenue accounts.

Use of Fund Balance: The FY 2022 General Fund operating budget includes the use of \$7.9 million in FY 2021 and \$10.0 million in FY 2022 of spendable fund balance.

Revenues



OTHER MAJOR TAX REVENUES

	FY 2020 Actual	FY 2020 Approved	FY 2021 Projected	FY 2022 Proposed	% Chg. FY22 Proposed/FY21 Proj
Sales	29,940,417	26,194,000	30,800,000	31,720,000	3.0%
Utility	12,077,396	12,700,000	12,052,000	12,052,000	0.0%
Business License	35,154,223	22,000,000	29,469,000	30,435,900	3.3%
Recordation	7,144,558	5,900,000	8,645,000	8,645,000	0.0%
Cigarette	2,321,508	2,600,000	2,060,000	1,957,000	-5.0%
Transient Lodging	8,663,346	10,833,000	4,500,000	8,400,000	86.7%
Restaurant Meals	19,765,936	20,500,000	17,400,000	18,215,000	4.7%
Communications Sales and Use	8,217,077	8,275,000	8,420,000	8,084,000	-4.0%
Other Local Taxes	4,886,032	5,609,090	4,364,000	4,719,000	8.1%
Total Other Major Taxes	128,170,493	114,611,090	117,710,000	124,227,900	5.54%

Sales Tax: Sales Tax revenues are collected by businesses and remitted to the State. Revenues projected for FY 2022 are based on historical trends. FY 2021 is projected to continue equalize to more normal growth for the final six months of FY 2021. Sales tax revenues have continued to grow, even though the pandemic has households shifted to more online purchases for which the City now receives sales tax revenues.

Consumer Utility Tax: The consumer utility tax is levied upon all residential and commercial users of water, natural gas, and electricity. Based on collections through the first five months of the fiscal year, consumer utility tax revenue in FY 2021 is projected to decrease by 2.6% compared to FY 2020 actuals. In FY 2022, this revenue is estimated to remain flat.

Business License Tax: The Business License Tax is levied upon those doing business in the City. The rates vary by the amount of gross receipts and the type of business.

Recordation Tax: The Recordation Tax is assessed on the recording of deeds, deeds of trust, mortgages, and contracts admitted to record by the Clerk of the Circuit Court. Projected revenue of \$8.6 million for recordation tax revenue in FY 2021 is based on current estimates surrounding COVID-19's economic impact. FY 2022 is estimated at FY 2021 recordation levels.

Cigarette Tax: The Cigarette Tax is assessed on each pack of cigarettes sold in the City. For FY 2022, revenues are expected to decrease.

Transient Lodging Tax: The Transient Lodging Tax is levied on Alexandria motel and hotel rooms. Revenues in FY 2020 are projected to continue to gradually improve through the rest of FY 2021. FY 2021 is projected to continue to equalize to more normal growth, but not fully recover until FY 2023 or FY 2024.

Restaurant Meals Tax: The Restaurant Meals Tax is levied on all prepared food and beverages at a 5% rate. FY 2022 revenues assumes a gradual return to historical levels, but not fully recover until FY 2023 or FY 2024.

Communication Sales and Use Tax: This tax is assessed on landline telephone service, cell phones, cable television, Voice Over Internet Protocol (VOIP) services and satellite television service. There has been a decline in this revenue source since its inception in FY 2007 due to the trend of discontinuing landline service in favor of cell phone service. Revenues are projected to continue to decrease in FY 2022 based on historical trends.

Revenues



TAX RATE OPTIONS

The purpose of this section is to provide details on possible revenue options to support the fiscal year (FY) 2022 budget. Staff has identified a number of tax categories that could be increased and therefore added to the City's General Fund revenues if City Council chooses to modify them. These revenue options affect both individual and business taxpayers. In all cases, the City has the statutory authority to increase the tax rates because: (1) the current tax rates are not at the State maximum as enumerated in the Code of Virginia; (2) the maximum does not apply to the City; or (3) there is no maximum. Only the tax rates that are not currently at the maximum level are discussed here.

Real Estate Tax

The real estate tax is the City's largest source of revenue. For 2021 assessments, the average equalized value of existing residential property, including single family and condominium, is \$615,858, an increase of 5.7 percent from the previous year. Based on the FY 2022 Proposed Budget and the value of a penny, an increase to the real property tax rate of \$1.110 would increase FY 2022 revenue by \$4.3 million. The proposed budget proposes a two-cent decrease from \$1.130 in FY 2021 resulting in a decrease of \$8.6 million.

Category	FY 2022 Estimated Revenue	Possible Rate Change	Potential Additional Revenue	Percentage Increase as Percent FY 2022 Estimated Revenue
Real Estate Tax	\$483.3 million	1.0 cent to \$1.120	\$4.3 million	0.9%

Vehicle Personal Property Tax

The vehicle personal property tax is assessed on vehicles that are normally parked, stored, or garaged in the City for more than 30 days or that are registered to a City address with Virginia DMV. The vehicle personal property tax rate was \$5.00 per \$100 of assessed value and changed to \$5.33 in FY 2020 to compensate for a planned reduction from the elimination of the vehicle decal fee. Based on FY 2022 estimated revenue, increasing the tax rate by 50 cents to \$5.83 per \$100 for vehicle personal property would generate an additional \$5.3 million in revenue. The proposed budget recommends no change to this rate.

Category	FY 2022 Estimated Revenue	Possible Rate Change	Potential Additional Revenue	Percentage Increase as Percent FY 2022 Estimated Revenue
Vehicle Personal Prop.	\$36.1 million	\$5.83 per \$100	\$5.3 million	14.7%

Revenues



TAX RATE OPTIONS

Restaurant Meals Tax

The meal and beverage tax on the purchase of food and beverages was last increased in FY 2019 from 4 percent to 5 percent with the additional one-percent designated for affordable housing. The FY 2022 estimated revenue from this tax is \$18.2 million. Raising the tax rate to 6.0 percent would generate an additional \$3.6 million in revenue. There is no State limit on meal sales tax for cities. The proposed budget reflects the current 5.0 percent rate. The proposed budget recommends no change to this rate.

Category	FY 2022 Estimated Revenue	Possible Rate Change	Potential Additional Revenue	Percentage Increase as Percent FY 2022 Estimated Revenue
Meal Sales Tax	\$18.2 million	6.0%	\$3.6 million	20.0%

Transient Lodging Tax (Base Rate)

The transient lodging tax rate was last increased in FY 2019 from 6.5 percent of the room charge and \$1 per room per night to 6.5 percent of the room charge and \$1.25 per room per night. In FY 2022, the City estimated revenue is \$8.4 million in transient lodging taxes. Of this amount, approximately \$7.4 million was derived from the base tax rate on room charges. In FY 2014, the General Assembly imposed a 2.0 percent state transient occupancy tax (Regional Transient Occupancy Tax), a State tax administered by the localities bringing the total tax paid by customers to 8.5 percent. Based on the FY 2022 estimated revenue, raising the local base tax rate to 7.0 percent would generate \$0.6 million in additional revenue. There is no State limit on transient lodging tax for cities. The proposed budget recommends no change to this rate.

Category	FY 2022 Estimated Revenue	Possible Rate Change	Potential Additional Revenue	Percentage Increase as Percent FY 2022 Estimated Revenue
Transient Lodging Tax	\$8.4 million	7.0%	\$0.6 million	6.8%

Admissions Tax

The City's admissions tax rate is 10 percent of the admission charge, not to exceed \$0.50 for each admission sold. It was established in 2008 and the rate has not been changed since then. Based on the FY 2022 projection, the City will collect \$0.1 million in admissions tax revenue. Based on the FY 2022 estimated revenue, increasing the tax rate to 10 percent of the admission charge, not to exceed \$0.75, would generate an additional \$0.1 million in revenue, raising it to 10 percent of the admission charge, not to exceed \$1.00, would generate an additional \$0.1 million in revenue. There is no State limit on admissions tax. The proposed budget recommends no change to this rate.

Category	FY 2022 Estimated Revenue	Possible Rate Change	Potential Additional Revenue	Percentage Increase as Percent FY 2022 Estimated Revenue
Admissions Tax	\$0.1 million	10% not to exceed \$0.75	\$0.1 million	50.0%
		10% not to exceed \$1.00	\$0.1 million	100.0%

Revenues



TAX RATE OPTIONS

Business License Taxes for Business, Personal, and Repair Services

Business, Personal, and Repair Services combine into one of the largest segments of the Business, Professional and Occupational License (BPOL) tax. The current rate for each category is \$0.35 per \$100 of gross receipts. Based on prior year collections, these categories are estimated to generate almost \$24.5 million in FY 2022. Raising the tax rate by \$0.01 to the state maximum of \$0.36 per \$100 of gross receipts would generate \$0.7 million in additional tax revenue. The proposed budget recommends no change to this rate.

Category	FY 2020 Estimated Revenue	Possible Rate Change	Potential Additional Revenue	Percentage Increase as Percent FY 2022 Estimated Revenue
BPOL Tax Rates - Business Personal, Repair	\$24.5 million	From \$0.35 to \$0.36	\$0.7 million	2.9%

Business License Taxes for Financial Services

The current BPOL tax rate for Financial Services is \$0.35 per \$100 of gross receipts. Based on prior year collections, this category is estimated to generate approximately \$5.4 million in FY 2022. Raising the tax rate to \$0.40 per \$100 would generate \$0.9 million in additional revenue; raising it to \$0.45 per \$100 would generate \$1.8 million in additional revenue; raising it to the state maximum of \$0.58 per \$100 would generate an additional \$3.2 million. The proposed budget recommends no change to this rate.

Category	FY 2020 Estimated Revenue	Possible Rate Change	Potential Additional Revenue	Percentage Increase as Percent FY 2022 Estimated Revenue
BPOL Tax Rates - Financial Services	\$5.4 million	From \$0.35 to \$0.40	\$0.9 million	14.3%
		From \$0.35 to \$0.45	\$1.8 million	25.0%
		From \$0.35 to \$0.58	\$3.2 million	40.0%

Cigarette (Tobacco) Tax

The City levies a tax on every person who sells, distributes, or uses cigarettes. The tax is currently administered by the Northern Virginia Cigarette Tax Board, a regional, inter-jurisdictional enforcement authority. The City's current tax rate of \$1.26 was last increased in FY 2017 from \$1.15. Based on FY 2022 projected revenue, if the City increases the cigarette tax to \$1.35 per pack, the City could expect to collect an additional \$0.1 million in revenue. There is no State limit on cigarette tax. The proposed budget recommends no change to this rate.

Category	FY 2022 Estimated Revenue	Possible Rate Change	Potential Additional Revenue	Percentage Increase as Percent FY 2022 Estimated Revenue
Cigarette Tax	\$1.9 million	\$1.35 per pack	\$0.1 million	7.1%



CURRENT TAX RATE COMPARISON

The following tables compare Alexandria FY 2022 proposed tax rates to other jurisdictions FY 2022 proposed rates where available. Tax rates for Arlington County, Prince William County, and Fairfax County reflects the prior year approved rate because the FY 2022 rate was not available at the time of the FY 2022 Proposed Budget.

Real Estate Tax - Residential

JURISDICTION	TAX RATE
City of Alexandria	\$1.110 per \$100 of assessed value
Arlington	\$1.013 per \$100 of assessed value
Fairfax County	\$1.151 per \$100 of assessed value
Loudoun County	\$1.005 per \$100 of assessed value
Prince William County	\$1.2275 per \$100 of assessed value
State Maximum: None	

Commercial and Industrial Real Estate Tax

JURISDICTION	TAX RATE
City of Alexandria	No Tax
Arlington	\$0.125 per \$100 of assessed value
Fairfax County	\$0.125 per \$100 of assessed value
Loudoun County	No Tax
Prince William County	No Tax
State Maximum: \$0.125 per \$100 of assessed value	

Vehicle Personal Property Tax

JURISDICTION	TAX RATE
City of Alexandria	\$5.33
Arlington	\$5.00
Fairfax County	\$4.57
Loudoun County	\$4.20
Prince William County	\$3.70
State Maximum: none	



CURRENT TAX RATE COMPARISON

Cigarette (Tobacco) Tax

City of Alexandria	\$1.26 per pack of 20 cigarettes
Arlington	\$0.30 per pack of 20 / \$0.375 per pack of 25
Fairfax County	\$0.30 per pack of 20 cigarettes
Loudoun County	N/A
Prince William County	N/A
State Maximum: none for cities; 30 cents per pack of 20 for counties	

Restaurant Meals Tax

City of Alexandria	5.0%
Arlington	4.0%
Fairfax County	N/A ¹
Loudoun County	N/A ¹
Prince William County	N/A ¹
Fredericksburg	6.00%
State Maximum: none for cities; 4.0% for counties	
Median meals tax rate in Virginia cities is 6.0%	
¹ . Referendum required in most Virginia counties.	

Transient Lodging Tax

City of Alexandria	6.5% + \$1.25/night
Arlington	5.25%
Fairfax County	4.0%
Loudoun County	5.0%
Prince William County	5.0%
State Maximum: none for cities; 2.0% for counties and 5.0% for counties with exception. .Counties with exceptions must spend any excess over 2.0% on tourism and travel.	



CURRENT TAX RATE COMPARISON

Admissions Tax

City of Alexandria	10%, but capped at 50¢ per admission
Arlington	N/A
Fairfax County	N/A
Loudoun County	N/A
Prince William County	N/A
State Maximum: none for cities; 10% for counties	

Business License for Business, Personal & Repair Services

City of Alexandria	\$0.35 per \$100 of gross receipts
Arlington	\$0.35 per \$100 of gross receipts
Fairfax County	\$0.19 per \$100 of gross receipts
Loudoun County	\$0.16/\$0.17 per \$100 of gross receipts
Prince William County	\$0.21 per \$100 of gross receipts
State Maximum: \$0.36 per \$100	

Business License for Financial Services

City of Alexandria	\$0.35 per \$100 of gross receipts
Arlington	\$0.36 per \$100 of gross receipts
Fairfax County	\$0.31 per \$100 of gross receipts
Loudoun County	\$0.33 per \$100 of gross receipts
Prince William County	\$0.35 per \$100 of gross receipts
State Maximum: \$0.58 per \$100	

Revenues



RESIDENTIAL TAX AND FEE BURDEN

The table below measures the tax and fee cost to the average household in the City.

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022 Proposed
Fees and Taxes										
Real Estate Tax	\$4,571	\$4,815	\$5,115	\$5,318	\$5,593	\$5,989	\$6,154	\$6,272	\$6,584	\$6,836
Personal Property Tax	\$380	\$457	\$445	\$464	\$505	\$523	\$533	\$570 ³	\$602	\$554
Trash Removal Fee	\$336	\$328	\$337	\$337	\$363	\$373	\$373	\$411	\$460	\$460
Decal Fee	\$55	\$56	\$55	\$55	\$56	\$58	\$58	\$0 ²	\$0	\$0
Utility tax on Natural Gas	\$23	\$25	\$25	\$24	\$24	\$24	\$22	\$25	\$24	\$24
Utility tax on Electricity	\$30	\$33	\$36	\$35	\$36	\$36	\$33	\$34	\$33	\$33
Utility tax on Water	\$27	\$26	\$30	\$29	\$29	\$30	\$27	\$25	\$25	\$24
Communication Sales and Use Tax	\$143	\$136	\$134	\$129	\$126	\$123	\$119	\$111	\$91	\$90
Sanitary Sewer System Capital Investment & Maintenance Fee	\$68	\$68	\$68	\$68	\$76	\$98	\$123	\$123	\$123	\$123
Storm Water Utility Fee						\$70 ¹	\$140	\$140	\$210 ⁴	\$280 ⁴
Total	\$5,632	\$5,944	\$6,245	\$6,458	\$6,808	\$7,324	\$7,582	\$7,711	\$8,152	\$8,424

¹ Reflects cost for half of the year.

² In FY 2020, the City eliminated the vehicle tax decal and associated fee requirement.

³ Assumes an average of two vehicles per Alexandria household. Beginning in FY 2020, the Personal Property tax rate is increased from \$5.00 per \$100 of the assessed value of a vehicle to \$5.33 per \$100 of the assessed value.

⁴ Reflects a proposed phased in two-step increase to the Storm Water utility fee to support the stormwater management program.

Grant Funding and Special Revenue Funds



SUMMARY OF MAJOR REVENUE SOURCES

	FY 2021 Approved	FY 2022 Proposed	% Change FY 21 - FY 22
General Fund	\$753,276,147	\$767,562,913	1.9%
Non-General Fund			
State	\$84,460,947	\$82,319,561	-2.5%
Federal	\$40,113,651	\$75,331,114 ¹	87.8%
Charges, Donations and Other Sources	\$86,829,586	\$116,899,395	34.6%
Less Interfund Transfer	(9,246,427)	(10,142,543)	9.7%
Total All Funds	\$955,433,904	\$1,031,970,440	8.0%

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

The City receives funding from several different types of sources with a variety of requirements for using those resources. Basic categories and types of grants are presented below. Examples of funding currently received by the City includes:

- Competitive grants (Federal or State)
 - Victim Witness Assistance Program—Commonwealth Attorney
- Non-competitive or formula-based grants (federal or state)
 - Community Development Block Grant—Housing
 - Substance Abuse Prevention and Treatment—Department of Community and Human Services (DCHS)
- State General Fund revenues—DCHS

¹ Assumes \$34.0 million in one-time federal economic relief funding now under consideration by Congress.

Grant Funding and Special Revenue Funds



SUMMARY OF MAJOR REVENUE SOURCES

Special Revenue Funds can rarely be used to replace or supplant City funds and the amount of funding received varies by program. In addition, the City's requirement to contribute additional funding for the program varies based on the program requirements. The City Department grants described in pages 12 and beyond reflect the revenue the City receives from the grant agency, mandatory cash match amounts, as well as any voluntary General Fund support to provide an enhanced program or to cover program costs that exceed revenue. There are a variety of ways in which the City receives special revenue funding:

- Fully funded or partially funded—There is no expectation of additional City funding.
- Level effort/minimum level spending—The City is expected to continue to provide the same level of funding as it did prior to receiving special revenue
- Mandatory City match—There is percentage share of program costs that the City is required to contribute.
- Voluntary City match—There is no requirement by the funding agency, but the City contributes General Fund money in order to enhance the program.

The Special Revenue described in this section does not include funding from the State and Federal government that is accounted for within the City's General Fund, such as car tax relief monies, HB599 law enforcement aid, and funding for street maintenance. State Compensation Board funding is also accounted for in the General Fund and is received from the Commonwealth to compensate the City for constitutional officers or positions related to them, such as the Clerk of the Court and the Sheriff. All grant funds received by the City from the State and Federal government are accounted for and audited in accordance with State and Federal requirements.

As shown in the pie chart on the following page, the City's Special Revenue Fund budget of \$274.6 million consists primarily of State Aid, Federal Aid and discretionary State and Federal grants (\$157.7 million) and specific charges for fees, donations and other sources (\$116.9 million). This compares to the FY 2021 approved Special Revenue Fund budget of \$211.4 million. State and Federal funding increased by \$33.1 million or 26.6%. This includes \$34.0 million in guesstimated future stimulus and relief funds at the Federal level now under consideration by Congress, partially offset by decreases in other funding sources. Total Charges, Donations, and Other Sources are expected to increase by \$30.1 million or 34.6%.

Federal COVID-19 Relief



PROPOSED FEDERAL STIMULUS FUNDING ALLOCATION

The City's Special Revenue Fund budget also includes \$34.0 million in potential future stimulus and relief funds at the Federal level. The types of programs under consideration for these relief funds include those that address:

- Food Insecurity
- Eviction Prevention
- Rental Assistance
- Economic Recovery
- Community Recovery
- COVID-19 Response (City administrative, support, and health costs)



ANTICIPATED FEDERAL RELIEF FUNDING

PROPOSED PROGRAM CATEGORIES

(Funding dependent on Congressional action and allocation formulae)

Allocation of Federal Stimulus Funds

If \$34 million

If \$26 million

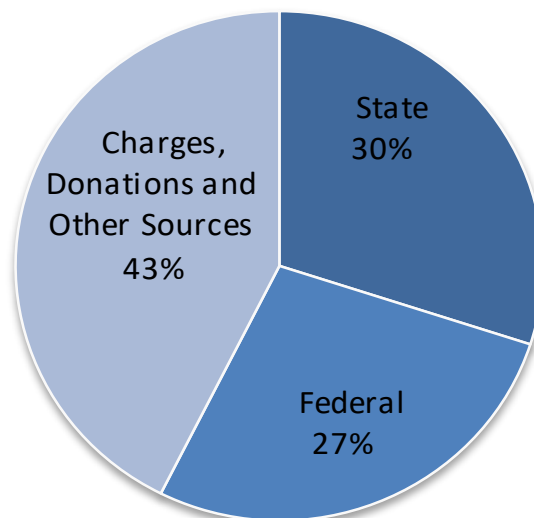
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|--|--------------|--------------|
| 1. Food insecurity: Food distribution through ALIVE! and its community network partners; large scale distributions, pop up distributions, pantry support, wrap around distributions, home deliveries for older adults and quarantined families, targeted programs for at-risk zip code areas and grocery gift card program. | \$5 M | \$4 M |
| 2. Eviction prevention/rental assistance: prevention of evictions and support of housing stability, homelessness prevention; program coordinates with tenants and landlords; coordinates with State rental assistance program. | \$6 M | \$5 M |
| 3. Economic security: child care access; connecting families in need of child care with providers with capacity; assisting child care providers with addressing facility needs/opportunities; employment/workforce strategies including work-based learning, digital equity and language opportunity; transportation assistance. | \$5 M | \$4 M |
| 4. Community recovery: assist non-profits in meeting needs of clients (emergency and ongoing); ensuring continuity of operations, adjusting service models to meet COVID-19 caused needs; improving access to health and wellness programs in community spaces for City's most vulnerable populations to increase preventative health systems. | \$6 M | \$4 M |
| 5. Economic recovery: targeted direct financial support for businesses; coordination with existing and new federal assistance programs; incentives for filling vacant/to-be-vacant retail and restaurant space; opportunities to incent increased BIPOC owned or targeted businesses to locate or expand; assisting businesses with expanding on-line capabilities; focus on long-term and strategic. | \$8 M | \$6 M |
| 6. Supporting the City response to the pandemic: Supporting the City and AHD efforts to address the pandemic and vaccinations; providing support for quarantine facilities, purchase of PPE and other COVID-19 related services such as COVID-19 testing sites; supporting the City government during the pandemic; communicating to the business and residential community about COVID, prevention of disease spread, and provision of vaccinations. | <u>\$4 M</u> | <u>\$3 M</u> |

Grant Funding and Special Revenue Funds



SUMMARY OF MAJOR REVENUE SOURCES

FY 2022 Estimated Special Revenue Funds \$274.6 million



Grant Funding and Special Revenue Funds



SUMMARY OF MAJOR REVENUE SOURCES

Total Special Revenues

	FY 2021 Approved	FY 2022 Proposed	% Change FY 21 - FY 22
Schools	\$83,221,822	\$81,553,876	-2.0%
DCHS	\$45,761,116	\$45,782,339	0.0%
Housing	\$4,007,139	\$4,020,578	0.3%
TES	\$40,384,205	\$64,866,097	60.6%
Code Administration	\$9,449,395	\$9,637,933	2.0%
Transit Subsidies/DASH	\$10,772,518	\$13,360,153	24.0%
Fire	\$3,030,049	\$2,535,959	-16.3%
Other City Agencies	\$14,777,940	\$52,793,135 ¹	257.2%
Total Special Revenue Funds	\$211,404,184	\$274,550,070	29.9%

Total Charges, Donations and Other Sources

	FY 2021 Approved	FY 2022 Proposed	% Change FY 21 - FY 22
Schools	\$9,699,250	\$9,745,545	0.5%
DCHS	\$7,675,098	\$7,803,742	1.7%
Housing	\$2,443,597	\$2,443,597	0.0%
TES	\$40,032,103	\$64,513,995	61.2%
Code Administration	\$9,449,395	\$9,637,933	2.0%
Transit Subsidies/DASH	\$4,972,518	\$6,077,801	22.2%
Fire	\$694,669	\$805,473	16.0%
Other City Agencies	\$11,862,956	\$15,871,309	33.8%
Total Donations, Fees and Charges for Services	\$86,829,586	\$116,899,395	34.6%

Total State and Federal Funds

	FY 2021 Approved	FY 2022 Proposed	% Change FY 21 - FY 22
Schools	\$73,522,572	\$71,808,331	-2.3%
DCHS	\$38,086,018	\$37,978,597	-0.3%
Housing	\$1,563,542	\$1,576,981	0.9%
TES	\$352,102	\$352,102	0.0%
Transit Subsidies	\$5,800,000	\$7,282,352	25.6%
Fire	\$2,335,380	\$1,730,486	-25.9%
Other City Agencies	\$2,914,984	\$36,921,826 ¹	1166.6%
Total State and Federal Funds	\$124,574,598	\$157,650,675	26.6%

¹ Reflects \$34.0 million in one-time federal economic relief now under consideration by Congress.

Grant Funding and Special Revenue Funds



SUMMARY OF MAJOR REVENUE SOURCES BY DEPARTMENT

On the subsequent pages, the Special Revenue Funds received from the State and Federal government for each Department are described. Donations, fees and charges for services are not included. The budget estimates reflect the most current information available from grant agencies.

Table VI provides a list of grant programs currently proposed for FY 2022. City Council approval of the FY 2022 budget provides authorization to apply for the grants to pursue these funds. Adjustments to the grant budgets described will be made through the supplemental appropriations ordinances once the grant award is received and accepted.

Addendum Table I Department of Community and Human Services Federally Funded Programs				
Program	Federal Funds	FY 2021 Approved Budget Estimate	FY 2022 Proposed Budget Estimate	% Change FY21 - FY22
Mental Health Programs	Block Grant for Community Mental Health Services - Serious Emotionally Disturbed Children	\$256,652	\$256,652	0.0%
	Block Grant for Community Mental Health Services - Serious Mental Illness (Adults)	\$468,066	\$494,832	5.7%
	Projects for Assistance in Transition from Homelessness	\$95,634	\$106,183	11.0%
MH and SA Programs	U.S. Department of Housing and Urban Development	\$174,435	\$174,435	0.0%
Substance Abuse (SA) Programs	Substance Abuse Residential Purchase of Services (SARPOS)	\$137,284	\$137,284	0.0%
	Substance Abuse Federal Block Grant - Alcohol & Drug Treatment	\$499,710	\$433,271	-13.3%
	Substance Abuse Federal Block Grant - Primary Prevention	\$197,994	\$189,186	-4.4%
	Substance Abuse Medical Assisted Treatment	\$142,000	\$142,000	
	High Intensity Drug Trafficking Area Treatment Grant - Residential	\$190,000	\$240,000	26.3%
Intellectual Disability Programs	Grants for Infants and Toddlers with Disabilities	\$676,924	\$685,809	1.3%
	Total Federal Funds	\$2,838,699	\$2,859,652	0.7%

Grant Funding and Special Revenue Funds



SUMMARY OF MAJOR REVENUE SOURCES BY DEPARTMENT

Addendum Table II Department of Community and Human Services State Funded Programs				
Program	State Funds	FY 2021 Approved Budget Estimate	FY 2022 Proposed Budget Estimate	% Change FY21 - FY22
Mental Health Programs	MH Law Reform	\$265,388	\$265,388	0.0%
	MH Initiative - SED Children State Transformation	\$77,033	\$77,033	0.0%
	System of Care	\$70,000	\$70,000	0.0%
	Juvenile Detention	\$369,930	\$369,930	0.0%
	Pharmacy	\$111,730	\$111,730	0.0%
	Recovery	\$338,397	\$338,397	0.0%
	Regional Discharge Assistance Plan (RDAP)	\$130,000	\$130,000	0.0%
	Jail Diversion	\$205,591	\$211,759	3.0%
	Young Adult Transition	\$229,900	\$229,900	0.0%
	Other State Aid	\$572,416	\$572,416	0.0%
		\$3,067,462	\$3,649,122	19.0%
Substance Abuse (SA) Programs	Substance Abuse Residential Purchase of Services (SARPOS)	\$29,645	\$29,645	0.0%
	MH Law Reform	\$55,000	\$0	-100.0%
	VA Opioid Prevention	\$50,000	\$60,000	20.0%
	Youth Developmt Stop Act	\$0	\$50,000	100.0%
	Other State Aid	\$1,182,174	\$1,367,130	15.6%
Intellectual Disability Programs				
	Other State Aid	\$134,009	\$173,268	29.3%
	Total State Funds	\$6,888,675	\$7,705,718	11.9%

Grant Funding and Special Revenue Funds



SUMMARY OF MAJOR REVENUE SOURCES BY DEPARTMENT

Addendum Table III

Department of Community and Human Services

Federally Funded - Social Services and Other Human Services Programs

Federal Funds	FY 2021 Approved Budget Estimate	FY 2022 Proposed Budget Estimate	% Change FY21 - FY22
VDSS (Virginia Dept. of Social Services (Operating Funds)	\$701,823	\$1,375,739	96.0%
VDSS Eligibility Determination	\$2,446,019	\$2,545,986	4.1%
VDSS Child Welfare Administration	\$2,788,055	\$2,884,913	3.5%
VDSS Adult Services Administration	\$663,787	\$662,555	-0.2%
VDSS Early Childhood Administration	\$464,513	\$459,162	-1.2%
Foster Care IV - E	\$576,190	\$617,312	7.1%
Adoption Subsidy	\$1,131,816	\$1,031,782	-8.8%
Welfare Special Adoption	\$617,889	\$205,963	-66.7%
Other VDSS	\$18,850	\$18,850	0.0%
Virginia Department of Aging	\$443,670	\$443,744	0.0%
VDSS In-Home Services to Companion	\$109,609	\$109,609	0.0%
Comprehensive Services Act	\$141,677	\$150,379	100.0%
Head Start	\$2,386,786	\$2,386,786	0.0%
Transitional Apartment Planning & Eviction Storage (CDBG)	\$26,908	\$96,588	259.0%
Winter Shelter (CDBG)	\$20,000	\$20,000	0.0%
Community Services Block Grant (CSBG\BASIC)	\$120,237	\$274,568	128.4%
VDSS Refugee Resettlement Program (VRRP)	\$145,000	\$80,000	-44.8%
WIA (Workforce Investment Board)	\$429,199	\$298,657	-30.4%
VIEW (Virginia Initiative for Employment not Welfare)	\$405,178	\$491,270	21.2%
Childcare Joblink	\$115,729	\$146,322	26.4%
Domestic Violence & Sexual Assault	\$563,608	\$572,952	1.7%
Competitive Personal Responsibility Education Program (PREP)	\$299,699	\$299,699	0.0%
Disability Employment Initiative	\$128,481	\$130,507	1.6%
Workforce Innovative Fund	\$137,674	\$110,260	-19.9%
All other Federal grants (includes individual program grants under \$100,000)	\$73,896	\$193,013	161.2%
Total Federal Funds	\$14,956,293	\$15,606,616	4.3%

Grant Funding and Special Revenue Funds



SUMMARY OF MAJOR REVENUE SOURCES BY DEPARTMENT

Addendum Table IV Department of Community and Human Services State Funded - Social Services and Other Human Services Programs			
State Funds	FY 2021 Approved Budget Estimate	FY 2022 Proposed Budget Estimate	% Change FY21 - FY22
Auxiliary Grants	\$236,454	\$236,545	0.0%
Foster Care IV - E	\$576,190	\$617,312	7.1%
Adoption Subsidy	\$1,131,816	\$1,031,781	-8.8%
Special Needs Adoption	\$617,889	\$617,889	0.0%
VDSS (Virginia Department of Social Services) Operating Funds	\$242,034	\$463,249	91.4%
VDSS Eligibility Determination	\$841,530	\$828,992	-1.5%
VDSS Child Welfare Administration	\$961,502	\$950,551	-1.1%
VDSS Early Childhood Administration	\$160,194	\$149,307	-6.8%
VDSS Adult Services Administration	\$0	\$215,733	100.0%
Comprehensive Services Act	\$4,244,790	\$4,234,305	-0.2%
Shelter Support Operations Grant-VHSP	\$161,750	\$100,000	-38.2%
Homeless Intervention-VHSP Grant	\$393,505	\$257,000	-34.7%
VHSP Grant	\$230,369	\$95,662	-58.5%
VIEW	\$142,172	\$142,172	0.0%
Childcare Joblink	\$41,010	\$47,644	16.2%
Virginia Department of Aging (VDA)	\$363,115	\$347,330	100.0%
Domestic Violence and Sexual Assault	\$225,994	\$215,994	-4.4%
All other State grants (includes individual program grants under \$100,000)	\$69,159	\$125,174	81.0%
Total State Funds	\$10,639,472	\$10,676,640	0.3%

Grant Funding and Special Revenue Funds



SUMMARY OF MAJOR REVENUE SOURCES BY DEPARTMENT

Addendum Table V
Office of Housing Federally Funded Programs

	FY 2021 Approved Budget Estimate	FY 2022 Proposed Budget Estimate	% Change FY21 to FY22
Federal Funds			
CDBG Program Administration	\$170,775	\$172,810	1.2%
CDBG Rehabilitation Loans	\$0	\$0	0.0%
CDBG Rehabilitation Administration	\$696,603	\$696,630	0.0%
HOME Housing Opportunities Fund/Housing Development Assistance	\$506,264	\$506,264	0.0%
Other CDBG and HOME grant programs under \$100,000	\$114,900	\$126,277	9.9%
Total Federal Funds	\$1,488,542	\$1,501,981	0.9%

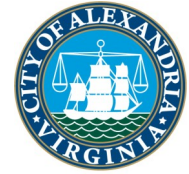
Grant Funding and Special Revenue Funds



SUMMARY OF MAJOR REVENUE SOURCES BY DEPARTMENT

FY 2022 Housing Program Sources and Uses

Program (Uses) Funding (Sources)	Home Ownership	Housing Rehabilitation	Landlord & Tenant Relations	Affordable Housing Development & Preservation	Leadership & Management	Total All Funds
CDBG						
New Grant	-	\$754,130	\$22,605	-	\$178,810	\$955,545
Program Income	\$50,000	\$325,000	-	-	-	\$375,000
Carryover	-	\$360,000	-	-	-	\$360,000
Total	\$50,000	\$1,439,130	\$22,605	-	\$178,810	\$1,690,545
HOME						
New Grant	-	-	-	\$506,264	\$40,172	\$546,436
Program Income	\$250,000	-	-	-	-	\$250,000
Total	\$250,000	-	-	\$506,264	\$40,172	\$796,436
GENERAL FUND						
New	\$140,216	\$53,334	\$341,729	\$636,818	\$520,948	\$1,693,045
Dedicated Revenue	-	-	\$112,044	\$4,235,522	-	\$4,347,566
New HOME Match	-	-	-	-	-	-
Total	\$140,216	\$53,334	\$453,773	\$4,871,540	\$520,948	\$6,040,611
HOUSING TRUST FUND						
New	\$410,000	-	-	\$2,070,000	-	\$2,480,000
Carryover	-	\$50,000	-	\$2,000,000	-	\$2,050,000
New HOME Match	-	-	-	\$99,766	-	\$99,766
Total	\$410,000	\$50,000	-	\$4,169,766	-	\$4,629,766
ALL FUNDS	\$850,216	\$1,542,464	\$476,378	\$9,548,370	\$739,930	\$13,157,358



Grant Funding and Special Revenue Funds

CITY AGENCY FY 2022 ESTIMATED SPECIAL REVENUE FUNDS

Table VI TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
<u>Commonwealth's Attorney</u>						
Victim Witness Assistance Program	VA Department of Criminal Justice Services	4.0	\$296,639	\$26,795	\$0	\$323,434
Funds are provided by the VA Department of Criminal Justice Services to achieve three goals: to ensure the rights of Alexandria's crime victims; to provide community education and establish coordinated services; and to assist prosecutors in gaining cooperation of victims and witnesses to better ensure their cooperation throughout the criminal justice process.						
Violence Against Women Act Funds (V-Stop)	VA Department of Criminal Justice Services	1.0	\$70,803	\$0	\$0	\$70,803
Funds are provided by the Department of Criminal Justice Services to provide services to victims of domestic violence cases, including court advocacy, follow-up services and data collection and to encourage victims to participate in the prosecution.						
<u>CSU and Other Public Safety</u>						
CCCA (Pre-trial and Local Services)	State Department of Criminal Justice	6.0	\$494,351	\$0	\$0	\$494,351
Funds are provided through the Comprehensive Community Corrections Act to enhance public and community safety by providing supervision services through a variety of intermediate sanctions and punishments regarding local probation and the Pretrial Services Act which provides defendant background information and recommendations that assist judicial officers in determining or reconsidering bail decisions and conditions.						
VJCCCA Shelter care	State Department of Juvenile Justice		\$184,177	\$1,076,940	\$0	\$1,261,117
The State Department of Juvenile Justice provides funds for caseworkers as well as daily meals, supplies and expenses for youths in the Juvenile Justice program for the Youth Shelter.						

Grant Funding and Special Revenue Funds



CITY AGENCY FY 2022 ESTIMATED SPECIAL REVENUE FUNDS

<u>TITLE/DESCRIPTION</u>	<u>GRANTOR AGENCY</u>	<u>FTE</u>	<u>Revenue</u>	<u>General Fund</u>	<u>Cash Match</u>	<u>Total Program Funding</u>
VJCCA Court Service Unit	State Department of Juvenile Justice	3.0	\$59,112	\$101,195	\$95,575	\$255,882
The State Department of Juvenile Justice provides funds for caseworkers as well as daily meals, supplies and expenses for youths in the Juvenile Justice program for the Youth Shelter.						
CYEP Decoded Mentoring	VA Department of Criminal Justice Services		\$49,880			\$49,880
The Alexandria Court Service Unit will partner with the Capital Youth Empowerment Program to provide mentoring programs for at-risk fourth and fifth grade minority and immigrant boys to build developmental assets and pro-social and STEM skills, reduce racial and ethnic disparities in the juvenile justice system and prevent juvenile crime.						
CESF	VA Department of Criminal Justice Services		\$25,731			\$25,731
The Alexandria Court Service Unit and Sheriff's Office will coordinate to provide continuing criminal justice services in response to the Coronavirus.						
<u>Human Rights</u>						
Fair Employment Practices Agency Program - EEOC	Federal Equal Employment Opportunity Commission	0.4	\$33,230	\$0	\$0	\$33,230
Funds are provided for investigating and closing EEOC cases. The City receives \$650 per closed case approved by the Equal Employment Opportunity Commission.						
<u>TES</u>						
Transportation Demand Management	Virginia Department of Rail and Transportation	2.0	\$298,468	\$0	\$75,000	\$373,468
Funds are provided for outreach and staff to manage the City's Rideshare Program.						



Grant Funding and Special Revenue Funds

CITY AGENCY FY 2022 ESTIMATED SPECIAL REVENUE FUNDS

<u>TITLE/DESCRIPTION</u>	<u>GRANTOR AGENCY</u>	<u>FTE</u>	<u>Revenue</u>	<u>General Fund</u>	<u>Cash Match</u>	<u>Total Program Funding</u>
Fire						
EMS Four for Life	Virginia Department of Health		\$126,258	\$0	\$0	\$126,258
The State collects \$4.00 each year for all registered vehicles and returns 26% of the revenue to localities to be used for training of Emergency Medical Services (EMS) personnel and for the purchase of equipment and supplies used by EMS personnel.						
Fire Training Fund	Virginia Department of Fire Programs		\$533,740	\$0	\$0	\$533,740
Funds are provided through the Aid to Localities Fire Programs Fund for Emergency Services to support training, equipment, supplies and overtime for fire training exercises and public education activities.						
Hazmat Calls Answered	Virginia Department of Emergency Management		\$5,000	\$0	\$0	\$5,000
Funds are provided through a contractual agreement with the Virginia Department of Emergency Management (VDEM) for salaries, equipment and physicals for fire fighters responding to state-approved hazardous materials calls.						
Hazmat Agreement	Virginia Department of Emergency Management		\$30,000	\$0	\$0	\$30,000
Funds are provided through a contractual agreement with the Virginia Department of Emergency Management (VDEM) for a team to respond to incidents in Northern Virginia jurisdictions when directed by the VDEM.						
UASI NIMS Officer	Department of Homeland Security		\$133,716	\$0	\$0	\$133,716
Funds are provided by the Department of Homeland Security to pay for a contract employee and associated costs that performs National Incident Management compliance functions in Alexandria and the region.						



Grant Funding and Special Revenue Funds

CITY AGENCY FY 2022 ESTIMATED SPECIAL REVENUE FUNDS

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
Fire						
UASI Volunteers & Citizen Corps 20	Department of Homeland Security		\$33,000	\$0	\$0	\$33,000
Funds are provided by the Department of Homeland Security to pay for a contractor, and overtime and backfill for volunteer training, recruitment, and outreach functions in Alexandria and the region.						
UASI Exercise & Training Officer 20	Department of Homeland Security	1.0	\$99,204	\$0	\$0	\$99,204
Funds are provided by the Department of Homeland Security to pay for 1 FTE and associated costs, to performs Exercise and Training functions in Alexandria and the region.						
Local Emergency Management Planning Grant 2019	Department of Homeland Security		\$60,904	\$0	\$0	\$60,904
Funds are Federal pass thru from the Commonwealth for local emergency management activities including training, equipment, personnel, contractual services, and other related activities.						
UASI Regional Planner 20	Department of Homeland Security	1.0	\$111,635	\$0	\$0	\$111,635
Funds are provided by the Department of Homeland Security to pay for 1 FTE and associated costs, which performs regional planning activities in Alexandria and the region.						
SHSP Hazmat	Department of Homeland Security		\$16,850	\$0	\$0	\$16,850
This is an annual recurring grant awarded by the State for responses made by the City's Hazardous Materials Team to fund replacement of HAZMAT items.						
SHSP Swiftwater	Department of Homeland Security		\$29,736	\$0	\$0	\$29,736
This is an annual grant awarded by the State for swiftwater items to the City for emergency swiftwater response.						



Grant Funding and Special Revenue Funds

CITY AGENCY FY 2022 ESTIMATED SPECIAL REVENUE FUNDS

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
Recreation						
USDA Summer Food	United States Department of Agriculture		\$139,000	\$0	\$0	\$139,000
The USDA provides reimbursement to the City for up to two meals per day at 26 summer program sites that are located in a geographical area served by a school in which 50 percent or more of the enrolled children are eligible for free or reduce priced meals.						
Litter Control	Virginia Department of Environmental Quality, Litter Prevention and Recycling Program		\$30,000	\$0	\$0	\$30,000
The Virginia Department of Environmental Quality provides non-competitive grant funding to support the Adopt-a-Park Litter Control program						
Local Government Challenge	Virginia Commission for the Arts		\$5,000	\$0	\$0	\$5,000
The Virginia Commission for the Arts provides matching funds, up to \$5,000, to be allocated to arts organizations and artists who have submitted requests for funding to the Alexandria Commission for the Arts.						
USDA Reimbursement After School Snack	United States Department of Agriculture		\$143,000	\$0	\$0	\$143,000
The USDA provides reimbursement to the City for after school snacks to the seven full time recreation centers, six part-time after school centers and the two therapeutic recreation after school programs during the school year.						
Hydrilla Control	Virginia Department of Historic Resources		\$12,000	\$0	\$0	\$12,000
For Hydrilla (algae) removal at the marina.						



Grant Funding and Special Revenue Funds

CITY AGENCY FY 2022 ESTIMATED SPECIAL REVENUE FUNDS

<u>TITLE/DESCRIPTION</u>	<u>GRANTOR AGENCY</u>	<u>FTE</u>	<u>Revenue</u>	<u>General Fund</u>	<u>Cash Match</u>	<u>Total Program Funding</u>
Community and Human Services						
Projects for Assistance in Transition from Homelessness	U.S. Substance Abuse and Mental Health Administration	1.1	\$106,183	\$0	\$31,878	\$138,061
Funds are provided for outreach and linking homeless consumers with MH/MR/SA services. For this particular program, the cash match is not City General Funds, but leveraged special revenue funds.						
Transitional and Supportive Housing Programs	U.S. Department of Housing and Urban Development	0	\$174,435	\$169,728	\$48,599	\$392,762
Funds are provided for supportive services, operations and administration in mental health and substance abuse residential programs. In addition to the funds shown above, \$442,644 of state revenue, client fees and other revenues are used to provide total program funds of \$855,365.						
High Intensity Drug Trafficking Area Treatment (HIDTA)	U.S. Office of National Drug Control Policy	0	\$240,000	\$0	\$0	\$240,000
Funds are provided for substance abuse treatment services for individuals involved in the justice system.						
Grants for Infants and Toddlers with Disabilities (Part C)	U.S. Department of Education and Virginia Department of Behavioral Health and Disability Services	6.5	\$859,077	\$754,204	\$0	\$1,613,281
Funds are provided for early intervention services to young children deemed to have an established condition or at-risk of a developmental delay. Though there is no cash match required, there is a maintenance of effort requirement for these funds at a state-wide level.						



Grant Funding and Special Revenue Funds

CITY AGENCY FY 2022 ESTIMATED SPECIAL REVENUE FUNDS

<u>TITLE/DESCRIPTION</u>	<u>GRANTOR AGENCY</u>	<u>FTE</u>	<u>Revenue</u>	<u>General Fund</u>	<u>Cash Match</u>	<u>Total Program Funding</u>
Community and Human Services						
Jail Diversion	Virginia Department of Behavioral Health and Disability Services	1.0	\$229,900	\$0	\$0	\$229,900
Funds are provided for treatment services to decrease crime and recidivism among persons with mental illness. No General Fund or cash match is associated with the Jail Diversion grant.						
Sexual Assault Response and Awareness (SARA) - Violence Against Women Act Funds	Virginia Department of Criminal Justice Services	1.0	\$42,376	\$83,462	\$0	\$125,838
Funds are provided through the Violence Against Women Act for comprehensive services to Spanish speaking victims of sexual assault in Alexandria and educational outreach.						
Sexual Assault & Domestic Violence	Virginia Department of Criminal Justice Services	5.5	\$506,000		\$72,906	\$578,906
Funds are provided through the federal Victims of Crime Act for rape crisis centers to provide direct services for victims of sexual assault and domestic violence.						
Domestic Violence	Virginia Department of Social Services	2.0	\$149,994	\$0	\$31,830	\$181,824
Funds are provided through the Federal Family Violence Prevention Act and Victims of Crime Act for services to victims of domestic violence, including a 24-hour hotline, emergency shelter, emergency transportation and other services.						
Project Discovery	State of Virginia	1.0	\$35,000	\$33,072	\$0	\$68,072
Funds are provided to motivate and encourage students to pursue post-secondary educational and/or training opportunities by conducting outreach activities and providing support for students who may be at risk of not pursuing or enrolling in post secondary education/training.						

Grant Funding and Special Revenue Funds



CITY AGENCY FY 2022 ESTIMATED SPECIAL REVENUE FUNDS

<u>TITLE/DESCRIPTION</u>	<u>GRANTOR AGENCY</u>	<u>FTE</u>	<u>Revenue</u>	<u>General Fund</u>	<u>Cash Match</u>	<u>Total Program Funding</u>
Community and Human Services						
Headstart	Department of Health and Human Services		\$2,386,786	\$196,541	\$0	\$2,583,327
Funds are provided to promote school readiness by enhancing the social and cognitive development of children through the provision of education, health, nutritional, social and other services to enrolled children and families. Alexandria contracts with The Campagna Center to administer this program and achieve goals as required by Headstart.						
Virginia Homeless Solutions Program (VHSP)	VA Department of Housing and Community Development	3.0	\$779,447	\$83,000	\$0	\$862,447
Funds are to provide homeless assistance services in the Alexandria Continuum of Care.						
Community Services Block Grant	Virginia Department of Social Services, Office of Community Services		\$120,237	\$731,788	\$30,059	\$882,084
Funds are provided to support efforts in preventing homelessness through counseling, education and financial assistance.						
Sexual Violence Primary Prevention Community Education Program	Virginia Department of Health, Office of Family Health Services	0.5	\$55,577	\$0	\$0	\$55,577
Funds are provided to address the critical need for prevention education with an emphasis on adolescents in our community.						
Personal Responsibility Education Program (PREP Grant)	Department of Health and Human Services	1.5	\$299,699	\$0	\$0	\$299,701
Funds are provided to help prevent teenage pregnancy.						



Grant Funding and Special Revenue Funds

CITY AGENCY FY 2022 ESTIMATED SPECIAL REVENUE FUNDS

<u>TITLE/DESCRIPTION</u>	<u>GRANTOR AGENCY</u>	<u>FTE</u>	<u>Revenue</u>	<u>General Fund</u>	<u>Cash Match</u>	<u>Total Program Funding</u>
<u>Police Department</u>						
Transportation Safety Grant	Virginia Department of Motor Vehicles	0.0	\$30,420	\$0	\$0	\$30,420
Funds are provided by the VA Department of Motor Vehicles for an aggressive driving and Driving Under the Influence (DUI) interdiction program. These funds are used for officers to conduct high intensity patrol operations, targeting aggressive drivers whose behavior contributed statistically to automobile crashes and unsafe driving complaints. The targeted behaviors included right-of-way violations, stop sign violations, speeding and following too closely.						
Aggressive Driving and Speeding Grant	Virginia Department of Motor Vehicles	0.0	\$11,200	\$0	\$0	\$11,200
Funds are provided by the VA Department of Motor Vehicles for an aggressive driving and speeding program. These funds will be used to deploy mobile and stationary patrols as methods to reduce the number of aggressive driving and speeding related accidents in the City. Additional uses will include management, prevention/intervention and public information/education programs.						
Pedestrian & Bicycle Safety Grant	Virginia Department of Motor Vehicles	0.0	\$8,960	\$0	\$0	\$8,960
Funds are provided by the VA Department of Motor Vehicles for a pedestrian & bicycle safety program. These funds will be used to enhance safety initiatives that focus on the identification of pedestrian safety problems and the subsequent development/implementation of solutions. The targeted objectives will be to reduce pedestrian fatalities and injuries, public information/education, and enforcement operations.						
Potential Future Stimulus and Relief funds	United States Department of the Treasury	0.0	\$34,000,000	\$0	\$0	\$34,000,000
The City's Special Revenue Fund budget also includes \$34.4 million in potential future stimulus and relief funds at the Federal level. The types of programs under consideration for these relief funds include those that address food insecurity, eviction prevention, rental assistance, economic recovery, community recovery, and COVID-19 response (City administrative, support, and health costs).						



Statement of Estimated Fund Balance

FUND DESCRIPTIONS

Listed below are descriptions of the City's major funds. All of these funds are appropriated on an annual basis.

- The General Fund is the primary operating fund of the City. This fund is used to account for all financial transactions and resources, except those required or requested in another fund. Revenues are derived primarily from property and other local taxes, state and federal distributions, licenses, permits, charges for service, and interest income. A significant portion of the General Fund's revenues is used to finance the operations of the City of Alexandria School Board. As of June 30, 2020, total fund balance in the City's General Fund was \$152.8 million, comprised of Reservations (\$7.1 million), Commitments and Assignments (\$60 million) and Uncommitted and Unassigned Fund Balance of \$85.7 million.
- The Special Revenue Fund accounts for resources restricted to expenditures for specified purposes (for example, State and federal grants). As of June 30, 2020, the Special Revenue Fund total fund balance was \$122.3 million. Funds included in this category include the Housing Fund, Sewer and Stormwater Funds, Potomac Yard and Other Special Revenue Funds. Because monies budgeted within the Special Revenue Fund are generally legally restricted to specific activities or programs, these monies are not considered available for appropriation to meet general expenditure requirements. Unexpended Special Revenue Fund monies are generally due to intergovernmental grant timing differences (e.g., a grant awarded to the City for a program operated under the federal fiscal year of October 1 to September 30), or due to allocations for capital expenditures which may take several years to draw down; and remaining Special Revenue funds at June 30 are reappropriated for use in the subsequent City fiscal year for the continuation of the designated programs.
- The Capital Projects Fund accounts for all financial resources used for the acquisition or construction of major capital facilities not being financed by proprietary funds. As of June 30, 2020, the Capital Projects Fund had a total fund balance of \$400.7 million in funded capital projects that are awaiting, or are in the process of implementation. Nearly half of the fund balance total is bond proceeds that were issued in November 2019 to fund the Potomac Yard Metrorail Station project..
- The Internal Services Fund accounts for the financing of goods or services provided by one department to other departments or agencies of the City on a cost-reimbursement basis. The City established the Equipment Replacement Fund for purposes of providing for the accumulation of money to replace capital equipment items used in City operations. This fund derives its revenues from periodic equipment rental charges assessed to the user departments in the governmental funds. These revenues are then used to finance charges and associated expenditures to replace capital equipment. As of June 30, 2020, the Equipment Replacement Internal Services Fund had Total Net Position of \$28.0 million. Equipment Replacement monies are accrued for the scheduled replacement of capital equipment, and thus are not available for appropriation to meet general expenditure requirements.
- The Alexandria Transit Company Fund accounts for the financing of for the City's transit activity. The Alexandria Transit Company is a blended entity and is considered a major fund. As of June 30, 2020, the Alexandria Transit Company had a total Fund Balance of -\$0.3 million. This is due to timing and cash flow issues and is expected to be resolved in FY 2021.



Statement of Estimated Fund Balance

FUND DESCRIPTIONS

Commitments and Assignments Estimated for Fiscal Year 2022

The fiscal year 2022 Operating Budget contains the following commitments of fund balances estimated to be available as of June 30, 2021. City Council approval of the FY 2022 operating budget constitutes reaffirmation of the fund balance commitments, which have been in place for many years. Final assignments of fund balance will be determined as part of the fiscal year FY 2021 closing process.

Commitments

- \$5,000,000 for the City's self-insurance reserve.
- \$5,000,000 for encumbrances estimated to be obligated at the end of the year;

Assignments (to be finalized with FY 2021 close-out)

- \$19,000,000 to fund capital projects including \$19 million for projects contained in the FY 2022—FY 2031 Capital Improvement Program budget.
- \$10,000,000 to fund the FY 2022 operating budget.
- \$3,000,000 for City and ACPS costs resulting from extraordinary natural disasters and emergencies. This Assignment is expected to be utilized to help fund the FY 2020 budget, but additional funds will be reassigned to ensure available resources;
- \$3,000,000 for an economic downturn contingency. These funds have been assigned to mitigate the effects of potential future economic impacts to the City. It is not anticipated to be used for lost grant or other special revenues, nor should it be utilized for long term economic impacts, which should be addressed through systematic, operational adjustments.
- \$3,000,000 for projects and initiatives that are estimated to be approved but not yet under contract at year's end, such as City Council contingent reserve initiatives;
- \$1,000,000 for economic development incentives to grow the City's commercial tax base;
- \$1,000,000 to cover accrued leave payments for City employees who separate from the City, either through retirement or voluntary/involuntary termination; and

These commitments and assignments total \$50,000,000. Despite being designated for a particular purpose, the funds identified here are considered "spendable." When combined with the portion of fund balance that has not been assigned or committed by anyone for any purpose, this total amount is called "spendable" fund balance. Based on projected revenues in FY 2021, the uncommitted/unassigned General Fund Balance at June 30, 2021, is currently estimated to be \$85.9 million, which is slightly more than FY 2020. Assignments that are critical (Economic Downturn Contingency and Emergency Response) have been maintained, as have the assignments for discretionary spending, such as FY 2021 year end incomplete projects. In addition, the assignment for subsequent Capital Improvement Program projects remains at \$19 million at the end of FY 2021, including \$10 million for projects in FY 2021 and \$9 million in the remaining 9 years of the CIP.



Statement of Estimated Fund Balance

FUND DESCRIPTIONS

The spendable General Fund balance is estimated to be \$135.9 million or 18.64 percent of estimated General Fund revenues. Spendable Fund Balance is declining by \$9.8 million. At this time, in early February 2021, revenues and expenditures in the General Fund for year end FY 2021 are forecast to be approximately equal, with a slight surplus of \$0.8 million. The reduction in fund balance is the result of the appropriation of \$10 million committed for the FY 2021 CIP and the appropriation of \$0.6 million in TIP fund balance, offset by the small surplus.

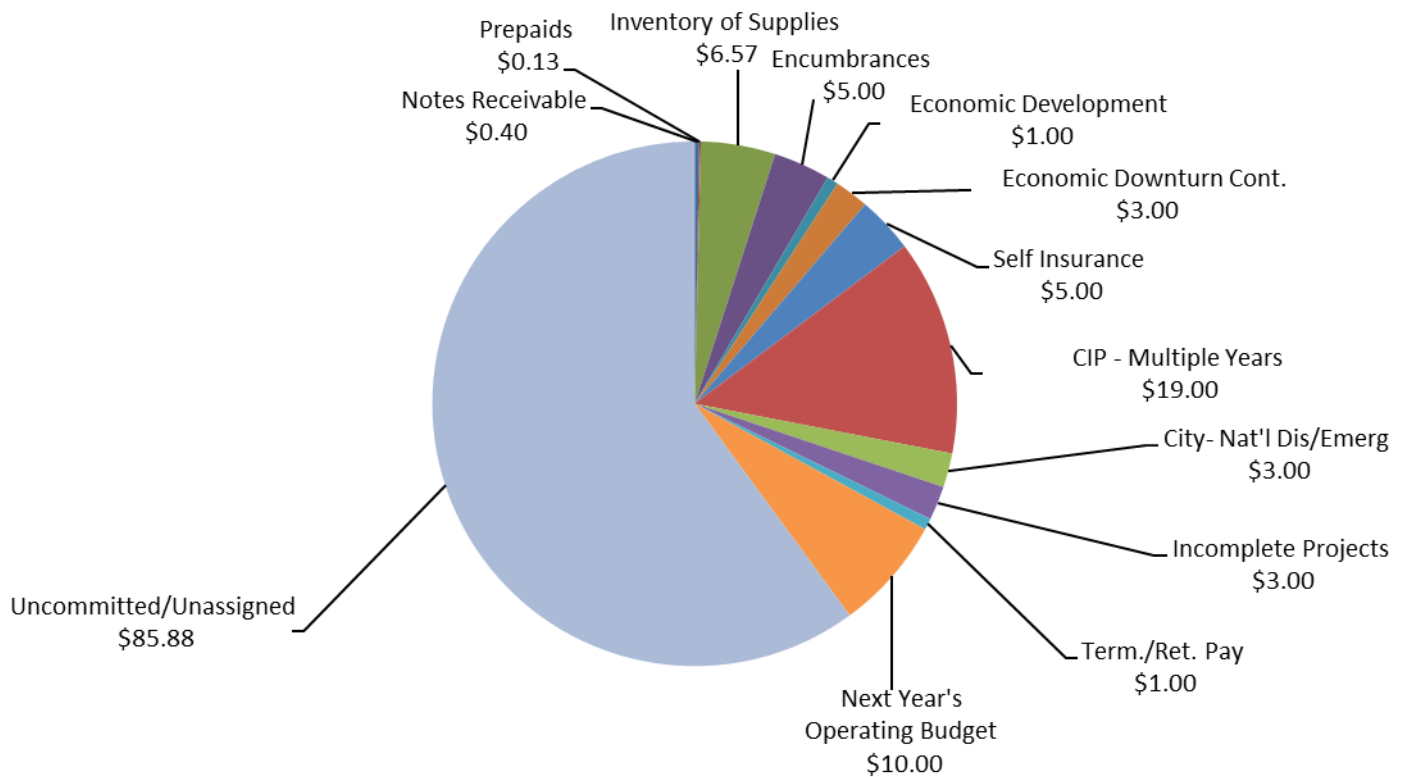
In November 2019, City Council updated the Debt-Related Financial Policies to eliminate the ratio related to Uncommitted/Unassigned Fund Balance as a percent of General Fund Revenue. At the same time they established a 15 percent target for Spendable Fund Balance as a percentage of General Fund Revenue. The policies as they were adopted also eliminated a defined limit. The City Manager and financial staff will continue to closely monitor Fund Balance and the operating budget and consider making changes to future commitments and recommend spending restrictions in the future, if necessary, to ensure that the ratios established in the City's Financial Policies are maintained, if not exceeded. The bond rating agencies (Moody's and S&P) have encouraged the City, as well as other localities, to maintain even higher fund balances, as extra protection for bond holders. The City has not used Fund Balance to support operating expenditures since FY 2014. In the past five years, the City has been able to increase Spendable Fund Balance from \$62.7 million in FY 2014 to \$145.7 million in FY 2020. Despite concerns, the City avoided using Fund Balance in FY 2021 to support operating expenditures through a hiring freeze and a significant reduction in the use of planned cash capital. The use of fund balance in FY 2021 is only expected to be needed to fund the CIP, not to support operating expenditures. It should be noted that revenues continue to be impacted by the pandemic and although CARES funding was available to support the City's response through the first half of the fiscal year, there are many uncertainties that could potentially impact the City's projected FY 2021 year end estimates.

Statement of Estimated Fund Balance



GENERAL FUND BALANCE COMPONENTS

Estimated Fund Balance as of June 30, 2021
\$142.98 million



The following chart shows all of the potential components of General Fund balance as of June 30, 2020. Assignments have yet to be finalized. With the exception of \$0.4 million in Notes Receivable and \$6.57 million in inventory of supplies, all of the components shown below are considered spendable fund balance.



Statement of Estimated Fund Balance

FUND DESCRIPTIONS

Spendable General Fund Balance is the accumulated total of all prior years' actual General Fund revenues in excess of expenditures — often referred to as "surplus" — that is available for appropriation by City Council. This is in comparison to the Unspendable General Fund Balance that represents monies that have been reserved to pay for legal obligations of the City such as for certain purchase order encumbrances. Maintaining a prudent level of spendable General Fund balance is critical to ensuring that the City is able to cope with financial emergencies and fluctuations in revenue cycles. Spendable General Fund Balance also provides working capital during temporary periods when expenditures exceed revenues.

A portion of the spendable fund balance is committed or assigned (designated) for specific uses on a contingency basis. In order to be available, the funds still must be appropriated by City Council in a future appropriations ordinance. Committed and Assigned fund balance are funds "earmarked" to help the City offset the costs of a specific type of obligation. Although technically available for appropriation, these monies are not generally considered available to fund other program or service requirements by the City Manager or the City Council under the City's adopted financial policies. Uncommitted and unassigned fund balance are the monies considered to be the City's available fund balance. As with all monies in fund balance, if used, it is a one-time source of revenue.

The graph on the following page shows total actual Spendable General Fund balance from FY 2012 through FY 2020 and an estimate as of June 30, 2021. Spendable fund balance (the total amount available for appropriation, regardless of assignments and commitments) is projected to be \$135.9 million as of June 30, 2021, which represents 18.64 percent of FY 2021 estimated General Fund Revenues. Uncommitted and unassigned fund balance totals \$85.9 million which will help to protect the City and Schools against future budget uncertainties.

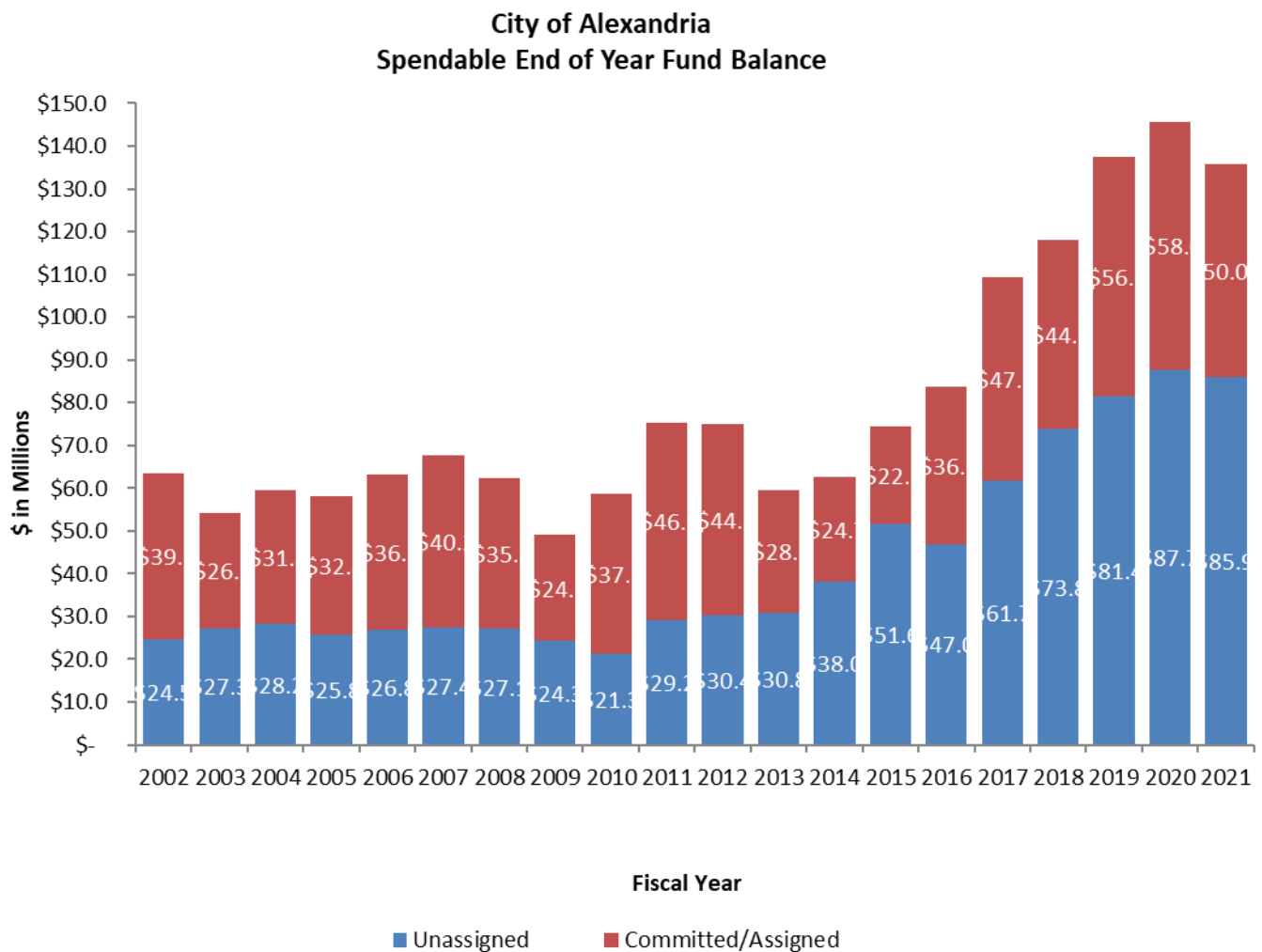
The details of commitments and assignments from FY 2019 through the estimated assignments of FY 2021 are shown in the table on page 7. It should be noted that commitments have been confirmed by City Council. The City Manager can propose or recommend assignments. From an accounting standards definitional point of view, either of these designations is considered spendable fund balance. In reality, many of these accounts are only spendable in the case of unforeseen dire circumstances when current year budgeted resources would not be sufficient to address any unforeseen expenditures.

Statement of Estimated Fund Balance



HISTORY OF GENERAL FUND BALANCE

The chart below shows the history of fund balance at the end of the year, including the actual balance from FY 2002 through FY 2020 and an estimate for FY 2021 based on current revenue and expenditure projections. This does not reflect reserved (unspendable) fund balance, but is considered "spendable" regardless of whether it is committed or assigned.





Statement of Estimated Fund Balance

HISTORY OF END OF YEAR FUND BALANCE ACTUAL 2019 AND 2020 AND 2021 FORECAST

	2019	2020	2021
Spendable Fund Balance End of Year	\$ 137,529,030	\$ 145,698,238	\$ 135,884,810
Commitments and Assignments			
Operating Funds			
FY 2021 Capital Improvement Program	19,000,000	19,000,000	-
Subsequent CIP (FY 2022 and Beyond)			19,000,000
Subsequent Year Operating Budget	8,000,000	16,000,000	10,000,000
Self Insurance	5,000,000	5,000,000	5,000,000
New Incomplete Projects	6,653,822	3,057,222	3,000,000
Encumbrances	4,360,247	4,336,383	5,000,000
Transportation/Stormwater Fund	708,540	585,829	-
Natural Disasters/Emergencies/Response	3,000,000	3,000,000	3,000,000
Economic Downturn Contingency	5,000,000	5,000,000	3,000,000
Economic Development Incentives	1,400,000	1,000,000	1,000,000
Leave Payout	1,000,000	1,000,000	1,000,000
Stormwater Initiatives		2,000,000	-
Regional Transportation	2,000,000	-	-
Total Commitments & Assignments¹	\$ 56,122,609	\$ 59,979,434	\$ 50,000,000
Uncommitted/Unassigned Fund Balance	\$ 81,406,421	\$ 85,718,804	\$ 85,884,810
Reservations/nonspendable	\$ 5,685,676	\$ 7,101,792	\$ 7,101,792
Total Fund Balance EOY	\$ 143,214,706	\$ 152,800,030	\$ 142,986,602
General Fund Revenues	744,307,421	729,564,020	728,915,208
Estimated Spendable Fund Balance as % of General Fund Revenues Limit = 10%	18.48%	19.97%	18.64%
Fund Balance at End of FY	\$ 143,214,706	\$ 152,800,030	\$ 142,986,602

¹ Assignments to be finalized as part of the FY 2021 closeout



Statement of Estimated Fund Balance

Governmental Funds				Proprietary Funds	
	Special Revenue Funds/ ¹	Capital Projects Fund/ ²	Alexandria Transit Company/ ³		Internal Services Fund (Equipment Replacement Fund) ⁴
Beginning Fund Balance 7/1/2019	\$100,582,830	\$261,978,279	(\$897,881)	Beginning Net Position 7/1/2019	\$28,362,183
Plus FY 2020 Actual Revenues	\$216,964,685	\$283,775,220	\$26,922,962	Plus FY 2020 Actual Revenues	\$5,050,457
Less FY 2020 Actual Expenditures	\$195,265,830	\$145,032,762	\$26,354,284	Less FY 2020 Actual Expenditures	\$5,364,287
Actual Fund Balance 6/30/2020	\$122,281,685	\$400,720,737	(\$329,203)	Actual Net Position 6/30/2020	\$28,048,353
Plus FY 2021 Budgeted Revenues	\$205,797,274	\$205,803,815	\$25,753,231	Plus FY 2021 Revenues	\$951,938
Less FY 2021 Estimated Expenditures	\$205,797,274	\$159,656,974	\$25,424,028	Less FY 2021 Expenditures	\$7,945,542
Projected Fund Balance 6/30/2021	\$122,281,685	\$446,867,578	\$0	Projected Net Assets 6/30/21	\$21,054,749

Sources: City of Alexandria, Virginia, Comprehensive Annual Financial Report, Fiscal Year-ended June 30, 2019; City of Alexandria, Virginia, Operating and Capital Improvement Program, Fiscal Year 2020

1/ The Special Revenue Funds include the Housing Fund, Sewer and Stormwater Funds, Potomac Yard, Other Special Revenue Funds and revenue associated with health and human services.

2/ The Capital Projects Fund Balance of June 30, 2020 is reflected in the Comprehensive Annual Financial Report. The FY 2021 projection is based on prior spending history. Capital projects are multi-year in nature and vary in size and complexity. As a result the predictability of the Capital Projects Fund Balance is limited.

3/ The negative fund balance for the Alexandria Transit Company is the result of timing and cash flow and is expected to be rectified in FY 2021.

4/ The Internal Services Fund FY 2021 Budgeted Revenues reflect a planned contribution holiday to achieve budget savings.

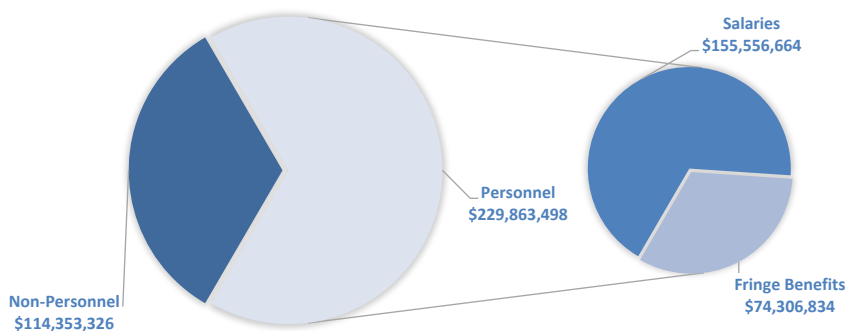


Personnel & Compensation Summary

FY 2022 INTRODUCTION & HIGHLIGHTS

The largest category of the City's budgeted operating spending is the salaries, wages and benefits for the staff who provide needed services to the Alexandria community. When excluding debt service, interfund transfers (including to Alexandria City Public Schools for all operating costs) and capital outlays, over two-thirds (67%) of the City's remaining core General Fund operating expenses are utilized for personnel, consisting of salaries and benefits. Salaries are provided for full-time, part-time and seasonal employees, while fringe benefits for qualifying employees include healthcare, retirement, social security, long-term disability, and life insurance.

PROPOSED FY 2022
GENERAL FUND OPERATING BUDGET



General Fund Personnel	
Salaries	\$155,556,664
Fringe Benefits	\$74,306,834
Total Personnel	\$229,863,498

General Fund Non-Personnel	
Total Non-Personnel	\$114,353,326

Grand Total	\$344,216,824
Personnel	67%
Non-Personnel	33%

It has been almost a full year since COVID-19 was declared a global pandemic. The implications of the public health crisis have been profound and wide-reaching. Although the high degree of uncertainty for the future economic growth remains, the City's proposed budget reflects a cautious optimism that the ongoing vaccination efforts will eventually put the devastating spread of the disease under control. However, some of the compensation enhancement initiatives, such as City-wide pay scale adjustments and Public Safety targeted pay adjustments, included in the originally proposed FY 2021 budget remain deferred until the economy and the City's revenue base improve. Due to these deferrals, it has not been necessary to eliminate any incumbent positions or furlough current employees, which allowed the City to maintain essential staffing to continue providing municipal services that the community relies on and to respond to the current public health emergency. During COVID-19, the City continued to fully pay its employees even if when their jobs could not be performed due to COVID-19 risks. Early in the pandemic, the City also paid frontline workers a \$4 per hour COVID risk pay supplement.

The proposed FY 2022 budget restores the vacancy savings, which were drastically increased in FY 2021 due to a City-wide selective hiring freeze, to the pre-pandemic levels. However, as part of the cost reduction options offered by City departments, a total of 38 positions will be subject to a **targeted hiring freeze** and will not be filled in FY 2022, reducing the personnel costs by a total of \$3.4 million.

This proposed budget includes **annual merit increases**, which were deferred as part of the cost reduction measures in the FY 2021 Budget 2.0. The annual merit increases with the General Fund cost of \$2.9 million impact about 80% of City employees.

The City remains committed to investing in its workforce despite the economic situation. The following personnel and compensation changes have been included as part of the Proposed FY 2022 Budget:

- In January 2021, the City's consultants provided **Employee Health Insurance** renewal rates for United Healthcare, which maintained (i.e., a 0% rate increase) the aggregate current monthly premiums for employees and therefore no overall increase was needed. Kaiser premiums will decrease by 2.65%, resulting in a net reduction of \$0.3 million in health insurance. Changes to employee health insurance also include a planned re-tiering of employee contribution rates due to the addition of the Employee + Child(ren) tier option in FY 2021.



Personnel & Compensation Summary

FY 2021 INTRODUCTION & HIGHLIGHTS

- A personalized **Second Opinion Program** where second opinions will be available to any City employees for major disease consultations from top medical specialists.
- Last year, the City began to offer lower cost employee health premium contributions for the Kaiser and United Healthcare deductible HMO plans. This budget continues the lower cost HMO plan premiums into FY 2022.
- Due to premiums exceeding claims costs over several years, this budget includes a **health insurance premium holiday** for three pay periods for employees enrolled in United Healthcare plans. The total value of the premium holiday to employees is \$0.4 million, which will be funded using excess claims reserve balances.
- Compared to the FY 2021 Approved Budget, **total retirement costs** for all funds decrease by \$1.7 million with a \$2.2 million decrease in the General Fund. The City Supplemental Retirement employer contribution rates decreased for all groups of employees primarily driven by the lump sum conversion interest rate change adopted a few years back. The rate for General Schedule Employees decreased from 6.78% to 5.43%, the rate for Medics and Fire Marshals decreased from 11.18% to 9.01% and the rate for Deputy Sheriffs decreased from 9.68% to 7.73%. VRS conducts a bi-annual valuation so their required employer contribution rates remained the same at 9.92%. The total contributions for the Firefighters and Police Officers Plan continued to decrease due to improved disability management. The Firefighters and Police Officers Pension Component increased from 34.60% to 34.99% and was offset by the decrease in the Firefighters and Police Officers Disability Component from 2.50% to 1.67%. Partially offsetting these decreases is the increase in the Line of Duty contribution rates from 6.71% to 7.48%.
- Since the launch of **the Employee Wellness Incentive Program** in July 2019 through the end of 2020, more than 1,360 City employees took part in the program. All employees in regular employment positions are eligible for the well-being incentive. The program encourages employees to participate in wellness program activities, events, or challenges. By completing all program requirements, employees are eligible to earn up to \$50 per month. In order to continue the program which supports the health and well-being of City employees, \$360,000 is included in the FY 2022 proposed budget.
- On a net basis, the FY 2022 proposed budget, prior to the deduction for 38 frozen positions, includes an **increase of 23.23 Full-Time Equivalents (FTEs)** overall from the adjusted FY 2021 count. The FY 2021 count has been modified from the FY 2021 approved authorized levels to reflect mid-year adjustments. This brings the total FTE count for the City to 2,698.14 for FY 2022.
- The majority of these staffing level changes is the addition of 6.0 FTEs to the Department of Transportation and Environmental Service (T&ES) Resource Recovery program to support yard waste collection in house instead of contracted out and 12.0 FTEs to T&ES' Sanitary Sewer and Stormwater Utility programs to support accelerated and expanded storm sewer projects.
- The proposed FY 2022 budget continues **the Employee Homeownership Incentive Program (EHIP)**. This program provides down payment and closing cost assistance for City employees buying a house or a condominium in the City of Alexandria. The loan amounts would be tiered:
 - \$15,000 for employees with a household income of 80% of the Area Median Income (AMI) or below;
 - \$11,500 for employees with a household income between 80% and 120% of AMI;
 - \$7,500 for employees with a household income greater than 120% of AMI.

Personnel & Compensation Summary



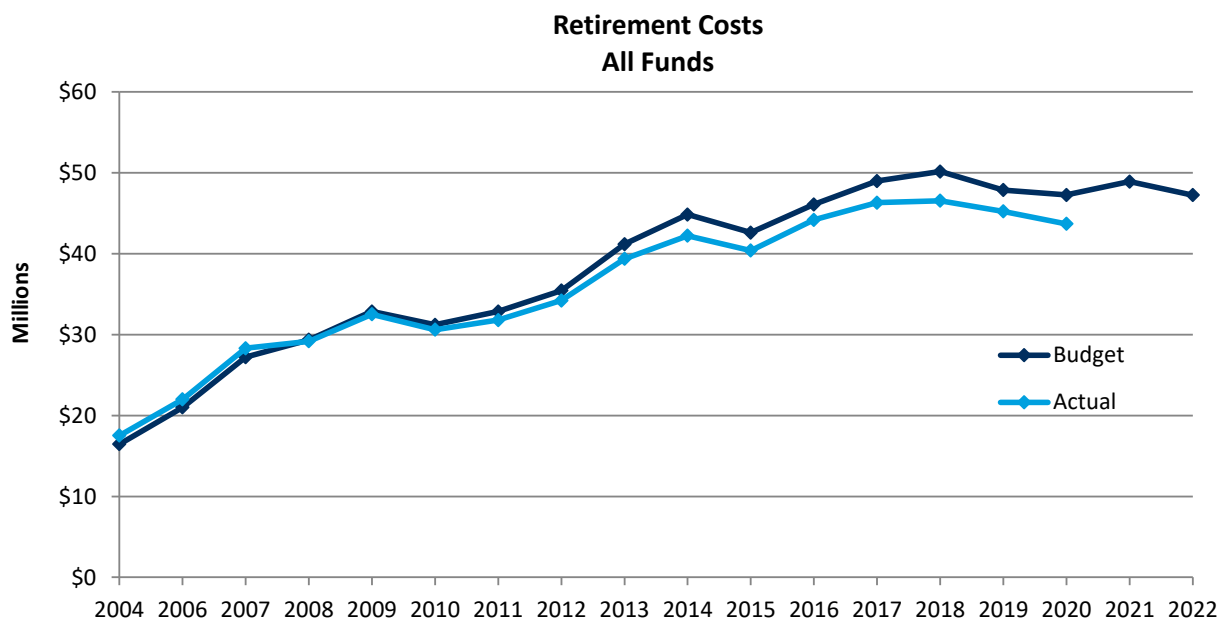
FICA & RETIREMENT

Federal Insurance Contributions Act (FICA)

This represents the City share of Social Security and Medicare taxes, which is budgeted at \$16.4 million for All Funds (excluding Schools and DASH) in FY 2021, \$11.7 million of which is General Fund related. The current Social Security tax rate is 6.20% of wages, and 1.45% of wages for Medicare. The Calendar Year (CY) 2020 maximum earnings cap increases from the CY 2019 level, by \$4,800 to \$137,700. Earnings above this cap will not be taxed for Social Security, but are still subject to Medicare tax.

Retirement

The FY 2022 retirement budget represents the cost to the City to fund the employer share of the City's employee retirement plans, including the Virginia Retirement System; the City Supplemental Retirement Plan for General Schedule employees, Medics, Fire Marshals, and Deputy Sheriffs; and a Police and Fire pension plan for Sworn Firefighters and Police Officers as well as the VRS - Enhanced Hazardous Duty (VRS-EHD) plan for Sheriff's Deputies. Since FY 2013, the retirement budget also includes the cost of Other Post-Employment Benefits (OPEB) and public safety Line of Duty (LOD). The chart below shows the City's actual retirement costs from FY 2004 – 2020 and the budgeted costs for retirement from FY 2004 – 2022. City retirement, OPEB and LOD expenses are calculated as a percentage of salary. Given this, two factors impact the total retirement costs in a given year: 1) the total covered payroll and 2) the percentage contribution rates for each of the retirement plans. The decreased budgeted amounts in FY 2022 are the result of a number of factors, most notably the decrease in Supplemental Retirement Plan contributions for all participants due to the lump sum conversion interest rate change previously adopted and the decrease in Firefighter and Police Officer Pension Plan contributions due to improved disability management.





Personnel & Compensation Summary

RETIREMENT

The City provides several defined benefit pension plans that provide lifetime income to its employees at retirement. General Schedule employees, Deputy Sheriffs, Medics and Fire Marshals participate in the Commonwealth of Virginia's VRS plans as well as the City's Supplemental Retirement Plan. Firefighters and Police Officers participate in the Firefighters and Police Officers Pension Plan. The City has historically funded its pension plans with all the City's retirement plans being over 80% funded. In addition to the pension plans, City employees can prepare for retirement by electing to contribute into the City's 457 deferred-compensation and Roth IRA plans.

The table below provides a comparison of the contribution rates that were used to develop the FY 2022 Retirement budget. It should be noted that VRS is calculated in two-year cycles, and FY 2022 represents year two of the cycle.

Retirement Plan	FY 2021	FY 2022	Change
VRS	9.92%	9.92%	NC
City Supplemental - General Schedule	6.78%	5.43%	-1.35%
City Supplemental - Medic & Fire Marshal	11.18%	9.01%	-2.17%
City Supplemental - Deputy Sheriff	9.68%	7.73%	-1.95%
Firefighters and Police Officers Pension	34.60%	34.99%	0.39%
Firefighters and Police Officers Disability	2.50%	1.67%	-0.83%
OPEB	0.35%	0.16%	-0.19%
Line of Duty	6.71%	7.48%	0.77%

OPEB & LINE OF DUTY

Other Post-Employment Benefits (OPEB)

Other Post-Employment Benefits (OPEB) include retiree healthcare and retiree life insurance. In FY 2022, the contribution rate will decrease from 0.35% to 0.16%. The actuarial estimates for OPEB are favorable for the City. The City's OPEB fund is currently 64.9% funded and is projected to be fully funded by 2028, assuming the City continues to make the actuarially determined contribution.

Line of Duty (LOD)

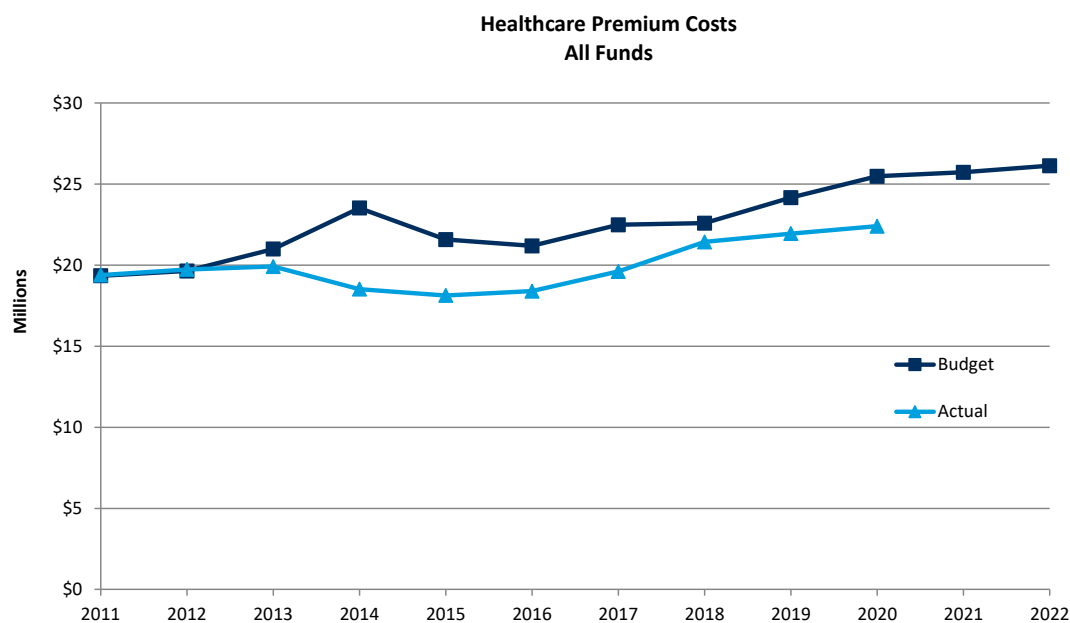
A State mandated and administered program, the Line of Duty Act (LODA) provides benefits to local government employees and volunteers who hold specific hazardous duty positions. More specifically, it requires by State statute the City pay the full cost of benefits for eligible public safety employees who die or become disabled in the line of duty. Health coverage is provided to the disabled employee, their surviving spouse and dependent children. If disabled, healthcare benefits terminate upon the disabled person's death, recovery, or return to full duty. The City's FY 2022 contribution increased from 6.71% to 7.48% of eligible public safety employee salaries due to City's commitment to continue the Plan's funding.

Personnel & Compensation Summary



HEALTHCARE

Healthcare represents the share that the City pays for employee healthcare benefits. The chart below shows actual healthcare premium costs from FY 2011 – FY 2020, and the budgeted amount for healthcare from FY 2011 – FY 2022. For all funds, health insurance premium costs are anticipated to increase slightly by approximately \$0.4 million



Because UnitedHealthcare (UHC) plans are self-funded by the City and employees assisted in keeping plan costs low due to lower claims, this will be the third year in a row with no overall premium increases for UHC plans. In fact, the City will be able to waive one month of UHC premiums for participating employees using excess claims reserve balances.

Based on employee health claims over the last 12 months, Kaiser Permanente premiums will decrease by an average of 2.65% compared to FY 2021 levels.

Last year, the City recalibrated the allocation of health care costs to create a lower-cost “Employee plus Child(ren)” coverage option in addition to the current Employee+1 and Family plans. This will save money for employees who need coverage for only themselves and one or more children, and will increase costs over a three-year period for Employee+1 and Family plans. FY 2022 is the second year of a three-year period where Employee+1 and Family tiers will increase correspondingly.

This budget also continues the lower employee premium cost sharing formula for employees with salaries \$70,000 or less on either the Kaiser or United Healthcare deductible plan, with eligible employees paying a 15% share in deductible HMO plans instead of 20%.



Personnel & Compensation Summary

LIFE INSURANCE, DISABILITY COVERAGE, PAID LEAVE

Group Life Insurance Benefit

Regular full and part-time employees are provided basic group term life insurance at one- or two-times base salary depending on the employee's date of hire. Employees also have the option to purchase supplemental group term life insurance coverage and dependent life insurance coverage at their own expense. Police officers and firefighters are offered additional life insurance coverage for death or disability occurring in the Line of Duty. The table below provides information on the specific coverage available to employees.

Group Life Insurance	
Group Life and Accidental Death & Dismemberment Coverage:	
Basic - City Funded (hired before 7/1/2009)	2x Annual Salary
Basic - City Funded (hired after 7/1/2009)	1x Annual Salary
Supplemental - Employee Paid	1 or 2x Annual Salary
Dependent Life - Employee Paid	3 options for Spouse and Child(ren) coverage
Line of Duty Coverage:	
Police Officers and Firefighters Only - City Funded Group Life Insurance	\$200,000

For FY 2022, Life Insurance rates for City-funded Basic Life coverage for active employees and eligible retirees will remain the same. Supplemental Life Insurance paid for by active employees will stay the same. Retiree supplemental rates will increase 15% for the next 2 years, offset by a reduction in tax obligation for this benefit.

Long-Term Disability (LTD)

General Schedule employees hired after January 1, 2014 are typically placed in the VRS Hybrid plan unless they are already participating in VRS from previous employment. The VRS Hybrid plan does not offer disability benefits as part of its core provisions. Since the City of Alexandria has opted out of the VLDP (Virginia Local Disability Plan), the City provides a comparable LTD plan with equal or greater value. Benefits eligible employees are covered at 60% of their base salary up to \$5,000 per month after 120 days of disability with an optional employee-paid buy-up to begin a benefit after 90 days of disability.

Annual and Sick Leave

City employees are eligible for accrual of annual and sick leave. The table below outlines the rates at which new employees accrue annual and sick leave. The annual leave accrual rate was increased from 3.69 to 4.0 hours per pay period (for full-time employees working 80 hours per pay period) in FY 2010 to provide employees with one additional day of annual leave.

Annual and Sick Leave*	
Annual Leave	New employees accrue 4.0 hours of leave per pay period, totaling 13 days of annual leave earned per year. For length of service spanning from 1 year to 11 years, the employee earns an additional day of annual leave per year of service with the City; at year 12 and beyond, the employee reaches the max of 25 days of annual leave per year, or 7.72 hours accrued per pay period.
Sick Leave	All employees accrue 3.69 hours of leave per pay period

**For full-time employees working 80 hours per pay period; prorated for part-time employees.*

Personnel & Compensation Summary



CITY WORKFORCE BY FULL-TIME EQUIVALENT (FTE)

As shown below by Focus Area, the FY 2022 proposed budget includes a net increase of 23.23 FTEs compared to the FY 2021 Amended total and an increase of 27.48 FTEs compared to the FY 2021 Approved Budget. The FY 2021 Amended column shows any FTE changes since the FY 2021 Adopted Budget. Additionally, the Amended column is based on an analysis of actual position count, which is performed by Human Resources and the Office of Management and Budget.

	FY 2020 Approved	FY 2021 Approved	FY 2021 Amended	FY 2022 Proposed	FTE Impact
Accountable, Effective, & Well-Managed Government					
City Council	1.00	1.00	1.00	1.00	0.00
City Manager	11.50	11.75	12.75	12.75	0.00
Office of Management & Budget	11.00	11.00	11.00	11.00	0.00
Performance Analytics	3.00	3.00	4.00	4.00	0.00
Information Technology Services	72.00	74.00	74.00	76.00	2.00
Internal Audit	3.00	3.00	3.00	3.00	0.00
Communications & Public Information	9.00	9.00	11.00	11.00	0.00
Office of Organizational Excellence	-	1.00	1.00	1.00	0.00
City Clerk & Clerk of Council	3.00	3.00	3.00	3.00	0.00
Finance	108.25	107.25	107.25	107.25	0.00
Human Resources	26.00	25.00	25.00	25.00	0.00
City Attorney	16.00	16.00	16.00	17.50	1.50
General Services	73.83	57.83	57.83	57.83	0.00
Registrar	6.60	6.60	6.60	6.60	0.00
<i>Subtotal Accountable</i>	344.18	329.43	333.43	336.93	3.50
Healthy & Thriving Residents					
Community and Human Services	590.10	611.03	611.03	609.93	(1.10)
Health	16.75	17.75	18.25	18.25	0.00
Recreation & Cultural Activities	155.15	156.60	156.46	156.46	0.00
Library	67.21	67.21	66.11	66.11	0.00
<i>Subtotal Healthy</i>	829.21	852.59	851.85	850.75	(1.10)
Livable, Green, & Prospering City					
Planning & Zoning	49.50	51.50	51.50	51.50	0.00
Project Implementation	24.00	25.00	25.00	28.00	3.00
Transportation & Environmental Services	217.00	235.00	235.00	253.00	18.00
Code	51.62	52.00	52.00	52.00	0.00
Housing	15.00	15.00	15.00	15.00	0.00
Historic Alexandria	33.79	32.50	32.50	34.33	1.83
<i>Subtotal Livable</i>	390.91	411.00	411.00	433.83	22.83
Safe, Secure, & Just Community					
Circuit Court Judges	12.00	12.00	12.00	12.00	0.00
Commonwealth's Attorney	28.00	29.00	29.00	29.00	0.00
Sheriff	209.00	209.00	209.00	204.00	(5.00)
Clerk of the Circuit Court	22.00	22.00	22.00	22.00	0.00
Court Services	8.00	8.00	8.00	8.00	0.00
Human Rights	6.00	6.00	6.00	6.00	0.00
Fire	294.50	300.50	301.50	301.50	0.00
Police	427.38	428.63	428.63	425.63	(3.00)
Emergency & Customer Communications	63.50	62.50	62.50	62.50	0.00
Other Public Safety & Justice Services	0.00	0.00	0.00	6.00	6.00
<i>Subtotal Safe</i>	1,070.38	1,077.63	1,078.63	1,076.63	(2.00)
GRAND TOTAL	2,634.68	2,670.65	2,674.91	2,698.14	23.23

*Amended count represents mid-year adjustments.

**Does not reflect plans to keep 38 positions vacant in FY 2022.

Personnel & Compensation Summary



FTE REDUCTIONS

The following table shows the reductions (-5.10 FTEs) of positions in the proposed FY 2022 budget.

Department	Position	FTE Decrease
Community & Human Services	Registered Nurse	0.10
Community & Human Services	Service Associate	2.00
Police	Hack Inspector	2.00
Police	Admin Support II	1.00
TOTAL REDUCTIONS		5.10

*The above table does not include the transfer of 6.00 Pretrial and Probation FTEs from the Alexandria Sheriff's Office to Other Public Safety & Justice Services.
Note: 1.00 FTE represents a position working full-time at 80 hours per pay period. An FTE less than 1.00 represents a position that works less than full-time.*



Personnel & Compensation Summary

FTE ADDITIONS

The following table shows the additions (+28.33 FTEs) of positions in the FY 2022 proposed budget and net FTE change.

Department	Position	FTE Increase
City Attorney	Law Clerk II	1.00
City Attorney	Assistant Attorney I	0.50
Community and Human Services	Therapist Supervisor	1.00
Historic Alexandria	Archaeologist	0.25
Historic Alexandria	Museum Aide II	1.58
Information Technology Services	Assistant Director for Capital Projects	1.00
Information Technology Services	Virtual Collaboration Engineer	1.00
Project Implementation	Stormwater Project Manager	2.00
Project Implementation	Project Manager	1.00
Sheriff	Security System Manager (Deputy Sheriff Lieutenant)	1.00
Transportation & Environmental Services	Refuse Collector	4.00
Transportation & Environmental Services	Equipment Operator II	2.00
Transportation & Environmental Services	Civil Engineer III	1.00
Transportation & Environmental Services	Civil Engineer IV	1.00
Transportation & Environmental Services	Inspector II	1.00
Transportation & Environmental Services	Heavy Equipment Operator	1.00
Transportation & Environmental Services	Equipment Operator I	1.00
Transportation & Environmental Services	Laborer I	1.00
Transportation & Environmental Services	Civil Engineer III	4.00
Transportation & Environmental Services	Program Analyst	1.00
Transportation & Environmental Services	Capital Projects Manager	1.00
TOTAL ADDITIONS		28.33
TOTAL REDUCTIONS		5.10
TOTAL ADDITIONS		28.33
NET FTE CHANGE		23.23
FY 2021 AMENDED FTE COUNT		2,674.91
NET FTE CHANGE		23.23
FY 2022 PROPOSED FTE COUNT		2,698.14

The above table does not include the transfer of 6.00 Pretrial and Probation FTEs from the Alexandria Sheriff's Office to Other Public Safety & Justice Services.

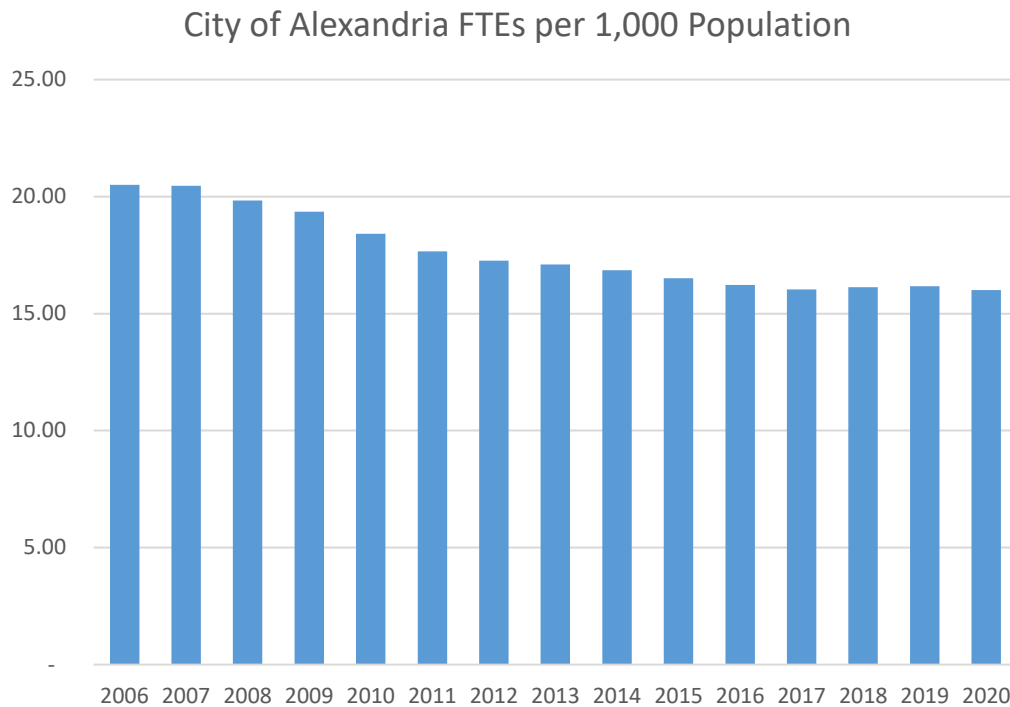
Note: 1.00 FTE represents a position working full-time at 80 hours per pay period. An FTE less than 1.00 represents a position that works less than full-time.

Personnel & Compensation Summary



FTE TRENDS

The following chart and table show the FTE per capita trends over the last 15 years.



	2006	2007	2008	2009	2010	2011	2012	2013
City FTE Count	2,618	2,642	2,637	2,661	2,577	2,546	2,543	2,558
Alexandria Population	127,676	129,175	132,949	137,523	139,966	144,219	147,291	149,637
FTE per 1,000	20.51	20.46	19.84	19.35	18.41	17.65	17.27	17.09

	2015	2016	2017	2018	2019	2020	2021	2022
City FTE Count	2,538	2,543	2,552	2,565	2,579	2,629	2,671	2,698*
Alexandria Population	153,654	156,698	159,215	159,069	159,428	164,273	-	-
FTE per 1,000	16.52	16.23	16.03	16.12	16.17	16.00	-	-

FTE data is for fiscal years. Population data is for calendar years.

2010 population data source: Decennial Census

2001-2009 population data source: Intercensal Estimates

2011-2019 population data source: American Community Survey 1-Year Estimates

2020 population data source: 9.2 MWCOG Cooperative Forecast

* Does not reflect 38 of these 2,698 positions that are not funded in FY 2022 and will remain vacant

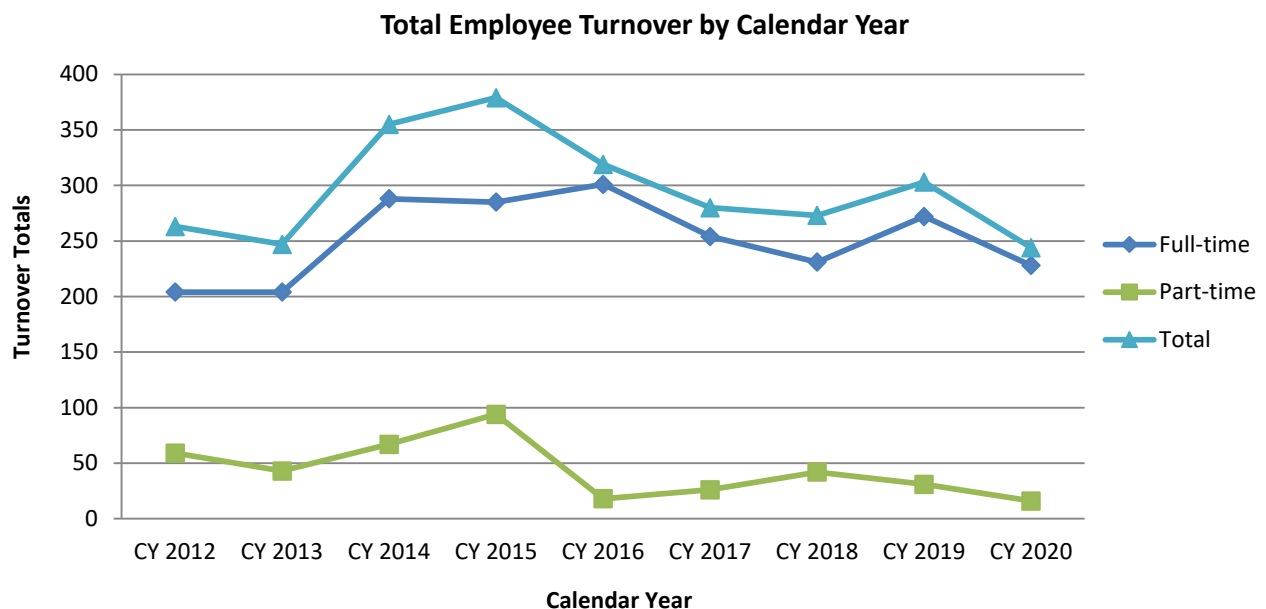


Personnel & Compensation Summary

CALENDAR YEAR 2020 TURNOVER

In Calendar Year (CY) 2020, overall employee turnover decreased by 19% (from 303 to 244 employees), including 63 employees who retired from City service. Likely in part due to COVID, employee voluntary turnover decreased by 20% (from 200 to 161) when compared to the previous calendar year.

CY 2020 Employee Turnover Totals			
	General Scale & Public Safety Full-Time	General Scale Part-Time	Overall
Voluntary Turnover	150	11	161
Involuntary Turnover	20	0	20
Retirement	58	5	63
Total Turnover CY 2020	228	16	244
Total Turnover CY 2019	272	31	303





Personnel & Compensation Summary

SALARY DISTRIBUTION & AVERAGES

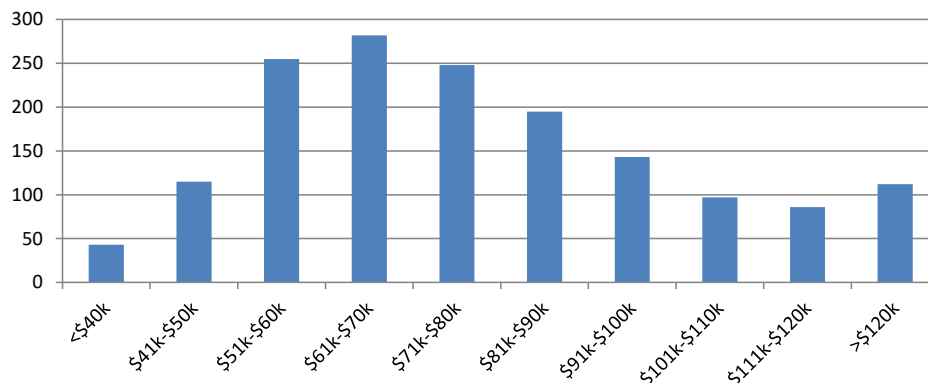
The following table shows the average annual pay for City full-time and part-time employees:

	As of January 28, 2020	As of February 5, 2021	% Difference 2020-2021
General Schedule (FT)	\$75,019	\$80,147	6.8%
Public Safety (FT)	\$80,095	\$79,889	-0.3%
General Schedule (PT)	\$26/hr*	\$26/hr*	0.0%

*Due to the nature of part-time work, wages are calculated on an hourly rather than an annual basis.

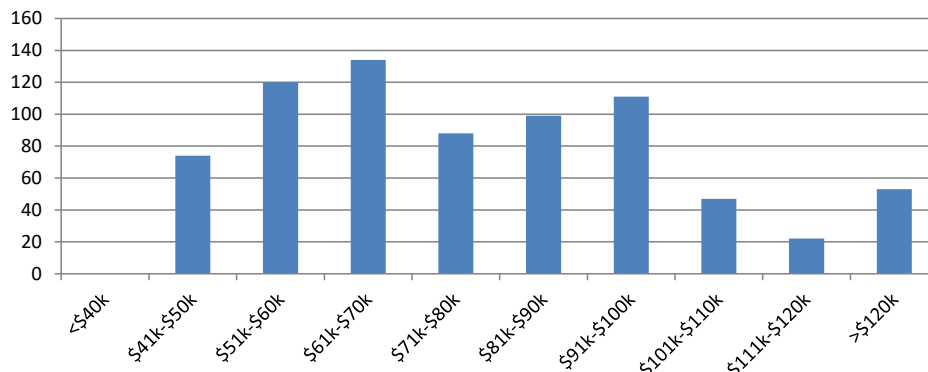
The majority of current General Schedule full-time employees (78%) earn between \$41,000 and \$100,000 annually, with 40% earning more than the average salary for General Schedule full-time employees (\$80,147) and 19% earning more than \$100,000.

Full-Time/Regular General Schedule Employees Salary



Approximately 46% of all sworn Public Safety employees earn more than the average salary of the group (\$79,889); about 17% earn more than \$100,000.

Full-Time/Regular Public Safety Employees Salary



Personnel & Compensation Summary



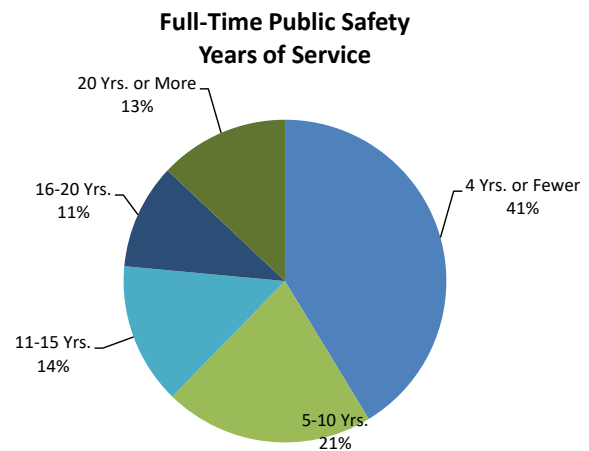
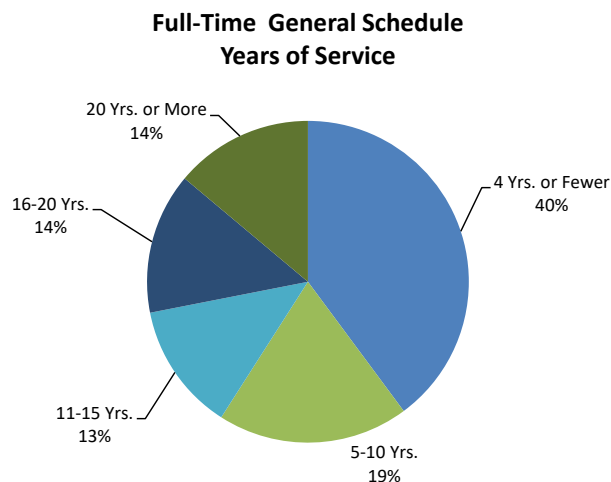
YEARS OF SERVICE

General Scale

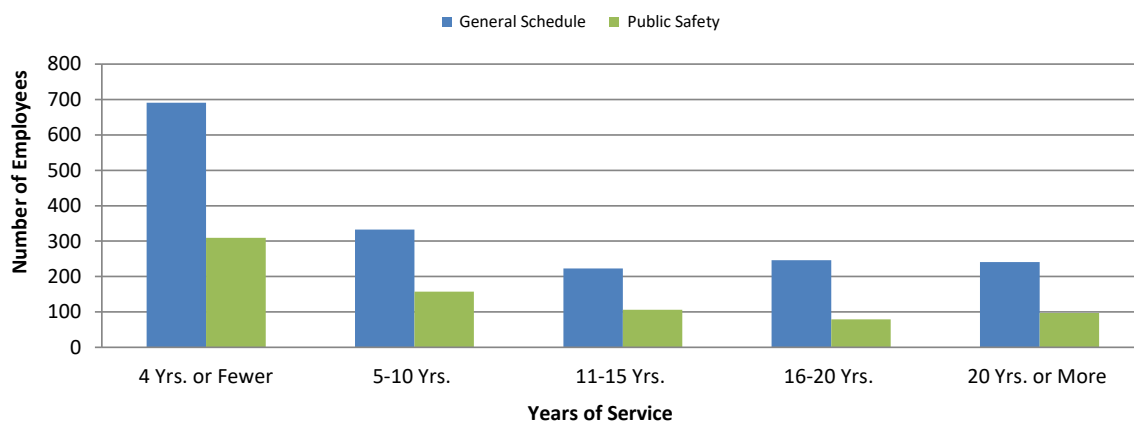
More than half of the current General Schedule workforce (59%) has been employed with the City for 10 years or less; 17% have worked for the City for 20 years or more.

Public Safety

Similar to General Schedule employees, more than half (62%) of the current Public Safety workforce has been employed with the City for 10 years or less; 14% have worked for the City for 20 years or more.



Full Time- Employees Years of Service



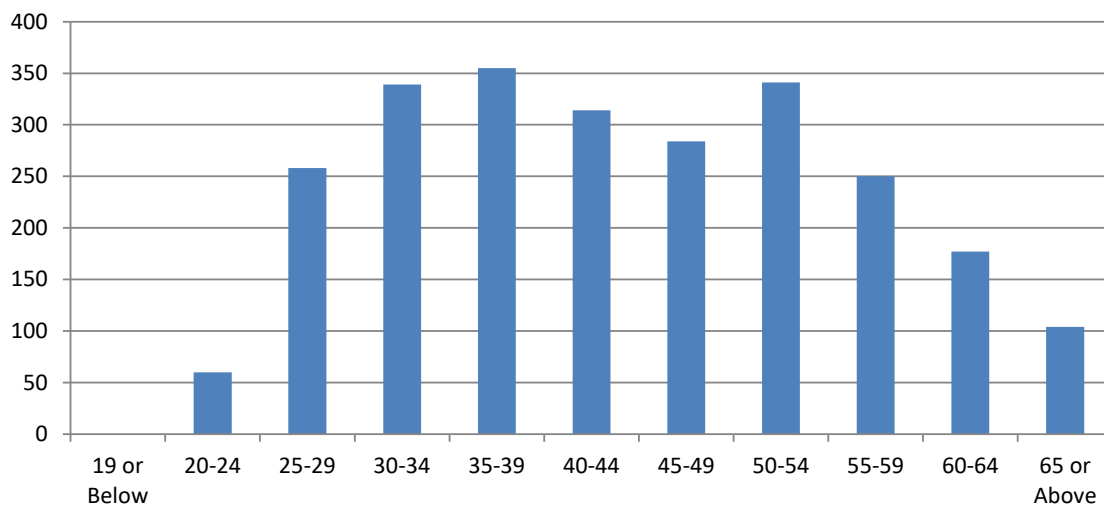
Personnel & Compensation Summary



EMPLOYEE DEMOGRAPHICS

A little over three-quarters (75.9%) of the City's workforce fall within the ages of 30 and 59 years old.

Regular Employees by Age Distribution





Accountable, Effective & Well-Managed Government

Focus Area All Funds Budget - \$177,039,880

Department	All Funds Departmental Budget
Office of the City Attorney	\$3,362,838
City Clerk and Clerk of Council	\$418,541
City Council	\$674,826
City Manager's Office	\$2,549,676
Communications & Public Information	\$1,572,418
Finance Department	\$13,557,610
Department of General Services	\$10,837,334
Human Resources	\$4,388,525
Information Technology Services (ITS)	\$13,797,108
Office of Internal Audit	\$395,026
Office of Management and Budget (OMB)	\$1,467,695
Non-Departmental (City Memberships, Insurance, Debt Service, Cash Capital, Employee Compensation, Contingent Reserves, Response to Emergencies)	\$121,863,748
Office of Organizational Excellence (OOE)	\$176,479
Office of Performance Analytics (OPA)	\$652,083
Office of Voter Registration & Elections	1,325,973

Office of the City Attorney



The Office of the City Attorney provides litigation services to enforce and defend city laws, agreements and regulations and to support petitions to protect children and adults in need of court ordered protection; processes Freedom of Information Act requests; drafts contracts, agreements, memorandums of understanding and ordinances; and provides general legal advice to City Council, boards and commissions and all city departments.

Department Contact Info

703.746.3750

www.alexandriava.gov/cityattorney/

Department Head

Joanna Anderson

Office of the City Attorney



EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
Personnel	\$2,348,297	\$2,417,739	\$2,539,449	\$121,710	5.0%
Non-Personnel	\$1,957,667	\$833,706	\$823,389	(\$10,317)	-1.2%
Total	\$4,305,964	\$3,251,445	\$3,362,838	\$111,393	3.4%
Expenditures by Fund					
General Fund	\$4,305,964	\$3,251,445	\$3,362,838	\$111,393	3.4%
Total	\$4,305,964	\$3,251,445	\$3,362,838	\$111,393	3.4%
Total Department FTEs	16.00	16.00	17.50	1.50	9.4%

FISCAL YEAR HIGHLIGHTS

- Personnel expenditures increase due to the addition of one full time Law Clerk and one half-time Assistant City Attorney to meet the increased level of in-house service for legal counsel assistance in employment related cases partly offset by a vacancy savings increase and a healthcare election savings.
- Non-personnel expenditures decrease due to a reduction in professional services, maintenance support, internal services, and a 50% reduction in all travel and education costs offset by a increase in software licenses.
- If City Council approves a community policing review board and employee collective bargaining, there are contingents in the Non-Departmental section of the FY 2022 budget which contain funding for the legal services which will be required if those two new functions are approved.

Office of the City Attorney



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	16.00	\$3,251,445
All Programs Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	(\$5,623)
All Programs Office of City Attorney — The FY 2022 budget includes funding to add a full-time Law Clerk to provide an increased level of service in employment litigations in part to bring in-house some employment cases that have been provided to date by outside counsel.	1.00	\$84,482
All Programs Office of City Attorney — The FY 2022 budget includes funding to add a half-time Assistant City Attorney to provide an increased level of service for legal counsel to assist in employment matters in part to bring in-house some employment cases that have been provided to date by outside counsel.	0.50	\$50,784
All Programs All General Fund travel, conferences, mileage, education and training dollars were reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the temporary travel restrictions and the delay or cancellation of many in-person training opportunities. In total this generated 0.7 million of General Fund savings.	0.00	(\$18,250)
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	17.50	\$3,362,838

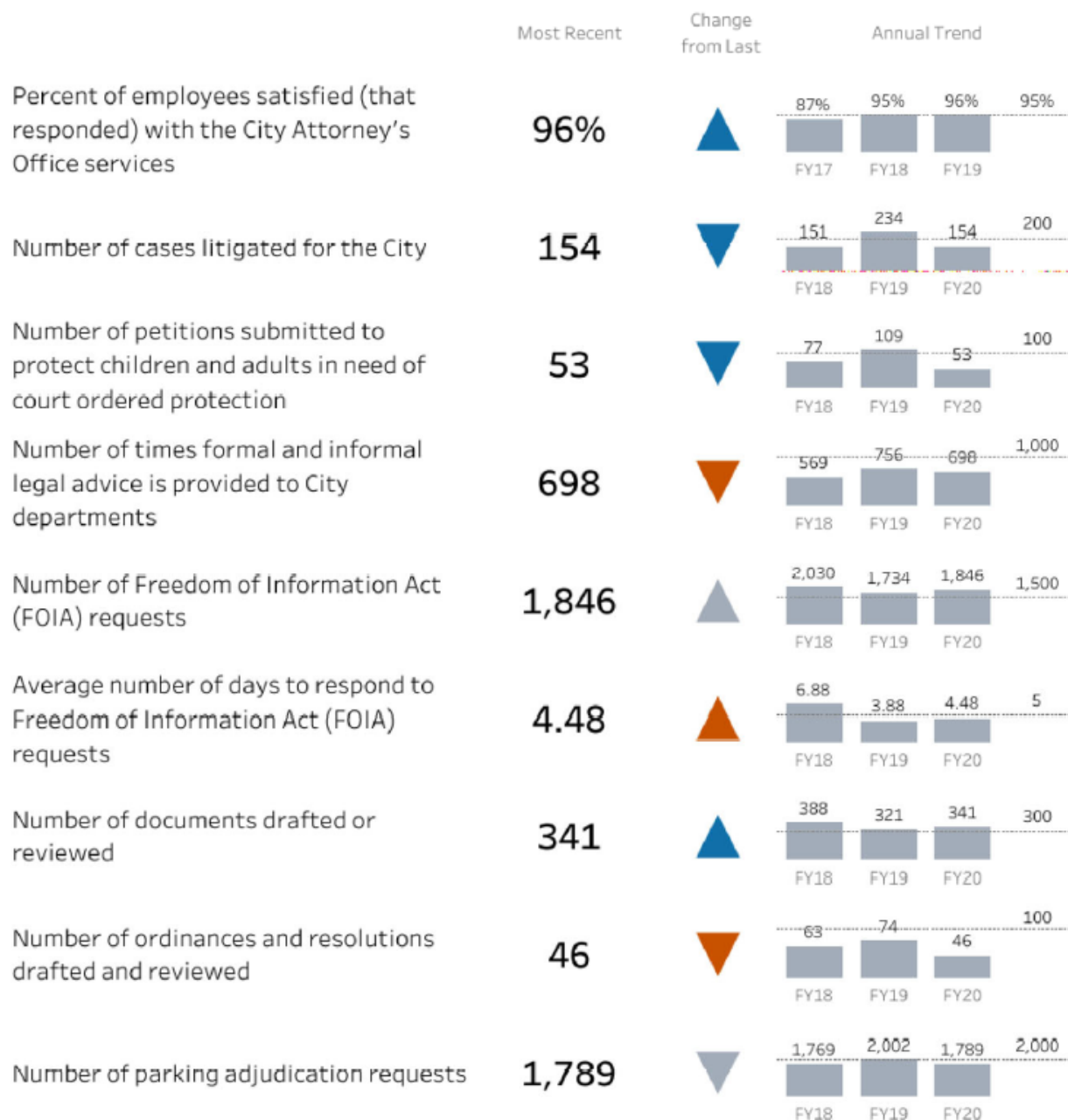


PERFORMANCE INDICATORS

Department Key Indicators

Strategic Plan indicators supported by this department: Increase percentage of residents who approve of the value of services received for taxes paid in Alexandria from 2016's 52%.

All data is reported by the department. Blue arrows indicates improvement, orange indicates a need for improvement and N/A does not indicate a trend. The dashed line is the target selected by the department.



Office of the City Attorney



PRIORITY BASED BUDGETING RESULTS

Service	Description	Actual FY21 Costs (Hide this Column)	FY21 Cost (\$ in M)	PBB Quartile Score
Transactions	Ensure compliance with appropriate federal, state and city provisions	634,841	0.63 M	2
Legal Counsel	Provide legal direction and support to city departments.	842,013	0.84 M	2
Litigation	Represent the City in litigation to enforce and defend city laws, regulations and agreements.	1,358,389	1.36 M	2
Special Projects	Provide Parking Adjudication and Freedom of Information Act requests.	416,202	0.42 M	4

City Clerk & Clerk of Council



The City Clerk is appointed by Council and serves as its secretary. The City Clerk prepares and distributes the docket for Council meetings and keeps minutes. The City Clerk keeps a record of the proceedings of meetings of Council and keeps a record of all approved ordinances and resolutions and reports presented to Council for consideration. All of these records are public records and open to inspection. The Office of the City Clerk is responsible for the production and distribution of dockets and supporting materials for Council meetings.

Department Contact Info

703.746.4550

www.alexandriava.gov/CityClerk

Department Head

Gloria Sitton

City Clerk & Clerk of Council



EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
Personnel	\$342,687	\$361,252	\$360,739	(\$513)	-0.1%
Non-Personnel	\$54,972	\$62,289	\$57,802	(\$4,487)	-7.2%
Total	\$397,659	\$423,541	\$418,541	(\$5,000)	-1.2%
Expenditures by Fund					
General Fund	\$397,659	\$423,541	\$418,541	(\$5,000)	-1.2%
Total	\$397,659	\$423,541	\$418,541	(\$5,000)	-1.2%
Total Department FTEs	3.00	3.00	3.00	0.00	0.0%

FISCAL YEAR HIGHLIGHTS

- Personnel costs decrease mainly due to employees electing lower cost health insurance plans. This decrease is partially offset by the net impact of employee turnover and annual merit increases.
- Non-personnel costs decrease due to a reduction in advertising costs and a City-wide reduction in travel and training budgets.

City Clerk & Clerk of Council



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	3.00	\$423,541
All Programs Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$51
All Programs All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total this generated \$0.7 million of General Fund savings.	0.00	(\$1,051)
All Programs The proposed budget reduces funds for advertising fees for submitting legal notices to local newspapers, which historically have been used to supplement advertising fees in the City Council's budget.	0.00	(\$4,000)
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	3.00	\$418,541

PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile
Docket Preparation & Distribution	Prepare and distribute items for Council consideration to members of Council and the public (manually and electronically) and to notify the public of items scheduled before Council in accordance with state and local laws.	0.10 M	1
Council Support	Provide reception, research, general office support and budget administration services in order to support Council's effective operation.	0.12 M	3
Meeting Support & Documentation	Maintain a permanent record of official City Council actions in a prompt and accurate manner.	0.12 M	3
Boards & Commission Support	Process City boards and commission applications, oaths and to manage, advertise and fill vacancies on boards and commissions.	0.08 M	4

City Council



The Alexandria City Council is composed of a Mayor and six Council members who are elected at-large for three-year terms. The Mayor, who is chosen on a separate ballot, presides over meetings of the Council and serves as the ceremonial head of government. Council members traditionally choose the person receiving the most votes in the election to serve as Vice Mayor. The Council's functions include, but are not limited to: reviewing and approving the annual budget; establishing long and short-term objectives and priorities for the City; establishing tax rates and borrowing funds; passing ordinances and resolutions; responding to constituent needs and complaints; and representing the community.

Department Contact Info

703.746.4550

www.alexandriava.gov/Council

City Mayor

Justin Wilson



EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
Personnel	\$593,499	\$601,256	\$585,023	(\$16,233)	-2.7%
Non-Personnel	\$76,551	\$96,850	\$89,803	(\$7,047)	-7.3%
Total	\$670,050	\$698,106	\$674,826	(\$23,280)	-3.3%
Expenditures by Fund					
General Fund	\$670,050	\$698,106	\$674,826	(\$23,280)	-3.3%
Total	\$670,050	\$698,106	\$674,826	(\$23,280)	-3.3%
Total Department FTEs	1.00	1.00	1.00	0.00	0.0%

FISCAL YEAR HIGHLIGHTS

- The FY 2022 proposed personnel costs for the City Council decrease mainly due to changes in health insurance elections.
- Non-personnel costs decrease due to a reduction in estimated costs for photo copying and a 50% City-wide reduction in travel and training budgets.



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	1.00	\$698,106
All Programs		
Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	(\$13,486)
All Programs		
All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total, this generated \$0.7 million of General Fund savings.	0.00	(\$9,794)
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	1.00	\$674,826



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
City Council	The Council's functions include, but are not limited to: reviewing and approving the annual budget; establishing long and short-term objectives and priorities for the City; establishing tax rates and borrowing funds; passing ordinances and resolutions; responding to constituent needs and complaints; and representing the community.	0.70 M	1

City Manager's Office



The Alexandria City Manager is appointed by the City Council to be the chief executive officer of the City. The City Manager carries out the policy directives of the City Council and manages the daily operations of City government. The City Manager oversees the preparation of the annual operating budget and 10-year Capital Improvement Program and periodic financial and administrative reports as may be required for submission to the City Council. The City Manager is responsible for proposing a detailed annual City Government operating budget amount to Council, which includes an Alexandria Public Schools operating transfer. The City Manager is responsible for overseeing presentations of policy choices and proposed plans to City Council and then overseeing the implementation of policies and plans that City Council adopts. The City Manager appoints all heads of departments and employees of the City, except those in elected, judicial, Alexandria City Public Schools, Alexandria Health Department, Alexandria Redevelopment and Housing Authority, AlexRenew, DASH, and Libraries positions, City Attorney's Office, and the Office of City Clerk/Clerk of Council.

The City Manager's Office includes three Deputy City Managers, who oversee City departments on a day-to-day basis as well as serve as liaisons to other departments and agencies that do not report to the City Manager. The City Manager's Office also includes the City's Race and Social Equity Officer, the City's Legislative Director, and the City's Public Private Partnership (P3) Coordinator.

Department Contact Info

703.746.4300

www.alexandriava.gov/CityManager

Department Head

Mark Jinks

CITY OF ALEXANDRIA, VIRGINIA

City Manager's Office



EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
Personnel	\$1,904,984	\$2,192,175	\$2,296,574	\$104,399	4.8%
Non-Personnel	\$343,028	\$177,369	\$253,102	\$75,733	42.7%
Total	\$2,248,011	\$2,369,544	\$2,549,676	\$180,132	7.6%
Expenditures by Fund					
General Fund	\$2,248,011	\$2,369,544	\$2,549,676	\$180,132	7.6%
Total	\$2,248,011	\$2,369,544	\$2,549,676	\$180,132	7.6%
Total Department FTEs	11.50	11.75	12.75	1.00	8.5%

FISCAL YEAR HIGHLIGHTS

- Personnel costs increase mostly due to a mid-year addition of a full-time rotational Race and Social Equity Fellow position (\$124,641). Contributing to this increase is a reduction in the vacancy savings factor as a result of not continuing the City-wide selective hiring freeze (\$13,880) and annual merit increases. Offsetting these increases in the General Fund is a partial (50%) reallocation of the costs for the Assistant City Manager for Public Private Partnerships (P3) position to a Capital Improvement Plan (CIP) account.
- Non-personnel costs increase primarily due to addition of a contingency for outside professional and technical assistance with public-private partnerships and economic development analysis (\$100,000). The decrease in the non-personnel costs includes a reduction in education, training and travel-related budgets as well as decreases in operating supplies, memberships and subscription, and special event expenditures to align with past spending actuals. Offsetting these decreases is an increase in office space lease expenses for the legislative liaison program as well as software-related expenses.

CITY OF ALEXANDRIA, VIRGINIA
City Manager's Office



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	11.75	\$2,369,544
All Programs Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries and benefits, contracts, and materials, and includes a \$100,000 contingency funds for assistance with public-private partnerships and economic development analysis.	0.00	\$169,309
All Programs As a FY 2021 mid-year adjustment, the City Manager's Office added a 1.00 FTE rotational position of the Race and Social Equity Fellow to support implementation of the City' of Alexandria's ongoing diversity, equity and inclusion initiatives.	1.00	\$124,641
All Programs The Assistant City Manager for Public Private Partnerships position, which is responsible for reviewing, analyzing, negotiating and implementing P3 opportunities with the private sector and other governmental entities, is partially (50%) re-allocated to a CIP account.	0.00	(\$87,758)
All Programs All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total this generated \$0.7 million of General Fund savings.	0.00	(\$26,060)
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	12.75	\$2,549,676



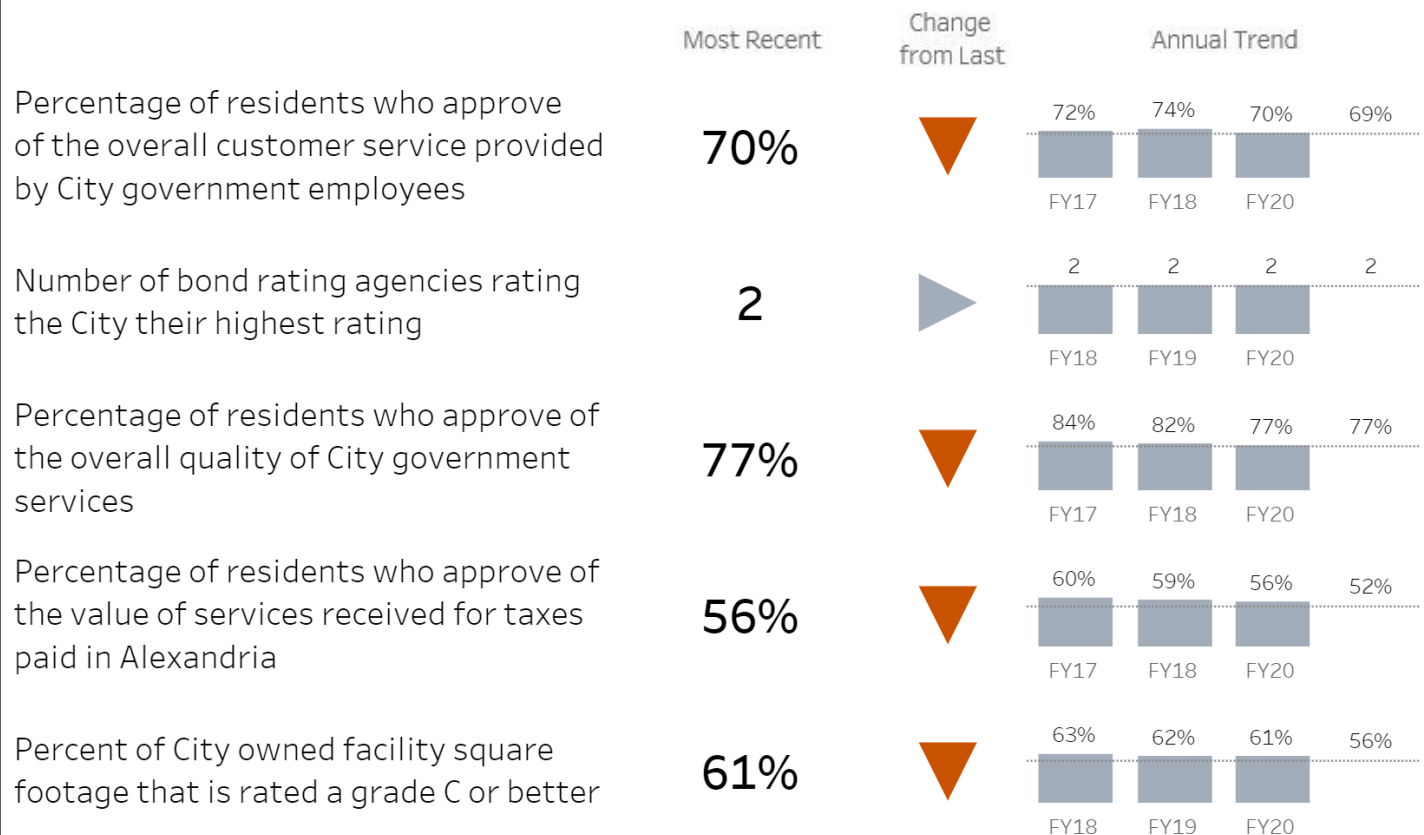
PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Increase the percentage of residents who approve of the overall quality of City government services from 2016's 77%.
- Increase the percentage of residents who approve of the overall customer service provided by City government employees from 2016's 69%.
- Increase percentage of residents who approve of the value of services received for taxes paid in Alexandria from 2016's 52%.

Department Key Indicators

All data is reported by the department. Blue arrows indicate improvement, orange arrows indicate a need for improvement and N/A does not indicate a trend. The dashed line is the target selected by the department.



CITY OF ALEXANDRIA, VIRGINIA
City Manager's Office



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)
Leadership, organizational and employee development	Provide strategic support to City-wide and departmental leadership teams as well as to individual employees to foster a high performance organization.	0.42 M
Legislative advocacy/affairs	Represent City's priorities and interests at State and Federal level.	0.22 M
Oversight of City Operations	Ensure the effective management of the daily operations of City government.	0.42 M
Policy Development and Implementation	Propose policies to City Council for its consideration.	0.39 M
Strategic Budget Development	Prepare and provide direction for proposing annual budget priorities and financial plan for City Government operations.	0.22 M
Tax Revenue Growth	Improve the City's business economy, as well as grow the governmental tax revenues which fund the City government.	0.12 M
Development and Implementation of 10-year Capital Improvement Plan	Propose a 10-year Capital Improvement Plan.	0.12 M
Partnership Development	Lead in identifying opportunities to partner with other entities to achieve City and regional goals and implement resulting initiatives.	0.22 M

Communications and Public Information



The Office of Communications & Public Information fosters open, accountable and effective government by developing, coordinating and delivering meaningful and responsive communications for the community and for City employees.

Department Contact Info

703.746.3960

<http://www.alexandriava.gov/Communications>

Department Head

Craig Fifer



EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
Personnel	\$947,376	\$1,103,995	\$1,247,194	\$143,199	13.0%
Non-Personnel	\$361,986	\$443,235	\$325,224	(\$118,011)	-26.6%
Total	\$1,309,363	\$1,547,230	\$1,572,418	\$25,188	1.6%
Expenditures by Fund					
General Fund	\$1,309,363	\$1,547,230	\$1,572,418	\$25,188	1.6%
Total	\$1,309,363	\$1,547,230	\$1,572,418	\$25,188	1.6%
Total Department FTEs	8.00	9.00	11.00	2.00	22.2%

FISCAL YEAR HIGHLIGHTS

- Personnel costs increase mainly due to the addition of 1.0 FTE Writer/Editor and 1.0 FTE Strategic Communications Planner positions as well as a series of reclassifications for existing positions as part of a FY 2021 department reorganization. A large portion of these new personnel costs was funded by reducing non-personnel contractual services. Also contributing to the increase in personnel costs is a decrease in the vacancy savings factor as a result of not continuing the City-wide selective hiring freeze in FY 2022 as well as annual merit increases. Offsetting a portion of these increases is a personnel cost reduction resulting from a temporary hiring freeze on a Strategic Communications Planner position.
- Non-personnel costs decrease primarily due to a reduction in contractual services funds as well as other non-personnel budgets. Also included in the decrease is a reduction in travel and training budgets.



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	9.00	\$1,547,230
All Programs Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes a decrease in the vacancy savings factor (\$106,194), addition of two positions (\$187,635) funded in large part with reduced contractual service funding. Current services adjustment also include increases and/or decreases in salaries & benefits due to staff turnover, benefit elections and merit increases as well as changes in contractual, supplies and materials, and other non-personnel costs.	2.00	\$127,815
Communications and Public Information All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total this generated \$0.7 million of General Fund savings.	0.00	(\$1,400)
All Programs The proposed FY 2022 budget includes a reduction of personnel costs due to a temporary hiring freeze of the currently vacant position of Strategic Communications Planner that would be responsible for assisting in the planning and coordination of City-wide internal and external communications.	0.00	(\$101,227)
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	11.00	\$1,572,418



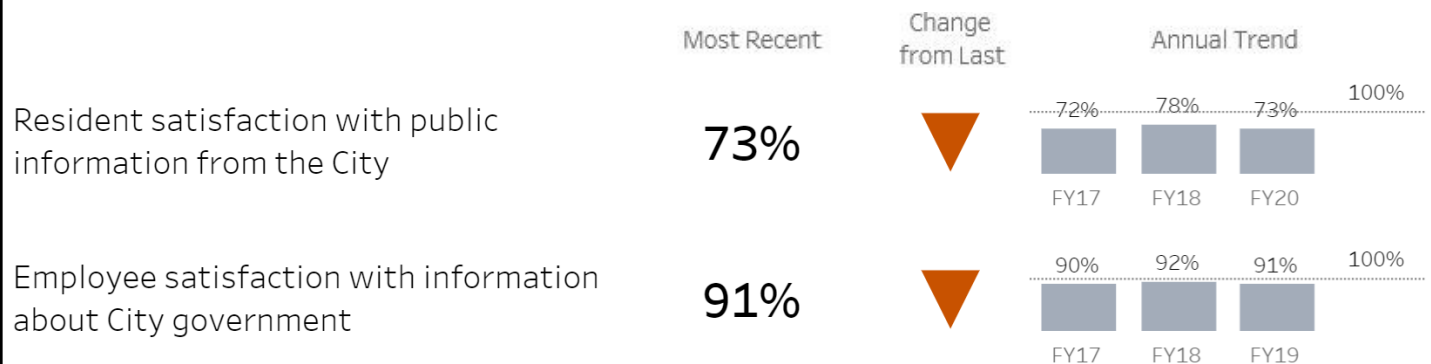
PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Increase the percentage of residents who approve of the overall quality of City government services from 2016's 77%.

Department Key Indicators

All data is reported by the department. Blue arrows indicate improvement, orange arrows indicate a need for improvement and N/A does not indicate a trend. The dashed line is the target selected by the department.





PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Strategic Communications	Development of external and internal messaging.	0.47 M	2
Website Content Management	Oversight and maintenance of content on the City's external and internal websites.	0.08 M	2
Internal Communications	Distribution of routine and emergency information to employees.	0.11 M	3
Print Publications	Design and layout of print publications for external and internal use.	0.10 M	3
Public Information	Distribution of routine and emergency information to the public.	0.20 M	3
Video Production	Development and production of external and internal video content.	0.45 M	3
Media Relations	Coordination with news media.	0.03 M	4
Outreach and Liaison	Coordination of City Academies, special recognition events, and boards and commissions.	0.12 M	4

Finance Department



The Finance Department is responsible for the assessment, collection, and enforcement of all City taxes, the management of cash flow and investments, accounting for and reporting the City's financial position, processing payroll, executing a fair and competitive procurement environment, assessing all real and personal property in the City, managing the City's risk and safety programs, and managing the City's pension plans. The goal of the Finance Department is to treat all employees, citizens, and business owners professionally, with fairness and compassion.

Department Contact Info

703.746.3900

www.alexandriava.gov/finance

Department Head

Kendel Taylor

CITY OF ALEXANDRIA, VIRGINIA

Finance Department



EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
Personnel	\$9,398,460	\$9,754,114	\$10,081,748	\$327,634	3.4%
Non-Personnel	\$2,997,093	\$3,420,428	\$3,434,377	\$13,949	0.4%
Capital Goods Outlay	\$0	\$41,485	\$41,485	\$0	0.0%
Total	\$12,395,553	\$13,216,027	\$13,557,610	\$341,583	2.6%
Expenditures by Fund					
General Fund	\$11,742,195	\$12,319,067	\$12,590,033	\$270,966	2.2%
Other Special Revenue	\$653,358	\$837,060	\$907,677	\$70,617	8.4%
Internal Service Fund	\$0	\$59,900	\$59,900	\$0	0.0%
Total	\$12,395,553	\$13,216,027	\$13,557,610	\$341,583	2.6%
Total Department FTEs	108.25	107.25	107.25	-	0.0%

FISCAL YEAR HIGHLIGHTS

- FY 2022 Personnel costs are increasing due to the cost of continuing the current level of service into the next fiscal year, projected healthcare and retirement benefits costs, and the restoration of merit increases taken in FY 2021 due to the COVID-19 pandemic partially offset by an \$376,970 increase in vacancy savings added to reflect FY 2022 hiring freezes.
- Non-Personnel costs are increasing primarily due to current service adjustments, increased financial software maintenance costs, and equipment replacement charges partially offset by an \$104,000 decrease in temporary services that reflects a service reduction taken to balance the FY 2022 budget.
- Travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities.

CITY OF ALEXANDRIA, VIRGINIA
Finance Department



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	107.25	\$13,216,027
All Programs Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year, and includes increases and/or decreases in salaries & benefits, contracts, and materials. This also includes the restoration of merit increases taken in FY 2021 to balance the budget due to the COVID-19 pandemic.	0.00	\$870,878
All Programs All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total this generated \$0.7 million of General Fund savings.	0.00	(\$48,325)
All Programs Temporary Staff—Temporary staff dollars are reduced in the FY 2022 proposed budget. Temporary staff are used seasonally and support customer service surges during the Personal Property tax and Real Estate assessment seasons. Existing City Staff will take over the duties performed by these positions with a potential impact on service.	0.00	(\$104,000)
Accounting Division Account Clerk III—A vacant position is temporarily frozen through FY 2022 with no service impact on other City departments. Existing City Staff will temporarily take over these added duties normally performed by this position.	0.00	(\$70,581)
Revenue Division Multiple Positions—A vacant Revenue Analyst III, Account Clerk III, and Account Clerk IV are temporarily frozen through FY 2022. These positions all support external facing functions, such as the customer service counter and the permit center, which are currently experiencing reduced foot traffic due to the COVID-19 pandemic. Existing City Staff will temporarily take over these added duties normally performed by these positions.	0.00	(\$235,872)
Treasury Division Account Clerk III—A vacant position is temporarily frozen through FY 2022 as it supports in-person traffic at City Hall which is currently reduced due to the COVID-19 pandemic. Existing City Staff will temporarily take over these added duties normally performed by this position.	0.00	(\$70,517)
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	107.25	\$13,557,610

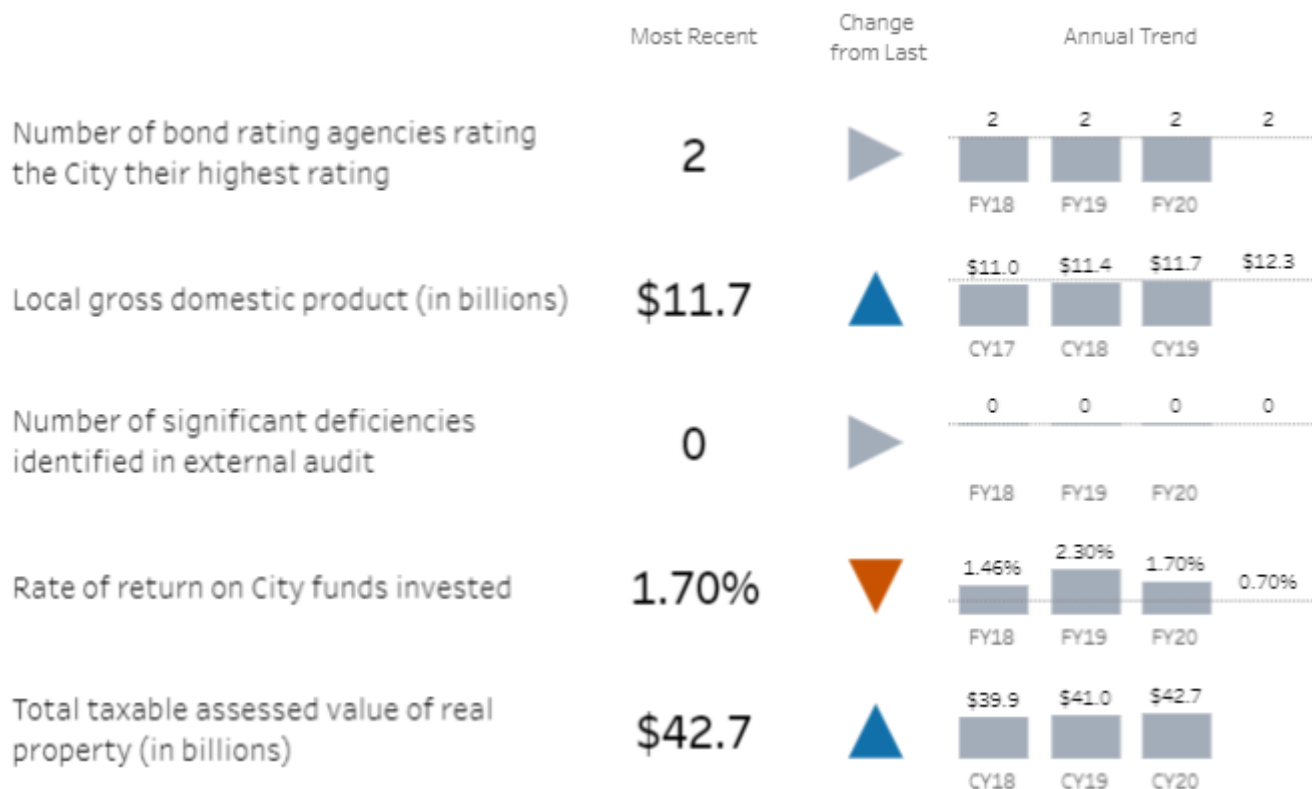
CITY OF ALEXANDRIA, VIRGINIA

Finance Department



PERFORMANCE INDICATORS

All data is reported by the department. Blue arrows indicate improvement, orange arrows indicates a need for improvement and N/A does not indicate a trend. The dashed line is the target selected by the department.



CITY OF ALEXANDRIA, VIRGINIA

Finance Department



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Business Tax	Administers the assessment of the City's business taxes (e.g. business license, meals tax, etc.)	0.80 M	1
Car Tax	Administers the assessment of the City's personal property tax (car tax).	0.87 M	1
Finance Administration	Responsible for financial management, human resources, information technology and other administrative functions.	1.46 M	1
Financial Reporting	Produces City's annual Comprehensive Annual Financial Report (CAFR), manages City's annual audit, and produces monthly, annual, and ad hoc financial reports and analyses.	1.17 M	1
Purchasing	Issues and maintains all City contracts, manages commercial fuel and purchase card programs, and is responsible for purchasing goods, services, construction, and insurance in support of all City departments.	0.48 M	1
Real Property Assessment	Assessment of all real property (residential and commercial) in the City.	1.23 M	1
Tax Billing	Prepares and sends accurate bills for all City taxes.	0.30 M	1
Cash Management and Investment	Day-to-day management of all City cash and investments.	0.32 M	2
Claims Management	Day-to-day administration of claims made against the City.	0.17 M	2
Discovery and Collections	Ensures City taxpayers are in compliance with local tax laws, including the assessment and collection of all liabilities.	1.25 M	2
Electronic Payment Processing	Processing of electronic payments (i.e. online payments)	0.73 M	2
Financial Business Processes	Maintains and manages updates to all electronic financial business processes	0.31 M	2
General Accounting	Maintains records of the financial operations of the City, prepares checks to fulfill City obligations to vendors, and monitors expenditures and revenues to determine compliance.	1.26 M	2
Payroll	Produces the City's bi-weekly payroll.	0.62 M	2
Pension Administration	Manages the pension and deferred compensation (457) plans for City employees, including sworn public safety employees.	0.71 M	2

CITY OF ALEXANDRIA, VIRGINIA
Finance Department



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Physical Payment Processing	Processing physical payments (e.g. in-person payments, mail, etc.)	0.87 M	2
Risk and Safety	Administration of the City's central risk mitigation and safety improvement efforts; management of City-wide insurance portfolio.	0.18 M	2
Special Billing	Issues, tracks, and collects receivables owed to the City related to citations for violations, bills for service, and other sources.	0.21 M	2
Board of Equalization	Forum to contest real property appraisals.	0.12 M	3
Retirement Administration	Provides and facilitates seminars, workshops, webinars, and counseling to assist employees with retirement and financial planning.	0.16 M	3

CITY OF ALEXANDRIA, VIRGINIA

Finance Department



PROGRAM LEVEL SUMMARY

Program	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Accounting	\$2,789,533	\$2,673,047	\$2,739,106	\$66,059	2.5%
Leadership & Management	\$1,258,705	\$1,527,953	\$1,689,388	\$161,435	10.6%
Pension Administration	\$785,807	\$976,688	\$1,001,206	\$24,518	2.5%
Purchasing	\$436,663	\$456,349	\$477,792	\$21,443	4.7%
Real Estate Assessments	\$1,205,513	\$1,282,023	\$1,439,339	\$157,316	12.3%
Revenue	\$3,357,543	\$3,405,432	\$3,314,637	(\$90,795)	-2.7%
Risk Management	\$345,532	\$315,236	\$347,354	\$32,118	10.2%
Treasury	\$2,216,255	\$2,579,299	\$2,548,788	(\$30,511)	-1.2%
Total Expenditures (All Funds)	\$12,395,553	\$13,216,027	\$13,557,610	\$341,583	2.6%

- Accounting increases due to current service adjustments to include an increase in support maintenance costs, equipment replacement costs, and a hiring freeze on a vacant Account Clerk III position.
- Leadership & Management increases in FY 2022 are due to current service adjustments, equipment replacement costs, and an increase in system support maintenance costs.
- The Pension Division FY 2022 budget is increasing due to current service adjustments.
- Purchasing Division increases due to current service adjustments, equipment replacement costs, and an increase in office rental costs.
- Real Estate Division increases are due to current service adjustments.
- Revenue Division decreases are due to current service adjustments, an increase in business system contract costs that support collection efforts, and a hiring freeze on vacant Revenue Analyst III and Account Clerk III & IV positions.
- Risk Management Division is increasing due to current service adjustments.
- The Treasury Division FY 2022 budget decreases due to current service adjustments; equipment replacement costs; an increase in projected photocopying, fuel and maintenance costs; and a hiring freeze on a vacant Account Clerk III.

CITY OF ALEXANDRIA, VIRGINIA
Finance Department



PROGRAM LEVEL SUMMARY

Program	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	Change 2021 - 2022	% Change 2021 - 2022
Accounting	16.75	16.75	16.75	0.00	0.0%
Leadership & Management	13.00	12.00	12.00	0.00	0.0%
Pension Administration	6.00	6.00	6.00	0.00	0.0%
Purchasing	11.00	11.00	11.00	0.00	0.0%
Real Estate Assessments	13.00	12.00	12.00	0.00	0.0%
Revenue	28.00	30.00	30.00	0.00	0.0%
Risk Management	3.00	3.00	3.00	0.00	0.0%
Treasury	17.50	16.50	16.50	0.00	0.0%
Total FTEs	108.25	107.25	107.25	-	0.0%

- The FY 2022 proposed budget does not include any FTE level changes.

CITY OF ALEXANDRIA, VIRGINIA

Finance Department



ACCOUNTING

Program Description: This program prepares financial reports, pays employees and vendors, and performs reconciliations.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$1,794,618	\$1,730,514	\$1,744,342	\$13,828	0.8%
Non-Personnel	\$994,914	\$939,748	\$991,979	\$52,231	5.6%
Capital Goods Outlay	\$0	\$2,785	\$2,785	\$0	0.0%
Total Program Expenditures (All Funds)	\$2,789,533	\$2,673,047	\$2,739,106	\$66,059	2.5%
Total Program FTEs	16.75	16.75	16.75	0.00	0.0%

LEADERSHIP & MANAGEMENT

Program Description: This program manages general departmental administration and provides City-wide financial management.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$1,154,814	\$1,379,928	\$1,535,788	\$155,860	11.3%
Non-Personnel	\$103,891	\$109,325	\$114,900	\$5,575	5.1%
Capital Goods Outlay	\$0	\$38,700	\$38,700	\$0	0.0%
Total Program Expenditures (All Funds)	\$1,258,705	\$1,527,953	\$1,689,388	\$161,435	10.6%
Total Program FTEs	13.00	12.00	12.00	0.00	0.0%

CITY OF ALEXANDRIA, VIRGINIA

Finance Department



PENSION ADMINISTRATION

Program Description: This program is responsible for pension investment, plan administration, and retirement education and planning for City employees.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$735,207	\$796,466	\$820,999	\$24,533	3.1%
Non-Personnel	\$50,600	\$180,222	\$180,207	(\$15)	0.0%
Total Program Expenditures (All Funds)	\$785,807	\$976,688	\$1,001,206	\$24,518	2.5%
Total Program FTEs	6.00	6.00	6.00	0.00	0.0%

PURCHASING

Program Description: This program is responsible for centralized City procurement.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$262,476	\$239,868	\$255,588	\$15,720	6.6%
Non-Personnel	\$174,187	\$216,481	\$222,204	\$5,723	2.6%
Total Program Expenditures (All Funds)	\$436,663	\$456,349	\$477,792	\$21,443	4.7%
Total Program FTEs	11.00	11.00	11.00	0.00	0.0%

CITY OF ALEXANDRIA, VIRGINIA

Finance Department



REAL ESTATE ASSESSMENTS

Program Description: This program assesses the value of each parcel of real estate in the City, the value of which is used to bill for the real estate tax.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$1,079,815	\$1,062,906	\$1,243,041	\$180,135	16.9%
Non-Personnel	\$125,698	\$219,117	\$196,298	(\$22,819)	-10.4%
Total Program Expenditures (All Funds)	\$1,205,513	\$1,282,023	\$1,439,339	\$157,316	12.3%
Total Program FTEs	13.00	12.00	12.00	0.00	0.0%

REVENUE

Program Description: This program performs the assessment, collection, audit, and analysis of business taxes and personal property taxes (car tax).

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$2,620,365	\$2,754,603	\$2,636,826	(\$117,777)	-4.3%
Non-Personnel	\$737,178	\$650,829	\$677,811	\$26,982	4.1%
Total Program Expenditures (All Funds)	\$3,357,543	\$3,405,432	\$3,314,637	(\$90,795)	-2.7%
Total Program FTEs	28.00	30.00	30.00	0.00	0.0%

CITY OF ALEXANDRIA, VIRGINIA

Finance Department



RISK MANAGEMENT

Program Description: This program administers the City's workers' compensation claims, manages the City's insurance portfolio, and oversees the City's safety program.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$329,067	\$270,470	\$305,238	\$34,768	12.9%
Non-Personnel	\$16,465	\$44,766	\$42,116	(\$2,650)	-5.9%
Total Program Expenditures (All Funds)	\$345,532	\$315,236	\$347,354	\$32,118	10.2%
Total Program FTEs	3.00	3.00	3.00	0.00	0.0%

TREASURY

Program Description: This program bills, receives, invests, and manages all City monies.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$1,422,098	\$1,519,359	\$1,539,926	\$20,567	1.4%
Non-Personnel	\$794,158	\$1,059,940	\$1,008,862	(\$51,078)	-4.8%
Total Program Expenditures (All Funds)	\$2,216,255	\$2,579,299	\$2,548,788	(\$30,511)	-1.2%
Total Program FTEs	17.50	16.50	16.50	0.00	0.0%

General Services



Our mission is to provide exceptional management of the City's facilities, surplus real estate and other support services for all of our customers. The Department of General Services staff strives to provide both internal and external customers with quality services by responding to service requests in a timely manner, listening to our customers, and seeking assurance that customers are satisfied with the resolution.

Department Contact Info

703.746.4770

www.alexandriava.gov/generalservices

Department Head

Jeremy McPike

General Services



EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
Personnel	\$4,925,040	\$5,105,371	\$5,225,827	\$120,456	2.4%
Non-Personnel	\$5,674,598	\$5,970,531	\$5,541,007	(\$429,524)	-7.2%
Capital Goods Outlay	\$25,849	\$113,500	\$70,500	(\$43,000)	-37.9%
Transfer to CIP	\$100,000	\$0	\$0	\$0	0.0%
Total	\$10,725,487	\$11,189,402	\$10,837,334	(\$352,068)	-3.1%
Expenditures by Fund					
General Fund	\$10,505,761	\$10,950,902	\$10,641,834	(\$309,068)	-2.8%
Fiscal Year Grants	\$979	\$0	\$0	\$0	0.0%
Other Special Revenue	\$101,511	\$125,000	\$125,000	\$0	0.0%
Internal Service Fund	\$117,236	\$113,500	\$70,500	(\$43,000)	-37.9%
Total	\$10,725,487	\$11,189,402	\$10,837,334	(\$352,068)	-3.1%
Total Department FTEs	73.83	57.83	57.83	0.00	0.0%

FISCAL YEAR HIGHLIGHTS

- Personnel costs increase mainly due to a decreased vacancy savings factor (\$242,069) as a result of not continuing the City-wide selective hiring freeze and annual merit increases. Offsetting these increases is a personnel cost reduction due to a hiring freeze on an Administrative Division Chief position (\$138,126).
- Non-personnel decreases due to reductions in travel and training budgets, office space rentals, building maintenance costs, equipment maintenance, and professional services. Offsetting these decreases is an increase in utility expense budgets.
- Capital Outlays decrease due to the decrease in vehicle replacement costs.



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	57.83	\$11,189,402
All Programs Current services adjustment– Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes a decreased vacancy savings factor (\$242,069), increases in utility cost allocations (\$56,174), annual merit increases, equipment replacement charges, and increases and/or decreases in contracts and materials.	0.00	\$407,681
All Programs All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total this generated \$0.7 million of General Fund savings.	0.00	(\$16,675)
Leadership and Management All Tavern Square office space cost estimates are adjusted in the FY 2022 proposed budget to reflect a lease extension agreement. In total this generated \$0.6 million of General Fund savings.	0.00	(\$64,777)
Leadership and Management An Administrative Division Chief position will remain vacant for all of FY 2022. This position is responsible for all Administrative Division functions for the Department including fiscal management, budget development, procurement, and City-wide real estate administration.	0.00	(\$138,126)
Facilities Management Non-personnel budgets in multiple accounts associated with building operations are reduced by a total of \$145,000. This reduction is not expected to affect DGS's workplan, but may hinder the department's ability to perform ad-hoc requests and respond to emergencies.	0.00	(\$145,000)
Facilities Management The proposed budget eliminates funding for a part-time seasonal Sound Technician position that provides support at all in-person City Council meetings. DGS will collaborate with ITS to determine alternative solutions for technical sound support at City Council meetings.	0.00	(\$13,065)
Facilities Management The proposed FY 2022 budget reduces the hours worked by contracted armed security guards at City Hall from 220 hours per week to 170 hours per week at a cost saving of \$60,606.	0.00	(\$60,606)
Leadership and Management and Facilities Management This temporary reduction affects budgets in multiple non-personnel accounts associated with Project Management and Leadership by a total of \$200,000. This reduction is not expected to affect DGS's workplan for FY 2022, but may hinder the Department's ability to perform ad-hoc projects, third-party studies and analyses, and respond to emergency building repairs.	0.00	(\$200,000)
Facilities Management In FY 2022, the Sheriff's Office will be assuming the maintenance associated with the newly installed security system at the Courthouse and Public Safety Center. This will save DGS \$30,000 by transferring the maintenance responsibilities to the Sheriff's Office.	0.00	(\$30,000)



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
Facilities Management This efficiency savings proposal is a result of the department having been able to negotiate a reduction of the cost of the full-service project management agreement for the building management system.	0.00	(\$35,500)
Facilities Management The proposed budget temporarily reduces the special events budget by \$10,000 due to the reduction in special events and in-person City Council meetings during the Covid-19 public health emergency.	0.00	(\$10,000)
Facilities Management The non-personnel budget in the Support Services is reduced by \$10,000. These funds cover support and customer service to City departments for requests such as document disposal, surplus management, furniture relocation, and event and meeting setups.	0.00	(\$10,000)
External Services Employee parking in the Tavern Square garage has been temporarily eliminated due to a significant reduction in the number of City employees parking in this facility during the COVID-19 pandemic. The proposed budget continues this reduction into FY 2022.	0.00	(\$36,000)
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	57.83	\$10,837,334



PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Increase the percentage of City-owned building square footage that is rated Grade C/Average or better according to the Facility Condition Index (FCI) rating from 2016's 56%.

Department Key Indicators

All data is reported by the department. Blue arrows indicate improvement, orange arrows indicate a need for improvement and N/A does not indicate a trend. The dashed line is the target selected by the department.

	Most Recent	Change from Last	Annual Trend			
Percent of City owned facility square footage that is rated a grade C or better	61%		63% FY18	62% FY19	61% FY20	56%
Number of capital improvement projects completed	45		49 FY18	64 FY19	45 FY20	90
Percent of capital improvement projects completed on or under budget	100%		100% FY18	100% FY19	100% FY20	100%
Recapitalization rate (percent of capital funding to total asset replacement value)	1.62%		2.17% FY18	0.99% FY19	1.62% FY20	3%
Number of corrective work orders completed	6,520		6,996 FY18	8,380 FY19	6,520 FY20	7,000
Number of preventative maintenance work orders completed	4,707		4,777 FY18	4,623 FY19	4,707 FY20	4,800
Leased square footage	307,865		310,769 FY18	309,969 FY19	307,865 FY20	309,865
Average cost per square foot of leased space	\$27.0		\$23.5 FY18	\$24.0 FY19	\$27.0 FY20	\$29.0



PERFORMANCE INDICATORS

	Most Recent	Change from Last	Annual Trend			
Percent of vendor spaces filled at the Old Town Farmers Market on average each week	85%	▼	96%	94%	85%	98%
			FY18	FY19	FY20	
Average number of visitors to the Old Town Farmers Market yearly	144,300	▼	193,884	226,180	144,300	195,000
			FY18	FY19	FY20	
Number of pet licenses sold	4,933	▲	4,745	4,875	4,933	5,200
			FY18	FY19	FY20	
Number of animals sheltered	1,693	▼	1,962	1,753	1,693	2,000
			FY18	FY19	FY20	
Average number of days from impound to adoption	18	▲	17	17	18	14
			FY18	FY19	FY20	
Number of sheltered animals adopted	1,309	▼	1,641	1,438	1,309	1,800
			FY18	FY19	FY20	
Number of pieces of mail processed	252,746	▼	360,000	315,039	252,746	296,000
			FY18	FY19	FY20	
Number of print jobs processed	1,338	▼	1,402	1,465	1,338	1,350
			FY18	FY19	FY20	
Percent of print jobs processed and delivered in-house	73%	▼	68%	79%	73%	70%
			FY18	FY19	FY20	



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Farmer's Market	The Farmer's Market provides increased access to healthy foods and other goods in Old Town.	0.10 M	1
Project Planning & Construction Management	Develops and manages capital and construction projects for the City facilities.	0.84 M	1
Animal Shelter, Adoption, and Control	Provide animal shelter management, licensing and public service programs.	1.28 M	2
Budget Management	Staff prepare, implement and monitor the department operational and capital budgets,	0.27 M	2
Community Energy Programs	This service facilitates programs and education to encourage Alexandria community residents and businesses to utilize best practices to reduce energy use, and greenhouse gas emissions.	0.13 M	2
Emergency Response	Provides emergency planning and response during weather and non weather related events that impact City facilities.	0.16 M	2
Energy Management	Energy Management reduces City government costs and greenhouse gas emissions by minimizing energy use in City government facilities, operations, and vehicular fleet.	0.62 M	2
Facility Asset Management	This service provides customer service and support to City departments in regards to the maintenance, health, and safety of City facilities.	5.10 M	2
General Administration	Provides staff management, customer service, logistical support, and inter-departmental and intra-departmental coordination.	0.41 M	2
Procurement	The service provides procurement support for all goods, services and work that is vital to the department.	0.26 M	2
Utility Management	Utility Management includes the acquisition of utility & fuel resources; utility budgeting, bill processing & payment; and utility cost-saving analysis on behalf of City government agencies.	0.30 M	2
Utility Regulatory & Policy Affairs	This service provides support to City Council and the City Manager on local, state, and federal energy and sustainability policy issues.	0.09 M	2
Financial Management	Administrative staff provide various financial management functions.	0.36 M	3
Human Resources Management	Provide human resources services and support for departmental employees and serve as department liaison to the City central HR Department.	0.15 M	3
Print Services	This service provides high speed copying, binding, and makes self-service copying available to all City staff.	0.11 M	3
Real Estate Management	This service includes lease administration, revenue collection, and disposition of real estate.	0.41 M	3
Mail Services	Print Services delivers internal and external mail on the behalf of all City staff.	0.17 M	4
Support Services	This service offer support and customer service to City departments for requests such as document disposal, surplus management, furniture relocation, and event and meeting set ups.	0.30 M	4

General Services



PROGRAM LEVEL SUMMARY

Program	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Leadership and Management	\$1,901,509	\$1,645,263	\$1,625,194	(\$20,069)	-1.2%
Energy Management	\$1,166,583	\$1,419,611	\$1,511,315	\$91,704	6.5%
External Services	\$1,857,363	\$1,357,555	\$1,319,325	(\$38,230)	-2.8%
Facilities Management	\$5,593,840	\$6,447,249	\$6,066,631	(\$380,618)	-5.9%
Fleet Management	(\$34,922)	\$0	\$0	\$0	0.0%
Printing & Mail Services	\$241,157	\$319,724	\$314,869	(\$4,855)	-1.5%
Total Expenditures (All Funds)	\$10,725,487	\$11,189,402	\$10,837,334	(\$352,068)	-3.1%

- The proposed budget for the General Services Leadership and Management Program decreases mainly due to a temporary hiring freeze on an Administrative Division Chief position and the cost savings resulting from the Tavern Square Lease Extension. Offsetting these decreases is a decrease in the vacancy savings factor.
- Energy Management increases due to annual merit increases and position reclassifications as well as an increase in utility cost allocations (\$55,474).
- External Services decreases mainly due to the transfer of \$9,500 in the seasonal employees budget and the associated FICA tax decreases to match the actual spending to the Facilities Management Program. Also contributing to the decrease is a cost reduction due to the temporary suspension of employee parking at the Tavern Square garage. Offsetting these decreases are an anticipated increase of the City's contribution to the Animal Welfare League (\$23,370).
- Facilities Management Program's personnel costs increase due to a mid-year reclassification of multiple Trades positions and the transfer of the seasonal employees budget from External Services. This increase is offset by savings due to employee turnover. The non-personnel costs decrease due to reductions in special events, project management, building operations budgets as well a reduction of funds for City Hall security professional services, sound technician support, and PSC maintenance. Offsetting these decreases is an increase in equipment depreciation charges.
- The Fleet Management Program was transferred to the Department of Transportation & Environmental Services in the prior year.
- The decrease in Printing & Mail Services is mainly due to employee turnover and an anticipated reduction in photocopying costs.

General Services



PROGRAM LEVEL SUMMARY

Program	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	Change 2021 - 2022	% Change 2021 - 2022
Leadership and Management	11.00	11.00	11.00	0.00	0.0%
Energy Management	5.00	6.00	6.00	0.00	0.0%
External Services	0.40	0.40	0.40	0.00	0.0%
Facilities Management	34.80	35.80	35.80	0.00	0.0%
Fleet Management	18.00	0.00	0.00	0.00	0.0%
Printing & Mail Services	4.63	4.63	4.63	0.00	0.0%
Total FTEs	73.83	57.83	57.83	0.00	0.0%

- There are no FTE changes for FY 2022.

General Services



LEADERSHIP & MANAGEMENT

Program Description: This program provides department managed business processes, administers animal shelter management and animal control, Old Town Farmer's Market, employee parking management (leased spaces), and real estate management.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$1,469,720	\$1,190,783	\$1,282,328	\$91,545	7.7%
Non-Personnel	\$321,635	\$340,980	\$272,366	(\$68,614)	-20.1%
Capital Goods Outlay	\$10,154	\$113,500	\$70,500	(\$43,000)	-37.9%
Transfer to CIP	\$100,000	\$0	\$0	\$0	100.0%
Total Program Expenditures (All Funds)	\$1,901,509	\$1,645,263	\$1,625,194	(\$20,069)	-1.2%
Total Program FTEs	11.00	11.00	11.00	0.00	0.0%

ENERGY MANAGEMENT

Program Description: This program provides energy management to support city operations; community energy efficiency and renewable energy program management; engineering design and operations support; capital project implementation; energy assurance and reliability management; public utility regulatory, policy affairs, and consumer advocacy subject matter expertise support; and utility resource procurement and management.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$340,643	\$463,782	\$498,198	\$34,416	7.4%
Non-Personnel	\$825,941	\$955,829	\$1,013,117	\$57,288	6.0%
Total Program Expenditures (All Funds)	\$1,166,583	\$1,419,611	\$1,511,315	\$91,704	6.5%
Total Program FTEs	5.00	6.00	6.00	0.00	0.0%

General Services



EXTERNAL SERVICES

Program Description: This program provides management of the Old Town Farmers' Market and administers animal shelter

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$57,625	\$54,768	\$43,940	(\$10,828)	-19.8%
Non-Personnel	\$1,799,737	\$1,302,787	\$1,275,385	(\$27,402)	-2.1%
Total Program Expenditures (All Funds)	\$1,857,363	\$1,357,555	\$1,319,325	(\$38,230)	-2.8%
Total Program FTEs	0.40	0.40	0.40	0.00	0.0%

FACILITIES MANAGEMENT

Program Description: This program provides building portfolio management and capital improvements planning/designing/construction management.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$2,774,766	\$3,071,116	\$3,079,394	\$8,278	0.3%
Non-Personnel	\$2,803,379	\$3,376,133	\$2,987,237	(\$388,896)	-11.5%
Capital Goods Outlay	\$15,695	\$0	\$0	\$0	0.0%
Total Program Expenditures (All Funds)	\$5,593,840	\$6,447,249	\$6,066,631	(\$380,618)	-5.9%
Total Program FTEs	34.80	35.80	35.80	0.00	0.0%

General Services



FLEET MANAGEMENT

Program Description: This program provides fleet management, fleet maintenance and repair, fleet acquisition and disposition, fuel management, and motor pool management. This program was transferred to the Department of Transportation & Environmental Services in FY 2021.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$0	\$0	\$0	\$0	0.0%
Non-Personnel	(\$34,922)	\$0	\$0	\$0	0.0%
Capital Goods Outlay	\$0	\$0	\$0	\$0	0.0%
Total Program Expenditures (All Funds)	(\$34,922)	\$0	\$0	\$0	0.0%
Total Program FTEs	18.00	0.00	0.00	0.00	0.0%

PRINTING & MAIL SERVICES

Program Description: This program provides print services and mail delivery services.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$282,286	\$324,922	\$321,967	(\$2,955)	-0.9%
Non-Personnel	(\$41,129)	(\$5,198)	(\$7,098)	(\$1,900)	36.6%
Total Program Expenditures (All Funds)	\$241,157	\$319,724	\$314,869	(\$4,855)	-1.5%
Total Program FTEs	4.63	4.63	4.63	0.00	0.0%

Human Resources



The mission of the Department of Human Resources is to be a fair, objective, and strategic partner with the stakeholders of the City of Alexandria, striving for excellence in the work that we do. The Department of Human Resources supports the City in all efforts to recruit, retain, develop, and motivate its greatest asset – employees.

Department Contact Info

703.746.3777

<https://alexandriava.gov/HR>

Department Head

Shawnda H. Howard



EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
Personnel	\$2,961,260	\$3,012,612	\$3,144,212	\$131,600	4.4%
Non-Personnel	\$1,296,252	\$999,668	\$1,244,313	\$244,645	24.5%
Total	\$4,257,512	\$4,012,280	\$4,388,525	\$376,245	9.4%
Expenditures by Fund					
General Fund	\$4,257,512	\$4,012,280	\$4,388,525	\$376,245	9.4%
Total	\$4,257,512	\$4,012,280	\$4,388,525	\$376,245	9.4%
Total Department FTEs	26.00	25.00	25.00	0.00	0.0%

FISCAL YEAR HIGHLIGHTS

- Personnel costs increase mainly due to employee turnover, position reclassifications, and annual merit increases. The increase also includes a decreased vacancy savings factor as a result of not continuing the selective City-wide hiring freeze into FY 2022.
- Non-personnel increases primarily due to the transfer of the City employee transit benefit program (\$210,000) from the Department of Transportation and Environmental Services. Included in this increase are anticipated contractual services increases for the ERP, Application Tracking System, employee benefit selection solutions, and restoration of the FY 2021 Budget 2.0-related 25% reduction of the City-wide employee education and training budget (\$86,606).
- Offsetting this increase in non-personnel costs is a 50% reduction in departmental travel, conferences, mileage, and training dollars (\$17,605) due to COVID-19 and the delay or cancellation of many in-person training opportunities. Also offsetting the overall increase in non-personnel expenditures are reductions in City-wide professional health services and benefit consulting services.



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	25.00	\$4,012,280
All Programs Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$96,094
All Programs The FY 2022 proposed budget includes a decreased vacancy savings factor as a result of discontinuing a City-wide selective hiring freeze and returning the vacancy savings factors across all departments to the pre-pandemic levels.	0.00	\$85,837
All Programs All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget compared to FY 2020 or an additional 25% compared to FY 2021 budgets due to COVID-19 and the delay or cancellation of many in person training opportunities. In total this generated \$0.7 million of General Fund savings. This reduction does not include funds for City-wide employee education and training programs.	0.00	(\$17,605)
Employee Relations & Talent Acquisitions and Learning and Organization Development (LOD) The proposed FY 2022 budget restores the FY 2021 Budget 2.0-related 25% reduction for the City employee education and training programs, which includes a number of continuous improvement opportunities such as professional development, tuition assistance, City-wide classes, special education cohort programs, and online learning and onboarding training.	0.00	\$86,606
Employee Benefits, Compensation and HR Information Systems (HRIS) City employees are eligible for transit benefits for commute to and from work as well as pre-tax monthly payroll deductions for transit benefits. Previously, the Department of Transportation and Environmental Services (T&ES) had administered this program in close collaboration with Human Resources. To improve administrative efficiency of the program and its coordination with other employee benefits, the transit benefit program and associated funding was transferred from T&ES to Human Resources as a mid-year service adjustment.	0.00	\$210,000
Strategy & Operations The department's FY 2022 photocopying funds are reduced to reflect expected limited employee outreach mail and in-person service deliveries during modified business operations due to COVID-19.	0.00	(\$7,037)
Employee Benefits, Compensation and HR Information Systems (HRIS) City-wide benefits consulting services are temporarily reduced for FY 2022. Benefits consultants partner with the Department of Human Resources to develop healthcare cost optimization strategies and market-competitive plans for talent recruitment and retention; and to provide plan monitoring and performance reporting within City and against comparable organizations.	0.00	(\$51,650)
Employee Benefits, Compensation and HR Information Systems (HRIS) City-wide professional health services are temporarily reduced for FY 2022. These services include, but are not limited to, pre-employment drug testing and physical examinations, fitness-for-duty examinations, and functional capacity examinations.	0.00	(\$26,000)
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	25.00	\$4,388,525



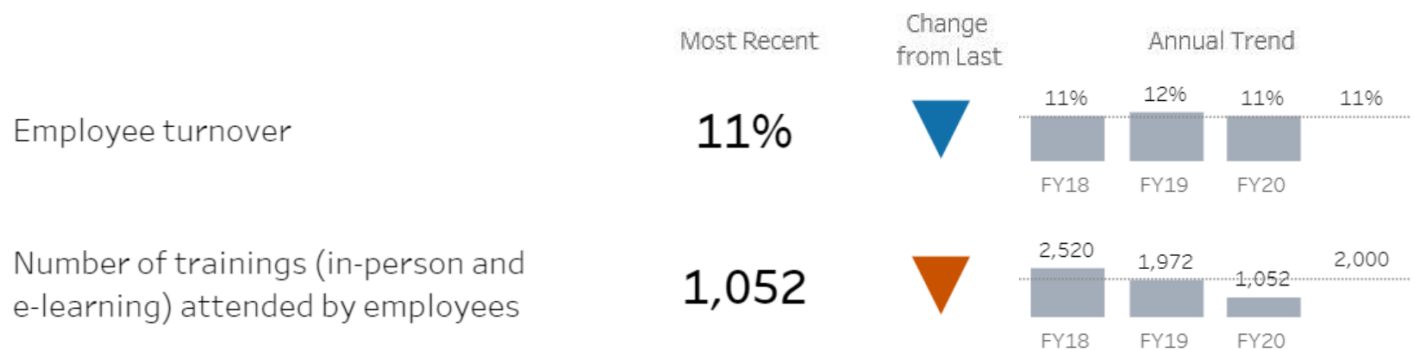
PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Increase the percentage of residents who approve of the overall quality of City government services from 2016's 77%.

Department Key Indicators

All data is reported by the department. Blue arrows indicate improvement, orange arrows indicate a need for improvement and N/A does not indicate a trend. The dashed line is the target selected by the department.





PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Benefits	Provides leadership and guidance on City government employee benefit policies and administers benefit programs to attract, motivate, engage, and retain talent.	1.13 M	2
Compensation and Human Resources Information Systems (HRIS)	Designs and administers compensation programs to attract, motivate and retain talent; and manages human resource transactions and data.	0.76 M	2
Employee Relations	Provides guidance, counsel and information to City government agencies on employment laws, regulations and policies to enhance the employee experience.	0.30 M	2
Learning and Organization Development	Provides internal consulting services and programs to enhance and improve City government departmental and individual performance.	0.62 M	2
Strategy and Operations	Develops the human resources strategic direction of the City government, and drives performance and operational excellence.	0.78 M	2
Talent Acquisition	Attracts and recruits the best talent from diverse pools to achieve City government strategic goals.	0.42 M	2
Legal Counsel	Consults with outside general counsel for employment law matters and investigations.	0.00 M	3



PROGRAM LEVEL SUMMARY

Program	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Strategy and Operations	\$1,096,563	\$786,850	\$906,979	\$120,129	15.3%
Employee Relations, Talent Acquisition, Learning and Organizational Development	\$1,233,597	\$1,262,773	\$1,328,991	\$66,218	5.2%
Employee Benefits, Compensation and HR Information Systems (HRIS)	\$1,927,353	\$1,962,657	\$2,152,555	\$189,898	9.7%
Total Expenditures (All Funds)	\$4,257,512	\$4,012,280	\$4,388,525	\$376,245	9.4%

- Strategy and Operations' personnel costs increase by \$114,733 mainly due to a re-allocation of an Administrative Support position (\$98,130) from the Employee Relations & Talent Management, and LOD Program. The Program's non-personnel expenditures also increase by \$5,396 due to anticipated contract increases offset by the 50% reduction in travel and training budgets and the temporary reduction in photocopying funds.
- Salaries and benefits for the Employee Relations, Talent Acquisition, LOD Program decrease by \$27,235 mainly due to re-allocation of an Admin Support position to the HR Leadership & Management Program as well as a net impact of employee turnover, a position reclassification, and a decrease in the vacancy savings factor. Non-personnel costs increase by \$93,453 primarily as a result of the restoration of the FY 2021 Budget 2.0-related 25% reduction for the employee education and training programs (\$86,606) as well as advertising cost, software expenditure, and contract increases.
- Personnel costs for the Employee Benefits, Compensation and HRIS Program increase by \$44,102 due to the net effect of employee turnover and a position reclassification. The non-personnel costs increase of \$145,796 is mainly the transfer of the employee transit benefit program from the Department of Transportation & Environmental Services (\$210,000) as well as employee benefit selection solutions and ERP contract increases. These increases are offset by temporary reductions in benefits consulting services and professional health services.

Human Resources



PROGRAM LEVEL SUMMARY

Program	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	Change 2021 - 2022	% Change 2021 - 2022
Strategy and Operations	5.00	4.00	5.00	1.00	25.0%
Employee Relations, Talent Acquisition, Learning and Organizational Development	8.00	8.00	7.00	(1.00)	-12.5%
Employee Benefits, Compensation and HR Information Systems (HRIS)	13.00	13.00	13.00	0.00	0.0%
Total FTEs	26.00	25.00	25.00	0.00	0.0%

- Human Resources full-time equivalents remain unchanged. Strategy and Operations gains one FTE, which was budgeted in the Employee Relations, Talent Acquisition and Learning and Organization Development (LOD) program in FY 2021.



STRATEGY & OPERATIONS

Program Description: This program provides leadership and enterprise resource planning.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$624,278	\$531,696	\$646,429	\$114,733	21.6%
Non-Personnel	\$472,284	\$255,154	\$260,550	\$5,396	2.1%
Total Program Expenditures (All Funds)	\$1,096,563	\$786,850	\$906,979	\$120,129	15.3%
Total Program FTEs	5.00	4.00	5.00	1.00	25.0%

EMPLOYEE RELATIONS, TALENT ACQUISITION,
LEARNING AND ORGANIZATIONAL DEVELOPMENT

Program Description: This program provides employee relations, professional development, recruitment, and training.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$814,994	\$931,456	\$904,221	(\$27,235)	-2.9%
Non-Personnel	\$418,603	\$331,317	\$424,770	\$93,453	28.2%
Total Program Expenditures (All Funds)	\$1,233,597	\$1,262,773	\$1,328,991	\$66,218	5.2%
Total Program FTEs	8.00	8.00	7.00	-1.00	-12.5%



EMPLOYEE BENEFITS, COMPENSATION & HRIS

Program Description: This programs supports the City's pay and benefits programs.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$1,521,988	\$1,549,460	\$1,593,562	\$44,102	2.8%
Non-Personnel	\$405,365	\$413,197	\$558,993	\$145,796	35.3%
Total Program Expenditures (All Funds)	\$1,927,353	\$1,962,657	\$2,152,555	\$189,898	9.7%
Total Program FTEs	13.00	13.00	13.00	0.00	0.0%

Information Technology Services



The City's Information Technology Services (ITS) department is responsible for the centralized operation of the City's information technology services, support, and IT infrastructure. The ITS department is organized to provide a flexible, efficient and effective structure to manage information technology operations and investments to support the City's strategic goals, business processes and enterprise-wide information needs.

Department Contact Info

703.746.3001

<http://alexandriava.gov/technology/>

Department Head

Vanetta Pledger

Information Technology Services



EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
Personnel	\$7,556,898	\$8,481,463	\$8,879,646	\$398,183	4.7%
Non-Personnel	\$4,104,227	\$4,678,343	\$4,917,462	\$239,119	5.1%
Total	\$11,661,124	\$13,159,806	\$13,797,108	\$637,302	4.8%
Expenditures by Fund					
General Fund	\$11,288,106	\$12,664,588	\$13,292,603	\$628,015	5.0%
Other Special Revenue	\$373,018	\$495,218	\$504,505	\$9,287	1.9%
Total	\$11,661,124	\$13,159,806	\$13,797,108	\$637,302	4.8%
Total Department FTEs	72.00	74.00	76.00	2.00	2.7%

FISCAL YEAR HIGHLIGHTS

- Personnel increases are due to the cost of continuing the current level of service into the next fiscal year and the restoration of merit increases taken in FY 2021 due to the COVID-19 pandemic, partially offset by turnover savings and an \$185,455 increase in vacancy savings added to reflect FY 2022 hiring freezes.
- A Virtual Collaboration Engineer position (1.00 FTE) is added to produce and manage virtual public and internal meetings Citywide.
- Non-personnel increases are due to increases in software licenses and maintenance renewal costs, telecommunications costs, and FY 2022 proposed service level adjustments.
- Special Revenue increases are due to the cost of continuing the current level of service into FY 2022.
- ITS has identified ongoing FY 2021 service level increases, primarily increases in various software licenses that allow for virtual public meetings and internal meetings Citywide, that were made in order to respond to the COVID-19 pandemic. Continuation of funding for these ongoing costs (\$408,380) into FY 2022 will be necessary. Funding for these expenditures assume future stimulus and relief funds at the Federal level will be approved.

Information Technology Services



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	74.00	\$13,159,806
All Programs Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials. Other non-personnel expenditures increased over FY 2021 approved budget due to FY 2022 cost increases for Citywide software programs such as the annual enterprise licensing fee, device management platform, video communications platform, and the City's cloud service support costs. Additionally, a shared payment agreement was reinstated with various public safety departments to split the cost for software that supports their virtual servers.	0.00	\$1,441,713
All Programs All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total this generated \$0.7 million of General Fund savings.	0.00	(\$54,450)
All Programs All Tavern Square office space cost estimates are adjusted in the FY 2022 proposed budget to reflect savings resulting from a lease extension agreement. In total this generated \$0.6 million of General Fund savings.	0.00	(\$213,282)
Multiple Programs Various ITS operating costs are reduced across several internal programs and include services such as printing, office supplies, building costs, and fuel costs.	0.00	(\$13,393)
Applications Division Content management system phase-out—This proposal reflects an efficiency achieved by accelerating the phase-out of the old website platform, thereby eliminating associated maintenance costs. There is no service impact associated with this reduction.	0.00	(\$12,354)
Communications Division Miscellaneous Telecommunications Hardware—This proposal reduces by 80% the amount of replacement telecommunications hardware that is used to repair office phones and associated telephony and VOIP equipment. Ongoing needs can be funded by individual departments.	0.00	(\$4,000)

Information Technology Services



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	74.00	\$13,159,806
Customer Services Division Adobe Licenses Reduction—This proposal reduces the quantity of Adobe licenses that will be available to departments Citywide.	0.00	(\$2,500)
Customer Services Division Small Equipment Purchases Reduction—This proposal reduces Citywide funding for small equipment and software purchases, to include computer accessories, help desk software, and shared conference room equipment.	0.00	(\$10,000)
Applications Division & Enterprise Business Systems Support Division Multiple Positions, Hiring Freeze—A vacant Computer Programmer IV (1.00 FTE) and a vacant Principal GIS Analyst (1.00 FTE) are temporarily frozen through part of FY 2022. Existing City Staff will take over the critical work functions performed by this position.	0.00	(\$102,003)
Customer Services Division Printer Maintenance Reduction—This proposal reflects an efficiency savings achieved by reducing funding for network printer repairs and replacement parts.	0.00	(\$5,000)
Customer Services Division A Virtual Collaboration Engineer position (1.00 FTE) is added to produce and manage a video communications platform used for virtual public and in-person meetings as well as internal meetings Citywide. In addition, this position will enhance and support remote work.	1.00	\$150,000
Enterprise Business Systems Support Division End-User Web Reports Reduction—This proposal eliminates licensing for a end-user report product that has since been phased-out. There is no service impact associated with this reduction.	0.00	(\$4,000)



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	74.00	\$13,159,806
Leadership & Management Division LinkedIn Learning Reduction—This proposal eliminates the LinkedIn learning module.	0.00	(\$6,000)
Leadership & Management Division Ongoing COVID-19 Costs—This change reflects the transfer of requested funding for ongoing COVID-19 costs into the non-departmental budget. These ongoing costs fund important components of the City's pandemic response and include increases in various software licenses that allows for virtual public meetings and internal meetings Citywide. Federal COVID-19 relief funding is assumed.	0.00	(\$408,380)
Network Division Computer Aided Dispatch Agreement—This proposal reflects savings achieved by a partial cost transfer to the program department. A cost-sharing agreement is reinstated with various public safety departments for hardware that is use for computer aided dispatch for 911 services.	0.00	(\$27,847)
Network Division Research Group License Reduction—This proposal reduces the number of licenses that are used to access an information technology research platform for best practice data. There is no service impact associated with this reduction.	0.00	(\$15,750)
Network Division Enterprise Support Agreement Reduction –ITS was able to negotiate a reduction on this line item by utilizing service credits. There is no anticipated service impact for this reduction this year.	0.00	(\$65,000)
Network Division Technology Program Manager Hiring Freeze—This proposal reflects an efficiency savings achieved by temporarily freezing a vacant Technology Program Manager position (1.00 FTE). There is no service impact associated with this reduction. Existing City Staff will take over the duties performed by this position.	0.00	(\$83,452)
Network Division Internet Circuit Speed Increase—This proposal reflects a permanent increase to the speed of two primary internet circuits that improve the remote work experience.	0.00	\$60,000

Information Technology Services



DEPARTMENT CHANGES TO CITY SERVICES

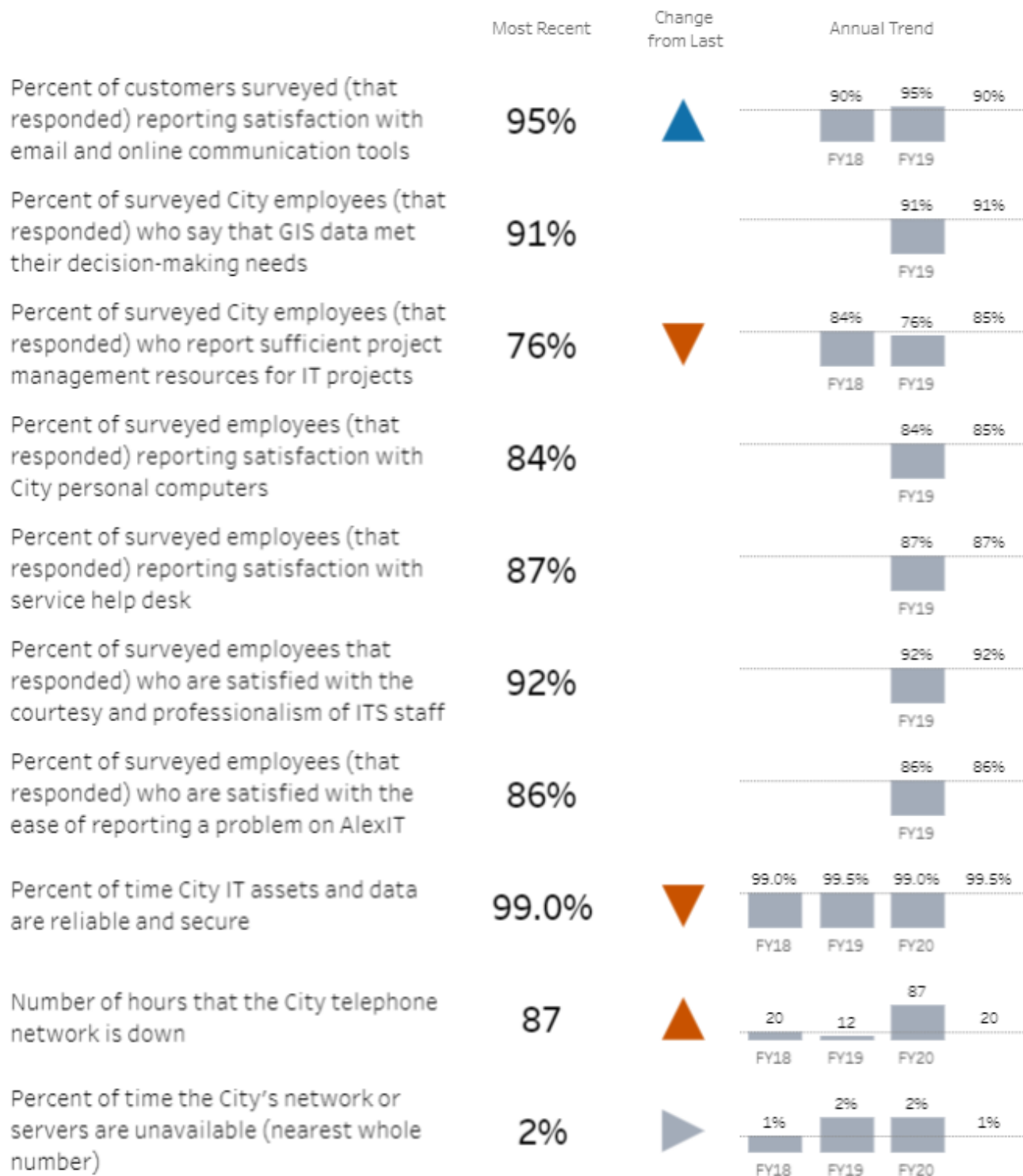
Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	74.00	\$13,159,806
Network Division Assistant Director—An Assistant Director has been added to support the realignment of the Network Management Division to increase efficiency and effectiveness in managing both the wired and wireless environment. This position will be funded through the Capital Improvement Program LAN/WAN Infrastructure project with no impact to the operating budget.	1.00	\$0
Network Division Network Monitoring—This proposal reflects an increase for software that will allow City staff to monitor network security Citywide, investigate connectivity issues, and perform critical routine maintenance.	0.00	\$13,000
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	76.00	\$13,797,108

Information Technology Services



PERFORMANCE INDICATORS

All data is reported by the department. Blue arrows indicate improvement, orange arrows indicates a need for improvement and N/A does not indicate a trend. The dashed line is the target selected by the department.



Information Technology Services



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
CAD System Infrastructure Support	Assist DEC in supporting the Computer Aided Dispatch (CAD) system environment.	0.38 M	1
City Website Management	Management of City public website technology Management of City intranet website technology.	0.28 M	1
Data Center Operations	Monitor and maintain two City data centers.	0.19 M	1
Data Storage Implementation, Operation, and Administration	Install, operate and maintain the data storage system that houses the City's data.	0.02 M	1
Enterprise Infrastructure	Software licenses utilized by the majority of City staff-Microsoft Enterprise Agreement - Office 365, Server software, Database software. Maintenance agreements on IT devices utilized by the majority of City staff, maintenance for storage arrays, switches, internet circuits, desktop maintenance.	3.71 M	1
Firewall Implementation, Operation, and Administration	Maintain the operation of incoming and outgoing network communications across the city.	0.07 M	1
Internet Access Administration	Maintain and manage the Internet routers so that staff and guests have access to the Internet	0.05 M	1
Research and Development Services	Evaluate industry trends that could be used to increase or improve current operations.	0.09 M	1
Server Implementation, Operation, and Administration	Install and maintain Windows Operating System environment on over 430 Servers across the enterprise	0.10 M	1

Information Technology Services



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Switching and Routing Implementation, Operation, and Administration	Install and maintain networking equipment to support connectivity between City locations.	0.36 M	1
Telecommunications Services	Install, maintain, backup, configure, and operate the City's enterprise telecommunications program.	0.58 M	1
Application Integration	Integration GIS data and capabilities with 7 major enterprise applications.	0.30 M	2
Business Continuity and Data Retention	Maintain City's data backup services.	0.12 M	2
Cloud Architect Services	Provision and configuration for technology services in the Cloud.	0.02 M	2
Communications	Support for a wide-range of departmental communications	0.12 M	2
Demographic Data Development	Development and distribution of demographic data.	0.03 M	2
Department-specific Application Support	Provisioning and management for department-specific applications.	0.13 M	2
Document Management System Technical Support Services	This service performs ongoing system administration and provides general support for two commercial-off-the-shelf (COTS) document management software packages which control the storage and retrieval of electronic documents and hardcopy archived records.	0.08 M	2
End-Users Support Services	Provides technical support services for hardware, Microsoft productivity software, and line-of-business applications.	0.40 M	2
Enterprise Desktop Management	Provides solutions for the management and deployment of City computing devices.	0.13 M	2

Information Technology Services



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Financial Support and Management	Management of department finances, budgeting, procurement, and capital program allocations.	0.20 M	2
GIS Data & Program Management	Development and management of 15 GIS web-based viewers. Management of 20 GIS databases and 150 GIS data services. Management of spatial data collection tools and services Management of 300+ Geographic Information System (GIS) feature data layers and associated processes Desktop GIS application and licensing support for 100+ users. Pictometry aerial imagery capture for parcel review. Portal for the public to search and download 44 layers of GIS data.	1.00 M	2
Information Security	Manage Antivirus and Malware Manage Intrusion Detections Resources Manage and Perform Vulnerability and Penetration Testing Respond to Active Security Incidents Technical Consulting to City Departments Training Cyber Security Awareness Training Technology System Architecture Review Review of Emerging Threats Perform and Review Systems Patching Enterprise Policies and Procedures Management Software Maintenance Utilized by the Enterprise Maintenance on IT Devices Utilized by the Enterprise	0.73 M	2
IT Project Management Services	This service assists departments with technology projects, focusing on planning and organizing a project and its resources by executing project management practices throughout the project (or product) life cycle on behalf of the department.	0.38 M	2
IT Strategy and Governance	IT governance and strategy, organizational design, financial management, innovation, service management, partner with external and internal stakeholders.	0.35 M	2
Leadership and Staff Management	People Management: Attract, select, engage, lead, manage, coach, train, and develop staff.	0.32 M	2

Information Technology Services



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Microsoft Office 365 Administration	Programming services to support email communications.	0.13 M	2
Mobile Workforce Services	Provides strategy, design, implementation, and review of the City's security, infrastructure, applications, and endpoints to support the City's next generation mobile technology.	0.07 M	2
NCRNet Connectivity	Provide capability to connect to the NCRNet for regional government use.	0.05 M	2
Remote Access Implementation, Operation, and Administration	Maintain and administer the remote access environment.	0.09 M	2
Asset Maintenance Mgmt. System Technical Support Services	This service performs ongoing system administration and provides general support for the commercial-off-the-shelf (COTS) asset maintenance management software package.	0.12 M	3
Billing and Accounts Receivable System Technical Support Services	This service performs ongoing system administration and provides general support for the commercial-off-the-shelf (COTS) billing and accounts receivable software package.	0.03 M	3
Budget System Technical Support Services	This service performs ongoing system administration and provides general support for the commercial-off-the-shelf budgeting package and ancillary custom developed applications utilized for budget submission and tracking.	0.05 M	3
Business Intelligence Platform Support	Support for development of the Citywide business intelligence platform.	0.05 M	3
Business Tax and License System Technical Support Services	This service performs ongoing system administration and provides general support for the commercial-off-the-shelf (COTS) business tax and license software package.	0.02 M	3

Information Technology Services



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
CRM / Call Center System Technical Support Services	This service performs ongoing system administration, software development, and provides general support for the custom-developed citizen resource management (CRM) software application and our web based citizen engagement / civic issue tracking software, Call.Click.Connect.	0.15 M	3
Database Hosting Services	This service maintains databases hosted on City servers for City agencies that acquire commercial-off-the-shelf (COTS) packages that are maintained exclusively by the vendor as part of the acquisition. In these cases, ITS performs a small subset of the normal database maintenance.	0.03 M	3
Digital Business Process Services	Assist with the development, realignment, and structure of end-to-end digital business processes.	0.01 M	3
Facilities Management	Management of department finances, budgeting, procurement, and capital program allocations.	0.04 M	3
Financial Processing	Assist with running daily and nightly production jobs for the support of Financial System applications, primarily Personal Property.	0.11 M	3
General Ledger, Accounts Payable, and Fixed Asset System Technical Support Services	This service performs ongoing system administration and provides general support for the commercial-off-the-shelf ERP package utilized for financial accounting functionality.	0.08 M	3
HR Support and Timekeeping Management	Support for all HR functions including timekeeping, leave administration, staff development assistance and support for the recruitment process within the department	0.03 M	3
Human Resources System Technical Support Services	This service performs ongoing system administration and provides general support for the commercial-off-the-shelf (COTS) Enterprise Resource Planning (ERP) package utilized for human resources management functionality.	0.07 M	3

Information Technology Services



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Payroll System Technical Support Services	This service performs ongoing system administration and provides general support for two commercial-off-the-shelf (COTS) packages utilized for payroll and time and attendance functionality.	0.06 M	3
Permitting System Technical Support Services	This service performs ongoing system administration and provides general support for the commercial-off-the-shelf (COTS) permitting software package.	0.26 M	3
Personal Property Tax System Technical Support Services	This service performs ongoing system administration, software development, and provides general support for the custom developed vehicle personal property tax software application.	0.01 M	3
Purchasing System Technical Support Services	This service performs ongoing system administration and provides general support for the commercial-off-the-shelf Purchasing package utilized for procurement.	0.04 M	3
Real Estate Assessment System Technical Support Services	This service performs ongoing system administration and provides general support for the commercial-off-the-shelf (COTS) real estate mass assessment software package.	0.18 M	3
Recreation Center Mgmt. System Technical Support Services	This service performs ongoing system administration and provides general support for the commercial-off-the-shelf recreation center management software package.	0.12 M	3
Service Desk System Management	Provides for support and maintenance of the City's incident and request management system. This system allows for the appropriate routing and resolution of IT tickets.	0.13 M	3
Software Acquisition Services	This service assists departments in the selection of appropriate commercial-off-the-shelf software packages.	0.05 M	3

Information Technology Services



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Wireless Infrastructure Implementation, Operation, and Administration	Provide wireless services to City employees and guests	0.14 M	3
Asset Management	Supports life cycle management and strategic decision making for the City's desktop computing environment.	0.07 M	4
Custom IT Application Development Services	This service creates custom developed applications for departments with unique or specialized requirements.	0.20 M	4
Database Maintenance Services	This service performs database maintenance tasks for departmental application databases. Nearly every City software package has a backend database that must be periodically serviced to ensure maximum availability and adequate capacity.	0.13 M	4
Point of Sale / Collections Mgmt. System Technical Support Services	This service performs ongoing system administration and provides general support for the software packages utilized by the Office of Historic Alexandria; a commercial-off-the-shelf point of sale system, commercial-off-the-shelf museum collections software and ancillary custom developed applications utilized for collections management.	0.03 M	4
Printer Maintenance	Provides for the maintenance of the City's network printer inventory.	0.06 M	4
SharePoint Online Services	SharePoint Online is a hosted service that allows staff to access documents, sites and work collaboratively with colleagues.	0.10 M	4
Software Installation and Configuration Services	This service performs installation and configuration of commercial-off-the-shelf (COTS) software packages.	0.11 M	4
Virtual Server Environment Installation and Administration	Maintain the virtual server environment for the enterprise.	0.17 M	4

Information Technology Services



PROGRAM LEVEL SUMMARY

Program	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Leadership & Management	\$1,557,621	\$1,663,775	\$1,548,024	(\$115,751)	-7.0%
Applications	\$2,267,689	\$2,354,180	\$2,279,119	(\$75,061)	-3.2%
Communications Support	\$859,514	\$893,589	\$891,794	(\$1,795)	-0.2%
Customer Service	\$1,381,599	\$1,525,764	\$1,633,007	\$107,243	7.0%
Enterprise Business Systems Support	\$1,877,333	\$2,133,886	\$2,373,385	\$239,499	11.2%
IT Project Management	\$601,719	\$716,273	\$876,263	\$159,990	22.3%
Network Operations	\$2,579,728	\$2,915,016	\$3,272,831	\$357,815	12.3%
Security	\$535,921	\$957,323	\$922,685	(\$34,638)	-3.6%
Total Expenditures (All Funds)	\$11,661,124	\$13,159,806	\$13,797,108	\$637,302	4.8%

- Leadership and Management decreases due to turnover, the transfer of network security and communications budget to other internal divisions, and the transfer of ongoing COVID-19 costs to the non-departmental budget.
- Applications decreases due to a 1.00 FTE decrease as a result of internal division transfers.
- Communications Support decreases due to a 1.00 FTE increase as a result of internal division transfers offset by current service adjustments.
- Customer Service increases due to turnover, increased software licenses costs for remote public meetings, and the addition of a 1.00 FTE Virtual Collaboration Engineer position.
- Enterprise Business System Support increases due to turnover savings and an increase in equipment and support maintenance costs.
- IT Project Management increases due to turnover and increased project management and portfolio management technology costs.
- Network Operations increases due to turnover savings which are offset by an increase in support maintenance costs, the transfer of network security budget from another internal division, and proposed FY 2022 network management costs.
- Security decreases due to turnover savings partially offset by office rental costs.



PROGRAM LEVEL SUMMARY

Program	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	Change 2021 - 2022	% Change 2021 - 2022
Leadership & Management	7.00	7.00	8.00	1.00	14.3%
Applications	13.00	13.00	12.00	(1.00)	-7.7%
Communications Support	3.00	4.00	5.00	1.00	25.0%
Customer Service	11.00	13.00	13.00	0.00	0.0%
Enterprise Business Systems Support	16.00	16.00	16.00	0.00	0.0%
IT Project Management	7.00	6.00	6.00	0.00	0.0%
Network Operations	12.00	11.00	12.00	1.00	9.1%
Security	3.00	4.00	4.00	0.00	0.0%
Total FTEs	72.00	74.00	76.00	2.00	2.7%

- Leadership & Management increases due to an FTE transfer from another ITS internal division based on scope of work performed.
- Applications decreases due to an internal division adjustment to better align the resource with the program services provided.
- Communications Support increases due to an FTE allocation adjustment of a position that was previously allocated in another program area to better align the resource with the program services provided.
- Customer Service remains flat for FY 2022 due to an FTE transfer to other ITS internal divisions that is offset by the addition of a 1.00 FTE Virtual Collaboration Engineer position.
- Enterprise Business Systems Support remains at the same staffing level for FY 2022 due to net neutral FTE transfers from other ITS internal divisions.
- IT Project Management remains at the same staffing level for FY 2022.
- Network Operations increases due to the addition of a 1.00 FTE Assistant director position in the Capital Improvement Program LAN/WAN infrastructure project with no impact to the operating budget.
- Security remains at the same staffing level for FY 2022.

Information Technology Services



LEADERSHIP & MANAGEMENT

Program Description: This program provides technology investment management, sound leadership, and overall IT service delivery.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$968,123	\$996,433	\$988,954	(\$7,479)	-0.8%
Non-Personnel	\$589,498	\$667,342	\$559,070	(\$108,272)	-16.2%
Total Program Expenditures (All Funds)	\$1,557,621	\$1,663,775	\$1,548,024	(\$115,751)	-7.0%
Total Program FTEs	7.00	7.00	8.00	1.00	14.3%

APPLICATIONS

Program Description: This program supports the geographic information system (GIS), web technologies, and data analytics for the enterprise.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$1,598,637	\$1,577,852	\$1,546,855	(\$30,997)	-2.0%
Non-Personnel	\$669,052	\$776,328	\$732,264	(\$44,064)	-5.7%
Total Program Expenditures (All Funds)	\$2,267,689	\$2,354,180	\$2,279,119	(\$75,061)	-3.2%
Total Program FTEs	13.00	13.00	12.00	-1.00	-7.7%

Information Technology Services



COMMUNICATION SUPPORT

Program Description: This program provides telecommunication services.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$611,006	\$597,833	\$593,645	(\$4,188)	-0.7%
Non-Personnel	\$248,508	\$295,756	\$298,149	\$2,393	0.8%
Total Program Expenditures (All Funds)	\$859,514	\$893,589	\$891,794	(\$1,795)	-0.2%
Total Program FTEs	3.00	4.00	5.00	1.00	25.0%

CUSTOMER SERVICE

Program Description: This program provides the efficient delivery of agreed services and solutions to maintain business operations and customer satisfaction.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$971,855	\$1,117,662	\$1,222,486	\$104,824	9.4%
Non-Personnel	\$409,744	\$408,102	\$410,521	\$2,419	0.6%
Total Program Expenditures (All Funds)	\$1,381,599	\$1,525,764	\$1,633,007	\$107,243	7.0%
Total Program FTEs	11.00	13.00	13.00	0.00	0.0%

Information Technology Services



ENTERPRISE BUSINESS SYSTEMS SUPPORT

Program Description: This program provides enterprise software lifecycle management to include databases and custom application development.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$1,427,986	\$1,719,980	\$1,976,324	\$256,344	14.9%
Non-Personnel	\$449,347	\$413,906	\$397,061	(\$16,845)	-4.1%
Total Program Expenditures (All Funds)	\$1,877,333	\$2,133,886	\$2,373,385	\$239,499	11.2%
Total Program FTEs	16.00	16.00	16.00	0.00	0.0%

IT PROJECT MANAGEMENT

Program Description: This program provides technology project and portfolio management, business analysis, and project governance services.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$471,704	\$573,706	\$732,961	\$159,255	27.8%
Non-Personnel	\$130,015	\$142,567	\$143,302	\$735	0.5%
Total Program Expenditures (All Funds)	\$601,719	\$716,273	\$876,263	\$159,990	22.3%
Total Program FTEs	7.00	6.00	6.00	0.00	0.0%

Information Technology Services



NETWORK OPERATIONS

Program Description: This program services offerings includes institutional network, collaboration technologies, and enterprise infrastructure management support.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$1,183,035	\$1,364,486	\$1,304,938	(\$59,548)	-4.4%
Non-Personnel	\$1,396,693	\$1,550,530	\$1,967,893	\$417,363	26.9%
Total Program Expenditures (All Funds)	\$2,579,728	\$2,915,016	\$3,272,831	\$357,815	12.3%
Total Program FTEs	12.00	11.00	12.00	1.00	9.1%

SECURITY

Program Description: This program develops and implements security policies, standards, guidelines, and procedures to keep data protected across the enterprise.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$324,552	\$533,511	\$513,483	(\$20,028)	-3.8%
Non-Personnel	\$211,370	\$423,812	\$409,202	(\$14,610)	-3.4%
Total Program Expenditures (All Funds)	\$535,921	\$957,323	\$922,685	(\$34,638)	-3.6%
Total Program FTEs	3.00	4.00	4.00	0.00	0.0%

Office of Internal Audit



The nature and purpose of the Office of Internal Audit, which is an organizational element of the Office of Organizational Excellence (OOE), is to perform independent appraisals of City programs and activities directed toward improving program efficiency; compliance with applicable rules and regulations; and the prevention of fraud, waste and abuse. Office of Internal Audit staff observe program conditions, analyze and evaluate the operational effectiveness of City and/or State financial management programs, formulate corrective actions for rectifying observed deficiencies, and make written recommendations to the responsible operating officials. Office of Internal Audit staff also supports City departments that are undergoing Federal and State monitoring visits and financial audits. Finally, the Office of Internal Audit administers the City's Ethics and Fraud Hotline.

Department Contact Info

703.746.4742

www.alexandriava.gov/internalaudit

Department Head

Robert Snyder



EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
Personnel	\$140,370	\$266,416	\$357,229	\$90,813	34.1%
Non-Personnel	\$124,421	\$39,754	\$37,797	(\$1,957)	-4.9%
Total	\$264,791	\$306,170	\$395,026	\$88,856	29.0%
Expenditures by Fund					
General Fund	\$264,791	\$306,170	\$395,026	\$88,856	29.0%
Total	\$264,791	\$306,170	\$395,026	\$88,856	29.0%
Total Department FTEs	3.00	3.00	3.00	0.00	0.0%

FISCAL YEAR HIGHLIGHTS

- Personnel costs increase mainly due to a decreased vacancy savings factor as a result of not continuing the City-wide selective hiring freeze and annual merit increases. This overall increase in personnel costs is offset by savings due to a partial-year position-specific hiring freeze (\$30,717) as well as the net effect of employee turnover.
- Non-personnel costs decrease due to reduction in travel, conference, and mileage costs as well as a decrease in office rental expenses. This decrease is partially offset by increases in fees for professional services for the purchase of a software license, which enables the use of a databases of business information in order to identify high risk vendors (\$5,000), as well as increased funds for additional reference training materials to prepare for increased audit requirements related to Coronavirus-related legislation (\$500).



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	3.00	\$306,170
All Programs Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes a decrease in the vacancy savings factor (\$136,298), net decreases in salaries & benefits mainly due to employee turnover (\$14,768), and increases/decreases in contracts and materials.	0.00	\$129,781
All Programs All Tavern Square office space cost estimates are adjusted in the FY 2022 proposed budget to reflect a lease extension agreement. In total this generated \$0.6 million of General Fund savings.	0.00	(\$6,619)
All Programs All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total this generated \$0.7 million of General Fund savings.	0.00	\$(3,589)
All Programs The cost reduction reflects the net savings from reclassifying the currently vacant Internal Auditor III as an Internal Auditor I, keeping the position vacant for the first ten months of FY 2022, and continuing the use of a contracted temporary auditor to maintain the audit workplan.	0.00	(\$30,717)
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	3.00	\$395,026

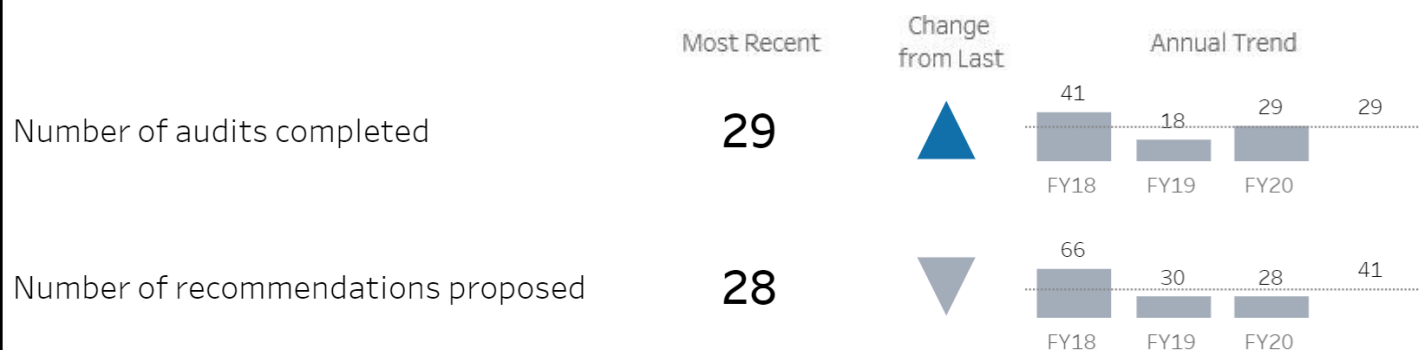
PERFORMANCE INDICATORS

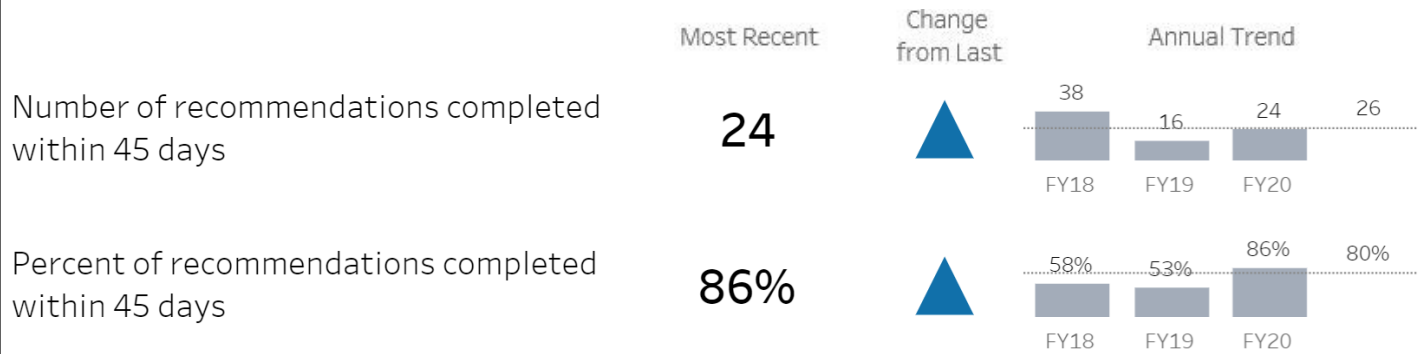
Strategic Plan indicators supported by this Department

- Increase the percentage of residents who approve of the overall quality of City government services from 2016's 77%.

Department Key Indicators

All data is reported by the department. Blue arrows indicate improvement, orange arrows indicate a need for improvement and N/A does not indicate a trend. The dashed line is the target selected by the department.







PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Audits	Observe program conditions, analyze and evaluate the operational effectiveness of City and/or State financial management programs, formulate corrective actions for rectifying observed deficiencies, and make written recommendations to the responsible operating officials. Office of Internal Audit staff also supports City departments that are undergoing Federal and State monitoring visits and financial audits.	0.31 M	1
Government Ethics, Fraud, and Waste Resolution	Administers the City's Ethics and Fraud Hotline. The purpose of the hotline is to provide a confidential method for employees, residents, and contractors to relay information concerning fraud, waste, abuse, or ethical misconduct to the City.	0.00 M	2

Office of Management and Budget



The Office of Management & Budget (OMB) prepares the annual operating budget, the capital improvement program, and performs on-going fiscal and management analyses of City programs while conducting research and analysis in such areas as improving operational efficiency and cost effectiveness, performance measures, and organizational structure and processes.

Department Contact Info

703.746.3737

<http://www.alexandriava.gov/Budget>

Department Head

Morgan Routt



EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
Personnel	\$1,265,711	\$1,191,918	\$1,314,598	\$122,680	10.3%
Non-Personnel	\$71,329	\$83,178	\$153,097	\$69,919	84.1%
Total	\$1,337,039	\$1,275,096	\$1,467,695	\$192,599	15.1%
Expenditures by Fund					
General Fund	\$1,337,039	\$1,275,096	\$1,467,695	\$192,599	15.1%
Total	\$1,337,039	\$1,275,096	\$1,467,695	\$192,599	15.1%
Total Department FTEs	11.00	11.00	11.00	0.00	0.0%

FISCAL YEAR HIGHLIGHTS

- Personnel costs increase mainly due to a mid-year reclassification for Budget & Management Analyst job classifications, changes in health insurance coverage for multiple positions, and annual merit increase. The increase also includes a decreased vacancy savings factor as a result of not continuing the City-wide hiring freeze into FY 2022. Offsetting these increases is a reduction of funds for seasonal employees.
- The increase in the non-personnel costs is largely by addition of new funds for contracted grant application and writing assistance (\$75,000) partially offset by reductions in temporary services and travel and training budgets. This enhancement in grant application capabilities was initiated from City Council discussions and is timely given a likely increase in federal government grant funding availability.



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	11.0	\$1,275,096
All Programs Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes the increased personnel expenditures due to position reclassifications, a decrease in the vacancy savings factor, and health plan selections.	0.00	\$134,876
All Programs All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total this generated \$0.7 million of General Fund savings.	0.00	(\$5,000)
All Programs The proposed FY 2022 budget reduces seasonal and temporary services, which represents a 20% reduction across these line items.	0.00	(\$12,277)
All Programs At the September 22, 2020, Legislative Meeting, Alexandria City Council requested staff give some consideration to a grant writer/seeker position in the FY 2022 budget. This proposed budget includes funds for contracted grant assistance service, with the initial cost estimate based on a grant management software used by neighboring jurisdictions consistent with grant management practices of some other local governments. The estimated cost includes the software licensing, one-time deployment and integration costs with the City's financial system, training for City staff, and annual support and maintenance fees.	0.00	\$75,000
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	11.0	\$1,467,695



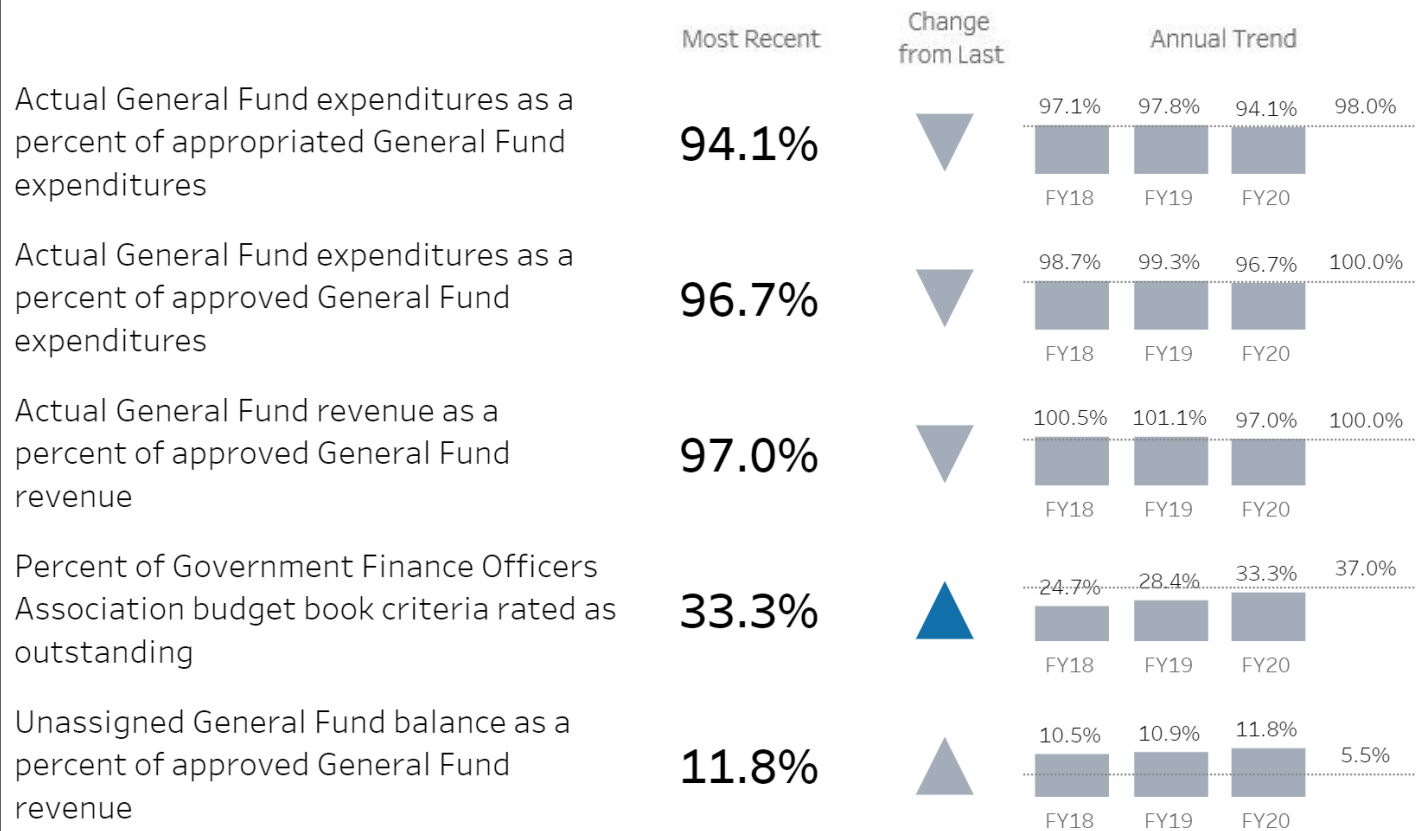
PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Increase the percentage of residents who approve of the overall quality of City government services from 2016's 77%.
- Maintain a City government that receives the highest bond ratings of AAA/Aaa by two rating agencies.

Department Key Indicators

All data is reported by the department. Blue arrows indicate improvement, orange arrows indicate a need for improvement and N/A does not indicate a trend. The dashed line is the target selected by the department.





PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Budget Development and Evaluation	Lead the process to develop, review and submit an annual operating budget to City Council for the purpose of developing a responsible and responsive annual funding and service plan for the City government. This includes a review of department budget submissions, statement of policy and service impacts on new and/or reduced services, preparing and maintaining the 5-year financial planning model, and preparing materials for City Council budget work sessions, employee engagement forums, Alexandria's Budget & Fiscal Affairs Advisory Committee (BFAAC), and public hearings.	0.73 M	1
Budget Implementation & Monitoring	Provide guidance and routine reviews of department budgets to ensure spending aligns with the available resources and anticipated department deliverables in a given year for the purpose of spending City dollars consistently with approved plans, goals and funding levels. This includes, but is not limited to, reviewing budget transfers and preparing year-end projections.	0.27 M	2
CIP Budget Development and Evaluation	Lead the process to develop, review and submit a 10 year capital budget to City Council for the purpose of developing a responsible and responsive annual funding and service plan for the City government. This includes a review of department budget submissions, prepare and maintain multiple iterations of the debt model, and preparing materials for City Council budget work sessions, employee engagement forums, BFAAC, and public hearings.	0.09 M	2
CIP Budget Implementation & Monitoring	Provide guidance and routine reviews of department budgets to ensure spending aligns with the available resources and anticipated department deliverables in a given year for the purpose of spending City dollars consistently with approved plans, goals and funding levels. This includes, but is not limited to, reviewing CIP invoices, managing the monthly capital allocation process, preparing CIP quarterly status reports, and preparing year-end projections.	0.05 M	2
Research and Analysis	Perform special research and analysis projects as requested from various sources including the City Council, City Manager, BFAAC and Budget Director for the purpose of addressing emerging budget issues and improving City efficiency and effectiveness.	0.15 M	4



Non-Departmental

The Non-Departmental budget encompasses expenditures and initiatives that are not specifically related to any department or have Citywide impacts. These expenditures include:

- Debt Service
- Cash Capital
- City Memberships
- Insurance
- Employee Compensation Related Items
- Other Operating Expenditures
- Response to Emergencies
- Contingent Reserves
 - Inova Alexandria Hospital Appropriation (\$490,575)
 - Night/Weekend Zoning Inspector (\$83,595)
 - Community Policing Review Board (\$600,000)
 - Collective Bargaining (\$850,000)
 - CCCA/SPSA (\$160,000)
 - Northern Virginia Community College (NVCC) Capital Subsidy Conversion to Operating (\$400,000)
 - Plastic Bag Outreach (\$30,000)
 - City Council Programming Contingency (\$500,000)
 - Citywide COVID-19 Response Contingency (\$34,000,000 in estimated new Federal grant assistance now under consideration in Congress)



Non-Departmental

REVENUE & EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures by Type					
Capital Improvement Program Related Expenses					
<i>General Obligation Debt Service: WMATA</i>	\$1,051,398	\$1,022,330	\$989,977	(\$32,353)	-3.2%
<i>General Obligation Debt Service: General City (excl. ACPS)</i>	\$34,223,142	\$33,710,302	\$33,622,962	(\$87,340)	-0.3%
<i>Northern Virginia Transportation District Debt Service</i>	\$256,070	\$256,070	\$0	(\$256,070)	-100.0%
<i>General Obligation Debt Service: Potomac Yard Metrorail Station</i>	\$0	\$0	\$5,704,925	\$5,704,925	N/A
<i>Transfer to Capital Projects (CIP Cash Capital)</i>	\$20,229,184	\$25,570,731	\$32,911,304	\$7,340,573	28.7%
City Memberships	\$394,244	\$402,686	\$406,160	\$3,474	0.9%
Insurance	\$6,375,152	\$6,568,699	\$6,855,000	\$286,301	4.4%
Employee Compensation	\$1,712,745	\$1,627,022	\$2,060,000	\$432,978	26.6%
Other Operating Expenditures	\$12,860,169	(\$285,173)	\$339,150	\$624,323	-218.9%
Contingent Reserves	\$0	\$4,259,278	\$37,114,170	\$32,854,892	771.4%
Response to Snow & Ice Emergencies	\$4,449,218	\$860,100	\$860,100	\$0	0.0%
Fund Grants & Donations	\$0	\$1,000,000	\$1,000,000	\$0	0.0%
Total	\$81,551,322	\$74,992,045	\$121,863,748	\$46,871,703	62.5%
Expenditures by Fund					
General Fund	\$67,621,646	\$73,992,045	\$81,158,823	\$7,166,778	9.7%
Non-Fiscal Year Grants	\$13,481,638	\$0	\$34,000,000	\$34,000,000	N/A
Fiscal Year Grants	\$0	\$1,000,000	\$1,000,000	\$0	0.0%
Donations	\$0	\$0	\$0	\$0	N/A
Other Special Revenue	\$448,039	\$0	\$5,704,925	\$5,704,925	N/A
DASH	\$0	\$0	\$0	\$0	N/A
Total	\$81,551,322	\$74,992,045	\$121,863,748	\$46,871,703	62.5%

FISCAL YEAR HIGHLIGHTS

- The FY 2022 Non-Departmental budget is increasing \$46,871,703 or 62.5% as compared to the FY 2021 budget. This is largely due to the inclusion of a \$34 million contingency for potential Federal funds to assist the City with its response to the ongoing COVID-19 public health emergency. At the time of budget preparation, final Congressional action has not been taken. Staff will need to revisit the specific allocation of funds, once the amount, regulations, and spenddown requirements are known.
- The City's share of Alexandria City Public School (ACPS) debt service expense equaling \$28,633,966 has been budgeted separately in the ACPS budget section and is no longer shown in the Non-Departmental budget. In FY 2021, ACPS' share of debt service was \$28,578,698.
- Cash Capital expenditures (which includes both City and ACPS Cash Capital) are increasing by \$7,340,573 or 28.7% as compared to the FY 2021 budget. This increase reflects a partial restoration of cash capital transfer to the Capital Improvement Program, which was temporarily reduced in FY 2021 in response to anticipated revenue reductions resulting from the COVID-19 pandemic.
- Contingent Reserves funding is increasing \$32,854,892 or 771.4% as compared to FY 2021. This reflects the net adjustments of removing one-time contingency funds, the addition of new contingency items for FY 2022, and the inclusion of the federal assistance COVID-19 contingency discussed above. These items are discussed in more detail later in this section.



Non-Departmental

DEBT SERVICE

Expenditures by Type	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed
General Obligation Debt Service: WMATA	\$1,051,398	\$1,022,330	\$989,977
General Obligation Debt Service: General City (excluding ACPS)	\$34,223,142	\$33,710,302	\$33,622,962
General Obligation Debt Service: Potomac Yard Metrorail Station	\$0	\$0	\$5,704,925
Northern Virginia Transportation District Debt Service	\$256,070	\$256,070	\$0
Total Expenditures (All Funds)	\$35,530,610	\$34,988,702	\$40,317,864

The City's share of Alexandria City Public School (ACPS) debt service expense equaling \$28,633,966 has been budgeted separately in the ACPS budget section and is no longer shown in the Non-Departmental budget. In FY 2021, ACPS' share of debt service was \$28,578,698. The Potomac Yard Metrorail Station Fund debt service of \$5,704,925 for FY 2022 is capitalized and will be repaid in the long term by tax revenues and developer contributions generated in Potomac Yard.

Debt Service

Total debt service (excluding ACPS) increases in FY 2022. Based on staff's analysis of the projected cash flow of existing on-going projects and the planned projects scheduled to begin in FY 2021 and FY 2022, it is anticipated that the City will need to schedule its next bond issuance during FY 2022. The final size and timing of the City's next issuance will need to address both newly appropriated FY 2022 projects, and portions of the deferred borrowing initially planned for FY 2020 and FY 2021. Staff will bring a bond authorization ordinance for City Council consideration in conjunction with the FY 2022 Appropriation Ordinance in June 2021 to ensure that projects can proceed, while the City manages cash flow and debt service costs strategically.

Note: There are additional debt service costs to the City for specific programs in the FY 2022 budget (totaling approximately \$2.2 million), which are budgeted in the Fire Department (\$1.7 million) and the Department of Transportation & Environmental Services (\$0.5 million).

CIP CASH CAPITAL

Expenditures by Type	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed
Transfer to Capital Projects (CIP Cash Capital)	\$20,229,184	\$25,570,731	\$32,911,304
Total Expenditures (All Funds)	\$20,229,184	\$25,570,731	\$32,911,304

Transfer to Capital Projects (CIP Cash Capital)

The FY 2022 budget includes \$32,911,304 in General Fund cash capital to be transferred to the CIP to support City and ACPS capital projects. This represents an increase of \$7,340,573 or 28.7%, relative to the FY 2021 budget. This increase reflects a partial restoration of cash capital transfer to the Capital Improvement Program, which was temporarily reduced from \$41.2 million in FY 2021 in response to anticipated revenue reductions resulting from the COVID-19 pandemic.

The General Fund cash capital transfer of \$32,911,304 represents 4.3% of all General Fund expenditures in the FY 2022 budget.

Note: There are additional cash capital costs to the City for the Stormwater Utility fund, Sanitary Sewer fund, Potomac Yard Metrorail Station Fund, Code Fund, Housing Fund, NVTA 30%, and the Transportation Improvement Program (TIP) in the FY 2022 budget, totaling \$29.2million.



Non-Departmental

CITY MEMBERSHIPS

Expenditures by Type	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed
City Memberships	\$394,244	\$402,686	\$406,160
Total Expenditures (All Funds)	\$394,244	\$402,686	\$406,160

City Memberships

The budget for City Memberships increases by \$3,474 in FY 2022, reflecting a slight increase in membership costs for existing memberships.

- Metropolitan Washington Council of Governments, \$164,043
- Northern Virginia Regional Commission, \$130,491
- Virginia Municipal League, \$44,998
- National League of Cities, \$10,471
- Northern Virginia Transportation Commission, \$41,964
- U.S. Conference of Mayors, \$14,193

INSURANCE

Expenditures by Type	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed
Insurance Charges	\$6,375,152	\$6,568,699	\$6,855,000
Total Expenditures (All Funds)	\$6,375,152	\$6,568,699	\$6,855,000

Insurance

In lieu of purchasing insurance for all potential risks, the City is self-insured for some risks. This account provides monies for payment of claims adjustments, the current cost of health insurance for City retirees, and insurance policies held by the City. The total insurance budget is increasing by \$286,301 from FY 2021 levels. This increase is largely driven by an increased investment in cyber security insurance policies and an increase in the premium for medical malpractice insurance.



Non-Departmental

EMPLOYEE COMPENSATION RELATED ITEMS

Expenditures by Type	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed
Old Public Safety Pension Plan	\$1,700,000	\$1,700,000	\$1,700,000
Impact of Increase in VRS Contribution Rate	\$0	\$1,454,036	\$0
Adjustment to Other Post-Employment Benefits (OPEB) Contribution	\$12,745	-\$300,000	\$0
Life Insurance Premium Increase and Design Changes	\$0	\$147,949	\$0
Employee Wellnesss Initiative Increase (Work n Well)	\$0	\$400,000	\$360,000
Health Insurance Rate Changes	\$0	-\$1,179,992	\$0
UHC One Month Premium Holiday	\$0	-\$984,511	\$0
Changes to Employee Cost Sharing of Health Insurance	\$0	\$389,540	\$0
Total Expenditures (All Funds)	\$1,712,745	\$1,627,022	\$2,060,000

Employee Compensation Related Items

The employee compensation portion on Non-Departmental includes a number Citywide employee compensation initiatives , including the following:

- This section also includes funding for the closed public safety pension plan, which is maintained at the FY 2020 funding level (\$1,700,000); and
- Funding (\$360,000) to support the Employee Wellness Incentive Program incentive earned by employees.

The FY 2021 Non-Departmental budget included funding for several employee compensation initiatives. Following the implementation of the FY 2021 budget, these costs were allocated to individual departments personnel budgets, and then included in their FY 2022 proposed budgets. These items continue to be listed in the table above (in the FY 2021 Approved column), but are not included in the Proposed FY 2022 Non-Departmental Budget.

Non-Departmental



OTHER OPERATING EXPENSES

Expenditures by Type	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed
Summer Interns	\$0	\$27,590	\$27,590
Vacancy Savings	\$0	-\$500,000	\$0
Alternative Placement for City Employees	\$0	\$0	\$100,000
Other Expenditures	\$12,860,169	\$187,237	\$211,560
Total Expenditures (All Funds)	\$12,860,169	-\$285,173	\$339,150

Other Operating Expenditures

Other Operating Expenditures includes funding for summer interns and minor adjustments to certain components of miscellaneous operating expenses.

The \$12.9 million of expenditures in FY 2020 were largely attributable to expenses related to the City's response to the COVID-19 public health emergency, and includes expenditures that were reimbursed by the federal Coronavirus Aid, Relief, and Economic Security Act (CARES) funding.



Non-Departmental

CONTINGENT RESERVES

Expenditures by Type	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed
Contingent Reserves	\$0	\$4,259,278	\$37,114,170
Total Expenditures (All Funds)	\$0	\$4,259,278	\$37,114,170

Item	Description/Impacts	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET		\$4,259,278
All	Remove \$4,259,278 of one-time funding for FY 2021 contingency items. Expenditures budgeted here in FY 2021 related to Deportation Due Process Program, Voter Registrar Redistricting Notice, and Northern Virginia Juvenile Detention Center (NVJDC) subsidy increase have been moved to their respective department budgets. Additionally, the COVID-19 Response Contingency budgeted in the General Fund for FY 2021 has been removed.	(\$4,259,278)
Inova Alexandria Hospital Appropriation	This funding represents the deletion of 50% of the appropriation to the Inova Alexandria Hospital for uncompensated care. The funding has been placed in contingent reserves until staff receive and complete an assessment of the impact of the expansion of Medicaid eligibility, and agree on the appropriate impact on the City's appropriation to Inova going forward. The FY 2022 budget maintains this funding in Non-Department contingent reserves. These funds will be proposed for release once INOVA Alexandria provides service level and financial information related to the impact of Medicaid expansion to the City and City Council approves its release.	\$490,575
Night/Weekend Zoning Inspector	The funding for the Night/Weekend Zoning Inspector has been moved to Contingent Reserves, until a comprehensive review and report on night/weekend staffing, policies, and coordination between the Police Department, Planning Department, Code Administration, Transportation & Environmental Services, Health Department and other impacted departments has been presented to Council. This item was also included as a Contingent Reserve item in FY 2021.	\$83,595
Community Policing Review Board	This provides funding to support the proposed Community Policing Review Board. As the final scope and composition of this board is determined, staff will provide a recommendation to City Council on how to release and allocate these funds from contingency.	\$600,000
Collective Bargaining	The General Assembly passed legislation, effective May 1, 2021, which provides local jurisdictions with the ability to recognize labor unions or other employee associations or groups as a collective bargaining agent, if permitted by the jurisdiction via local ordinance or resolution. For the Proposed FY 2022 budget, funding is placed in contingent reserves in anticipation of City engagement with employee associations and/or labor unions.	\$850,000
Alexandria Criminal Justice Services	The Proposed FY 2022 budget includes moving staffing and functions related to Alexandria Criminal Justice Services unit, which provides pretrial and probation services for local offenders, from the Alexandria Sheriff's Department budget to Other Public Safety, where the office will report directly to the Deputy City Manager over Safe, Secure, and Just Community focus area. Additional funding in the amount of \$160,000 is placed in contingency in the event that it is determined that additional resources are needed to support the City's pretrial and probation programs. Once this new office's needs are better understood, staff will provide a recommendation for the allocation and release of these funds from contingency.	\$160,000

Table continued on next page.



Non-Departmental

CONTINGENT RESERVES (CONTINUED)

Item	Description/Impacts	Amount
Northern Virginia Community College Capital Subsidy	NVCC has approached the City and Alexandria City Public School (ACPS) with a proposal to repurpose NVCC's regional capital subsidy and move these funds from the CIP to the operating budget to create early college education opportunities for ACPS high school students. ACPS is currently considering this proposal and estimating the City funding required to support this new initiative. The previous NVCC capital contribution has been removed from the CIP and \$400,000 is budgeted in contingent reserves. ACPS is currently working on a proposal.	\$400,000
Plastic Bag Outreach	This provides funding for outreach efforts in response to state legislation passed by the General Assembly that would authorize implementation of a plastic bag tax as a local option. The current timeline for the implementation of the plastic bag tax has not determined, which will impact the timing of the City's outreach efforts. Staff will revisit this issue with Council, once the state's timeline for implementing plastic bag tax regulations is more certain.	\$30,000
City Council Program Contingency	Undesignated contingency funds.	\$500,000
COVID-19 Response Contingency	<p>This provides funding for programs to assist Alexandria residents and businesses with recovery from the economic impacts of the COVID-19 pandemic. It is anticipated that the City could receive up to \$34 million from the federal legislation currently under development, and this funding would be used to provide support in these areas of need:</p> <ul style="list-style-type: none"> • Food Security • Eviction Prevention/Rental Assistance • Resident Economic Security • Business Economic Recovery • Community Recovery • Administrative, support, and health and vaccination costs associated to City government's response to the COVID-19 public health emergency <p>At the time of budget preparation, final Congressional action has not been taken. Staff will need to propose a detailed allocation of grant funds, once the total amount, regulations, parameters, and spenddown requirements are known.</p>	\$34,000,000
TOTAL FY 2022 APPROVED ALL FUNDS BUDGET		\$37,114,170



Non-Departmental

RESPONSE TO EMERGENCIES

Expenditures by Type	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed
Response to Snow & Ice Emergencies	\$4,449,218	\$860,100	\$860,100
Total Expenditures (All Funds)	\$4,449,218	\$860,100	\$860,100

Response to Emergencies

City snow and ice management budgets across City departments are included in the Non-Departmental section of the Operating Budget to allow for quicker monitoring and reporting of costs as well as removing the unpredictability of random snow and ice events from departmental budgets.

Office of Organizational Excellence



The Office of Organizational Excellence (OOE) is a new initiative of the City Manager, which combines a new Organizational Development function (created out of existing resources) with the Office of Internal Audit and the Office of Performance and Accountability. OOE aims to identify what in the City government needs to improve, how to improve, as well as develop and manage the processes to reform City internal processes, procedures, and practices. This Office also assists in leading change management initiatives, the periodic resident survey, as well as developing and implementing leadership development functions. OOE is also responsible for coordinating the employee engagement survey and for establishing formalized processes for creating and implementing departmental and City government organization-wide improvement plans.

Department Contact Info

703.746.4343

www.alexandriava.gov

Department Head

James Spengler



EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
Personnel	\$30,300	\$109,929	\$116,963	\$7,034	6.4%
Non-Personnel	\$50,022	\$42,500	\$59,516	\$17,016	40.0%
Total	\$80,322	\$152,429	\$176,479	\$24,050	15.8%
Expenditures by Fund					
General Fund	\$80,322	\$152,429	\$176,479	\$24,050	100.0%
Total	\$80,322	\$152,429	\$176,479	\$24,050	15.8%
Total Department FTEs	0.00	1.00	1.00	0.00	0.0%

FISCAL YEAR HIGHLIGHTS

- Personnel costs increase due to the now-filled Organizational Development Specialist position being budgeted at a higher step than it was budgeted in FY 2021. This position was created from an existing Human Resource Department position, which was eliminated.
- Non-personnel costs increase due to additional contractual services funds for employee personality assessment as well as executive coaching initiatives. Also included are printing and binding expenses related to High Performing Organization training for City management and other employees as well as funding for membership dues for professional associations. Partially offsetting this increase is a reduction in employee engagement survey cost.

Office of Organizational Excellence



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	1.00	\$152,429
All Programs Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$39,293
All Programs OOE will request the cost of the employee engagement survey contract to be broken down by component services as part of the RFP process and will consider implementation of only certain components of the survey in FY 2022.	0.00	(\$15,243)
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	1.00	\$176,479

Office of Performance Analytics



The Office of Performance Analytics (OPA), which is an organizational element of the Office of Organizational Excellence (OOE), helps the City deliver efficient and effective services by informing decisions through measurement and analysis. OPA's title formerly was the Office of Performance and Accountability and now has a new name to better reflect how its functions have evolved.

Department Contact Info

703.746.3729

<http://www.alexandriava.gov/Performance>

Department Head

Greg Useem



EXPENDITURE SUMMARY

	FY 2020 Actual	FY21 Amended*	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
Personnel	\$373,783	\$526,230	\$549,374	\$23,144	4.4%
Non-Personnel	\$128,777	\$115,200	\$102,709	(\$12,491)	-10.8%
Total	\$502,560	\$641,430	\$652,083	\$10,653	1.7%
Expenditures by Fund					
General Fund	\$502,560	\$641,430	\$652,083	\$10,653	1.7%
Total	\$502,560	\$641,430	\$652,083	\$10,653	1.7%
Total Department FTEs	3.00	4.00	4.00	0.00	0.0%

* The FY 2021 Amended budget column includes a mid-year City Council-authorized addition of personnel and associated non-personnel funds for a 1.00 FTE position of Behavioral Health Data Analyst as part of an initiative to review and analyze behavioral health trends and business practices to describe the City's current behavioral health data and identify gaps and opportunities for improvement proposed by the City Manager.

FISCAL YEAR HIGHLIGHTS

- Personnel costs increase due to annual merit increases and employees electing a higher levels of healthcare coverage.
- Non-personnel expenditures decrease due to a City-wide 50% reduction in travel and training budgets; other non-personnel budget efficiency savings across multiple accounts; a reduction in telecommunications funds; discontinuation of funding for the ICMA Performance Management Award application; and a reduction of funding due to a proposed change from a two-year to a three-year cycle for the Resident Survey.



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 AMENDED ALL FUNDS BUDGET	4.00	\$641,430
All Programs Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes a mid-year adjustment for the Behavioral Health Data Analyst with additional personnel funding of \$119,502 and associated non-personnel funding of \$12,620. Current services adjustments also include funding for the biennial resident survey and other increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$63,234
All Programs All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total this generated \$0.7 million of General Fund savings.	0.00	(\$1,650)
All Programs The proposed FY 2022 budget includes an efficiency savings reduction in non-personnel expenditures by a total of \$10,181 including a reduction in office supplies (\$459), discontinuation of professional memberships (\$750), discontinuation of budgeted funds for office materials (\$772), right-sizing of a copier lease contract (\$1,200), and removing one-time costs budgeted in FY 2021 (\$7,000). This reduction is based on a close review of past spending and aligns the proposed FY 2022 budget with historical expenditure trends.	0.00	(\$10,181)
All Programs The funding allocated for the biennial resident survey in FY 2022 is reduced by changing the resident survey cycle from every two years to every three years. Shifting the survey to every three years would be a data collection approach that is comparable to the practices adopted by some of other local jurisdictions.	0.00	(\$40,000)
All Programs OPA's proposed FY 2022 operating budget includes discontinuation of funding for the ICMA Performance Management Award application (\$200) and a reduction in cell phone service funds (\$550).	0.00	(\$750)
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	4.00	\$652,083



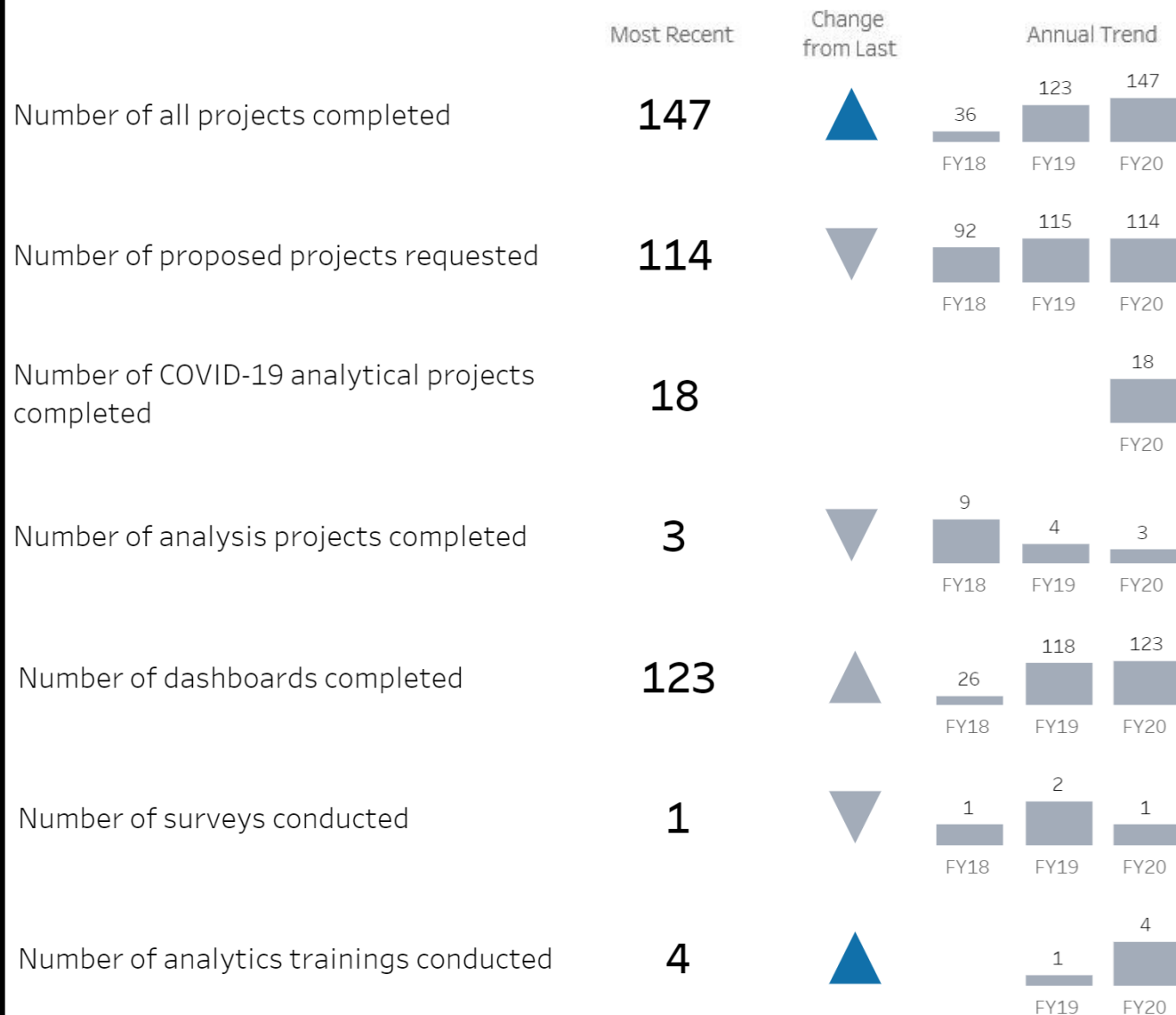
PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Increase the percentage of residents who approve of the overall quality of City government services from 2016's 77%.

Department Key Indicators

All data is reported by the department. Blue arrows indicate improvement, orange arrows indicate a need for improvement and N/A does not indicate a trend. The dashed line is the target selected by the department.





PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Performance dashboards	OPA partners with departments to measure their services so that the City can track how well programs are working (business intelligence) and provide transparency of the City's performance to the community. This supports data-driven decisions.	0.20 M	1
Surveys	Coordinate and conduct rigorous surveys so that decision makers know how the community and employees feel about the services that are delivered. This supports data-driven decisions.	0.10 M	1
Analysis & evaluation of service delivery performance	OPA collaborates with departments to answer questions, solve problems, and improve the efficiency and effectiveness of services through research, process analysis, evaluation, and data analysis. This supports data-driven decisions.	0.21 M	2

Office of Voter Registration & Elections



The Office of Voter Registration and Elections is responsible for conducting accurate, fair and transparent elections in Alexandria in accordance with the Constitution and laws of the United States and the Commonwealth of Virginia, and providing Alexandria voters the opportunity to participate in the electoral process. This includes maintaining an accurate list of registered voters, offering convenient absentee voting opportunities, recruiting and training election officers, preparing ballots and voting equipment, managing polling places, and certifying all election results within the City.

The office also verifies candidate nominating petitions and ensures that candidates for local office file on-time campaign finance reports and provide full disclosure of the campaign's financial activities to the public.

Department Contact Info

703.746.4050

<https://www.alexandriava.gov/Elections>

Department Head

Angela Turner

Office of Voter Registration & Elections



EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
Personnel	\$857,633	\$966,763	\$912,042	(\$54,721)	-5.7%
Non-Personnel	\$392,217	\$493,062	\$413,931	(\$79,131)	-16.0%
Total	\$1,249,850	\$1,459,825	\$1,325,973	(\$133,852)	-9.2%
Expenditures by Fund					
General Fund	\$1,249,850	\$1,459,825	\$1,325,973	(\$133,852)	-9.2%
Total	\$1,249,850	\$1,459,825	\$1,325,973	(\$133,852)	-9.2%
Total Department FTEs	6.60	6.60	6.60	-	0.0%

FISCAL YEAR HIGHLIGHTS

- Personnel decreases are due to turnover and a reduction in seasonal employees and overtime budgets from a Presidential Election year (a high voter event) to a Gubernatorial Election year (a lesser voter event).
- Non-Personnel decreases are due to a reduction in ballot printing, equipment delivery, and office supply costs that were increased for the 2020 Presidential Election; a reduction in projected office lease costs; and a 50% reduction in travel, conferences, mileage and education and training dollars due to COVID-19 and the delay or cancellation of many in person training opportunities.

Office of Voter Registration & Elections



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	6.60	\$1,459,825
All Programs Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year, including the administration of the Gubernatorial election, and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	(\$64,880)
All Programs All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total this generated \$0.7 million of General Fund savings.	0.00	(\$5,470)
All Programs All Tavern Square office space cost estimates are adjusted in the FY 2022 proposed budget to reflect a lease extension agreement. In total this generated \$0.6 million of General Fund savings.	0.00	(\$63,502)
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	6.60	\$1,325,973

Office of Voter Registration & Elections



PERFORMANCE INDICATORS

All data is reported by the department. Blue arrows indicate improvement, orange arrows indicates a need for improvement and N/A does not indicate a trend. The dashed line is the target selected by the department. The Office of Voter Registration and Elections has provided additional information on several of the data points below:

- Number of voter registration transactions—Due to COVID-19 and the closure of the Virginia Department of Motor Vehicles (DMV), there was a decrease in the number of registration transactions received from this and other sources.
- Percent of registration transactions completed online—The decline in FY 2020 is primarily due to the DMV being close beginning in March. A large portion of the online transactions the City receives are through the link with the DMV. The DMV portal is both in the DMV offices and online.

	Most Recent	Change from Last	Annual Trend			
Percent of polling places that open on-time	100%		100% FY18	100% FY19	100% FY20	100%
Number of election officers recruited, trained, and placed on election day (including primaries)	650		518 FY18	513 FY19	650 FY20	
Number of voters per election officer in general elections	137		193 FY18	188 FY19	137 FY20	135
Percent of absentee ballots sent within one day of receiving completed absentee ballot application	99.8%		100.0% FY18	99.7% FY19	99.8% FY20	100%
Number of voter registration transactions (new applications, address changes, cancellations, and denials)	57,178		63,250 FY18	69,693 FY19	57,178 FY20	
Percent of registration transactions completed without error	99.2%		98.9% FY18	98.0% FY19	99.2% FY20	99%
Percent of registration transactions completed online	73.9%		85.1% FY18	84.8% FY19	73.9% FY20	

Office of Voter Registration & Elections



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Elections	Conduct accurate, fair, and transparent elections in Alexandria in accordance with the Constitution and laws of the United States and the Commonwealth of Virginia.	0.76 M	1
Voter Registration	Maintain an accurate list of registered voters in Alexandria so all qualified City residents have the opportunity to participate in the electoral process.	0.64 M	2
Local Candidate Qualifications	Ensure that candidates for office file all the required paperwork and meet qualifications for office.	0.03 M	3
Campaign Finance	Ensure that candidates file on-time campaign finance reports and provide full disclosure of the campaign's financial activities to the public.	0.03 M	3

Healthy & Thriving Residents



Focus Area All Funds Budget - \$413,313,774

Department	All Funds Departmental Budget
Alexandria City Public Schools (City Operating Transfer & Debt Service)	\$267,671,262
Department of Community and Human Services	\$101,391,323
Health Department	\$7,511,430
Library	\$7,871,044
Northern Virginia Community College	\$15,785
Other Health Services (Coroner's Office, ANSHI, INOVA, Community Health)	\$1,257,387
Recreation, Parks, & Cultural Activities	\$27,595,543

Alexandria City Public Schools



The FY 2022 proposed City General Fund transfer to the Schools for operating purposes is \$239.0 million, which represents a \$5.0 million or 2.1 % increase from FY 2021. This transfer funds equal to the operating budget as proposed by the ACPS Superintendent to the School Board. A \$5.0 million increase represents approximately 35% of all City General Fund revenue growth for FY 2022 being allocated for School Operating Fund purposes. The total debt service in FY 2022 related to Schools is \$28.6 million, which represents 43.7% of all City General Fund supported debt service. The total increase including the ACPS operating transfer and school related debt service is \$5.1 million or 1.9%. The School Board adopts an approved budget on February 18, 2021.

The City's FY 2022 to FY 2031 proposed CIP reflects the City Manager's recommended funding level which includes funding for 100% of the School Board's 10-year \$551.5 million request. This represents a \$20.8 million or 3.9% funding level increase from the prior City Council adopt CIP for ACPS. For FY 2022, the CIP reflects funding for all ACPS identified capacity and non-capacity needs. The City's approved 10-year CIP and the School Board's approved 10-year CIP continue to reflect the recommendations of the Ad Hoc Joint City/Schools Joint Facilities Task Force.

On January 7, 2021, the ACPS Superintendent proposed a FY 2022 Operating Budget totaling \$292.3 million and 2,629.74 FTES, which is an increase of \$5.6 million or 2.0% compared to the FY 2021 budget. The Superintendent's proposed budget requests a \$239.0 million transfer from the City and assuming the Governor's proposed State budget, projects a 1.3% increase in State revenue for a total of \$47.7 million. The ACPS Operating Fund budget includes the use of \$5.1 million in ACPS fund balance.

For FY 2022, ACPS' projected enrollment will total 16,144 students, which is a decrease of 329 compare to the previous year's projection. Similarly, FY 2021's actual student enrollment decreased by 482 or 2.0% as a result of the pandemic's impact on students and families. To help balance the budget, the Superintendent's proposed budget made reductions of \$4.2 million in discretionary changes. The majority of these reductions are staffing changes associated with lower than previously projected enrollment.

Compensation and benefit increases represents the largest portion of the FY 2022 operating budget. The proposed budget grants eligible staff with a full-step increase at the beginning of the contract year, a one-time 1% bonus payment for top of scale and hold-step employees, and a market rate adjustment for select employee job classifications. The increase in compensation is projected to cost \$6.1 million. In addition, benefit costs are projected to increase next year by \$2.2 million due to rate increases in healthcare and retirement plans.

Other expenditure changes proposed by the ACPS Superintendent include the addition of 2.0 FTEs for Division-wide Family Support and a 0.5 FTE for an Arabic Translator. Non-personnel changes in ACPS' budget include an increase in professional resources to support students' social and emotional needs, increased funding for substitute teachers, and additional student assessment tools. The proposed budget also includes funding for two ACPS school renaming efforts that are currently underway.

In addition to the ACPS request, the City's Non-Departmental budget contains a \$400,000 contingency for a possible early college program at the Northern Virginia Community College.

The ACPS proposed operating fund budget is displayed on the following page. For more information about the ACPS FY 2022 Proposed Budget, visit www.acps.k12.va.us/budgets.

Contact Info

703.619.8137

<http://www.acps.k12.va.us/>

Superintendent

Dr. Gregory Hutchings, Jr.

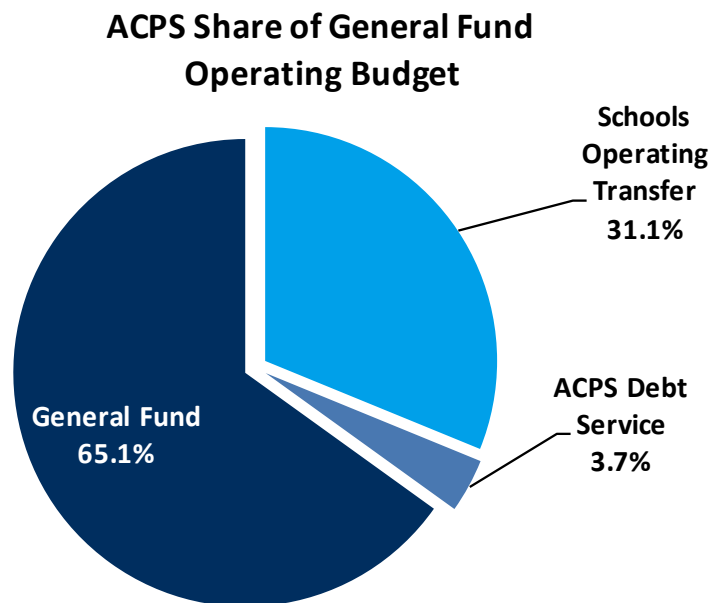
Alexandria City Public Schools



EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
City General Fund Transfer for ACPS Operating Fund	\$231,669,496	\$234,037,296	\$239,037,296	\$5,000,000	2.1%
School Related Debt Service *	\$28,924,085	\$28,578,698	\$28,633,966	\$55,268	0.2%
Total	\$260,593,581	\$262,615,994	\$267,671,262	\$5,055,268	1.9%
Total Department FTEs	2,607.06	2,648.83	2,629.74	(19.09)	-0.7%
Total Enrollment	16,006.00	16,473.00	16,144.00	(329.00)	-2.0%

*Budgeted and expended in the City's General Fund



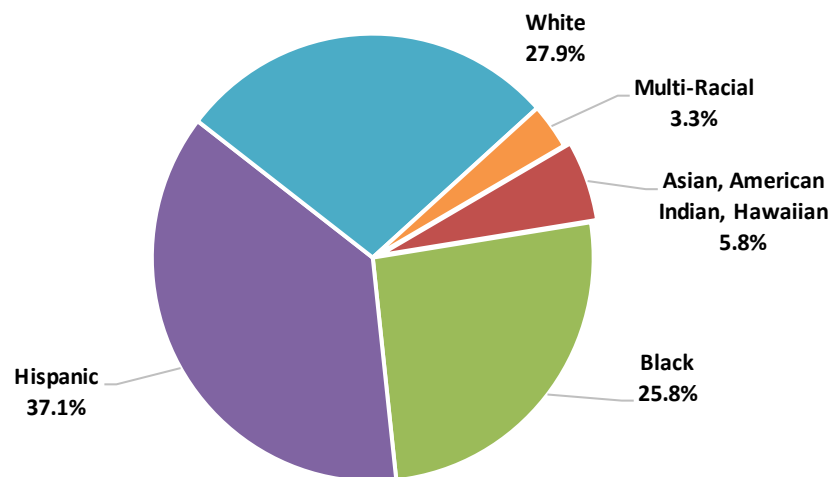
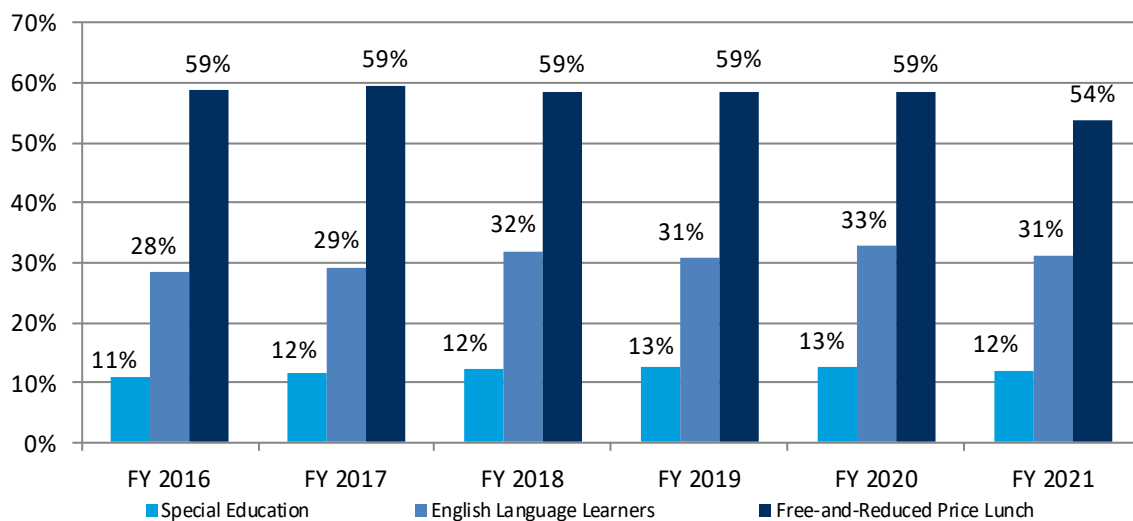
COST PER PUPIL

Cost per Pupil by Jurisdiction*	
Division	FY 2022
Alexandria City	\$18,147
Arlington County	\$19,581
Fairfax County	\$16,505
Loudoun County	\$15,214
Prince William County	\$12,641

*Source: The most current version available of the Washington Area Boards of Education (WABE) 2021 Guide



ACPS STATISTICS

ACPS Demographic Composition:
Enrollment FY 2022Special Education, English Language Learners, and Free & Reduced -
Price Meal Students as a Percent of Total ACPS Enrollment

Department of Community and Human Services



The Department of Community and Human Services provides effective and essential safety net services that measurably improve or maintain the quality of life for Alexandrians and promote self-determination, recovery and resiliency. The vision of the Department is of a community in which all residents enjoy a sense of well-being, safety and self-sufficiency.

Department Contact Info

703.746.5902

www.alexandriava.gov/DCHS

Department Head

Kate A. Garvey

Department of Community and Human Services



EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
Personnel	\$57,905,637	\$61,412,102	\$63,859,914	\$2,447,812	4.0%
Non-Personnel	\$38,047,917	\$37,385,026	\$37,013,133	(\$371,893)	-1.0%
Capital Goods Outlay	\$26,758	\$506,206	\$518,276	\$12,070	2.4%
Total	\$95,980,313	\$99,303,334	\$101,391,323	\$2,087,989	2.1%
Expenditures by Fund					
General Fund	\$53,202,291	\$53,542,218	\$55,608,984	\$2,066,766	3.9%
Non-Fiscal Year Grants	\$3,631,088	\$3,839,960	\$3,880,376	\$40,416	1.1%
Fiscal Year Grants	\$38,734,778	\$41,122,585	\$41,115,475	(\$7,110)	0.0%
Donations	\$218,543	\$287,471	\$263,318	(\$24,153)	-8.4%
Other Special Revenue	\$313	\$7,600	\$7,600	\$0	0.0%
Internal Service Fund	\$193,300	\$503,500	\$515,570	\$12,070	2.4%
Total	\$95,980,313	\$99,303,334	\$101,391,323	\$2,087,989	2.1%
Total Department FTEs	590.10	611.03	609.93	(1.10)	-0.2%

FISCAL YEAR HIGHLIGHTS

- The Department of Community and Human Services' (DCHS) overall budget increased due to employee step increases and decreased vacancy savings as a result of not continuing the City-wide selective hiring freeze. This overall increase is offset by \$1.7M in personnel and non-personnel reductions.
- DCHS' personnel increases are largely due to annual merit increases, a mid-year reclassification of several Benefit Services employees, and the addition of a Therapist Supervisor for the Alexandria Crisis Intervention Co-Responding Program (ACORP) pilot. Personnel increases are offset by a \$0.9M reduction in personnel associated with holding several positions vacant in FY 2022 and eliminating 2.10 vacant FTEs.
- DCHS' non-personnel expenses decreased due to a \$0.8M reduction in expenses that are not anticipated to impact community service levels; including, a reduction to the City's Birmingham Green contribution (\$200,000), a reduced financial match budget for the Children's Services Act (\$150,000), a decrease in the Alexandria Community Shelter's building maintenance budget (\$120,000), and reductions in anticipated departmental travel, training, and rent expenses (\$179,122). Offsetting these reductions include the addition of \$0.5M for Smart Beginnings Alexandria and \$125,000 for the Stormwater Utility Fee Relief program.
- Expenditures for capital goods increased slightly due to planned equipment replacement which is also reflected in the Internal Service Fund. For FY 2022, 14 automobiles are scheduled to be replaced.
- DCHS' General Fund expenditures increased by \$2.1M over FY 2021 levels due to the personnel adjustments described above as well as decreased vacancy savings levels. DCHS' General Fund costs also benefited from the addition of \$0.6M in Medicaid reimbursement revenue that will offset DCHS' General Fund expenses.
- Fiscal Year and Non-Fiscal Year Grant expenditures remained largely flat at FY 2021 levels, while the Donations fund decreased slightly due to an alignment of projected revenues and expenditures.

Department of Community and Human Services



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	611.03	\$99,303,334
All Programs Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and include increased personnel expenditures due to position reclassifications, a decrease in the vacancy savings factor, and increases and/or decreases in the cost of contracts and materials.	0.00	3,561,598
All Programs Training/Travel - DCHS' budget for staff training, conferences, and associated travel costs is reduced by \$128,542. This reduction was spread across multiple DCHS programs so that the impact would not be concentrated on employees in one particular area. This reduction was submitted based on the estimated impacts of COVID-19 on the availability of these training and travel opportunities.	0.00	(128,542)
All Programs All Tavern Square office space cost estimates are adjusted in the FY 2022 proposed budget to reflect a lease extension agreement. In total this generated \$0.6 million of General Fund savings.	0.00	(\$50,580)
DCHS Leadership and General Management Administration Fees for Computer Services - DCHS' budget for computer services replacement costs is reduced by \$51,000 based on historical underspending. This item represents an efficiency savings.	0.00	(\$51,000)
DCHS Leadership and General Management Finance Fiscal Analyst - DCHS is holding a full-time Fiscal Analyst temporarily vacant in FY 2022 for a General Fund savings of \$91,023. This position provides financial support for DCHS' Administration Leadership and Management programs. DCHS has distributed this position's responsibilities among existing staff and will continue this approach through FY 2022.	0.00	(\$91,023)
DCHS Leadership and General Management Office of the Director - DCHS is holding a full-time Deputy Director position temporarily vacant in FY 2022 for a General Fund savings of \$177,102. This position is meant to focus on service delivery, program quality, community partnerships, legislation, the Alexandria Fund for Human Services, and any other new or emerging initiatives. Delaying the filling of this position will not have an immediate impact on the community or delivery of services.	0.00	(\$177,102)
DCHS Leadership and General Management Reimbursement - DCHS is increasing the Medicaid Reimbursement revenue budget by \$560,000 for Medicaid case management and psychiatric services. DCHS has increased Medicaid revenue recovery significantly over the past two years and this trend is expected to continue. This increase is partially due to a larger proportion of Medicaid eligible clients that are receiving services from DCHS as well as operating changes that has increased DCHS' revenue recovery. This revenue will impact DCHS's special revenue funds, reducing General Fund costs by \$560,000 with no impact on expenditures.	0.00	(\$560,000)
Child Welfare Child Advocacy Center - DCHS' professional development budget for staff in the Child Advocacy Center is reduced by \$6,055 based on historical underspending. This item represents an efficiency savings.	0.00	(\$6,055)

Department of Community and Human Services



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	611.03	\$99,303,334
Children Leadership and Management Children and Families Administration - DCHS' professional services budget for staff in the Center for Children and Families Administration is reduced by \$5,000 based on historical underspending. This item represents an efficiency savings.	0.00	(\$5,000)
Children's Services Act Reduce City Match—DCHS is reducing the City of Alexandria's needed financial match for services provided by the Children's Services Act (CSA) by \$150,000. DCHS is projecting a surplus for FY 2022 based on service and placement patterns over the past year and this reduction is within the range of the projected surplus amount. While these projections are typically accurate, any high expense placement(s) could reduce the surplus projection and/or result in additional budget needs.	0.00	(\$150,000)
Youth Development Youth Development Initiative - DCHS' professional services budget for community-wide youth development initiatives is reduced by \$5,000 based on historical underspending.	0.00	(\$5,000)
Community Services 2525 Mount Vernon Maintenance and Operations - DCHS is reducing the allocation for custodial services at 2525 Mount Vernon by \$40,000 based on historical spending patterns.	0.00	(\$40,000)
Community Services Alexandria Community Shelter - The Alexandria Community Shelter's budget is receiving a one-time reduction of \$120,000 for FY 2022. This adjustment would reduce the funds available for building maintenance and the replacement of appliances and furniture for the shelter but not change the existing agreement with Volunteers of America or the availability of services at the shelter.	0.00	(\$120,000)
Community Services Controlled Data Information System - DCHS' budget for the Homeless Continuum of Care database system is reduced by \$10,000 based on historical spending patterns. The HMIS system allows for the collection of standardized data on individuals and families receiving homeless prevention and intervention services across the community.	0.00	(\$10,000)
Community Services Housing and Janitorial Supplies - DCHS' budget for housekeeping for the Community Shelter Kitchen is reduced by \$15,000 based on historical spending patterns.	0.00	(\$15,000)
Community Services Winter Shelter and OCS Office Supplies - DCHS is reducing the office supply budget for the Office of Community Services by \$5,000 and the client shelter by \$10,000 based on historical underspending for a total reduction of \$15,000.	0.00	(\$15,000)

Department of Community and Human Services



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	611.03	\$99,303,334
Community Services		
Stormwater Utility Fee Relief - DCHS is receiving \$125,000 in funding to support the Stormwater Utility Relief program. This program is meant to support homeowners whose utility fee presents a special financial hardship. Annually, these funds will be transferred from DCHS to the Department of Finance. Finance will be responsible for administering the program and paying the stormwater utility fees of needy homeowners that qualify for relief.	0.00	\$125,000
Aging and Adult Services		
Birmingham Green (BG) - The City's contribution to Birmingham Green will see a one-time reduction of \$200,000 for FY 2022. Birmingham Green is a publicly supported nursing home and assisted living facility located in Prince William County. DCHS anticipates a one-time savings of approximately \$200,000 for its user fees to Birmingham Green due of the availability of Medicaid Supplemental revenue. This reduction is not expected to change the availability of services for Alexandria residents.	0.00	(\$200,000)
DD Services for Adults Leadership and General Management		
Residential Services for Individuals with Developmental Disabilities - DCHS' budget for residential service contract funds is reduced by \$50,000. These contract funds are used to purchase of private residential care services for individuals with developmental disabilities. DCHS submitted this reduction based on historical spending patterns.	0.00	(\$50,000)
Residential and Community Support		
Mental Health Psychosocial Rehabilitation - Two DCHS Human Services Specialist I positions will be held temporarily vacant for six months in FY 2022 for a General Fund savings of \$81,047. These positions provide services to individuals with serious mental illness at the West End Wellness Center; however, the Center is currently operating at reduced capacity due to COVID-19 risks. This reduction is not anticipated to impact the total numbers served until the West End Wellness Center returns to pre-pandemic operations.	0.00	(\$81,047)
Residential and Community Support		
MH/SA Residential - Two vacant DCHS Service Associate positions will be eliminated in the FY 2022 budget. These positions provide supportive services to individuals with behavioral health needs living in their own homes. DCHS has shifted service delivery for these individuals to a case management model, which no longer requires Service Associates positions. This reduction will result in a General Fund savings of \$155,705.	(2.00)	(\$155,705)
Acute and Emergency Services		
Medication Assisted Treatment - A part-time (0.10 FTE) Registered Nurse position in the City's Opioid Treatment Program will be eliminated for a General Fund savings of \$7,259. This vacant position provides a limited number of weekly hours of coverage that can be absorbed by existing staff.	(0.10)	(\$7,259)
Acute and Emergency Services		
Short Term Substance Abuse Residential Treatment - Four positions in DCHS' short term residential substance abuse program will be held vacant in FY 2022 for a General Fund savings of \$370,231. DCHS is proposing this reduction because the program has been paused since the onset of the COVID-19 public health crisis due to the inability to maintain social distancing. DCHS is currently exploring the potential budgetary, clinical and operational impact of changing this program to a contract model of service delivery, which is being considered for implementation in FY 2022.	0.00	(\$370,231)

Department of Community and Human Services



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	611.03	\$99,303,334
Acute and Emergency Services ACORP Therapist Supervisor - DCHS is receiving \$184,435 to fund the Alexandria Crisis Intervention Co-Responding Program (ACORP). This pilot program is intended to examine the effects of a DCHS-Police co-responding crisis response approach with persons experiencing a behavioral health crisis. Program funding will be used to staff 1.0 Therapist Supervisor within DCHS, who will serve as the Project Manager for the program. Additional dollars are also allocated for contract program evaluation, staff training, IT equipment, and client needs (i.e., clothing, food). The Police Department will provide an existing position for this program.	1.0	\$184,435
Early Childhood Early Childhood Local Funding Request — This budget funds \$505,500 in local funding from the City of Alexandria for early childhood education services. These funds will be used to provide priority services over 200 children ages 3-to-5 who qualify at "at-risk" and/or who are eligible for Head Start and VPI early childhood programs. To support Smart Beginning's early childhood framework, the City will continue FY 2020's \$200,000 investment in early childhood education and increase this allocation by \$303,500 in order to support expanded summer learning and extended hours during the schools year for Alexandria's VPI, Head Start, and At Risk students.	0.00	\$505,500
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	609.93	\$101,391,323

Department of Community and Human Services



PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Reduce the percentage of residents living in poverty from 2014's 9.6%.
- Maintain the unemployment rate below the regional, state and federal unemployment rates.
- Increase the percentage of students who participate in early childhood programs the year prior to entering Alexandria City Public Schools kindergarten classrooms from 76% in 2016 to 83%.
- Reduce the percentage of youth who self-report current alcohol use from 26% in 2014.
- Reduce the teen pregnancy rate from 23 per 1,000 in 2014 to 10.
- Increase the percentage of children and youth who report having three or more non-parent adults who provide support from 2016's.
- Increase the percentage of clients who improve functioning after receiving behavioral health emergency services from 2016's 90%.

Department Key Indicators

All data is reported by the department. Blue arrows indicate improvement, orange arrows indicate a need for improvement and N/A does not indicate a trend. The dashed line is the target selected by the department.

	Most Recent	Change from Last	Annual Trend			
Homelessness: Number of persons in Alexandria	207		226 FY18	198 FY19	207 FY20	173
Percent of adults maintaining or improving functioning due to emergency behavioral health services	88.4%		87.5% FY18	86.2% FY19	88.4% FY20	89.7%
Unemployment rate: Percent of residents that are unemployed	2.1%		2.5% CY17	1.9% CY18	2.1% CY19	2.3%
High school graduation rate: Percent of on-time graduates	82.1%		80.6% FY18	83.5% FY19	82.1% FY20	92%
Poverty rate: Percent of residents in poverty	10.1%		10.5% CY16	10.1% CY17	10.1% CY18	9.6%

Department of Community and Human Services



PERFORMANCE INDICATORS

Department Key Indicators

All data is reported by the department. Blue arrows indicate improvement, orange arrows indicate a need for improvement and N/A does not indicate a trend. The dashed line is the target selected by the department.

	Most Recent	Change from Last	Annual Trend			
Percent of ACPS kindergarteners with pre-k experience	81%		77%	81%	83%	
			FY18	FY19		
Percent of children and youth who report having 3 or more non-parent adult supports	42%		42%	42%	42%	
			FY16	FY19		
Percent of domestic violence victims that have identified a plan for safety	95%		94%	97%	95%	95%
			FY18	FY19	FY20	
Percent of youth that maintained or improved functioning due to Behavioral Health Services	69.5%		82.0%	73.0%	69.5%	85%
			FY18	FY19	FY20	
Number of behavioral health clients served	1,930		2,039	2,102	1,930	
			FY18	FY19	FY20	
Percent of ACPS kindergarteners passing the phonological awareness literacy screening (PALS)	84%		88%	84%	90%	
			FY18	FY19		
Adult Protective Services (APS): Founded investigations with no 2nd incident	96%		97%	95%	96%	90%
			FY18	FY19	FY20	
Number of persons served through VA Insurance Counseling and Assistance (VICAP)	213		325	290	213	350
			FY18	FY19	FY20	
Public assistance benefits: Residents receiving SNAP, Medicaid, or TANF	23,418		24,079	23,683	23,418	
			CY17	CY18	CY19	

Department of Community and Human Services



PERFORMANCE INDICATORS

Department Key Indicators

All data is reported by the department. Blue arrows indicate improvement, orange arrows indicate a need for improvement and N/A does not indicate a trend. The dashed line is the target selected by the department.

	Most Recent	Change from Last	Annual Trend			
Adult treatment goals: Percent of behavioral health clients who met goals	86.6%	▼	89.7% FY18	87.5% FY19	86.6% FY20	90%
No recurrence of child maltreatment: No second finding of abuse or neglect	99.4%	▼	100% FY18	100% FY19	99.4% FY20	94.6%
Percent of participants reporting youth having positive behavior due to the Youth Development Team's involvement	100%	►	100% FY18	100% FY19	100% FY20	95%
Job placements by the Workforce Development Center	333	▼	581 FY18	546 FY19	333 FY20	

Department of Community and Human Services



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Child Care Subsidy	Serves as the access point for families in need of child care assistance.	3.16 M	1
Child Protective Services Ongoing Services to Prevent Foster Care, and Abuse and Neglect	Provision of case management, treatment and community services, to a child who is abused or neglected or in need of services and his/her family when a child has been identified as needing services to prevent or eliminate the need for foster care placement.	2.78 M	1
Domestic Violence Program	24/7 hotline, safe house, crisis intervention and safety planning, individual supportive counseling groups (for adults and children), court accompaniment, medical accompaniment, law enforcement accompaniment, information and referrals, community outreach and education, prevention services for youth, and volunteer programs.	1.20 M	1
Eligibility Determination (Benefit Programs)	Process federal and state public benefit programs applications to determine eligibility and reevaluation for continues eligibility. Prevent and investigate reports of fraud or abuse of federal entitlement programs. Outreach to potentially eligibility recipients to increase participation in the SNAP program. Outreach to Administer the SNAP/EBT program which allows individuals to utilize their Supplemental Nutrition Assistance Program (SNAP) benefits at the Farmer's Market.	2.70 M	1
Finance	Manage and administer government finances through accounting and reporting of resources.	3.29 M	1
Foster Care Services	Provision of services that have federally mandated funding to ensure the safety, permanency and well-being of children in foster care. Foster care is twenty-four hour substitute care for all children placed away from their parents or guardians and for whom the agency has placement and care responsibility.	4.42 M	1
Post Adoption Services	Provision of child welfare services, including payments to adoptive parents on behalf of their adopted child.	0.57 M	1
Sexual Assault Center	24/7 hotline, crisis intervention and safety planning, individual supportive counseling groups (for adults and children), court accompaniment, medical accompaniment, law enforcement accompaniment, short term therapy (for adults and children), information and referrals, community outreach and education, prevention services for youth, and volunteer programs.	0.55 M	1
Adoption Services	When permanency cannot be achieved through reunification with parents or placement with relatives, the goal of adoption is considered, either with relatives or non-relatives in order to provide children with permanent family connections.	0.96 M	2
Adult Day Care	Medical model day program for socialization, recreation, nutrition and personal care.	1.30 M	2
Adult Employment Services	Comprehensive One-Stop mandated to provide leadership in the integration of services offered by mandated and voluntary workforce development partners. Provide a full range of employment services for adults delivered in groups and individualized formats.	0.81 M	2

Department of Community and Human Services



PRIORITY BASED BUDGETING RESULTS (CONTINUED)

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Adult Protective Services	Investigate reports of abuse, neglect and exploitation.	1.07 M	2
Alexandria Fund for Human Services	The Alexandria Fund for Human Services allows the City to support human service programs vital to meeting the needs of the community with broadly defined service priorities for young children, youth, immigrants, older adults and those with differing abilities.	2.00 M	2
Assessment and Case Management	Provide assessment and case management services to assist individuals and families to stabilize their crisis situation, provide support counseling and guidance when there are multiple or high risk needs, and to work on goals related to self-sufficiency. These services are sometimes offered in conjunction with or instead of financial assistance. Clearinghouse for many community partners, churches and non-profit organizations, committed to assisting households in meeting basic needs. Provide community outreach at faith-based and other community organizations and businesses.	1.46 M	2
Assistive Technology and Disability Resources	Employment Network Organization contracted with Social Security to provide free employment support services to Social Security disability beneficiaries ages 18 through 64. Provide individualized assistive technology related assessments including coordinating reasonable accommodations upon request. The Ticket to Work program is a Federally-funded employment program designed to provide Social Security disability beneficiaries (i.e., individuals receiving Social Security Disability Insurance and/or Supplemental Security Income benefits based on disability) the choices, opportunities and support they need to enter the workforce and maintain employment with the goal of becoming economically self-supporting over time.	0.28 M	2
Business Services, Job and Training Development Services	Support businesses hiring strategies targeted at finding qualified employees. Promote and support the creation of supported employment and training opportunities to meet their changing demands.	0.93 M	2
Case Management (Workforce Development Center)	Assessment and supportive services to assist individuals in addressing barriers to employment.	0.71 M	2
Child and Family Assessment and Evaluation	Clinical assessments for screening, triage, or referral.	0.92 M	2
Child and Family Case Management	Program helps families access array of services in response to their needs.	0.25 M	2
Child and Family Clinical Consultation	Consultation with community partners on behavioral health-related issues.	0.27 M	2

Department of Community and Human Services



PRIORITY BASED BUDGETING RESULTS (CONTINUED)

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Child and Family Outpatient Treatment	Family, individual or group psychotherapy and support services.	1.18 M	2
Child Family Day Home Resource Team	Recruits, regulates, provides professional development and monitors quality of family day care providers.	0.88 M	2
Child Protective Services Investigations and Family Assessments	Receives and responds to reports alleging abuse or neglect of children in the City of Alexandria. Conducts investigations or family assessments of child abuse or neglect complaints or reports Pursuant to § 63.2-1503 of the Code of Virginia.	3.27 M	2
Children's Services Act	The program provides Children's Services Act funding to support the complex needs of high risk youth and their families.	8.48 M	2
Client Services	Provide supportive client services to individuals and families experiencing various types of crisis situations. The primary goal is to ensure customers have access to the full range of DCHS program services they may be eligible to receive and connecting them to community resources and services available to help meet their needs.	3.05 M	2
Communications	Conduct intended informational exchanges through the use of various media.	1.57 M	2
Community Coordination	Support the implementation and operations of the Partnership to Prevent and End Homelessness, the Continuum of Care (CoC) for all homeless services in the City of Alexandria and the Economic Opportunities Commission as the Community Action Agency.	0.28 M	2
Coordinated Entry	Manages the Homeless Services Assessment Center (HSAC) to assist homeless individuals and families to find alternate housing options through diversion services or placement into an emergency shelter, transitional housing, permanent supportive housing, or received homeless prevention services.	0.17 M	2
Eligibility Determination (Workforce Development Center)	Process federal and state public benefit programs applications to determine eligibility and reevaluation for continues eligibility while meeting mandated standards and timeliness. Provide access to childcare for TANF families.	0.75 M	2
Emergency Services	24/7 crisis intervention, stabilization, and referral assistance.	2.58 M	2

Department of Community and Human Services



PRIORITY BASED BUDGETING RESULTS (CONTINUED)

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Emergency Shelters	Provide contractual oversight for the operations and service delivery at the Alexandria Community Shelter and Winter Shelter.	2.05 M	2
Facilities Management	Provide operations and maintenance of facility site locations through the integration of people, places, processes and technology to ensure environment functionality.	1.43 M	2
Financial Assistance	Provides financial assistance to eligible, low-income persons facing a crisis beyond their control. The goal is to help stabilize households and to prevent homelessness.	1.20 M	2
Grants and Contract Administration	Develop and administer legal agreements to procure goods and services in support of service delivery to the public.	0.42 M	2
Human Resources	Provide employment oversight to recruit, manage, and direct employees in the workplace.	1.19 M	2
ID/DD Child and Youth Case Management	Provides on-going case management for individuals with developmental delays and intellectual disabilities. This includes the initial assessment and evaluation process which serves as the single point of entry for initial assessments for the screening, triage, of referrals for individuals age 3 - 21 in need of developmental disability services.	0.62 M	2
Intellectual Disability (ID) / Developmental Disability (DD) Child and Youth Consumer Monitoring	Monitors the process and need levels of individual who have applied for a State Medicaid Waiver.	0.41 M	2
Intensive Care Coordination	Intensive process that engages families and their professional and natural supports in coordination of services.	0.25 M	2
Jail Services	Mental Health and Substance Abuse services in Alexandria Detention Center. Includes Jail Diversion which provides various initiatives and services that bridge the criminal justice and behavioral health systems.	0.90 M	2
Medication Assisted Treatment (Opioid Treatment Program)	Combines outpatient treatment with administering synthetic narcotics to reduce craving for opiates.	2.58 M	2

Department of Community and Human Services



PRIORITY BASED BUDGETING RESULTS (CONTINUED)

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
MH and SA Outpatient	Clinical mental health and substance abuse treatment services to individuals and groups.	3.31 M	2
MH Employment	Assists individuals with mental illness in fulfilling employment goals.	0.19 M	2
MH/SA Case Management	Assess, link, coordinate and monitor individuals' service needs.	1.98 M	2
MH/SA Residential	Housing and services for individuals with mental health and substance use disorders.	3.67 M	2
Older Adult Mental Health	Outpatient mental health and case management services for seniors with behavioral health disorders.	1.23 M	2
Parent Infant Education (PIE)	Provide assessment, treatment/therapy and case management to families of infants and toddlers (up to age 3) experiencing developmental delays that may impact school and life readiness.	2.07 M	2
Peer Services	Services from peer professionals that encourage parent engagement in child's services.	0.49 M	2
Positive Youth Development Community-wide Initiatives	Multi-sector collaboration to strengthen developmental assets and reduce youth health risk behaviors, to include coordination of the Children & Youth Master Plan, Alexandria Campaign on Adolescent Pregnancy and Substance Abuse Prevention Coalition of Alexandria.	0.58 M	2
Preschool Prevention Team	Promotes healthy social emotional development of children ages 0 to 5 through a continuum of care through an evidenced based social emotional curriculum in preschool classrooms in Alexandria. Provides early childhood mental health clinical consultations to families, preschool and DCHS staff. Provides short term counseling for young children and their families; services are offered in the home, the preschool or the clinic setting.	1.29 M	2
Program of Assertive Community Treatment (PACT)	Serves individuals with severe symptoms/impairments not remedied by available treatments or resist involvement with services.	1.34 M	2
Quality Assurance and Program Evaluation	Provide program monitoring and quality evaluation through defining and measuring services and performance outcomes.	1.23 M	2
Senior Centers	Congregate meals, cultural, social and recreational activities for seniors.	0.20 M	2

Department of Community and Human Services



PRIORITY BASED BUDGETING RESULTS (CONTINUED)

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Short-Term Substance Abuse Residential Treatment	Acute substance abuse residential treatment services.	2.40 M	2
Technology Services	Provide technical processes, methods, or knowledge.	1.68 M	2
Transitioning Adults Into Living Successfully (TRAILS)	Assists adolescents/young adults experiencing their first psychotic episode.	0.72 M	2
Transportation	Multiple means of transportation assistance for elderly and disabled (includes bus service and Senior Taxi program).	0.73 M	2
Youth Employment	Facilitate structured learning experiences that takes place in the work place, and provide youth with opportunities for career exploration and skill development.	0.90 M	2
Adult Services for Older Adults and/or Adults with Physical Disabilities	Multiple services and programs that assist the elderly and disabled caregivers and their families.	1.84 M	3
Day Support for Individuals with Developmental Disabilities	Structured day programs to encourage community integration.	0.86 M	3
Employment for Individuals with Developmental Disabilities	Individual, group and supported competitive employment for individuals with developmental disabilities.	0.27 M	3
Home Delivered Meals	Daily delivery of hot and cold meals.	0.11 M	3
Homemaker and Personal Care Services	In-home assistance.	0.20 M	3
LGBTQ Services	Training, community education, and task force.	0.20 M	3

Department of Community and Human Services



PRIORITY BASED BUDGETING RESULTS (CONTINUED)

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
MH Psychosocial Rehabilitation	Day Support Services for individuals with serious mental illness.	0.83 M	3
Organizational Development	Provide change intervention to align strategy, people, and processes that improves agency effectiveness.	0.44 M	3
Parent Support & Education	Activities that build parenting and leadership skills, and strengthen connection with schools and community resources.	0.18 M	3
Residential service for individuals with Developmental Disabilities	Housing and services for individuals with developmental disabilities.	5.17 M	3
Support Coordination for individuals with developmental disabilities	Assess, link, coordinate and monitor individuals' service needs.	0.80 M	3
Task Forces	LGBTQ Task Force and Domestic Violence Intervention Project Sexual Assault Response Team.	0.07 M	3
Youth Development Evidence-based Curriculum	Curriculum-based and classroom-based interventions that are proven effective at reducing youth substance use and pregnancy.	0.41 M	3
Youth Development Leadership & Coaching	Individual support and guidance for youth experiencing challenges to build life skills and reduce risk behaviors. Groups and activities that build leadership skills and create opportunities for youth leadership.	0.49 M	3
Financial Literacy	In an effort to increase financial literacy for DCHS target population, partners with financial institutions and tax preparation entities, and coordinate opportunities for clients to learn how to budget to meet their needs and development and achieve financial goals.	0.02 M	4

Department of Community and Human Services



PROGRAM LEVEL SUMMARY

Program	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Leadership and General Management	\$9,168,570	\$9,235,135	\$9,723,695	\$488,560	5.3%
Adult Leadership and General Management	\$1,555,514	\$1,547,447	\$1,672,732	\$125,285	8.1%
Children Leadership and General Management	\$919,229	\$750,485	\$908,238	\$157,753	21.0%
Economic Leadership and General Management	\$590,979	\$495,556	\$548,609	\$53,053	10.7%
Acute and Emergency Services	\$11,616,115	\$11,904,223	\$12,477,394	\$573,171	4.8%
Aging and Adult Services	\$6,654,849	\$6,538,403	\$6,435,125	(\$103,278)	-1.6%
Alexandria Fund for Human Services	\$1,895,507	\$1,996,430	\$1,996,430	\$0	0.0%
Benefit Programs	\$5,421,480	\$5,872,322	\$6,771,716	\$899,394	15.3%
Child and Family Treatment	\$2,834,082	\$3,331,757	\$3,404,165	\$72,408	2.2%
Child Welfare	\$11,010,342	\$11,943,300	\$11,623,720	(\$319,580)	-2.7%
Community Services	\$4,555,233	\$4,757,841	\$4,549,706	(\$208,135)	-4.4%
Children's Services Act	\$8,718,449	\$8,454,914	\$8,324,822	(\$130,092)	-1.5%
Domestic Violence and Sexual Assault	\$1,898,887	\$2,114,683	\$2,138,358	\$23,675	1.1%
Early Childhood	\$7,604,289	\$8,416,440	\$8,957,449	\$541,009	6.4%
DD Services for Adults	\$7,145,508	\$7,192,369	\$6,996,728	(\$195,641)	-2.7%
Workforce Development Center	\$3,943,129	\$4,156,513	\$4,489,166	\$332,653	8.0%
Residential and Community Support	\$8,970,272	\$8,817,737	\$8,577,783	(\$239,954)	-2.7%
Youth Development	\$1,477,879	\$1,777,779	\$1,795,487	\$17,708	1.0%
Total Expenditures (All Funds)	\$95,980,313	\$99,303,334	\$101,391,323	\$2,087,989	2.1%

- All programs saw a \$0.2M reduction in anticipated departmental travel and training as well as rent expenses for Tavern Square. Multiple program's also received a decreased vacancy savings factor as a result of not continuing the City-wide selective hiring freeze.
- Acute and Emergency Services saw a temporary hiring freeze for positions in the short term residential substance abuse program, which was offset by a decreased vacancy savings factor and the addition of \$184,435 for the ACORP pilot that included personnel expenses for a Therapist Supervisor.
- Aging and Adult Services decreased due to a \$200,000 reduction in the City's contribution to Birmingham Green.
- Children's Services Act decreased due to a \$150,000 reduction in the City of Alexandria's financial match budget for CSA expenditures based on a projected surplus for FY 2022.
- Community Services decreased due to a \$200,000 decrease in the budget for the Alexandria Community Shelter, custodial services, and supplies and materials. These reductions are offset by the allocation of \$125,000 in funding for the Stormwater Utility Fee Relief program.
- Early Childhood increased due to the allocation of \$505,500 in local funding for Smart Beginnings Alexandria's proposed initiative to expand full-day pre-K and summer learning for low-income children.
- DD Services decreased due to the reallocation of staff to Adult Services Leadership and Management and a \$50,000 reduction in contract services funds.
- Residential and Community Support decreased due to a temporary hiring freeze for positions in the West End Wellness Center as well as a permanent reduction to two Services Associate positions.
- All other program level expenditure changes were due to the reallocation of staff between programs based on funding availability or departmental programmatic needs and/or current service adjustments.

Department of Community and Human Services



PROGRAM LEVEL SUMMARY

Program	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	Change 2021 - 2022	% Change 2021 - 2022
Leadership and General Management	55.18	56.45	59.87	3.42	6.1%
Adult Leadership and General Management	12.70	11.80	13.21	1.41	11.9%
Children Leadership and General Management	8.43	5.50	6.43	0.93	16.9%
Economic Leadership and General Management	3.93	6.00	5.00	(1.00)	-16.7%
Acute and Emergency Services	86.96	95.56	97.75	2.19	2.3%
Aging and Adult Services	34.20	36.95	38.00	1.05	2.8%
Alexandria Fund for Human Services	-	-	-	-	0.0%
Benefit Programs	57.50	59.50	61.50	2.00	3.4%
Child and Family Treatment	29.40	29.00	29.00	-	0.0%
Child Welfare	53.00	54.50	54.50	-	0.0%
Community Services	17.89	19.30	17.89	(1.41)	-7.3%
Children's Services Act	3.00	3.00	3.00	-	0.0%
Domestic Violence and Sexual Assault	18.50	19.00	18.50	(0.50)	-2.6%
Early Childhood	22.34	23.00	23.00	-	0.0%
DD Services for Adults	62.70	63.12	61.15	(1.97)	-3.1%
Workforce Development Center	31.92	32.00	30.00	(2.00)	-6.3%
Residential & Community Support	80.35	81.35	77.13	(4.22)	-5.2%
Youth Development	12.10	15.00	14.00	(1.00)	-6.7%
Total FTEs	590.10	611.03	609.93	(1.10)	-0.2%

- Overall, DCHS saw a decrease of 1.10 FTEs in FY 2022 compared to the FY 2021 approved budget, primarily due to personnel reductions and supplemental adjustments.
- Acute and Emergency Services saw an FTE increase due to the addition of a Therapist Supervisor for the ACORP pilot, which was partially offset by a 0.10 FTE reduction in a Registered Nurse position in the City's Opioid Treatment Program
- Residential and Community Support Services saw a FTE decrease due to the reduction of 2.0 Service Associate positions that were no longer required following a shift in service delivery.
- All other FTE adjustments across all programs were due to standard position reallocations, changes in funding availability, or adjustments in departmental programmatic needs.

Department of Community and Human Services



SUMMARY BY CENTER

FY 2022 PROPOSED BY PROGRAM	GENERAL FUND OPERATIONS	GENERAL FUND TRANSFER	TOTAL GENERAL FUND	SPECIAL REVENUES	2022 TOTAL PROGRAM COST
Leadership and General Management	\$2,393,921	\$5,765,612	\$8,159,533	\$1,564,162	\$9,723,695
Alexandria Fund for Human Services	\$1,996,430	\$0	\$1,996,430	\$0	\$1,996,430
Subtotal Leadership Center	\$4,390,351	\$5,765,612	\$10,155,963	\$1,564,162	\$11,720,125
Adult Leadership and General Management	\$0	\$1,672,732	\$1,672,732	\$0	\$1,672,732
Acute and Emergency Services	\$0	\$5,381,059	\$5,381,059	\$7,096,335	\$12,477,394
Aging and Adult Services	\$427,019	\$4,199,295	\$4,626,314	\$1,808,811	\$6,435,125
DD Services for Adults	\$0	\$3,697,097	\$3,697,097	\$3,299,631	\$6,996,728
Residential and Community Support	\$0	\$3,599,389	\$3,599,389	\$4,978,394	\$8,577,783
Subtotal Center for Adult Services	\$427,019	\$18,549,572	\$18,976,591	\$17,183,171	\$36,159,762
Children Leadership and General Management	\$341,261	\$390,558	\$731,819	\$176,419	\$908,238
Child & Family Treatment	\$0	\$1,604,608	\$1,604,608	\$1,799,557	\$3,404,165
Child Welfare	\$203,677	\$3,178,357	\$3,382,034	\$8,241,686	\$11,623,720
Children's Services Act	\$982	\$3,939,156	\$3,940,138	\$4,384,684	\$8,324,822
Domestic Violence and Sexual Assault	\$1,335,887	\$0	\$1,335,887	\$802,471	\$2,138,358
Early Childhood	\$3,278,837	\$1,803,601	\$5,082,438	\$3,875,011	\$8,957,449
Youth Development	\$442,411	\$574,681	\$1,017,092	\$778,395	\$1,795,487
Subtotal Center for Children and Families	\$5,603,055	\$11,490,961	\$17,094,016	\$20,058,223	\$37,152,239
Economic Leadership and General Management	\$386,148	\$74,589	\$460,737	\$87,872	\$548,609
Benefit Programs	\$0	\$2,962,389	\$2,962,389	\$3,809,327	\$6,771,716
Community Services	\$3,147,483	\$313,125	\$3,460,608	\$1,089,098	\$4,549,706
Workforce Development Center	\$1,352,079	\$1,146,601	\$2,498,680	\$1,990,486	\$4,489,166
Subtotal Center for Economic Support	\$4,885,710	\$4,496,704	\$9,382,414	\$6,976,783	\$16,359,197
DCHS TOTAL	\$15,306,135	\$40,302,849	\$55,608,984	\$45,782,339	\$101,391,323



Department of Community and Human Services

DCHS LEADERSHIP AND GENERAL MANAGEMENT

Program Description: This program includes Facilities Management, Human Resources, Leadership & General Management, Finance, Quality Assurance and Program Evaluation, Technology Services, Grants and Contract Administration, Organizational Development and Equity, Community Partnerships and Communications.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$5,679,327	\$6,408,037	\$6,705,783	\$297,746	4.6%
Non-Personnel	\$3,463,008	\$2,321,768	\$2,500,512	\$178,744	7.7%
Capital Goods Outlay	\$26,235	\$505,330	\$517,400	\$12,070	2.4%
Total Program Expenditures (All Funds)	\$9,168,570	\$9,235,135	\$9,723,695	\$488,560	5.3%
Total Program FTEs	55.18	56.45	59.87	3.42	6.1%

ADULT LEADERSHIP AND GENERAL MANAGEMENT

Program Description: This program provides leadership and management services to the Adult Services Center.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$1,487,601	\$1,455,140	\$1,581,856	\$126,716	8.7%
Non-Personnel	\$67,913	\$92,307	\$90,876	(\$1,431)	-1.6%
Total Program Expenditures (All Funds)	\$1,555,514	\$1,547,447	\$1,672,732	\$125,285	8.1%
Total Program FTEs	12.70	11.80	13.21	1.41	11.9%

Department of Community and Human Services



CHILDREN LEADERSHIP AND GENERAL MANAGEMENT

Program Description: This program provides leadership and management services to the Children and Family Center.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$841,404	\$658,059	\$823,881	\$165,822	25.2%
Non-Personnel	\$77,825	\$92,426	\$84,357	(\$8,069)	-8.7%
Total Program Expenditures (All Funds)	\$919,229	\$750,485	\$908,238	\$157,753	21.0%
Total Program FTEs	8.43	5.50	6.43	0.93	16.9%

ECONOMIC LEADERSHIP AND GENERAL MANAGEMENT

Program Description: This program provides leadership and management services to the Economic Support Center.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$439,727	\$400,184	\$453,318	\$53,134	13.3%
Non-Personnel	\$151,252	\$95,372	\$95,291	(\$81)	-0.1%
Total Program Expenditures (All Funds)	\$590,979	\$495,556	\$548,609	\$53,053	10.7%
Total Program FTEs	3.93	6.00	5.00	-1.00	-16.7%

Department of Community and Human Services



ACUTE AND EMERGENCY SERVICES

Program Description: This program provides Mental Health (MH) outpatient services, Substance Abuse (SA) outpatient services, MH and SA support groups, opioid treatment, 24 hour emergency services, residential substance abuse services and integrated primary and behavioral health care through Neighborhood Health, Inc.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$10,175,163	\$10,881,010	\$11,373,046	\$492,036	4.5%
Non-Personnel	\$1,440,953	\$1,023,213	\$1,104,348	\$81,135	7.9%
Total Program Expenditures (All Funds)	\$11,616,115	\$11,904,223	\$12,477,394	\$573,171	4.8%
Total Program FTEs	86.96	95.56	97.75	2.19	2.3%

AGING AND ADULT SERVICES

Program Description: This program provides adult day services, case management and varied nutritional, transportation and in-home supports and services for older adults and adults with disabilities as well behavioral health services for older adults and investigative services for allegations of abuse, neglect or exploitation.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$3,716,894	\$3,791,386	\$3,887,697	\$96,311	2.5%
Non-Personnel	\$2,937,955	\$2,747,017	\$2,547,428	(\$199,589)	-7.3%
Total Program Expenditures (All Funds)	\$6,654,849	\$6,538,403	\$6,435,125	(\$103,278)	-1.6%
Total Program FTEs	34.20	36.95	38.00	1.05	2.8%

Department of Community and Human Services



ALEXANDRIA FUND FOR HUMAN SERVICES

Program Description: The Alexandria Fund for Human Services allows the City to support human service programs vital to meeting the needs of the community with broadly defined service priorities for young children, youth, immigrants, older adults and those with differing abilities.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Non-Personnel	\$1,895,507	\$1,996,430	\$1,996,430	\$0	0.0%
Total Program Expenditures (All Funds)	\$1,895,507	\$1,996,430	\$1,996,430	\$0	0.0%
Total Program FTEs	0.00	0.00	0.00	0.00	0.0%

BENEFIT PROGRAMS

Program Description: Provides assistance for CommonHelp, and determines eligibility for Supplemental Nutrition Assistance (SNAP), Family Access to Medical Insurance Security Plan (FAMIS), Refugee Assistance, Medicaid, Temporary Assistance For Needy Families (TANF), and Auxiliary Grant Program.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$4,075,606	\$4,622,676	\$5,467,662	\$844,986	18.3%
Non-Personnel	\$1,345,351	\$1,249,646	\$1,304,054	\$54,408	4.4%
Capital Goods Outlay	\$524	\$0	\$0	\$0	0.0%
Total Program Expenditures (All Funds)	\$5,421,480	\$5,872,322	\$6,771,716	\$899,394	15.3%
Total Program FTEs	57.50	59.50	61.50	2.00	3.4%

Department of Community and Human Services



CHILD AND FAMILY TREATMENT

Program Description: This program provides MH and SA Outpatient Services for children, youth and families; Community Wraparound services to support youth with serious mental health needs and their families; and Family Partners who support families accessing services.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$2,600,614	\$3,138,508	\$3,184,586	\$46,078	1.5%
Non-Personnel	\$233,468	\$193,249	\$219,579	\$26,330	13.6%
Total Program Expenditures (All Funds)	\$2,834,082	\$3,331,757	\$3,404,165	\$72,408	2.2%
Total Program FTEs	29.40	29.00	29.00	0.00	0.0%

CHILD WELFARE

Program Description: The Child Welfare Program provides Child Protective Services (CPS); Foster Care and Adoption, Prevention Services, Family Engagement and Fatherhood services and comprehensive and specialty care.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$5,645,891	\$5,844,722	\$5,903,529	\$58,807	1.0%
Non-Personnel	\$5,364,451	\$6,098,578	\$5,720,191	(\$378,387)	-6.2%
Total Program Expenditures (All Funds)	\$11,010,342	\$11,943,300	\$11,623,720	(\$319,580)	-2.7%
Total Program FTEs	53.00	54.50	54.50	0.00	0.0%

Department of Community and Human Services



COMMUNITY SERVICES

Program Description: This program provides several community safety-net services including Prescription and Burial Assistance, Rental Assistance, Utility and Cooling Assistance, and Homeless Services (Emergency Shelter & Eviction Services), case management, and information and/or referral for food, clothing and furniture.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$1,588,734	\$1,593,208	\$1,753,872	\$160,664	10.1%
Non-Personnel	\$2,966,500	\$3,164,633	\$2,795,834	(\$368,799)	-11.7%
Total Program Expenditures (All Funds)	\$4,555,233	\$4,757,841	\$4,549,706	(\$208,135)	-4.4%
Total Program FTEs	17.89	19.30	17.89	-1.41	-7.3%

CHILDREN'S SERVICES ACT

Program Description: This program provides Children's Services Act funding to support the complex needs of high risk youth and their families.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$296,658	\$315,736	\$334,306	\$18,570	5.9%
Non-Personnel	\$8,421,792	\$8,139,178	\$7,990,516	(\$148,662)	-1.8%
Total Program Expenditures (All Funds)	\$8,718,449	\$8,454,914	\$8,324,822	(\$130,092)	-1.5%
Total Program FTEs	3.00	3.00	3.00	0.00	0.0%



Department of Community and Human Services

DOMESTIC VIOLENCE AND SEXUAL ASSAULT

Program Description: This program provides intervention, support, shelter and hotline services for victims of domestic violence and crisis intervention, advocacy, counseling and hotline services for victims of sexual assault.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$1,580,310	\$1,799,113	\$1,859,285	\$60,172	3.3%
Non-Personnel	\$318,577	\$315,570	\$279,073	(\$36,497)	-11.6%
Total Program Expenditures (All Funds)	\$1,898,887	\$2,114,683	\$2,138,358	\$23,675	1.1%
Total Program FTEs	18.50	19.00	18.50	-0.50	-2.6%

EARLY CHILDHOOD

Program Description: This program provides child care regulation, child care subsidy, Virginia Preschool Initiative (VPI) Scholarships for 4s, information and training for providers, developmental services for children 0-3 via Parent Infant Education (PIE), and mental health support in preschools through Preschool Prevention Programs.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$2,089,953	\$2,674,980	\$2,706,929	\$31,949	1.2%
Non-Personnel	\$5,514,336	\$5,741,460	\$6,250,520	\$509,060	8.9%
Total Program Expenditures (All Funds)	\$7,604,289	\$8,416,440	\$8,957,449	\$541,009	6.4%
Total Program FTEs	22.34	23.00	23.00	0.00	0.0%

Department of Community and Human Services



DD SERVICES FOR ADULTS

Program Description: Provides assistance to families and individuals with intellectual and developmental disabilities and their families, including in-home training, respite care and day programs including placement in jobs, work crews, sheltered workshops and pre-vocational programs.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$6,207,097	\$5,898,040	\$5,748,792	(\$149,248)	-2.5%
Non-Personnel	\$938,411	\$1,294,329	\$1,247,936	(\$46,393)	-3.6%
Total Program Expenditures (All Funds)	\$7,145,508	\$7,192,369	\$6,996,728	(\$195,641)	-2.7%
Total Program FTEs	62.70	63.12	61.15	-1.97	-3.1%

WORKFORCE DEVELOPMENT CENTER

Program Description: This program provides employment services and training for both adults and youth and offers staffing solutions to businesses by providing employees who are skilled and ready to work.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$2,753,731	\$2,962,474	\$3,332,383	\$369,909	12.5%
Non-Personnel	\$1,189,397	\$1,193,163	\$1,155,907	(\$37,256)	-3.1%
Capital Goods Outlay	\$0	\$876	\$876	\$0	0.0%
Total Program Expenditures (All Funds)	\$3,943,129	\$4,156,513	\$4,489,166	\$332,653	8.0%
Total Program FTEs	31.92	32.00	30.00	-2.00	-6.3%



Department of Community and Human Services

RESIDENTIAL AND COMMUNITY SUPPORT

Program Description: This program provides Mental Health (MH) and Substance Abuse (SA) Residential Services, MH/SA Case management services, Psychosocial Rehabilitation, Discharge planning, Homeless outreach and MH Vocational Services.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$7,604,799	\$7,674,712	\$7,429,511	(\$245,201)	-3.2%
Non-Personnel	\$1,365,473	\$1,143,025	\$1,148,272	\$5,247	0.5%
Total Program Expenditures (All Funds)	\$8,970,272	\$8,817,737	\$8,577,783	(\$239,954)	-2.7%
Total Program FTEs	80.35	81.35	77.13	-4.22	-5.2%

YOUTH DEVELOPMENT

Program Description: This program plans and coordinates services to promote positive development among Alexandria's youth by providing Office of Youth Services, School-Age Youth Development, Substance Abuse Prevention Coalition of Alexandria, Alexandria Campaign on Adolescent Pregnancy, and Project Discovery.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$1,122,130	\$1,294,117	\$1,313,478	\$19,361	1.5%
Non-Personnel	\$355,749	\$483,662	\$482,009	(\$1,653)	-0.3%
Total Program Expenditures (All Funds)	\$1,477,879	\$1,777,779	\$1,795,487	\$17,708	1.0%
Total Program FTEs	12.10	15.00	14.00	-1.00	-6.7%

Health Department



Alexandria Health Department's (AHD) mission is to protect and promote health and well-being for all Alexandria communities and includes serving Virginia residents and others as required by Virginia Department of Health and/or federally funded services. AHD Public Health Specialty Clinics are essential elements of Alexandria's safety net system. Preventive Clinic services and programs, unique to AHD, include the Nutrition/Women, Infants, and Children (WIC) Program, Immunization Clinic, Family Planning, Reproductive and Sexual Health Clinics, HIV/AIDS services, Case Management/Baby Care, and the Tuberculosis Program. The Teen Wellness Center provides health services to Alexandria youth. AHD's Environmental Health Division operates Food Safety, Vector Control and Aquatic Health programs. AHD's Public Health Emergency Management helps Alexandria communities prepare for, respond to and recover from public health emergencies and includes the Medical Reserve Corps, a program to recruit, train, mobilize, and retain volunteers. AHD's Epidemiology Program investigates, monitors, and offers guidance to prevent and control, communicable diseases; it also analyzes and interprets data to guide program and policy development. AHD's Population Health Division provides research, policy development, and public health leadership to Alexandria organizations and communities so all Alexandrians have an equal opportunity for health.

AHD, with the assistance of all City Departments, has served and continues to serve as the City's lead in COVID-19 related matters. The City has used the FEMA recommended Incident Command System (ICS) principals and structure to create a parallel unified command structure to combine the forces of AHD, City agencies and outside organizations. Ongoing grant funding to the City for COVID-19 related efforts by the Federal government is assumed with the amount, regulations, and spenddown requirements at this time unknown. At the time of budget preparation, final congressional action has not been taken.

Department Contact Info

703.746.4996

www.alexandriava.gov/health/

Department Head

Stephen Haering, MD, MPH, FACPM

CITY OF ALEXANDRIA, VIRGINIA

Health Department



EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
Personnel	\$1,458,929	\$2,891,566	\$2,153,187	(\$738,379)	-25.5%
Non-Personnel	\$5,286,986	\$5,389,202	\$5,358,243	(\$30,959)	-0.6%
Total	\$6,745,916	\$8,280,768	\$7,511,430	(\$769,338)	-9.3%
Expenditures by Fund					
General Fund	\$6,672,133	\$8,207,391	\$7,436,308	(\$771,083)	-9.4%
Non-Fiscal Year Grants	\$392	\$0	\$0	\$0	0.0%
Other Special Revenue	\$73,390	\$73,377	\$75,122	\$1,745	2.4%
Total	\$6,745,916	\$8,280,768	\$7,511,430	(\$769,338)	-9.3%
Total Department FTEs	16.63	17.75	18.25	0.50	2.8%

FISCAL YEAR HIGHLIGHTS

- The Alexandria Health Department's (AHD) overall budget decreased due to the removal of \$1.0M in Coronavirus Aid, Relief, and Economic Security (CARES) Act funds included in the FY 2021 approved budget. When excluding the \$1M in Federal relief, AHD's overall FY 2022 budget saw an increase of \$230,662 from previous levels.
- Personnel saw normal increases for step adjustments among staff which is offset by the removal of \$0.9M in CARES Act personnel funding.
- Non-personnel costs saw a 0.2% increase in the mandated City Match as well as equipment replacement charges which is offset by the removal of \$0.1M in CARES Act non-personnel funding.
- AHD requested the continuation of funding for two CARES Act funded positions (Long-term Care Nurse Practitioner & Volunteer Developer). Funding for these two positions (\$215,023) will be available dependent on the release of future stimulus and relief funds at the Federal level.

CITY OF ALEXANDRIA, VIRGINIA
Health Department



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	17.75	\$8,280,768
All Programs Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials. A mid-year FTE reconciliation increased a Public Health Nurse position by 0.5 FTE.	0.50	\$426,939
COVID-19 Public Health Response \$1.0 million of Federal CARES funding allocated to AHD was removed from the FY 2022 General Fund budget. When future Federal stimulus and relief funds are made available then they will likely be allocated to areas of COVID-19 related need across the City.	0.00	(\$1.00M)
Family Planning Services Revenue Adjustment—The State's Family Planning Grant will reimburse 89 percent of the salary and benefits of the City Health Department's Nurse Aide. This change in position reimbursement will reduce the Health Department's General Fund costs by \$29,513 with no impact on the provision of family planning services to the community.	0.00	(\$29,513)
City Match to the State Budget Revenue Adjustment—The Alexandria Health Department's (AHD) requested match from the City for FY 2022 was minimal at 0.2% increase compared to previous averages of 3.3%. The difference between anticipated and actual amounts is due to the State's response to decreased revenues and funding associated with the COVID-19 pandemic. AHD identified this as a one-time savings of \$160,103. This is temporary savings as the City Match will likely increase in future fiscal years as revenues and funding levels stabilize.	0.00	(\$160,103)
All Programs All General Fund travel, conferences, mileage and education and training dollars were reduced by 50% in the FY 2022 proposed budget due COVID-19 and the delay or cancellation of many in person training opportunities. In total, this adjustment generated \$0.7 million of General Fund savings.	0.00	(6,661)
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	18.25	\$7,511,430

CITY OF ALEXANDRIA, VIRGINIA

Health Department




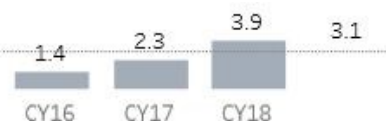

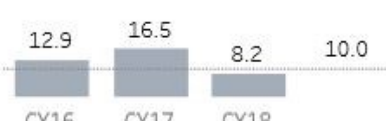

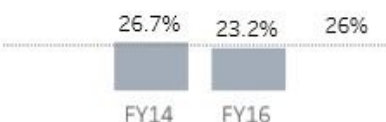

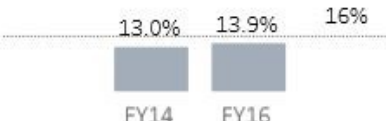

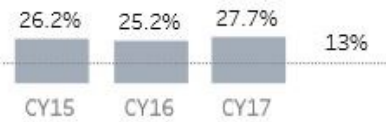

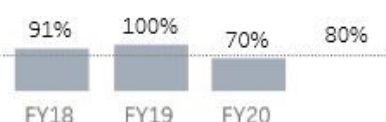

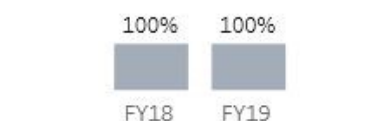
PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Increase the percentage of residents who feel they are in very good or excellent health from 73%.
- Reduce obesity among city residents from 16% in 2016 to 13%.
- Reduce the teen pregnancy rate from 23 per 1,000 in 2014 to 10.
- Reduce the City's infant mortality rate from 5.1 per 1,000 live births in 2014 to 3.1.

Department Key Indicators

All data is reported by the department. Blue arrows indicate improvement, orange arrows indicate a need for improvement and N/A does not indicate a trend. The dashed line is the target selected by the department.

	Most Recent	Change from Last	Annual Trend
Infant mortality per 1,000 live births	3.9		
Teen pregnancy per 1,000 teens	8.2		
Percent of youth who self-report current alcohol use	23.2%		
Percent of youth who self-report engaging in daily physical activity (60 mins+)	13.9%		
Percent of residents considered obese	27.7%		
Percent of long term care screenings completed within 30 days of request	70%		
Percent of Health Department programs achieving a satisfaction rating from clients of at least an 8.5 out of 10	100%		

CITY OF ALEXANDRIA, VIRGINIA

Health Department



PERFORMANCE INDICATORS

Department Key Indicators

All data is reported by the department. Blue arrows indicate improvement, orange arrows indicate a need for improvement and N/A does not indicate a trend. The dashed line is the target selected by the department.

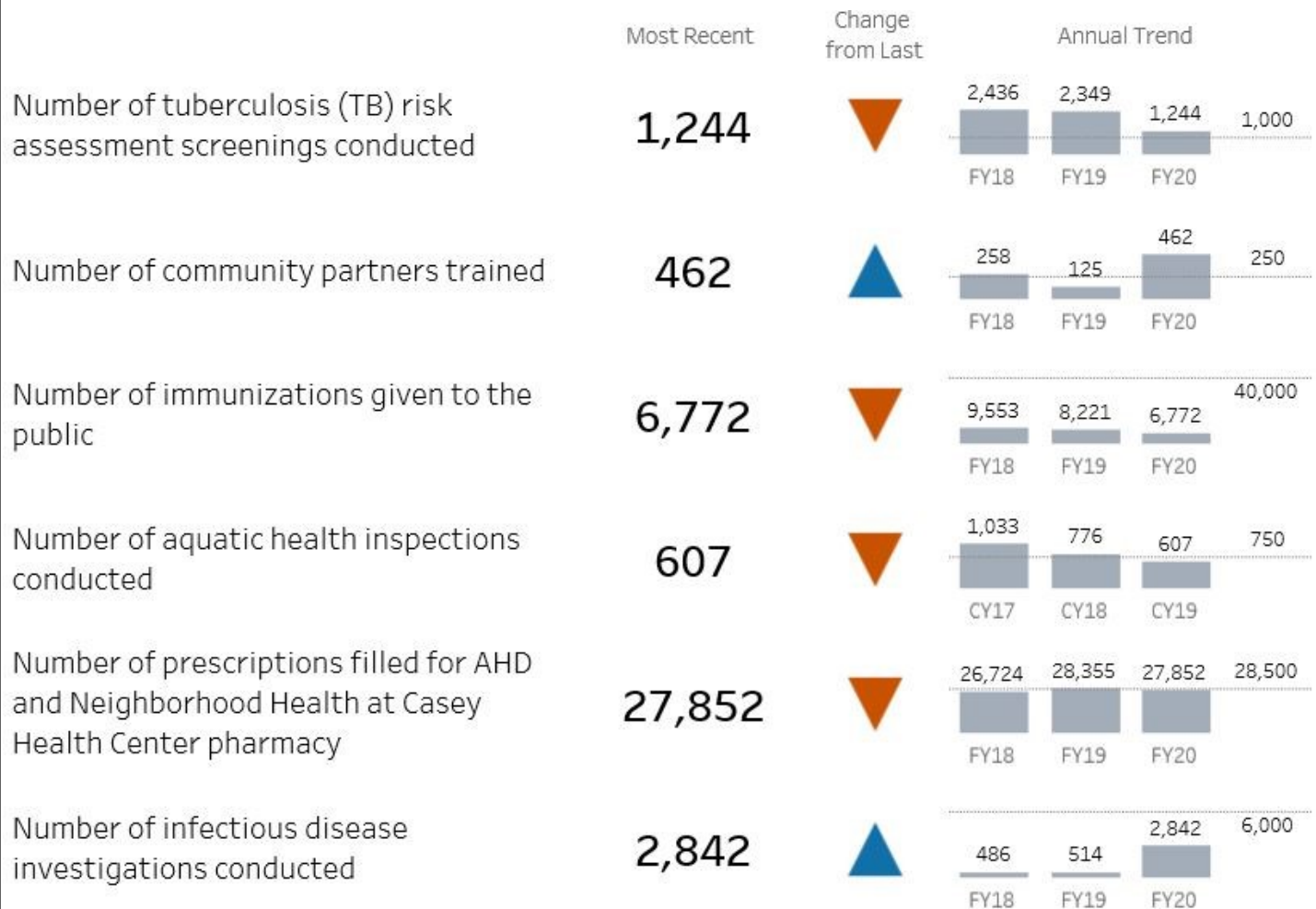
	Most Recent	Change from Last	Annual Trend			
Number of registered client visits to the Health Department	53,221		64,294 FY18	60,867 FY19	53,221 FY20	53,000
Average number of active participants in Women, Infants, and Children (WIC) program per month	2,903		3,003 FY18	2,826 FY19	2,903 FY20	2,950
Number of food facility inspections conducted	2,481			2,459 FY18	2,481 FY19	1,000
Number of volunteers recruited	641		60 FY18	75 FY19	641 FY20	100
Number of family planning and reproductive health visits provided for uninsured and underinsured women	3,244		4,890 FY18	4,268 FY19	3,244 FY20	2,500
Mean number of days to fill vacant positions	122		108 FY18	167 FY19	122 FY20	120
Number of persons tested for HIV infection	6,831		3,659 FY18	8,040 FY19	6,831 FY20	3,500
Number of medical visits at Teen Wellness Center (TWC)	2,888		3,720 FY18	3,398 FY19	2,888 FY20	2,000



PERFORMANCE INDICATORS

Department Key Indicators

All data is reported by the department. Blue arrows indicate improvement, orange arrows indicate a need for improvement and N/A does not indicate a trend. The dashed line is the target selected by the department.





PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Administration and Leadership	Provides strategic planning for and direction of Health Department programs; provides human resource management to attract, retain and support Health Department staff; provides financial management to plan, budget and administer finances; provides facility management to oversee infrastructure.	0.25 M	1
Aquatic Health & Safety	Regularly evaluates pools and spas to reduce the risk of drownings, water-borne illnesses, and injuries. Issues permits to ensure compliance with required local codes. Provides consultation for businesses, developers, and communities constructing or renovating aquatic health facilities in the City.	0.08 M	2
Community Health Partnering	Coordinates coalition building, collaborative planning, and community action for Alexandria to facilitate a healthy and thriving community.	0.18 M	2
Food Safety	Inspects food facilities within the City for compliance with State and local codes to ensure food safety. Grants and manages food permits. Staffs the City Permit Center to provide a one-stop shop (offering permits and food safety advice) for restaurants.	0.15 M	2
Health Data Surveillance & Reporting; Reportable Disease Management/Tracking	Collects, analyzes, and interprets data, and monitors health trends to enable data-driven development of policies and programs; investigates communicable diseases to help schools, healthcare facilities, daycares, and the community; prevent, limit, and halt the spread of illnesses.	0.16 M	2
Public Health Emergency Management	Prepares for, responds to, and plans recovery from natural and man-made emergencies.	0.27 M	2
Teen Wellness Center	Provides outpatient clinical services to the Alexandria youth age 12-19 years of age to help ensure academic success.	0.67 M	2



PRIORITY BASED BUDGETING RESULTS (CONTINUED)

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Vector Control	Responds to complaints. Advises residents and businesses on how to best prevent and control vector-borne illnesses. Monitors the application of insecticide to City storm drains by third-party contractors.	0.26 M	2
City Match & Supplement	Local Government Agreement with the State (VDH) for required match funding and supplement.	5.37 M	3
Family Planning Services	Provides sexual health clinical services, comprehensive family planning, and related preventive health services for low-income women and men.	0.18 M	3
HIV Prevention	Coordinates HIV prevention activities with community partners and City agencies. Provides education to individuals and groups. Provides support to the HIV/AIDS Commission.	0.15 M	3
Nursing Home Screening	Provides required screenings for adults and children eligible for Medicaid-reimbursed in-home care.	0.12 M	3
Pharmacy Services	Dispenses essential prescription medications and provides patient education to low-income Alexandrians.	0.28 M	3
Case Management/ BabyCare	BabyCare fosters safe and healthy pregnancies and healthy babies. Services include nurse case management, breast feeding support, education, screening, and referrals.	0.10 M	3
Tuberculosis Elimination	Administers critical clinical and intervention services aimed at reducing the occurrence and transmission of tuberculosis within the community.	0.07 M	3

Health Department



PROGRAM LEVEL SUMMARY

Program	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Leadership and Management	\$314,406	\$186,165	\$242,550	\$56,385	30.3%
City Match and Supplement to State Budget	\$5,016,714	\$5,311,227	\$5,360,412	\$49,185	0.9%
Community Based Health Services	\$489,811	\$1,631,727	\$719,102	(\$912,625)	-55.9%
Environmental Health	\$140,236	\$271,386	\$291,053	\$19,667	7.2%
Health Equity	\$98,045	\$116,229	\$115,417	(\$812)	-0.7%
Case Management/Baby Care	\$686,704	\$764,034	\$782,896	\$18,862	2.5%
Total Expenditures (All Funds)	\$6,745,916	\$8,280,768	\$7,511,430	(\$769,338)	-9.3%

- Leadership and Management increased due to normal step adjustments and the addition of equipment replacement charges.
- The City Match to Supplement the State Budget program increased by \$49,185 due to a small increase in the City Match amount.
- Community Based Health Services decreased significantly due to the removal of \$1.0M in Federal CARES expenses previously budgeted in FY 2021. Federal funding at this point is unknown; however, the City's grants fund budget for FY 2022 reflects a sizable Federal grant contingent. When excluding CARES funding, the program's overall costs increased due to normal step adjustments, the redistribution of vacancy savings, and a mid-year 0.5 FTE increase in a Public Health Nurse position.
- Environmental Health increased due to normal step increases and the redistribution of vacancy savings across the department.
- Health Equity remained largely flat due to employee turnover savings.
- Case Management/Baby Care increased due to normal step adjustments.

Program	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	Change 2021 - 2022	% Change 2021 - 2022
Leadership and Management	1.88	1.00	1.00	0.00	0.0%
City Match and Supplement to State Budget	-	-	-	0.00	0.0%
Community Based Health Services	4.50	5.50	6.00	0.50	9.1%
Environmental Health	2.00	3.00	3.00	0.00	0.0%
Health Equity	1.00	1.00	1.00	0.00	0.0%
Case Management/Baby Care	7.25	7.25	7.25	0.00	0.0%
Total FTEs	16.63	17.75	18.25	0.50	2.8%

Health Department



LEADERSHIP AND MANAGEMENT

Program Description: This program provides leadership, general management, and administrative support to City and State programs and efforts.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$0	\$68,857	\$112,202	\$43,345	62.9%
Non-Personnel	\$314,406	\$117,308	\$130,348	\$13,040	11.1%
Total Program Expenditures (All Funds)	\$314,406	\$186,165	\$242,550	\$56,385	30.3%
Total Program FTEs	1.88	1.00	1.00	0.00	0.0%

CITY MATCH AND SUPPLEMENT TO STATE BUDGET

Program Description: The City Match and Supplement provides supplemental salary and retirement funding to improve recruitment and enhance retention as well as funding Public Health programs and initiatives via a required match percentage as specified by Virginia Department of Health in the Local Government Agreement.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$269,117	\$392,718	\$392,718	\$0	0.0%
Non-Personnel	\$4,747,597	\$4,918,509	\$4,967,694	\$49,185	1.0%
Total Program Expenditures (All Funds)	\$5,016,714	\$5,311,227	\$5,360,412	\$49,185	0.9%
Total Program FTEs	0.00	0.00	0.00	0.00	0.0%

Health Department



COMMUNITY BASED HEALTH SERVICES

Program Description: This program provides services related to vaccines, tuberculosis, STIs, and HIV. It helps our communities prepare for, respond to, and recover from public health emergencies. It also provides long term care screening, disease investigation and monitoring, and pharmacy services.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$420,924	\$1,457,440	\$642,599	(\$814,841)	-55.9%
Non-Personnel	\$68,887	\$174,287	\$76,503	(\$97,784)	-56.1%
Total Program Expenditures (All Funds)	\$489,811	\$1,631,727	\$719,102	(\$912,625)	-55.9%
Total Program FTEs	4.50	5.50	6.00	0.50	9.1%

ENVIRONMENTAL HEALTH

Program Description: This program assesses facilities permitted within the City for food safety and aquatic health. In addition, the program provides Vector control support, regulates marinas and hotels and responds to general environmental health complaints.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$110,124	\$201,411	\$215,653	\$14,242	7.1%
Non-Personnel	\$30,112	\$69,975	\$75,400	\$5,425	7.8%
Total Program Expenditures (All Funds)	\$140,236	\$271,386	\$291,053	\$19,667	7.2%
Total Program FTEs	2.00	3.00	3.00	0.00	0.0%

Health Department



HEALTH EQUITY

Program Description: This program provides public health leadership to residents, community organizations, and businesses; supports policies, research, and system changes to provide opportunities for Alexandrians to enjoy complete physical, mental, social, and spiritual well-being; and provides health promotion, disease prevention & public health leadership in health equity.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$85,647	\$112,329	\$111,667	(\$662)	-0.6%
Non-Personnel	\$12,398	\$3,900	\$3,750	(\$150)	-3.8%
Total Program Expenditures (All Funds)	\$98,045	\$116,229	\$115,417	(\$812)	-0.7%
Total Program FTEs	1.00	1.00	1.00	0.00	0.0%

CASE MANAGEMENT/BABY CARE

Program Description: This program provides family planning, case management/baby care, teen wellness center services, and Women, Infants & Children (WIC) nutrition education & supplemental food program assistance.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$573,117	\$658,811	\$678,348	\$19,537	3.0%
Non-Personnel	\$113,587	\$105,223	\$104,548	(\$675)	-0.6%
Total Program Expenditures (All Funds)	\$686,704	\$764,034	\$782,896	\$18,862	2.5%
Total Program FTEs	7.25	7.25	7.25	0.00	0.0%

Library



The Library provides access to information in a variety of formats, as well as various programs and services which contribute to customers' educational, informational, and recreational needs. The Library also builds a better community by providing the opportunity for customers to learn, create, explore, and connect.

Department Contact Info

703.746.1701

<https://alexlibraryva.org/>

Department Head

Rose T. Dawson



EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
Personnel	\$5,908,993	\$6,023,983	\$6,010,181	(\$13,802)	-0.2%
Non-Personnel	\$1,213,732	\$1,824,094	\$1,860,863	\$36,769	2.0%
Total	\$7,122,725	\$7,848,077	\$7,871,044	\$22,967	0.3%
Expenditures by Fund					
General Fund	\$7,141,656	\$7,175,971	\$7,377,302	\$201,331	2.8%
Library	(\$78,628)	\$632,106	\$453,742	(\$178,364)	-28.2%
Other Special Revenue	\$59,696	\$40,000	\$40,000	\$0	0.0%
Total	\$7,122,725	\$7,848,077	\$7,871,044	\$22,967	0.3%
Total Department FTEs	68.96	67.21	66.11	(1.10)	-1.6%

FISCAL YEAR HIGHLIGHTS

- Libraries' personnel expenses decreased due to the addition of \$184,691 in vacancy savings associated with holding several positions vacant in FY 2022. Libraries' personnel decreases are partially offset by normal step adjustments for staff and the addition of workers compensation.
- Non-Personnel increased due to adjustments to Library membership, subscription and materials costs as well as fee increases for security monitoring, building equipment maintenance, and Alex 311.
- The Library Fund decreased due to a decline in fee revenue (i.e., passport revenue) from COVID-19's impact on Libraries operations and customers.
- The General Fund's budget increases are due to the personnel and non-personnel adjustments describe above as well as a decline in Library Fund fee revenue.
- The Other Special Revenue fund saw no changes in FY 2022.



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	67.21	\$7,848,077
All Programs Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials. A mid-year FTE adjustment changed the personnel status of part-time positions to temporary positions with no change in service.	(1.10)	\$236,352
Law Library Law Libraries Reduction—The Library is waiving the Law Library's General Fund contribution for FY 2022 for a total savings of \$28,694. There will be no service impact associated with this reduction because the Library will use funding provided by the Alexandria Bar Association and user fees to fund the Law Libraries material costs for FY 2022.	0.00	(\$28,694)
All Programs Holding Positions Vacant—The Library is holding a number of positions temporarily vacant for part of FY 2022 for a total General Fund reduction of \$184,691. The tasks normally performed by these positions will be distributed to existing staff.	0.00	(\$184,691)
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	66.11	\$7,871,044



PERFORMANCE INDICATORS

Department Key Indicators

All data is reported by the department. Blue arrows indicate improvement, orange arrows indicate a need for improvement and N/A does not indicate a trend. The dashed line is the target selected by the department.

	Most Recent	Change from Last	Annual Trend			
Percent of households who visited an Alexandria public library in the past 12 months	61%	▼	57%	63%	61%	75%
			FY17	FY18	FY20	
Percent of Alexandria residents who rate public library services as good or excellent	87%	▼	88%	88%	87%	90%
			FY17	FY18	FY20	
Number of youth and adult programs hosted	2,519	▼	2,688	3,167	2,519	2,600
			FY18	FY19	FY20	
Attendance at adult and youth programs	68,295	▼	83,493	96,517	68,295	100,000
			FY18	FY19	FY20	
Number of registered borrowers	125,232	▼	116,291	126,478	125,232	127,000
			FY18	FY19	FY20	
Number of Library visitors and web users (in thousands)	1,494	▼	1,382	1,556	1,494	1,600
			FY18	FY19	FY20	
Number of Library visitors	514,908	▼	759,408	744,728	514,908	800,000
			FY18	FY19	FY20	
Number of materials owned by the Library	482,745	▲	521,952	461,523	482,745	
			FY18	FY19	FY20	
Number of materials borrowed by customers (in thousands)	1,458	▼	1,693	1,611	1,458	1,700
			FY18	FY19	FY20	

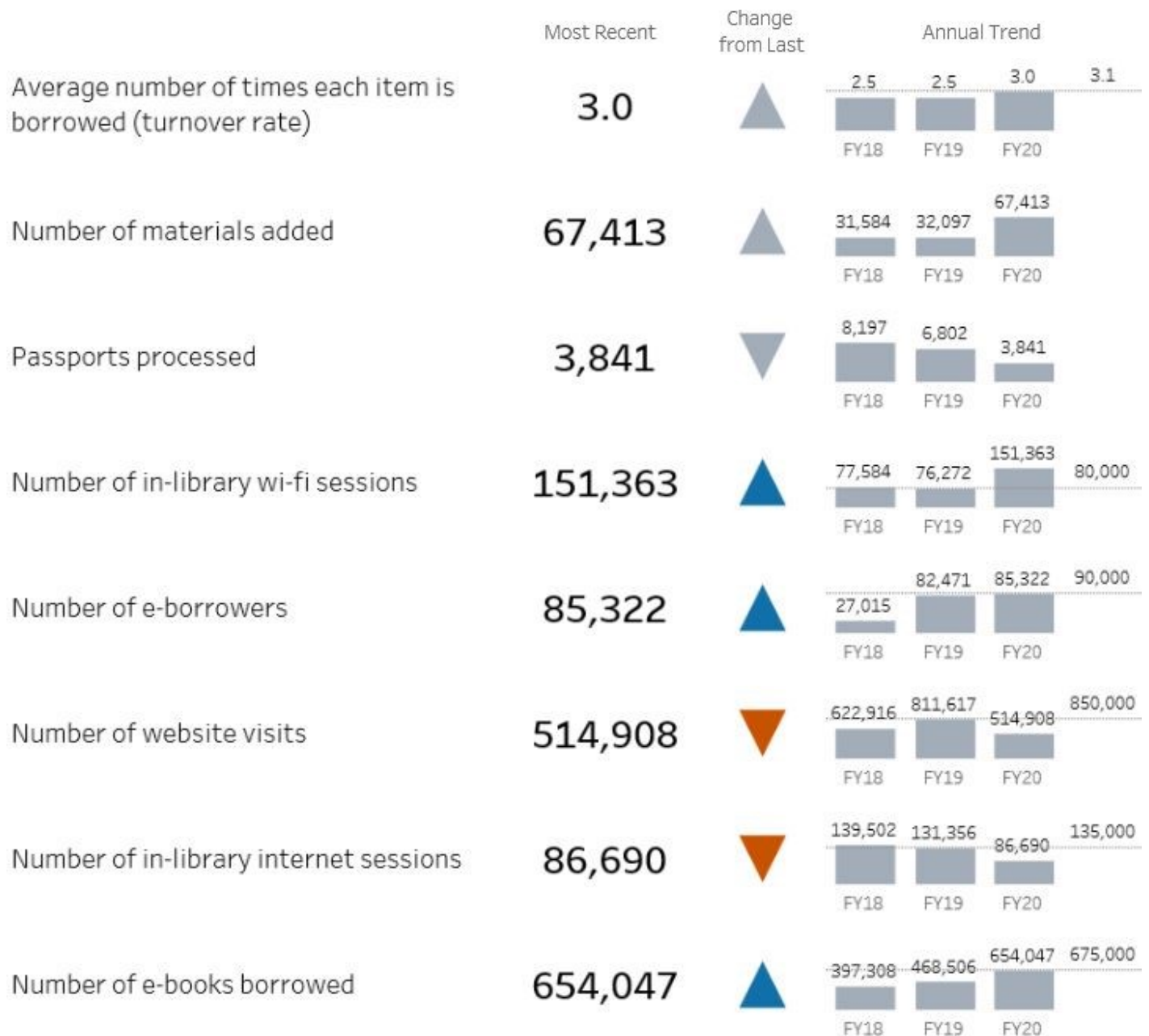
*FY20 key indicator data has been impacted by the pandemic



PERFORMANCE INDICATORS

Department Key Indicators

All data is reported by the department. Blue arrows indicate improvement, orange arrows indicate a need for improvement and N/A does not indicate a trend. The dashed line is the target selected by the department.



*FY20 key indicator data has been impacted by the pandemic



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Administrative Services	Library Administration oversees and manages public and support services for the Library including human resources, prepares reports and statistics regarding library operations, and coordinates strategic planning and sets direction for key Library initiatives.	0.56 M	1
Adult Services - Events	The Library provides adults with programming to support job searching, technology skills, career development, health awareness, financial literacy, English language development, recreational interests, and lifelong learning.	0.42 M	2
Adult Services - Information Services	The Library provides adults with resources to support their lifelong learning, daily activities, and recreational pursuits.	1.03 M	2
Collection Management	The Library acquires and maintains diverse collections of materials (books, digital resources, journals, DVDs, audiobooks, databases, etc.) which provide resources and educational and recreational enrichment for adults, children, and families.	0.84 M	2
Information Technology Services - Public Support & Digital Services	The Library provides free access to computers, access to the Internet, a wireless network, and electronic resources, as well as printing and copying equipment.	0.44 M	2
Materials Lending	The Library lends to customers its diverse collections of materials (books, journals, DVDS, audiobooks, etc.).	1.69 M	2
Youth and Family Services - Events	The Library provides programming for youth and their families to build literacy skills, prepare children for school, and support ongoing learning through the teen years into young adulthood.	0.34 M	2
Youth and Family Services - Information Services	The Library provides children with resources to support literacy development, homework help, recreational reading, and lifelong learning.	0.33 M	2
Adult Services - Outreach	The Library provides programming and services for adults outside of the Library.	0.39 M	3
Communications & Marketing	Communications oversees public and staff support services pertaining to public information and marketing efforts for the Library.	0.20 M	3
Facilities Management	Facilities Management ensures that facilities are in good working order and the library environment is clean and safe.	0.60 M	3
Financial Services	Financial Services provides purchasing, accounting, and budgeting operations for the Library. It also prepares reports and statistics regarding library operations.	0.24 M	3



PRIORITY BASED BUDGETING RESULTS (CONTINUED)

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Information Technology Services - Infrastructure Management and Staff Support	This program provides the technology support necessary to maintain the hardware and software utilized by Library staff and customers.	0.16 M	3
Local History/Special Collections	Local History and Special Collections documents and collects materials related to Alexandria's history. Staff supports the community by providing assistance with genealogy research, historic building research, and any inquiries related to Alexandria and Virginia history.	0.38 M	3
Youth and Family Services - Outreach	The Library provides programming and services for youth and their families outside of the Library to build literacy skills, prepare children for school, and support ongoing learning through the teen years into young adulthood.	0.10 M	3
Law Library	Law Library collects and provides access to materials related to federal, Alexandria, and Virginia law.	0.14 M	4

Northern Virginia Community College



EXPENDITURE SUMMARY

Program	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Northern Virginia Community College	\$16,128	\$16,009	\$15,785	(\$119)	-0.7%
Total Expenditures (All Funds)	\$16,128	\$16,009	\$15,785	(\$119)	-1.4%

Summary Table FY 2022 Proposed

Jurisdiction	Population* FY 2021	Population* FY 2022	Population Percent Change FY 21 - FY 22	Jurisdiction Percent Share	Operating Budget Request
City of Alexandria	161,050	159,152	-1.2%	6.3%	\$15,785
Arlington County	241,031	242,152	0.5%	9.6%	\$24,018
City of Fairfax	24,552	23,943	-2.5%	0.9%	\$2,375
Fairfax County	1,145,978	1,143,528	-0.2%	45.4%	\$113,421
City of Falls Church	14,460	14,331	-0.9%	0.6%	\$1,421
Loudoun County	406,355	413,546	1.7%	16.4%	\$41,018
Manassas City	42,053	41,757	-0.7%	1.7%	\$4,142
Manassas Park City	16,528	16,636	0.6%	0.7%	\$1,650
Prince William County	463,046	465,498	0.5%	18.5%	\$46,170
Total	2,515,053	2,520,543	0.2%	100.0%	\$250,000

*Population figures provided by NVCC come from the Weldon Cooper Center for Public Service

FISCAL YEAR HIGHLIGHTS

- The FY 2022 proposed budget for the Northern Virginia Community College (NVCC) decreases by \$119 or 1.4% from FY 2021. Surrounding jurisdictions saw larger population increases which impacted NVCC's formula driven budget request for the City of Alexandria. The City provides these funds to NVCC for services and student activities that would not be possible with State funds alone. These programs are essential to NVCC's ability to operate and maintain the College for the community's continued use.
- NVCC recently approached the City and Alexandria City Public School (ACPS) with a proposal to repurpose NVCC's per capita regional subsidy and move these funds to the operating budget to expand higher education opportunities for ACPS high school students through an early college program. NVCC's capital contribution was previously budgeted in the City's Capital Improvement Program (CIP). ACPS is currently considering this proposal and estimating the City funding required to support this new initiative. The previous NVCC capital contribution has been removed from the CIP and \$400,000 is budgeted in Non-Departmental contingent reserves. Once a proposal is submitted by ACPS, City staff will review and recommend to City Council whether these funds should be released from contingency to ACPS. The NVCC capital contribution would be zeroed out going forward, as this new early college program is intended to be put in place for the long-term.

Other Health Services



Other Health Services is a collection of contributions to non-City agencies that provide health services to Alexandria Residents. These programs include:

- Neighborhood Health
- Health Systems Agency of Northern Virginia
- INOVA Alexandria Hospital
- Coroner's Office

Department Contact Info

Neighborhood Health

703.535.5568

<http://www.neighborhoodhealthva.org/alexandria.html>

Basim Khan, MD, MPA, Executive Director

Health Systems Agency of Northern Virginia

703.573.3100

<http://hsanv.org/index.html>

Dean Montgomery, Staff Director

INOVA Alexandria Hospital

703.504.3000

<https://www.inova.org/>

Rina Bansal, MD, MBA, President, INOVA Alexandria

Coroner's Office

703.530.2600

<http://www.vdh.virginia.gov/medical-examiner/>

William T. Gormley, MD, Chief Medical Examiner

CITY OF ALEXANDRIA, VIRGINIA

Other Health Services



EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
Non-Personnel	\$1,704,756	\$1,235,495	\$1,257,387	\$21,892	1.8%
Total	\$1,704,756	\$1,235,495	\$1,257,387	\$21,892	1.8%
Expenditures by Fund					
General Fund	\$1,704,756	\$1,235,495	\$1,257,387	\$21,892	1.8%
Total	\$1,704,756	\$1,235,495	\$1,257,387	\$21,892	1.8%

FISCAL YEAR HIGHLIGHTS

- Other Health Services' overall budget is increasing due to a \$21,892 increase in the subsidy to Neighborhood Health for services provided at 2 East Glebe Road and Casey Health Center.
- As part of the FY 2020 Add/Delete process, City Council transferred 50 percent or \$490,575 of INOVA Alexandria's contribution from "Other Health" to "Non-Departmental" contingent reserves. The FY 2022 budget maintains this funding in Non-Department contingent reserves. These funds will be proposed for release once INOVA Alexandria provides service level and financial information related to the impact of Medicaid expansion to the City and City Council approves its release.
- There are no changes to the City's contributions to the Coroner's Office and the Health Systems Agency of Northern Virginia from FY 2021 levels.

Other Health Services



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	0.00	\$1,235,495
Neighborhood Health Current services adjustment—Reflects the change in the cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials. The recommended Neighborhood Health funding is \$751,612.	0.00	\$21,892
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	0.00	\$1,257,387

CITY OF ALEXANDRIA, VIRGINIA

Other Health Services



PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Increase the percentage of residents who feel they are in very good or excellent health from 73%.
- Reduce obesity among city residents from 16% in 2013-2014 to 13% (reported using two years of data).
- Reduce the City's infant mortality rate from 5.1 per 1,000 live births in 2014 to 3.1.

Key Department Indicators	2018 Actual	2019 Actual	FY 2020 Actual	Target
<i>The percentage of Neighborhood Health patients with diabetes who are at goal (HbA1c < = 9%) will improve.</i>	71.8%	71.1%	60.0%	75.0%
<i>The percentage of Neighborhood Health patients with hypertension who are at goal (< 140/90) will improve.</i>	61.3%	58.9%	55.0%	63.0%
<i>Percent of children in the age categories of 6 to 14 who were seen by a dental practitioner who received a sealant on one or more first permanent molar tooth.</i>	47.9%	48.0%	69.0%	60.0%
<i>Percent of patients that demonstrate improved oral hygiene (e.g. reduced or no cavities) by their second check-up.</i>	65.0%	77.0%	N/A	75.0%

*2020 data covers January through October 2020

Other Health Services



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Neighborhood Health Services	City contribution to the Neighborhood Health center. Neighborhood Health operates a Federally Qualified Health Center since 2004 including five clinics in the City of Alexandria providing comprehensive medical, dental and behavioral health services.	0.73 M	3
INOVA Alexandria Hospital	Through a cooperative agreement with the City, INOVA Alexandria Hospital provides health care services, including; inpatient admissions, emergency room visits, obstetric and surgical services, to meet the health care needs of the City's low-income residents.	0.49 M	3
Health Systems Agency of Northern Virginia Membership	Membership fees for the Health Systems Agency of Northern Virginia. The Health Systems Agency of Northern Virginia provides health planning and resource development for several jurisdictions throughout Northern Virginia, including the City of Alexandria.	0.01 M	4

CITY OF ALEXANDRIA, VIRGINIA

Other Health Services



PROGRAM LEVEL SUMMARY

Program	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Coroner's Office	\$1,140	\$1,200	\$1,200	\$0	0.0%
Health Systems Agency of Northern Virginia	\$14,000	\$14,000	\$14,000	\$0	0.0%
INOVA Alexandria Hospital	\$981,150	\$490,575	\$490,575	\$0	0.0%
Neighborhood Health	\$708,466	\$729,720	\$751,612	\$21,892	3.0%
Total Expenditures (All Funds)	\$1,704,756	\$1,235,495	\$1,257,387	\$21,892	1.8%

- Coroner's Office - No changes in expenditures from FY 2021 levels.
- Health Systems Agency of Alexandria - No changes in expenditures from FY 2021 levels.
- INOVA Alexandria Hospital - Maintaining the reduced budget level of \$490,575. During the Add/Delete process for FY 2020, City Council moved \$490,575 of INOVA Alexandria's City contribution from Other Health to Non-Departmental contingent reserves. A \$490,575 contingent amount is repeated for FY 2022 and the release of funding is dependent on INOVA Alexandria's distribution of service level information to the City.
- Neighborhood Health Services - This program is increasing due to a 3% increase in Neighborhood Health's subsidy to support health care at 2 East Glebe Road and Casey Health Center.

CITY OF ALEXANDRIA, VIRGINIA

Other Health Services



NEIGHBORHOOD HEALTH SERVICES

Program Description: Neighborhood Health operates a Federally Qualified Health Center since 2004 including five clinics in the City of Alexandria providing comprehensive medical, dental and behavioral health services.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Non-Personnel	\$708,466	\$729,720	\$751,612	\$21,892	3.0%
Total Program Expenditures (All Funds)	\$708,466	\$729,720	\$751,612	\$21,892	3.0%

CORONER'S OFFICE

Program Description: The Coroner's Office provides investigations into certain deaths, including but not limited to, trauma, injury, violence, poisoning, accident, suicide or homicide; that occurs within the City in accordance with Section 32.1-283. of the Code of Virginia.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Non-Personnel	\$1,140	\$1,200	\$1,200	\$0	0.0%
Total Program Expenditures (All Funds)	\$1,140	\$1,200	\$1,200	\$0	0.0%

CITY OF ALEXANDRIA, VIRGINIA

Other Health Services



HEALTH SYSTEMS AGENCY OF NORTHERN VIRGINIA

Program Description: Health Systems Agency of Northern Virginia provides health planning and resource development for several jurisdictions throughout Northern Virginia, including the City of Alexandria.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Non-Personnel	\$14,000	\$14,000	\$14,000	\$0	0.0%
Total Program Expenditures (All Funds)	\$14,000	\$14,000	\$14,000	\$0	0.0%

INOVA ALEXANDRIA HOSPITAL

Program Description: Through a cooperative agreement with the City, INOVA Alexandria Hospital provides health care services, including; inpatient admissions, emergency room visits, obstetric and surgical services, to meet the health care needs of the City's low-income residents.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Non-Personnel	\$981,150	\$490,575	\$490,575	\$0	0.0%
Total Program Expenditures (All Funds)	\$981,150	\$490,575	\$490,575	\$0	0.0%

Recreation & Cultural Activities



The Department is comprised of four operating Divisions: Recreation Services; Leadership & Management; Cultural Activities; and Park Operations. These four Divisions work to offer the full range of programs, facilities and parks.

Department Contact Info

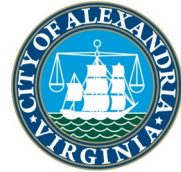
703.746.4343

<https://www.alexandriava.gov/Recreation>

Department Head

James Spengler

Recreation & Cultural Activities



EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
Personnel	\$16,111,766	\$16,994,656	\$17,865,140	\$870,484	5.1%
Non-Personnel	\$8,214,377	\$8,662,655	\$9,194,080	\$531,425	6.1%
Capital Goods Outlay	\$2,497	\$910,323	\$536,323	(\$374,000)	-41.1%
Total	\$24,328,640	\$26,567,634	\$27,595,543	\$1,027,909	3.9%
Expenditures by Fund					
General Fund	\$22,470,465	\$23,256,092	\$24,351,361	\$1,095,269	4.7%
Non-Fiscal Year Grants	\$333,017	\$282,000	\$282,000	\$0	0.0%
Fiscal Year Grants	\$21,796	\$47,000	\$47,000	\$0	0.0%
Donations	\$55,300	\$361,484	\$238,255	(\$123,229)	-34.1%
Other Special Revenue	\$1,448,063	\$1,714,058	\$2,143,927	\$429,869	25.1%
Internal Service Fund	\$0	\$907,000	\$533,000	(\$374,000)	-41.2%
Total	\$24,328,640	\$26,567,634	\$27,595,543	\$1,027,909	3.9%
Total Department FTEs	155.15	156.60	156.46	(0.14)	-0.1%

FISCAL YEAR HIGHLIGHTS

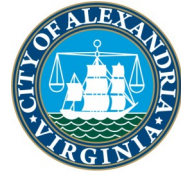
- Personnel increased due to standard step adjustments and the fiscal impact (\$105,000) of the FY 2020 trade workers reclassification on the hourly rate of seasonal staff.
- Non-Personnel increased due to current services adjustments for special revenue funds, higher information technology and utilities cost assumptions, and increases for Alex 311 expenses. Non-personnel was further increased by the allocation of \$61,060 in supplemental funding for the Morning Ready program at the waterfront park areas.
- Capital Goods Outlay decreased due to fewer planned vehicle replacements for FY 2022.
- General Fund expenses increased due to the personnel and non-personnel changes described above. General Fund revenues for RPCA decreased significantly by \$1.4M due to the pandemic's impact on recreation programming, class participation, and the impact of school closures on before-and-after school and summer camp operations. The largest decreases in projected revenue occurred in the Power On/Up program, recreation classes, and summer camp fees.
- The Donations fund decreased based on projected expenses for the Living Landscape fund.
- The Other Special Revenue Fund increased based on projected expenses for the Tree Park Landscape fund.
- The Internal Service Fund decreased due to the scheduled replacement of eight vehicles in FY 2022, compared to the scheduled replacement of 28 vehicles in FY 2021.



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	156.60	\$26,567,634
All Programs Current services adjustment- Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials. The mid-year adjustment of existing RPCA positions resulted 0.14 FTE decrease.	(0.14)	\$1,381,347
Leadership & Management Waterfront Parks Maintenance Upgrade—The proposed budget includes funding to upgrade the level of maintenance provided at the City's waterfront parks. This supplemental will expand Level 1+ cleaning service (i.e., park cleaning, trail leveling, furniture set-up, increased trash collection) for the Morning Ready Program in the waterfront area between Queen Street and Duke Street.	0.00	\$61,060
Recreation Services Chinquapin Summer Closure—A temporary closure of Chinquapin from June 26th to September 6th will result in a net general fund cost reduction of \$49,675. Chinquapin is scheduled to receive a skylight replacement during the summer and this adjustment will align the CIP project with the summer closure dates to minimize community impact while also reducing operating costs. RPCA selected this option because residents heavily use the City's outdoor pools during the summer months. Fitness pass holders at Chinquapin would be redirected to Old Town, Charles Houston, and Patrick Henry.	0.00	(\$49,675)
Park Operations City Marina Dockmaster—The proposed budget delays the hiring of the City Marina Dockmaster position until January 2022. The Dockmaster is responsible for managing the day-to-day operations of the City Marina and dock areas. The Dockmaster position was vacated in September 2020 and delaying the hiring of a replacement for six months will result in \$56,732 in general fund savings.	0.00	(\$56,732)
Park Operations Deputy Director—The proposed budget delays the hiring of a vacant Deputy Director in Park Operations until January 2022 for a general fund savings of \$100,621. The current hiring freeze has not allowed for recruitment of this position and delaying the filling of this position will not have an immediate impact on the community or delivery of services. RPCA proposed this option because the duties of this position have been temporarily distributed among current staff.	0.00	(\$100,621)
Recreation Services Deputy Director—The proposed budget delays the hiring of a vacant Deputy Director in Recreation Services until January 2022 for a general fund savings of \$100,621. The current hiring freeze has not allowed for recruitment of this position and delaying the filling of this position will not have an immediate impact on the community or delivery of services. RPCA proposed this option because the duties of this position have been temporarily distributed among current staff.	0.00	(\$100,621)

Recreation & Cultural Activities



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
Park Operations Gmax Testing of Athletic Fields and Playgrounds—RPCA performs Gmax testing at forty-four playgrounds, fifty-six athletic fields and five playable open space locations throughout the City. Gmax testing measures the shock performance of a sports surface and is currently provided by a third-party contractor. This reduction will move the service in-house, rather than contracting, for a General Fund savings of \$39,285.	0.00	(\$39,285)
Leadership & Management Training, Conference, and Related Travel—RPCA's Leadership and Management Division is reducing its training, travel, and conferences budgets by 50% for a general fund savings of \$27,000. RPCA will continue to encourage local and virtual training opportunities to limit travel-related costs. This reduction will impact leadership, employee development, and any industry-advancing techniques and programs delivered by the department to the public.	0.00	(\$27,000)
Leadership & Management Leadership and Management Supply Reduction—RPCA is proposing a temporary reduction in the food, supplies and materials budget for Leadership and Management for a general fund reduction of \$22,000. This reduction impacts supplies and materials for in-house trainings and town halls.	0.00	(\$22,000)
All Programs All General Fund travel, conferences, mileage and education and training dollars were reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total, this adjustment generated \$0.7 million of General Fund savings.	0.00	(\$18,564)
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	156.46	\$27,595,543

Recreation & Cultural Activities









PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Maintain the percentage of residents satisfied with opportunities to attend cultural, arts, music activities at or above 2016's 74% .
- Maintain the 2015 rate of 7.3 acres of open space per 1,000 residents.
- Increase the percentage of Alexandria households participating in recreation programs from 2016's 52%.
- Increase the percentage of Alexandria land covered by tree canopy from 2014's 34%

Department Key Indicators

All data is reported by the department. Blue arrows indicate improvement, orange arrows indicate a need for improvement and N/A does not indicate a trend. The dashed line is the target selected by the department.

	Most Recent	Change from Last	Annual Trend			
Percent of households that participated in City of Alexandria recreation programs during the past 12 months	18%		20%	18%	22%	
			FY18	FY20		
Percent of households that rate the quality of the recreation programs they have participated in as excellent or good	90%		91%	85%	90%	95%
			FY16	FY18	FY20	
Percent of household that used Alexandria recreation centers in the past 12 months	48%		45%	50%	48%	50%
			FY17	FY18	FY20	
Percent of land covered by tree canopy	37%		36%	37%	37%	40%
			FY18	FY19	FY20	
Average number of acres of public open space and park land per 1,000 residents	7.79		7.73	7.79	7.79	7.30
			CY18	CY19	CY20	
Percent of Alexandria households responding very satisfied or satisfied with the quality of public lands	82%		79%	81%	82%	88%
			FY16	FY18	FY20	

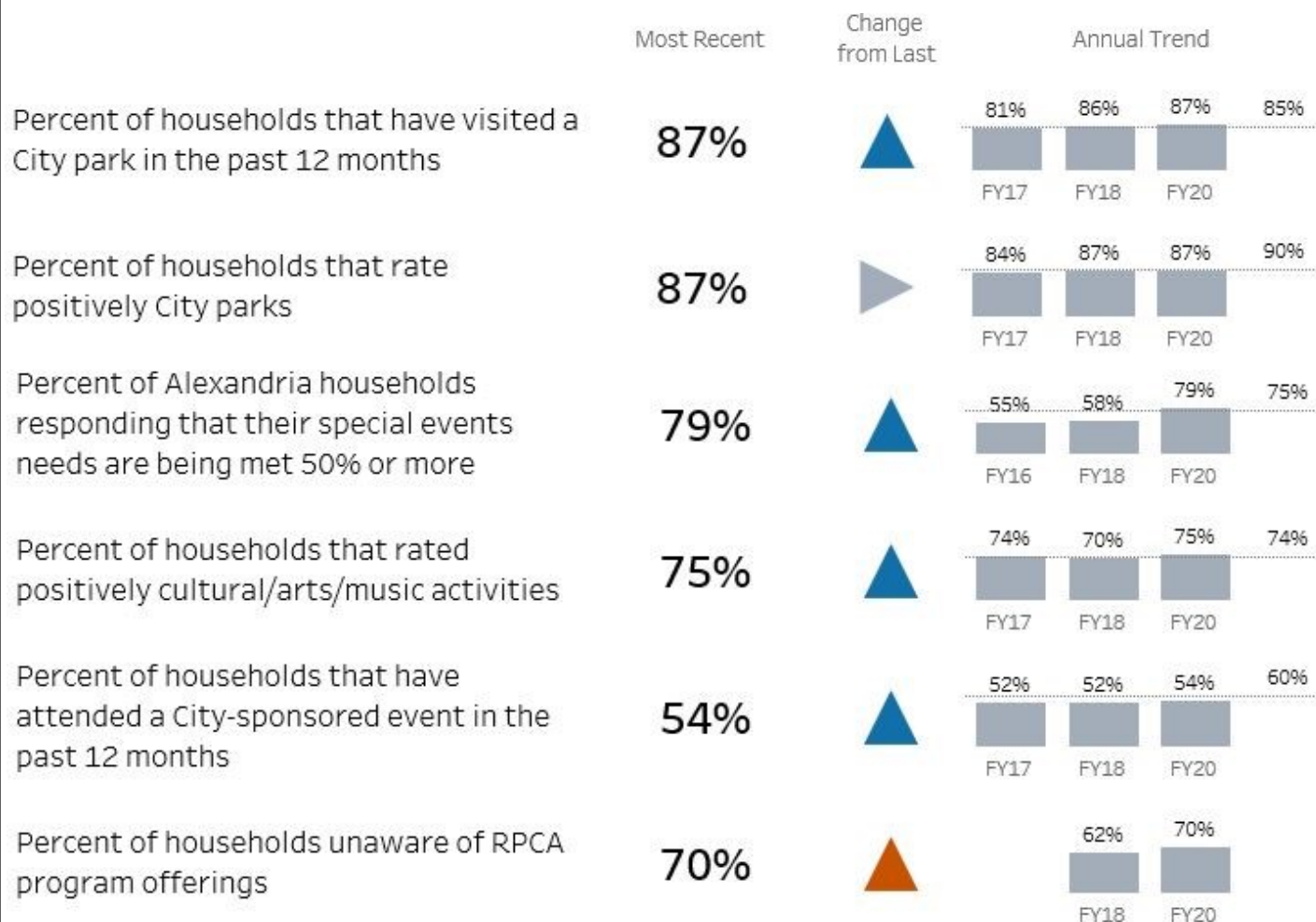
Recreation & Cultural Activities



PERFORMANCE INDICATORS

Department Key Indicators

All data is reported by the department. Blue arrows indicate improvement, orange arrows indicate a need for improvement and N/A does not indicate a trend. The dashed line is the target selected by the department.



Recreation & Cultural Activities



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Community Recreation Program	This program provides more than 1,700 recreational program opportunities that promote healthy living and social interaction for the public which include sports leagues, senior programming, community activities, classes, camps, therapeutic recreation and aquatics. Currently, 14,235 Alexandria households (20% of all Alexandria households) actively participate in community programming.	3.80 M	1
Park and Facility Planning, Public Art & Capital Project Implementation Program	This Program provides long-range planning to facilitate improvement of parks and facilities to meet the needs of residents through the implementation of park and facility plans identified in the 10-year Recreation and Park CIP through management of capital funding, design, parknership program, community stakeholder meetings, construction inspection, and acquisition and maintenance of public art.	1.33 M	1
Park Grounds and Facilities Maintenance Service	This service provides the overall maintenance and operation of 566 acres of parkland at 142 locations, including 42 playgrounds, 60 tennis/basketball courts, 18 dog exercise areas, 20 miles of trails, 13 restroom buildings and 9 picnic shelters. Maintenance activities include mowing, restroom cleaning, trash collection, turf care and landscaping, and the upkeep of all park benches, picnic tables, pavilions, lighting and irrigation systems, water fountains, signs, fencing, bridges, and other structures.	3.53 M	1
Sports Field Maintenance Service	This service provides routine maintenance, repairs and improvement of 49 sports fields including 11 synthetic turf fields, located in public parks and school grounds. The sports fields are used for baseball, softball, soccer, field hockey, football, rugby, and lacrosse.	2.59 M	1
City Marina Service	This service supports economic development, tourism and vibrancy through management of the City Marina facilities including slip licenses and transient docking for recreational boating, commercial private charters, sightseeing tours, and a water taxi service.	0.54 M	2
Community Cultural Events and Programs	This program supports City-produced community cultural events and programs that are attended by thousands of residents and tourists each year as well as coordinating the process for 150 non-City produced special events and parades in public spaces and streets as well as providing a variety of community-based arts and culture programs. This program also provides grant support to local arts organizations and artists to provide quality, accessible arts and culture programs in Alexandria.	1.91 M	2

Recreation & Cultural Activities



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Medians, Rights-of-way and alleys, schools and other public grounds maintenance Service	This service provides mowing, landscaping and other grounds maintenance support for 91 acres of medians in public rights-of-way, 190 landscaped sites and public grounds at 17 schools, 12 recreation centers, 4 libraries and 5 cemeteries.	0.79 M	2
Natural Lands Maintenance Program	This program supports the preservation, improvement, ecological restoration, and stewardship of 530 acres of City-owned natural lands in parks and easements. Work actions include assessments and monitoring of natural areas, control of damaging invasive plants, preservation of Virginia native plants, and ecological restoration of degraded sites.	0.66 M	2
Out of School Time Program	This program provides regularly scheduled, structured and supervised after-school and summer activities for 1,200 school-age youth for 20 or more hours per week during the school year and for 40 hours per week during the summer months. Participating children are engaged in a safe environment that incorporates play, learning, cultural enrichment, and positive social interaction.	1.95 M	2
RPCA Recreation Centers	This service provides the community a variety of opportunities through facility reservations/rentals, use of fitness rooms, facilitation of community programming and meeting space at five neighborhood recreation centers, and four full service recreation centers.	3.70 M	2
Urban Forestry Maintenance Program	This program supports the goal of 40% tree canopy coverage in the City and provides care and maintenance for 17,000 trees along City streets, rights-of-way, public parks, and other public properties. Activities support 1,000 citizen maintenance requests per year resulting in maintenance of 5,000 trees and the planting of 570 trees annually. Also, provides emergency after hours response to tree related issues.	1.88 M	2
Nature Center and Environmental Education Program	This program supports the management and the operations of the "Buddie" Ford Nature Center and Dora Kelley Nature Park that provides 815 classes per year, hosts approximately 22,600 visitors, offers after school and summer camp programs, and outreach programs to ACPs schools.	1.10 M	3
NVRPA General Operations	The Authority operates 21 regional parks comprised of more than 10,000 acres and a variety of recreational facilities and historic sites, including in Alexandria, the Carlyle House and Cameron Run Regional Park. The City of Alexandria, along with the Cities of Fairfax and Falls Church, and the Counties of Arlington, Fairfax and Loudoun, pay a share of the costs of the park program.	0.32 M	3
Torpedo Factory Art Center and Community Development Program	This program supports the operations and programming at the Torpedo Factory Art Center which is free and open to the public, welcomes over 620,000 visitors per year, and includes over 100 artists in 85 studios and galleries as well as local organizations such as The Art League.	1.54 M	3

Recreation & Cultural Activities



PROGRAM LEVEL SUMMARY

Program	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Leadership and Management	\$3,733,796	\$5,142,387	\$5,023,685	(\$118,702)	-2.3%
Cultural Activities	\$2,442,845	\$2,673,336	\$2,761,534	\$88,198	3.3%
Northern Virginia Regional Park Authority	\$305,667	\$313,034	\$310,346	(\$2,688)	-0.9%
Recreation Services	\$9,011,778	\$9,640,289	\$9,901,475	\$261,186	2.7%
Park Operations	\$8,834,555	\$8,798,588	\$9,598,503	\$799,915	9.1%
Total Expenditures (All Funds)	\$24,328,640	\$26,567,634	\$27,595,543	\$1,027,909	3.9%

- Leadership & Management decreased due to reductions in travel and training, supplies and materials, and capital outlay for planned vehicle replacements, which are partially offset by increases for the Morning Ready Program and normal step adjustments.
- Cultural Activities increased due to normal step increases. Other current services adjustments for software licenses and utilities also contributed to the increase in Cultural Activities.
- The Northern Virginia Regional Park Authority's requested City contribution decreased by \$2,688 or 0.9% for FY 2022.
- Recreation Services increased due to normal step adjustments and the fiscal impact of the trade workers reclassification. These adjustments are offset by a partial year hiring freeze for a Deputy Director as well as a reduction in operating expenses for the temporary closure of Chinquapin during the summer.
- Park Operations increased due to normal step adjustments and the fiscal impact of the trade workers reclassification. These adjustments are offset by a partial year hiring freeze for a Deputy Director and Dockmaster as well as a reduction in contracting expenses for Gmax Testing.
- Other FTE modifications to all programs are made to accurately capture existing position allocations, resulting in no funding or service changes.

Program	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	Change 2021 - 2022	% Change 2021 - 2022
Leadership and Management	18.75	26.00	26.00	0.00	0.0%
Cultural Activities	12.60	13.87	12.88	(0.99)	-7.1%
Recreation Services	62.10	58.03	60.38	2.35	4.0%
Park Operations	61.70	58.70	57.20	(1.50)	-2.6%
Total FTEs	155.15	156.60	156.46	(0.14)	-0.1%

Recreation & Cultural Activities



LEADERSHIP & MANAGEMENT

Program Description: The Leadership & Management Support Services program provides management functions for the department, including budget planning/fiscal services, procurement, communications, workplace safety, HR services, and Waterfront park management.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$2,719,007	\$3,003,459	\$2,978,314	(\$25,145)	-0.8%
Non-Personnel	\$1,014,789	\$1,228,605	\$1,509,048	\$280,443	22.8%
Capital Goods Outlay	\$0	\$910,323	\$536,323	(\$374,000)	-41.1%
Total Program Expenditures (All Funds)	\$3,733,796	\$5,142,387	\$5,023,685	(\$118,702)	-2.3%
Total Program FTEs	18.75	26.00	26.00	0.00	0.0%

CULTURAL ACTIVITIES

Program Description: Develops and facilitates community cultural programs and special events, administers the City's public art program, and manages the Torpedo Factory Art Center.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$1,448,635	\$1,644,251	\$1,725,463	\$81,212	4.9%
Non-Personnel	\$994,210	\$1,029,085	\$1,036,071	\$6,986	0.7%
Total Program Expenditures (All Funds)	\$2,442,845	\$2,673,336	\$2,761,534	\$88,198	3.3%
Total Program FTEs	12.60	13.87	12.88	-0.99	-7.1%

Recreation & Cultural Activities



NORTHERN VIRGINIA REGIONAL PARK AUTHORITY

Program Description: Provides regional park membership.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Non-Personnel	\$305,667	\$313,034	\$310,346	(\$2,688)	-0.9%
Total Program Expenditures (All Funds)	\$305,667	\$313,034	\$310,346	(\$2,688)	-0.9%
Total Program FTEs	0.00	0.00	0.00	0.00	0.0%

RECREATION SERVICES

Program Description: Produces and facilitates recreation programs and manages multiple recreation facilities.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$7,017,289	\$7,488,454	\$7,788,714	\$300,260	4.0%
Non-Personnel	\$1,991,992	\$2,151,835	\$2,112,761	(\$39,074)	-1.8%
Capital Goods Outlay	\$2,497	\$0	\$0	\$0	
Total Program Expenditures (All Funds)	\$9,011,778	\$9,640,289	\$9,901,475	\$261,186	2.7%
Total Program FTEs	62.10	58.03	60.38	2.35	4.0%

Recreation & Cultural Activities



PARK OPERATIONS

Program Description: Provides maintenance and management of parks, public grounds, trees and associated facilities; environmental education; and natural resource management.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$4,926,835	\$4,858,492	\$5,372,649	\$514,157	10.6%
Non-Personnel	\$3,907,720	\$3,940,096	\$4,225,854	\$285,758	7.3%
Total Program Expenditures (All Funds)	\$8,834,555	\$8,798,588	\$9,598,503	\$799,915	9.1%
Total Program FTEs	61.70	58.70	57.20	-3.00	-4.9%


Focus Area All Funds Budget - \$183,707,833

Department	All Funds Departmental Budget
Department of Code Administration	\$8,447,933
Economic Development (Alexandria Economic Development Partnership, Small Business Development Center, Visit Alexandria)	\$7,011,340
Office of Historic Alexandria	\$4,232,071
Office of Housing	\$10,061,189
Planning & Zoning	\$6,780,516
Department of Project Implementation	\$1,878,800
Transit Services (DASH, King Street Trolley, VRE, DOT Paratransit, WMATA)	\$51,604,689
Transportation & Environmental Services	\$93,691,295

Department of Code Administration



The Department of Code Administration works in partnership with customers (residents, architects, engineers, contractors, developers, business and building owners) as part of a team dedicated to ensuring the safety of the built environment. The objective is to work in concert with the customers to administer the provisions of the Virginia Uniform Statewide Building Codes (USBC) including the Virginia Construction Code, the Virginia Existing Structures Code and the Virginia Maintenance Code and referenced standards. In addition, the department is responsible for ensuring compliance with the City Code nuisance and development provisions. This is achieved by providing premier customer service, efficient and timely plan review, consistent inspections, and proactive education and training of customers on the requirements and purpose of the code.

Department Contact Info

703.746.4200

<https://www.alexandriava.gov/Code>

Department Head

Gregg Fields

Department of Code Administration



EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
Personnel	\$4,873,947	\$5,845,751	\$5,805,603	(\$40,148)	-0.7%
Non-Personnel	\$927,752	\$2,282,505	\$2,391,830	\$109,325	4.8%
Capital Goods Outlay	\$0	\$108,000	\$150,500	\$42,500	39.4%
CIP Transfer	\$0	\$300,000	\$100,000	(\$200,000)	100.0%
Indirect Costs	\$774,679	\$937,139	\$1,190,000	\$252,861	27.0%
Total	\$6,576,378	\$9,473,395	\$9,637,933	\$164,538	1.7%
Expenditures by Fund					
General Fund	\$6,510	\$24,000	\$0	(\$24,000)	-100.0%
Other Special Revenue	\$6,496,548	\$9,251,395	\$9,397,433	\$146,038	1.6%
Internal Service Fund	\$0	\$108,000	\$150,500	\$42,500	39.4%
Sanitary Sewer	\$73,320	\$90,000	\$90,000	\$0	0.0%
Total	\$6,576,378	\$9,473,395	\$9,637,933	\$164,538	1.7%
Total Department FTEs	51.62	51.62	52.00	0.38	0.7%

FISCAL YEAR HIGHLIGHTS

- Personnel expenditures decrease due to reductions in part-time and overtime costs.
- Non-Personnel expenditures increase due to increasing credit card processing fees due to an increase in online transactions and maintenance of the APEX system.
- Capital Goods Outlay expenditures increase due to a increase in the number of vehicles being replaced in FY 2022.
- Interfund Transfers decrease to match the Permit Processing System project's funding plan included in the Capital Improvement program.
- Indirect Costs increase compared to prior years. Indirect costs are interfund transfers from the Other Special Revenue Fund to the General Fund. The amount of the transfer is equal to 9.2% of anticipated FY 2022 permit fee revenue with an adjustment based on 2020 actual revenues.
- General Fund budget decreases due to a cost efficiency savings located in the Rodent Abatement Program.
- The Other Special Revenue Fund budget increases due to the non-personnel, indirect costs and Capital Improvement Program transfers described above.
- The Internal Service budget increases due to an increase in the number of vehicles being replaced in FY 2022.

Department of Code Administration



DEPARTMENT CHANGES TO CITY SERVICES

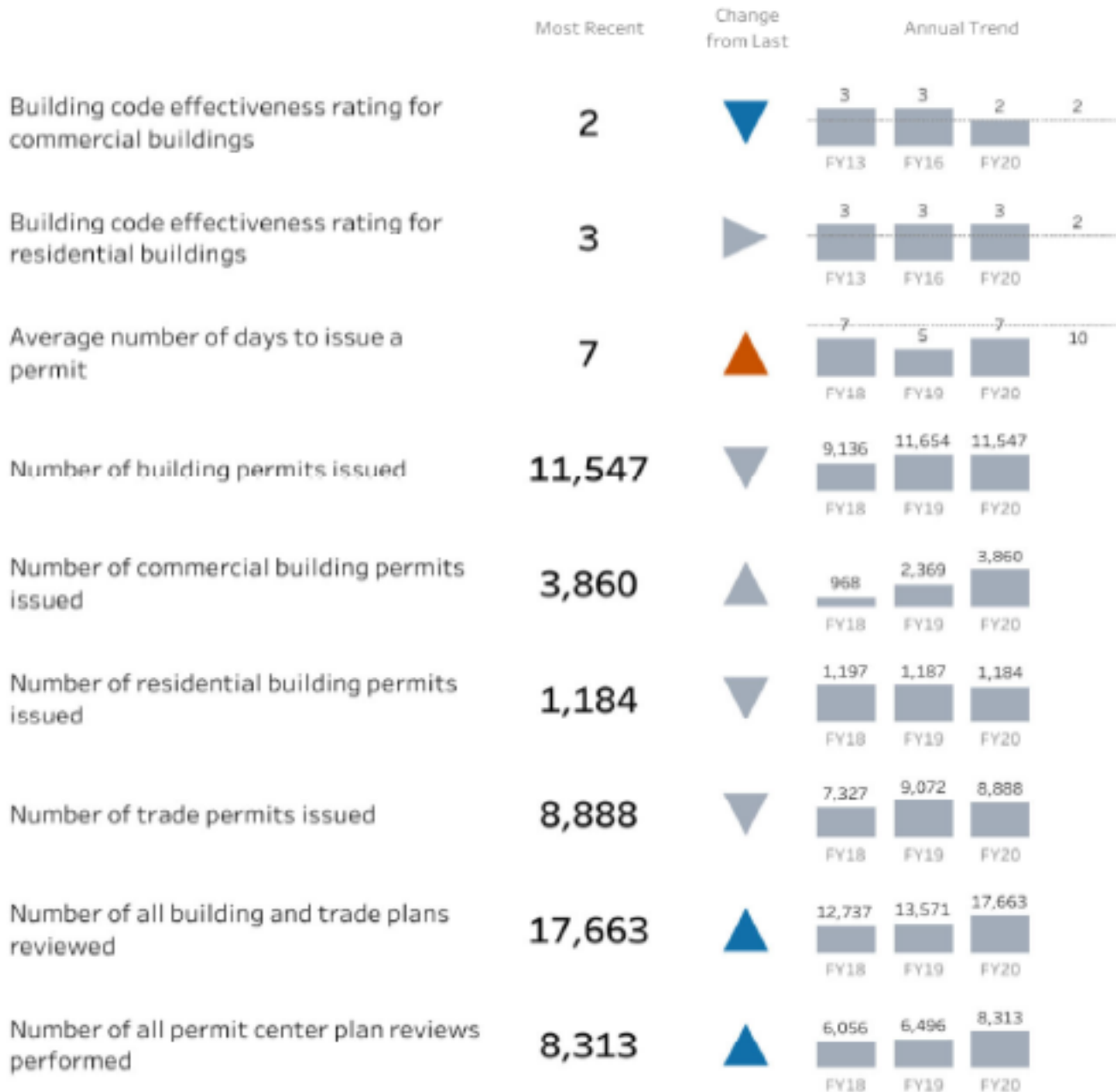
Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	51.62	\$9,473,395
All Programs Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials to include the reclassification of a part time permit technician to a full time employee.	0.38	\$88,538
Administrative Support Permit Processing System — The FY 2022 budget assumes a \$100,000 interfund transfer to match the funding plan included in the Capital Improvement Program (CIP) to support Alexandria Permit and Land Use Management Portal (APEX).	0.00	\$100,000
Property Maintenance Rodent Abatement — The FY 2022 budget reduces Code Administration’s General Fund to zero. This reduction produces a cost savings of \$24,000 to be absorbed within the Other Special Revenue Fund.	0.00	(\$24,000)
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	52.00	\$9,637,933

Department of Code Administration



PERFORMANCE INDICATORS

All data is reported by the department. Blue arrows indicate improvement, orange arrows indicates a need for improvement and N/A does not indicate a trend. The dashed line is the target selected by the department.

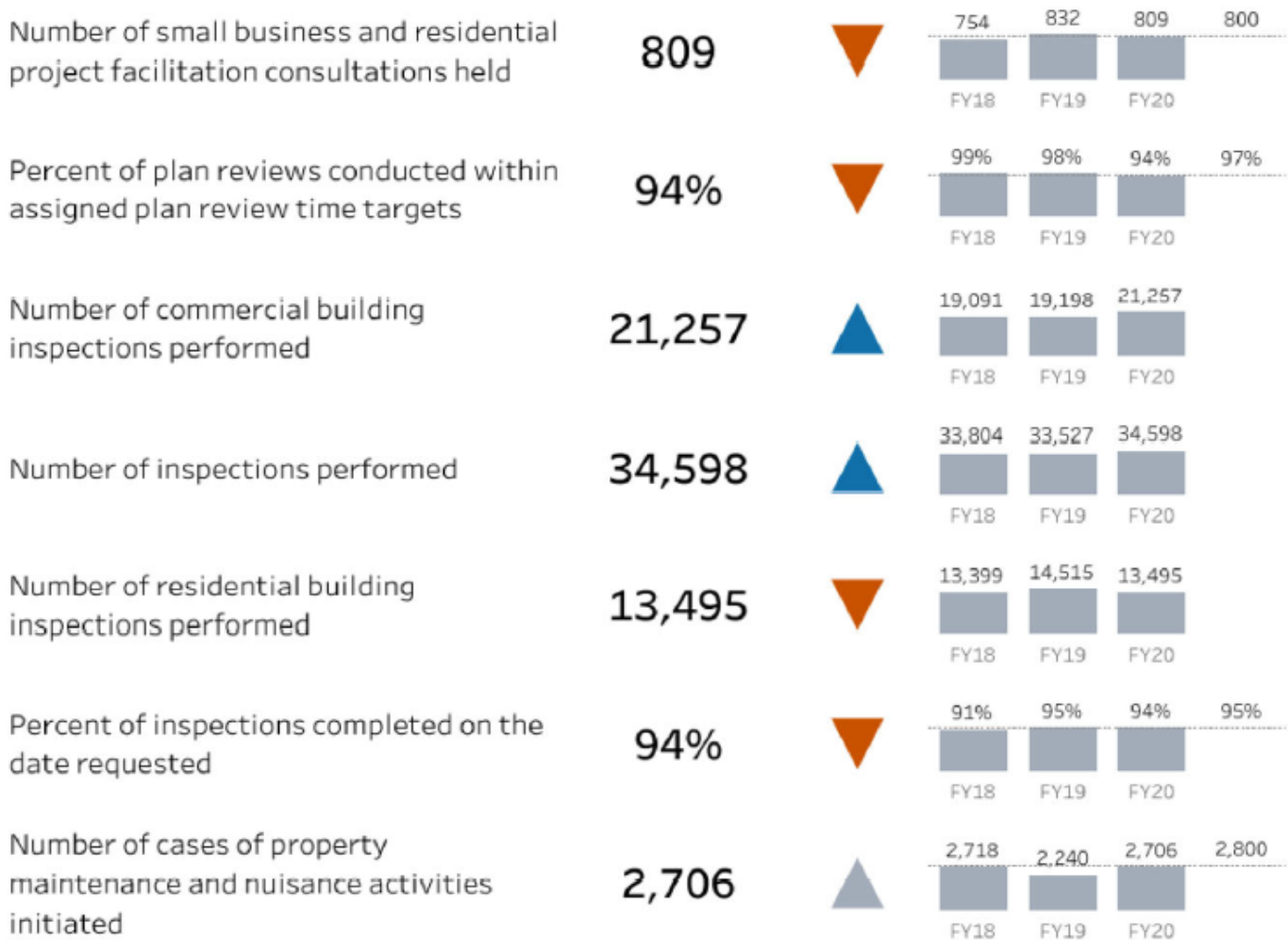


Department of Code Administration



PERFORMANCE INDICATORS

All data is reported by the department. Blue arrows indicate improvement, orange arrows indicates a need for improvement and N/A does not indicate a trend. The dashed line is the target selected by the department.





PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Administrative Support	Provides for the overall managerial and administrative support to Code Administration personnel in order to ensure an effective and efficient operation.	2.12 M	1
Inspections of Existing Structures	Provides proactive and reactive inspection of existing buildings and structures to ensure their compliance with State and City property maintenance codes and standards.	0.66 M	1
New Structure Inspections	Provides for the inspection of all new construction structures to ensure safety and compliance with Virginia Uniform Statewide Building Code and other city and state requirements.	2.36 M	1
Permitting	Provides for the issuance of various building and trade (mechanical, electrical, plumbing, and gas) permits for all residential and commercial building projects.	0.90 M	1
Rodent Abatement	Provides for the management and control of the rodent population in public rights-of-way and in the city's sewer system.	0.11 M	1
Building and Trade Plan Review	Provides for the review of construction documents submitted with permit applications for new or altered commercial and residential buildings for code compliance in accordance with either the Virginia Construction Code or the Virginia Rehabilitation Code.	1.35 M	2
Permit Center Training and IT Levies	Funding collected to support Permit Center Training and IT needs.	1.02 M	3

Department of Code Administration



PROGRAM LEVEL SUMMARY

Program	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Administrative Support	\$2,254,770	\$4,013,342	\$4,395,088	\$381,746	9.5%
New Construction	\$1,764,912	\$2,496,535	\$2,298,271	(\$198,264)	-7.9%
Permitting	\$791,518	\$880,825	\$926,232	\$45,407	5.2%
Plan Review Services	\$1,044,465	\$1,327,907	\$1,305,050	(\$22,857)	-1.7%
Property Maintenance & Nuisance	\$720,713	\$754,786	\$713,292	(\$41,494)	-5.5%
Total Expenditures (All Funds)	\$6,576,378	\$9,473,395	\$9,637,933	\$164,538	1.7%

- Administrative Support program increases due to annual merit assumptions, increased indirect costs and increased expenses associated with the APEX credit card processing system and vehicle replacement costs.
- New Construction program decreases due to vacancies and turnover.
- Permitting program increases due to annual merit assumptions and the reclassification of a part time Permit Technician to full time.
- Plan Review Services program decreases due to staff retirement resulting in additional savings.
- Property Maintenance & Nuisance program decreases due to turnover.

Department of Code Administration



PROGRAM LEVEL SUMMARY

Program	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	Change 2021 - 2022	% Change 2021 - 2022
Administrative Support	6.00	7.00	7.00	0.00	0.0%
New Construction	21.00	20.00	20.00	0.00	0.0%
Permitting	8.62	8.62	9.00	0.38	4.4%
Plan Review Services	10.00	10.00	10.00	0.00	0.0%
Property Maintenance & Nuisance	6.00	6.00	6.00	0.00	0.0%
Total FTEs	51.62	51.62	52.00	0.38	0.7%

- A 0.62 PTE position was reclassified to a 1.00 FTE in the Permitting Program.

Department of Code Administration



ADMINISTRATIVE SUPPORT

Program Description: This program provides managerial and administrative support.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$926,478	\$907,674	\$1,082,019	\$174,345	19.2%
Non-Personnel	\$553,613	\$1,760,529	\$1,872,569	\$112,040	6.4%
Capital Goods Outlay	\$0	\$108,000	\$150,500	\$42,500	39.4%
Interfund Transfer	\$0	\$300,000	\$100,000	(\$200,000)	100.0%
Indirect Costs	\$774,679	\$937,139	\$1,190,000	\$252,861	27.0%
Total Program Expenditures (All Funds)	\$2,254,770	\$4,013,342	\$4,395,088	\$381,746	9.5%
Total Program FTEs	6.00	7.00	7.00	0.00	0.0%

NEW CONSTRUCTION

Program Description: This program provides new construction inspections and training.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$1,468,303	\$2,089,559	\$1,885,010	(\$204,549)	-9.8%
Non-Personnel	\$296,609	\$406,976	\$413,261	\$6,285	1.5%
Total Program Expenditures (All Funds)	\$1,764,912	\$2,496,535	\$2,298,271	(\$198,264)	-7.9%
Total Program FTEs	21.00	20.00	20.00	0.00	0.0%

Department of Code Administration



PERMITTING

Program Description: This program issues permits.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$793,818	\$879,825	\$910,232	\$30,407	3.5%
Non-Personnel	(\$2,300)	\$1,000	\$16,000	\$15,000	1500.0%
Total Program Expenditures (All Funds)	\$791,518	\$880,825	\$926,232	\$45,407	5.2%
Total Program FTEs	8.62	8.62	9.00	0.38	4.4%

PLAN REVIEW SERVICES

Program Description: This program provides plan review services.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$1,044,465	\$1,327,907	\$1,305,050	(\$22,857)	-1.7%
Total Program Expenditures (All Funds)	\$1,044,465	\$1,327,907	\$1,305,050	(\$22,857)	-1.7%
Total Program FTEs	10.00	10.00	10.00	0.00	0.0%

Department of Code Administration



PROPERTY MAINTENANCE & NUISANCE

Program Description: This program provides property maintenance and nuisance activities/inspections.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$640,883	\$640,786	\$623,292	(\$17,494)	-2.7%
Non-Personnel	\$79,830	\$114,000	\$90,000	(\$24,000)	-21.1%
Total Program Expenditures (All Funds)	\$720,713	\$754,786	\$713,292	(\$41,494)	-5.5%
Total Program FTEs	6.00	6.00	6.00	0.00	0.0%

Department of Code Administration



CODE PERMIT FUNDING (ALL DEPARTMENTS)

The above Code Administration section of the budget only represents the department's budget. However, code permit fee revenues are also used to fund budget items of other departments.

Permit Fee Funding	FY 2022 Proposed	FTE
Code Administration	\$8,563,908	52.00
<i>Transfers to General Fund (Indirect Costs)</i>	\$1,190,000	
<i>Non-Personnel</i>	\$1,468,305	
<i>Personnel</i>	\$5,805,603	
<i>Transfer to CIP</i>	\$100,000	
Department of Emergency Communications		
<i>Personnel</i>	\$63,807	1.00
Finance Department		
<i>Personnel</i>	\$88,715	1.00
Health Department		
<i>Personnel</i>	\$75,122	1.00
Office of Historic Alexandria		
<i>Personnel</i>	\$151,165	1.75
Information Technology Services		
<i>Personnel</i>	\$504,505	4.00
Planning & Zoning		
<i>Personnel</i>	\$307,318	3.00
Transportation & Environmental Services		
<i>Personnel</i>	\$609,302	7.00
Total	\$10,363,842	70.75

Economic Development



The Economic Development Agencies budget is a collection of contributions to non-City agencies and City non-departmental expenditures related to the City's economic development, including:

Visit Alexandria

Alexandria Economic Development Partnership (AEDP)

Alexandria Small Business Development Center (SBDC)

King Street Corridor Tree Lighting and Market Square Decorations

First Night Alexandria

Commercial Corridors Vitality

Visit Alexandria

703.838.5005

www.visitalexandriava.com

Alexandria Economic Development Partnership

703.739.3820

www.alexandriaecon.org

Alexandria Small Business Development Center

703.778.1292

www.alexandriasbdc.org

Department Head

Patricia Washington

Stephanie Landrum

Bill Reagan

Economic Development



EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
Non-Personnel	\$6,475,037	\$6,923,390	\$7,011,340	\$87,950	1.3%
Total	\$6,475,037	\$6,923,390	\$7,011,340	\$87,950	1.3%
Expenditures by Fund					
General Fund	\$6,475,037	\$6,923,390	\$7,011,340	\$87,950	1.3%
Total	\$6,475,037	\$6,923,390	\$7,011,340	\$87,950	1.3%

FISCAL YEAR HIGHLIGHTS

- The Alexandria Economic Development Partnership City subsidy increases by \$52,100 or 2.0%. Regular increases in personnel and operational expenses associated with teleworking and contracts are offset with savings in transit benefits and lease expenses. Additionally, AEDP is temporarily suspending their annual professional photography, regular website upgrades, and business executive stakeholder focus groups.
- The Visit Alexandria budget decreases by \$15,700 or 0.4%. Regular current services increases are offset by the complete restoration of membership fees, the use of FY 2021 savings in destination advertising, and a temporary reduction in international marketing and meetings advertising.
- The Small Business Development Center budget increases by \$57,450 or 18.2% due to annual health insurance rate and rent increases and the funding of a Program Services Coordinator.
- Other Economic Development Agencies decreases by \$5,900 or 1.5% due to reduced utility costs for the King Street Corridor Tree Lighting.



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	0.00	\$6,923,390
All Programs Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$225,950
AEDP Business Executive Stakeholder Focus Groups – AEDP temporarily suspends focus groups designed, hosted, and analyzed by consultants to gather insight into economic challenges and opportunities facing Alexandria and AEDP’s effectiveness and direction.	0.00	(\$8,000)
AEDP Annual Website Upgrades – The AEDP website will not be upgraded during FY 2022. While the website remains informative, it will have more limited ability to engage businesses and stay current.	0.00	(\$20,000)
AEDP Marketing Photography – AEDP will not update their annual professional photography during FY 2022.	0.00	(\$5,000)
SBDC Program Services Coordinator – SBDC maintains their Program Services Coordinator, a position originally funded through CARES which provides support to existing and startup small businesses including outreach, counseling and content development. This position is partially supported by one-time donations received in FY 2021.	0.00	\$48,000
Visit Alexandria Membership Fees – Having reduced membership fees by 50% in response to the pandemic, Visit Alexandria restores the full fee for businesses wishing to benefit from access to Visit Alexandria’s marketing and promotion opportunities.	0.00	(\$35,000)
Visit Alexandria Destination Advertising Carryover Savings – In response to an anticipated reduction in tourism in the spring and summer of FY 2021, Visit Alexandria temporarily reduces destination advertising spending in order to utilize the savings in the fall of FY 2022.	0.00	(\$55,000)
Visit Alexandria International Meetings Marketing – Visit Alexandria temporarily reduces meetings advertising by 25 percent and international marketing by 78 percent in order to prioritize sales.	0.00	(\$63,000)
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	0.00	\$7,011,340

Economic Development



PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Reduce the office vacancy rate from 15.6% in 2015 to 12.4% by 2022.
- Increase the number of jobs in Alexandria from 106,238 in 2015 to 113,850 by 2022.
- Increase the local gross domestic product from \$11.1 billion in 2015 to \$12.3 billion by 2022.

Key Department Indicators	2018 Actual	2019 Actual	FY 2020 Actual	2021 Estimate	Target
<i>Value of meeting leads generated</i>	\$44,851,579	\$46,000,000	\$42,100,000	\$5,200,000	\$40,000,000
<i>Number of website visits (millions)</i>	2.03	2.3	2.10	2.10	2.00
<i>Number of visitors using the visitor center</i>	78,000	78,500	51,600	20,000	76,000
<i>Percent of office space that is vacant</i>	13.5%	13.5%	13.1%	13.0%	12.4%
<i>Percent of retail space that is vacant</i>	2.6%	2.6%	2.1%	2.1%	2.7%
<i>Average rental rate for office space per square foot</i>	\$33.54	\$33.38	\$32.96	\$33.00	\$33.50
<i>Number of counseling sessions for start-up small businesses</i>	194	346	238*	190*	500
<i>Number of education programs for small businesses</i>	31	35	15	16	40
<i>Length of holiday light coverage</i>	1.1 miles	1.1 miles	1.1 miles	1.1 miles	1.1 miles
<i>First Night tickets sold</i>	5,000	7,000	7,000	474	5,000

Economic development agencies pivoted their usual efforts in response to the pandemic, impacting the indicators above. Examples of this include:

- Visit Alexandria focused on rescheduled meetings for FY 2022-23 due to the pandemic.
- The Visit Alexandria Visitor Center was closed for three months at the beginning of the pandemic, and again during the winter spike. They focused their efforts on providing ALX at Home web content, increasing regional marketing to encourage local spending during the pandemic.
- The Small Business Development Center shifted from providing counseling sessions for start-up small businesses to providing 244 sessions with small businesses seeking COVID-19 relief and assistance in FY 2020.
- In FY 2021, First Night sold out of in person/auto tickets and had additional virtual sales.

Economic Development



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Real Estate Development	Work in partnership with City staff and real estate developers to encourage investment of private capital in Alexandria.	0.27 M	2
Visitor Services	Visitor Center guest orientation, information and attraction services at Ramsay House. Guide visitors through a walk-in welcome center, responsive e-mail, telephone concierge services, and ticket sales that increase visitors' positive perceptions, quality of experience and length of stay.	0.23 M	2
Web	Develop video, photo and copy content that remains fresh and attracts visitors to return often to Alexandria and the web site itself.	0.24 M	2
Advertising	Purchase digital, broadcast and print media to raise awareness and propensity to visit Alexandria and provide a positive public impression that supports broader economic development goals.	1.11 M	3
Business Attraction	Attract new businesses through cultivating leads, connecting prospects with real estate opportunities, and offering deal-closing incentives to lower barriers to entry into the Alexandria market.	0.75 M	3
Business Retention & Expansion	Facilitation of business retention and/or expansion by addressing real estate, financial, regulatory, and workforce challenges identified by existing businesses located in Alexandria that the City is at risk of losing to a competing jurisdiction.	0.57 M	3
Entrepreneurship Activities	Create economic resiliency in Alexandria by fostering business retention and development.	0.24 M	3
First Night Alexandria	Family-friendly New Year's Eve celebration. Alexandria businesses and non-profit venues host musical performances, art shows, and interactive activities in celebration of the New Year, capped off with a fireworks display at midnight.	0.05 M	3
King Street Corridor Tree Lighting	King Street Holiday Light and Market Square display, with lights operating from November through March.	0.15 M	3
International Marketing	Raise Alexandria's profile on the global stage so that overseas visitors are aware of Alexandria and see it as an attractive hub from which to explore the DC metro. Work with tour operators to ensure that Alexandria hotels and attractions are included in global contracts. Establish partnerships with consortia of other regional destinations that cost effectively raise our collective profile.	0.12 M	3
King Street Initiative	Provides funding for Visit Alexandria to manage events and activation at the Waterfront and in the King Street commercial corridor as a public-private partnership with matching funding from the private sector. This program focuses on promoting the new Old Town experience encompassing activities, enhanced events, and targeted regional marketing.	0.54 M	3

Economic Development



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Member Services	Provide direction and consistent collaborative marketing platforms to local businesses that promote the breadth of independent hotel, restaurant, attraction and retail businesses in a consistent, user friendly manner.	0.01 M	3
Other Economic Dev. Utility Costs	Utility Costs for Visit Alexandria	0.21 M	3
Public Relations	Generate traditional media stories as well as online digital coverage to raise awareness and the reputation of Alexandria to visitors, prospective employers and residents. Capitalize on the credibility of media reporting to convey Alexandria's attributes in a way that supports the growth of hotel, restaurant, attractions and retail revenues and tax receipts.	0.29 M	3
Publications	Created printed collateral material that attracts visitors and supports them after they arrive in the marketplace to increase length of stay, spending/visitor and repeat visitation.	0.04 M	3
Social Media	Utilize a breadth of social media outlets (including Facebook, Twitter, Instagram, YouTube, Pinterest and LinkedIn) to expand user-generated endorsements advancing Alexandria's awareness, reputation and consumer confidence in visiting.	0.10 M	3
Economic Research & Information	Compile and analyze data related to the Alexandria and regional economies to inform policy makers and support business development opportunities.	0.23 M	4
Entrepreneurial Support	Assist founders of high-growth startups through business counseling and the cultivation of partnership opportunities with financial organizations, potential clients, and other businesses.	0.16 M	4
Existing Small Business Support	Counsel established small businesses during the growth phases to mitigate mistakes that could result in business failures.	0.16 M	4
Marketing	Promote the positive benefits of Alexandria's business environment and commercial real estate market to targeted audiences, including developers, businesses, and workers.	0.48 M	4
Meeting Sales	Attract meetings and conferences to Alexandria, with a particular focus on small-mid size meetings which are best suited to our mix of hotels, restaurants and meeting venues.	0.78 M	4
Promotions	Develop time-specific events that unite the business and residential community increasing quality of life for residents and driving incremental revenues to local business, and growing tax receipts. Examples include: Restaurant Weeks, Sidewalk Sale, Small Business Saturday, hotel packaging, Key to the City Attraction Pass.	0.12 M	4
Research	Reach out to the best sources of primary and secondary research and market trends to guide Visit Alexandria's own decision making and the decisions of members. Digest key information and data into regular reports that make it time efficient for members to read and hear the latest research. Ensure that marketing decisions and evaluation are grounded in meaningful data and trend analysis.	0.07 M	4

Economic Development



PROGRAM LEVEL SUMMARY

Program	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Visit Alexandria	\$3,470,385	\$3,663,500	\$3,647,800	(\$15,700)	-0.4%
Alexandria Economic Development Partnership (AEDP)	\$2,521,211	\$2,545,936	\$2,598,036	\$52,100	2.0%
Alexandria Small Business Development Center (SBDC)	\$305,250	\$314,962	\$372,412	\$57,450	18.2%
Other Economic Development Agencies	\$178,191	\$398,992	\$393,092	(\$5,900)	-1.5%
Total Expenditures (All Funds)	\$6,475,037	\$6,923,390	\$7,011,340	\$87,950	1.3%

- The Visit Alexandria subsidy decreases due to one-time savings associated with the use of \$55,000 in destination advertising carryover savings, the restoration of full membership fees, and a temporary reduction in international and meetings marketing. These decreases are offset by personnel increases such as annual merit and health insurance rate increases. Other non-personnel costs such as office rent, website maintenance, and printing increase to maintain current service levels.
- The Alexandria Economic Development Partnership City subsidy increases by \$52,100 or 2.0%. Regular benefit increases, operational expenses associated with teleworking, and increased contract costs drive their budget growth. This increase is offset with savings in transit benefits, the elimination of the federal 990-T tax which no longer applies to nonprofits, and reduced office lease costs. Additionally, AEDP is temporarily suspending their annual professional photography, regular website upgrades, and business executive stakeholder focus groups for \$33,000 in savings.
- The Small Business Development Center subsidy increases due to health insurance rate increases and the continuation of a Program Services Coordinator position that works, in part, to coordinate increased dual language (English and Spanish) outreach and programming efforts, at a cost of \$48,000 previously supported through CARES funding and a private donation.
- Other Economic Development Agencies decrease due to decreased utility cost assumptions in King Street Corridor Tree Lighting.

Economic Development



VISIT ALEXANDRIA

Program Description: The Visit Alexandria program generates tourism and meetings that increase revenues and promote the City of Alexandria and its assets through advertising, communications, meeting & convention sales, research, social media, the VisitAlexandriaVA.com web site and the visitor center.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Non-Personnel	\$3,470,385	\$3,663,500	\$3,647,800	(\$15,700)	-0.4%
Total Program Expenditures (All Funds)	\$3,470,385	\$3,663,500	\$3,647,800	(\$15,700)	-0.4%

ALEXANDRIA ECONOMIC DEVELOPMENT PARTNERSHIP

Program Description: The Alexandria Economic Development Partnership program attracts and retains businesses and organizations to Alexandria, works with real estate developers and investors, and is focused on generating commercial tax revenue for the City of Alexandria.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Non-Personnel	\$2,521,211	\$2,545,936	\$2,598,036	\$52,100	2.0%
Total Program Expenditures (All Funds)	\$2,521,211	\$2,545,936	\$2,598,036	\$52,100	2.0%

Economic Development



ALEXANDRIA SMALL BUSINESS DEVELOPMENT CENTER

Program Description: The Alexandria Small Business Development Center program provides counseling, training, and information on all aspects of small business management to support small businesses in Alexandria at every stage and in every industry.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Non-Personnel	\$305,250	\$314,962	\$372,412	\$57,450	18.2%
Total Program Expenditures (All Funds)	\$305,250	\$314,962	\$372,412	\$57,450	18.2%

OTHER ECONOMIC DEVELOPMENT AGENCIES

Program Description: In FY 2022, this program will provide King Street Corridor Tree Lighting (\$148,092), provide funding to support an alcohol-free, family friendly First Night event on New Year's Eve (\$45,000), and continued funding of a Commercial Corridors Vitality Contingent (\$200,000).

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Non-Personnel	\$178,191	\$398,992	\$393,092	(\$5,900)	-1.5%
Total Program Expenditures (All Funds)	\$178,191	\$398,992	\$393,092	(\$5,900)	-1.5%

Office of Historic Alexandria



The Office of Historic Alexandria (OHA) is responsible for the stewardship and promotion of the historic City through the preservation of the City's historic and archaeological sites, artifacts and records, and for the use of these resources in accordance with professional standards of scholarship and museum procedures.

Department Contact Info

703.746.4554

<https://www.alexandriava.gov/Historic>

Department Head

Gretchen Bulova



EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
Personnel	\$2,929,100	\$2,923,674	\$3,146,701	\$223,027	7.6%
Non-Personnel	\$904,061	\$1,219,080	\$1,085,370	(\$133,710)	-11.0%
Total	\$3,833,161	\$4,142,754	\$4,232,071	\$89,317	2.2%
Expenditures by Fund					
General Fund	\$3,297,721	\$3,295,795	\$3,468,940	\$173,145	5.3%
Non-Fiscal Year Grants	\$37,678	\$0	\$0	\$0	0.0%
Donations	\$293,517	\$530,436	\$492,436	(\$38,000)	-7.2%
Other Special Revenue	\$204,245	\$316,523	\$270,695	(\$45,828)	-14.5%
Total	\$3,833,161	\$4,142,754	\$4,232,071	\$89,317	2.2%
Total Department FTEs	33.79	32.50	34.33	1.83	5.6%

FISCAL YEAR HIGHLIGHTS

- Personnel expenditures increases due to an increase in vacancy savings, part-time and seasonal staff offset by a decrease in healthcare election costs.
- Non-Personnel expenditures decrease due to a reduction in professional services, equipment maintenance support and supplies and materials as well as a 50% reduction in all travel and education costs. Office of Historic Alexandria continues to experience increases in utility and building maintenance costs.
- The FY 2022 budget reflects the added operational costs for the Freedom House Museum which the City acquired in mid FY 2020.
- The General Fund budget increases due to personnel increases described above.
- The Donations budget decreases due to the successful completion of a fundraising initiative to restore and conserve the Prettyman fire hose reel carriage at Friendship Firehouse Museum. Many donation and fundraising opportunities have been severely impacted due to the COVID-19 pandemic.
- The Other Special Revenue budget decreases due to reduction in supplies and materials and healthcare election costs.

Office of Historic Alexandria



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	32.50	\$4,142,754
All Programs Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$132,368
All Programs Office of Historic Alexandria — The FY 2022 budget increases a 0.75 part time Archaeologist position to 1.00 full time employee to meet the growing workload associated with the preservation and historic interpretation. The position is currently funded by a certified Local Government Grant until FY 2024 and has no General Fund impact.	0.25	\$0
All Programs Office of Historic Alexandria — The FY 2022 budget increases 7 part time Museum Aide II positions from 0.375 to 0.6 FTE. This allocation will true up the budget with existing staffing costs and schedules. These positions are responsible for visitor services and front line operations as well as the development of an educational program for a variety of audiences.	1.58	\$135,263
All Programs Office of Historic Alexandria — The FY 2022 budget delays the hiring of a vacant Museum Director position for the Lyceum. The Lyceum Director is responsible for supervising all aspects of the museum's collection, including authentication, and educational programs. The Director is also responsible for overseeing administrative tasks and seeking fundraising opportunities for the museum.	0.00	(\$117,014)
All Programs Office of Historic Alexandria — The FY 2022 budget eliminates funding for the preservation of historic ships. The impact of this reduction is minimal since the funding is not necessary for FY 2022. OHA will revisit the appropriate funding needed in the FY 2023 budget process.	0.00	(\$30,000)
All Programs Office of Historic Alexandria — The FY 2022 budget eliminates funding for Waterfront Programming. This program provides historically themed public events for a variety of ages to draw residents and visitors to the King Street Waterfront Park. The impact of this reduction is minimal since large groups gatherings are discouraged due to the COVID-19 pandemic. This reduction does not impact General Fund revenues.	0.00	(\$15,000)
All Programs Office of Historic Alexandria — The FY 2022 budget temporarily eliminates funding for a OHA's Wayfinding Signage system. This system is used to expand interpretation in publicly accessible areas and help promote walking, biking and transit use to residents and visitors throughout the City.	0.00	(\$10,000)
Continued on next page		



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	32.50	\$4,142,754
<p>All Programs</p> <p>All General Fund travel, conferences, mileage, education and training dollars were reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the temporary travel restrictions and the delay or cancellation of many in-person training opportunities. In total this generated 0.7 million of General Fund savings.</p>	0.00	(\$6,300)
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	34.33	\$4,232,071



PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

Maintain the percentage of residents satisfied with historic preservation at or above 2016's 83%. All data is reported by the department. Blue arrows indicate improvement, orange arrows indicates a need for improvement and N/A does not indicate a trend. The dashed line is the target selected by the department.

	Most Recent	Change from Last	Annual Trend
Number of visitors to Alexandria's historic sites, museums, and events	146,804	▼	<div> <div>203,389</div> <div>231,936</div> <div>146,804</div> <div>195,000</div> </div> <div> <div>FY18</div> <div>FY19</div> <div>FY20</div> </div>
Number of attendees at educational public programs and exhibitions	64,594	▼	<div> <div>91,818</div> <div>102,378</div> <div>64,594</div> <div>95,000</div> </div> <div> <div>FY18</div> <div>FY19</div> <div>FY20</div> </div>
Percent of visitors responding to surveys indicating they gained value from their visit to museums and events	98%	▶	<div> <div>98%</div> <div>98%</div> <div>98%</div> <div>98%</div> </div> <div> <div>FY18</div> <div>FY19</div> <div>FY20</div> </div>
Number hours museums are open	8,413	▼	<div> <div>11,768</div> <div>11,882</div> <div>8,413</div> <div>11,800</div> </div> <div> <div>FY18</div> <div>FY19</div> <div>FY20</div> </div>
Number of educational public programs and exhibitions conducted	280	▼	<div> <div>342</div> <div>418</div> <div>280</div> <div>400</div> </div> <div> <div>FY18</div> <div>FY19</div> <div>FY20</div> </div>
Percent of public records requests that are delivered within required time	100%	▶	<div> <div>99%</div> <div>100%</div> <div>100%</div> <div>98%</div> </div> <div> <div>FY18</div> <div>FY19</div> <div>FY20</div> </div>
Number of public records requests	2,697	▶	<div> <div>2,472</div> <div>1,738</div> <div>2,697</div> <div>2,000</div> </div> <div> <div>FY18</div> <div>FY19</div> <div>FY20</div> </div>
Percent of development projects that adhere to regulations protecting archaeological and historic sites	100%	▶	<div> <div>100%</div> <div>100%</div> <div>100%</div> <div>100%</div> </div> <div> <div>FY18</div> <div>FY19</div> <div>FY20</div> </div>
Number of archaeological reviews conducted	1,100	▼	<div> <div>1,328</div> <div>1,173</div> <div>1,100</div> <div>1,700</div> </div> <div> <div>FY18</div> <div>FY19</div> <div>FY20</div> </div>
Percent of residents with a positive view of museums in Alexandria	70%	▼	<div> <div>72%</div> <div>76%</div> <div>70%</div> <div>83%</div> </div> <div> <div>FY17</div> <div>FY18</div> <div>FY20</div> </div>
Percent of City employees who are aware of the official department records management program	63%	▼	<div> <div>65%</div> <div>63%</div> <div>80%</div> </div> <div> <div>FY18</div> <div>FY19</div> </div>



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Historic Preservation	Preserve Alexandria's historic built environment.	0.44 M	1
Archaeology	Review development site plans according to code and preserve collections associated with those projects.	0.35 M	2
Education and Outreach	Provide opportunities for the public to engage with historic resources and properties.	0.76 M	2
General Administration	Administer the City of Alexandria's Office of Historic Alexandria.	0.70 M	2
Leadership and Development	Provides leadership and management of the fields of archaeology, historic preservation, and museums.	0.42 M	2
Museum Collections	Collect, research, and disseminate information about the history of Alexandria and its material culture.	0.58 M	2
Committee Support	Work with friends' organizations and City commissions to support their preservation initiatives.	0.17 M	3
Visitor Services	Rental programs and dissemination of historical information.	0.29 M	3
Volunteer Coordination	Provide opportunities for volunteers.	0.13 M	3
Records Management	Manage records produced by City agencies.	0.31 M	4

Office of Housing



The Office of Housing coordinates and administers City-assisted housing and housing-related programs and services. The Office makes recommendations to the City Manager and City Council on housing policy and potential affordable housing opportunities and investments. Major programs administered are Homeownership Assistance, Home Rehabilitation, Energy Efficiency, Landlord Tenant Relations, and Affordable Housing Development. The chief policy initiative that the Office of Housing works on is implementation of the City's Housing Master Plan. Approved in 2013, the plan sets a goal of developing or preserving new affordability in 2,000 housing units by 2025.

Department Contact Info

703.746.4990

<https://www.alexandriava.gov/Housing>

Department Head

Helen McIlvaine

Office of Housing



EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
Personnel	\$1,856,235	\$1,890,671	\$2,000,130	\$109,459	5.8%
Non-Personnel	\$3,757,664	\$2,952,632	\$2,879,778	(\$72,854)	-2.5%
Interfund Transfer to Other Funds	\$8,346,200	\$4,104,684	\$3,647,684	(\$457,000)	-11.1%
Housing Trust Fund	\$5,023,442	\$6,829,766	\$4,629,766	(\$2,200,000)	-32.2%
Total	\$18,983,541	\$15,777,753	\$13,157,358	(\$2,620,395)	-16.6%
Expenditures by Fund					
General Fund	\$1,829,009	\$1,757,228	\$1,805,089	\$47,861	2.7%
Affordable Housing Fund ¹	\$9,731,962	\$4,717,217	\$4,235,522	(\$481,695)	-10.2%
Dedicated Revenue ²	\$1,385,762	\$617,217	\$592,522	(\$24,695)	-4.0%
Interfund Transfer to CIP (meals tax dedication)	\$8,346,200	\$4,100,000	\$3,643,000	(\$457,000)	-11.1%
Grants ³	\$2,399,128	\$2,473,542	\$2,486,981	\$13,439	0.5%
CDBG, NSP and HOME New Revenue	\$646,526	\$1,488,542	\$1,501,981	\$13,439	0.9%
CDBG, NSP and HOME Carryover Revenue	\$774,968	\$360,000	\$360,000	\$0	0.0%
CDBG, NSP and HOME Program Income	\$977,633	\$625,000	\$625,000	\$0	0.0%
Housing Trust Fund ^{3,4}	\$5,023,442	\$6,829,766	\$4,629,766	(\$2,200,000)	-32.2%
Housing Trust Fund New Revenue	\$341,640	\$2,579,766	\$2,579,766	\$0	0.0%
Housing Trust Fund Carryover Revenue	\$4,681,802	\$4,250,000	\$2,050,000	(\$2,200,000)	-51.8%
Total	\$18,983,541	\$15,777,753	\$13,157,358	(\$2,620,395)	-16.6%
Total Department FTEs	15.00	15.00	15.00	-	0.0%

1. Affordable Housing Fund monies originate from the General Fund and are transferred to the Affordable Housing Fund.

2. Dedicated Revenue represents the 0.6 cent of the real estate tax assessment.

3. Carryover monies are shown to provide more accurate information on expenditures from year to year. Carryover monies are included for non-General Fund sources (CDBG and HOME Grants, Housing Trust Fund, Affordable Housing bonds, and dedicated revenue). FY 2022 Capital Improvement monies for Housing in the amount of \$7,202,000 are not included in this Housing Operating Budget.

4. The Housing Trust Fund (HTF) has been separated from non-personnel to emphasize that this money can only be spent on affordable housing initiatives and projects. The majority of HTF carryover funds are earmarked for the Wesley Waypoint Project.



FISCAL YEAR HIGHLIGHTS

- Personnel increases by \$109,459 or 5.8% due to regular fluctuation in merit and benefit selections.
- Non-Personnel decreases by \$72,854 or 2.5% due to savings associated with the City-wide travel and education reduction as well as Tavern Square lease savings. Grant revenue and program income, which is spent on Affordable Housing Development & Preservation, remains relatively flat.
- Interfund transfers to the CIP (Capital Improvement Program) decreases by \$457,000 or 11.1% due to a decrease in anticipated restaurant meals tax revenue due to COVID-19 which will be transferred to the Affordable Housing project in the CIP. The full amount of dedicated meals tax revenue lost because of the pandemic has been made up for using general tax dollars in the CIP.
- Housing Trust Fund (HTF) decreases by \$2,200,000 or 32.2% due to a decrease in anticipated carryover funds which are spent on Affordable Housing Development & Preservation, Home Ownership, and Housing Rehabilitation.
- The General Fund budget increases by \$47,861 or 2.7% based on regular salary and benefit fluctuation offset by office lease cost savings.
- The Affordable Housing Fund budget decreases by \$481,695 or 10.2% due to a decrease in the anticipated restaurant meals tax revenue in FY 2022 as a result of COVID-19. Additionally, \$175,723 of the dedicated real estate tax revenue is being used to temporarily offset the salary and benefits of the Director and Deputy Director, further reducing the budget of the Affordable Housing Fund.
- Grants increase by \$13,439 or 0.5% due to increases in projected grant revenue and program income based on historical revenue. The increased revenue will be spent on acquisition, rehabilitation, and architect expenses.
- The FY 2022 to FY 2031 City Capital Improvement Program proposes \$68.0 million in Affordable Housing monies, with \$7.2 million proposed for FY 2022 which reflects a \$2.6 million General Fund makeup of COVID-19 related restaurant meals tax revenue losses.



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	15.00	\$15,777,753
All Programs Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials as well as estimates for meals tax. The majority of the decrease can be attributed to a \$2 million decrease in the HTF carryover earmarked for Wesley Housing’s Waypoint Project.	0.00	(\$2,380,523)
All Programs All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total this generated \$0.7 million of General Fund savings.	0.00	(\$15,087)
All Programs All Tavern Square office space cost estimates are adjusted in the FY 2022 proposed budget to reflect a lease extension agreement. In total this generated \$0.6 million of General Fund savings.	0.00	(\$49,062)
Affordable Housing Development & Preservation Portions of the Director’s and Deputy Director’s salaries are temporarily to be paid for with dedicated real estate tax revenue for housing. This reduces the transfer from the General Fund to the Affordable Housing Fund, limiting capacity for affordable housing by approximately two units.	0.00	(\$175,723)
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	15.00	\$13,157,358



PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Reduce the percentage of low and moderate income households considered to be housing cost burdened from 2015's 67%.
- Increase the percentage of residents who do not perceive barriers to living in Alexandria based on age, gender, race, national origin, religion, disability, or sexual orientation from 2016's 80%.
- Reduce homelessness from 224 persons in 2016 to 173.

Key Department Indicators

All data is reported by the department. Blue arrows indicate improvement, orange arrows indicate a need for improvement, and N/A does not indicate a trend. The dashed line is the target selected by the department.

	Most Recent	Change from Last	Annual Trend			
Households paying 30% or more of their gross income for housing (housing cost-burdened)	72%		72% CY16	72% CY17	72% CY18	69%
Number of committed affordable units created or preserved out of the Housing Master Plan goal	948		624 FY18	661 FY19	948 FY20	2,000
Number of committed affordable units in the development pipeline or under construction (Housing Master Plan)	512		855 FY18	616 FY19	512 FY20	
Number of affordable and/or workforce affordable units completed out of the Regional Housing Initiative goal	117				117 FY20	2,250
Number of committed affordable rental units	4,599		4,075 FY18	4,084 FY19	4,599 FY20	
Percent of all multifamily rental units that are committed affordable	13%		12% FY18	12% FY19	13% FY20	
Eviction rate (residential only)	3.6%		2.9% CY17	4.0% CY18	3.6% CY19	4.0%



PERFORMANCE INDICATORS

Key Department Indicators

All data is reported by the department. Blue arrows indicate improvement, orange arrows indicate a need for improvement, and N/A does not indicate a trend. The dashed line is the target selected by the department.

	Most Recent	Change from Last	Annual Trend			
Number of landlords and tenants that have received mediation from the Office of Housing	1,572	▲	1,401 FY18	1,330 FY19	1,572 FY20	1,500
Percent of tested housing providers that were compliant with fair housing laws	100%	▲	98% FY18	92% FY19	100% FY20	95%
Percent of market-rate apartment properties that accept Housing Choice Vouchers (formerly, "Section 8")	100%	▲		18.5% FY19	100% FY20	
Number of market-rate apartment properties that accept Housing Choice Vouchers (formerly, "Section 8")	108	▲		35 FY19	108 FY20	
Number of homeownership assistance program recipients	20	▲	10 FY18	6 FY19	20 FY20	
Number of homeownership loans repaid	8	▲	17 FY18	6 FY19	8 FY20	
Number of Home Rehabilitation Loan Program recipients (HRLP)	5	▶	5 FY18	5 FY19	5 FY20	
Number of Rental Accessibility Rehabilitation Program recipients (RAMP)	3	▲	3 FY18	1 FY19	3 FY20	

Office of Housing



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Affordable Housing Development and Preservation	Provides technical assistance to development partners, including nonprofits, ARHA and private developers to secure and foster the production and preservation of affordable units. Participates in the development process review as well as City-wide and small area planning processes to maximize opportunities for housing affordability. Performs underwriting and lending, as well as loan/grant management for multifamily projects; performs lending and asset management functions for loan portfolio, including compliance monitoring; supports and implements the Housing Master Plan, including tracking progress related to tools and goals, and provides staff support to the Alexandria Housing Affordability Advisory Committee (AHAAC).	1.45 M	1
Leadership and Management	Provides education, training and counseling, general and fiscal management (budget, HR, admin support; federal grant management, reporting and compliance), administration support, communications, outreach and partnership development and management.	1.54 M	1
Home Ownership	Provides sales and marketing for set aside and resale restricted units, as well as special homeownership programs; underwriting, lending and asset management for first time homebuyer loan assistance program; offers pre and post purchase training, including financial literacy and budget counseling, foreclosure prevention and condominium governance education. Supports the annual Regional Housing Expo.	0.57 M	2
Housing Rehabilitation	Utilizes Federal grant funds and program income to provide loans/grants to City residents to make homes and apartments safe, suitable, accessible and green. Manages all aspects of construction and accessibility projects, including coordination with resident, property owner (as appropriate) and development of work-scope and budget, and management of architect and contractor, including progress payments and inspections.	0.80 M	2
Landlord- Tenant Relations	Provides information and referrals, including to affordable housing resources; relocation support and technical assistance; mediation of landlord-tenant complaints and issues, including foreclosure prevention; compliance monitoring of set-aside affordable units; fair housing testing and training; tenant rights education; and staff support to the Landlord Tenant Relations Board which promulgates voluntary rent guidelines each year. Produces an annual survey of all Alexandria rental properties and tracks market affordability trends.	1.02 M	3

Office of Housing



PROGRAM LEVEL SUMMARY

Program	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Affordable Housing Development & Preservation	\$15,828,861	\$12,172,932	\$9,548,370	(\$2,624,562)	-21.6%
Home Ownership	\$887,181	\$853,057	\$850,216	(\$2,841)	-0.3%
Leadership & Management	\$736,045	\$733,065	\$739,930	\$6,865	0.9%
Housing Rehabilitation	\$1,045,665	\$1,547,240	\$1,542,464	(\$4,776)	-0.3%
Landlord & Tenant Relations	\$485,789	\$471,459	\$476,378	\$4,919	1.0%
Total Expenditures (All Funds)	\$18,983,541	\$15,777,753	\$13,157,358	(\$2,620,395)	-16.6%

- Affordable Housing Development & Preservation decreases due to a reduction in the transfer to the Affordable Housing Fund and office lease savings. These reductions are offset by regular merit and benefit increases.
- Home Ownership decreases due to regular salary and benefit fluctuation due to turnover as well as office lease savings.
- Leadership & Management increases due to regular salary and benefit fluctuation and increased photocopying cost assumptions.
- Housing Rehabilitation decreases because of office lease savings.
- Landlord & Tenant Relations increases due to regular step and benefit changes offset by office lease savings.

Office of Housing



PROGRAM LEVEL SUMMARY

Program	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	Change 2021 - 2022	% Change 2021 - 2022
Affordable Housing Development & Preservation	3.40	3.80	3.80	0.00	0.0%
Home Ownership	1.30	0.95	0.95	0.00	0.0%
Leadership & Management	4.90	5.20	5.20	0.00	0.0%
Housing Rehabilitation	1.80	1.45	1.45	0.00	0.0%
Landlord & Tenant Relations	3.60	3.60	3.60	0.00	0.0%
Total FTEs	15.00	15.00	15.00	-	0.0%



AFFORDABLE HOUSING DEVELOPMENT & PRESERVATION

Program Description: This program provides technical assistance, development process review and oversight, along with financial tools and loan/grant management, as well as lending and asset management functions, to secure and foster the development and preservation of affordable units. These activities are provided with the goal of the City having committed affordable rental housing to serve households at a variety of income levels at or below 60 percent of the Area Median Income (AMI).

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$570,558	\$532,010	\$599,807	\$67,797	12.7%
Non-Personnel	\$2,248,745	\$1,166,472	\$1,131,113	(\$35,359)	-3.0%
Interfund Transfer to CIP	\$8,346,200	\$4,104,684	\$3,647,684	(\$457,000)	-11.1%
Housing Trust Fund	\$4,663,358	\$6,369,766	\$4,169,766	(\$2,200,000)	-34.5%
Total Program Expenditures (All Funds)	\$15,828,861	\$12,172,932	\$9,548,370	(\$2,624,562)	-21.6%
Total Program FTEs	3.40	3.80	3.80	0.00	0.0%

HOME OWNERSHIP

Program Description: This program provides lending and asset management, and sales and marketing for affordable set-aside and resale restricted units. This activity is offered with the goal of low, moderate and workforce income level Alexandria residents and workers having affordable home purchase opportunities in Alexandria with City assistance/involvement. Counseling and training are also provided to help homeowners, including condominium owners, successfully maintain their homes.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$131,996	\$124,631	\$126,294	\$1,663	1.3%
Non-Personnel	\$445,101	\$318,426	\$313,922	(\$4,504)	-1.4%
Housing Trust Fund	\$310,084	\$410,000	\$410,000	\$0	0.0%
Total Program Expenditures (All Funds)	\$887,181	\$853,057	\$850,216	(\$2,841)	-0.3%
Total Program FTEs	1.30	0.95	0.95	0.00	0.0%

Office of Housing



LEADERSHIP & MANAGEMENT

Program Description: This program provides education, general management, asset management, and compliance oversight for Federal, State or local funding, as well training, and partnership development. These activities help maintain Housing as a high performing organization.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$612,559	\$626,774	\$653,466	\$26,692	4.3%
Non-Personnel	\$123,486	\$106,291	\$86,464	(\$19,827)	-18.7%
Total Program Expenditures (All Funds)	\$736,045	\$733,065	\$739,930	\$6,865	0.9%
Total Program FTEs	4.90	5.20	5.20	0.00	0.0%

HOUSING REHABILITATION

Program Description: This program provides financing and loans/grants to City residents with the goal of making homes safe, suitable, accessible and green living environments through City assisted rehabilitation and modification projects.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$213,738	\$201,205	\$202,493	\$1,288	0.6%
Non-Personnel	\$781,927	\$1,296,035	\$1,289,971	(\$6,064)	-0.5%
Housing Trust Fund	\$50,000	\$50,000	\$50,000	\$0	0.0%
Total Program Expenditures (All Funds)	\$1,045,665	\$1,547,240	\$1,542,464	(\$4,776)	-0.3%
Total Program FTEs	1.80	1.45	1.45	0.00	0.0%

Office of Housing



LANDLORD & TENANT RELATIONS

Program Description: This program provides compliance monitoring, counseling, relocation support and fair housing testing. These activities help resolve issues in compliance with the Virginia Residential Landlord Tenant Act, monitor housing discrimination, and mitigate displacement of tenants that may occur during redevelopment.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$327,384	\$406,051	\$418,070	\$12,019	3.0%
Non-Personnel	\$158,406	\$65,408	\$58,308	(\$7,100)	-10.9%
Total Program Expenditures (All Funds)	\$485,789	\$471,459	\$476,378	\$4,919	1.0%
Total Program FTEs	3.60	3.60	3.60	0.00	0.0%

Office of Housing



FY 2022 HOUSING PROGRAM SOURCES AND USES

FY 2022 Housing Program Sources and Uses*

Program (Uses) Funding (Sources)	Home Ownership	Housing Rehabilitation	Landlord & Tenant Relations	Affordable Housing Development & Preservation	Leadership & Management	Total All Funds
CDBG						
New Grant	-	\$754,130	\$22,605	-	\$178,810	\$955,545
Program Income	\$50,000	\$325,000	-	-	-	\$375,000
Carryover	-	\$360,000	-	-	-	\$360,000
Total	\$50,000	\$1,439,130	\$22,605	-	\$178,810	\$1,690,545
HOME						
New Grant	-	-	-	\$506,264	\$40,172	\$546,436
Program Income	\$250,000	-	-	-	-	\$250,000
Total	\$250,000	-	-	\$506,264	\$40,172	\$796,436
GENERAL FUND						
New	\$140,216	\$53,334	\$341,729	\$636,818	\$520,948	\$1,693,045
Dedicated Revenue	-	-	\$112,044	\$4,235,522	-	\$4,347,566
New HOME Match	-	-	-	-	-	-
Total	\$140,216	\$53,334	\$453,773	\$4,872,340	\$520,948	\$6,040,611
HOUSING TRUST FUND						
New	\$410,000	-	-	\$2,070,000	-	\$2,480,000
Carryover	-	\$50,000	-	\$2,000,000	-	\$2,050,000
New HOME Match	-	-	-	\$99,766	-	\$99,766
Total	\$410,000	\$50,000	-	\$4,169,766	-	\$4,629,766
ALL FUNDS	\$850,216	\$1,542,464	\$476,378	\$9,548,370	\$739,930	\$13,157,358

*Does not include \$7,202,000 proposed for Affordable Housing in the City's FY 2022 Capital Improvement Program.



HOUSING TRUST FUND

Housing Trust Fund (HTF) expenditures for FY 2022 include a new allocation of up to \$474,766 in estimated carryover Housing Trust Fund monies for the following programs:

\$424,766	Housing Opportunities Fund (HOF): Alexandria Housing Development Corporation (AHDC), Home Match, and Fees for Professional Services
<u>\$50,000</u>	Rebuilding Together Alexandria
\$474,766	Total

In addition to the estimated Housing Trust Fund carryover monies, new projected Housing Trust Fund revenue received in FY 2022 will be used to supplement the following programs:

<u>\$2,070,000</u>	HOF: To be used as gap funding for a development or preservation project
\$2,070,000	Total

Proposed HOF allocation to the Alexandria Housing Development Corporation of \$275,000 consisting of both General Fund and Housing Trust Fund HOF monies.

Planning & Zoning



The Department of Planning and Zoning works closely with communities to carry out the City's Strategic Plan, fostering amenity-rich, service-oriented and equity-balanced neighborhoods; protecting historic and cultural resources; and supporting diverse and creative businesses. In developing neighborhood plans, reviewing development proposals, and promoting economic vitality, we continue our commitment to collaborate with all stakeholder groups to honor the character of each neighborhood and to strengthen and sustain them, and Alexandria as a whole, for now and in the future.

Department Contact Info

703.746.4666

<https://www.alexandriava.gov/Planning>

Department Head

Karl W. Moritz



EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
Personnel	\$5,731,578	\$5,780,672	\$6,253,088	\$472,416	8.2%
Non-Personnel	\$551,868	\$574,667	\$527,428	(\$47,239)	-8.2%
Total	\$6,283,446	\$6,355,339	\$6,780,516	\$425,177	6.7%
Expenditures by Fund					
General Fund	\$5,949,329	\$5,777,856	\$6,225,198	\$447,342	7.7%
Other Special Revenue	\$334,117	\$577,483	\$555,318	(\$22,165)	-3.8%
Total	\$6,283,446	\$6,355,339	\$6,780,516	\$425,177	6.7%
Total Department FTEs	49.50	51.50	51.50	-	0.0%

FISCAL YEAR HIGHLIGHTS

- Personnel increases due to regular changes in salary and benefits resulting from turnover and the addition of three funded overhires. Two of these overhires were added but not funded in the FY 2020 Budget to assist in executing the FY 2020-2021 Long-Range Planning Work Program, while the third overhire was added but not funded in FY 2021 to assist in processing development special use permits and projects. These increases are offset by vacancy savings.
- Non-Personnel decreases due to reduced costs for development studies slightly offset by increased telecommunication and software costs.
- The General Fund budget increases due to the changes described above.
- The Other Special Revenue budget decreases due to salary and benefit fluctuation due to turnover.
- The previously frozen and vacant Community Engagement positions is now unfrozen and will be filled.



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	51.50	\$6,355,399
All Programs Current services adjustment — Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials. Included in current services is the funding of three previously unfunded overhires (\$258,613) which had been added in FY 2021 and FY 2022.	0.00	\$593,437
Land Use Services Deferral of Vacancy Recruitments – The department will hold vacant an Urban Planner II position to recognize vacancy savings beyond the standard Citywide calculation.	0.00	(\$100,000)
Leadership & Management 50% Travel/Training—All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total this generated \$0.7 million of General Fund savings.	0.00	(\$17,820)
Leadership & Management Development Studies Savings—This savings temporarily reduces funding for development studies which provide technical support for small area plan development.	0.00	(\$55,000)
Leadership & Management Board Broadband Support—Given the increased use of telecommunications, this funding supports broadband for devices used by the Board of Zoning Appeals.	0.00	\$4,500
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	51.50	\$6,780,516



PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Maintain the percentage of residents with a positive view of the overall quality of new development in Alexandria at or above 2016's 64%.
- Maintain the percentage of residents with a positive view of their neighborhood as a place to live at or above 2016's 83%.

Department Key Indicators

All data is reported by the department. Blue arrows indicate improvement, orange arrows indicate a need for improvement, and N/A does not indicate a trend. The dashed line is the target selected by the department.

	Most Recent	Change from Last	Annual Trend			
Percent of plans approved by the Planning Commission and City Council	100%	▶	100% FY18	100% FY19	100% FY20	100%
Number of Small Area Plans in active implementation phase	14	▲	12 FY18	13 FY19	14 FY20	
Number of square feet in development applications (in millions)	2.1	▼	5.9 FY18	6.2 FY19	2.1 FY20	
Millions of dollars committed to mitigate impacts from development	\$5.7	▼	\$6.9 FY18	\$14.0 FY19	\$5.7 FY20	
Number of development applications submitted	32	▲	19 FY18	26 FY19	32 FY20	
Number of permits processed	1,823	▼	3,524 FY18	3,488 FY19	1,823 FY20	
Number of zoning applications submitted	428	▲	82 FY18	223 FY19	428 FY20	



PERFORMANCE INDICATORS

Department Key Indicators

All data is reported by the department. Blue arrows indicate improvement, orange arrows indicate a need for improvement, and N/A does not indicate a trend. The dashed line is the target selected by the department.

	Most Recent	Change from Last	Annual Trend			
Number of valid zoning complaints	75	▼	95 FY18	91 FY19	75 FY20	
Percent of zoning violations resolved within 30 days or established timeframe	98%	▲	99% FY18	81% FY19	98% FY20	100%
Number of special use permit inspections completed	253	▼	213 FY18	270 FY19	253 FY20	
Number of historic preservation applications	459	▼	514 FY18	572 FY19	459 FY20	
Number of historic preservation violations identified	13	▲	21 FY18	10 FY19	13 FY20	
Percent of residents with a positive view of land use, planning, and zoning in Alexandria	50%	▼	58% FY17	51% FY18	50% FY20	100%
Number of jobs in Alexandria	110,040	▲	102,326 CY18	101,230 CY19	110,040 CY20	113,850



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Land Use and Zoning Administration	Land Use and Zoning Administration involves managing, interpreting, and updating the City's Zoning Ordinance. This effort includes providing guidance on zoning matters for long range plans and development cases, as well as directly reviewing non-development cases (land use Special Use Permits (SUP), vacations, subdivisions, variances, special exceptions, and appeals to the Board of Zoning and Appeals that are approved administratively or through a public hearing. Staff also reviews construction permits and business licenses for compliance with the Zoning Ordinance. Staff enforces the Zoning Ordinance by responding to complaints and checking approved projects/SUPs on a regular basis.	1.43 M	1
Master Plans, Small Area Plans and Plan Implementation	Neighborhood Planning and Community Development (NPCD) provides community-based long-range planning and analysis regarding the physical development of the City; develops and implements the long-range planning work program; manages plan implementation to achieve planned growth and economic development; and advises other agencies on land use, design, demographics, civic engagement, and other planning issues.	1.85 M	1
Plan and Development Review	Through the development review process, the City of Alexandria strives to assure the highest quality development, consistent with Alexandria's vision for a diverse, livable, vibrant and environmentally sustainable community as outlined in its ordinances, plans and policies.	1.96 M	1
Historic Preservation and Board of Architectural Review	Historic Preservation and Board of Architectural Review staff ensures compliance with historic district requirements through the review and approval of applications for changes to structures in the City's historic districts and reviews proposals for new structures in those districts in order to maintain the high quality, reputation and character of the City's historic buildings. The Historic Preservation and Board of Architectural Review staff also conducts inventories of historic structures and provides guidance to homeowners and other building owners seeking to reinvest in the City's historic neighborhoods.	1.12 M	2

Planning & Zoning



PROGRAM LEVEL SUMMARY

Program	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Development Review	\$1,889,528	\$2,085,962	\$2,269,357	\$183,395	8.8%
Land Use Services	\$1,471,679	\$1,306,128	\$1,484,145	\$178,017	13.6%
Neighborhood Planning & Community Development	\$944,244	\$899,239	\$920,991	\$21,752	2.4%
Leadership & Management	\$1,977,995	\$2,064,010	\$2,106,023	\$42,013	2.0%
Total Expenditures (All Funds)	\$6,283,446	\$6,355,339	\$6,780,516	\$425,177	6.7%

- Development Review increases due to the funding of an overhire who began in FY 2021 to assist in development special use permit processing.
- Land Use Services increases due to the funding of two overhires who began in FY 2020 to contribute to the FY 2020-2021 Long-Range Planning Work Program. This personnel increase is offset by \$100,000 in vacancy savings.
- Neighborhood Planning & Community Development increases due to regular salary and benefit changes as well as increased photocopying cost assumptions.
- Leadership & Management decreases due to a reduction in development studies costs offset by increased telecommunications and software expenses.

Planning & Zoning



PROGRAM LEVEL SUMMARY

Program	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	Change 2021 - 2022	% Change 2021 - 2022
Development Review	11.00	14.00	14.00	0.00	0.0%
Land Use Services	14.50	14.50	14.50	0.00	0.0%
Neighborhood Planning & Community Development	8.00	9.00	9.00	0.00	0.0%
Leadership & Management	16.00	14.00	14.00	0.00	0.0%
Total FTEs	49.50	51.50	51.50	-	0.0%

Planning & Zoning



DEVELOPMENT REVIEW

Program Description: The Department of Planning and Zoning's Development Review Division works to retain and enhance Alexandria's quality of life by ensuring that development proposals are consistent with the Master Plan and Zoning Ordinance;

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$1,776,889	\$1,837,962	\$2,021,357	\$183,395	10.0%
Non-Personnel	\$112,639	\$248,000	\$248,000	\$0	0.0%
Total Program Expenditures (All Funds)	\$1,889,528	\$2,085,962	\$2,269,357	\$183,395	8.8%
Total Program FTEs	11.00	14.00	14.00	0.00	0.0%

LAND USE SERVICES

Program Description: Land Use Regulatory Services develops land use policy; performs land use reviews and approvals for businesses and residences; enforces zoning regulations; and conducts special use permit reviews, subdivision reviews, street vacation and encroachment reviews. This program also includes Historic Preservation and Boards of Architectural Review which serve to identify, protect, promote, and educate the public on the City's cultural and architectural heritage.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$1,463,677	\$1,304,028	\$1,475,312	\$171,284	13.1%
Non-Personnel	\$8,002	\$2,100	\$8,833	\$6,733	320.6%
Total Program Expenditures (All Funds)	\$1,471,679	\$1,306,128	\$1,484,145	\$178,017	13.6%
Total Program FTEs	14.50	14.50	14.50	0.00	0.0%



NEIGHBORHOOD PLANNING & COMMUNITY DEVELOPMENT

Program Description: Neighborhood Planning and Community Development (NPCD) provides community-based long-range planning and analysis regarding the physical development and appearance of the City in coordination with other City departments. NPCD also coordinates small area plan implementation, provides demographic analyses and forecasts, and conducts land use and community development studies and initiatives.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$885,758	\$899,239	\$910,568	\$11,329	1.3%
Non-Personnel	\$58,486	\$0	\$10,423	\$10,423	0.0%
Total Program Expenditures (All Funds)	\$944,244	\$899,239	\$920,991	\$21,752	2.4%
Total Program FTEs	8.00	9.00	9.00	0.00	0.0%

LEADERSHIP & MANAGEMENT

Program Description: Leadership & Management Services provides administrative support to the Department, Planning Commission, Boards of Architectural Review, and the Board of Zoning Appeals. It is responsible for ensuring that all operational aspects of the Department and the Boards and Commission are addressed and carried out consistently and professionally and that administrative policies are maintained, updated and executed properly by the Department.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$1,605,254	\$1,739,443	\$1,845,851	\$106,408	6.1%
Non-Personnel	\$372,741	\$324,567	\$260,172	(\$64,395)	-19.8%
Total Program Expenditures (All Funds)	\$1,977,995	\$2,064,010	\$2,106,023	\$42,013	2.0%
Total Program FTEs	16.00	14.00	14.00	0.00	0.0%

Project Implementation



The Department of Project Implementation focuses on the delivery of the City's growing portfolio of complex capital infrastructure projects, shortening the delivery time of these projects through the application of best-practice project management methods. The department is responsible for the implementation of capital infrastructure projects, as well as coordinating and planning complex, multi-departmental projects such as the Waterfront Small Area Plan Implementation and the Potomac Yard Metrorail Station. Project types include multimodal transportation (roadways, transit, bicycle/pedestrian improvements, and bridges), storm water system and water quality improvements, sanitary sewer improvements, flood mitigation and park design.

Department Contact Info

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Department Head

Terry A. Suehr, PE, PMP

Project Implementation



EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
Interfund Transfer to CIP	\$1,631,478	\$1,594,281	\$1,878,800	\$284,519	17.8%
Total	\$1,631,478	\$1,594,281	\$1,878,800	\$284,519	17.8%
Expenditures by Fund					
Potomac Yard	\$226,226	\$201,351	\$192,800	(\$8,551)	-4.2%
Sanitary Sewer	\$795,879	\$790,730	\$800,000	\$9,270	1.2%
Stormwater Utility	\$609,373	\$602,200	\$886,000	\$283,800	47.1%
Total	\$1,631,478	\$1,594,281	\$1,878,800	\$284,519	17.8%
Total Department FTEs	24.00	25.00	28.00	3.00	12.0%

FISCAL YEAR HIGHLIGHTS

- Potomac Yard decreases by \$8,551 or -4.2% based upon updated salary and benefit costs for the Deputy Director position.
- Sanitary Sewer increased by \$9,270 or 1.2% based upon updated salary and benefit costs.
- Stormwater Utility increased by \$283,800 or 47.1% due to adding two Stormwater Project Manager positions to the department, to manage the City's increased volume of stormwater flood mitigation projects. The positions are budgeted as part of the Stormwater Utility fund transfer to the CIP.
- A third new Project Manager position is being added to manage projected increased capital project workloads. The position is budgeted in the CIP and funding for the position is included in the General Fund Cash Capital transfer budgeted in Non-Departmental. There is not an additional operating impact to this new position.

Project Implementation



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	25.00	\$1,594,281
All Programs Current services adjustment— Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials	0.00	\$719
All Programs Project Manager Position— A new Project Manager position is being added to manage projected increased capital project workloads. The position is budgeted in the CIP and funding for the position is included in the General Fund Cash Capital transfer budgeted in Non-Departmental. There is not an additional operating impact to this new position.	1.00	\$0
Stormwater Program Project Manager Positions— Two new Stormwater Project Manager positions are being added to the department, to manage the City's increased volume of stormwater flood mitigation projects. The positions are budgeted as part of the Stormwater Utility fund transfer to the CIP.	2.00	\$283,800
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	28.00	\$1,878,800

Project Implementation



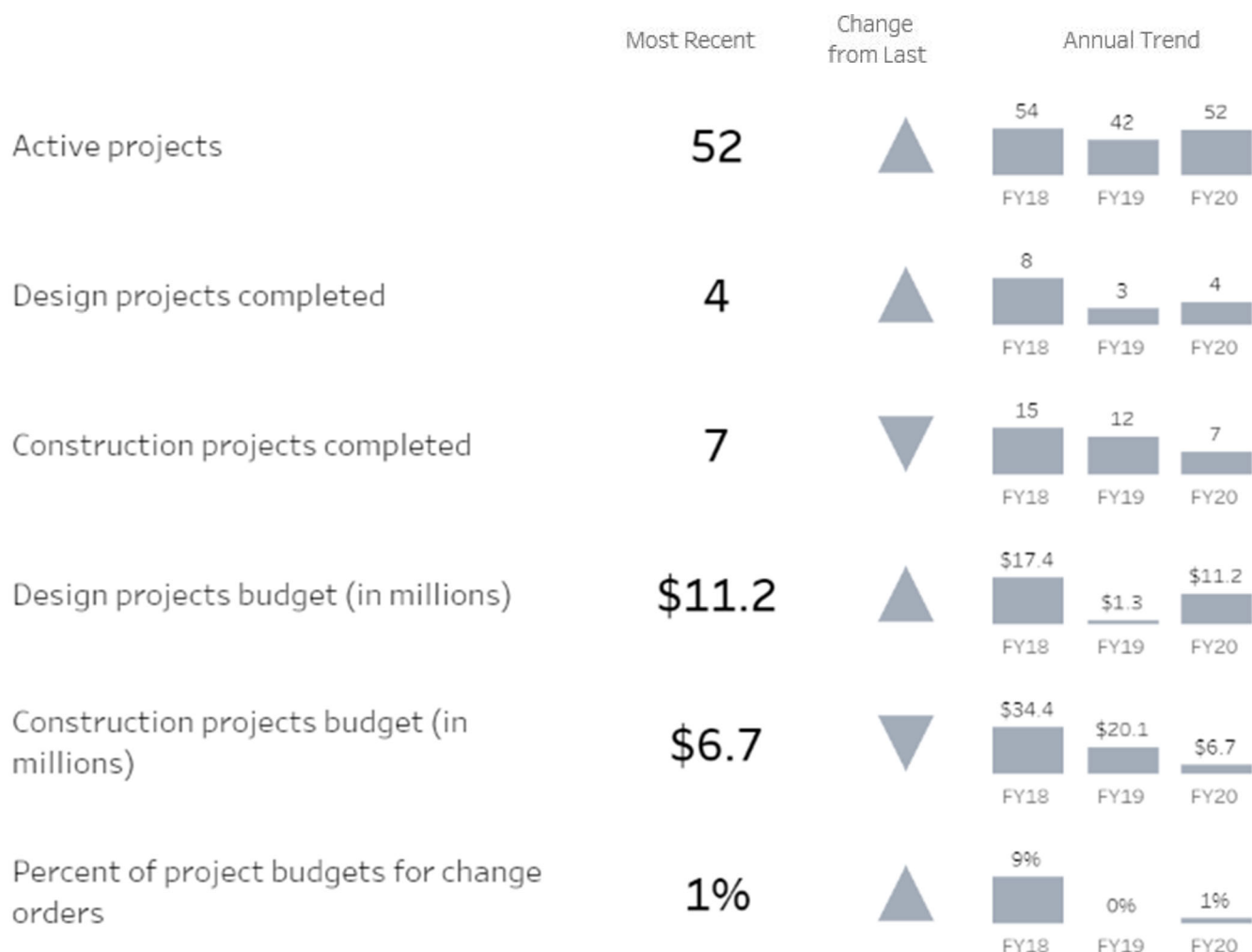
PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Maintain the percentage of residents with a positive view of their neighborhood as a place to live at or above 2016's 83%.
- Increase the percentage of Alexandria households participating in recreation programs from 2016's 52%.
- Increase the percentage of the Chesapeake Bay Water Pollution Reduction Goal completed from 24% in 2015 to 45%.
- Increase the percentage of commuters using alternative transportation options from 37% in 2013 to 40%.

Department Key Indicators

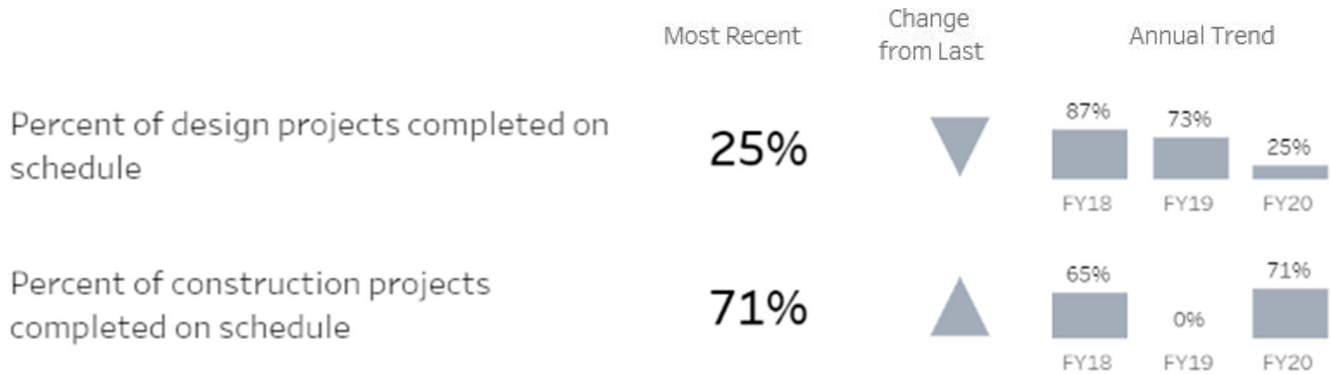
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Department Key Indicators

All data is reported by the department. Blue arrows indicate improvement, orange arrows indicate a need for improvement and N/A does not indicate a trend. The dashed line is the target selected by the department.



Project Implementation



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Project Management	The Department of Project Implementation provides project management services on capital projects for Transportation and Environmental Services as well as other City departments. The department is also responsible for implementation of the Waterfront Small Area Plan and for design and construction of the Potomac Yard Metrorail Station.	1.59 M	2

Project Implementation



PROJECT IMPLEMENTATION

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Interfund Transfer	\$1,631,478	\$1,594,281	\$1,878,800	\$284,519	17.8%
Total Program Expenditures (All Funds)	\$1,631,478	\$1,594,281	\$1,878,800	\$284,519	17.8%
Total Program FTEs	24.00	25.00	28.00	3.00	12.0%

Transit Services



Transit Services is an account reflecting City contributions and obligations to regional and local transit agencies that provide services to Alexandria residents, workers, and visitors. The City contributions fund the difference between the agencies' cost of services, gas tax, State aid, miscellaneous revenues and fare revenues. These services include the Alexandria Transit Company (ATC) DASH bus, the King Street Trolley service operated by DASH; Washington Metropolitan Area Transit Authority (WMATA) Metrorail, Metrobus and Metro Access service; Virginia Railway Express (VRE) commuter rail service; and the Transportation and Environmental Services (T&ES) managed DOT paratransit service.

Department Contact Info

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Department Head

Yon Lambert

Transit Services



EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
General Fund Contribution to Agency					
DASH	\$14,176,851	\$16,686,497	\$16,686,497	\$0	0.0%
King Street Trolley	\$997,293	\$1,037,185	\$899,672	(\$137,513)	-13.3%
DOT	\$1,430,902	\$1,631,780	\$1,631,780	\$0	0.0%
VRE	\$144,807	\$149,151	\$149,151	\$0	0.0%
WMATA	\$14,994,981	\$18,877,436	\$18,877,436	\$0	0.0%
Total	\$31,744,834	\$38,382,049	\$38,244,536	(\$137,513)	-0.4%
Expenditures by Fund					
General Fund: Operating	\$31,744,834	\$38,382,049	\$38,244,536	(\$137,513)	-0.4%
General Fund: Fund Balance	\$3,822,711	\$0	\$0	\$0	N/A
NVTC Pass-Through	\$8,844,879	\$5,800,000	\$7,282,352	\$1,482,352	25.6%
DASH Fund	\$13,334,276	\$4,972,518	\$6,077,801	\$1,105,283	22.2%
Total	\$57,746,700	\$49,154,567	\$51,604,689	\$2,450,122	5.0%

FISCAL YEAR HIGHLIGHTS

- DASH, or the Alexandria Transit Company (ATC), City financial support remains stable for FY 2022. The DASH proposed budget includes a \$1,105,283 increase in current services which enables it to implement a limited, cost-neutral version of the Alexandria Transit Vision Plan. Projected passenger revenue decreases by \$1,992,000 assuming 50% ridership of pre-COVID levels. This reduced revenue is slightly offset by the introduction of exterior bus advertising. In total, this would increase the City subsidy by \$1,292,277 or 7.7%. However, funding designated for local transit from the CARES Act and the Coronavirus Response and Relief Supplemental Appropriations Act of 2021 (CRRSAA) offsets the increase, enabling the General Fund subsidy to remain flat from FY 2021. In FY 2020, \$3,822,711 in one-time City funding supported a collective bargaining agreement between Transit Management of Alexandria, Inc. (TMA) and the Amalgamated Transit Union Local 689 (ATU).
- The King Street Trolley decreases due to a two-month reduction in service offset by current services increases. The King Street Trolley will not run for the first two months of FY 2022 due to the pandemic and the resulting low level of tourists.
- Department of Transportation (DOT) Paratransit does not change from FY 2021.
- The City's contribution to the VRE does not change from FY 2021.
- WMATA's proposed operational budget decreased by \$209.8 million over FY 2021, reducing the City's contribution by \$6,496,533 or 12.0% to \$47,454,181. The reduction is due to the FY 2022 3% legislatively-capped operating subsidy growth being applied to an FY 2021 base that was lowered by the one-time use of CARES Act funding to reduce jurisdictions' shares. It will result in significant service reductions in the second half of FY 2022 unless alternative funding is identified by WMATA. The subsidy does include Silver Line Phase 2 which is a regional increase of \$41.5 million, Cinderbed bus maintenance costs (\$3 million), and WMSC Support (\$2 million). The implications of WMATA's budget include \$170 million in service cuts which do not impact Alexandria's level of service substantially until the second half of FY 2022 when bus service absent new federal funds is planned to be cut by approximately 50% region-wide, and rail service will experience longer headways and will close at 9 p.m. each night. The General Fund portion of the City subsidy remains flat.



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED GENERAL FUND BUDGET	0.00	\$38,382,049
DASH Reduced Revenues—DASH anticipates 50% ridership from pre-COVID levels, resulting in a \$1,992,000 decrease in passenger revenue, offset by the introduction of exterior bus advertising and a small increase in revenue from the AT2X Mark Center Express.	0.00	\$1,786,994
DASH Current Service Adjustment—This includes regular DASH merit and step increases and non-personnel cost increases needed to implement a cost-neutral version of the Alexandria Transit Vision Plan.	0.00	\$1,105,283
DASH Use of Federal Relief Funds—DASH will utilize federal funding from CARES and CRRSAA received in FY 2021 to support FY 2022 services, eliminating the need for an increase to the General Fund contribution to DASH.	0.00	(\$2,892,277)
King Street Trolley Current Service Adjustment— This is a current service adjustment to the King Street Trolley mainly due to maintenance cost increases.	0.00	\$41,487
King Street Trolley Two-month Reduction—In response to decreased use due to the pandemic, the King Street Trolley will not run during July and August, resulting in two months of savings for the Trolley subsidy.	0.00	(\$179,000)
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	0.00	\$38,244,536



PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Increase the percentage of commuters using alternative transportation options from 37% in 2013 to 40% (fiscal year).
- Maintain the percentage of residents with a positive view of the overall ease of getting to places they usually visit at or above 2016's 73%.

PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Affordable Mass Transit	DASH circulates buses throughout all neighborhoods in the City of Alexandria providing affordable alternative mass transportation to commuters of all ages and physical abilities. This includes free ridership for TC Williams high school students and a discounted fare for all Seniors	18.61 M	1
Development and Implementation of Vision Zero	DASH works closely with City of Alexandria staff to contribute towards Vision Zero by encouraging DASH drivers and riders to incorporate safe everyday practices, explore the feasibility pedestrian collision avoidance systems for DASH buses, and produce annual reports highlighting reductions in bus related injuries and fatalities.	1.81 M	1
Specialized Transportation	DOT Paratransit provides specialized transportation services for residents of the City of Alexandria and visitors who cannot use regular transit buses or rail due to their disability.	0.81 M	1
Transportation Planning	DASH develops, manages and implements long term projects to improve transit services throughout the City.	1.86 M	1
King Street Trolley	The King Street Trolley provides free accessible rides to community members and visitors along King Street from the Waterfront to the King Street Metro station. These services encourage mobility of tourism in Old Town by providing easy access every two blocks to more than 180 shops, restaurants, and attractions along King Street.	1.24 M	2

Transit Services



DASH

Program Description: Provides Citywide Bus services.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Interfund Transfer	\$14,176,851	\$16,686,497	\$16,686,497	\$0	0.0%
Total Program Expenditures (All Funds)	\$14,176,851	\$16,686,497	\$16,686,497	\$0	0.0%

KING STREET TROLLEY

Program Description: Provides fare-free transit services from King Street Metro to the Waterfront .

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Interfund Transfer	\$997,293	\$1,037,185	\$899,672	(\$137,513)	-13.3%
Total Program Expenditures (All Funds)	\$997,293	\$1,037,185	\$899,672	(\$137,513)	-13.3%

Transit Services



DOT PARATRANSIT

Program Description: Provides transit services for the disabled.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Non-Personnel	\$1,430,902	\$1,631,780	\$1,631,780	\$0	0.0%
Total Program Expenditures (All Funds)	\$1,430,902	\$1,631,780	\$1,631,780	\$0	0.0%

VIRGINIA RAILWAY EXPRESS (VRE)

Program Description: Provides commuter rail service.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Non-Personnel	\$144,807	\$149,151	\$149,151	\$0	0.0%
Total Program Expenditures (All Funds)	\$144,807	\$149,151	\$149,151	\$0	0.0%

Transit Services



WMATA (ALL FUNDS OPERATING BUDGET)

Program Description: Provides Metrorail, Metrobus, and MetroAccess services in Washington DC, Maryland, and Virginia jurisdictions.

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures by Character					
General Fund Support	\$13,116,812	\$17,751,936	\$16,646,329	(\$1,105,607)	-6.2%
General Fund TIP	\$1,878,169	\$1,125,500	\$2,231,107	\$1,105,607	98.2%
Total Program General Fund Contributions	\$14,994,981	\$18,877,436	\$18,877,436	\$0	0.0%
Total WMATA Subsidy	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Operating Support	\$47,546,718	\$52,175,884	\$45,678,670	(\$6,497,214)	-12.5%
Debt Service	\$1,774,173	\$1,774,830	\$1,775,511	\$681	0.0%
Total Contribution	\$49,320,891	\$53,950,714	\$47,454,181	(\$6,496,533)	-12.0%
WMATA Operating Sources	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
General Fund Unreserved	\$13,116,812	\$17,751,936	\$16,646,329	(\$1,105,607)	-6.2%
Transportation Improvement Program TIP	\$1,878,169	\$1,125,500	\$2,231,107	\$1,105,607	98.2%
Subtotal City Sources	\$14,994,981	\$18,877,436	\$18,877,436	\$0	0.0%
NVTA 30% Fund	\$1,573,000	\$1,573,000	\$1,573,000	\$0	0.0%
NVTC Trust Fund	\$32,752,910	\$33,500,278	\$27,003,745	(\$6,496,533)	-19.4%
Subtotal Non-City Sources	\$34,325,910	\$35,073,278	\$28,576,745	(\$6,496,533)	-18.5%
Grand Total	\$49,320,891	\$53,950,714	\$47,454,181	(\$6,496,533)	-12.0%

Transportation & Environmental Services



The Department of Transportation and Environmental Services (T&ES) strives to improve the overall quality of life within the City of Alexandria through the development and maintenance of a superior infrastructure. In order to contribute to the physical, social and economic growth of the City of Alexandria, the T&ES employee team provides services of the highest quality in the areas of engineering, environmental quality, traffic control, transit, construction inspection and surveying, street, sewer and fire hydrant maintenance, and trash, recycling and yard waste collection.

Department Contact Info

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Department Head

Yon Lambert

Transportation & Environmental Services



EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
Personnel	\$23,250,964	\$24,268,732	\$27,622,177	\$3,353,445	13.8%
Non-Personnel	\$17,342,914	\$29,553,291	\$29,659,224	\$105,933	0.4%
Capital Goods Outlay	\$193,803	\$1,951,183	\$4,459,294	\$2,508,111	128.5%
Interfund Transfer	\$7,119,001	\$11,179,533	\$28,991,467	\$17,811,934	159.3%
Debt Service	\$4,009,208	\$4,176,406	\$4,326,673	\$150,267	3.6%
Total	\$51,915,890	\$71,129,145	\$95,058,835	\$23,929,690	33.6%
Expenditures by Fund					
General Fund	\$23,197,829	\$25,522,640	\$25,118,917	(\$403,723)	-1.6%
Non-Fiscal Year Grants	\$243,893	\$0	\$0	\$0	0.0%
Fiscal Year Grants	\$205,125	\$427,102	\$427,102	\$0	0.0%
Other Special Revenue	\$7,599,139	\$9,387,419	\$10,226,562	\$839,143	8.9%
Donations	\$294	\$0	\$0	\$0	0.0%
Internal Service Fund	\$155,814	\$1,947,983	\$3,956,094	\$2,008,111	103.1%
HB2313 Transportation Improvements	\$4,611,911	\$5,056,000	\$6,298,000	\$1,242,000	24.6%
Potomac Yard Station Fund	\$251,677	\$8,968,771	\$9,142,277	\$173,506	1.9%
Sanitary Sewer Fund	\$8,746,872	\$13,018,920	\$20,178,883	\$7,159,963	55.0%
Storm Sewer	\$3,807	\$0	\$0	\$0	
Stormwater Utility Fund	\$6,899,529	\$6,800,310	\$19,711,000	\$12,910,690	189.9%
Total	\$51,915,890	\$71,129,145	\$95,058,835	\$23,929,690	33.6%
Total Department FTEs	217.00	235.00	253.00	18.00	7.7%

- Personnel increases due to the reclassification of trade workers and the addition of 18.00 FTEs. Resource Recovery gains 6.00 FTEs to support yard waste collection, while the Sanitary Sewer and Stormwater Utility programs gain 12.00 FTEs to support accelerated and expanded storm sewer projects and maintenance.
- Non-Personnel increases due to the addition of funding for the Regional Water Supply Plan and adjustments which reflect the change in cost of continuing the current level of service. These increases are offset by a City-wide 50% reduction in travel and education, utility and fuel savings; Tavern Square lease savings; a reduced parking garage management contract; and other savings and efficiencies.
- Capital Goods Outlay increases because of the purchase of two rear loader trucks for yard waste collection as well as increased vehicle replacement costs.
- Interfund Transfers increase due to increases in transfers to the CIP in the Sanitary Sewer Fund, Stormwater Utility Fund, and the HB2313 Fund.
- Debt Service increases due to an increase in Stormwater Utility Fund, offset by decreases in the Sanitary Sewer Fund and the TIP.

Transportation & Environmental Services



FISCAL YEAR HIGHLIGHTS

- The General Fund decreases by \$403,723 or 1.6% due to the reallocation of street sweeping vehicle depreciation to the Sanitary Sewer Fund, savings in workers compensation, and the reallocation of portions of three positions to the Code Permit Center offset by current services increases.
- Fiscal Year Grants do not change. Because funding levels are not expected to change as part of the Department of Rail and Public Transportation (DRPT) Transportation Demand Management (TDM) Operations Grant, non-personnel costs were reduced to balance regular personnel increases.
- Other Special Revenue increases by \$839,143 or 8.9% due to the reallocation of portions of three positions to the Code Permit Center, the trade workers reclassification, an increase in the City's recycling processing contract, and increased costs associated with two additional rear loader trucks and the addition of 6.00 FTEs to support yard waste collection. The Commercial and Residential Refuse Fees are not changing.
- The Internal Service Fund increases by \$2,008,111 or 103.1% due to increased and restored equipment replacement funding.
- HB2313 Transportation Improvements, or NVT 30%, increases by \$1,242,000 or 24.6% due to an increase in the transfer to the CIP.
- The Potomac Yard Station Fund increases by \$173,506 or 1.9% due to increased real estate assessment growth to fund the Metro station construction, debt service, and future operating costs.
- The Sanitary Sewer Fund increases by \$7,159,963 or 55.0% due to the addition of 4.50 FTEs and an increase in the transfer to the CIP. The Sanitary Sewer fee is not increasing.
- The Stormwater Utility Fund increases by \$12,910,690 or 189.9% due to the addition of 7.50 FTEs and an increase in the transfer to the CIP with a focus on storm sewer capacity projects. The Stormwater Utility fee increases to \$280 in FY 2021 assuming that Council takes this action on February 20, 2021.
- The FY 2022 budget also reflects the initiative of a stormwater utility fee 100% crediting program for residential property owners who receive a real estate tax relief from the City.

Transportation & Environmental Services



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	235.00	\$71,129,145
All Programs Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials. This includes an approximately \$2 million increase in vehicle replacement charges, \$1 million in regular salary and benefit increases, and a \$1 million increase in the NVTVA 30% transfer to capital projects.	0.00	\$4,460,388
All Programs All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total this generated \$0.7 million of General Fund savings.	0.00	(\$62,687)
Development & ROW Permitting Personnel Reallocation—Portions of three positions are permanently reallocated to the Code Permit Center, resulting in \$143,742 of General Fund savings.	0.00	\$0
Environmental Quality Regional Water Plan—This increase represents one-third of the cost of continuing to partner with the Northern Virginia Regional Commission (NVRC) to update the Regional Water Supply Plan, which must be updated every ten years per state law. The other two-thirds of the total cost will be covered in FY 2023 and FY 2024. The plan serves to ensure all citizens have safe and adequate drinking water.	0.00	\$14,000
Fleet Services Tire Replacement Protocol—The Fleet Division will repair rather than replace punctured tires, provided the tires maintain a minimum tread. This shift aligns the City's tire replacement protocol with the Code of Virginia, resulting in \$21,700 savings without impacting tire performance or safety.	0.00	(\$21,700)
Mobility Services All Tavern Square office space cost estimates are adjusted in the FY 2022 proposed budget to reflect a lease extension agreement. In total this generated \$0.6 million of General Fund savings.	0.00	(\$27,329)
Mobility Services Parking Garage Maintenance – A new parking garage management contract results in savings based on a variety of management efficiencies.	0.00	(\$101,172)

Transportation & Environmental Services



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
Mobility Services Position Reclassification - A Principal Planner is permanently reclassified to an Urban Planner III, aligning the position with the division's workload and allowing for a dedicated staff member for the Transportation Commission.	0.00	(\$19,909)
Public Works Services Street Sweeping Vehicle Depreciation – Because street sweeping keeps leaves and trash out of the sanitary sewer system, street sweeping equipment replacement costs are reallocated from the General Fund to the Sanitary Sewer Fund, yielding \$364,000 of savings in the General Fund.	0.00	\$0
Resource Recovery Yard Waste Collection – Due to increased costs associated with contracting out yard waste collection, the department is bringing the service in house. To provide this service, the department requires two rear loader trucks (\$500,000), 6.00 FTEs for (\$412,590), and related costs included fuel and maintenance (\$149,066).	6.00	\$1,061,656
Sanitary Infrastructure Personnel – 4.50 FTEs are added to the Sanitary Sewer Fund, including two civil engineers and five inspector, operator, laborer and capital projects manager positions being shared with the Stormwater Utility Fund, will support the accelerated and expanded efforts at flood mitigation.	4.50	\$483,631
Sanitary Infrastructure Capital Projects—The Sanitary Infrastructure Fund includes increased contributions to the CIP to support the Sanitary Sewer Asset Renewal Program as well as Combined Sewer Assessment and Rehabilitation.	0.00	\$6,345,710
Stormwater Utility Capital Projects—The Stormwater Utility Fund includes significantly increase contributions to the CIP to support storm sewer capacity and spot improvement projects.	0.00	\$11,105,361
Stormwater Utility Personnel – 7.50 FTEs and one overhire are added to the Stormwater Utility Fund. These positions, including five civil engineers and a program analyst, as well as five other positions being shared with the Sanitary Sewer Fund, will be focused on storm sewer capacity projects and spot improvements.	7.50	\$969,764

Transportation & Environmental Services



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
Stormwater Utility Stormwater Fee – The Stormwater Utility Rate is planned to increase from \$140 to \$210 on February 20 in FY 2021 and then to \$280 in FY 2022 to support expanded storm sewer capacity projects and to improve system maintenance.	0.00	\$0
Traffic & Parking Operations Street Light Electric Utility Expenses – The City has continued the transition of existing streetlights to LED technology, resulting in greater efficiency and lower maintenance costs.	0.00	(\$100,000)
Traffic & Parking Operations Credit Card Processing Fees – With decreased tourism and traffic due to COVID-19, parking meter revenues are reduced by approximately 25%. As a result, credit card processing fees also decrease, resulting in roughly \$85,000 in savings.	0.00	(\$85,000)
Transportation Planning Position Reclassification—A Principal Planner is permanently reclassified to an Urban Planner II to better align the division's workload, resulting in savings.	0.00	(\$43,023)
Transportation Planning Traffic Studies/Multi-Modal Survey – The department is delaying the next Traffic Studies/Multi-Modal Survey for a temporary savings of \$50,000. This survey, typically completed every two years, will yield more reliable data to show general transit trends and usage if delayed until FY 2023 due to the impact of COVID-19 on transit.	0.00	(\$50,000)
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	253.00	\$95,058,835

Transportation & Environmental Services



PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Increase the percentage of commuters using alternative transportation options from 37% in 2013 to 40%.
- Increase Alexandria's Pavement Condition Index rating from 58 out of 100 (fair) in 2016 to 71 out of 100 (satisfactory).
- Increase the percentage of Alexandria waste that is diverted through recycling, reuse, or composting from 48% in 2015 to 50%.
- Increase the percentage of Chesapeake Bay Water Pollution Reduction Goal completed from 24% in 2015 to 45%.
- Reduce the number of traffic crashes from 1,440 crashes in 2015 to 1,200 crashes.
- Reduce the number of traffic crashes that result in fatalities and severe injuries from 2015's 15.
- Maintain the percentage of residents with a positive view of the overall ease of getting to places they usually visit at or above 2016's 73%.
- Reduce the number of pedestrians and bicyclists struck by vehicles from 2015's 106.
- Reduce greenhouse gas emissions from 13 metric tons of carbon dioxide per capita in 2012 to 10 metric tons per capita.

Transportation & Environmental Services



PERFORMANCE INDICATORS

Department Key Indicators

All data is reported by the department. Blue arrows indicate improvement, orange arrows indicate a need for improvement, and N/A does not indicate a trend. The dashed line is the target selected by the department.

	Most Recent	Change from Last	Annual Trend			
Percent of commuters using alternative transportation options	45%	▲	37% FY13	39% FY16	45% FY19	40%
Percent of Chesapeake Bay pollution reduction goal completed	55%	▲	39% FY17	40% FY18	55% FY19	45%
Percent of waste that is diverted through recycling, reuse, or composting	49.8%	▲		49.3% CY16	49.8% CY17	50.0%
Percent of residents with a positive view of the overall ease of getting to places they usually visit	68%	▼	75% FY17	77% FY18	68% FY20	73%
Greenhouse gas emissions: metric tons of carbon dioxide equivalent (mtCO ₂ e) per capita	9.4	▼	11.1 CY12	10.1 CY15	9.4 CY18	10
Road condition rating (pavement condition index)	55	▼	57 FY13	58 FY16	55 FY19	71
Percent of residents rating sidewalk maintenance positively	58%	▶	54% FY17	58% FY18	58% FY20	70%
Number of potholes filled	2,319	▼	6,648 FY18	9,023 FY19	2,319 FY20	

Transportation & Environmental Services



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Contaminated Land Program	Manages and resolves issues related to land contaminated by oil, coal tar and other potentially hazardous substances, and fosters the safe re-development of such land.	0.14 M	1
Development Review - Transportation	Liaises with DROW and the Department of Planning and Zoning to improve benefits and reduce impacts of new developments in the City in terms of sustainable, equitable transportation.	0.18 M	1
Development Services - DROW	For the purpose of well planned development, community building, beautification, and safety: Reviews privately submitted development site plans and grading plans, from the concept development phase through the build process; coordinates on behalf of the Planning Commission.	0.89 M	1
Eco-City Alexandria Implementation	Provides education and outreach to promote environmental sustainability to internal and external customers; coordinates the update and execution of the Environmental Action Plan; and implements projects and program initiatives of the Environmental Policy Commission.	0.21 M	1
Leadership and Management	Leadership and administrative services not otherwise attributed to projects within the department: Develops and executes the budget; ensures responsible spending and adherence to City purchasing policies; attracts, retains and grows qualified staff; develops and maintains compliance for safety standards; and ensures that the community is informed and educated about the Department's programs, projects and City services.	0.31 M	1
Long Range Planning	Manages short- and long-term transportation planning studies to promote sustainable growth and equitable transportation choices in newly-developing areas; executes the City's Transportation Master Plan; and manages the Transportation Commission.	0.25 M	1
Multi-modal Transportation Planning and Project Management	Manages programs to improve safety for people who walk and bicycle; implements the Vision Zero program; executes the City's Transportation Master Plan; and implements capital projects. Provides sustainable mobility options for all income groups to access employment, housing, and services.	1.09 M	1
Sanitary Sewer Capacity Assessment and Planning	Conduct future wastewater flow forecasting, long range planning, engineering studies and review of development site plans to ensure sewer collection system has sufficient capacity for future growth	1.15 M	1
Sanitary Sewer Condition Assessment	Conducts field investigations of the sanitary sewer collection system to ensure proper operation and prevention of sanitary sewer collapses and overflows; provide technical assistance to T&ES Operations related to sewer maintenance	0.58 M	1
Sanitary Sewer Infrastructure Capital Projects Implementation	Conducts planning level engineering of near-term and long-term infrastructure projects to meet existing and future needs	1.15 M	1
Sanitary Sewer Maintenance and Repair	Provides maintenance of City's sanitary sewer mains.	1.97 M	1
Street Maintenance	Keeps City streets safe and passable through the repair of all curbs and gutters and pavement areas in the public right of way; snow removal; and bike path and trail repairs.	3.26 M	1

Transportation & Environmental Services



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Vision Zero	Vision Zero implements safety projects to eliminate traffic-related deaths and serious injuries by 2028.	0.15 M	1
Air Quality Program	Identifies and inspects polluting sources; manages, assesses and inventories the City's air quality.	0.08 M	2
Alexandria Transit Company (DASH) Liaison	Provides support to the DASH General Manager and staff; provides policy and budget guidance for the DASH Board; executes state and federal transit grants on behalf of DASH.	0.09 M	2
Bridge Inspections & Maintenance	Inspects and maintains City bridges, ensuring they meet state and federal safety standards.	0.16 M	2
Commercial Refuse Collection	Collects and disposes of refuse from City facilities, parks, ornamental street cans and some businesses.	1.08 M	2
Development and Infrastructure and Right of Way Inspections	Manages and inspects bonded development work and utility work in the right of way to ensure compliance with approved plans, conditions, and environmental safety.	0.75 M	2
Development and Right of Way Permitting	Manages, coordinates, and issues permits for all work within the public right of way to keep the City operating in a safe and cohesive manner.	0.86 M	2
Floodplain Management and Drainage Improvements	Prevents and reduces flood damage through administration of the City's Floodplain Management Program; Designs and implements fixes to alleviate drainage issues in response to drainage complaints.	0.36 M	2
King Street Cleaning	Supports the beautification of King Street from the Potomac River to the King Street Metro Station.	0.24 M	2
Public Stormwater Infrastructure Inspection and Maintenance	Performs inspection, operations, and maintenance of stormwater quality infrastructure BMPs.	1.32 M	2
Sidewalk Maintenance	Manages replacement and repairs to sidewalks.	0.79 M	2
Smart Mobility Program	Plans, implements and operates the City's intelligent Transportation Systems and Smart Cities infrastructure.	0.33 M	2
Storm Maintenance and Repair	Provides maintenance of City's stormwater mains.	0.61 M	2
Street Sweeping - PWS	Removes litter and debris from City streets and provides services for special events.	0.90 M	2
Street Sweeping - SWM	Performs litter and debris removal services from City streets.	0.31 M	2
Surveys and Special Projects	Reviews Capital Improvement Projects, performs survey work, maintains engineering records, and works on special projects to ensure compliance with City Ordinances relating to property ownership.	0.57 M	2
Traffic Operations Center	Coordinates the cross-departmental response and management of daily traffic, weather events, emergencies and special events.	0.26 M	2
Traffic Signal Engineering	Studies, analyzes, and designs safety and operational improvements to the City's transportation system.	0.23 M	2
Traffic Studies and Planning	Conducts and reviews traffic studies, developer traffic impact studies and manages the Traffic and Parking Board	0.30 M	2
Transit Planning & Regional Coordination	Coordinates and plans for transit services and capital projects; engages with regional partners for policy-making and funding	0.40 M	2

Transportation & Environmental Services



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Transportation Demand Management (TDM)	Manages the City's GO Alex and Transportation Management Plan programs, which encourage Alexandria residents and visitors to use public transit, bicycling, and walking.	0.87 M	2
Virginia Stormwater Management Program (VSMP) and Bay Act Administration	Protects water resources through administration of Virginia Stormwater Management Program and Bay Act program; includes development site plan review for public and privately planned development projects, and CIP project review.	0.94 M	2
Chesapeake Bay Water Pollution Goals	Manages projects to design and implement strategies to meet water pollution reduction goals related to the Chesapeake Bay	0.30 M	3
Commercial Recycling	Provides recycling pickup for Alexandria businesses, apartment buildings, and condominiums.	0.17 M	3
Fire Hydrants	Maintains and repairs the City's public fire hydrants.	0.18 M	3
Fleet Maintenance and Repair	The service includes preventive maintenance, repairs, and parts management	0.00 M	3
Fleet Management, Acquisition/Disposition	The service includes vehicle and equipment procurement, commissioning and set-up; as well as vehicle and equipment surplus and sales.	0.00 M	3
Leaf Collection - PWS	Provides curbside leaf collection for City residents.	0.41 M	3
Leaf Collection - SWM	Performs leaf collection services for residents.	0.10 M	3
Noise Control Program	Enforces the City's noise code and resolves issues related to noise complaints and violations in the City.	0.15 M	3
Other Collections	Operates disposal of materials at the City's drop-off recycling sites, the Household Hazardous Waste site, and recycling at schools and city facilities.	1.19 M	3
Overhead Street Light Maintenance	Coordinates with Dominion Energy regarding streetlight maintenance and new streetlight installations, and maintains non-standard streetlights.	1.87 M	3
Parking Management	This service maintains off-street parking facilities for public use.	0.94 M	3
Parking Program	Manages the City's parking policies and programs for vehicles, and motor coaches, improving access to businesses and managing demand of finite on-street and public garage spaces.	0.29 M	3
Pavement Marking Maintenance	Maintains all pavement markings within the City's public roadways, including crosswalks, bike lanes, and street lines.	0.14 M	3
Residential Curbside	Provides curbside trash pickup for City residents.	4.85 M	3
Residential Recycling	Provides curbside recycling collection for Alexandria residents.	2.55 M	3
Spring Clean Up	Annual curbside collection of unwanted bulky and metal items, such as furniture and electronics, for Alexandria residents	0.12 M	3
Stormwater Utility Implementation	Manages the implementation of the Stormwater Utility	0.47 M	3
Taxi Cabs Regulation	Provides coordination and regulation of the taxicab industry within Alexandria and coordinates with regional regulators.	0.05 M	3
Traffic Sign Installation & Maintenance	Installs and maintains all signage within the public right-of-way, including stop signs, street name signs, parking and other regulatory signs, guide signs, and wayfinding signs, as well as temporary reserved parking signs for construction, moves, and special events.	0.77 M	3

Transportation & Environmental Services



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Traffic Signal Maintenance	Manages the maintenance of traffic signals and warning lights throughout the City.	1.21 M	3
Transportation Funding & Grants	Coordinates grant funding applications, executes grant administration, coordinates with funding entities, handles reporting requirements, and internal review of funds.	0.41 M	3
Fuel Management	The service includes fuel procurement, delivery and distribution; as well as fueling infrastructure management and maintenance.	0.00 M	4
Motor Pool Management	This services includes oversight and management of the City's motor pool.	0.00 M	4
Oronoco Outfall	Performs inspection and operations and maintenance of the remediation system.	0.12 M	4
Parking Meter Operation and Maintenance	Operates and maintains parking meters.	1.00 M	4
Vehicle Impound Lot	Operates the storage and disposal of vehicles impounded by the City.	0.43 M	4

Transportation & Environmental Services



PROGRAM LEVEL SUMMARY

Program	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Leadership and Management	\$1,889,446	\$3,359,242	\$5,696,246	\$2,337,004	69.6%
Environmental Quality	\$375,577	\$463,746	\$475,939	\$12,193	2.6%
Development & ROW Permitting	\$1,983,465	\$2,330,342	\$2,318,924	(\$11,418)	-0.5%
Fleet Services	\$2,578,408	\$2,608,831	\$2,737,061	\$128,230	100.0%
Transportation Planning	\$7,610,170	\$17,484,799	\$17,942,289	\$457,490	2.6%
Resource Recovery	\$8,259,433	\$9,816,994	\$10,857,890	\$1,040,896	10.6%
Sanitary Infrastructure	\$8,747,532	\$13,018,920	\$20,178,883	\$7,159,963	55.0%
Public Works Services	\$5,512,681	\$5,755,571	\$6,024,110	\$268,539	4.7%
Stormwater Utility	\$6,903,336	\$6,800,310	\$19,711,000	\$12,910,690	189.9%
Traffic & Parking Operations	\$5,086,269	\$5,207,598	\$5,130,028	(\$77,570)	-1.5%
Traffic Engineering	\$951,581	\$1,094,833	\$1,095,462	\$629	0.1%
Mobility Services	\$2,017,992	\$3,187,959	\$2,891,003	(\$296,956)	-9.3%
Total Expenditures (All Funds)	\$51,915,890	\$71,129,145	\$95,058,835	\$23,929,690	33.6%

- All programs reflect the a 50% decrease in all General Fund travel, conferences, mileage and education and training dollars.
- Leadership and Management increases due to regular salary and benefit increases and capital outlays associated with vehicle replacement offset by savings recognized in worker's compensation, the elimination of a one-time transfer to the Equipment Replacement Fund, and reduced fuel and maintenance cost assumptions.
- Development & ROW Permitting decreases due to regular salary and benefit fluctuation offset with the reallocation of software costs to the Leadership and Management program.
- Fleet Services increases due to regular merit and benefit increases, additional custodial contractual expenditures, increased bulk oil costs, and restored equipment replacement expenses.
- Transportation Planning decreases due to reductions in cash capital and debt service, per the TIP plan. This reduction is partially offset by personnel increases associated with reallocations and regular salary and benefit fluctuation and an increased transfer to the CIP.
- Resource Recovery increases due to the addition of two rear loading trucks and 6.00 FTEs to support in-house yard waste collection.
- Sanitary Infrastructure primarily increases due to a \$6.35 million increase in cash capital and the restoration of equipment replacement, including a reallocation of street sweeping equipment into the Sanitary Infrastructure Fund. Additionally, 4.50 FTEs are added to support the accelerated sanitary and stormwater infrastructure projects.
- Public Works Services primarily increases because of the trade workers reclassification completed in FY 2021 resulting in increased personnel costs.
- Stormwater Utility increases due to an \$11.11 million an increase in the transfer to the CIP and the addition of 7.50 FTEs to support projects targeting flood mitigation and increased storm sewer capacity.
- Traffic & Parking Operations decreases due to street light electric utility savings from the transition of existing streetlights to LED technology and reduced credit card processing fees for parking meters.
- Traffic Engineering remained relatively flat from FY 2021.
- Mobility Services increases due to regular salary and benefit increases in addition to increased non-personnel costs associated with maintenance and rentals offset by parking garage management savings and office lease savings.

Transportation & Environmental Services



PROGRAM LEVEL SUMMARY

Program	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	Change 2021 - 2022	% Change 2021 - 2022
Leadership and Management	8.70	7.70	7.70	0.00	0.0%
Environmental Quality	2.60	2.60	2.60	0.00	0.0%
Development & ROW Permitting	19.25	18.65	18.65	0.00	0.0%
Fleet Services	-	18.25	18.25	0.00	100.0%
Transportation Planning	10.66	9.10	9.50	0.40	4.4%
Resource Recovery	44.72	41.12	47.12	6.00	14.6%
Sanitary Infrastructure	30.96	30.89	34.29	3.40	11.0%
Public Works Services	30.35	34.45	34.45	0.00	0.0%
Stormwater Utility	31.79	32.12	40.72	8.60	26.8%
Traffic & Parking Operations	22.63	22.38	22.38	0.00	0.0%
Traffic Engineering	7.66	8.66	8.66	0.00	0.0%
Mobility Services	7.68	9.08	8.68	(0.40)	-4.4%
Total FTEs	217.00	235.00	253.00	18.00	7.7%

- Resource Recovery gains 6.00 FTEs—two Equipment Operator II's and 4 Refuse Collectors—to support yard waste collection, which had been privatized in FY 2021 but is now managed by the City.
- Sanitary Infrastructure increases by 4.50 FTEs to support the accelerated stormwater and sanitary infrastructure projects.
- Stormwater Utility increases by 7.50 FTEs to support expanded and accelerated efforts at flood mitigation and increasing storm sewer capacity.
- Other FTE modifications to all programs are made to accurately capture existing position allocations, resulting in no funding changes.



Transportation & Environmental Services

LEADERSHIP & MANAGEMENT

Program Description: The Leadership & Management Support Services program provides management functions for the department, including budget planning/fiscal services, procurement, communications, workplace safety, and HR services.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$1,189,045	\$804,918	\$1,099,298	\$294,380	36.6%
Non-Personnel	\$544,650	\$606,341	\$640,854	\$34,513	5.7%
Capital Goods Outlay	\$155,751	\$1,947,983	\$3,956,094	\$2,008,111	103.1%
Total Program Expenditures (All Funds)	\$1,889,446	\$3,359,242	\$5,696,246	\$2,337,004	69.6%
Total Program FTEs	8.70	7.70	7.70	0.00	0.0%

ENVIRONMENTAL QUALITY

Program Description: The Environmental Quality program administers the City's air, water, and noise improvement programs, which help preserve and protect the environment and public health and welfare.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$365,937	\$423,821	\$425,539	\$1,718	0.4%
Non-Personnel	\$9,640	\$39,925	\$50,400	\$10,475	26.2%
Total Program Expenditures (All Funds)	\$375,577	\$463,746	\$475,939	\$12,193	2.6%
Total Program FTEs	2.60	2.60	2.60	0.00	0.0%

Transportation & Environmental Services



DEVELOPMENT & ROW PERMITTING

Program Description: The Development & Right of Way Permitting program includes the Engineering and the Construction Permitting and Inspection section. The Engineering section reviews privately submitted site plans, performs all City survey work, and maintains engineering records. The Construction Permitting and Inspections Group coordinates utility work within public rights-of-way, and inspects all bonded development work.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$1,838,715	\$2,105,917	\$2,174,991	\$69,074	3.3%
Non-Personnel	\$144,750	\$224,425	\$143,933	(\$80,492)	-35.9%
Total Program Expenditures (All Funds)	\$1,983,465	\$2,330,342	\$2,318,924	(\$11,418)	-0.5%
Total Program FTEs	19.25	18.65	18.65	0.00	0.0%

TRANSPORTATION PLANNING

Program Description: Transportation Planning program coordinates Metro related services and the Alexandria DASH bus service, implements the City's Comprehensive Transportation Master Plan and focuses on a long-term vision for Alexandria's transportation system through partnerships with State, regional, and local agencies. The program assists in the implementation of Vision Zero and Complete Streets.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$926,326	\$755,605	\$837,501	\$81,896	10.8%
Non-Personnel	\$1,801,630	\$10,894,329	\$11,012,248	\$117,919	1.1%
Interfund Transfer	\$4,295,703	\$5,230,104	\$5,590,967	\$360,863	6.9%
Debt Service	\$586,511	\$604,761	\$501,573	(\$103,188)	-17.1%
Total Program Expenditures (All Funds)	\$7,610,170	\$17,484,799	\$17,942,289	\$457,490	2.6%
Total Program FTEs	10.66	9.10	9.50	0.40	4.4%



Transportation & Environmental Services

RESOURCE RECOVERY

Program Description: The Resource Recovery program provides refuse collection and recycling services. In addition to curbside pick-up of trash and recycling materials, the program includes farmer's market composting, household hazardous waste, tub grinding of yard waste, spring clean-up, and outreach efforts to reduce waste.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$4,065,455	\$4,354,385	\$4,983,160	\$628,775	14.4%
Non-Personnel	\$4,193,978	\$5,462,609	\$5,374,730	(\$87,879)	-1.6%
Capital Goods Outlay	\$0	\$0	\$500,000	\$500,000	
Total Program Expenditures (All Funds)	\$8,259,433	\$9,816,994	\$10,857,890	\$1,040,896	10.6%
Total Program FTEs	44.72	41.12	47.12	6.00	14.6%

SANITARY INFRASTRUCTURE

Program Description: The Sanitary Sewer Infrastructure program protects built infrastructure and enhances the City's waterways, ensures regulatory compliance, and minimizes the impacts of flooding on people and property through demand forecasting, design master planning.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$3,349,206	\$3,585,535	\$4,168,914	\$583,379	16.3%
Non-Personnel	\$1,982,267	\$2,647,973	\$3,087,691	\$439,718	16.6%
Interfund Transfer	\$812,710	\$4,107,290	\$10,453,000	\$6,345,710	154.5%
Debt Service	\$2,603,349	\$2,678,122	\$2,469,278	(\$208,844)	100.0%
Total Program Expenditures (All Funds)	\$8,747,532	\$13,018,920	\$20,178,883	\$7,159,963	55.0%
Total Program FTEs	30.96	30.89	34.29	3.40	11.0%



Transportation & Environmental Services

PUBLIC WORKS SERVICES

Program Description: The Public Works Services program provides maintenance and repairs for all City-owned sewers, streets, alleys, sidewalks, fire hydrants, and public stormwater facilities; manages the bridge inspection program; performs stream channel and flood control maintenance; administers contracts of curb, gutter and sidewalk repairs; conducts winter weather

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$2,906,787	\$3,078,964	\$3,319,291	\$240,327	7.8%
Non-Personnel	\$2,591,722	\$2,676,607	\$2,704,819	\$28,212	1.1%
Capital Goods Outlay	\$14,172	\$0	\$0	\$0	0.0%
Total Program Expenditures (All Funds)	\$5,512,681	\$5,755,571	\$6,024,110	\$268,539	4.7%
Total Program FTEs	30.35	34.45	34.45	0.00	0.0%

STORMWATER UTILITY

Program Description: The Stormwater Management Program protects built infrastructure and enhances the City's waterways, ensures regulatory compliance, and minimizes the impacts of flooding on people and property through demand forecasting, design master planning, and implementation of the City's Municipal Separate Storm Sewer System (MS4) Program Plan and principles of the Eco-City Alexandria Charter, through coordination with local, state, regional and federal partners.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$3,094,810	\$3,182,784	\$4,467,978	\$1,285,194	40.4%
Non-Personnel	\$978,590	\$881,864	\$939,700	\$57,836	6.6%
Interfund Transfer	\$2,010,588	\$1,842,139	\$12,947,500	\$11,105,361	602.9%
Debt Service	\$819,348	\$893,523	\$1,355,822	\$462,299	51.7%
Total Program Expenditures (All Funds)	\$6,903,336	\$6,800,310	\$19,711,000	\$12,910,690	189.9%
Total Program FTEs	31.79	32.12	40.72	8.60	26.8%

Transportation & Environmental Services



TRAFFIC & PARKING OPERATIONS

Program Description: The Traffic & Parking Operations program coordinates and maintains all signals, meters, and signs within

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$2,295,149	\$2,241,554	\$2,278,370	\$36,816	1.6%
Non-Personnel	\$2,767,240	\$2,966,044	\$2,851,658	(\$114,386)	-3.9%
Capital Goods Outlay	\$23,880	\$0	\$0	\$0	
Total Program Expenditures (All Funds)	\$5,086,269	\$5,207,598	\$5,130,028	(\$77,570)	-1.5%
Total Program FTEs	22.63	22.38	22.38	0.00	0.0%

TRAFFIC ENGINEERING

Program Description: The Traffic Engineering section reviews, plans, and designs methods to improve traffic flow and safety on Alexandria City streets. The program manages the Smart Mobility program and the Traffic Management Center.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$929,806	\$1,059,183	\$1,061,852	\$2,669	0.3%
Non-Personnel	\$21,775	\$35,650	\$33,610	(\$2,040)	-5.7%
Total Program Expenditures (All Funds)	\$951,581	\$1,094,833	\$1,095,462	\$629	0.1%
Total Program FTEs	7.66	8.66	8.66	0.00	0.0%



Transportation & Environmental Services

MOBILITY SERVICES

Program Description: The Mobility Services program coordinates parking and curbside management, off-street garages, DOT paratransit for the mobility impaired, ridesharing to promote the formation of car and vanpools, the Virginia Railway Express commuter rail, bus stop amenities, and other vehicle alternative programs.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$785,672	\$936,233	\$950,467	\$14,234	1.5%
Non-Personnel	\$1,232,320	\$2,251,726	\$1,940,536	(\$311,190)	-13.8%
Total Program Expenditures (All Funds)	\$2,017,992	\$3,187,959	\$2,891,003	(\$296,956)	-9.3%
Total Program FTEs	7.68	9.08	8.68	-0.40	-4.4%

FLEET SERVICES

Program Description: This program provides fleet management, fleet maintenance and repair, fleet acquisition and disposition, fuel management, and motor pool management.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$1,504,056	\$1,739,833	\$1,854,816	\$114,983	100.0%
Non-Personnel	\$1,074,352	\$865,798	\$879,045	\$13,247	100.0%
Capital Goods Outlay	\$0	\$3,200	\$3,200	\$0	100.0%
Total Program Expenditures (All Funds)	\$2,578,408	\$2,608,831	\$2,737,061	\$128,230	100.0%
Total Program FTEs	0.00	18.25	18.25	0.00	100.0%



Transportation & Environmental Services

SANITARY SEWER FUND

The Sanitary Sewer fee is proposed to remain flat in FY 2022 at \$2.28 per 1,000 gallons. The funding collected from line maintenance and sewer connection fees funds inspections and repairs of storm and sanitary sewers, opening stoppages and replacing sewer mains as needed on a routine basis. In FY 2022, as a part of accelerated stormwater mitigation projects, 4.50 FTEs are added to the Sanitary Sewer Fund.

Fee	FY 2022 Proposed
Sanitary Sewer Rate (per 1,000 gallons)	\$2.28
Revenues	FY 2022 Proposed
Sewer Line Maintenance Fee	\$10,756,140
Sewer Connection Fee	\$6,000,000
New Debt Issuance	\$0
Use of Fund Balance	\$5,898,855
Total Revenues	\$22,654,995
Expenditures	FY 2022 Proposed
T&ES Personnel Charges (incl. Worker's Comp)	\$4,038,914
DEC Personnel Charges	\$44,511
Additional Personnel & Consulting Services	\$357,688
Leaf Collection in CSO Areas	\$130,000
Fat, Oil, Grease (FOG Program)	\$206,000
Sanitary Sewer Capacity Study - Flow Metering, Sewer Modeling, CMOM	\$470,453
Sewer Billing	\$172,550
Sewer Jet Cleaning	\$263,900
Annual CCTV of Sewers	\$329,000
Heavy Cleaning of Sewers	\$318,450
Equipment Replacement	\$553,975
Corrective Maintenance	\$152,800
Other Non-Personnel (Training, Utilities, Rentals, etc.)	\$262,875
Rodent Abatement in Sewers	\$90,000
Indirect Costs (Tr to G.F.)	\$1,541,601
Cash Capital	\$11,253,000
Debt Service	\$2,469,278
Total Operating Budget Expenditures	\$22,654,995

Transportation & Environmental Services



STORMWATER UTILITY FUND

The Stormwater Utility Fee allows the City to more equitably fund stormwater management and Chesapeake Bay clean-up mandates. The Stormwater Utility Fee makes the funding burden more equitable by basing the fee amount on the amount of impervious surface on a property. The fee structure for residential properties, such as condos, townhomes, and single family homes, is billed using a tiered method. For all non-residential properties, such as commercial, industrial, apartments, non-profits, and religious properties, the approved fee structure is billed using a variable method. This means that the fee is individually calculated for each non-residential property. The new Stormwater Utility took effect January 1, 2018. In FY 2021, the Stormwater Utility rate is proposed to increase midyear from \$140 to \$210 to expedite projects which would address stormwater capacity. The FY 2022 proposed budget includes a Stormwater Utility rate increase of \$70 to \$280. This increased effort includes the addition of 7.50 FTE in the Stormwater Utility Fund. The FY 2022 proposed budget also reflects the start of a fee crediting program for property owners receiving real estate tax relief.

Stormwater Management Utility Fee	FY 2022 Proposed
Stormwater Utility Rate per billable unit/year	\$280.00
Billable Units	60,090
Stormwater Management Utility Revenues	FY 2022 Proposed
Revenue Generation	\$16,825,000
Revenue Reductions	(\$180,000)
Other Sources	\$21,000
Debt Issuance	\$14,630,000
General Fund Contribution for EDTR	\$125,000
Use of Fund Balance 1/2 Cent	\$1,765,000
Use of Fund Balance SWU	\$3,600,000
Revenue from Stormwater Management Utility Fee	\$36,786,000
Stormwater Management Utility Operating Expenditures	FY 2022 Proposed
T&ES Personnel	\$4,467,978
Main Operating	\$467,000
BMP's Operation	\$270,000
Oronoco Outfall Maintenance	\$107,000
Additional operating impact from capital	\$65,000
Indirect Costs	\$1,559,000
Contingent Cash Funding	\$30,700
Debt Service	\$1,355,822
Capital Projects	\$28,463,500
Total Expenditures	\$36,786,000

Transportation & Environmental Services



TRANSPORTATION IMPROVEMENT PLAN (TIP)

The Transportation Improvement Program (TIP) Fund is the City's 2.2 cents of reserved real estate tax revenue, which provides funding for transportation and transit capital infrastructure and the associated operating expenses therein. The TIP continues to support programs such as Capital Bikeshare, King Street Trolley service, bus shelter maintenance, and street repair. Additionally, \$2.2M of TIP funding is being used towards WMATA's subsidy for FY 2022.

Transportation Improvement Program Operating Expenditures	FY 2022 Proposed
Transportation Improvement Program 2.2 Cent Revenues	\$9,511,807
Non-motorized Transportation	FY 2022 Proposed
Capital Bikeshare	\$703,500
Public Transit	FY 2022 Proposed
DASH Operating	\$2,460,158
Supplemental Trolley Operations	\$219,618
Maintenance	FY 2022 Proposed
Bus Shelter Maintenance	\$102,000
Metroway Maintenance	\$83,000
Street Repair Budget	\$881,000
Trail Maintenance	\$20,400
King Street Station Operations	\$66,000
Other Costs	FY 2022 Proposed
Transportation Implementation Staff - T&ES Positions	\$502,398
Indirect Costs to General Fund	\$875,086
WMATA Operating	\$2,231,107
Capital Projects	\$865,967
Debt Service	\$501,573
Total TIP Expenditures	\$9,511,807



Transportation & Environmental Services

RESIDENTIAL REFUSE FUND

The City of Alexandria collects trash, recycling, and yard waste from its residential customers once a week on a designated collection day. Residential customers are charged a Solid Waste User Fee on the residential tax bill on a bi-yearly basis. In FY 2020 the program was moved from the General Fund to a separate self supported special revenue fund. Due to the high cost of the privatization of yard waste collection, that service is brought in house, resulting in the creation of 6.0 FTEs and the purchase of two rear loader trucks, supported through a \$500,000 transfer from the General Fund. The proposed fee remains flat at \$460.00 per year.

Residential Refuse Rate	FY 2021 Approved	FY 2022 Proposed
Households Served	20,450	20,647
Billable Households	19,071	19,274
Non-billable Households	1,379	1,373
Household Fee	\$460.00	\$460.00
Household increase - \$	\$49.00	\$0.00
Household increase - %	12%	0%
Revenues	FY 2021 Approved	FY 2022 Proposed
Fee Revenue	\$8,739,157	\$8,866,040
General Fund Contribution for Non-Billable Households	\$559,340	\$631,580
General Fund Contribution for Purchase of Rear Loader Trucks	\$0	\$500,000
Use of Fund Balance	\$0	\$196,653
Other Income	\$75,000	\$150,000
Transfer in from Equipment Replacement Fund	\$281,517	\$0
Sale of Equipment	\$50,000	\$0
Total Revenues	\$9,705,014	\$10,344,273
Expenditures	FY 2021 Approved	FY 2022 Proposed
Recycling	\$2,616,740	\$2,860,472
Curbside Refuse	\$4,592,332	\$4,773,317
Leaf Collection	\$404,608	\$466,656
Organics	\$759,739	\$1,055,268
Other Collections (TV/CRT Recycling)	\$30,000	\$83,913
Indirect Costs (Transfer to General Fund)	\$807,085	\$807,085
Facility Monitoring Group Operating	\$47,200	\$47,200
Workers Comp Cost	\$400,000	\$302,000
Vacancy Savings	(\$55,536)	(\$51,638)
WasteSmart Implementation Contingency	\$102,846	\$0
Solid Waste Total Expenditures	\$9,705,014	\$10,344,273

Transportation & Environmental Services



HB2313 FUND (NVTA 30% REVENUE)

The HB2313 fund must include NVTA 30% revenue and at least the City's 12.5 cent of the commercial and industrial real estate value equivalent revenue from the General Fund to be spent on transportation. In order to be eligible for Northern Virginia Transportation Authority (NVTA) Regional 30% funds, the City is required to deposit at least the equivalent of a 12.5 cent of the commercial and industrial real estate tax value into the HB2313 Fund, and then transfer that amount to a separate fund for transportation. The 12.5 cent commercial and industrial real estate tax equivalent for FY 2022 is \$10,893,472. To satisfy this requirement, the DASH Operating General Fund subsidy of \$16,686,497 in FY 2022 is transferred through the HB2313 Fund. The remaining FY 2021 revenues received from NVTA 30% funding includes \$1,573,000 for WMATA operating costs, and \$4,725,000 for the WMATA capital subsidy.

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed
DASH General Fund Operating Subsidy Portion	\$13,683,455	\$16,686,497	\$16,686,497
NVTA 30% Expenditures			
WMATA Operating	\$1,573,000	\$1,573,000	\$1,573,000
Cash Capital	\$3,038,911	\$3,483,000	\$4,725,000
Total Expenditures	\$4,611,911	\$5,056,000	\$6,298,000

Safe, Secure & Just Community



Focus Area All Funds Budget - \$174,987,537

Department	All Funds Departmental Budget
Circuit Court Judges	\$1,488,463
18th General District Court	\$142,662
Clerk of the Circuit Court	\$1,899,210
Office of the Commonwealth's Attorney	\$3,243,852
Court Service Unit (CSU)	\$1,782,548
Department of Emergency & Customer Communications (DECC)	\$9,128,600
Fire Department	\$57,328,685
Office of Human Rights	\$1,038,736
Juvenile & Domestic Relations District Court (JDRDC)	\$76,909
Other Public Safety & Justice Services (Adult Probation/Parole, Office of the Magistrate, Northern Virginia Criminal Justice Training Academy, Office of the Public Defender, Northern Virginia Juvenile Detention Center, Sheltercare, Volunteer Alexandria, Pretrial & Probation)	\$5,073,182
Police Department	\$62,677,373
Sheriff's Office	\$31,107,317

Circuit Court Judges



The Circuit Court is a court of general jurisdiction and presides over both civil and criminal cases, for either jury or non-jury trials. The Circuit Court has original jurisdiction for all felony indictments and for presentments, informations and indictments for misdemeanors. The Circuit Court hears civil and criminal appeals from the General District Court and the Juvenile and Domestic Relations District Court. The goal of the Circuit Court is to conclude proceedings for all civil and criminal cases before the Court within the mandated timeframe.

Department Contact Info

703.746.4123

www.alexandriava.gov/circuitcourt

Department Head

Hon. Lisa B. Kemler

Circuit Court Judges



EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
Personnel	\$1,252,077	\$1,365,495	\$1,336,800	(\$28,695)	-2.1%
Non-Personnel	\$121,735	\$171,039	\$149,263	(\$21,776)	-12.7%
Capital Goods Outlay	\$5,250	\$0	\$2,400	\$2,400	0.0%
Total	\$1,379,062	\$1,536,534	\$1,488,463	(\$48,071)	-3.1%
Expenditures by Fund					
General Fund	\$1,379,062	\$1,536,534	\$1,488,463	(\$48,071)	-3.1%
Total	\$1,379,062	\$1,536,534	\$1,488,463	(\$48,071)	-3.1%
Total Department FTEs	12.00	12.00	12.00	0.00	0.0%

FISCAL YEAR HIGHLIGHTS

- Personnel expenditures decrease due to healthcare adjustments and staff turnover offset by a vacancy savings reduction and increased retirement contributions.
- Non-personnel expenditures decrease due to a 50% reduction in travel, conferences, mileage, education and training costs and current service reductions to better align with past actuals.
- Capital Goods Outlay expenditures increase based on computer replacement costs.

Circuit Court Judges



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	12.00	\$1,536,534
All Programs Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	(\$28,872)
All Programs The FY 2022 budget includes a temporary reduction to professional services, equipment maintenance, performance awards, library and outside printing costs. This reduction will impact the Court's ability to adjudicate civil and criminal cases efficiently.	0.00	(\$13,867)
All Programs All General Fund travel, conferences, mileage, education and training dollars were reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the temporary travel restrictions and the delay or cancellation of many in-person training opportunities. In total this generated 0.7 million of General Fund savings.	0.00	(\$5,332)
All Programs Jury System Incorporated (JSI)- The FY 2022 budget includes funding to acquire a browser-based system to support online access to the court's jury services and improve the jury selection process. Acquisition costs will be funded in the Capital Improvement Program for the first year. In FY 2023, the annual maintenance fees will be transferred to the department's General Fund.	0.00	\$0
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	12.00	\$1,488,463

Circuit Court Judges



PERFORMANCE INDICATORS

Key Department Indicators	2018 Actual	2019 Actual	FY 2020 Actual	2021 Estimate	Target
<i>Percent of AJIS satisfied customers</i>	99.9%	99.9%	99.9%	99.9%	100.0%
<i>Percent of WebAJIS satisfied customers</i>	28.9%	99.6%	99.5%	98.0%	100.0%
<i>Percent of civil cases closed within required timeframe</i>	96.7%	88.7%	91.2%	98.0%	98.0%
<i>Percent of felony cases closed within required timeframe</i>	82.4%	78.9%	82.3%	88.0%	88.0%

Circuit Court Judges



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Alexandria Justice Information System (AJIS)	Provides IT services and support for the Courthouse users and customers of the Alexandria Justice Information System (AJIS).	0.18 M	3
Court Administration	Provides management support to the Court to ensure that civil and criminal cases are concluded within the mandated timeframe.	0.99 M	3
Jury Services	Administers the selection and utilization of juries for the state Jury System Incorporated (JSI) while working as a liaison between the Office of the Circuit Court Clerk, the Judiciary, and potential jurors to provide qualified,	0.37 M	3

18th General District Court



The Court consists of three divisions: traffic, criminal, and civil. The Traffic Division handles traffic infractions and jailable offenses such as Driving While Intoxicated. The Criminal Division handles trials of misdemeanors and preliminary hearings of felonies. The Civil Division handles civil trials where the amount in controversy does not exceed \$25,000 and landlord/tenant matters with unlimited jurisdiction. The Court oversees the Special Justices who conduct mental commitment hearings.

Department Contact Info

703.746.4010

www.alexandriava.gov/districtcourt

Department Head

Hon. Donald M. Haddock, Jr.

18th General District Court



EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
Personnel	\$93,175	\$41,934	\$94,973	\$53,039	126.5%
Non-Personnel	\$33,663	\$56,976	\$47,689	(\$9,287)	-16.3%
Total	\$126,839	\$98,910	\$142,662	\$43,752	44.2%
Expenditures by Fund					
General Fund	\$126,838	\$98,910	\$142,662	\$43,752	44.2%
Total	\$126,838	\$98,910	\$142,662	\$43,752	44.2%

FISCAL YEAR HIGHLIGHTS

- Personnel expenditures increase due to the restoration of a vacancy savings reduction taken in the FY 2021 approved budget and assumed merit increases.
- Non-Personnel expenditures decrease due to reductions in internal services, commodities, equipment rentals and other non-personnel expenditures to better align with past actuals.

18th General District Court



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	0.00	\$98,910
All Programs Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials. The FY 2022 budget includes a restoration of vacancy savings and merit increases for each department.	0.00	\$43,752
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	0.00	\$142,662

PERFORMANCE INDICATORS

Key Department Indicators	2018 Actual	2019 Actual	2020 Actual	2021 Estimate	Target
Number of civil case transactions	11,007	11,880	10,930	11,500	12,000
Number of criminal case transactions	11,676	12,839	10,075	12,000	13,000
Number of mental hearing transactions	182	466	890	950	1,000
Number of traffic case transactions	32,967	44,494	24,781	26,000	30,000

Clerk of the Circuit Court



The Clerk of Circuit Court is a constitutional officer, who is elected city-wide to an eight-year term. The Clerk is responsible for over 800 statutory duties in the Virginia Code. These include processing and maintaining land records, handling probate and fiduciary matters, issuing marriage licenses, and providing courtroom assistance to Circuit Court judges in civil and criminal matters. The Circuit Courts are the courts of record in Virginia and the Clerk's office is responsible for maintaining permanent court and city records including land title and transfer records, marriage records, case records, and evidence files. These records date to the founding of Alexandria.

The Clerk's Office is organized into three divisions. The Customer Service Division handles case intake, issues licenses and permits, processes court-related papers, and staffs a customer service counter in the Courthouse. The Court Support division drafts and processes court orders and criminal case-related matters, serves as liaison with Judges' Chambers, and processes case materials for appeals filed with the Virginia Court of Appeals and Supreme Court. The Land Records division processes and records all real estate transactions in the city and collects the associated transfer taxes, as well as collecting court costs and fines related to criminal cases. Staff from all divisions serve as Courtroom Clerks for the Circuit Court, where they are responsible for numerous duties from docket management and administering oaths to assisting the judges with drafting court orders. All Clerk of Circuit Court tasks are mandated by, and performed in compliance with, the Code of Virginia.

Department Contact Info

703.746.4044

www.alexandriava.gov/clerkofcourt

Department Head

J. Greg Parks

Clerk of the Circuit Court



EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
Personnel	\$1,724,273	\$1,656,714	\$1,647,248	(\$9,466)	-0.6%
Non-Personnel	\$65,573	\$152,640	\$251,962	\$99,322	65.1%
Total	\$1,789,846	\$1,809,354	\$1,899,210	\$89,856	5.0%
Expenditures by Fund					
General Fund	\$1,789,846	\$1,744,354	\$1,834,210	\$89,856	5.2%
Other Special Revenue	\$0	\$65,000	\$65,000	\$0	0.0%
Total	\$1,789,846	\$1,809,354	\$1,899,210	\$89,856	5.0%
Total Department FTEs	22.00	22.00	22.00	0.00	0.0%

FISCAL YEAR HIGHLIGHTS

- Personnel expenditures decrease due an to increase in vacancy savings.
- Non-personnel expenditures increase due to the addition of new contingency funding to upgrade the Clerk of the Circuit Courts data software systems to better serve the community to be released pending City Manager approval of an expenditure plan. This increase is partially offset by reductions in contractual and internal services, commodities, and other non-personnel expenditures to better align with past actuals in addition to a 50% reduction in travel and education costs.
- The General Fund revenue budget includes a \$137,500 transfer of prior year unspent fee revenue provided by the Clerk of the Circuit Courts to meet the department's expenditure reduction target. This revenue has been provided back to the Clerk of Circuit Court to be used for identified initiatives.

Clerk of the Circuit Court



PERFORMANCE INDICATORS

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	22.00	\$1,809,354
All Programs Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	(\$47,146)
Leadership & Management Clerk of the Circuit Court—This proposed budget item includes contingency funding for identified initiatives pending City Manager approval of an expenditure plan.	0.00	\$137,500
All Programs All General Fund travel, conferences, mileage, education and training dollars were reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the temporary travel restrictions and the delay or cancellation of many in-person training opportunities. In total this generated 0.7 million of General Fund savings.	0.00	(\$498)
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	22.00	\$1,899,210



PERFORMANCE INDICATORS

Key Department Indicators	2018 Actual	2019 Actual	FY 2020 Actual	2021 Estimate	Target
<i>Number of criminal cases processed</i>	1,327	1,103	681	1,100	1,400
<i>Number of civil filings processed</i>	3,757	3,224	2,177	3,000	4,000
<i>Number of land documents processed</i>	17,487	1,103	28,173	33,000	25,000

Clerk of the Circuit Court



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Customer Service Inquiries	Provide customer assistance in-person at the service counter or over the phone.	0.35 M	3
Pleadings and Orders	Draft, scan and index court papers related to pleadings and orders.	0.26 M	3
Cases Initiated	Create civil or criminal Circuit Court cases in database.	0.39 M	4
Land Documents Recorded	Record all City real estate transactions and collects transfer-related taxes as well as the collection of court costs and fines.	0.41 M	4
Marriage Licenses Issued	Issue marriage licenses and related documents.	0.39 M	4

Office of the Commonwealth's Attorney



The mission of the Office of the Commonwealth's Attorney (OCA) is to protect the safety of the community and the rights of its citizens by just enforcement of the law. In protecting the rights of the citizenry and the interests of the community, the office endeavors to exercise prosecutorial discretion in service of the law and not for factional purposes. The Office of the Commonwealth's Attorney is established by the Constitution of the Commonwealth of Virginia. The Code of Virginia states that the Commonwealth's Attorney is a member of the department of law enforcement of the City in which he is elected, and that his primary duty is the prosecution of all criminal and traffic offenses committed against the peace and dignity of the Commonwealth.

Department Contact Info

703.746.4100

www.alexandriava.gov/commattorney

Department Head

Bryan Porter



EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
Personnel	\$3,221,371	\$3,169,216	\$3,116,441	(\$52,775)	-1.7%
Non-Personnel	\$179,450	\$127,597	\$126,086	(\$1,511)	-1.2%
Capital Goods Outlay	\$0	\$1,325	\$1,325	\$0	0.0%
Total	\$3,400,821	\$3,298,138	\$3,243,852	(\$54,286)	-1.6%
Expenditures by Fund					
General Fund	\$3,033,797	\$2,930,696	2,876,410	(\$54,286)	-1.9%
Non-Fiscal Year Grants	\$55,374	\$70,803	70,803	\$0	0.0%
Fiscal Year Grants	\$273,497	\$296,639	296,639	\$0	0.0%
Other Special Revenue	\$38,153	\$0	\$0	\$0	0.0%
Total	\$3,400,821	\$3,298,138	\$3,243,852	(\$54,286)	-1.6%
Total Department FTEs	28.00	29.00	29.00	0.00	0.0%

FISCAL YEAR HIGHLIGHTS

- Personnel expenditures decrease due to the reallocation of one permanent full-time Special Assistant to the Commonwealth's Attorney for Rehabilitative Program position to the Capital Improvement Program (CIP) to manage projects under the Alexandria Justice Information Systems (AJIS) program. This decrease is partially offset by the restoration of the vacancy savings reduction taken in the FY 2021 approved budget as well as annual merit increases.
- Non-personnel expenditures decrease due to a 50% reduction in travel, conferences, mileage, education and training costs offset by the restoration of equipment replacement costs.
- Capital outlays remain consistent with FY 2021 appropriations.
- Vehicle Depreciation assumptions remain consistent with FY 2021 appropriations.



DEPARTMENT CHANGES TO CITY SERVICES

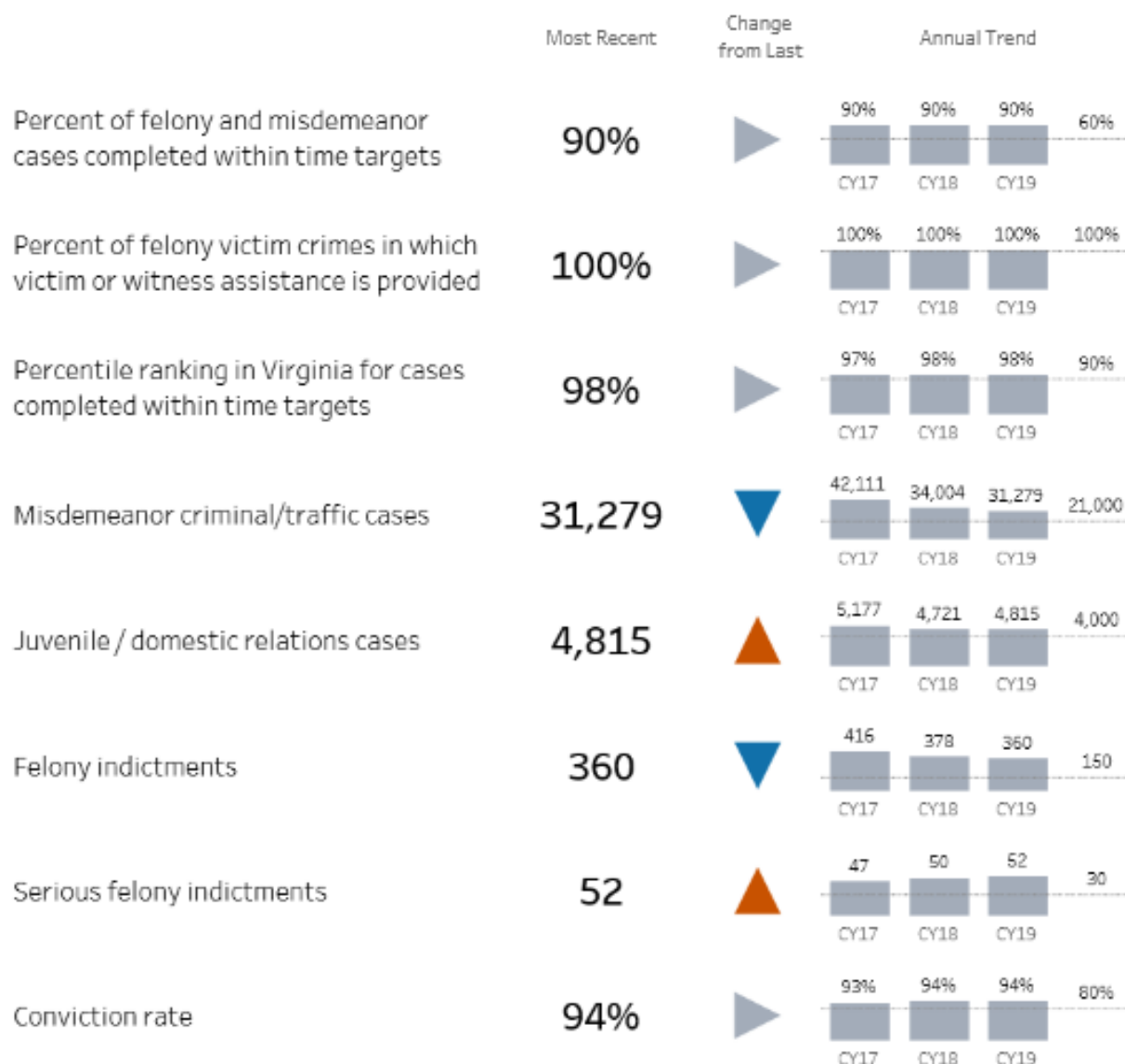
Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	29.00	\$3,298,138
All Programs Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$35,941
All Programs All General Fund travel, conferences, mileage, education and training dollars were reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the temporary travel restrictions and the delay or cancellation of many in-person training opportunities. In total this generated 0.7 million of General Fund savings.	0.00	(\$5,488)
All Programs Rehabilitative Program — This Special Assistant to the Commonwealth's Attorney Office was moved to the Capital Improvement Program (CIP) under the Alexandria Justice Information System (AJIS) program. The AJIS program provides multiple City agencies and the law enforcement community with access to civil, criminal court and inmate management data, mug shots, documents, and reports. AJIS interfaces with other systems to furnish data to other local, regional, and national law enforcement agencies. This position is responsible for improving the efficiency of the Office of Commonwealth Attorney's rehabilitative programs by taking responsibility of short and long-range planning, development and evaluation of rehabilitative programs, applying for and administering grants, and data extraction and analysis.	0.00	(\$84,739)
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	29.00	\$3,243,852



PERFORMANCE INDICATORS

All data is reported by the department. Blue arrows indicate improvement, orange arrows indicates a need for improvement and N/A does not indicate a trend. The dashed line is the target selected by the department.

The CY 2020 estimates are affected by the decrease in initiation of charges, arrests, and court closings due to the COVID-19 pandemic.





PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Felony Prosecution	Professional prosecution of all felonies in Circuit Court.	1.07 M	1
JDR Prosecution	Professional prosecution of all criminal offenses in the Juvenile and Domestic Relations Court.	0.22 M	1
Misdemeanor Prosecution	Professional prosecution of all jail able misdemeanors in General District Court and, upon appeal, in Circuit Court.	0.20 M	1
Concealed Weapons Permit Review	Review all concealed weapons permits.	0.02 M	2
Legal Assistance to Police and Sheriff	Provide legal analysis, information and training to the Police Department and Sheriff's Office with regards to criminal investigations and criminal law.	0.45 M	2
Participate in MDT	Coordinate and fully participate in the City's multi-disciplinary team for criminal sexual assault cases.	0.06 M	2
Review Officer-Involved Death cases	Independently investigate all law enforcement officer-involved uses of deadly force.	0.02 M	2
Victim Witness Services	Provide assistance to victims and witnesses of crime.	0.32 M	2
Additional Civil Responsibilities	Represent the City in other civil hearings in Circuit Court.	0.03 M	3
Administrative Services	Provide administrative services to all units of the office in order to support the office's core missions.	0.63 M	3
Appellate Representation	Prepare appellate briefs and represent the City's interests in criminal appeals to the Court of Appeals.	0.13 M	3
Electronic Evidence Orders/Warrants	Review requests from investigators for phone records, social media records, etc.	0.12 M	3
COIA	Handle Conflict of Interest Act (COIA) complaints and investigations.	0.02 M	4

Court Service Unit



The Alexandria Court Service Unit (CSU) provides services to youth and families involved with the Juvenile and Domestic Relations Court. Functions of the CSU include 24 hour intake and response to juvenile delinquency and status offenses (e.g. truancy and runaway behavior), domestic relations complaints including abuse/neglect, custody/visitation, adult protective orders, paternity, child and spousal support; probation and parole investigations and supervision/case management; mental health services including individual and family therapy; gang prevention and intervention; and crime prevention programs—including diversion, case management and mentoring. The Virginia Department of Juvenile Justice protects the public by preparing court-involved youth to be successful citizens.

Department Contact Info

703.746.4144

www.alexandriava.gov/courtservice/

Department Head

Michael Mackey

Court Service Unit



EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
Personnel	\$1,426,248	\$1,453,815	\$1,489,428	\$35,613	2.4%
Non-Personnel	\$276,510	\$284,599	\$293,120	\$8,521	3.0%
Total	\$1,702,758	\$1,738,414	\$1,782,548	\$44,134	2.5%
Expenditures by Fund					
General Fund	\$1,581,815	\$1,511,230	\$1,555,364	\$44,134	2.9%
Fiscal Year Grants	\$120,943	\$197,284	\$197,284	\$0	0.0%
Donations	\$0	\$29,900	\$29,900	\$0	0.0%
Total	\$1,702,758	\$1,738,414	\$1,782,548	\$44,134	2.5%
Total Department FTEs	8.00	8.00	8.00	0.00	0.0%

FISCAL YEAR HIGHLIGHTS

- Personnel increases due to step increases and health insurance elections.
- Non-personnel increases due to the restoration of equipment replacement funding after being eliminated in FY 2021.
- The General Fund increases due to the personnel and non-personnel increases described above.

Court Service Unit



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	8.00	\$1,738,414
All Programs Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$44,284
All Programs All General Fund travel, conferences, mileage and education and training dollars were reduced by 50% in the FY 22 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total this generated \$0.7 million of General Fund savings.	0.00	(\$150)
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	8.00	\$1,782,548

Court Service Unit



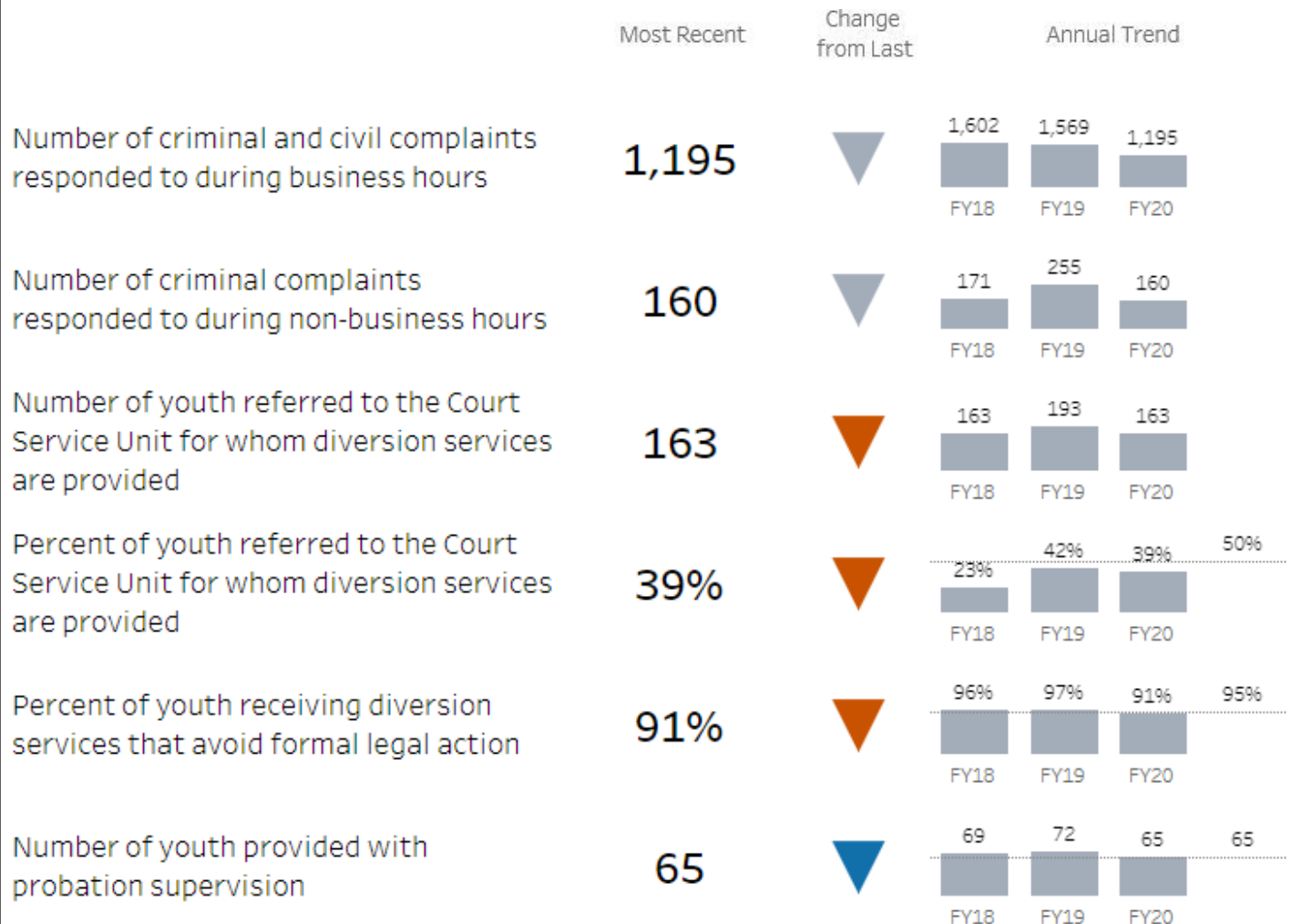
PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Reduce the number of violent crimes from the 2015 rate of 209 incidents per 100,000 residents
- Increase the percentage of residents who have a positive overall feeling of safety in Alexandria from 2016's 80%
- Increase the on-time high school graduation rate from 82% in 2016 to 92%
- Increase the percentage of children and youth who report having three or more non-parent adults who provide support from 2016's 42%

Department Key Indicators

All data is reported by the department. Blue arrows indicate improvement, orange arrows indicate a need for improvement and N/A does not indicate a trend. The dashed line is the target selected by the department.



Court Service Unit



PERFORMANCE INDICATORS

	Most Recent	Change from Last	Annual Trend			
Percent of youth that successfully complete probation supervision	81%		66%	67%	81%	75%
			FY18	FY19	FY20	
Percent of youth released from probation that are re-convicted	27%		18%	21%	27%	20%
			FY15	FY16	FY17	
Number of youth and families provided with mental health services by Court Service Unit treatment team	50		74	70	50	50
			FY18	FY19	FY20	
Percent of youth and families with improved mental health functioning after receiving mental health services	82%		89%	90%	82%	95%
			FY18	FY19	FY20	
Number of new youth that participated in Space of Her Own mentoring programs	26		34	22	26	26
			FY18	FY19	FY20	
Percent of served youth in Space of Her Own mentoring programs who avoid court involvement	100%		100%	100%	100%	100%
			FY18	FY19	FY20	
Percent of Space of Her Own mentored youth with developmental improvement between pre- and post-assessment	0%		95%	100%	0%	100%
			FY18	FY19	FY20	
Number of youth served by the gang intervention, prevention, and education program (IPE)	50		56	52	50	80
			FY18	FY19	FY20	
Percent of youth receiving intervention, prevention and education (IPE) services that demonstrated improvement	87%		100%	100%	87%	90%
			FY18	FY19	FY20	
Percent of youth served by intervention, prevention and education (IPE) program that did not become court involved	86%		94%	79%	86%	80%
			FY18	FY19	FY20	

Court Service Unit



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Leadership & General Management	To provide leadership to and management of the operations of the Court Service Unit to ensure effective public service to the community.	0.31 M	1
Diversion	To provide appropriate services to juveniles, to the extent possible, to minimize the number of juveniles appearing in Court.	0.05 M	2
Gang Prevention & Intervention	In partnership with the Northern Virginia Regional Gang Task Force, to coordinate prevention, education, and intervention responses, in collaboration with law enforcement suppression responses, to mitigate the risk factors of gang involvement and to deter at-risk youth from joining or remaining in a gang.	0.17 M	2
Mental Health Service	To provide therapy and education programs for juveniles and adults in order to improve their functioning.	0.01 M	2
New Complaint Legal Determination	To determine probable cause and whether there are sufficient facts to support the complaint in order to submit the petition to the Court.	0.08 M	2
On Call Services	To provide 24 hour/365 day a year support to the public, agencies and law enforcement officials and make probable cause and detention decisions.	0.06 M	2
Pre-Trial and Enhanced Monitoring Services	Monitoring supervision for juveniles awaiting Court Action or as an additional, sanctioned monitoring response in order to prevent further delinquent behavior.	0.02 M	2
Probation & Parole	To provide supervision, treatment and monitoring for Court-involved juveniles in order to improve their community functioning and prepare them to be successful.	0.25 M	2
Skills Development & Assessment	To provide programs or assessments for juveniles in order to improve their adjustment. This supports Case Management, Life Skills and Shoplifter's Alternative Programs.	0.05 M	2
Virginia Juvenile Community Crime Control Act (VJCCCA)	Provide support to Alexandria Sheltercare as well as support for the Case Management, Life Skills, and Shoplifter's Alternative Programs.	0.35 M	2
Investigation Screening & Report Writing	To complete a thorough investigation for the Court in order to provide written recommendations for supervision and services.	0.39 M	3

Court Service Unit



PROGRAM LEVEL SUMMARY

Program	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Leadership & Management	\$582,841	\$661,765	\$672,066	\$10,301	1.6%
Intake	\$71,057	\$73,926	\$74,788	\$862	1.2%
Probation	\$1,048,860	\$1,002,723	\$1,035,694	\$32,971	3.3%
Total Expenditures (All Funds)	\$1,702,758	\$1,738,414	\$1,782,548	\$44,134	2.5%

- Leadership & Management increases due to employee health elections and the restoration of equipment replacement funding that was eliminated in FY 2021.
- Probation increases due to step increases and employee health elections.

PROGRAM LEVEL SUMMARY

Program	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	Change 2021 - 2022	% Change 2021 - 2022
Leadership & Management	1.00	1.00	1.00	0.00	0.0%
Probation	7.00	7.00	7.00	0.00	0.0%
Total FTEs	8.00	8.00	8.00	0.00	0.0%

- Court Service Unit FTEs remain flat.

Court Service Unit



LEADERSHIP AND MANAGEMENT

Program Description: This program provides gang prevention and intervention, and leadership and general management.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$390,333	\$433,770	\$437,645	\$3,875	0.9%
Non-Personnel	\$192,507	\$227,995	\$234,421	\$6,426	2.8%
Total Program Expenditures (All Funds)	\$582,841	\$661,765	\$672,066	\$10,301	1.6%
Total Program FTEs	1.00	1.00	1.00	0.00	0.0%

INTAKE

Program Description: This program provides diversion, new complaint legal determination, and on-call intake services.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$67,932	\$64,468	\$65,234	\$766	1.2%
Non-Personnel	\$3,125	\$9,458	\$9,554	\$96	1.0%
Total Program Expenditures (All Funds)	\$71,057	\$73,926	\$74,788	\$862	1.2%

Court Service Unit



PROBATION

Program Description: This program provides case management and life skills, investigation screening and report writing, mental health services, probation/parole, and skills development.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$967,982	\$955,577	\$986,549	\$30,972	3.2%
Non-Personnel	\$80,878	\$47,146	\$49,145	\$1,999	4.2%
Total Program Expenditures (All Funds)	\$1,048,860	\$1,002,723	\$1,035,694	\$32,971	3.3%
Total Program FTEs	7.00	7.00	7.00	0.00	0.0%

Department of Emergency & Customer Communications



The Department of Emergency & Customer Communications (DECC) ensures the effective delivery of routine (311) and emergency (911) communications for the City's public safety services. DECC is the Public Safety Answering Point for all emergency services, law enforcement, fire and emergency medical services within the City of Alexandria. DECC's mission is to provide a safe and secure environment by facilitating Police, Fire, and Medical Dispatch, and to preserve and protect lives and property of all persons living in and visiting the City of Alexandria in a courteous, prompt, efficient, and professional manner. DECC implemented a non-emergency multi-option Alex311 call and contact system in February 2020 to better service Alexandria residents. Customer service is essential to DECC's success, so DECC employees strive to treat each caller with empathy and respect.

Department Contact Info

703.746.4444

<https://www.alexandriava.gov/DECC>

Department Head

Renee Gordon

Department of Emergency & Customer Communications



EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
Personnel	\$6,428,888	\$6,603,966	\$6,894,332	\$290,366	4.4%
Non-Personnel	\$1,711,542	\$2,218,954	\$2,208,357	(\$10,597)	-0.5%
Capital Goods Outlay	\$0	\$25,911	\$25,911	\$0	0.0%
Total	\$8,140,430	\$8,848,831	\$9,128,600	\$279,769	3.2%
Expenditures by Fund					
General Fund	\$8,029,148	\$8,727,703	\$9,020,282	\$292,579	3.4%
Other Special Revenue	\$64,860	\$72,828	\$63,807	(\$9,021)	-12.4%
Sanitary Sewer	\$46,422	\$48,300	\$44,511	(\$3,789)	-7.8%
Total	\$8,140,430	\$8,848,831	\$9,128,600	\$279,769	3.2%
Total Department FTEs	63.50	62.50	62.50	0.00	0.0%

FISCAL YEAR HIGHLIGHTS

- Personnel increases due to step increases, employee health elections, retirement, and savings from a vacant position. Overtime is also reduced due to savings from a reclassification of 4.00 FTEs that reduces the number of non-emergency calls sent to 9-1-1 operations during peak times.
- Non-Personnel decreased due to a reduction across programs including printing and binding, motor pool, internal printing, membership; subscriptions; and books, professional services, and travel and training. Capital Goods Outlay remain flat for FY 2022. These decreases are offset by increases in other equipment maintenance, interpreting services, and equipment replacement charges to maintain current services.

Department of Emergency & Customer Communications



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	62.50	\$8,848,831
All Programs Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$522,563
All Programs All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total this generated \$0.7 million of General Fund savings.	0.00	(\$85,000)
All Programs Non-Personnel Expenditures Reduction—This reduction will come from printing and binding, motor pool, internal printing, membership; subscriptions; and books, and professional services.	0.00	(\$9,375)
Operations Reclassification—Reclassifying 4 Public Safety Communications Officer positions to newly created Customer Service Agent positions generates savings by having the new positions reduce the number of non-emergency calls being sent to 9-1-1 operations by answering them during peak hours.	0.00	(\$48,419)
Operations Overtime Reduction—This reduction to overtime by 26% is achieved by having the newly reclassified positions answer more non-emergency calls.	0.00	(\$100,000)
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	62.50	\$9,128,600



PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Increase the percentage of residents who have a positive overall feeling of safety in Alexandria from 2016's 80% (fiscal year).

Department Key Indicators

All data is reported by the department. Blue arrows indicate improvement, orange arrows indicate a need for improvement and N/A does not indicate a trend. The dashed line is the target selected by the department.

	Most Recent	Change from Last	Annual Trend		
Number of 911 calls for service received	63,504	▼	63,145 FY18	67,532 FY19	63,504 FY20
Number of non-emergency calls received	227,683	▲	236,696 FY18	225,005 FY19	227,683 FY20
Percent of 911 calls answered within 10 seconds	91%	▼	92% FY18	92% FY19	91% FY20
Number of dispatches	120,818	▲	107,642 FY18	109,884 FY19	120,818 FY20

Department of Emergency & Customer Communications



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Call Taking & Dispatching-Emergency calls	Answers all 911 and Text to 911 emergency calls routed to the department from an Alexandria address or wireless device routed through a cell phone tower located in or around Alexandria.	0.75 M	2
Call Taking and Dispatching-Dispatch Police, Fire Units and Animal Control	Dispatching police, fire units and Animal Control to incidents that requires a physical response and mitigation.	1.56 M	2
Leadership & Management	Complete evaluation, operate all equipment and provide supervision of the department.	1.69 M	2
Attend mandatory required training and recertification training	Recertify in CPR, EMD, EFD, VCIN/NCIC recertification, NIMS training and the state mandated Virginia Basic Dispatch School.	0.50 M	3
Call Taking for Non-emergency/Administrative Calls	Answer all calls received on the non-emergency telephone lines	1.23 M	3
Call.Click.Connect	Single point of contact for City services and information	0.61 M	3
CALEA Accreditation	Ensuring the Department is in compliance with a set of standards developed by the Commission on Accreditation for Law Enforcement Agencies	0.22 M	4
CityWorks Service Requests	Create, monitor and route service requests submitted via phone, email and CCC web portal for the public and on behalf of City Council.	0.25 M	4
Mission Critical IT	Supporting all Public Safety Systems	0.58 M	4
Quality Assurance Reviews	Review and evaluation of a telecommuter's duties	0.30 M	4
Radio Support - In-Building Coverage Program	Ensure new construction projects in the city provide in-building coverage systems for public safety.	0.26 M	4
Radio Support - Maintain Radio System and Subscriber Support	Maintain the infrastructure associated with the city-wide public safety radio system and assist city departments with maintaining their fleet of radios.	0.38 M	4
Tows and Impounds	Maintain both police and private tows and impounds within the City of Alexandria. Perform all necessary VCIN/NCIC functions in relation to tows and impounds.	0.24 M	4
VCIN/NCIC Criminal History Checks	Send and respond to hit confirmations regarding warrant and other criminal/civil checks, as well as send and receive administrative messages.	0.24 M	4

Department of Emergency & Customer Communications



PROGRAM LEVEL SUMMARY

Program	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Leadership & Management	\$707,202	\$331,333	\$633,652	\$302,319	91.2%
Operations	\$7,433,228	\$8,517,498	\$8,494,948	(\$22,550)	-0.3%
Total Expenditures (All Funds)	\$8,140,430	\$8,848,831	\$9,128,600	\$279,769	3.2%

- Leadership & Management increases due to step increases, fringe benefits, a vacancy, and in Internal Services due to depreciation for equipment replacement
- Operations decreases due to reclassifying 4.00 FTEs, reducing overtime, and reducing non-personnel expenditures.

Department of Emergency & Customer Communications



PROGRAM LEVEL SUMMARY

Program	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	Change 2021 - 2022	% Change 2021 - 2022
Leadership & Management	3.00	4.00	4.00	0.00	0.0%
Operations	60.50	58.50	58.50	0.00	0.0%
Total FTEs	63.50	62.50	62.50	0.00	0.0%

- Leadership & Management remains flat.
- Operations remains flat.

Department of Emergency & Customer Communications



LEADERSHIP & MANAGEMENT

Program Description: This program provides leadership on all fiscal and human resource matters, administrative assignments, and coordination on departmental projects.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$644,586	\$280,476	\$584,234	\$303,758	108.3%
Non-Personnel	\$62,617	\$44,857	\$43,418	(\$1,439)	-3.2%
Capital Goods Outlay	\$0	\$6,000	\$6,000	\$0	0.0%
Total Program Expenditures (All Funds)	\$707,202	\$331,333	\$633,652	\$302,319	91.2%
Total Program FTEs	3.00	4.00	4.00	0.00	0.0%

OPERATIONS

Program Description: This program provides support to the city public safety mission by maintaining information & technology, quality assurance, both entry level and in-service training programs at a high performance level. In addition, Operations supports the emergency and non-emergency call-taking and dispatching personnel through Alex311, telephone, and radio communications.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$5,784,303	\$6,323,490	\$6,310,098	(\$13,392)	-0.2%
Non-Personnel	\$1,648,925	\$2,174,097	\$2,164,939	(\$9,158)	-0.4%
Capital Goods Outlay	\$0	\$19,911	\$19,911	\$0	0.0%
Total Program Expenditures (All Funds)	\$7,433,228	\$8,517,498	\$8,494,948	(\$22,550)	-0.3%
Total Program FTEs	60.50	58.50	58.50	0.00	0.0%

Fire Department



The mission of the Alexandria Fire Department is to plan for and deliver responsive and caring emergency service; mitigate emergencies and disasters; prevent the loss of life; protect property; and enforce applicable construction, fire, and building maintenance codes for City residents and the general public in order to maintain and enhance public safety.

Department Contact Info

703.746.4444

<http://alexandriava.gov/fire>

Department Head

Chief Corey A. Smedley

Fire Department



EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
Personnel	\$48,980,664	\$49,874,366	\$49,021,022	(\$853,344)	-1.7%
Non-Personnel	\$5,550,697	\$5,562,633	\$5,921,787	\$359,154	6.5%
Capital Goods Outlay	\$613,013	\$537,916	\$648,720	\$110,804	20.6%
Transfer to CIP	\$94,961	\$0	\$0	\$0	0.0%
Debt Service	\$1,745,869	\$1,694,608	\$1,737,156	\$42,548	2.5%
Total	\$56,985,205	\$57,669,523	\$57,328,685	(\$340,838)	-0.6%
Expenditures by Fund					
General Fund	\$53,409,506	\$54,008,566	\$53,751,459	(\$257,107)	-0.5%
Non-Fiscal Year Grants	\$2,449,165	\$2,275,252	\$2,088,334	(\$186,918)	-8.2%
Fiscal Year Grants	\$677,140	\$651,036	\$643,419	(\$7,617)	-1.2%
Donations	\$0	\$2,500	\$2,500	\$0	0.0%
Other Special Revenue	\$0	\$40,000	\$40,000	\$0	0.0%
Internal Service Fund	\$449,393	\$692,169	\$802,973	\$110,804	16.0%
Total	\$56,985,205	\$57,669,523	\$57,328,685	(\$340,838)	-0.6%
Total Department FTEs	293.50	300.50	301.50	1.00	0.3%

FISCAL YEAR HIGHLIGHTS

- Personnel decreases due in part to an experience-based reduction in workers compensation and employee health insurance elections and in part to an FY 2021 budget calculation error for Fire employees with non-40-hour work schedules that resulted in a salary surplus for those employees in FY 2021 which has been corrected in FY 2022. These decreases are partially offset by a decrease in vacancy savings.
- 1.00 FTE is being added for FY 2022. This position was an overhire and is for the Chief of Staff.
- Non-personnel increases due to the restoration of equipment replacement fund contributions.
- Capital Goods Outlay increases due to light duty vehicular equipment purchases in the fleet plan.
- Debt Service increases overall for FY 2022 due to the inclusion of debt-financed purchases from the FY 2020 and FY 2021 capital budgets.

Fire Department



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	300.50	\$57,699,523
All Programs Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	1.00	(\$309,759)
All Programs All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total this generated \$0.7 million of General Fund savings.	0.00	(\$103,627)
Fire, EMS and Special Operations Response This budget includes a \$42,548 increase in debt service for equipment replacements purchased in FY 2020 and FY 2021. This represents a \$327,907 reduction in debt service planned in the FY 2021 fleet plan due to the deferral of 5 engines and 3 special services vehicles and advancement of 4 medic unit replacements. One medic unit is now scheduled for replacement in each year of the fleet plan from FY 2022 to FY 2025.	0.00	\$42,548
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	301.50	\$57,328,685



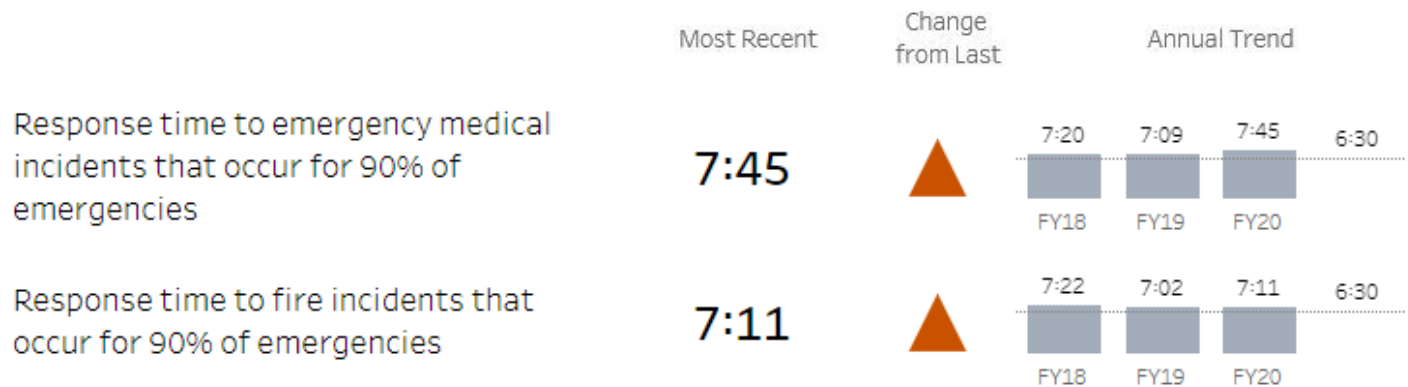
PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Reduce the response time for 90% of medical incidents from 6:52 (six minutes and fifty-two seconds) in 2016 to 6:30 (six minutes and thirty seconds).
- Reduce the response time for 90% of fire incidents from 6:57 (six minutes and fifty-seven seconds) in 2016 to 6:30 (six minutes and thirty seconds).
- Increase the percentage of residents who have a positive overall feeling of safety in Alexandria from 2016's 80%.
- Increase Alexandria's Building Insurance Services Office rating from 82 in 2016 to 85 out of 100.

Department Key Indicators

All data is reported by the department. Blue arrows indicate improvement, orange arrows indicate a need for improvement and N/A does not indicate a trend. The dashed line is the target selected by the department.



Fire Department



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Fire, rescue, emergency medical service, and special operations response	Respond, control, and mitigate emergencies. Treat and transport sick and injured patients. Control, contain, and mitigate oil and chemical releases that impact lives, property, and the environment. Perform rescues from vehicle entrapments, confined spaces, trenches, and building collapses. Respond to searches, rescues, and fire suppression on rivers and tributaries.	41.72 M	1
Leadership and Administration	Administration of department functions relating to leadership and management. The Fiscal team verifies employee payroll, pay bills and invoices, manages grants, and develop and monitors the annual budget. The Human Resource team coordinates workforce hiring processes, benefit management, professional development, and employee relations. The Fire Information Technology team deploys and maintains mobile computers, radios, and other technologies for emergency responders.	3.12 M	1
Emergency preparedness, mitigation, and recovery	Develop capabilities, exercises, and training programs to prepare the City for significant incidents, events, or disasters. Coordinate City response and recovery during large-scale emergencies, disasters, or special events.	0.87 M	2
Fire life safety inspections and investigations	Administer the provisions of the Virginia Fire Prevention Code as well as applicable sections of the Virginia Construction Code and City Code. Enforce building code compliance through inspections and education programs. Investigate incidents relating to fires, including incidents with the release of hazardous materials and environmental crimes.	2.06 M	2
Recruit academy instruction and professional development for emergency responders	Provide instruction and certification for entry level firefighters, emergency medical technicians, and paramedics. Develop skill, technician, and leadership capabilities for fire, rescue, and emergency medical service responders.	1.78 M	2
Fire Health & Safety	Improves the safety, health, and wellness of emergency responders and support staff. Staff investigates instances of personnel injury and property damage to recommend safety improvements and investments. Staff coordinates employee medical monitoring, workers compensation and return to full duty processes. Preventive health practices include physical fitness, nutrition, behavior support, and wellness programs.	2.21 M	3
Logistics, facility management, and fleet maintenance	Procures supplies, personal protective equipment, and emergency logistics for responders. Manages repairs of facilities and provides oversight of larger maintenance projects. Maintains the fleet of emergency and support vehicles in a state of readiness.	3.40 M	3

Fire Department



PROGRAM LEVEL SUMMARY

Program	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Leadership and Management	\$3,039,374	\$3,209,603	\$3,592,445	\$382,842	11.9%
Emergency Management	\$778,856	\$1,027,236	\$810,657	(\$216,579)	-21.1%
Employee Professional Development	\$1,981,974	\$1,220,449	\$1,174,921	(\$45,528)	-3.7%
Fire, EMS, & Special Operations Response	\$45,600,763	\$46,432,840	\$45,614,884	(\$817,956)	-1.8%
Fire Prevention and Life Safety	\$1,961,522	\$2,066,063	\$2,167,429	\$101,366	4.9%
Logistics	\$3,622,714	\$3,713,332	\$3,968,349	\$255,017	6.9%
Total Expenditures (All Funds)	\$56,985,204	\$57,669,523	\$57,328,685	(\$340,838)	-0.6%

- Leadership and Management increases due to step increases, retirement contributions, and equipment replacement charges being restored in the FY 2022 budget.
- Emergency Management decreases due to a vacancy from a position being reallocated to Fire, EMS, & Special Operations Response and fringe benefits decreases due to a vacancy and employee elections of health benefits. Decreases are also occurring in full time employee salaries and long term disability group insurance, retirement contributions, and social security due to a technical correction to positions within the department that have non-40-hour work schedules.
- Fire, EMS, & Special Operations Response decreases due to a technical correction to salaries and benefits, employee elections of benefits, and workers compensation. These decreases are partially offset by a decrease in vacancy savings.
- Fire Prevention and Life Safety increases due to step increases and fringe benefits.
- Logistics increases due to equipment replacement charges in Internal Services and Capital Goods Outlay due to the fleet plan.

Fire Department



PROGRAM LEVEL SUMMARY

Program	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	Change 2021 - 2022	% Change 2021 - 2022
Leadership and Management	15.00	16.00	17.00	1.00	6.3%
Emergency Management	4.00	4.00	3.00	(1.00)	-25.0%
Employee Professional Development	4.00	4.00	4.00	0.00	0.0%
Fire, EMS, & Special Operations Response	248.00	254.00	255.00	1.00	0.4%
Fire Prevention and Life Safety	15.50	15.50	15.50	0.00	0.0%
Logistics	7.00	7.00	7.00	0.00	0.0%
Total FTEs	293.50	300.50	301.50	1.00	0.3%

- Leadership and Management increases by 1.0 FTE due to the addition of a Chief of Staff that is moving from an overhire position.
- 1.0 FTE was reallocated from Emergency Management to Fire, EMS, & Special Operations Response.

Fire Department



LEADERSHIP AND MANAGEMENT

Program Description: This program provides community services, finance, human resources, and safety.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$2,239,721	\$2,553,972	\$2,723,297	\$169,325	6.6%
Non-Personnel	\$799,653	\$655,631	\$869,148	\$213,517	32.6%
Total Program Expenditures (All Funds)	\$3,039,374	\$3,209,603	\$3,592,445	\$382,842	11.9%
Total Program FTEs	15.00	16.00	17.00	1.00	6.3%

CITY EMERGENCY MANAGEMENT, PLANNING & PREPAREDNESS

Program Description: This program provides community outreach and preparedness, emergency management planning, emergency management response, and training and exercises.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$484,645	\$604,190	\$384,494	(\$219,696)	-36.4%
Non-Personnel	\$294,212	\$423,046	\$426,163	\$3,117	0.7%
Capital Goods Outlay	\$0	\$0	\$0	\$0	0.0%
Interfund Transfer	\$0	\$0	\$0	\$0	
Debt Service	\$0	\$0	\$0	\$0	
Total Program Expenditures (All Funds)	\$778,856	\$1,027,236	\$810,657	(\$216,579)	-21.1%
Total Program FTEs	4.00	4.00	3.00	-1.00	-25.0%

Fire Department



EMPLOYEE PROFESSIONAL DEVELOPMENT

Program Description: This program provides employee professional development to ensure adequately trained new and current personnel.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$1,223,108	\$780,455	\$769,724	(\$10,731)	-1.4%
Non-Personnel	\$672,966	\$439,994	\$405,197	(\$34,797)	-7.9%
Capital Goods Outlay	\$85,900	\$0	\$0	\$0	
Total Program Expenditures (All Funds)	\$1,981,974	\$1,220,449	\$1,174,921	(\$45,528)	-3.7%
Total Program FTEs	4.00	4.00	4.00	0.00	0.0%

FIRE, EMS, AND SPECIAL OPERATIONS RESPONSE

Program Description: This program provides special operations such as HAZMAT, Marine Operations and Technical Rescue.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$42,227,675	\$43,047,126	\$42,174,780	(\$872,346)	-2.0%
Non-Personnel	\$1,369,300	\$1,576,444	\$1,588,286	\$11,842	0.8%
Capital Goods Outlay	\$257,919	\$114,662	\$114,662	\$0	0.0%
Debt Service	\$1,745,869	\$1,694,608	\$1,737,156	\$42,548	2.5%
Total Program Expenditures (All Funds)	\$45,600,763	\$46,432,840	\$45,614,884	(\$817,956)	-1.8%
Total Program FTEs	248.00	254.00	255.00	1.00	0.4%

Fire Department



FIRE PREVENTION AND LIFE SAFETY

Program Description: This program provides fire inspections, fire investigations, and fire systems retesting.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$1,947,777	\$2,060,838	\$2,159,904	\$99,066	4.8%
Non-Personnel	\$13,745	\$5,225	\$7,525	\$2,300	44.0%
Total Program Expenditures (All Funds)	\$1,961,522	\$2,066,063	\$2,167,429	\$101,366	4.9%
Total Program FTEs	15.50	15.50	15.50	0.00	0.0%

LOGISTICS

Program Description: This program provides facilities management, and supply management.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$857,738	\$827,785	\$808,823	(\$18,962)	-2.3%
Non-Personnel	\$2,400,820	\$2,462,293	\$2,625,468	\$163,175	6.6%
Capital Goods Outlay	\$269,194	\$423,254	\$534,058	\$110,804	26.2%
Transfer to CIP	\$94,961	\$0	\$0	\$0	0.0%
Total Program Expenditures (All Funds)	\$3,622,714	\$3,713,332	\$3,968,349	\$255,017	6.9%
Total Program FTEs	7.00	7.00	7.00	0.00	0.0%

CITY OF ALEXANDRIA, VIRGINIA

Office of Human Rights



The Office of Human Rights is responsible for enforcing the Alexandria Human Rights Code, along with federal and state antidiscrimination laws, and can receive, investigate, mediate, make findings on, and conciliate complaints of discrimination. The Office staff strives to enable everyone to share equally in Alexandria's quality of life, to provide services to make the City more welcoming to all people, and to make City government more reflective of the community. The Director works closely with the Human Rights Commission, and coordinates the staffing of the Commission on Persons with Disabilities. The ADA Program Manager ensures that the City's programs, services, policies, and procedures are in compliance with the Americans with Disabilities Act, as amended, by collaborating with City departments, businesses, and nonprofits. Starting in FY 2022, the City's new and ongoing deportation legal assistance initiative (\$100,000) will be budgeted in the Office of Human Rights.

Department Contact Info

703.746.3140

<http://www.alexandriava.gov/HumanRights>

Department Head

Jean Kelleher

CITY OF ALEXANDRIA, VIRGINIA

Office of Human Rights



EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
Personnel	\$812,150	\$822,433	\$828,477	\$6,044	0.7%
Non-Personnel	\$129,467	\$160,669	\$210,259	\$49,590	30.9%
Total	\$941,617	\$983,102	\$1,038,736	\$55,634	5.7%
Expenditures by Fund					
General Fund	\$925,429	\$940,880	\$1,001,984	\$61,104	6.5%
Non-Fiscal Year Grants	\$15,188	\$38,700	\$33,230	(\$5,470)	-14.1%
Donations	\$1,000	\$3,522	\$3,522	\$0	0.0%
Total	\$941,617	\$983,102	\$1,038,736	\$55,634	5.7%
Total Department FTEs	6.00	6.00	6.00	0.00	0.0%

FISCAL YEAR HIGHLIGHTS

- Personnel expenditures increase based on merit pay increases and healthcare elections.
- Non-personnel expenditures increase due to a reallocation from Contingency Reserves to continue to provide funding for contractual legal assistance (\$100,000) to City residents facing potential deportation. The legal assistance function was initiated by City Council in FY 2019 and now has been fully implemented, and since it is now ongoing should be budgeted in the City department which oversees this contract. This was partially offset by a 50% reduction in travel and education costs as well as a reduction in Tavern Square rental fees.
- Non-Fiscal Year Grants and Donation assumptions remain unchanged compared to FY 2021 appropriations.

CITY OF ALEXANDRIA, VIRGINIA
Office of Human Rights



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	6.00	\$983,102
All Programs Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	(\$7,262)
All Programs Legal Aid Justice Center Program — The LAJC program provides individual consultation and potential relief options to the underserved immigrant residents within the City. The LAJC program is committed to helping City residents navigate the complex immigration system and provide additional follow-up services. This funding is reallocated from the Non-Departmental General Fund.	0.00	\$100,000
All Programs All Tavern Square office space cost estimates are adjusted in the FY 2022 proposed budget to reflect a lease extension agreement. In total this generated 0.6 million of General Fund savings.	0.00	(\$34,813)
All Programs All General Fund travel, conferences, mileage, education and training dollars were reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the temporary travel restrictions and the delay or cancellation of many in-person training opportunities. In total this generated 0.7 million of General Fund savings.	0.00	(\$2,291)
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	6.00	\$1,038,736

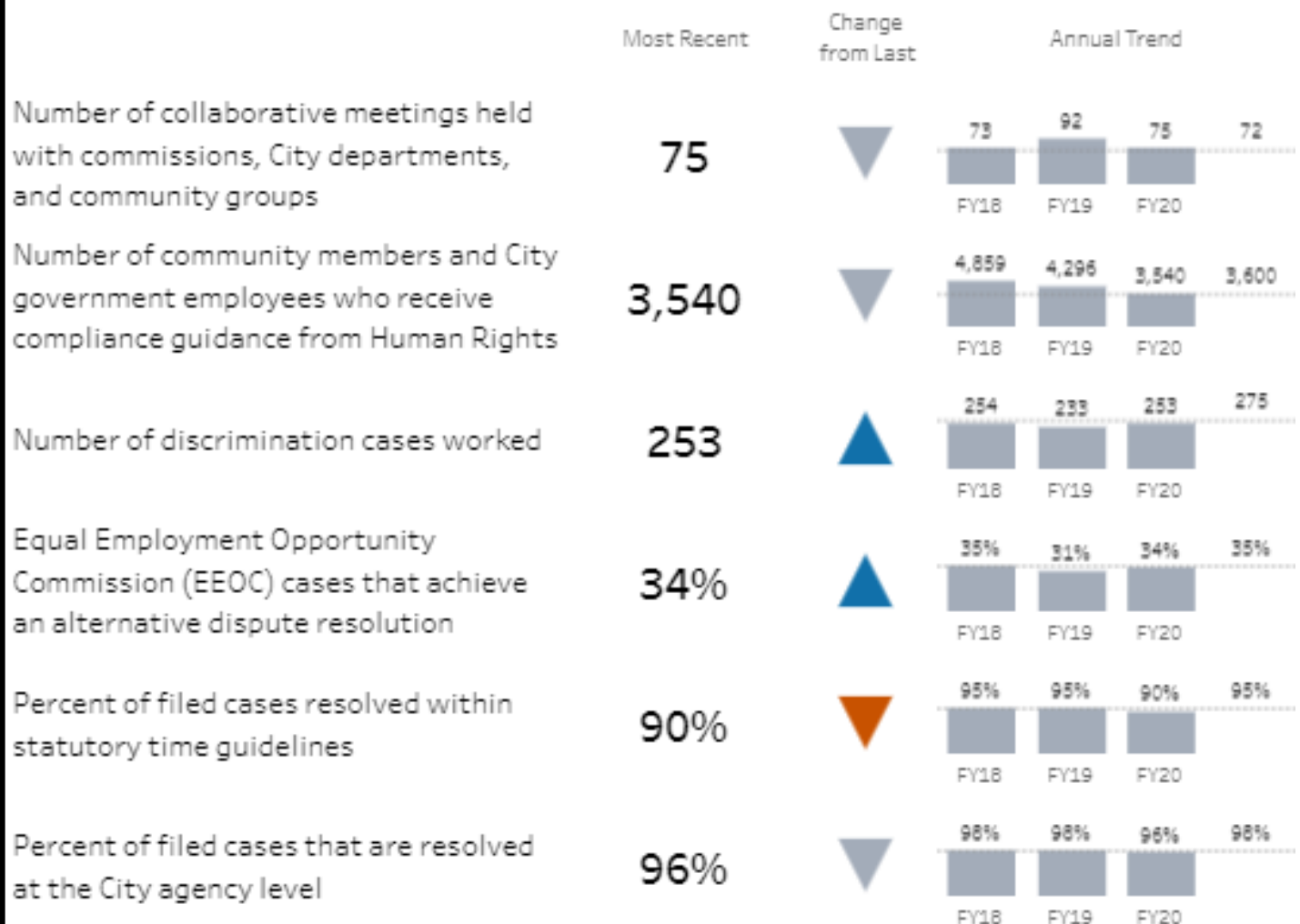


PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department:

Increase the percentage of residents who do not perceive barriers to living in Alexandria based on age, gender, race, national origin, religion, disability, or sexual orientation from 2016's 80%.

All data is reported by the department. Blue arrows indicate improvement, orange arrows indicates a need for improvement and N/A does not indicate a trend. The dashed line is the target selected by the department.



CITY OF ALEXANDRIA, VIRGINIA
Office of Human Rights



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
ADA Compliance	Conducts compliance reviews in accordance with Title II of the Americans with Disabilities Act (ADA) of City plans and policies as well as investigates and consults with City Departments.	0.19 M	1
ADA Reasonable Accommodations	Manages the review and approval of reasonable accommodations in accordance with ADA.	0.05 M	1
Enforcement	Enforces federal, state and local anti-discrimination laws through complaint investigation, resolution, and consultation.	0.66 M	2
Commission Staffing	Provides staffing and resource support for the Alexandria Human Rights Commission and the Alexandria Commission on Persons with Disabilities.	0.07 M	3
Engagement of Diverse Communities	Coordinates outreach and training with diverse communities, including providing guidance on filing complaints, jurisdictional issues, and resources.	0.01 M	3

Juvenile & Domestic Relations District Court



Alexandria Juvenile and Domestic Relations Court provides effective, efficient and quality services, programs and interventions to juveniles, adults and families while addressing public safety, victim impact, offender accountability and competency development in accordance with court orders, provisions of the Code of Virginia and standards set forth by the Department of Juvenile Justice. The Juvenile and Domestic Relations District Court hears all cases of youth under 18 years of age who are charged with, or are the victims of, crimes, traffic or other violations of the law in City of Alexandria. This court also hears petitions for custody and support, as well as family abuse cases, cases where adults have been accused of child abuse or neglect, and criminal cases where the defendant and alleged victim are family or household members.

Department Contact Info

703.746.4141

www.alexandriava.gov/jdrcourt

Department Head

Constance H. Frogale



EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
Personnel	\$52,145	\$51,724	\$51,724	\$0	0.0%
Non-Personnel	\$21,448	\$34,087	\$25,185	-\$8,902	-26.1%
Total	\$73,593	\$85,811	\$76,909	-\$8,902	-10.4%
Expenditures by Fund					
General Fund	\$73,593	\$85,811	\$76,909	-\$8,902	-10.4%
Total	\$73,593	\$85,811	\$76,909	-\$8,902	-10.4%

FISCAL YEAR HIGHLIGHTS

- Personnel expenditures remain flat compared to FY 2021 levels.
- Non-personnel expenditures decrease in contractual services, commodities, internal services and other non-personnel costs to align with actual spending costs in addition to a 50% City-wide reduction in travel and education.



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	0.00	\$85,811
All Programs Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	(\$4,977)
All Programs All General Fund travel, conferences, mileage, education and training dollars were reduced by 50% in the amended FY 2022 proposed budget version 2.0 due to COVID-19. Cancelled and delayed travel restrictions resulted in the cancellation of many in person training opportunities. This generated a total of 0.7 million of General Fund savings.	0.00	(\$3,925)
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	0.00	\$76,909

PERFORMANCE INDICATORS

	2018 Actual	2019 Actual	2020 Actual	2021 Estimate	Target
<i>Number of juvenile cases transactions</i>	6,500	6,283	3,881	5,500	6,500
<i>Number of domestic relations cases transactions</i>	5,350	5,018	4,488	6,200	6,500

Other Public Safety & Justice Services



The Other Public Safety & Justice Services budget is a collection of contributions to regional and other non-government agencies that deliver public safety and justice services to City residents, including:

- Adult Probation & Parole
- National Capital Region Homeland Security Projects
- Northern Virginia Criminal Justice Training Academy
- Northern Virginia Juvenile Detention Home
- Office of the Magistrate
- Public Defender
- Sheltercare
- Volunteer Alexandria
- Pretrial & Probation

Agency Contact Info

Adult Probation & Parole:

Alfreda Shinns, Chief Probation Officer

Alternative Community Service Agency:

Marion Brunken, Director

Northern Virginia Criminal Justice Training Academy:

Robert Callahan, Executive Director

Northern Virginia Juvenile Detention Home:

Johnitha McNair, Executive Director

Office of the Magistrate:

Adam Willard, Chief Magistrate 5th Region

Public Defender's Office:

Paul Pepper, Public Defender

Sheltercare Agency:

Susan Lumpkin, Director

Pretrial & Probation:

Debra Collins, Deputy City Manager

Other Public Safety & Justice Services



EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
Personnel	\$507,629	\$521,519	\$1,190,678	\$669,159	128.3%
Non-Personnel	\$4,005,599	\$4,054,272	\$3,881,504	(\$172,768)	-4.3%
Capital Goods Outlay	\$0	\$1,000	\$1,000	\$0	0.0%
Total	\$4,513,228	\$4,576,791	\$5,073,182	\$496,391	10.8%
Expenditures by Fund					
General Fund	\$4,387,315	\$4,392,614	\$4,394,654	\$2,040	0.0%
Fiscal Year Grants	\$125,914	\$184,177	\$678,528	\$494,351	268.4%
Total	\$4,513,228	\$4,576,791	\$5,073,182	\$496,391	10.8%
Total Department FTEs	0.00	0.00	6.00	6.00	-

FISCAL YEAR HIGHLIGHTS

- The FY 2022 budget for Other Public Safety & Justice Services increased \$671,478 due to the addition of the Pretrial & Probation program moving from the Sheriff's Office.
- Personnel increases due to the addition of 6.00 FTEs from the Pretrial & Probation program.
- Non-personnel decreases due to budget decreases in Northern Virginia Juvenile Detention Center, Public Defender, and the Northern Virginia Criminal Justice Academy.

Other Public Safety & Justice Services



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	\$4,576,791
Adult Probation & Parole The Adult Probation & Parole budget increases due to state salary and merit adjustments resulting in an increase in the City's pay supplement.	\$67,058
Northern Virginia Criminal Justice Academy (NVCJA) The NVCJA budget decreases due to decreases in operating cost obligations of the City of Alexandria to NVCJA.	(\$4,642)
Northern Virginia Juvenile Detention Center (NVJDC) The NVJDC budget decreases due to decreases in operating cost obligations of the City of Alexandria to NVJDC.	(\$143,204)
Public Defender Lease Savings—All Tavern Square office space cost estimates are adjusted in the FY 2022 proposed budget to reflect a lease extension agreement. In total this generated \$0.6 million of General Fund savings.	(\$82,610)
Public Defender The Public Defender budget decreases due to a vacancy. The City's pay supplement is calculated by taking the difference between an equivalent City employee's salary and the state level salary.	(\$11,443)
Sheltercare The Sheltercare budget decreases primarily due to benefits, professional fees, and maintenance adjustments.	(\$44)
Pretrial & Probation This grant funded program is moving from the Sheriff's Office to the City of Alexandria. Its expenditures have not changed significantly from moving, but its costs have increased the budget for Other Public Safety.	\$671,478
Magistrate Office of the Magistrate—All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. No other significant changes in expenditures from FY 2021 levels are occurring.	(\$202)
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	\$5,073,182

Other Public Safety & Justice Services



AGENCY LEVEL SUMMARY

Agency	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Adult Probation & Parole	\$266,001	\$237,054	\$304,112	\$67,058	28.3%
National Capital Region Homeland Security Projects	\$99,332	\$100,000	\$100,000	\$0	0.0%
Northern Virginia Criminal Justice Academy	\$635,078	\$724,286	\$719,644	(\$4,642)	-0.6%
Northern Virginia Juvenile Detention Center	\$1,673,518	\$1,519,825	\$1,376,621	(\$143,204)	-9.4%
Office of the Magistrate	\$33,879	\$41,862	\$41,660	(\$202)	-0.5%
Public Defender	\$506,745	\$551,857	\$457,804	(\$94,053)	-17.0%
Sheltercare	\$1,285,838	\$1,382,707	\$1,382,663	(\$44)	0.0%
Volunteer Alexandria	\$12,837	\$19,200	\$19,200	\$0	0.0%
Pretrial & Probation	\$0	\$0	\$671,478	\$671,478	0.0%
Total Expenditures (All Funds)	\$4,513,228	\$4,576,791	\$5,073,182	\$496,391	10.8%

- The Adult Probation & Parole budget increases due to state salary and merit adjustments resulting in an increase in the City's pay supplement.
- Metropolitan Washington Council of Governments (MWCOG) National Capital Regional Homeland Security Projects fund is unchanged.
- Northern Virginia Criminal Justice Academy (NVCJA) decreases due to decreases in operating cost obligations of the City of Alexandria to NVCJA.
- Northern Virginia Juvenile Detention Center (NVJDC) decreases in operating cost obligations of the City of Alexandria to NVJDC.
- Office of the Magistrate has no significant changes in expenditures from FY 2021 levels.
- Public Defender decreases due to lease savings from Tavern Square office space and due to a vacancy. The City's pay supplement is calculated by taking the difference between an equivalent City employee's salary and the state level salary.
- Sheltercare decreases due to benefits, professional fees, and maintenance adjustments.
- Volunteer Alexandria has no significant changes in expenditures from FY 2021 levels.
- Pretrial & Probation is relocating from the Sheriff's Office and is increasing expenditures in Other Public Safety & Justice Services.

Other Public Safety & Justice Services



ADULT PROBATION & PAROLE

Agency Description: This agency provides supervision, treatment, and services to persons on parole or probation who live within the City of Alexandria.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$266,001	\$237,054	\$304,112	\$67,058	28.3%
Total Program Expenditures (All Funds)	\$266,001	\$237,054	\$304,112	\$67,058	28.3%

Key Indicators	FY 2020 Actual	2021 Estimate	Target
<i># of offenders served</i>	650	1,000	1,000
<i>Pre-sentence Investigations (PSIs) Completed</i>	34	120	120
<i>Percentage of cases closed successfully</i>	64.0%	65.0%	65.0%

NATIONAL CAPITAL REGION HOMELAND SECURITY PROJECTS

Program Description: Metropolitan Washington Council of Governments (MWCOG) National Capital Regional Homeland Security Projects serves as the administrator of funding contributions from local jurisdictions for a Regional Public Safety Fund. Local funds are used to implement projects focused on preparedness for security, natural disaster, and/or other major incidents.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Non-Personnel	\$99,332	\$100,000	\$100,000	\$0	0.0%
Total Program Expenditures (All Funds)	\$99,332	\$100,000	\$100,000	\$0	0.0%

Other Public Safety & Justice Services



NORTHERN VIRGINIA CRIMINAL JUSTICE ACADEMY

Agency Description: This agency provides certified training for sworn Police and Sheriff personnel and other law enforcement staff in 17 local governments and government-sanctioned organizations.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Non-Personnel	\$635,078	\$724,286	\$719,644	(\$4,642)	-0.6%
Total Program Expenditures (All Funds)	\$635,078	\$724,286	\$719,644	(\$4,642)	-0.6%

Key Indicators	FY 2020 Actual	2021 Estimate	Target
<i># of recruits for Alexandria Police Department</i>	29	11	25
<i># of recruits for Alexandria Sheriff's Office</i>	37	N/A	15

NORTHERN VIRGINIA JUVENILE DETENTION CENTER

Agency Description: This agency provides service to confine juveniles from Alexandria, Arlington County, and Falls Church who are awaiting deposition of their cases by the Juvenile and Domestic Relations District Court, awaiting transfer to a State facility, serving sentences of six months or less, or awaiting release into a work Agency.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Non-Personnel	\$1,673,518	\$1,519,825	\$1,376,621	(\$143,204)	-9.4%
Total Program Expenditures (All Funds)	\$1,673,518	\$1,519,825	\$1,376,621	(\$143,204)	-9.4%

Key Indicators	FY 2020 Actual	2021 Estimate	Target
<i># of child care days provided</i>	4,461	4,640	4,898
<i># of detainees held</i>	170	96	142
<i># of detainees held without suicide</i>	170	96	142
<i># of Post-Dispositional residents receiving individual treatment plans</i>	170	96	142
<i># of staff receiving mandatory Dept. of Juvenile Justice training</i>	76	78	84
<i># of youth receiving medical screenings</i>	170	96	142
<i># of youth receiving mental health & suicide screenings</i>	170	96	142

Other Public Safety & Justice Services



OFFICE OF THE MAGISTRATE

Agency Description: This agency provides issuance of arrest warrants, summonses, subpoenas, and civil warrants and conducts bond hearings to set bail for individuals charged with a criminal offense in the City of Alexandria.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$25,087.81	\$24,897	\$24,897	\$0	0.0%
Non-Personnel	\$8,791.26	\$15,965	\$15,763	(\$202)	-1.3%
Capital Goods Outlay	\$0.00	\$1,000	\$1,000	\$0	0.0%
Total Program Expenditures (All Funds)	\$33,879	\$41,862	\$41,660	(\$202)	-0.5%

PUBLIC DEFENDER

Agency Description: This agency provides service as legal counsel for indigent City of Alexandria residents, both juveniles and adults, who have been charged with jailable offenses.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$216,540	\$259,568	\$235,778	(\$23,790)	-9.2%
Non-Personnel	\$290,205	\$292,289	\$222,026	(\$70,263)	-24.0%
Total Program Expenditures (All Funds)	\$506,745	\$551,857	\$457,804	(\$94,053)	-17.0%

Key Indicators	FY 2020 Actual	2021 Estimate	Target
<i>Total case load (Juvenile, Misdemeanor, & Felony)</i>	1,503	644	1,990

Other Public Safety & Justice Services



SHELTERCARE

Agency Description: This facility, which is located on the grounds of the Northern Virginia Juvenile Detention Center, provides counseling services for troubled youth, runaways, and abused children from the City of Alexandria.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Non-Personnel	\$1,285,838	\$1,382,707	\$1,382,663	(\$44)	0.0%
Total Program Expenditures (All Funds)	\$1,285,838	\$1,382,707	\$1,382,663	(\$44)	0.0%

Key Indicators	FY 2020 Actual	2021 Estimate	Target
<i>Percentage of at-risk youth for whom individualized services plans were developed with a minimum of two goals</i>	100.0%	100.0%	100.0%
<i># of at-risk child care days provided</i>	1,768	1,000	1,200
<i>Percentage of at-risk youth who improved their school attendance, if applicable</i>	96.0%	95.0%	95.0%
<i>Percentage of at-risk youth who received life skills education and training</i>	95.0%	95.0%	95.0%
<i>Percentage of beds utilized</i>	35.0%	70.0%	70.0%

VOLUNTEER ALEXANDRIA

Agency Description: This agency, among its varied volunteer-related services, provides assistance to individuals performing court-mandated community service within the City of Alexandria.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Non-Personnel	\$12,837	\$19,200	\$19,200	\$0	0.0%
Total Program Expenditures (All Funds)	\$12,837	\$19,200	\$19,200	\$0	0.0%

Key Indicators	FY 2020 Actual	2021 Estimate	Target
<i>Assigned volunteer client hours</i>	7,543	10,000	10,000
<i>Average hours per client</i>	42	60	60
<i># of clients placed with City of Alexandria agencies or nonprofits</i>	159	170	170
<i>Total clients served</i>	180	200	200
<i># of Circuit Court clients - open cases</i>	12	12	12

Other Public Safety & Justice Services



PRETRIAL & PROBATION

Agency Description: The program serves two purposes: supervising offenders and defendants in the community on behalf of the court system, and providing the courts information on misdemeanor defendants during the arraignment/bond review process. The program fulfills its mission from two operational components-- local probation and pretrial services. Previously this program was housed in the Sheriff's Office, but it is now a standalone agency.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$0	\$0	\$625,891	\$625,891	0.0%
Non-Personnel	\$0	\$0	\$45,587	\$45,587	0.0%
Total Program Expenditures (All Funds)	\$0	\$0	\$671,478	\$671,478	0.0%
Total Program FTEs	0.00	0.00	6.00	6.00	-

Police Department



The Alexandria Police Department (APD) is a progressive Police Department. It is dedicated to providing competent, courteous, professional and community oriented police services. APD is committed to maintaining and enhancing a strong and productive partnership with the community to continue to reduce crime and improve the quality of life in all of Alexandria's neighborhoods.

The Department provides and plans on expanding community oriented policing services including: responses to emergencies, alarms, reports of crimes, and all calls for service; provision of traffic enforcement; investigations of crimes; and deployment of specially trained units such as canine, motors, school resource officers, parking enforcement, and school crossing guards.

Through the use of community-oriented policing, modern technology, and crime analysis, the Police Department has been able to achieve and to maintain low crime rates. Alexandria maintains a modern, highly trained, technically skilled, energetic, diverse and well-equipped Police Department, with an authorized strength of 311.00 sworn and 117.63 civilian employees.

APD's technological innovation and applications assist in providing the highest quality service to the communities we serve.

The Alexandria Police Department has been internationally accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA) since 1986 and was accredited in 1991; APD has continued to maintain its accreditation since then and will be receiving its ninth accreditation in July 2020.

As per direction from City Council this Fall, presented at the end of the Police budget text, is the City Council requested information on the costs of phasing in a Body Worn Camera Program in the Police Department. This phase-in represents information only, and is not funded in the FY 2022 proposed budget.

Department Contact Info

703.746.4700

www.alexandriava.gov/police

Department Head

Michael L. Brown

Police Department



EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
Personnel	\$56,398,545	\$56,952,269	\$55,381,917	(\$1,570,352)	-2.8%
Non-Personnel	\$8,119,203	\$5,273,069	\$5,521,956	\$248,887	4.7%
Capital Goods Outlay	\$232,935	\$2,569,279	\$1,773,500	(\$795,779)	-31.0%
Total	\$64,750,683	\$64,794,617	\$62,677,373	(\$2,117,244)	-3.3%
Expenditures by Fund					
General Fund	\$63,434,498	\$62,042,696	\$60,713,172	(\$1,329,524)	-2.1%
Non-Fiscal Year Grants	\$100,337	\$82,288	\$82,288	\$0	0.0%
Fiscal Year Grants	\$37,353	\$0	\$0	\$0	
Other Special Revenue	\$615,622	\$139,413	\$139,413	\$0	0.0%
Internal Service Fund	\$562,873	\$2,530,220	\$1,742,500	(\$787,720)	-31.1%
Total	\$64,750,683	\$64,794,617	\$62,677,373	(\$2,117,244)	-3.3%
Total Department FTEs	427.38	428.63	425.63	-3.00	-0.7%

FISCAL YEAR HIGHLIGHTS

- Personnel decreases 3.00 FTE due to the proposed re-engineering of taxicab regulations which will enable the elimination of the Hack Enforcement Unit, hiring freeze of 5.00 FTE, and reduction in the number of overhire positions from 20.00 to 14.00 resulting in a budget savings of \$500,000.
- Non-personnel increases due to a replacement plan for Cellebrite premium forensic software for \$101,085 and the annual contract for hardware, software maintenance, and licenses in IT services increasing to cover equipment costs needed for the Technology, Data, & Analysis Division (TDAD).
- Capital Goods Outlay decreases due to a reduction in fleet replacement for FY 2022 which consists the replacement of 20 vehicles being deferred.



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	428.63	\$64,794,617
All Programs Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$823,152
All Programs All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total this generated \$0.7 million of General Fund savings.	0.00	(\$105,543)
Administrative Support Services Eliminate Hack Enforcement Unit—This reduction enabled by a proposed re-engineering of taxicab regulations eliminates the Hack Enforcement Unit by eliminating 3 positions and moving the employees to fill current department vacant positions outside of the Unit because of deregulation.	(3.00)	(\$303,117)
All Programs Temporary Hiring Freeze—This reduction temporarily defers the hiring of 5 vacant positions. These positions are a Senior Executive Assistant, Background Investigator, PEO II, Facilities Supervisor, and Accounting Clerk III.	0.00	(\$490,000)
All Programs Temporary Reduction in Overtime Budget—This efficiency reduces the department's overtime budget by 20% for FY 2022.	0.00	(\$300,521)
All Programs Reduction in FY 2022 Fleet Replacement—This efficiency defers the replacement of 20 vehicles.	0.00	(\$990,000)



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
Field Operations Bureau Software Subscription Replacement Plan—This supplemental is a service expansion that creates a replacement plan for Cellebrite Premium Forensic Software. It is a full-service subscription suite used to access locked mobile devices and utilizes both hardware and software.	0.00	\$101,085
All Programs Non-Personnel Expenditures Reduction—This reduction will come from a 25% reduction in City Shop Fuel, travel and training, replacement of furniture and equipment, software licenses, telecommunications, and professional services.	0.00	(\$352,300)
All Programs Temporary Partial Suspension of the Overhire Program— This reduction temporarily suspends the hiring of five Police Officer Is and one Parking Enforcement Officer I.	0.00	(\$500,000)
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	425.63	\$62,677,373









PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Reduce the violent crimes from the 2018 rate of 159 incidents per 100,000 residents.
- Increase the percentage of residents who have a positive overall feeling of safety in Alexandria from 2016's 80%.

Department Key Indicators

All data is reported by the department. Blue arrows indicate improvement, orange arrows indicate a need for improvement and N/A does not indicate a trend. The dashed line is the target selected by the department.

	Most Recent	Change from Last	Annual Trend		
Number of violent crimes per 100,000 residents (i.e., homicide, rape, robbery, aggravated assault)	188		169 CY17	159 CY18	188 CY19
Number of emergency (priority 1) calls responded to by officers	2,356		2,475 CY17	2,518 CY18	2,356 CY19
Number of immediate (priority 2) calls responded to by officers	25,838		25,121 CY17	25,768 CY18	25,838 CY19
Percent change in year-to-year Part 1 crime citywide	3.6%		-13.3% CY17	-1.7% CY18	3.6% CY19
Number of arrests made for Part 1 crimes	553		512 CY17	544 CY18	553 CY19
Number of arrests made for Part 2 crimes	4,732		5,547 CY17	5,034 CY18	4,732 CY19

Police Department



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Community Relations Division - Community Oriented Police (COPS)	The Community Policing Unit consists of Residential Police Officers (RPO) and Community Policing Officers working with specific neighborhoods. The RPOs live in subsidized housing within their assigned neighborhoods. The staff assigned to this unit work collaboratively with patrol officers, school resource officers and the crime prevention officer to engage the community. They emphasize their efforts toward at-risk youths and community development and deploy problem-solving tactics to improve quality of life in their neighborhoods through crime prevention, traffic education and enforcement. The unit is responsible for the management of APD's Bicycle Patrol Officer Program.	1.01 M	1
Office of the Chief	Office of the Chief	1.04 M	1
Patrol	Patrol Shifts A and B work alternating schedules to provide police services to the community on a 24/7/365 schedule. Officers respond to emergency and non-emergency calls for services. Patrol Officers engage the public in community policing efforts. Patrol Command Staff and supervisors collect, analyze and forecast crime and quality of life issues through collaboration and use of analytical reports generated by the CAU. Operational plans are formulated to respond to emerging trends to alleviate quality of life issues before they take foot in the community.	24.19 M	1
Traffic Safety Section	The Traffic Safety Section's goal is to lead the Police Department's efforts within the Traffic Safety Plan and City's Vision Zero plan by addressing traffic-related issues through enforcement and education. The section is comprised of two units, which provide services to the community 7-days a week during peak time periods related to traffic issues throughout the city. Our Special Police Officers (SPOs) are responsible for processing photo red light camera tickets and citizen walk-ins.	2.69 M	1
Canine Unit	The K-9 Unit is an integral part of Field Operations Bureau (FOB) that provides services to the department and community 24/7 and 365 days a year. The K-9 Unit is an important resources for detectives and investigators assigned to the Investigations Bureau and APD's Special Operations Team. The K-9 Unit provides demos for the Police Department's Community and Youth Academy's, the Concerns of Police Survivors picnic during police week, and other various community organizations. Members of the unit are required to train regularly in order to maintain the team's proficiency.	1.53 M	2
Crimes Against Persons Section	All investigations that deal with crimes committed against an individual. This Section is comprised of Violent Crimes, Special Victims Unit, and the Domestic Violence Unit.	5.64 M	2

Police Department



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Fiscal Management	This office manages the purchasing process, develops and communicates fiscal policy to staff, manages all federal, state, and local grants. Serves as liaison with the Office of Management and Budget and other City departments. The work includes planning, organizing and directing the preparation of operating and capital improvement budgets, providing analyses on which to base financial and fund-related policy decisions.	0.83 M	2
Information Services Section (ISS)	The Information Services Section (ISS) is responsible for the collection and dissemination of police incident and crash reports. ISS houses all open criminal warrants and all protective orders – maintaining a 24/7 support section. ISS monitors the Department's VCIN and NCIC machines to ensure all warrants, runaways and stolen items hits are handled promptly and correctly. The Telephone Reporting Unit (TRU) is managed through ISS and completes approximately 20% of all police reports that are written. Provides support for Commonwealth Attorney's Office, Office of the Sheriff, 24/7 citizen/community access, and Virginia State Police.	2.15 M	2
Professional Training Unit (PTU)	The Professional Training Unit (PTU) is responsible for the identification, development, and coordination of management and supervisor training for sworn and civilian personnel. In addition, this unit coordinates and develops specialized training for sworn personnel and new and existing civilian staff. This unit is also responsible for the management and maintenance of all training records while ensuring compliance with mandatory in-service training and certification requirements. Plans include the integration of the Crisis Intervention Team (CIT) training program into the Professional Training Unit.	0.40 M	2
Property Crimes Section	All investigations that deal with crimes involving property, computers or finances. This section is comprised of the Auto Theft Unit, Burglary Unit, Financial Crimes Unit, Polygraph Unit, and the Computer Forensics Lab.	0.89 M	2
Range Operation Unit (ROU)	The Range Operation Unit (ROU) falls under the Training and Development Section. ROU's primary objective is to train and qualify all sworn employees, appointed personnel, and recruit officers in the use of Department issued weapons, firearms related equipment and firearms related tactics. Range Operations also serves as a liaison to the Northern Virginia Criminal Justice Training Academy (NVCJTA) on all firearms training matters.	0.43 M	2

Police Department



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Vice/Narcotics Section	The Vice/Narcotics Section is responsible for the investigation of vice, organized crime and narcotic related activities. Detectives investigate complex criminal activity related to narcotics and vice activity. Their investigations rely heavily on the coordination and cooperation of local, state and federal entities. Several staff are assigned to task forces in order to facilitate these necessary cooperative efforts. The Electronic Surveillance Unit is comprised of detectives who support investigations with the use of video and audio technology. They also collect and analyze digital evidence.	2.39 M	2
Civil Disturbance Unit (CDU)	The Civil Disturbance Unit (CDU) is an ancillary function staffed by police officers specially trained to professionally and safely defuse civil disturbance.	0.06 M	3
Crime Analysis Unit (CAU)	The CAU provides tactical, strategic, investigative/intelligence, and administrative analysis to all levels of the Police Department. CAU looks for emerging trends in the City and the region, then provides this information in the form of reports, maps, and bulletins. In addition to providing analytical products to the Police Department, CAU is frequently tasked with providing crime data for officers to present to the community, City Departments, and political leaders.	0.38 M	3
Crime Prevention Unit	The Crime Prevention Unit coordinates the Department's efforts to minimize crime through environmental planning and design (CPTED), community relations functions, and works to reduce or eliminate crime opportunities through citizen involvement in crime resistance. The Crime Prevention Unit also coordinates the Neighborhood Watch, Business Watch, and the National Night Out programs. This position also follows the weekly crime trends and will reach out to affected areas (such as businesses) to offer CPTED assessments as a preventative and educational measure.	0.20 M	3
Crime Scene Investigations	The Crime Scene Investigations Section supports the police department with the collection and examination of evidence. These investigators process crime scenes, evaluate evidentiary material for evidence and compare/analyze fingerprint evidence. Crime Scene Investigators are specially trained in collection and analyzing evidence. They are proficient in the use of specialized computer and photographic equipment. Latent print examiners examine latent fingerprints, palm prints and other evidence for identification purposes.	2.01 M	3
Facilities & Security Management Section (FSMS)	The Facilities & Security Management Section (FSMS) under the Support Services Division provides facility maintenance and security/surveillance support to the APD Headquarters, to include the Department of Emergency Services, Police Pistol Range, and K9 facilities.	1.54 M	3

Police Department



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Fleet Management	This unit is responsible for the procurement and maintenance of the entire fleet. This process is done in collaboration with the Department of Transportation & Environmental Services and the Office of Management and Budget. The coordinator stays abreast of the latest technological advancements in order to provide a safe and efficient fleet. This unit is responsible for and manages the day-to-day maintenance of the fleet. Monitors all communication as it relates to fleet safety.	0.85 M	3
Human Resources & Recruitment	Human Resources and Recruitment Section partners with the Department to provide professional HR services including overseeing recruitment, hiring, administration of employee benefits, compliance and policy review to ensure equitable standards applied, and review of trends in the industry to identify possible tactics for moving the Department forward.	2.11 M	3
New Police Officer Training Unit (NPOTU)	The New Police Officer Training Unit is responsible for the oversight and management of Pre-Academy training at APD Headquarters, Recruit Officers at the Northern Virginia Criminal Justice Training Academy during Basic Training, and the Police Training Officer (PTO) Program. In addition, this unit supervises our instructor staff assigned to the Northern Virginia Criminal Justice Training Academy.	2.25 M	3
Office of External Affairs	Serves as a conduit for information and provides for coordination of effort between the Police Department, other City agencies, the City Manager's Office and City Council in response to requests and inquiries from the public.	0.18 M	3
Operational Planning and Research	Operational Planning and Research (OPR) coordinates long-term strategic planning as well as research and analysis of various police functions, including garnering assistance from public and private research entities. OPR will provide primary support to Executive Management in a number of areas, including research projects, legislation review, and response to inquiries received from internal and external sources. OPR is intended to assist the Chief and various bureaus/divisions determine policies and guidelines for police activities and operations in the department.	0.62 M	3
Parking Enforcement Section	The Parking Enforcement Section is primarily responsible for enforcing parking regulations including meters, residential parking districts, City decal enforcement, disabled parking restrictions, tour bus parking restrictions, 72-hour parking complaints, and numerous other parking regulations. Parking Enforcement Officers, also known as PEOs, assist in police operations involving special events, major crashes, and other traffic emergencies. They also serve as School Crossing Guards as needed.	1.71 M	3

Police Department



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Planning, Accreditation and Directive Section (PAD)	The Planning, Accreditation and Directive Section (PAD) has the responsibility of assisting the Chief of Police and the command staff in researching and formulating Department policies and procedures and implementing them by means of the written directives system. PAD oversees forms design and control, performs duties necessary to ensure compliance with accreditation standards, and serves as the Department's accreditation manager. PAD also provides planning and research assistance to all components of the Department.	0.22 M	3
Property and Evidence Section (PES)	The Property and Evidence Section (PES) under the Support Services Division has the responsibility of securing and storing all property and evidence that comes into the Department's possession. It also has the responsibility of purchasing, managing, and issuing all Department uniforms and equipment.	0.55 M	3
Public Information Office	Serves as the official spokesperson and primary media contact for the Police Department. Disseminates information and promotes public awareness.	0.17 M	3
School Crossing Guards	School Crossing Guards (SCGs) are selectively posted at points around each of the City's 13 elementary schools to ensure the safety of children and pedestrians crossing streets as they report to and depart from school each day.	0.69 M	3
School Resource Unit	The School Resource Unit (SRU) places sworn police officers into the middle schools, ninth grade center, and high school of the City of Alexandria. School Resource Officers serve as a liaison between the faculty and students of the schools and the police department. They are charged with ensuring order and safety within their designated schools. SRU also covers the Summer School programs offered by ACPS.	0.66 M	3
Special Events Coordinator	The Special Events Coordinator provides coordination, planning, and coverage for special details, such as parades, festivals, foot races, and other large public gatherings. The Special Events Coordinator works closely with the department's specialized units so that events may be properly evaluated for logistical and safety concerns.	0.16 M	3
Special Operations Team (SOT)	The Special Operations Team (SOT) is an ancillary function staffed by personnel from other organizational entities. SOT responds to hostage/barricade situations and serves high-risk search warrants, as well as provides tactical support for planned events like parades and Police Week.	0.02 M	3
Tactical Training Unit	The Tactical Training Unit (TTU) is responsible for providing training to all sworn officers in police tactics and survival skills.	0.97 M	3

Police Department



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Volunteers	The Volunteer Coordinator is responsible for the management of the Volunteer Program and all of the volunteer activities in the police department. This program provides support to different sections within the police department so that staff can perform more tasks related to crime prevention and law enforcement activities.	0.02 M	3
Youth Outreach	The Youth Outreach Coordinator is a role assigned to the Special Operations Division captain. The youth outreach program shall be focused on engaging with youth in our community through enrichment programs like the Police Youth Academy and the Police Youth Camp, school-year partnerships like with ACPS and the Department of Recreation, and clubhouse activities at the Alexandria Boys and Girls Clubs. It will serve to intentionally develop and foster relationships between police and young people as they are working, learning, and having fun together. This helps facilitate positive relationships and open lines of communication.	0.14 M	3
Community Police Academy	Alexandria Community Police Academy (CPA) is a 10-week series of courses and demonstrations by the units and sections within APD. The curriculum covers the core elements that are essential for participants to gain a greater understanding of police operations.	0.02 M	4
Faith-Based Outreach	The program coordinator will be responsible for building a network of faith-based organizations working collaboratively with the Police Department to improve the quality of life within its faith community, the communities they serve and support, and their surrounding neighborhoods. The program is responsible for coordinating and conducting trainings for faith-based organizations located within the city, and establishing and maintaining ongoing working partnerships with a variety of community partners including churches, community, civic, service organizations, and businesses.	0.01 M	4
Hack Enforcement Unit	The primary responsibility of the Hack Inspector's Office is enforcement and regulation of taxi companies, taxi drivers and taxicabs operating in the City of Alexandria and at Reagan National Airport under City license. Hack Inspectors process taxi driver applications, test and conduct background investigations of taxi driver applicants, maintain files and records on all applicants and drivers, and issue credentials to taxi drivers.	0.30 M	4
Intelligence Unit	Intelligence Unit	0.60 M	4

Police Department



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Office of Professional Responsibility	Promotes public trust and effective management through a rigorous internal review process that allows the public and staff to redress grievances concerning the actions of police employees.	0.18 M	4
System Operations Section	The Systems Operations Section includes the Technical Support Unit. Together they are responsible for all technical support, maintenance, administration and enhancement of core IT hardware/software used within the Department. APD relies on unique, public safety specific technologies to meet its mission. Systems Operations staff are subject matter experts of these technologies and our users - lending to excellent, direct customer service. Systems Operation staff also work closely with central IT on matters related to enterprise software (email etc.), maintaining good communication and relationships.	1.02 M	4
Tactical Computer Section (TCS)	The Tactical Computer Section (TCS) is responsible for assessing, implementing, and maintaining a comprehensive mix of software and hardware used by operations in the field. TCS maintains the Department's fleet of 345 specialty laptops and associated hardware. TCS staff maintains the web based mobile intranet, researches emerging technology, trains the users on the computer systems, and completes all troubleshooting for user and system based problems. We also provide support to the Sheriff's Department, Fire Department, and NOVA Police mobile computer fleets.	1.43 M	4

Police Department



PROGRAM LEVEL SUMMARY

Program	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Administrative Support Services	\$15,602,148	\$13,931,432	\$14,063,780	\$132,348	0.9%
Field Operations Bureau	\$45,595,452	\$45,472,540	\$44,159,529	(\$1,313,011)	-2.9%
Office of the Chief	\$2,990,210	\$2,860,425	\$2,711,564	(\$148,861)	-5.2%
Vehicle/IT Replacement	\$562,873	\$2,530,220	\$1,742,500	(\$787,720)	-31.1%
Total Expenditures (All Funds)	\$64,750,683	\$64,794,617	\$62,677,373	(\$2,117,244)	-3.3%

- Administrative Support Services increases due to the annual contract for hardware, software maintenance, and licenses in IT services increasing to cover equipment costs needed for the Technology, Data, & Analysis Division (TDAD).
- Field Operations Bureau decreases due to a position being reallocated to Administrative Support Services and reducing non-personnel expenditures, overtime, and the overhire program.
- The Office of the Chief decreases due to department wide reductions.
- Vehicle /IT Replacement decreases due to deferring the replacement of 20 vehicles.

Police Department



PROGRAM LEVEL SUMMARY

Program	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	Change 2021 - 2022	% Change 2021 - 2022
Administrative Support Services	86.25	87.50	85.50	(2.00)	-2.3%
Field Operations Bureau	330.13	330.13	329.13	(1.00)	-0.3%
Office of the Chief	11.00	11.00	11.00	0.00	0.0%
Vehicle/IT Replacement	0.00	0.00	0.00	0.00	0.0%
Total FTEs	427.38	428.63	425.63	(3.00)	-0.7%

- Administrative Support Services decreases by a total of 2.00 FTE by removing 3.00 FTE due to eliminating the Hack Enforcement Unit and adding 1.00 FTE from Field Operations Bureau.

Police Department



ADMINISTRATIVE SUPPORT SERVICES

Program Description: This program provides fiscal management, human resources management, certification and training, facilities and security management, fleet management, information technology management, policy review and maintenance, property and evidence management, report management and emergency preparedness.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$9,332,260	\$9,601,937	\$9,538,025	(\$63,912)	-0.7%
Non-Personnel	\$6,233,887	\$4,320,436	\$4,525,755	\$205,319	4.8%
Capital Goods Outlay	\$36,000	\$9,059	\$0	(\$9,059)	-100.0%
Total Program Expenditures (All Funds)	\$15,602,148	\$13,931,432	\$14,063,780	\$132,348	0.9%
Total Program FTEs	86.25	87.50	85.50	-2.00	-2.3%

FIELD OPERATIONS BUREAU

Program Description: This program provides police services to the community on a 24/7/365 schedule. Officers respond to emergency and non-emergency calls for services. Patrol Officers engage the public in community policing efforts. The Field Operations Bureau also includes all activities related to crime scene investigation, an electronic forensics and surveillance function, criminal investigations, task force investigations, and vice & narcotics investigations.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$44,235,567	\$44,554,610	\$43,179,841	(\$1,374,769)	-3.1%
Non-Personnel	\$1,170,144	\$887,930	\$949,688	\$61,758	7.0%
Capital Goods Outlay	\$189,741	\$30,000	\$30,000	\$0	0.0%
Interfund Transfer	\$0	\$0	\$0	\$0	
Debt Service		\$0	\$0	\$0	
Total Program Expenditures (All Funds)	\$45,595,452	\$45,472,540	\$44,159,529	(\$1,313,011)	-2.9%
Total Program FTEs	330.13	330.13	329.13	-1.00	-0.3%

Police Department



OFFICE OF THE CHIEF

Program Description: This program provides city & public relations outreach, professional standards management, and public information and relations management.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$2,830,718	\$2,795,722	\$2,664,051	(\$131,671)	-4.7%
Non-Personnel	\$159,492	\$64,703	\$46,513	(\$18,190)	-28.1%
Capital Goods Outlay	\$0	\$0	\$1,000	\$1,000	
Total Program Expenditures (All Funds)	\$2,990,210	\$2,860,425	\$2,711,564	(\$148,861)	-5.2%
Total Program FTEs	11.00	11.00	11.00	0.00	0.0%

VEHICLE / IT REPLACEMENT

Program Description: This program provides mobile computer replacement, and vehicle replacement.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Non-Personnel	\$555,679	\$0	\$0	\$0	0.0%
Capital Outlay	\$7,194	\$2,530,220	\$1,742,500	(\$787,720)	-31.1%
Total Program Expenditures (All Funds)	\$562,873	\$2,530,220	\$1,742,500	(\$787,720)	-31.1%
Total Program FTEs	0.00	0.00	0.00	0.00	0.0%

Police Department



PROPOSED BODY WORN CAMERA PROGRAM (NOT FUNDED)

City Council adopted a Resolution on June 9, 2020 that affirmed that “the City of Alexandria and all government officials have a duty to ensure the protection of all communities through actions and reform, including in the justice system.” Council’s direction for staff to develop a body worn camera proposal echoed the increased national and community interest in increased accountability and transparency with regard to policing. Specific instances of police misconduct or serious abuse of authority are low in Alexandria, as the City has a quality, accredited police department with well-trained, professional police officers. However, it is important to be responsive to community perceptions and respond to the community’s call for review, evaluation and change in our policing policies and systems. Body Worn Cameras (BWCs) are commonly accepted by the law enforcement field and the general population as one methodology to seek to improve policing and community perceptions of policing. BWCs were one of the practices recommended by the federal 21st Century Policing Report. However research studies have shown mixed and equivocal answers to BWC programs across the nation.

Following the adoption of the Council Resolution last June, City staff from the Alexandria Police Department, Alexandria Commonwealth’s Attorney’s Office, Alexandria Sheriff’s Office, City Attorney’s Office, Fire Department, Information Technology Services Department, Office of Management and Budget, and the Department of General Services examined the potential costs and needs for the implementation of a BWC program among the three agencies with law-enforcement powers and presented a report to City Council on November 24, 2020. Staff reported that the establishment of a BWC program in Alexandria would have significant fiscal impact through increased technology spending and added staffing needed by the agencies involved. For example, the creation of BWC video carries with it the mandate that it be reviewed in its entirety by prosecutors for any cases brought to court.

The costs of one BWC program which staff presented to Council in November was for \$18.6 million over 6 years with a \$4.2 million cost in the first year.

BWC Program Costs - Total \$18,685,000						
	FY1	FY2	FY3	FY4	FY5	FY6
Annual BWC Costs	\$4,230,000	\$2,453,000	\$2,950,000	\$2,615,000	\$3,733,000	\$2,704,000

Police Department



PROPOSED BODY WORN CAMERA PROGRAM (NOT FUNDED)

Upon receiving the report and staff presentation, City Council directed staff to prepare a Police-only proposal not to be funded in the FY 2022 Proposed Budget but included in the FY 2022 Proposed Budget as information. The revised phased in program would cost \$12.9 million over 6 years with a \$2.1 million cost in the first year. The following table represents the revised phased in proposal.

BWC Program Costs for APD - Total \$12,902,000						
Itemized BWC Program Costs	FY1	FY2	FY3	FY4	FY5	FY6
Police FTE's to manage and administer the BWC program	298,000	471,000	480,000	491,000	502,000	514,000
Contract for cameras, docking stations, etc.	171,000	274,000	396,000	377,000	377,000	377,000
Implementation Consultant	200,000	-	-	-	-	-
Court Technology and Licenses	44,000	20,000	20,000	20,000	20,000	20,000
Commonwealth Attorney FTEs	184,000	373,000	486,000	499,000	515,000	532,000
Commonwealth Attorney Non-personnel Costs	2,000	3,000	5,000	5,000	5,000	5,000
City Attorney FTEs	170,000	226,000	231,000	237,000	242,000	248,000
City Attorney Non-personnel Costs	2,000	2,000	2,000	2,000	2,000	2,000
Space Needs	150,000	361,000	77,000	77,000	77,000	77,000
IT FTEs, internet circuits, security audit, and software licenses	836,000	415,000	410,000	570,000	400,000	400,000
Annual BWC Costs	\$2,057,000	\$2,145,000	\$2,107,000	\$2,278,000	\$2,140,000	\$2,175,000
FTEs	8.00	11.00	12.00	12.00	12.00	12.00

The revised proposal includes only the Alexandria Police Department and incorporates a phased in approach with 110 officers starting in midyear of the first year of the program, followed by an additional 110 officers in the second year, and a total of 325 officers participating in the third year. The phased in approach allows for 12 support positions to be phased in also, as indicated above.

Sheriff's Office



The Alexandria Sheriff's Office is responsible for the operation of the Detention Center, courthouse and courtroom security, service of all court legal documents, execution of court orders, transportation of prisoners, execution of arrest warrants, and general public safety and law enforcement.

Department Contact Info

703.746.4114

www.alexandriava.gov/sheriff

Department Head

Dana Lawhorne



EXPENDITURE SUMMARY

	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Expenditures By Character					
Personnel	\$27,515,778	\$28,498,077	\$25,529,799	(\$2,968,278)	-10.4%
Non-Personnel	\$4,784,500	\$5,165,099	\$5,502,782	\$337,683	6.5%
Capital Goods Outlay	\$0	\$362,000	\$74,736	(\$287,264)	-79.4%
Total	\$32,300,278	\$34,025,176	\$31,107,317	(\$2,917,859)	-8.6%
Expenditures by Fund					
General Fund	\$31,663,877	\$33,025,721	30,862,275	(\$2,163,446)	-6.6%
Fiscal Year Grants	\$466,865	\$492,392	\$0	(\$492,392)	-100.0%
Other Special Revenue	\$153,041	\$155,063	\$180,306	\$25,243	16.3%
Internal Service Fund	\$16,494	\$352,000	\$64,736	(\$287,264)	-81.6%
Total	\$32,300,278	\$34,025,176	\$31,107,317	(\$2,917,859)	-8.6%
Total Department FTEs	209.00	209.00	204.00	-5.00	-2.4%

FISCAL YEAR HIGHLIGHTS

- Personnel decreases due to the department holding positions vacant in FY 2022, a reduction in workers compensation, moving Pretrial & Probation out of the Sheriff's Office, and fringe benefit decreases due to VRS contribution rate changes.
- 1.00 FTE is being added for FY 2022. This position was an overhire and is for the Security System Manager.
- Non-personnel increases due to an increase for medical services, professional health services, custodial contracts, professional services for the repairs and maintenance of the security system at the Public Safety Center and Courthouse, security system repairs and preventative maintenance contract, and software licenses.
- Capital Goods Outlay decreases due to deferring vehicle replacement and extending the vehicle replacement schedule for an additional year.



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2021 APPROVED ALL FUNDS BUDGET	209.00	\$34,025,176
All Programs Current services adjustment—For FY 2022, the current services adjustment decreases due to fringe benefit decreases throughout the Sheriff's Department caused by changes to benefit rate calculations, notably a decrease in SD VRS Hazard Duty due to how the City of Alexandria is assessed a single rate. Overall, the Sheriff's Department has experienced an 11.44% decrease in all benefits from FY 2021.	0.00	(1,341,733)
All Programs All General Fund travel, conferences, mileage and education and training dollars are reduced by 50% in the FY 2022 proposed budget due to COVID-19 and the delay or cancellation of many in person training opportunities. In total this generated \$0.7 million of General Fund savings.	0.00	(\$26,467)
Detention Center Support Services Food Service Contract—The Sheriff's Office is reducing the Food Service Contract and supplementing with canteen and telephone funds.	0.00	(\$25,000)
Inmate Services Medical Contract—The Sheriff's Office is reducing the Medical Contract and supplementing with canteen and telephone funds.	0.00	(\$25,000)
All Programs Non-personnel Expenditure Reduction—This reduction realizes savings across the department in areas such as but not limited to office and operating supplies, maintenance deferral, travel/training, and community events.	0.00	(\$73,532)
Detention Center Security Workers Compensation Reduction —This reduction realizes savings by reducing Workers Compensation due to underspending in previous fiscal years.	0.00	(\$150,000)
Detention Center Security and Inmate Services Temporary Hiring Freeze —This reduction realizes savings by temporarily suspending the filling of 6.40 vacant positions.	0.00	(\$535,531)
Leadership and Management Security Manager Position—The Sheriff's Office is adding a Security Manager position to manage the new security system at the detention center and courthouse. This position is an overhire being converted to a permanent position.	1.00	\$181,618
Leadership and Management Fuel Cost Reduction—The Sheriff's Office is reducing fuel costs by reducing non-mandated service trips.	0.00	(\$10,000)



DEPARTMENT CHANGES TO CITY SERVICES

Leadership and Management Vehicle Depreciation Reduction—The Sheriff's Office is temporarily deferring vehicle depreciation in FY22 and extending the depreciation schedule by one year.	0.00	(\$176,000)
Leadership and Management Vehicle Replacement Deferral—The Sheriff's Office is temporarily deferring vehicle replacement in FY22 and extending the vehicle replacement schedule for one year.	0.00	(\$64,736)
Inmate Services Pretrial & Probation—The Pretrial & Probation Office has been created as a standalone unit and is no longer part of the Sheriff's Office.	(6.00)	(\$671,478)
TOTAL FY 2022 PROPOSED ALL FUNDS BUDGET	204.00	\$31,107,317



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
ADC Inmate Programs	Manages and delivers programs and services to inmates and their families within the detention center.	1.00 M	1
Information Technology Management	Manages the department-wide information technology functions for the Sheriff's Office and assists City IT with the development and management of the data center.	0.35 M	1
Leadership & General Management	Manages the department-wide administrative functions of the Sheriff's Office. This program includes leadership positions within the department as well as the department's fiscal, human resources, investigations, and accreditation staff.	2.17 M	1
ADC Inmate Alternative Programs	Manages community corrections programming for the courts and alternative sentencing programs.	0.66 M	2
ADC Inmate Classification	Manages intake, housing placements, and facility adjustment of inmates.	1.31 M	2
Office Training	Ensures sworn and civilian staff receive mandated training.	0.57 M	2
Sheriff's Security Operation	Security Operations provides inmate supervision and jail security. Specific duties include facility access control, the coordination of inmate visitation, and the oversight and management of inmates, as well as the perimeter security of the Public Safety Center.	14.05 M	2
ADC Inmate Community Work Detail	Provides services to the community by supporting City departments to maintain public areas such as parks.	0.66 M	3
ADC Inmate Food Services	Provides meal services to the inmates.	1.21 M	3
ADC Inmate Medical Services	Provides medical care, treatment, and hospital referrals for inmates.	2.80 M	3
Courthouse/Courtroom Security	This service screens members of the public who enter the courthouse and provides security during legal proceedings.	1.92 M	3
Fleet and Uniform Management	Maintains the Office's marked and unmarked vehicle fleet and ensures sworn staff are properly uniformed.	0.50 M	3
Gang Intelligence (Sheriff)	Coordinates intelligence gathering on inmates connected to gangs.	0.16 M	3
Legal Process Service	Serves non-warrant legal documents issued by the Courts.	0.84 M	3
Prisoner Transportation	Transports prisoners and conducts extraditions; transports youth to all required court proceedings.	0.53 M	3



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY21 Cost (\$ in M)	PBB Quartile Score
Public Safety Center Facility Support	Maintains the physical structure, infrastructure, and internal fittings of the entire public safety center to ensure safety and accreditation standards are met.	2.10 M	3
Sheriff's Office Outreach	Handles all media relations and community services projects.	0.30 M	3
Special Events	ASO deputies routinely work the Fourth of July event on the National Mall, at the request of the National Park Service. We are reimbursed for hourly salary plus FICA. Requests to work the Presidential Inauguration and other events in DC are also covered in this program.	0.03 M	3
Adult Detention Center Records	Maintains inmate records that are audited by the state.	1.22 M	4
Regional Fugitive Task Force	Deputies in the ASO Warrants Program work this detail under agreement with the US Marshals for their Joint Law Enforcement Operations Task Force program. We are reimbursed at the deputy's hourly OT rate.	0.01 M	4
Warrant Service	Serves warrants and capiases generated by the Courts.	0.56 M	4



PROGRAM LEVEL SUMMARY

Program	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Detention Center Security	\$15,259,937	\$15,452,156	\$13,858,555	(\$1,593,601)	-10.3%
Detention Center Support Services	\$4,107,398	\$4,268,934	\$4,441,367	\$172,433	4.0%
Field Operations	\$1,188,003	\$1,324,488	\$1,118,814	(\$205,674)	-15.5%
Inmate Services	\$4,383,766	\$5,054,226	\$4,604,244	(\$449,982)	-8.9%
Judicial Services	\$3,114,976	\$3,529,869	\$2,809,713	(\$720,156)	-20.4%
Leadership & Management	\$4,246,197	\$4,395,503	\$4,274,624	(\$120,879)	-2.8%
Total Expenditures (All Funds)	\$32,300,278	\$34,025,176	\$31,107,317	(\$2,917,859)	-8.6%

- Positions were reallocated across programs. This caused decreases in Field Operations, Inmate Services, and Judicial Services.
- Fringe benefit decreases throughout the Sheriff's Department were caused by changes to benefit rate calculations, notably a decrease in SD VRS Hazard Duty due to how the City of Alexandria is assessed a single rate. Overall, the Sheriff's Department has experienced an 11.44% decrease in all benefits from FY 2021.
- Detention Center Security decreases due to a reduction in fringe benefits, workers compensation, a reduction in vacancy savings due to the department holding positions vacant in FY 2022, and a non-personnel expenditure reduction.
- Detention Center Support Services increased due to an increase in commodities and custodial services for disinfecting and cleaning the Public Safety Center.
- Field Operations decreases due to salary and fringe benefits from position reallocations and benefit rate calculations.
- Inmate Services decreases due to Pretrial & Probation moving out of the Sheriff's Office.
- Judicial Services decreases due to position reallocation and fringe benefit decreases.
- Leadership and Management decreases due to capital goods outlay due to deferring vehicle replacement and vehicle depreciation.

Sheriff's Office



PROGRAM LEVEL SUMMARY

Program	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	Change 2021 - 2022	% Change 2021 - 2022
Detention Center Security	113.00	112.00	116.00	4.00	3.6%
Detention Center Support Services	18.00	18.00	19.00	1.00	5.6%
Field Operations	9.00	9.00	8.00	(1.00)	-11.1%
Inmate Services	21.00	21.00	15.00	(6.00)	-28.6%
Judicial Services	24.00	24.00	20.00	(4.00)	-16.7%
Leadership & Management	24.00	25.00	26.00	1.00	4.0%
Total FTEs	209.00	209.00	204.00	-5.00	-2.4%

- Inmate Services decreases 6.00 FTEs due to Pretrial & Probation moving out of the Sheriff's Office.
- Leadership and Management increases 1.00 FTE for an overhire converted to a permanent position for Public Safety Center and Courthouse security system management.

CITY OF ALEXANDRIA, VIRGINIA

Sheriff's Office



DETENTION CENTER SECURITY

Program Description: This program provides facility security.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$15,245,643	\$15,415,161	\$13,834,060	(\$1,581,101)	-10.3%
Non-Personnel	\$14,294	\$26,995	\$24,495	(\$2,500)	-9.3%
Capital Goods Outlay	\$0	\$10,000	\$0	(\$10,000)	-100.0%
Total Program Expenditures (All Funds)	\$15,259,937	\$15,452,156	\$13,858,555	(\$1,593,601)	-10.3%
Total Program FTEs	113.00	112.00	116.00	4.00	3.6%

Key Indicators	FY 2020 Actual	2021 Estimate	Target
<i># of daily cell searches</i>	36	26	26
<i># of visitors screened and searched at the public safety center</i>	47,436	45,000	65,000

DETENTION CENTER SUPPORT SERVICES

Program Description: This program provides facility support, food services, inmate records, and inmate work detail.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$2,447,111	\$2,352,946	\$2,479,257	\$126,311	5.4%
Non-Personnel	\$1,660,287	\$1,915,988	\$1,952,110	\$36,122	1.9%
Capital Goods Outlay	\$0	\$0	\$10,000	\$10,000	
Total Program Expenditures (All Funds)	\$4,107,398	\$4,268,934	\$4,441,367	\$172,433	4.0%
Total Program FTEs	18.00	18.00	19.00	1.00	5.6%

CITY OF ALEXANDRIA, VIRGINIA

Sheriff's Office



FIELD OPERATIONS

Program Description: This program provides warrant, transportation, and gang intelligence.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$1,185,324	\$1,320,528	\$1,115,814	(\$204,714)	-15.5%
Non-Personnel	\$2,679	\$3,960	\$3,000	(\$960)	-24.2%
Total Program Expenditures (All Funds)	\$1,188,003	\$1,324,488	\$1,118,814	(\$205,674)	-15.5%
Total Program FTEs	9.00	9.00	8.00	-1.00	-11.1%

Key Indicators	FY 2020 Actual	2021 Estimate	Target
% of arrests that are completed without injury to Sheriff personnel or clients	100.0%	100.0%	100.0%
% of prisoners that arrive to their destination without injury to themselves or Sheriff personnel	100.0%	100.0%	100.0%
# of gang-affiliated inmates that are identified and classified during the course of incarceration	152	140	N/A

INMATE SERVICES

Program Description: This program provides inmate programs, classification, medical, and mental health services.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$2,165,433	\$2,379,800	\$1,727,595	(\$652,205)	-27.4%
Non-Personnel	\$2,218,334	\$2,674,426	\$2,876,649	\$202,223	7.6%
Total Program Expenditures (All Funds)	\$4,383,766	\$5,054,226	\$4,604,244	(\$449,982)	-8.9%
Total Program FTEs	21.00	21.00	15.00	-6.00	-28.6%

Key Indicators	FY 2020 Actual	2021 Estimate	Target
Average daily inmate population	293	366	N/A
Percent of inmates who were not involved in a physical altercation with staff and/or inmates	97.0%	95.0%	100.0%
Percent of inmates who participate in re-entry programs	30.0%	30.0%	22.0%

CITY OF ALEXANDRIA, VIRGINIA

Sheriff's Office



JUDICIAL SERVICES

Program Description: This program provides courthouse security, and legal process.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$3,106,917	\$3,513,500	\$2,799,544	(\$713,956)	-20.3%
Non-Personnel	\$8,059	\$16,369	\$10,169	(\$6,200)	-37.9%
Total Program Expenditures (All Funds)	\$3,114,976	\$3,529,869	\$2,809,713	(\$720,156)	-20.4%
Total Program FTEs	24.00	24.00	20.00	-4.00	-16.7%

Key Indicators	FY 2020 Actual	2021 Estimate	Target
<i>Percent of court proceedings that occur without violent incidents</i>	100.0%	100.0%	100.0%
<i># of court proceedings that occur without violent incidents</i>	54,965	41,224	68,000
<i># of inmates that are screened before court proceedings</i>	1,312	984	1,850

LEADERSHIP & MANAGEMENT

Program Description: This program provides fiscal management, human resources, IT management, policy and accreditation management, uniforms, fleet, and training.

Expenditures by Character	FY 2020 Actual	FY 2021 Approved	FY 2022 Proposed	\$ Change 2021 - 2022	% Change 2021 - 2022
Personnel	\$3,365,349	\$3,516,142	\$3,573,529	\$57,387	1.6%
Non-Personnel	\$880,848	\$527,361	\$636,359	\$108,998	20.7%
Capital Goods Outlay	\$0	\$352,000	\$64,736	(\$287,264)	-81.6%
Total Program Expenditures (All Funds)	\$4,246,197	\$4,395,503	\$4,274,624	(\$120,879)	-2.8%
Total Program FTEs	24.00	25.00	26.00	1.00	4.0%

Proposed FY 2022 – FY 2031 Capital Improvement Program Overview



PROPOSED CIP OVERVIEW

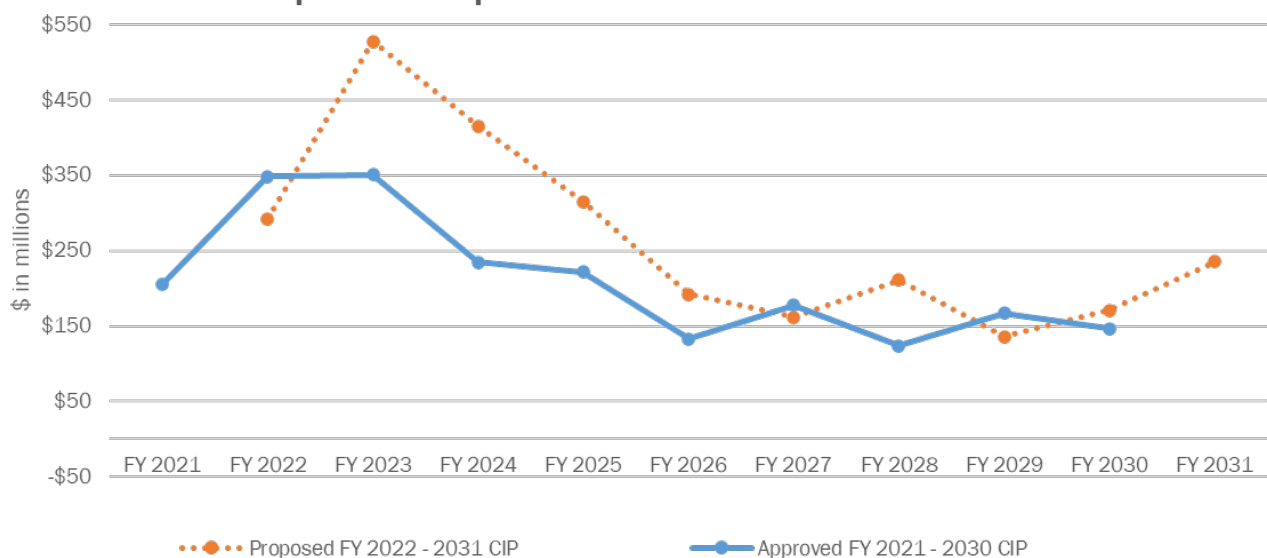
The City Manager Proposed FY 2022 - FY 2031 Capital Improvement Program (CIP) totals \$2.66 billion, which represents a \$549.8 million, or 26.1%, increase from the Approved FY 2021 – FY 2030 CIP. The increase is largely driven by a new aggressive stormwater capacity program (\$266.6 million), the planned purchase of the DCHS/Health office building at Mark Center, and the inclusion of the Landmark Mall site redevelopment plan City financial participation (\$130 million) in the CIP.

The Proposed CIP maintains the reserved 2.2 cents on the base real estate tax rate for the continuation of the City's Transportation Improvement Program (TIP) approved by City Council beginning in FY 2012 to support capital infrastructure needs and new operating costs associated with new transportation capital projects.

The Proposed CIP reflects the one percent increase in the restaurant meals tax (from 4% to 5%) that was approved by City Council beginning in FY 2019 and was dedicated to investments in Affordable Housing. For FY 2022 this equates to \$3.6 million and over the 10-year plan, this represents a \$55.4 million additional investment in Affordable Housing.

The City Manager Proposed FY 2022 - FY 2031 CIP represents a continued commitment and investment to numerous areas of critical City infrastructure, including increased investments in school facilities, maintenance of existing City assets and facilities, and continued substantial support of WMATA's capital improvement program. Each of these investments are discussed in greater detail on the following pages.

Last Year's CIP Compared to Proposed CIP



Supporting the City Strategic Structure

The City Manager Proposed FY 2022 - FY 2031 CIP supports the City's strategic plan and structure. In the Proposed FY 2022 – FY 2031 Capital Improvement Program document, each individual project provides information on the primary

Proposed FY 2022 – FY 2031 Capital Improvement Program Overview



City Strategic Theme that the project supports. By supporting these Strategic Themes, the City ensures that capital investments are being prioritized and balances the future capital infrastructure needs in the City with available resources.

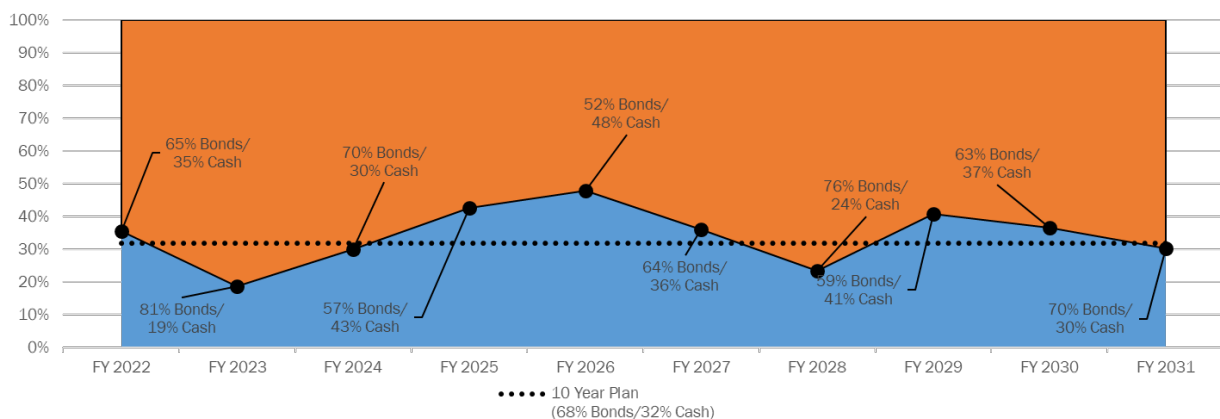
Diversity of Capital Improvement Program Funding

The funding makeup of the City's capital program is growing increasingly diverse each year. To help organize this complexity (which also brings new opportunities), the Proposed FY 2022 – FY 2031 CIP divides revenue sources into three different types as noted below, with the table on the next page providing more detailed information.

- **Unrestricted City funds (\$1.752 billion)** - Includes general cash sources and General Obligation Bond revenues for the base CIP program.
- **Restricted City funds (\$550.2 million)** - Includes both cash and General Obligation Bond revenues associated with the Sanitary Sewer Fund, Stormwater Management Fund, Transportation Improvement Program, and other targeted sources. Because these restricted revenues all have legal restrictions on their available uses, it is beneficial to discuss financing issues with them separately.
- **Non-City funds (\$356.5 million)** generally include State and Federal grants (including NVTa funding), private developer capital contributions, and revenues from the City's telecommunication financial agreement with Comcast. These revenues are also restricted in their use.

The City's financing plan has a 32% cash / 68% borrowing structure in this year's proposed 10-year plan. In the first five years of the plan, when outside funding sources are more certain, the City's financing plan has a 32% cash / 68% borrowing structure.

Cash vs. Borrowing Sources



In municipal finance, there are no generally recognized specific mathematical benchmarks for cash capital funding. The bond rating agencies view of cash capital is positive, but the bond rating agencies do not set minimum threshold expectations. In general, the City considers having an overall CIP which is 25% cash capital from all cash sources as very healthy. Therefore, the City's 10-Year CIP cash capital level of 32% exceeds the very healthy level of 25%. Individual



Proposed FY 2022 – FY 2031 Capital Improvement Program Overview

years may fluctuate percentage shares based on type and level of project funding for specific years. This reflects the City's commitment to both execute a large dollar volume of CIP projects, but at the same time also keep its debt at reasonable AAA/Aaa levels.

Revenues	Approved FY 2021 - FY 2030	Proposed FY 2022 - FY 2031	Difference
Unrestricted			
Cash Sources (Including G/F Transfer)	\$ 254,618,731	\$ 281,661,304	\$ 27,042,573
G.O. Bonds	\$ 1,319,814,528	\$ 1,451,119,129	\$ 131,304,601
Reprogrammed Prior Year Balances	\$ 6,000,000	\$ -	\$ (6,000,000)
Use of CIP Designated Fund Balance	\$ 19,000,000	\$ 19,000,000	\$ -
Subtotal, Unrestricted City Revenues	\$ 1,599,433,259	\$ 1,751,780,433	\$ 152,347,174
Restricted			
Potomac Yard (Cash Sources)	\$ 2,542,151	\$ 2,425,500	\$ (116,651)
Sanitary Sewer (Cash Sources)	\$ 64,338,120	\$ 64,670,000	\$ 331,880
Stormwater Management (Cash Sources)	\$ 25,305,639	\$ 46,406,900	\$ 21,101,261
Stormwater Management (GO Bonds)	\$ 76,640,401	\$ 226,652,000	\$ 150,011,599
Use of Stormwater Fund Utility Balance	\$ -	\$ 3,600,000	\$ 3,600,000
Use of Stormwater Tax Dedication Fund Balance	\$ -	\$ 1,765,000	\$ 1,765,000
Transportation Improvement Program (Cash Sources)	\$ 16,610,004	\$ 17,726,967	\$ 1,116,963
Meals Tax Dedication for Affordable Housing	\$ 54,841,000	\$ 55,419,000	\$ 578,000
Landmark Redevelopment Supported Bonds	\$ -	\$ 130,000,000	\$ 130,000,000
Code Fund Balance	\$ 1,700,000	\$ 1,500,000	\$ (200,000)
Subtotal, Restricted City Revenues	\$ 241,977,315	\$ 550,165,367	\$ 308,188,052
Non-City			
NVTA 70%	\$ 2,200,000	\$ 77,200,000	\$ 75,000,000
NVTA 30%	\$ 28,973,000	\$ 42,336,100	\$ 13,363,100
Other State and Federal Grants	\$ 194,302,474	\$ 197,501,633	\$ 3,199,159
Private Capital Contributions	\$ 38,076,186	\$ 37,500,000	\$ (576,186)
Comcast Revenues	\$ 3,700,000	\$ 2,000,000	\$ (1,700,000)
Subtotal, Non-City Revenues	\$ 267,251,660	\$ 356,537,733	\$ 89,286,073
Total, All Revenue Sources	\$ 2,108,662,234	\$ 2,658,483,533	\$ 549,821,299

Notes:

1. The Proposed FY 2022 Capital Budget identifies \$188.7 million in projects that will be financed through borrowing. However, the City's next contemplated bond issuance may differ in size and timing, based on staff's analysis of the projected cash flow of existing on-going projects and through monitoring the schedules of newly planned projects. Additionally, future bond issuances will need to address borrowing deferred in FY 2020 and FY 2021 (approximately \$165 million).
2. The Proposed CIP reflects a significant increase in investment in flood mitigation and stormwater infrastructure which was presented to City Council in January 2021. Compared to the previous approved CIP, \$176.5 million in additional stormwater and flood mitigation infrastructure investment needs have been identified.
3. The Proposed CIP reflects the award of a \$75.0 million grant from NVTA 70% funds for the Transit Corridor "B" Duke Street project.
4. The Proposed CIP reflects the \$130 million City investment in land acquisition (\$54 million) and infrastructure investments (\$76 million) to support the redevelopment of the Landmark Mall area. It is contemplated that these investments will be financed with borrowing, serviced by the increased in real estate tax property value generated by the redevelopment of this site.



Proposed FY 2022 – FY 2031 Capital Improvement Program Overview

Project Categorization

The Proposed FY 2022 – FY 2031 CIP addresses four broad areas of expenditure:

- Protection of the City's investment in existing public facilities or infrastructure (physical assets) through capital maintenance or renovations;
- Planning and construction of major new public facilities and infrastructure, including new or replacement information technology systems;
- Planning and construction of major infrastructure related to the City's stormwater management systems; and
- Alexandria City Public Schools capital infrastructure needs.

The Proposed FY 2022 – FY 2031 CIP is consistent with capital plans from recent years in that it places a strong emphasis on maintaining the existing core facilities and infrastructure of the City, while utilizing new funding to provide support for projects that will provide new and expanded City facilities.

Project Category	Total FY 2022 - 2031
Category 1 - Asset Maintenance	\$ 972,357,000
Category 2 - Renovations/Existing Assets	\$ 194,121,200
Category 3 - New Facilities	\$ 658,116,933
Alexandria City Public Schools (Category 1, 2, & 3 Projects)	\$ 551,483,000
Information Technology Plan	\$ 123,691,600
Affordable Housing	\$ 67,978,000
CIP Development & Implementation Staff	\$ 90,735,800
Total, All Categories	\$ 2,658,483,533

Similar to FY 2021, the Office of Management and Budget (OMB) categorized projects into one of three categories, as well as Alexandria City Public Schools (ACPS) funding, the City's Information Technology (IT) Plan, CIP Development & Implementation Staff, and Affordable Housing. The distribution of funding across the different categories is shown above. Categories are defined as follows:

- **Category 1: Asset Maintenance** – funding streams that cover an ongoing maintenance need for an existing City asset;
- **Category 2: Renovations/Existing Assets** – specific large renovation or restoration projects that are necessary cyclically or periodically, but can be scheduled for a specific time period. These projects also pertain to existing City assets;
- **Category 3: New Facilities** – projects that result in a new or expanded facility or level of service and can be scheduled;
- **Alexandria City Public Schools (ACPS)** – represents the total of all proposed funding for ACPS;
- **Information Technology Plan** – projects included in the ten-year plan that are Information Technology focused;
- **Affordable Housing** – represents the funding dedicated to Affordable Housing projects through the one percent increase in the restaurant and meals tax averaging about \$5.5 million per year, and the \$1 million per year for

Proposed FY 2022 – FY 2031 Capital Improvement Program Overview



Affordable Housing that the City committed to as part Northern Virginia's efforts to attract the Amazon HQ2 campus to the Alexandria-Arlington area; and

- **CIP Development & Implementation Staff** – funding for City staff that are working directly on implementing capital projects that are charged to the CIP.

Beyond basic capital maintenance issues, the proposed CIP reflects a vision for the City's future. The FY 2022 CIP decision making process included an initial effort to integrate the capital plan with City Council's guidance, the Strategic Plan and budget guidance, and many of these projects are considered new facilities, or Category 3 projects. Of the \$658.1 million in Category 3 projects, \$247.7 million (from both City and non-City sources) is for new and expanded transportation and transit infrastructure projects, including construction of the Beauregard/West End Transit Corridor, Duke Street Transit Corridor, and the DASH Facility and Fleet Expansion project.

Other significant Category 3 projects include:

- Funding for capital infrastructure improvements associated with the Waterfront Plan Implementation (\$102.0 million);
- Funding to continue improvements to City athletic fields and conversions to synthetic turf (\$22.2 million); and
- Funding to purchase and outfit the City West End Service Center, which will collocate and consolidate the City's public health and human services, and provide additional City services to residents in the West End (\$81.6 million).

Proposed FY 2022 – FY 2031 Capital Improvement Program Overview



CIP PURPOSE & DEFINITIONS

The adoption of the CIP by the City Council is an indication of its support of both the capital projects that the City intends to pursue, and a plan for the anticipated levels of financing needed to fund these capital projects over the 10-year period.

The adoption of the 10-year CIP is neither a firm commitment to a particular project nor a limitation to a particular cost. As a basic tool for prioritizing and scheduling anticipated capital projects and capital financing, the CIP is a key element in planning and managing future debt service requirements. Only the first year of the CIP represents a funding commitment for the project to proceed to the next stage, or to be implemented depending on the level of funding provided.

The City defines capital project expenditures (as opposed to an operating expenditure) as:

An expenditure of more than \$10,000 that acquires, expands, repairs, or rehabilitates a physical asset with a useful life of at least three years and typically much longer than three years. These also include technology related expenditures.

It does not include day-to-day maintenance expenditures such as custodial or janitorial services, minor (less than \$10,000) carpentry, minor electrical and plumbing repairs, or repair or routine replacement of fixtures or furniture.

CIP Priorities for FY 2022 – FY 2031

The Proposed FY 2022 – FY 2031 CIP is largely consistent with- and follows the guidelines outlined during the development of the Approved FY 2021 – FY 2031 CIP. These guidelines included:

- Using the previously approved CIP as the “base” for the Proposed FY 2022 – FY 2031 CIP;
- Incorporating City Council guidance and policy directions into the plan;
- Working to align projects with the City’s Strategic Plan and City manager’s budget priorities;
- Preserving and maintaining the City’s existing physical assets;
- Addressing ACPS capital needs; and,
- Addressing Washington Metropolitan Area Transportation Authority (WMATA) capital requests.

Proposed FY 2022 – FY 2031 Capital Improvement Program Overview



Development of Proposed CIP

The development of the Proposed FY 2022 – FY 2031 CIP began in August 2020, with the submission of project change requests by departments. The Proposed CIP represents an 'off-year', where major revisions to projects are not contemplated for the majority of projects. Departments were asked to limit project changes to the following circumstances:

- The project is being delayed and funding is no longer needed on the schedule originally approved;
- The project has had a change in the amount and/or timing of Non-City funding;
- A significant change in estimated project cost/timing has been identified and cannot wait for the next full CIP development process;
- The project's timing/scope was impacted by the COVID-19 public health emergency; or,
- The project represented a direct investment in supporting the City's recovery from the COVID-19 public health emergency.

Project submission forms were due in mid-September 2020.

During the fall of 2020, the CIP Steering Committee began meeting to discuss and make recommendations on the development of the CIP. The committee is responsible for recommending the project composition and funding levels of the Proposed CIP to the City Manager. This committee consists of members of the City Manager's Office and the department heads of the most capital project intensive departments in the City. For the FY 2022 – FY 2031 CIP Development process, the committee included department heads from the Department of General Services; Recreation, Parks & Cultural Activities; the Department of Transportation & Environmental Services; the Department of Information Technology Services; the Department of Project Implementation; and the Department of Planning & Zoning. The Steering Committee is chaired by a Deputy City Manager and coordinated through the Office of Management and Budget (OMB).

Additionally, during the fall of 2020, City staff held three CIP worksessions with City Council to provide additional time to deliberate on capital needs and discuss some of the major projects and policy issues facing the City's capital program. These worksessions included a Joint City Council/School Board session to discuss the Schools' capital needs.

The CIP Steering Committee met throughout fall 2020/winter 2021 to craft a CIP recommendation for the City Manager and to outline major policy issues facing the CIP. The committee presented its recommendations to the City manager in January 2021. Subsequently, the City manager worked with OMB to finalize the project composition and funding levels recommended in the Proposed FY 2022 – FY 2031 CIP for presentation to City Council on February 16, 2021.

Proposed FY 2022 – FY 2031 Capital Improvement Program Overview



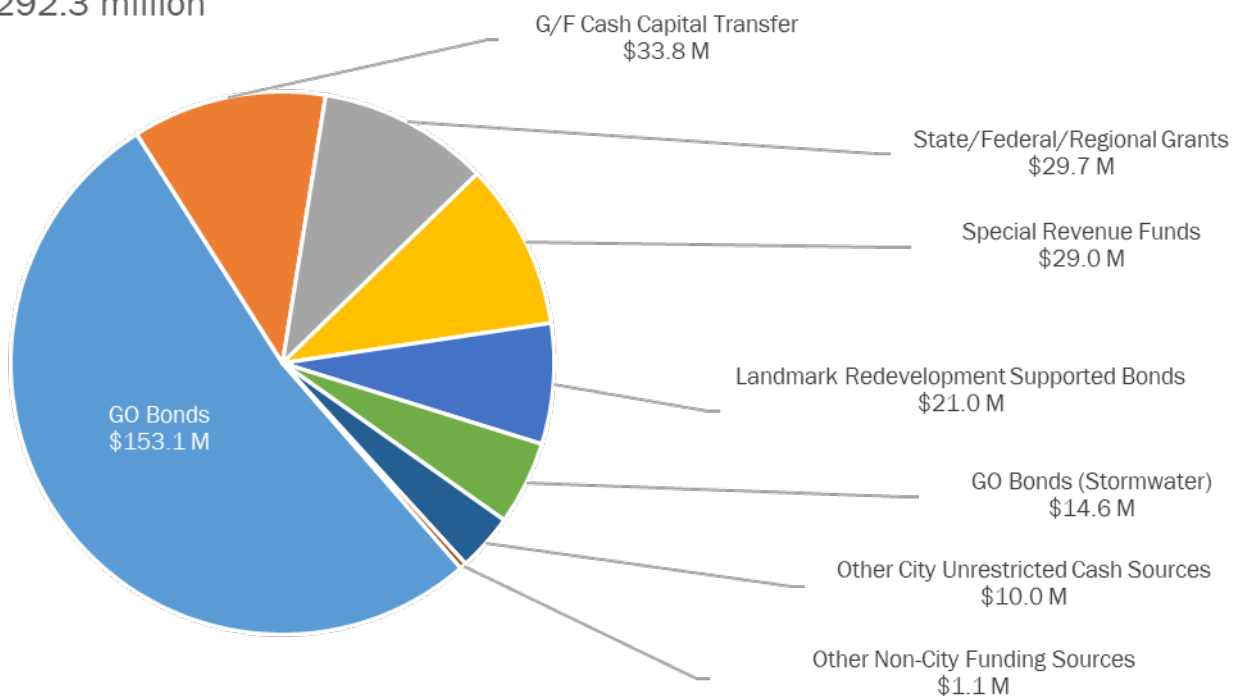
FY 2022 PROPOSED CIP SOURCES AND USES

FY 2022 Capital Year Budget Revenues (Sources)

The total proposed single year capital budget for FY 2022 is \$292.3 million; a \$56.3 million decrease from FY 2022 in last year's approved CIP, which is largely attributable to updating the project funding schedule for the Waterfront Small Area Plan Implementation project, which moved the majority of construction funding to FY 2023 – FY 2024. **A listing of all revenues included in the FY 2022 – FY 2031 CIP including the FY 2022 Capital Year Budget can be found in the Summary Funding Tables section of the Full CIP Document.**

FY 2022 Capital Budget Revenues

\$292.3 million



Proposed FY 2022 – FY 2031 Capital Improvement Program Overview



Revenue highlights of the Proposed FY 2022 Capital Year Budget expenditures include:

- FY 2022 revenues are split between borrowing (64.6%) and cash sources (35.4%). In municipal finance, there are no generally recognized specific mathematical benchmarks for cash capital funding. In general, having an overall CIP which is 25% cash capital from all cash sources over time is considered very healthy.
- The General Fund Cash Capital Transfer (excluding dedicated TIP cash capital) amount is \$32.9 million, or 4.3% of General Fund Expenditures. In January 2015, City Council set a target of 2.5%, and a minimum of 2.0% (which would have been equal to \$15.4 million).
- The Proposed CIP continues to reflect the one percent increase in the restaurant and meals tax that was approved by City Council beginning in FY 2019 and was dedicated to investments in Affordable Housing. This dedication totals \$3.6 million in FY 2022. For FY 2022, additional general fund cash capital (\$2.6 million) was added to this project to maintain the funding level originally anticipated in FY 2021 and FY 2022 from the meals tax dedication. Meals tax revenues have dropped substantially due to the pandemic's impact on the restaurant industry.
- The Proposed FY 2022 CIP includes \$8.5 in revenue from the Stormwater Utility fee in FY 2022 and \$14.6 million in GO Bonds, backed by Stormwater Utility fee revenue. Additionally, the proposed FY 2022 capital budget includes the use of Stormwater Utility and former Stormwater real estate dedication fund balances (\$5.4 million). The proposed FY 2022 capital budget reflects the increased investment in flood mitigation and stormwater infrastructure recommended to City Council in January 2021.
- Non-City revenue sources, including Comcast revenues, State/Federal grants and Northern Virginia Transportation Authority (NVTA) revenues total \$30.8 million.

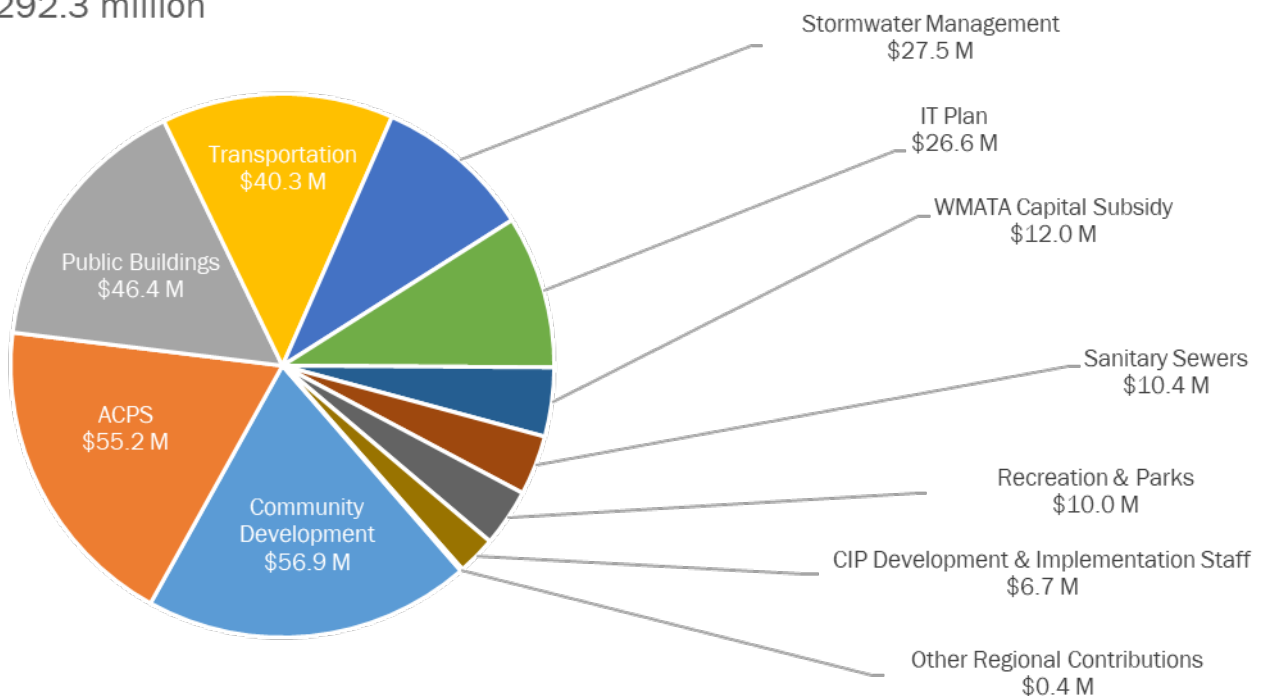
Proposed FY 2022 – FY 2031 Capital Improvement Program Overview



FY 2022 Capital Year Budget Expenditures (Uses)

The total proposed single year capital budget for FY 2022 is \$292.3 million; a \$56.3 million decrease from FY 2021 in last year's approved CIP, which is largely attributable to updating the project funding schedule for the Waterfront Small Area Plan Implementation project, which moved the majority of construction funding to FY 2023 – FY 2024. **A listing of all projects included in the FY 2022 – FY 2031 CIP, including the FY 2022 Capital Year Budget, can be found in the Summary Expenditure Tables section of the full CIP document.** The chart below and the narrative below detail only FY 2022 Capital Year Budget highlights by CIP document section.

FY 2022 Capital Budget Expenditures \$292.3 million



Project highlights of the Proposed FY 2022 Capital Year Budget expenditures include:

- **Alexandria City Public Schools (\$55.2 million FY 2022 Capital Year Budget)**
 - The Proposed FY 2022 – FY 2031 CIP includes funding for 100% of the School Board's 10-year \$551.5 million request. For FY 2022 the Proposed CIP reflects funding for all ACPS identified capacity and non-capacity needs.
- **Transportation (\$52.2 million FY 2022 Capital Year Budget)**
 - \$12.0 million to support the WMATA Capital Improvement Program. This funding level reflects the impact of legislation passed by the Virginia General Assembly in 2018 to provide a dedicated funding stream for WMATA's capital improvement needs.



Proposed FY 2022 – FY 2031 Capital Improvement Program Overview

- \$6.4 million for Street Reconstruction and Resurfacing, which includes \$3.2 million in state grants to support street reconstruction and resurfacing. The proposed investment will support the resurfacing of approximately 55 lane miles in FY 2022.
- \$9.2 million for bridge repairs and refurbishments. This includes \$2.2 million in repairs identified by the long-term bridge maintenance plan and assessment recently completed by the City, and \$7.0 million for the joint Alexandria-Arlington Four Mile Run Bridge Program cost sharing agreement, which supports the repair and replacement of the five-bridge inventory connecting the two jurisdictions over Four Mile Run.
- \$8.2 million to continue work on the Beauregard/West End Transit Corridor (Transit Corridor “C”).
- **Recreation and Parks (\$10.0 million FY 2022 Capital Year Budget)**
 - \$5.0 million for repairs to the Holmes Run Trail.
 - \$0.8 million to begin implementation of the Torpedo Factory Revitalization Action Plan, including a structural and potential use assessment of the rooftop, development of a space study, and minor renovations on the first and third floor
 - \$0.3 million for repairs identified by the facilities condition assessment for the City’s recreation centers.
 - \$0.4 million for the renovation and maintenance of trees planted along City Streets, in parks, and on school grounds and other public properties.
- **Public Buildings (\$46.4 million FY 2022 Capital Year Budget)**
 - \$20.4 million to outfit the new DCHS/Health facility which will include a West End Service Center.
 - \$9.5 million for identified maintenance and repair projects, as part of the City’s Capital Facilities Maintenance Programs (CFMPs).
 - \$8.9 million for repair and renovations of the Market Square Plaza and its underground garage.
 - \$3.8 million to conduct high priority repairs to City Hall and continue planning for the eventual City Hall Renovation project.
- **Information Technology Plan (\$26.6 million FY 2022 Capital Year Budget)**
 - \$14.6 million to invest in the City’s Municipal Fiber Network. This funding amount, along with previously appropriated funds, will make for a total project budget of \$18.0 million.
 - \$5.3 million in investments in Public Safety Systems, including \$2.2 million in radio system infrastructure for the City’s radio system that serves Police, Fire, T&ES, RPCA, ACPS and other City departments
 - \$3.4 million to invest in the City’s court records system (AJIS)
 - \$4.2 million is budgeted to maintain the City’s IT infrastructure, with \$1.0 million of those costs offset by Comcast revenue earmarked for network infrastructure improvements.



Proposed FY 2022 – FY 2031 Capital Improvement Program Overview

- **Sanitary Sewers (\$10.4 million for FY 2022 Capital Year Budget)**
 - FY 2022 funding maintains the portions of the Sanitary Sewer system under the City's responsibility, along with supporting AlexRenew's efforts to construct Combined Sewer Outfall (CSO) overflow mitigation projects. In 2018, the City entered into an agreement with Alexandria Renew Enterprises (AlexRenew) to transfer ownership of the CSOs, along with responsibility for constructing and financing infrastructure to mitigate CSO overflows.
- **Stormwater Management (\$27.5 million FY 2022 Capital Year Budget)**
 - The proposed FY 2022 capital budget reflects the increased investment in flood mitigation and stormwater infrastructure recommended to City Council in January 2021. This includes:
 - \$19.9 million for projects identified in the Storm Sewer Capacity Assessment to improve capacity of stormwater infrastructure
 - \$3.8 million for inspection, cleaning, and repair of existing stormwater infrastructure
 - \$0.9 million to continue Stream & Channel Maintenance projects
- **Community Development (\$56.9 million FY 2022 Capital Year Budget)**
 - \$7.2 million for investments in Affordable Housing. This includes \$3.6 million in funding from the restaurant and meals tax dedication approved by City Council in 2018, along with an additional \$1 million committed to Affordable Housing by the City as part of the region's efforts to attract the Amazon HQ2 campus to Northern Virginia in FY 2022. For FY 2022, an additional \$2.6 million of general fund cash capital was added to this project to maintain the funding level originally anticipated in FY 2021 and FY 2022 from the meals tax dedication, but was not received due to the COVID-19 impact on restaurant sales.
- **Other Regional Contributions (\$0.4 million FY 2022 Capital Year Budget)**
 - \$0.42 million in capital improvements for the Northern Virginia Regional Parks Authority (NVRPA).
 - For the Proposed FY 2022 – FY 2031 CIP, funding for the Northern Virginia Community College (NVCC) capital subsidy has been removed. For FY 2022, NVCC has approached the City and Alexandria City Public School (ACPS) with a proposal to repurpose NVCC's per capita regional subsidy and move these funds to the operating budget to expand at NVCC early college opportunities for ACPS high school students. ACPS is currently considering this proposal and estimating the City funding required to support this new initiative. The previous NVCC capital contribution has been removed from the CIP and \$400,000 is budgeted in Non-Departmental contingent reserves. Once a proposal is submitted by ACPS, City staff will review and make a recommendation to City Council.



Proposed FY 2022 – FY 2031 Capital Improvement Program Overview

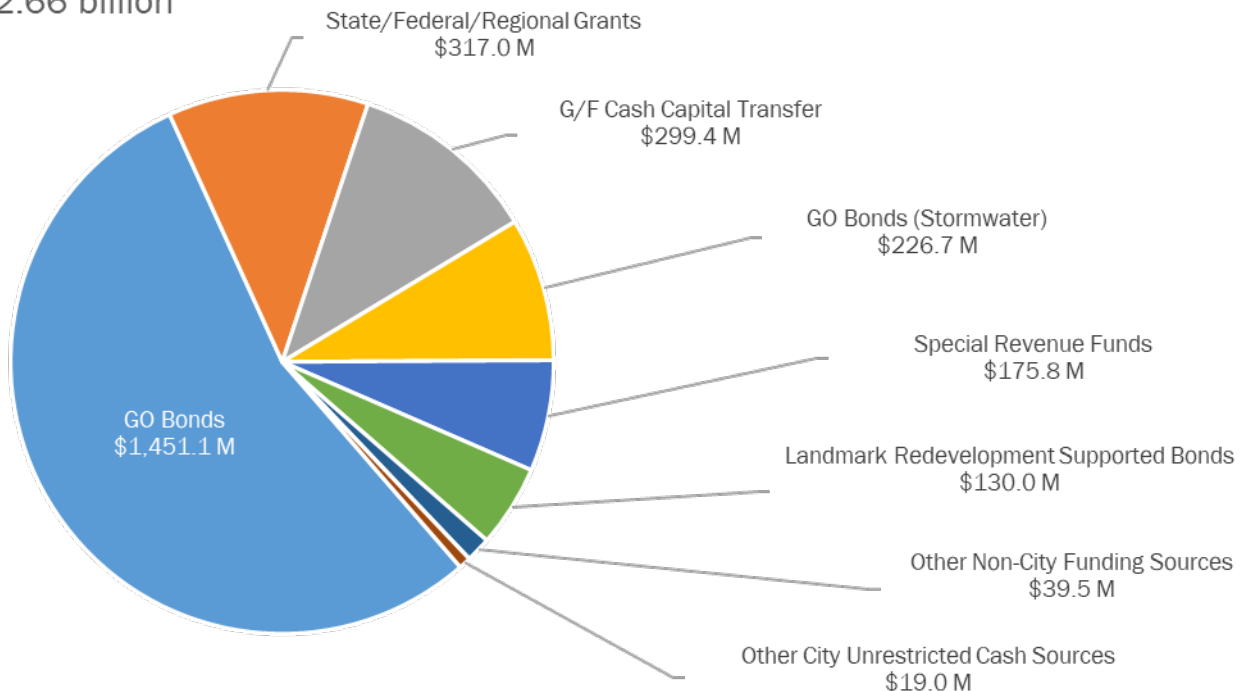
FY 2022 – FY 2031 PROPOSED CIP SOURCES AND USES

FY 2022 – FY 2031 Capital Improvement Program – Ten-Year Sources and Uses Overview

The total Proposed CIP for FY 2022 – FY 2031 is \$2.66 billion, a \$549.8 million increase from last year's approved CIP. This represents 26.1% increase over last year's plan, which is attributable to the substantial increase in investment in flood mitigation and stormwater infrastructure, the inclusion of land acquisition and infrastructure investments to support redevelopment at the Landmark Mall site, and funding to exercise the City's options to purchase the 4850 Mark Center Drive site for the consolidation and colocation of health and human service agencies. **A listing of all funding sources included in the FY 2022 – FY 2031 CIP can be found in the Summary Funding Tables section of the full CIP document.** The narrative below provides only highlights of the 10-year plan revenues and expenditures.

FY 2022 - FY 2031 CIP Revenues

\$2.66 billion



Proposed FY 2022 – FY 2031 Capital Improvement Program Overview



FY 2022 – FY 2031 CIP Revenue (Sources) highlights include:

- Continued use of Northern Virginia Transportation Authority (NVTA) for both regional (Transit Corridor “C” – West End Transitway) and local (DASH bus replacements) projects. A total of \$119.5 million is budgeted from NVTA sources in the FY 2022 – FY 2031 Proposed CIP.
- The General Fund Cash Capital Transfer is above the City Council approved target of 2.5% of General Fund expenditures annually, averaging 3.3% over the ten-year plan. The percentage as it relates to total General Fund expenditures in FY 2022 is 4.3%.
- The Proposed CIP reflects the one percent dedication of the restaurant meals tax to investments in Affordable Housing. This dedication, along with additional committed funds, totals \$55.4 million over the 10-year plan.
- Private capital contributions supporting capital infrastructure projects throughout the City totals \$37.5 million.
- Stormwater Utility Fees will provide an estimated \$46.4 million in cash funding for the Proposed CIP and an additional \$226.7 million in utility fee backed GO Bonds.
- State and federal grant sources provide \$197.5 million over the 10-year plan to support investments in the City’s transportation infrastructure, including improvements to streets, bridges, and intersections (\$16.7 million), public transit (\$76.4 million), and the City’s Smart Mobility Program (\$14.7 million).

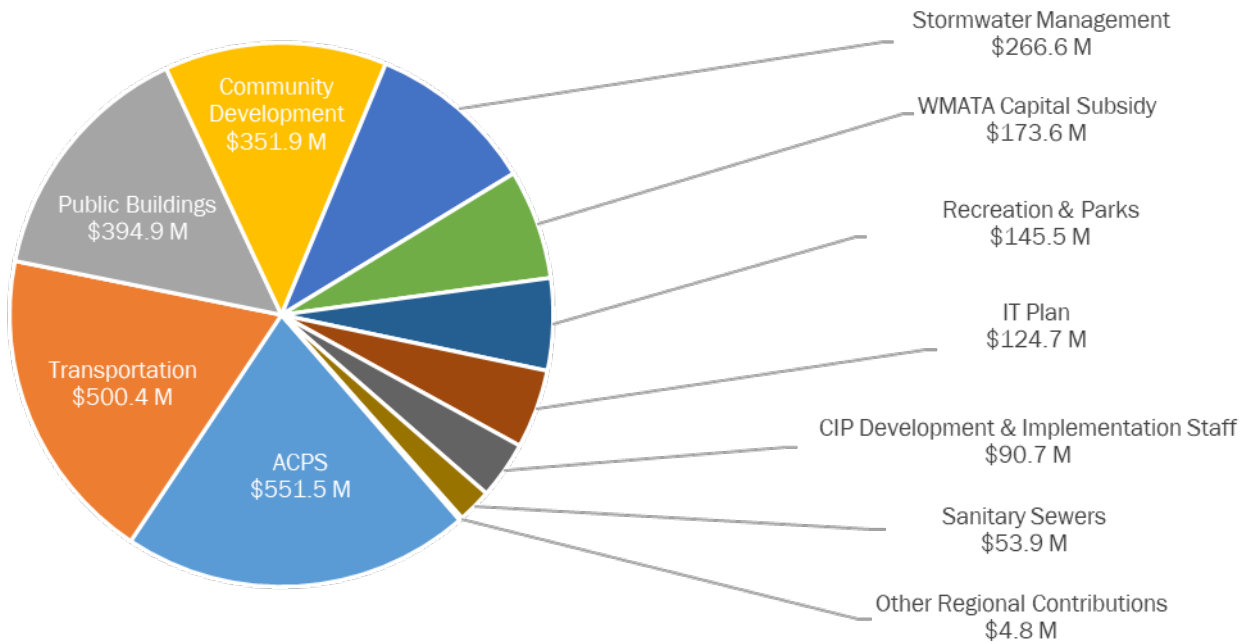
Proposed FY 2022 – FY 2031 Capital Improvement Program Overview



FY 2022 – FY 2031 CIP Project (Uses) highlights include:

FY 2022 - FY 2031 CIP Expenditures

\$2.66 billion



- The City Manager Proposed CIP provides \$551.5 million for Schools capital projects. This provides funding for 100% of the School Board's Approved CIP request adopted in December 2020.
- The Proposed CIP includes \$248.9 million to fund the City's Capital Facility Maintenance Programs (CFMPs) and other major renovations (i.e. City Hall).
- Stormwater funding totals \$266.6 million and is inclusive of the expanded and accelerate work program to address flood mitigation and stormwater infrastructure that was present to City Council in January 2021.
- Funding to begin implementation of the Waterfront Plan and to construct flood mitigation infrastructure, totaling \$102 million. As the City continues to refine scope and design for this project, it is likely that the funding for this project will need to be revisited.
- Funding to begin implementation of the Transit Corridor "C" – West End Transitway totals \$69.4 million in the ten year plan.
- Funding to continue the City's Street Reconstruction and Repaving program totals \$60.3 million over the ten year plan.
- DASH Bus Fleet Replacements total \$111.7 million over the ten-year plan, which will allow DASH to begin electrification of the bus fleet.
- WMATA capital funding totaling \$173.6 million. This capital support includes the City's local match required as part of the recently enacted State dedicated funding. This amount does not include the planned use of NVTC proceeds from State and gas tax funding which the City will use to offset some of the capital costs.



Proposed FY 2022 – FY 2031 Capital Improvement Program Overview

DEBT RATIOS, CASH CAPITAL, & DEBT SERVICE

The Proposed FY 2022 – FY 2031 Capital Improvement Program assumes borrowing in the amount of \$1.81 billion to fund the capital infrastructure needs identified throughout this document. Included in that amount are \$226.7 million in bonds for Stormwater Management projects backed by the Stormwater Utility and \$130 million to fund land acquisition and infrastructure investments to support redevelopment at the Landmark Mall site. A total of \$1.45 billion in bonds are planned over the ten years for other City projects, including Alexandria City Public Schools capital infrastructure needs (borrowing comprises \$530.7 million of future ACPS capital costs in the ten-year plan, primarily associated with school capacity projects).

While the ten-year CIP includes additional borrowing, the plan also assumes the re-payment of \$969.4 million in principal payments on prior year and planned bond issuances. Of this \$969.4 million in principal payments, \$134.1 million will be paid through Sanitary Sewer fees, Stormwater Utility fees, Potomac Yard generated tax revenues, and Landmark generated tax revenues. The debt service on the remaining bonds is paid back through the City's General Fund. This amount of debt planned is consistent with debt ratios that support the City's hard-earned AAA/Aaa bond ratings. Additional borrowing will impact the annual operating budget through increased debt service payments.

City Council Approved Debt Ratios

City Council passed a set of debt-related financial policies on June 9, 1987. During FY 1998, the Budget and Fiscal Affairs Advisory Committee (BFAAC), a City Council appointed citizen committee, analyzed these debt-related financial policies, and examined the City's financial condition in comparison to other jurisdictions with superior credit ratings (other double-triple A rated jurisdictions). The BFAAC and the City manager recommended that City Council reaffirm the updated debt-related financial policies, incorporating BFAAC's recommended updates to the policies to establish a consistent set of appropriate relationships between debt targets and limits.

City Council reaffirmed its commitment to sound financial management and adopted the updated debt-related financial policies on December 9, 1997. City Council amended the policies on October 26, 1999, to allow priority consideration for an increase in the assignment of fund balance for capital project funding. On June 24, 2008, City Council adopted the City manager's recommendation, endorsed by BFAAC, to revise the target and limit upward, reflecting the ratio of debt as a percentage of total personal income.

As part of the FY 2018 – FY 2027 CIP, City Council approved modifications to the City's Adopted Debt Ratios, endorsed by BFAAC, that (1) accommodate the City's current capital needs, (2) give the City the flexibility to meet future/unanticipated capital needs, and (3) maintain a fiscally moderate position for the City that is in line with regional comparators and what bond rating agencies would view as acceptable. The changes outlined as follows will continue to support the City's status as an AAA/Aaa bond rated jurisdiction.

Proposed FY 2022 – FY 2031 Capital Improvement Program Overview



Debt Ratio	Previous Ratios			City Council Changes Adopted as Part of Approved FY 2018 - FY 2027 CIP		
	Target	Limit	Exemptions	Target	Limit	Exemptions
Debt as a Percentage of Fair Market Real Property Value	1.10%	1.60%	Sanitary Sewer Debt	Set by CIP	2.50%	Sanitary Sewer & Stormwater Debt
Debt as a Percentage of Total Personal Income	3.20%	4.50%	Sanitary Sewer Debt	DELETED AS A MEASURE		
Debt Service as a Percentage of General Government Expenditures	8.00%	10.00%	Sanitary Sewer Debt	Set by CIP	12.00%	Sanitary Sewer & Stormwater Debt
10-Year Debt Payout Ratio	NOT A PRIOR MEASURE			65.00%	50.00%	Debt Issuances Specific to Assets with a 20+ year Useful Life

Staff recommended changes to the Debt as a Percentage of Real Property Value and Debt Service as a Percentage of General Government Expenditures policies after comparing the City's current policy and forecasted capital needs to the adopted policies and actual practices of relevant comparator jurisdictions. The ratios' limits were adjusted to a level that was sufficient to address anticipated future needs, provide additional capacity for unanticipated needs, remain compatible with each other, and avoid another adjustment in the near future, while being considered reasonable by the rating agencies. The methodology for selection of the proposed rate included review by the City's financial advisors.

The establishment of a 10-Year Debt Payout Ratio target of 50% formalizes the City's current practice of structuring debt with level principal payments. Highly-rated jurisdictions such as the City of Alexandria often structure debt using level principal payments.

Each year of the 10-year plan stays within these approved limits for the Debt as a Percentage of Fair Market Real Property Value, Debt Service as a Percentage of General Government Expenditures, and the 10-Year Debt Payout ratios.

Planned FY 2022 Borrowing

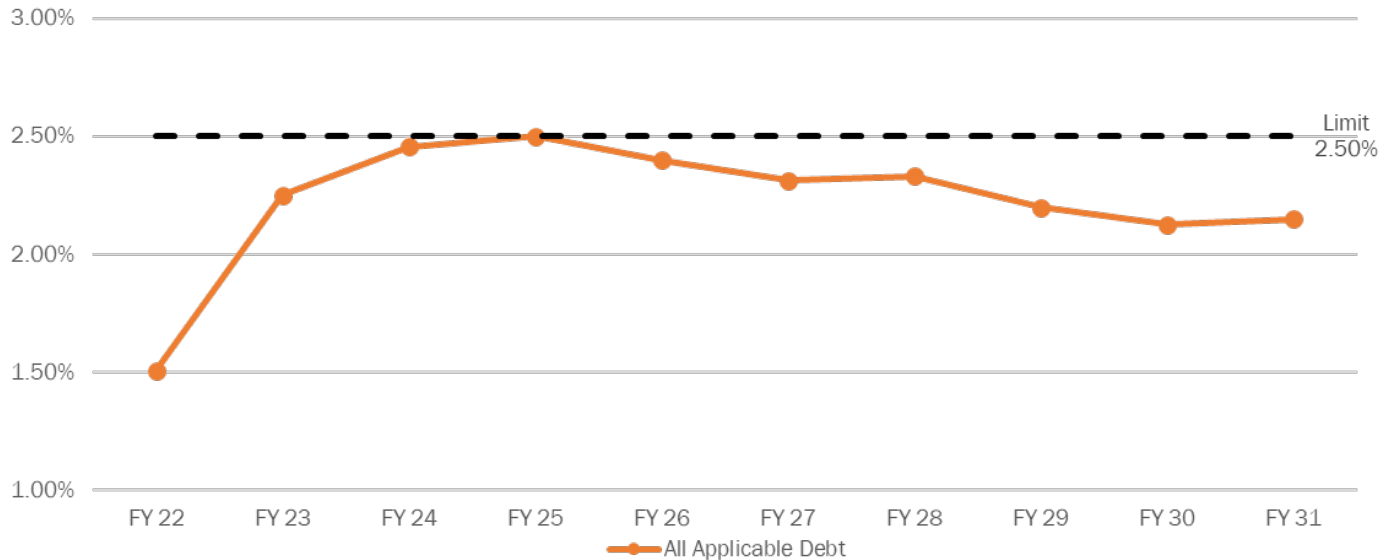
The Proposed FY 2022 Capital Budget identifies the use of \$188.7 million in borrowing to support critical investments in City facilities, School Facilities, and transportation and environmental infrastructure. However, the City's next contemplated bond issuance may differ in size and timing, based on staff's analysis of the projected cash flow of existing on-going projects and through monitoring the schedules of newly planned and appropriated projects. Additionally, future bond issuances will need to address borrowing deferred in FY 2020 and FY 2021 (approximately \$165 million). As such, the debt ratio projections on the following pages and the debt service expenditures included in the Proposed Operating Budget reflect a borrowing schedule that accounts for both previously deferred borrowing and the assumption that the cash-flow needs of newly appropriated project may not require all of their bond proceeds during FY 2022. Staff will bring a bond authorization ordinance for City Council consideration in conjunction with the FY 2022 Appropriation Ordinance in June 2021 to ensure that projects can proceed, while the City manages cash flow and debt service costs strategically.



Proposed FY 2022 – FY 2031 Capital Improvement Program Overview

Debt as a Percentage of Fair Market Real Property Value

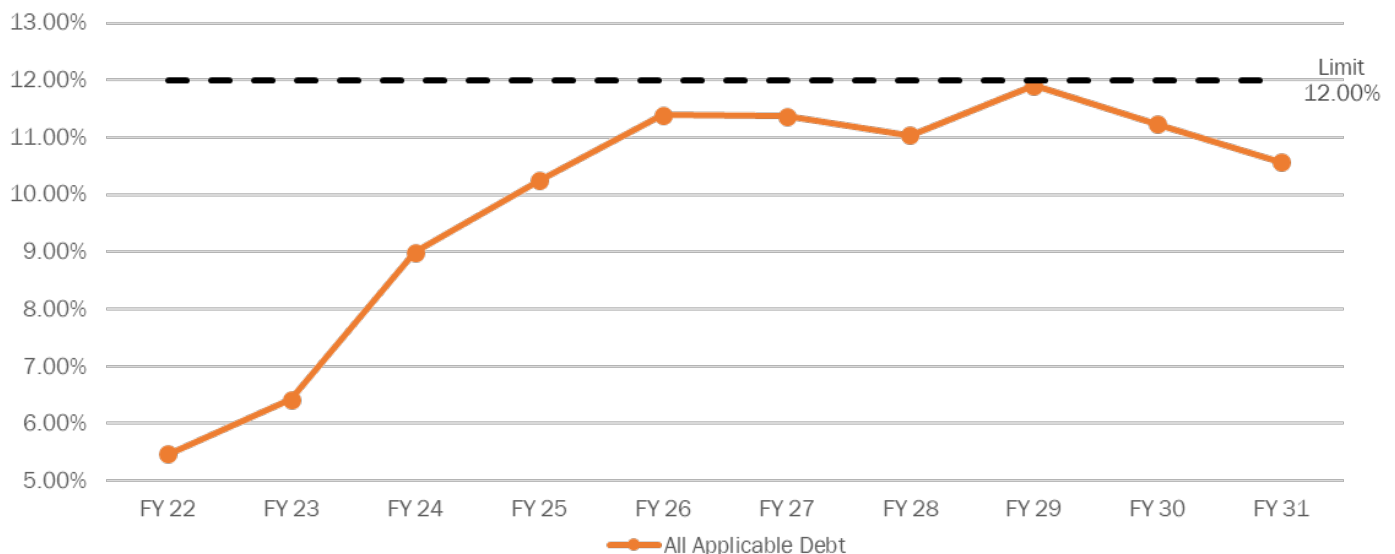
Limit = 2.50 percent; FY 2022 = 1.5 percent



This ratio indicates the relationship between the City's debt and the full value of real property in the City as assessed annually at fair market value. It is an important indicator of the City's ability to repay debt because real property taxes are the primary source of the City's revenues used to repay debt. A small ratio is an indication that the City will be better able to withstand possible future economic downturns and continue to meet its debt obligations. The City will be in compliance with this debt ratio for all 10 years of the plan.

Debt Service as a Percentage of General Government Expenditures

Limit = 12.0 percent; FY 2022 = 5.5 percent



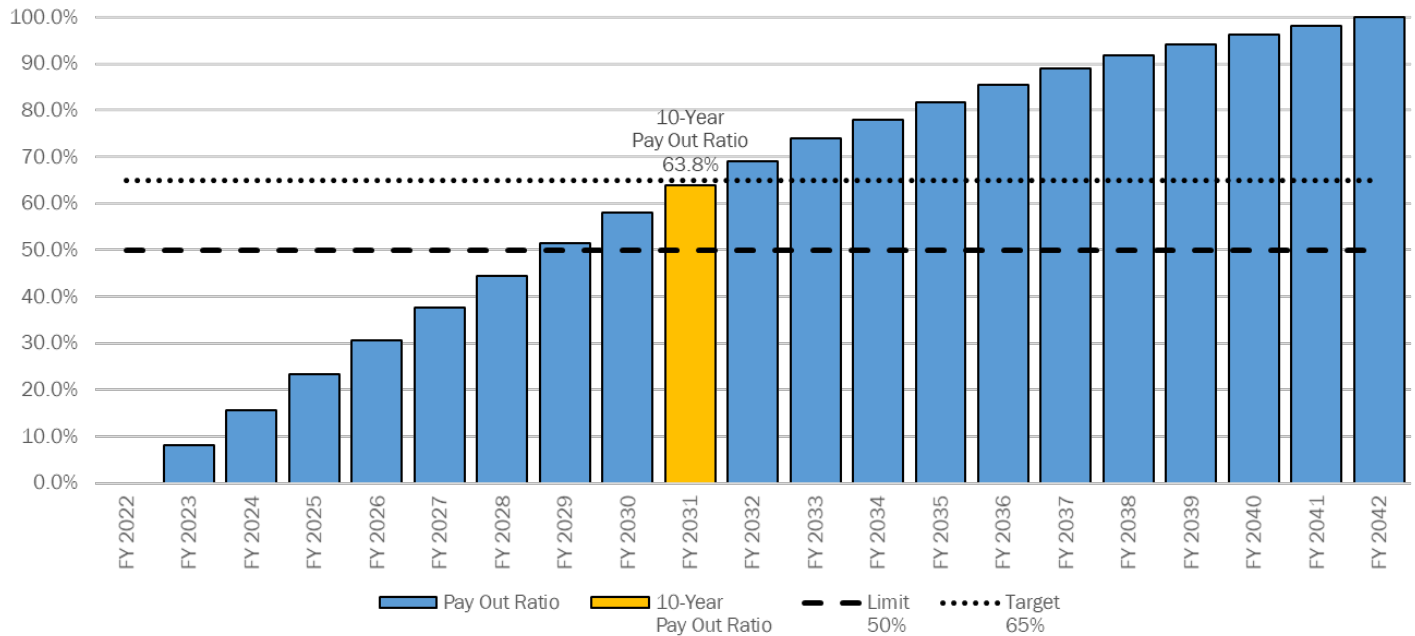


Proposed FY 2022 – FY 2031 Capital Improvement Program Overview

This ratio is a measure of the City's ability to repay debt without hampering other City services. A small ratio indicates a lesser burden on the City's operating budget. The City will be in compliance with this debt ratio for all 10 years.

10-Year Debt Payout Ratio

Limit = 50.0 percent; Target = 65.0 percent; FY 2022 = 63.8 percent



This ratio compares how much debt is structured to be paid off in a given period of time. A more aggressive repayment structure results in a higher ratio. The speed of the repayment of outstanding debt is one of the areas in which local governments are evaluated by the bond rating agencies. A payout ratio at or greater than 50 percent is typically viewed favorably and as best practice for municipal debt management.



Proposed FY 2022 – FY 2031 Capital Improvement Program Overview

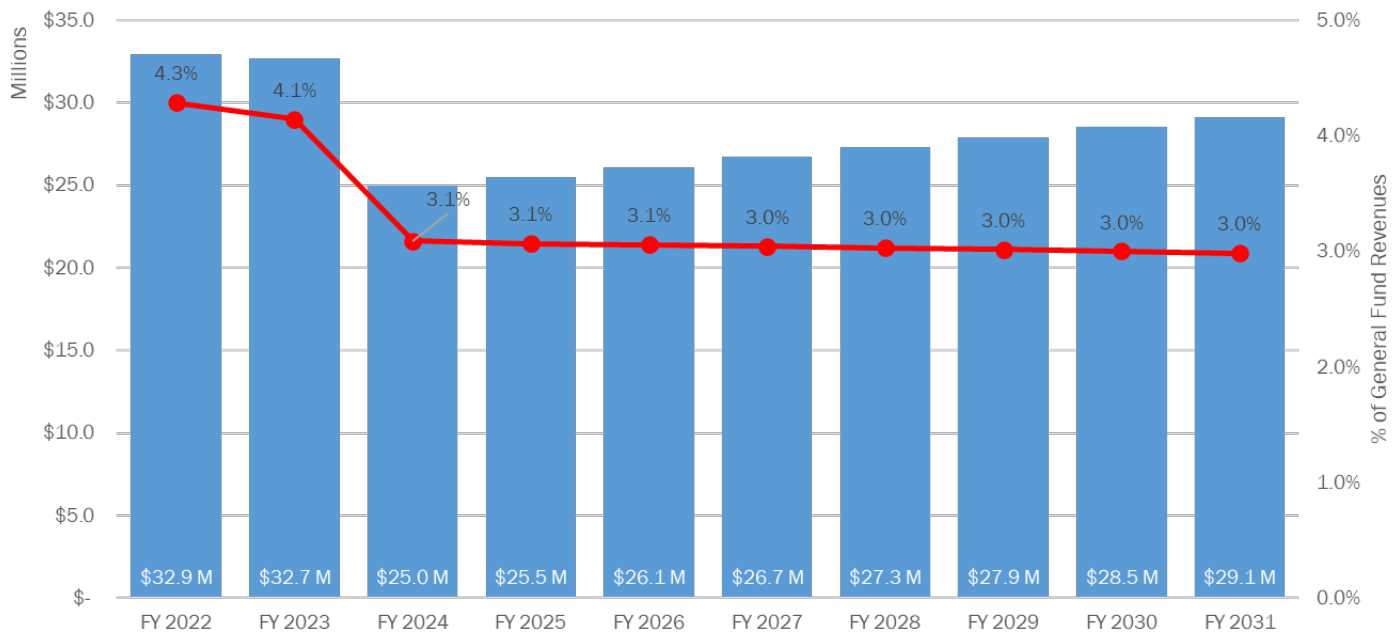
General Fund Cash Capital Transfer

City Council adopted, in January 2015, a General Fund Cash Capital Transfer target of 2.5% and a “floor” of 2.0% of General Fund expenditures to support the CIP. Providing a minimum and a target helps ensure that cash capital will be maintained at a healthy level, while maintaining flexibility in setting budget priorities between the annual General Fund Operating Budget and annual cash capital transfer from the General Fund to the CIP.

This cash capital policy provides City staff the flexibility to develop sustainable and affordable General Fund support to the CIP through debt service paid on General Obligation Bonds and a recurring cash capital transfer supporting City Council capital infrastructure priorities in the ten-year CIP. Furthermore, this policy ties the cash capital closely to the General Fund, and allow cash capital to grow or decrease proportionally with the General Fund, while still providing the necessary resources to maintain the City's capital infrastructure. The Proposed 10-year CIP reflects a cash capital transfer equal to 3.3% of General Fund expenditures.

The chart below details the planned level of the General Fund Cash Capital Transfer in each year of the CIP along with the percentage of estimated General Fund expenditures comprised by the General Fund Cash Capital Transfer. The General Fund Cash Capital Transfer represents 35.8% of all cash sources used to finance the ten-year plan.

General Fund Cash Capital Transfer - FY 2022 - 2031





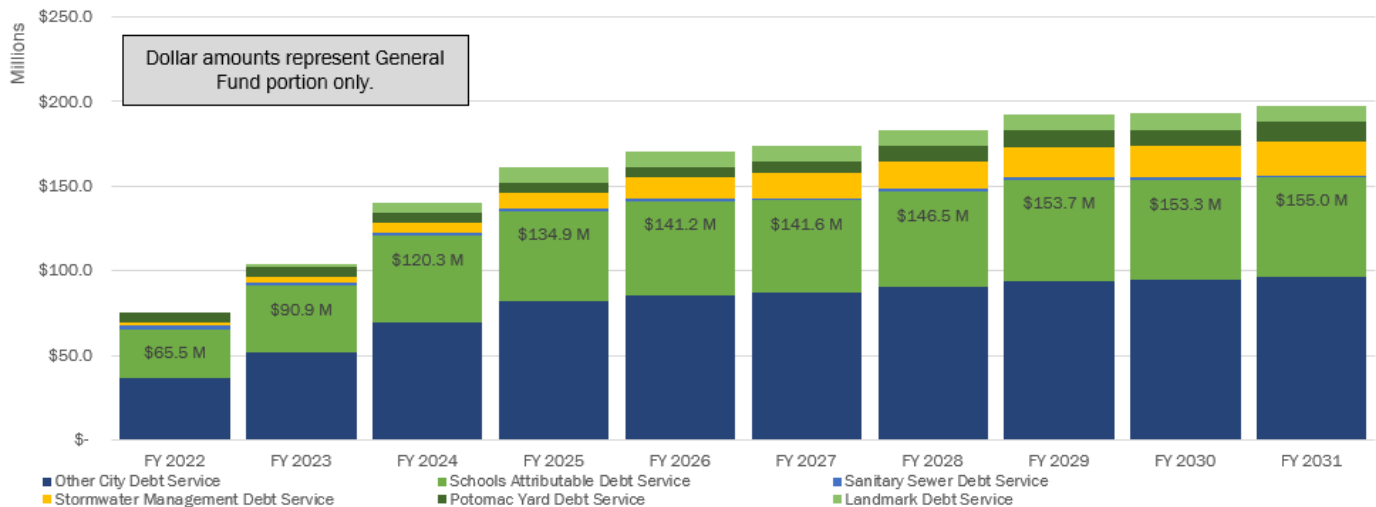
Proposed FY 2022 – FY 2031 Capital Improvement Program Overview

Debt Service

While the City stays within fiscally prudent debt guidelines for General Fund supported projects, debt service payments will continue to grow in order to fund the debt service on previously issued and planned debt issuances. As debt service continues to grow (as evidenced in the chart below), and City revenues continue to experience minimal to moderate growth, the City will be facing a tax rate versus a capital/operating funding set of decisions. The chart below provides details on the projected debt service payments for both existing debt (issued through FY 2021) and planned debt (FY 2022 through FY 2031). It should be noted that the charts below accurately depict the large long term increase of debt service, however FY 2023, FY 2024, and FY 2025 increases will need to be smoothed out to make year to year increases less severe.

Debt service is broken down into six categories – Other City Debt Service, Schools Attributable Debt Service, Sanitary Sewer Debt Service, Stormwater Management Debt Service, Potomac Yard Debt Service (which is paid for by Potomac Yard generated tax and developer revenues), and Landmark Debt Service (which will be paid by tax revenue generated by the redevelopment of the Landmark site). In FY 2022, \$75.0 million is estimated for debt service payments, of which \$3.8 million will be paid from the Sanitary Sewer Fund and the Stormwater Utility enterprise funds.

FY 2022 - 2031 Debt Service Attribution



Debt Service (\$ in millions)	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
General Fund Supported Debt Service	\$65.5	\$90.9	\$120.3	\$134.9	\$141.2	\$141.6	\$146.5	\$153.7	\$153.3	\$155.0
Potomac Yard Debt Service	\$5.7	\$5.7	\$5.7	\$5.7	\$5.7	\$6.8	\$9.3	\$9.5	\$9.6	\$12.2
Sanitary Sewer Debt Service	\$2.5	\$1.8	\$1.8	\$1.7	\$1.5	\$1.4	\$1.5	\$1.6	\$1.5	\$1.3
Stormwater Management Debt Service	\$1.4	\$3.5	\$6.3	\$9.6	\$12.7	\$14.7	\$16.3	\$17.8	\$18.8	\$19.5
Landmark Debt Service	\$0.0	\$1.5	\$5.8	\$9.6	\$9.6	\$9.6	\$9.6	\$9.6	\$9.6	\$9.6
Total Debt Service	\$75.0	\$103.5	\$140.0	\$161.5	\$170.7	\$174.1	\$183.2	\$192.1	\$192.8	\$197.6
Total \$ Change Over Prior Year		\$28.5	\$36.5	\$21.5	\$9.2	\$3.4	\$9.1	\$8.9	\$0.7	\$4.8
Total % Change Over Prior Year		38.0%	35.3%	15.4%	5.7%	2.0%	5.2%	4.9%	0.4%	2.5%



Proposed FY 2022 – FY 2031 Capital Improvement Program Overview

GENERAL FUND SUPPORT OF CAPITAL PROGRAM

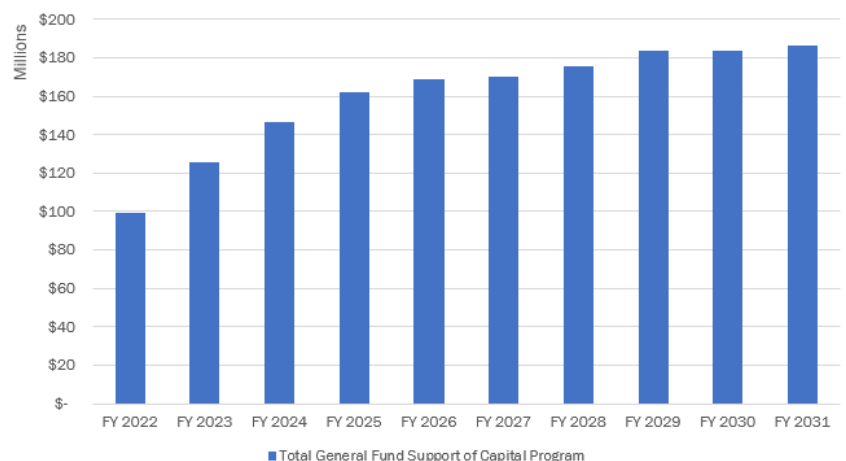
The Proposed FY 2022 – FY 2031 CIP represents a substantial commitment and investment in the City and School's capital needs. This results in a total Proposed CIP for FY 2022 – FY 2031 of \$2.66 billion, a \$549.8 million (+26.1%) increase from last year's approved CIP. This includes funding to support the Schools' capital program, which represents a large portion of this required general fund support. Of the City unrestricted funding sources in the CIP (General Fund cash capital and general obligation bonds), the Schools Capital Program will use 31.5% of identified sources. Additionally, the School Board Approved FY 2022 – FY 2031 CIP is frontloaded, with \$254.0 million out of \$551.5 million in planned expenditures occurring in the first three years of their CIP. This early and large allocation of CIP sources will require the use of borrowing and creates a substantial amount of pressure on the City's General Fund through increases in debt service.

Although the City continues to pursue a diversified funding stream for the CIP, including \$356.5 million in Non-City funds in the proposed 10 year plan, financing the capital program will require a significant investment of both cash capital from- and borrowing serviced by the City's General Fund. The Proposed CIP contemplates a use of direct cash capital and borrowing (and the debt service that this requires) that will result in \$1.6 billion of general fund operating budget expenditures over the course of the 10 year plan.

In addition to the 5 cent increase in the real estate tax rate approved in the FY 2017 and FY 2018 budgets for capital investment, last year's Proposed FY 2021 – FY 2030 CIP included a 2-cent tax rate increase to support the CIP. Subsequently, the Approved FY 2021 – FY 2030 CIP removed this propose tax rate increase, as part of the City's response to the COVID-19 public health emergency.

While the environment in which the FY 2022 budget was developed continued to be inappropriate to contemplate a tax rate increase to support increased investment in the CIP, executing the Proposed 10-year capital investment plan will ultimately require additional tax rate increases and/or significant reductions in the General Fund operating budget. Subsequent capital investment plans will address the need for- and timing of future tax rate increases to support School and City capital projects, beginning as early as FY 2023 (CY 2022).

General Fund Operating Budget Support of Capital Program



The Proposed CIP includes some smoothing of the General Fund operating budget support of the capital program by converting portions of the General Fund cash capital included in previously approved CIPs into debt service. This chart illustrates the somewhat smoothed increases in General Fund operating budget support necessary for the \$2.66 billion Proposed CIP.



Proposed FY 2022 – FY 2031 Capital Improvement Program Overview

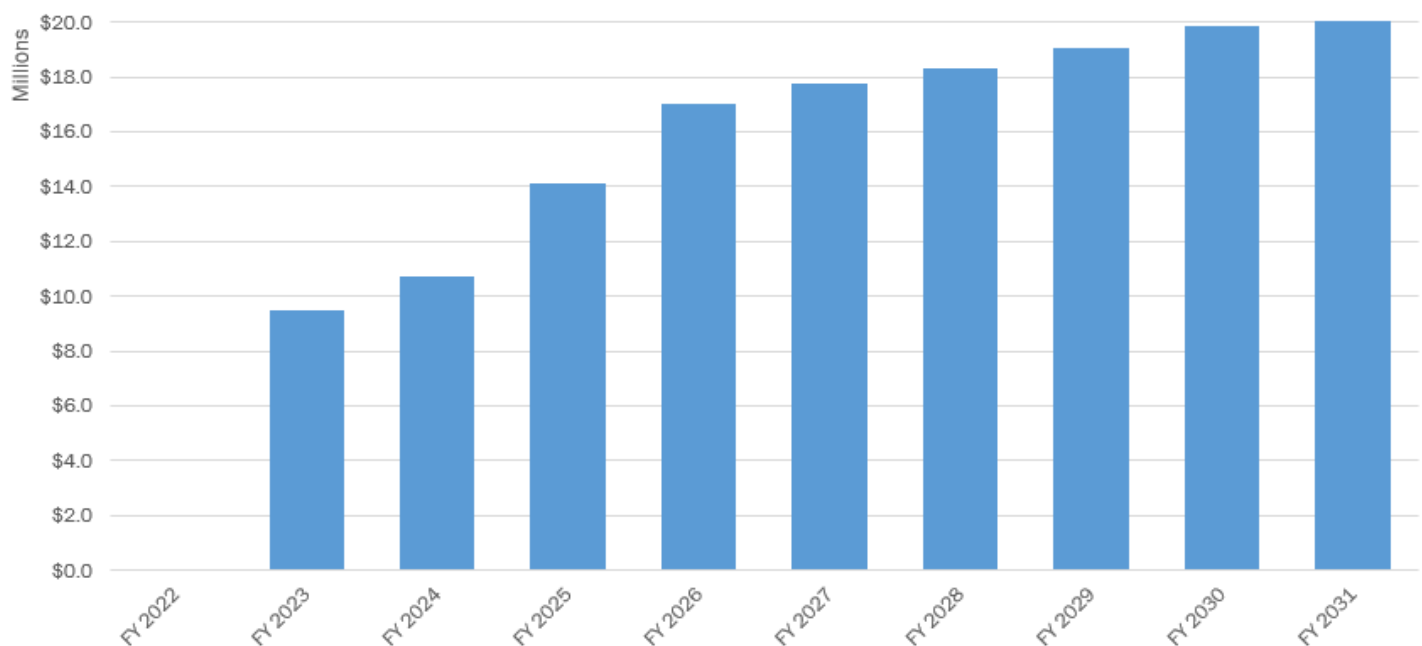
ADDITIONAL OPERATING IMPACT

In addition to the General Fund impacts of both the Cash Capital transfer and debt service payments, the CIP also has operating impacts based on the actual projects implemented. These costs can be as simple as additional operating funding to maintain a new park, to additional staffing required to operate a new Computer Aided Dispatch System, to utility costs associated with opening a new City facility.

As part of the Proposed FY 2022 – FY 2031 CIP, an additional operating analysis was performed for each project and impacts are noted on each individual project page of the Capital Improvement Program document. While not all impacts will be charged against the General Fund, the estimated operating impact could be as much as \$20.5 million in additional resources needed in FY 2031 as a result of City capital projects (excluding the operating impacts of ACPS capital projects). The chart below indicates a significant increase in operating impacts between FY 2023 and FY 2026, which is largely driven by the anticipated operating cost increase of DASH service expansion provided by grant-funded bus fleet expansion, and the opening of the Potomac Yard Metrorail Station, which will impact the City's operating subsidy paid to WMATA.

In some cases, these additional increases noted may be offset with new revenues or transitioning from shifting priorities or changing business practices within the City. Additional operating impacts are updated annually, and are refined as the project moves closer to the current capital year budget. The chart below indicates the additional operating impact by fiscal year. Year 1 of the Capital Improvement Program does not identify any additional operating budget impacts, as these costs will be reflected in departmental operating budgets.

FY 2022 - FY 2031 CIP Annual Operating Impact (All Funds)



Glossary



ACTUAL: Monies that have already been used or received; different from *budgeted monies*, which are estimates of funds to be spent or received.

ADA: Americans with Disabilities Act

ADEA: Age Discrimination in Employment Act

ALEXANDRIA JUSTICE INFORMATION SYSTEM (AJIS): A client-server based, multi-agency computer system serving many criminal justice and public safety agencies in the City.

ALLOCATION: A dedication of governmental resources, within appropriated amounts, to a specific project or activity. City Council is responsible for authorizing the allocation of capital funds through a monthly review and approval process.

APPROPRIATION: An authorization made by City Council that permits City agencies to incur obligations against, and to make expenditures of, governmental resources in fixed amounts for a one-year period.

ASSESSMENT: Any fee or charge that does not exceed the actual cost incurred for the design, construction, and financing of a local improvement (such as street paving, sidewalks, or sewers).

ASSESSED VALUE: The fair market value placed on personal and real property owned by taxpayers, as determined by the City's Finance Department.

BFAAC: Alexandria's Budget & Fiscal Affairs Advisory Committee

BPOL: Business, Professional, and Occupational License (BPOL) refers to the license tax levied upon those doing business or engaging in a profession, trade, or occupation in the City of Alexandria.

BOND-GENERAL OBLIGATION: A type of security sold for the purpose of financing capital improvement projects, with the principal and interest payments guaranteed by the full faith and credit of the City of Alexandria through its taxing authority.

BUDGET: A plan for financing the operations of City Government, including estimated expenditures for the coming fiscal year and the approved means of financing those expenditures in accordance with adopted policy.

BUDGET CALENDAR: The schedule of key dates that a government follows during the preparation and adoption of a budget.

BUDGET ORDINANCE: A legal amendment to the current budget that serves to (a) better align estimates with actual revenue increases or decreases; (b) transfer funding from one department or capital project to another; or (c) otherwise increase or decrease funding to a department, capital project, or fund. The City Council adopts or declines all budget ordinances.

BUDGET REVIEW PROCESS: The evaluation of a proposed budget through public hearing and comment, followed by reconsideration by the City Manager and City Council, prior to final approval.

CAPITAL BUDGET: Monies appropriated for the first year of the Capital Improvement Program.

CAPITAL GOODS: Long-lived assets that have a useful life of two or more years, can be identified permanently as a separate item, and cost over \$10,000.

CAPITAL IMPROVEMENT PROGRAM (CIP): A ten-year plan of approved capital expenditures for long term improvements to the City's public facilities and public works, as well as to Alexandria City Public School capital projects.

Glossary



CAPITAL PROJECT: A public improvement project undertaken as part of the Capital Improvement Program.

CAPITAL PROJECT EXPENDITURE: An expenditure of more than \$10,000 that acquires, expands, repairs, or rehabilitates a physical asset with a useful life of at least three years. It does not include day-to-day maintenance expenditures such as custodial or janitorial services, painting, minor (less than \$10,000) carpentry, electrical and plumbing repairs, or repair/routine replacement of fixtures or furniture.

CAREER LADDER: A program that provides upward mobility to employees who grow in skill and capability and demonstrate readiness for increased job responsibilities.

CARRYOVER GRANT: Carryover grant funding is the process by which obligated funds remaining at the end of the budget period may be carried forward to the next budget period to cover allowable costs in that budget period. The carryover of funds enables grantees to use unexpended prior year grant funds in the current budget period.

CASH BASIS ACCOUNTING: The method of accounting where revenues are recorded when received and expenditures are recorded when paid.

CASH CAPITAL FUNDING: Monies appropriated for capital projects from the current operating budget.

CHARACTER: A category of expenditures that broadly describe its type. Personnel Services, Non-Personnel Services, Capital Goods Outlay, Interfund Transfers and Debt Service are the main expenditure character types.

CITY STRATEGIC PLAN: The Strategic Plan embodies a vision for 2022 in which Alexandria is a historic, inclusive city of kindness, with distinct, vibrant and safe neighborhoods; a well-managed government; flourishing arts, culture and recreation; a strong economy; thriving children and youth; active and secure older adults; environmental sustainability; healthy residents of all ages; and multimodal transportation. To achieve this vision, the Plan lays out 10 thematic areas, with key indicators and action items for each. This enables staff and the community to clearly identify measurable goals and deliverables with which to track progress.

CIVIC ENGAGEMENT: Process by which the City interacts with residents to gather feedback and/or educate participants on a particular subject.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG): A general purpose federal grant primarily used by the City to facilitate the production and preservation of low and moderate income housing.

COMPENSATION PHILOSOPHY: A policy document approved by City Council on May 27, 1997 and revised on June 25, 2010, which establishes policies and practices regarding the compensation of City employees that are under the jurisdiction of the City Manager. The Compensation Philosophy (a) addresses the establishment of fixed pay steps, which supersede the minimum-maximum (min-max) salary schedule formerly in effect; (b) defines the City's comparative labor market, which includes the counties of Prince William, Prince George's, Montgomery, Arlington and Fairfax; and (c) establishes policies regarding career ladder development, education and tuition assistance and employee incentive awards. For more information, please refer to the Compensation Philosophy, which is published in Appendices of the budget document.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR): Annual audited results of the City's financial position and activity.

CONSTITUTIONAL OFFICERS: Elected officials who are authorized by the Constitution of Virginia to head City departments, such as the Sheriff, Commonwealth's Attorney, and the Clerk of the Circuit Court.

CONSUMER PRICE INDEX (CPI): A measure commonly used to indicate the monthly rate of inflation, as calculated by the United States Bureau of Labor Statistics. The CPI-U is an index of prices for urban areas; a separate index, the CPI-U-DC, is published for the Washington Metropolitan Area.

Glossary



CONTINGENT RESERVES: An amount of money included within the total General Fund budget that is set aside to provide City Council with some degree of expenditure flexibility should unforeseen events occur during the fiscal year. Monies budgeted in the contingent reserves account can only be expended after specific action by City Council to transfer these monies to other accounts. A transfer of monies from the contingent reserves account does not result in an increase in the total General Fund budget.

DASH: Logo referring to the Alexandria Transit Company's (ATC) local bus service. ATC is a non-profit corporation wholly-owned by the City.

DELIVERED SERVICES: Services provided to individuals, at their residence, by a City agency.

DEBT SERVICE: The amount of interest and principal that the City must pay on its debt.

DEPARTMENT WORK PLAN (DWP): A document developed by each department in the City that (a) establishes the type and level of services that the department can offer to achieve key outcomes and (b) outlines additional strategies to achieve key performance targets using resources allocated through the budget process.

DEPRECIATION: expenditures that represent the declining value of vehicle and equipment assets that was experienced in the respective fiscal year. Each year equipment is used the total value naturally diminishes and the City is required to account for that depreciated value.

DISTINGUISHED BUDGET PRESENTATION AWARD: The Distinguished Budget Presentation Award is designed and awarded by the Government Finance Officers Association to encourage governments to prepare budget documents of the highest quality to meet the needs of decision-makers and residents. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan and a communication device.

DOCKET: An agenda of business matters for discussion and consideration by City Council at its various meetings; or, in the context of court proceedings, a list of legal cases to be tried or that register legal actions, such as judgments and liens.

ENCUMBRANCE: An accounting reservation of funds representing a legal commitment to pay for future goods and services.

ENTERPRISE FUND: A fund that allows for separate accountability of certain operations within the City of Alexandria, which are financed similar to private businesses.

EXPENDITURE: Actual outlay of monies for goods and services.

EXPENSES: Expenditures and other obligations (e.g., encumbrances) for goods and services.

FISCAL YEAR (FY): A twelve-month financial operating period. The City's fiscal year begins on July 1 and ends on June 30 of the following year. Fiscal years are named for the calendar year in which they end; FY 2019, for example, begins on July 1, 2018 and ends on June 30, 2019.

FOCUS AREA: A group of department leaders (typically Directors) led by a Deputy City Manager and responsible for the development of one of four thematic areas of the budget: Accountable, Effective & Well-Managed Government; Healthy & Thriving Residents; Livable, Green, & Prospering City; and Safe, Secure, & Just Community.

FRINGE BENEFITS: Job-related benefits, such as pension, paid vacation and holidays, and insurance, which are included in an employee's compensation package.

FULL-TIME EQUIVALENT (FTE): A measure for calculating personnel staffing, computed by equating a regularly scheduled 40 hour per week position at 2,080 hours of work per year with 1 full-time equivalent position. Police, Fire and Sheriff equate a different number of total hours, which varies by department.

Glossary



FULL ACCRUAL BASIS ACCOUNTING: A method of accounting for revenues and expenses when earned or incurred (in lieu of when cash is received or spent). Accrual Basis of Accounting can be done on a Full or Modified Basis. All funds within the City (General Fund, Special Revenue, Capital Projects and agency funds) use the Modified Accrual method of accounting.

FUND: A separate self-balancing accounting unit with its own specific revenues and expenditures, assets, and liabilities. Each fund in the City's accounting structure has been established to segregate a particular set of fiscal activities. Separate funds that have been established by the City include the General Fund, which is used to account for general operating expenditures; Special Revenue Funds, used to account for resources restricted to expenditures for specified current operating purposes; Enterprise Funds, used to account for operations financed in a manner similar to private business enterprises, where the intent is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; and the Internal Services, used to account for depreciation charges against departments and associated expenditures to replace equipment.

FUND BALANCE: In the context of the City's budget discussions, Fund Balance generally refers to the accumulated total of all prior years' actual General Fund revenues in excess of expenditures (or "surplus") that are available for appropriation by City Council and that have not been designated for other uses. Maintaining a prudent level of undesignated General Fund balance is critical to ensuring that the City is able to cope with financial emergencies and fluctuations in revenue cycles. General Fund balance also provides working capital during temporary periods when expenditures exceed revenues. Read more about the fund balance requirements as part of the Debt Ratio Policies in the *Legislative References* section of this document.

GASB: The Governmental Accounting Standards Board (GASB) is the ultimate authoritative accounting and financial reporting standards-setting body for state and local governments.

GENERAL FUND: The General Fund is the primary operating fund of the City. This fund is used to account for all financial transactions and resources that are not required to be accounted for in another fund.

GFOA: Government Finance Officers Association of the United States and Canada. The purpose of the GFOA is to enhance and promote the professional management of governments for the public benefit.

GIS: Geographic Information System

GRANTS: A transfer of State or Federal monies to the City, usually for specific programs or activities.

HB 599: This stands for House Bill 599 and refers to a program initiated by the Virginia General Assembly in 1979 that assists localities with funding for law enforcement needs. Funding received from this source is reflected in the General Fund, under Intergovernmental Revenues.

HB 2313: This stands for House Bill 2313 and refers to dedicated funding approved by the Virginia General Assembly for transportation in Northern Virginia. The funds are distributed by Northern Virginia Transportation Authority (NVTA) and separated into two pots, 70% Regional Revenue and 30% Local Distribution Revenue.

HIGH PERFORMANCE ORGANIZATION: High Performance Organization (HPO) is a conceptual framework for organizations that leads to improved, sustainable organizational performance. It is an alternative model to the bureaucratic model known as Taylorism.

ITSC: Information Technology Steering Committee

INDICATOR: Performance measures used to assess the level of achievement by the organization.

Glossary



INTERFUND TRANSFER: A transfer of resources between funds, in most cases from the general fund to any of the other non-enterprise funds. Transfers between funds are budgeted twice—once in the originating fund and once in the receiving fund. In order to show the complete appropriation for each fund without overstating actual spending, total revenues and expenditures are displayed with and without inter-fund transfers included.

INTERGOVERNMENTAL REVENUE: Revenue from other governments, such as the State and Federal government, in the form of grants, entitlements, shared revenue, or payments in lieu of taxes.

INTERNAL SERVICES FUND: A self-replenishing fund that is used to account for equipment depreciation charges against user departments and associated expenditures to replace equipment (such as vehicles and computers).

LIABILITY INSURANCE: Protection against risk of financial loss due to a civil wrong that results in property damage or bodily injury.

MANAGER'S MESSAGE: Written explanation of the budget and the City's financial plan and priorities, as presented by the City Manager to City Council.

MARKET RATE ADJUSTMENT: An increase in salaries to offset the adverse effect of inflation on compensation.

MODIFIED ACCRUAL ACCOUNTING: A basis of accounting in which revenues are recognized in the period they become measurable and available. With respect to real property, personal property, and other local taxes, the term "available" is limited to collection within forty-five days of the fiscal year-end. Levies made prior to the fiscal year-end that are not available are deferred. Interest income is recorded as earned. Federal and State reimbursement-type grants are recorded as revenue when related eligible expenditures are incurred. Expenditures, other than accrued interest on long-term debt, are recorded when the fund liability is incurred.

NON-PASS THROUGH MONIES: Monies from sources outside the City that are paid directly to an agency or vendor and are not reflected in the City's financial records.

NON-PERSONNEL SERVICES: Expenditures relating to the cost of purchasing specific goods or services required for the operation of City agencies and departments.

NVTA: Northern Virginia Transportation Authority, the regional authority created by the Commonwealth of Virginia to provide regional transportation planning.

NVTC serves as a regional forum for discussion and analysis of transit issues that are critically important to our economy and quality of life. NVTC is charged with the funding and stewardship of WMATA and the Virginia Railway Express (VRE), which it co-owns. Because Northern Virginia is also home to six bus systems, NVTC works across jurisdictional boundaries to coordinate transit service.

ORDINANCE: A statute or law that sets out general laws. Ordinances require public hearings before they may be adopted.

OVERHIRES: Positions authorized by the City Manager to be filled as a result of (a) the availability of special revenue sources for time-limited special projects or activities; (b) needs arising that require an immediate, temporary response, sometimes prior to the next budget cycle; and (c) positions needed to maintain a necessary level of actual, on-board on-duty staff due to expected turnover (such as sworn police or fire suppression staff).

PART-TIME POSITION: A position regularly scheduled to work no more than 39 hours per week. Part-time positions scheduled regularly to work at least 10 hours per week receive limited benefits.

PERSONAL PROPERTY TAX: A City tax levied on motor vehicles and boats based on published listings of values, and on machinery and tools based on a percentage of the item's original cost.

Glossary



PERSONNEL SERVICES: Expenditures relating directly to the costs of compensating City employees, including both wages and fringe benefits.

PRIORITY BASED BUDGETING: Nationally recognized budgeting philosophy, which helps improve budget decision-making by evaluating each City service against a set of objective criteria from the City's strategic plan. Each department's section of the budget includes a description of the service, the FY19 costs of the service, and the priority level quartile for each service, as determined by the scoring process.

PROGRAM: An organized set of department functions directed towards a common purpose.

PURCHASED SERVICES: Services that are provided to an individual or group of individuals by an enterprise that is under contract with the City.

RECLASSIFICATION: An administrative review process by which a City position is re-evaluated to determine if the position has been appropriately classified under the City's personnel classification system.

RESOLUTION: A special or temporary order of a legislative body requiring less legal formality than an ordinance.

REDUCTION IN FORCE (RIF): The elimination of positions due to lack of work or lack of funding. The City's RIF policy regulates the process for eliminating positions and reducing adverse impact on Employees.

RESIDENTIAL REFUSE FEE: Residential customers are charged a Solid Waste User Fee on the residential tax bill on a bi-yearly basis for the City provided collection of trash, recycling, and yard waste once a week on a designated collection day.

REVENUES: Monies received or collected by the City through taxation, grants, fees, fines, charges, and investments.

SPECIAL REVENUE FUND: A fund that accounts for resources restricted to expenditures for specified purposes (for example, state and federal grants).

TAX BASE: All forms of property wealth under the City's jurisdiction that are taxable.

TURNOVER RATE/SAVINGS: The percentage and amount by which a department's personnel services budget is reduced in anticipation of a reduction in expenditures attributable to employee turnover.

UNFUNDED POSITIONS: Positions that departments have elected to hold vacant in order to achieve personnel expenditure savings beyond the normal expected turnover savings. These positions are not funded in the budget or reflected in the departments' FTE counts, however they remain eligible for departments to request restored funding at some future date.

WMATA: Washington Metropolitan Area Transit Authority (WMATA) is the regional agency that operates the METRO bus and subway systems.

Legislative References



STATE CODE AND CITY CHARTER

State Code

Sec. 58.785.1: Requires that the local tax rate must be adopted by June 30, but after April 15.

City Charter

General Provisions

Sec. 3.04 (b): The City Council shall have the power to adopt the budget of the City.

Sec. 4.02 (c): The City Manager shall have the power and shall be required to prepare and submit the annual budget to the City Council as provided in the Charter, and shall be responsible for its administration.

Sec. 5.05 : Work programs, allotments. Before the beginning of the budget year, the head of each office, department or agency shall submit to the Director of Finance, at such time as may be set by him, a work program for the year, which program shall show the requested allotments of the appropriations for such office, department or agency, for such periods as may be designated by the City Manager, for the entire budget year. The City Manager shall review the requested allotments and may revise, alter or change such allotments Before approving the same. The aggregate of such allotments shall not exceed the total appropriation available to said office, department or agency for the budget year.

Sec. 5.06: Allotments constitute basis of expenditures and are subject to revision. The Director of Finance shall Authorize all expenditures for the offices, departments and agencies to be made from appropriations on the basis An approved allotments and not otherwise. An approved allotment may be revised during the budget year in the same manner as the original allotment was made. If, at any time during the budget year, the City Manager shall ascertain that the available income, plus balances, for the year will be less that the total appropriations, he shall Reconsider the work programs and allotments of the several offices, departments and agencies and revise the allotments so as to prevent the making of expenditures in excess of the said income.

Sec. 5.07: Transfer of appropriations. The City Manager may at any time transfer any unencumbered appropriation balance or portion thereof within the accounts of an office, department or agency. The Council when advised of The details by the City Manager may be duly docketed resolution transfer any unencumbered appropriation balance or portion thereof form one office, department or agency to another.
(Acts 1968, ch. 510, Sec. 1)

Legislative References



CITY CHARTER

Sec. 6.03: Each department head, the judges of the courts, each board or commission, and any other office or agency supported by the City, is required to file with the City Manager, at the prescribed time, all estimates of revenue and expenditure for the ensuing fiscal year. Such estimates shall be submitted on forms furnished by the finance director and all information required by the City Manager is to be submitted thereon. The City Manager shall hold staff hearings to review and revise these estimates as (s)he may deem advisable.

Sec. 6.05: In no event shall the expenditures recommended by the City Manager in the general budget exceed the receipts estimated, taking into account the estimated cash surplus or deficit at the end of the current fiscal year, unless property assessments have been raised or unless the City Manager shall recommend an increase in the rate of ad valorem taxes on real estate and tangible personal property or other new or increased taxes, licenses or other sources. Receipts from increased taxes, licenses or other sources shall be estimated on the basis of the average rate of increased collections during the preceding two fiscal years except in instances in which the City Manager submits, as a part of the budget, a written statement explaining any estimate that is made on some other basis. Receipts from new taxes, licenses or other sources shall be estimated on information available for other cities, the State of Virginia or other states, the federal government or other appropriate sources. If estimated receipts exceed estimated expenditures, the City Manager may recommend revisions in the tax, license or other ordinances of the City in order to bring the general fund budget into balance.

Sec. 6.08: The budget and budget message and all supporting schedules shall be a public record in the office of the City Manager, open to public inspection after the budget has been submitted to the Council and made public by it; provided, however, that no department or agency head, judge or board or commission, manager or director of finance shall divulge details of the proposed budget estimates until the budget has been submitted to the Council and made public by it.

Sec 6.08.1: The school board shall, prior to the time work has begun on the school budget, hold a public informational hearing to receive suggestions from the public concerning the school budget. The school board shall also hold a public hearing on its proposed budget prior to submitting it to the City Manager. The school board shall cause a notice of the time and place of each public hearing to be published in a newspaper of general circulation in the City at least seven days prior to the hearing. The school board shall also cause copies of the proposed budget to be available to the public at least seven days prior to the public hearing on the proposed budget. The school board may submit to the City Manager as its proposed budget the same proposed budget considered at the public hearing or it may, subsequent to said public hearing, submit a revised proposed budget.

Responsibility of the City Manager for the Budget:

Sec. 6.02: The City Manager is required to submit a general budget, a capital budget and an explanatory budget message in the form and with the contents provided by the Charter.

Legislative References



CITY CHARTER

Sec. 6.04: The general budget shall contain:

- (a) An estimate of that portion of surplus cash remaining at the end of the fiscal year which is to be used in meeting expenditures in the general budget;
- (b) An estimate of receipts from current ad valorem taxes on real estate and personal property, and from all other sources;
- (c) A statement of debt service requirements;
- (d) An estimate of cash deficit, if any, at the end of the current fiscal year, and an estimate of obligations required by the Charter to be budgeted for the ensuing year; and,
- (e) An estimate of expenditures for all other purposes to be met in the coming fiscal year.

Sec. 6.05: In no event shall the expenditures recommended by the City Manager in the general budget exceed the receipts estimated, taking into account the estimated cash surplus or deficit at the end of the current fiscal year, unless property assessments have been raised or unless the City Manager shall recommend an increase in the rate of ad valorem taxes on real estate and tangible personal property or other new or increased taxes, licenses or other sources.

Sec. 6.06: The explanatory budget message shall contain an outline of the proposed financial policies of the City for the budget year and a description of the important features of the budget plan. Major policy changes are to be explained and reasons for salient changes in cost and revenue items from the previous year are to be indicated. A statement of pending capital projects and proposed new projects, with proposed financing plans, shall be included.

Sec. 6.07: At the same time that the City Manager submits a general budget (s)he may also submit a general appropriation ordinance and those additional tax ordinances as may be required to balance the Proposed budget.

Sec. 6.14: The capital budget is a budget of the proposed capital improvements projects for the ensuing fiscal year and for five years thereafter, with recommendations for financing the proposed improvements for the coming year.

Responsibility of the City Council for the Budget:

Sec. 6.09: At the meeting of the City Council at which the budget and budget message are submitted, the council shall determine the place and time (at least sixty days prior to the beginning of the budget year) of a public hearing on the budget, and shall publish a notice of said place and time, which shall not be less than seven days after the date of publication.

Sec. 6.10: All interested persons shall be given an opportunity to be heard at the public meeting for or against any of the estimates of any item of the budget.

Legislative References



CITY CHARTER

Sec. 6.11: After the conclusion of the public hearing the City Council may insert new items of expenditure or may increase, decrease or strike out items of expenditure in the general fund budget, except that no items or expenditures for debt service or other provision of law shall be reduced or stricken out. The City Council shall adopt a balanced budget, or adopt measures for providing additional revenues in the case that expenditures exceed revenues.

Sec. 6.12: The budget shall be adopted by the votes of at least a majority of Council not later than the 27th day of June. If the City Council has not taken final action on or before this date, the budget as submitted shall be deemed to have been finally adopted by the Council.

Sec. 6.13: An appropriation in addition to those contained in the general appropriation ordinance, except for the purpose of meeting a public emergency as provided for elsewhere in this charter, may be made by the Council, by not less than a majority affirmative vote of all members of Council, only if there is available in the general fund a sum unencumbered and unappropriated sufficient to meet such appropriation.

Sec. 6.14: The City Council shall hold at least one public hearing on the capital budget and shall take final action not later than twenty days after June 27, the date prescribed for the adoption of the general budget.

Sec. 6.15: The City Council may establish by ordinance a reserve fund for permanent public improvements and may appropriate thereto any portion of the general fund cash surplus not otherwise appropriated at the close of the fiscal year.

Legislative References



ORDINANCE 4291: ESTABLISHING THE BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE (BFAAC)

Ordinance 4291 - Adopted February 22, 2003,¹ Establishing the Budget and Fiscal Affairs Advisory Committee

AN ORDINANCE to amend Chapter 4 (COMMITTEES, BOARDS AND COMMISSIONS), of Title 2 (GENERAL GOVERNMENT) of The Code of the City of Alexandria, Virginia, 1981, as amended, by adding thereto a new Article R (BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE).

THE CITY COUNCIL OF ALEXANDRIA HEREBY ORDAINS:

Section 1. That Chapter 4 of Title 2 of The Code of the City of Alexandria, Virginia, 1981, as amended, be, and the same is hereby, amended by adding thereto a new Article R to read as follows:

ARTICLE R

Budget and Fiscal Affairs Advisory Committee

Sec. 2-4-130 Creation, composition, organization and term.

(a) The Budget and Fiscal Affairs Advisory Committee initially established by Resolution No. 1464, is hereby established by ordinance and designated as a standing committee known as the Budget and Fiscal Affairs Advisory Committee.

(b) The members of the committee shall be appointed by the City Council as follows:

- (1) seven members, one each of whom shall be designated by the mayor and members of city council;
- (2) three members appointed at-large in accordance with the provisions of section 2-4-7 of this code;
- (3) one member designated by the Alexandria School Board; and
- (4) two members designated by the Alexandria Chamber of Commerce.

(c) The members designated by the mayor and members of city council, the school board, or the chamber of commerce shall serve at the pleasure of the mayor, member of council, school board or chamber of commerce designating such person, and any vacancies in such positions shall be filled in the same manner as the original appointment. Members appointed at large shall serve for a term of two years, and vacancies and reappointments shall be handled in the manner prescribed in section 2-4-7 of this code.

¹The Budget and Fiscal Affairs Advisory Committee was established July 2, 1985, by Resolution 1129. Resolution 1464 amended Resolution 1129 by adding two representative of the Chamber of Commerce to the committee. Resolution 1129 has been replaced by Ordinance 4291 as a result of Council action on February 22, 2003.



CITY ORDINANCE: ESTABLISHING BFAAC

(d) All members of the committee shall:

- (1) by virtue of their education and employment in the public or private sector, have demonstrated competence in one or more of the following areas: accounting, financial analysis, budget and fiscal management, public finance, or urban economics;
- (2) be residents of and residing in the City of Alexandria at the time of appointment and continue to do so during the term of their appointment. The provisions of section 2-4-7(d) notwithstanding, this provision may not be waived; and
- (3) not be (i) a member of any other board or commission having one or more members appointed by the city council, or (ii) an employee of the city, the school board, the Alexandria Chamber of Commerce, or any agency of any such entity or organization.
- (4) declare to the committee their position as an officer or director of any entity or organization, and abstain from discussing, participating or voting on any matter before the committee, that directly relates to any appropriation or grant made or awarded by or through the city to the entity or organization of which the member is an officer or director.

Sec. 2-4-131 Functions, powers and duties; staff assistance.

(a) The functions, powers and duties of the committee shall be to advise and support the city council as to:

- (1) an examination of the city's budget procedures and process and ways of improving such procedures and process, including participation by the public therein;
- (2) the forecasting of future revenue and expenditure requirements and the effect on the several taxes and fees levied by the city and burden of taxation imposed on Alexandria citizens and business organizations;
- (3) an evaluation of the comparative tax, revenue and expenditure levels in Alexandria with those in neighboring jurisdictions and the effect of such differences on the ability of Alexandria to attract new residents and economic development; and
- (4) such other tasks as may be requested by the city council.

(b) Except as expressly provided in this article, the committee may adopt rules and regulations in regard to procedure and other matters for the conduct of its business, so long as the same are not inconsistent with the city code, including, but not limited to, the establishment of committees through which it may carry on its functions, duties and purpose.

(c) Subject to the availability of funds and staff, and recognizing that the city manager must give priority attention to requests from the city council, the city manager is authorized to provide such staff or other assistance to the committee as requested, and to make such information available to the committee as is available to the public generally.

Legislative References



CITY ORDINANCE: ESTABLISHING BFAAC

Section 2. That no provision of this ordinance shall be deemed to affect the appointments or terms of the members of the Budget and Fiscal Affairs Advisory Committee in office on the effective date hereof.

Section 3. That Resolution No. 1464 be, and the same hereby is, rescinded.

Section 4. That this ordinance shall become effective upon the date and at the time of its final passage.

Legislative References



RESOLUTION 2965: SETTING GUIDANCE FOR THE FY 2022 BUDGET

RESOLUTION NO. 2965

Setting Guidance for FY 2022 General Fund Operating Budget and Capital Improvement Program for FY 2022 to FY 2031

WHEREAS, the City Council of Alexandria passed a resolution establishing Council's process for formulating the Operating Budget and the Capital Improvement Program (CIP) and requires that City Council set budget guidance for the City Manager and the School Board for the FY 2022 budget; and

WHEREAS, the City will seek input into the development of the FY 2022 budget; and

WHEREAS, the City Council's budget deliberations and annual spending decisions should reflect a balancing of the goals articulated in the adopted FY 2017 to FY 2022 City's Strategic Plan (the "Strategic Plan"); and

WHEREAS, those services directly supporting the achievement of the City's strategic goals are considered for funding support; and

WHEREAS, additional priorities beyond those identified in the Strategic Plan have emerged since its adoption including recovery from the COVID-19 pandemic and related economic downturn, policing reform, and flood mitigation in response to climate change related increasingly intense and frequent major storm events; and

WHEREAS, the City Council is committed to continuously improving the efficiency and effectiveness of City government and expects the City Manager, City staff and all organizations that receive City budget dollars to focus on achieving service outcomes and providing programs that benefit the community and its residents; and

WHEREAS, the City Council is committed to the goal of continuing to provide core services expected of a municipal government including the provision and maintenance of the City's facilities and capital infrastructure; and

WHEREAS, the City Council will make budgetary changes that support maintaining the City's 'AAA'/'Aaa' bond ratings; and

WHEREAS, the City Council acknowledges that the resources required to achieve the goals of the Strategic Plan, various other adopted Strategic Plans and Master Plans, and other emerging priorities must be balanced with the tax responsibility placed upon residents and businesses; and

Legislative References



RESOLUTION 2965: SETTING GUIDANCE FOR THE FY 2022 BUDGET

WHEREAS, the City Council recognizes the need to measure the impact of programs and lines of business against expected outcomes, to deemphasize or eliminate programs that do not yield those outcomes desired, and to identify efficiencies wherever possible, to utilize Priority Based Budgeting to assist in setting budget priorities and funding level; and

WHEREAS, the City Council desires to emphasize a multi-year perspective for budget decision making and for long-range fiscal planning; and

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF ALEXANDRIA THE FOLLOWING:

(a) **Operating and Capital Improvement Program Expenditures:** The City Manager shall propose for Council consideration a proposed (1) operating budget and 10-year Capital Improvement Program (CIP) that seeks to balance the need to continue priority services and the need for an affordable tax and fee burden which may include an increase in tax and/or fee rates and increases in operating and capital project expenditures to fund priority services, but may also include service reductions to provide funding for higher priority services and minimize any tax rate increase and; (2) the City Manager shall present two alternative budget scenarios: one that identifies further service reductions that would be recommended to balance the budget if the real estate tax rate or other tax rates are not increased, and a second that identifies the amount of revenue and real estate tax or other tax rate increases that would be required to fund a budget with few service reductions.

(b) **Two-Year Presentation of Operating Revenue/Expenditures:** The City Manager's proposed Operating Budget shall include estimates of all operating revenues and expenditures for the proposed Fiscal Year 2022 and the subsequent Fiscal Year 2023.

(c) **Taxes, Fees, Fines and Service Charges:** In funding the proposed budget, the City Manager may consider changes to tax rates, tax designations/reservations, fees/fines/service charges that are equitable, fair and administratively feasible provided that these proposals are observant of the constraints imposed by the Code of Virginia. Such changes can only be considered where they advance the priorities of the Council as stipulated in this resolution, through Legislative Sessions, adopted master plans and policies, or the Council Retreat and Work Sessions. Additionally, the City Manager shall present two alternative tax rate scenarios including one in which tax rates are maintained at the current level and one which identifies that amount of tax rate increases required to fund a budget with no service reductions.

Legislative References



RESOLUTION 2965: SETTING GUIDANCE FOR THE FY 2022 BUDGET

(d) **Cost Saving Measures:** The City Manager shall, in the proposed operating budget and two alternative scenarios, continually identify and propose cost saving measures and efficiencies in all City operations and consider reduction of service levels where the performance exceeds the level required by the community, where the current level of service is not a strategic priority, or where performance, over time, has not achieved the desired outcomes.

(e) **Use of Surplus:** The City Manager may recommend use of prior-year surplus funds first to ensure that the Capital Improvement Program includes sufficient cash capital funding, then to address one-time or manageable ongoing costs that positively impact expected goals.

(f) **CIP:** The proposed FY 2022 through 2031 CIP shall incorporate the following:

1. Compliance with the City's adopted Debt Related Financial Policy Guidelines for any debt issuance planned for FY 2022 through FY 2031;
2. Consistency with the City's adopted cash capital investment policy of a General Fund cash capital transfer of no less than 2.0% with the goal of funding the FY 2022 General Fund cash capital reflected at least at the level in the current adopted CIP;
3. The optional use, as determined by the City Manager, of an additional General Fund operating budget surplus from FY 2021, if any, as commitment for capital projects in FY 2022 and beyond;
4. Specific descriptions of projects that can be funded within recommended levels of funding, their associated operating costs, estimated for all years of the CIP, and a description of the criteria used to prioritize the projects as recommended by the Budget and Fiscal Affairs Advisory Committee (BFAAC);
5. Proposed funding for City and ACPS facility projects based in part on the recommendations of the Ad Hoc Joint City-Schools Facility Investment Task Force.

(g) **ACPS Funding:** That (1) the City Manager shall recommend for transfer to the Alexandria City Public Schools operating funding within a range of amounts, with the low end of the range being an appropriation equal to the amount approved by City Council for FY 2021 and the high end of the range being the low end amount plus the overall General Fund FY 2022 revenue rate of growth plus the cost of FY 2022 increased enrollment, (2) the Alexandria City Public Schools is requested by City Council to articulate in general categories and prioritize any City FY 2021 appropriation requests above the low end of the range, (3) the City Manager shall develop options for potential funding of proposed public school capital needs for the FY 2022 through FY 2031 time period taking under advisement the recommendations of the Ad Hoc Joint City-Schools Facility Investment Task Force, and (4) the City Manager shall recommend ACPS capital project debt service in the FY 2022 proposed budget and include such amount as an separate element of the total recommended FY 2022 budget for the ACPS.

Legislative References



RESOLUTION 2965: SETTING GUIDANCE FOR THE FY 2022 BUDGET

(h) **Outside Agencies:** Organizations outside the City government that receive funding support from the City must demonstrate an alignment of their efforts with accomplishments of the City's strategic objectives. In cases where there is discretion over the level of funding, organizations external to the City government must demonstrate the purpose, benefits outcomes, and consequence of City funding.

Adopted: November 10, 2020



JUSTIN WILSON MAYOR

ATTEST:



Gloria A. Sitton, CMC City Clerk

Legislative References



RESOLUTION 2966: ESTABLISHING THE PROCESS TO BE USED FOR FY 2022 BUDGET ADOPTION

RESOLUTION NO. 2966

Budget Resolution Establishing the Process to be Used to Adopt the FY 2022 Operating Budget and the FY 2022 to FY 2031 Capital Improvement Program

WHEREAS, the Alexandria City Council wishes to establish policies to guide upcoming budget deliberations to ensure responsible actions with current economic resources; and

WHEREAS, resolutions No. 2088, 2150, 2166, 2256, 2368, 2587, 2653, 2747, 2796, 2858 and 2915 previously adopted by City Council have now expired, or will soon expire; and

WHEREAS, City Council believes that flexibility is needed for both the preparation and evaluation of expense items as well as with regard to diversifying the sources of revenue available to fund the General Fund Operating Budget; and

WHEREAS, City Council's deliberations on the budget each year reflect a balancing of the needs of the community with the community's ability to afford services to meet those needs; and

WHEREAS, City Council desires to provide the core services expected of a municipal government and to continue to provide quality services and facilities for the residents and businesses of Alexandria, but understands that economic reality will require significant trade-offs between services and revenues; and

WHEREAS, City Council is committed to managing the cost of City General Fund operating and capital expenditures in order to properly balance the tax burden placed on the community; and

WHEREAS, City Council is committed to achieving the vision and strategic goals, long term outcomes, objectives, and initiatives as outlined in the City Council's Strategic Plan; and

WHEREAS, City Council desires to allow for a thoughtful and deliberate budget process given the budget's complexity and importance;

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Alexandria, Virginia, that the Council shall, for the purposes of consideration of the Budget for the City of Alexandria, adopt this resolution and adhere to the following rules of procedure:

Legislative References



RESOLUTION 2966: ESTABLISHING THE PROCESS TO BE USED FOR FY 2022 BUDGET ADOPTION

Section (a) The City Manager's Budget Submission to City Council and the Setting of Budget Guidance by City Council

(1) That the City Manager shall plan and prepare the proposed Operating Budget and proposed ten-year Capital Improvement Program and that such preparations shall include those programs and resources necessary to achieve the City Council Strategic Plan.

(2) That the City Manager shall present to City Council a preliminary forecast and outlook for (a) revenues and (b) expenditures necessary to maintain existing services and policies (including the City Manager's forecast of cash capital and debt service costs related to the most recently approved Capital Improvement Program).

(3) That City Council shall direct that the City Manager prepare a budget resolution to be adopted by City Council to guide the preparation of the upcoming Operating Budget and next Capital Improvement Program.

(4) That the City Manager shall submit a proposed Operating Budget and Capital Improvement Program to the City. Such budget shall meet any guidance for General Fund revenues and expenditures established by City Council and should include no more than one percent of unreserved fund balance.

Section (b) The Budget Submission to City Council by the Alexandria Public Schools (ACPS)

(5) That the Alexandria City School System (ACPS) shall separately present to City Council, but in a format coordinated with the City Manager, its preliminary forecast and outlook for (a) expenditures necessary to maintain appropriate services and policies, (b) the outlook for additional requests for Schools operating in the upcoming fiscal year and capital needs through the upcoming fiscal year and the succeeding 9 years, (c) projected ACPS capital related debt service for the upcoming fiscal year, (d) the outlook for possible budget reductions and increases in fees, fines and charges for services, (e) the outlook for Federal and State grants, and the costs of meeting unfunded Federal and State mandates, both current mandates and projected new mandates.

(6) That the Board of the Alexandria City Public Schools is requested to adopt a Capital Improvement Program no later than December 17, 2020 and an Operating Budget no later than February 18, 2021 so that any request may be considered by City Council in parallel with the City Manager's proposed operating budget and Capital Improvement Program. If the ACPS budget request exceeds or otherwise does not comply with any guidance regarding fiscal limitation provided by City Council to ACPS, then ACPS shall clearly identify what operating programs and activities would be funded if additional funding were provided.

Legislative References



RESOLUTION 2966: ESTABLISHING THE PROCESS TO BE USED FOR FY 2022 BUDGET ADOPTION

Section (c) Actions of City Council Concerning the Budget Submissions of the City Manager and the Alexandria Public Schools (ACPS)

(7) That as part of a preliminary forecast of assessments and expenditures provided by the City Manager, City Council will consider this information and any other relevant information available to it at that time including the comments of residents provided via a public hearing or other public input opportunities.

(8) That the Council shall hold a budget public hearing on the City Manager's proposed budget in the month following the budget submission by the City Manager and should reserve time for public comment at the scheduled April Public Hearing once the Preliminary Add/Delete list of City Council Budget Proposals and technical adjustments by the Office of Management and Budget has become available and distributed to the community. Any additional public hearing shall not conflict with or serve in place of a public hearing regarding the establishment of an effective tax rate as required by the Code of Virginia.

(9) That Council directs City staff to organize at least one digital or public meeting outside of City Hall to present the budget to interested residents and solicit input. Additionally, City staff shall provide an opportunity for residents and organizations to submit written budget comments to the Council in lieu of or in addition to participation in public meetings.

(10) That Council directs City staff to prepare motions for adoption of the Operating Budget and Capital Improvement Program and a summary of decisions made in the Final Add/Delete work session following the work session. Those motions and the summary of final decisions shall be released for public review no later than 24 hours prior to the scheduled adoption.

(11) That City Council shall consider these proposals and endeavor to enact an Operating Budget and Capital Improvement Program that balance the needs of the community with the community's desire and ability to pay for services to meet those needs.

(12) That City Council plans to adopt such a budget resolution.

Section (d) Proposed Budget for the City of Alexandria

(13) For purposes of this resolution, the proposed budget of revenue rates and expenditure levels for the fiscal year shall be that proposed by the City Manager.

(14) For purposes of this resolution, the Office of Management and Budget shall provide revenue and/or expenditure projections for any motion or amendment that could affect the proposed budget specified in Section (a) (2).

Legislative References



RESOLUTION 2966: ESTABLISHING THE PROCESS TO BE USED FOR FY 2022 BUDGET ADOPTION

Section (e) Maximum Expenditure Levels May Not Exceed Sum of Projected Revenue and Appropriation from Fund Balance in Proposed Budget

(15) It shall not be in order in the Alexandria City Council to consider any motion or amendment to the proposed budget of the City of Alexandria if:

(i) there has not been a Budget Memo or formal information request submitted that relates to the specific item proposed for consideration or a Council discussion of the proposal during a budget work-session or public hearing has not occurred; and

(ii) any such motion or amendment that has the effect of increasing any specific budget expenditures proposed by the City Manager or would have the effect of reducing any specific revenue proposed by the City Manager unless such motion or amendment provides for a specific offset of either expenditure or revenue and ensures the maintenance of the fiscal balance of the proposed budget; and

(iii) such motion or amendment is not provided in the form of a City Council budget proposal submitted to the Office of Management and Budget (OMB) or an OMB technical adjustment at least 20 days prior to the adoption of the budget in accordance with the FY 2022 Rules of Engagement for the Add/Delete Process.

(16) In the Alexandria City Council, any appropriation from the Fund Balance or any like account beyond that proposed in the Manager's proposed budget shall require an affirmative vote of five Council Members.

Section (f) Actions of City Council Concerning the Add/Delete Process

(17) The City Council shall adhere to the following Add/Delete Rules of Engagement for amending and adopting the final budget. These Rules of Engagement were first adopted for use during the FY 2016 budget process and continued in each of the subsequent budget processes:

(i) Continue use of the add/delete spreadsheet that was produced by OMB prior to the FY 2016 budget process and reintroduced in the FY 2017 budget process.

(ii) A City Council Budget Proposal form will be required in order to add or delete anything from the City Manager's Proposed Budget. The form will require the following prior to Council consideration:

1. Additional information related to how the change advances the Council's goals/priorities.

Legislative References



RESOLUTION 2966: ESTABLISHING THE PROCESS TO BE USED FOR FY 2022 BUDGET ADOPTION

2. Additional information related to how the change impacts the performance of that program, service or goal.
 3. The support of at least 3 of 7 Council members (the original sponsor and two co-sponsors).
 4. Must be accompanied by an add/delete spreadsheet prepared by the Council member or OMB in which the sum of the individual Council member's adds and deletes, including the items originally sponsored by that member and those co-sponsored by that member, are in balance or produce a revenue surplus.
 5. Any add/delete proposal requiring a change to a City Ordinance or requiring a new ordinance must be submitted to staff eight days prior to the first legislative meeting in April in order for the item to be introduced and docketed for the April public hearing [For FY 2022, March 29]
- (iii) The completed City Council Budget Proposal form must be returned to the Office of Management & Budget (OMB), with each of the steps from #2 above completed, at least 20 days prior to the adoption of the budget [for FY 2021, April 15].
- (iv) City Council will hold a second budget public hearing to receive feedback on the preliminary add/delete items submitted by City Council Members [for FY 2021, April 17]
- (v) A combined list of all City Council Budget Proposals that meet the criteria in #2, any technical adjustments from OMB, and any City Manager recommended changes, will be provided and discussed at the 2nd Legislative Meeting in April [for FY 2021, April 27].
- (vi) Council will work with OMB to refine/develop funding figures based on the proposals submitted, to be completed 7 days prior to budget adoption [for FY 2022, April 28].
- (vii) Completed Council Budget Proposals, with funding, will be circulated to Council and the public the Friday prior to budget adoption [for FY 2022, April 30].
- (viii) City Council will be required to keep the budget in balance once all decisions are made.

Legislative References



RESOLUTION 2966: ESTABLISHING THE PROCESS TO BE USED FOR FY 2022 BUDGET ADOPTION

(ix) Budget Adoption will occur on May 5, 2020 with all City Council Budget Proposals, those approved and those not approved, made public upon adoption of the budget.

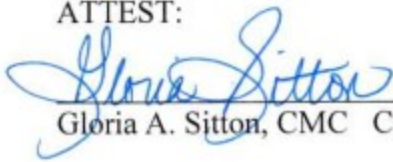
Section (g) Expiration – The provisions of this resolution shall expire on June 30, 2021.

Adopted: November 10, 2020



JUSTIN M. WILSON MAYOR

ATTEST:



Gloria A. Sitton, CMC City Clerk

Legislative References



RESOLUTION 2974: ALL ALEXANDRIA: COMMITTING TO RACE AND SOCIAL EQUITY

RESOLUTION NO. 2974

All Alexandria: Committing to Race and Social Equity

WHEREAS, Alexandria's history mirrors our country's past and is built upon a foundation of interpersonal and systemic racism; and

WHEREAS, Alexandria acknowledges that the shoreline of the Potomac River where Alexandria is located today has been a lush and resourceful home for centuries to Indigenous Peoples of the Conoy paramount chiefdom and the nearby Powhatan paramount chiefdom, long before the modern community was founded; and

WHEREAS, Indigenous Peoples are the original victims of physical violence and oppression through forced removal and illegal confiscation of their native lands for the purposes of settlement and colonization by European settlers, which laid the foundation for the dehumanization and systemic discrimination of other human beings of color; and

WHEREAS, Alexandria acknowledges its part in the domestic slave trade, and as a place of refuge for thousands escaping the bondage of forced enslavement during the Civil War, and as a home of Jim Crow, where two known lynchings of African American teenagers Joseph McCoy and Benjamin Thomas in 1897 and 1899 respectively occurred, and a City that resisted peaceful efforts by African Americans to open public facilities to *ALL Alexandrians*; and

WHEREAS, Alexandria has continued to evolve into a diverse community of over 145 nationalities and ethnic backgrounds, this legacy of racial oppression and white supremacy resulted in inequitable practices and policies and created systemic marginalization, particularly of People of Color, that still impacts our community. Alexandria's Indigenous, Black, Latino, Asian, multi-racial, multi-ethnic and immigrant communities continue to experience disparate outcomes across all measures of wellbeing; and

Legislative References



RESOLUTION 2974: ALL ALEXANDRIA: COMMITTING TO RACE AND SOCIAL EQUITY

WHEREAS, systemic and institutional racism are the conduit by which other forms of oppression, ableism, ageism, sexism, homophobia, transphobia, xenophobia take root; and

WHEREAS, people who live, work and visit in Alexandria today continue to experience bias, discrimination, and unequal outcomes and/or treatment in every field and sector including but not limited to government, housing, employment, environment, wealth, healthcare, education, transportation, the legal system; and

WHEREAS, today Alexandria recognizes, acknowledges and is atoning for its past actions and policies that excluded, targeted, or oppressed people due to their color, race, national origin, ancestry, gender, gender identity, age, ethnicity, religion, ability, culture, sexual orientation, ethnicity, language; and

WHEREAS, every Alexandrian must reckon with the City's historical past as well as our explicit and implicit involvement and contributions to the institution of American slavery and the subsequent and deeply rooted racial inequities of today; and

WHEREAS, Alexandria must act deliberately, thoughtfully and thoroughly to end racial injustices and structural inequities by frank examination and fair and just inclusion for *ALL Alexandrians*; and

WHEREAS, Alexandria recognizes that meaningful community involvement, input and investment is both desired and necessary to identify, explore, develop and implement policies, measures, and accountability in the pursuit of fair and equitable outcomes for *ALL Alexandria*; and

WHEREAS, Alexandria recognizes a shared community with the Alexandria City Public Schools and the urgent need to align our movements around race and social equity; and

WHEREAS, community-centered, community-driven strategies and solutions can provide valuable and innovative partnerships and create lasting change; and

Legislative References



RESOLUTION 2974: ALL ALEXANDRIA: COMMITTING TO RACE AND SOCIAL EQUITY

WHEREAS, through engaging in holistic restorative justice work, *ALL Alexandria* can begin healing from generations of racial trauma; and

WHEREAS, we seek and embrace a multi-racial, anti-racist, intersectional, intergenerational, community where *ALL Alexandrians* truly thrive; and

WHEREAS, the emerging diversity of our community is our strength and is to be uplifted, while our inclusivity must be genuine and codified for the betterment of *ALL Alexandrians*.

WHEREAS, we recognize ourselves as one interconnected, interdependent human family that celebrates and honors the diversity of *ALL Alexandrians*; and

WHEREAS, we invite our entire community to work in collaboration with the City to achieve this vision for *ALL Alexandria*.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF ALEXANDRIA, VIRGINIA THAT:

1) Ensure that race and social equity is incorporated and centered in all planning, including:

- a. Center race and equity throughout the forthcoming FY 2022-FY 2027 Strategic Plan and departmental strategic planning processes;
- b. Establish specific, measurable, attainable, relevant time-based (SMART) goals race and social equity action plans for City departments;
- c. Incorporate race and social equity into all staff and leadership talent management programs;
- d. Establish, strengthen and maintain key partnerships with the Alexandria City Public Schools, other public entities serving our community, community-based, non-profit, and faith-based organizations, and businesses in Alexandria to advance racial equity;

Legislative References



RESOLUTION 2974: ALL ALEXANDRIA: COMMITTING TO RACE AND SOCIAL EQUITY

2) Implement and sustain structures and systems to advance race and social equity, including:

- a. Adopt and promote practices and policies centered on creating and ensuring racial and social equity through the use of a racial equity tool;
- b. Conduct race and social equity trainings for City Council, City staff and City boards and commissions;
- c. Create authentic community engagement best practices for use in evaluating City actions from creation to implementation;
- d. Maintain membership and active participation in the Government Alliance on Race and Equity (GARE) and Metropolitan Washington Council of Governments (MWCOG) Racial Equity Work Group and newly established Chief Equity Officers Committee;

3) Align and implement policy efforts designed to advance race and social equity goals, including:

- a. Incorporate greatly expanded language access into more City of Alexandria communications and platforms;
- b. Reduce and eliminate racial and social inequities in the allocation of City resources through the use of a budget equity tool which may entail the adjustment of budgets and funding reallocation;
- c. Present City Council with a Racial and Social Equity Action Plan, consisting of specific policy initiatives to advance the City's racial equity goals, informed by additional community engagement;

4) Ensure accountability mechanisms related to the progression and transparency of work to advance race and social equity, including:


Legislative References



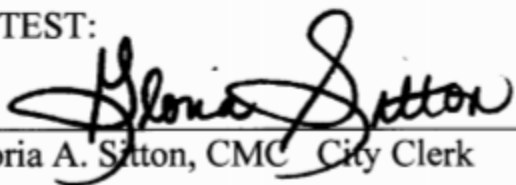
RESOLUTION 2974: ALL ALEXANDRIA: COMMITTING TO RACE AND SOCIAL EQUITY

- a. Develop equity data mechanisms, including equity indicators, equity mapping, and dashboards to transparently monitor, share, view and inform policy decisions that purposefully work toward reducing and eliminating disparities;
- b. Develop quarterly listen and learn sessions, under the direction of the Race and Social Equity Officer, to establish ongoing conversation with the community to understand their most pressing issues and to normalize the key concepts of race, social equity and government through collective learning opportunities.

Adopted: January 23, 2021


JUSTIN M. WILSON MAYOR

ATTEST:


Gloria A. Sitton, CMC City Clerk

Legislative References



ORDINANCE 5273: EMERGENCY PROCEDURES TO ENSURE CONTINUITY OF CITY GOVERNMENT

ORDINANCE NO. 5273

AN EMERGENCY ORDINANCE IMPLEMENTING EMERGENCY PROCEDURES TO ENSURE CONTINUITY OF CITY GOVERNMENT AND, IN PARTICULAR, TO MODIFY PUBLIC MEETING PROCEDURES AND OTHER PUBLIC PRACTICES AND PROCEDURES TO ADDRESS CONTINUITY OF OPERATIONS ASSOCIATED WITH THE COVID-19 PANDEMIC DISASTER.

WHEREAS, on March 12, 2020, Governor Ralph S. Northam issued Executive Order Fifty-One declaring a state of emergency for the Commonwealth of Virginia arising from the novel Coronavirus (COVID-19) pandemic; and

WHEREAS, Executive Order Fifty-One acknowledged the existence of a public health emergency which constitutes a disaster as defined by Virginia Code § 44-146.16 arising from the public health threat presented by a communicable disease anticipated to spread; and

WHEREAS, Executive Order Fifty-One ordered implementation of the Commonwealth of Virginia Emergency Operations Plan, activation of the Virginia Emergency Operations Center to provide assistance to local governments, and authorization for executive branch agencies to waive "any state requirement or regulation " as appropriate; and

WHEREAS, on March 13, 2020, the President of the United States declared a national emergency , beginning March 1, 2020, in response to the spread of COVID- 19; and

WHEREAS, on March 11, 2020, the World Health Organization declared the COVID-19 outbreak a pandemic ; and

WHEREAS, on March 14, 2020, effective at 5:00 p.m. and extending through June 10, 2020, at 5:00 p.m., or as may be amended by the City Council (the "Emergency Period"), the City Manager, in his capacity as Director of Emergency Management, issued a Declaration of Local Emergency (the "City Declaration ") applicable throughout the entire City of Alexandria, Virginia (the "City"), pursuant to authority granted pursuant to City Code Section 4-3-5, Virginia Code Sections 44-146 .21 and 15.2-1413, which City Declaration was unanimously consented to the by the City Council on March 14, 2020, pursuant to City Resolution No.2928 , as required by applicable law; and

WHEREAS, the City Council finds that COVID-19 constitutes a real and substantial threat to public health and safety and constitutes a "disaster" as defined by Virginia Code §44-146.16 being a "communicable disease of public health threat;" and

WHEREAS, Virginia Code § 15.2-1413 provides that, notwithstanding any contrary provision of law, a locality may, by ordinance, provide a method to assure continuity of government in the event of a disaster for a period not to exceed six months; and

WHEREAS, Virginia Code § 44-146 .2l (C) further provides that a local director of emergency

Legislative References



ORDINANCE 5273: EMERGENCY PROCEDURES TO ENSURE CONTINUITY OF CITY GOVERNMENT

management or any member of a governing body in his absence may upon the declaration of a local emergency "proceed without regard to time-consuming procedures and formalities prescribed by law (except mandatory constitutional requirements) pertaining to performance of public work;" and

WHEREAS, Virginia Code § 2.2-3708.2(A)(3) allows, under certain procedural requirements including public notice and access, that members of the City Council may convene solely by electronic means "to address the emergency ;" and

WHEREAS, the open public meeting requirements of the Virginia Freedom of Information Act ("FOIA ") are limited only by a properly claimed exemption provided under that Act or "any other statute;" and

WHEREAS, the Governor and Health Commissioner of the Commonwealth of Virginia and the President of the United States have recommended suspension of public gatherings of more than ten attendees; and

WHEREAS, the Attorney General of Virginia issued an opinion dated March 20, 2020 stating that localities have the authority during disasters to adopt ordinances to ensure the continuity of government; and

WHEREAS, this emergency ordinance in response to the disaster caused by the COVID- 19 pandemic promotes public health, safety and welfare and is consistent with the law of the Commonwealth of Virginia, the Constitution of Virginia and the Constitution of the United States of America.

NOW THEREFORE, THE CITY COUNCIL OF ALEXANDRIA HEREBY ORDAINS:

1. That the COVID-19 pandemic makes it unsafe to assemble in one location a quorum for public bodies including the City Council, the School Board, the Planning Commission and all local and regional boards, commissions, committees and authorities created by the City Council or to which the City Council appoints all or a portion of its members (collectively "Public Entities" and individually "Public Entity"), or for such Public Entities to conduct meetings in accordance with normal practices and procedures.
2. That in accordance with Virginia Code § 15.2-1413, and notwithstanding any contrary provision of law, general or special, the following emergency procedures are adopted to ensure the continuity of government during this emergency and disaster:
 - a. Any meeting or activities which require the physical presence of members of the Public Entities may be held through real time electronic means (including audio, telephonic, video or other practical electronic medium) without a quorum physically present in one location; and
 - b. Prior to holding any such electronic meeting, except for emergency meetings, the Public Entity shall provide public notice of at least three days in advance of the electronic meeting identifying how the public may participate or otherwise offer comment; and
 - c. Any such electronic meeting of Public Entities shall state on its agenda and at the beginning of

Legislative References



ORDINANCE 5273: EMERGENCY PROCEDURES TO ENSURE CONTINUITY OF CITY GOVERNMENT

such meeting that it is being held pursuant to and in compliance with this Ordinance; identify Public Entity members physically and/or electronically present; identify the persons responsible for receiving public comment; and identify notice of the opportunities for the public to access and participate in such electronic meeting ; and

d. Any such electronic meeting of the Public Entities shall be open to electronic participation by the public and closed to in-person participation by the public; and

e. For any matters requiring a public hearing, public comment may be solicited by electronic means in advance and shall also be solicited through telephonic or other electronic means during the course of the electronic meeting. All such public comments will be provided to members of the Public Entity at or before the electronic meeting and made part of the record for such meeting ; and

f. The minutes of all electronic meeting shall conform to the requirements of law, identify how the meeting was conducted, members participating , and specify what actions were taken at the meeting. The Public Entities may approve minutes of an electronic meeting at a subsequent electronic meeting and shall later approve all such minutes at a regular or special meeting after the emergency and disaster has ended.

IT IS FURTHER ORDAINED that notwithstanding any provision of law, regulation or policy to the contrary, any deadlines requiring action by a Public Entity, its officers (including Constitutional Officers) and employees of its organization shall be suspended during this emergency and disaster, however , the Public Entities, officers and employees thereof are encouraged to take such action as is practical and appropriate to meet those deadlines. Failure to meet any such deadlines shall not constitute a default, violation, approval, recommendation or otherwise.

IT IS FURTHER ORDAINED, that non-emergency public hearings and action items of Public Entities may be postponed to a date certain provided that public notice is given so that the public are aware of how and when to present their views.

IT IS FURTHER ORDAINED, that the provisions of this Emergency Ordinance shall remain in full force and effect for the duration of the Emergency Period, unless amended, rescinded or readopted by the City Council but in no event shall such ordinance be effective for more than six months. Upon rescission by the City Council or automatic expiration as described herein, this emergency ordinance shall terminate and normal practices and procedures of government shall resume.

Nothing in this Emergency Ordinance shall prohibit Public Entities from holding in- person public meetings provided that public health and safety measures as well as social distancing are taken into consideration .

An emergency is deemed to exist, and this ordinance shall be effective upon its adoption.

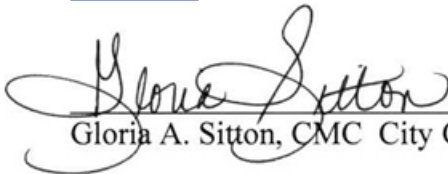
Legislative References



ORDINANCE 5273: EMERGENCY PROCEDURES TO ENSURE CONTINUITY OF CITY GOVERNMENT

JUST IN M. WILSON
Mayor

ATTEST:


Gloria A. Sitton, CMC City Clerk

Final Passage: March 24, 2020

Legislative References



ORDINANCE 5276: AN ORDINANCE TO ENSURE THE CONTINUITY OF THE CITY GOVERNMENT

ORDINANCE NO. 5276

AN ORDINANCE TO ENSURE THE CONTINUITY OF THE CITY GOVERNMENT, IMPLEMENTING EMERGENCY PROCEDURES, MODIFYING PUBLIC MEETING REQUIREMENTS AND PUBLIC PRACTICES AND PROCEDURES IN ORDER TO ADDRESS CONTINUITY OF OPERATIONS ASSOCIATED WITH THE COVID-19 PANDEMIC DISASTER

WHEREAS, on March 12, 2020, Governor Ralph S. Northam issued Executive Order Fifty-One declaring a state of emergency for the Commonwealth of Virginia arising from the novel Coronavirus (COVID-19) pandemic; and

WHEREAS, Executive Order Fifty-One acknowledged the existence of a public health emergency which constitutes a disaster as defined by Virginia Code § 44-146.16 arising from the public health threat presented by a communicable disease anticipated to spread; and

WHEREAS, Executive Order Fifty-One ordered implementation of the Commonwealth of Virginia Emergency Operations Plan, activation of the Virginia Emergency Operations Center to provide assistance to local governments, and authorization for executive branch agencies to waive "any state requirement or regulation" as appropriate; and

WHEREAS, on March 13, 2020, the President of the United States declared a national emergency, beginning March 1, 2020, in response to the spread of COVID-19; and

WHEREAS, on March 11, 2020, the World Health Organization declared the COVID-19 outbreak: a pandemic; and

WHEREAS, on March 14, 2020, effective at 5:00 p.m. and extending through June 10, 2020, at 5:00 p.m., or as may be amended by the City Council (the "Emergency Period"), the City Manager, in his capacity as Director of Emergency Management, issued a Declaration of Local Emergency (the "City Declaration") applicable throughout the entire City of Alexandria, Virginia (the "City"), pursuant to authority granted pursuant to City Code Section 4-3-5, Virginia Code Sections 44-146.21 and 15.2-1413, which City Declaration was unanimously consented to by the City Council on March 14, 2020, pursuant to City Resolution No.2928, as required by applicable law; and

WHEREAS, the City Council finds that COVID-19 constitutes a real and substantial threat to public health and safety and constitutes a "disaster" as defined by Virginia Code §44- 146.16 being a "communicable disease of public health threat;" and

WHEREAS, Virginia Code § 15.2-1413 provides that, notwithstanding any contrary provision of law, a locality may, by ordinance, provide a method to assure continuity of government in the event of a disaster for a period not to exceed six months; and

WHEREAS, Virginia Code § 44-146.21 (C) further provides that a local director of emergency management or any member of a governing body in his absence may upon the declaration of a local emergency "proceed without regard to time-consuming procedures and formalities prescribed by law

Legislative References



ORDINANCE 5276: AN ORDINANCE TO ENSURE THE CONTINUITY OF THE CITY GOVERNMENT

(except mandatory constitutional requirements) pertaining to performance of public work;" and

WHEREAS, Virginia Code § 2.2-3708.2(A)(3) allows, under certain procedural requirements including public notice and access, that members of the City Council may convene solely by electronic means "to address the emergency;" and

WHEREAS, the open public meeting requirements of the Virginia Freedom of Information Act ("FOIA") are limited only by a properly claimed exemption provided under that Act or "any other statute;" and

WHEREAS, the Governor and Health Commissioner of the Commonwealth of Virginia and the President of the United States have recommended suspension of public gatherings of more than ten attendees; and

WHEREAS, the Attorney General of Virginia issued an opinion dated March 20, 2020 stating that localities have the authority during disasters to adopt ordinances to ensure the continuity of government; and

WHEREAS, this ordinance in response to the disaster caused by the COVID-19 pandemic promotes public health, safety and welfare and is consistent with the law of the Commonwealth of Virginia, the Constitution of Virginia and the Constitution of the United States of America.

NOW THEREFORE, THE CITY COUNCIL OF ALEXANDRIA HEREBY ORDAINS:

1. That the COVID-19 pandemic makes it unsafe to assemble in one location a quorum for public bodies including the City Council, the School Board, the Planning Commission and all local and regional boards, commissions, committees and authorities created by the City Council, or on which the City Council has a member, or to which the City Council appoints all or a portion of its members (collectively "Public Entities" and individually "Public Entity"), or for such Public Entities to conduct meetings in accordance with normal practices and procedures.
2. That in accordance with Virginia Code § 15.2-1413, and notwithstanding any contrary provision of law, general or special, the following emergency procedures are adopted to ensure the continuity of government during this emergency and disaster:
 - a. Any meeting or activities which require the physical presence of members of the Public Entities may be held through real time electronic means (including audio, telephonic, video or other practical electronic medium) without a quorum physically present in one location and any City of Alexandria appointee, designee, or representative to such Public Entities are authorized to participate in such meeting electronically ; and
 - b. The docket items to be discussed at such electronic meetings shall be limited to those topics 1) necessary for the continuity of the government; 2) authorized pursuant to Section 2.2-3708.2 (A)(3) of the Code of Virginia; or 3) authorized pursuant to any other authority the Commonwealth may provide to localities for electronic meetings without a quorum physically

Legislative References



ORDINANCE 5276: AN ORDINANCE TO ENSURE THE CONTINUITY OF THE CITY GOVERNMENT

assembled after this ordinance is adopted; and

- c. Prior to holding any such electronic meeting, except for emergency meetings, the Public Entity shall provide public notice of at least three days in advance of the electronic meeting identifying how the public may participate or otherwise offer comment; and
- d. Any such electronic meeting of Public Entities shall state on its agenda and at the beginning of such meeting that it is being held pursuant to and in compliance with this Ordinance; identify Public Entity members physically and/or electronically present; identify the persons responsible for receiving public comment; and identify notice of the opportunities for the public to access and participate in such electronic meeting; and
- e. Any such electronic meeting of the Public Entities shall be open to electronic participation by the public and closed to in-person participation by the public; and
- f. For any matters requiring a public hearing, public comment may be solicited by electronic means in advance and shall also be solicited through telephonic or other electronic means during the course of the electronic meeting. All such public comments will be provided to members of the Public Entity at or before the electronic meeting and made part of the record for such meeting; and
- g. The minutes of all electronic meeting shall conform to the requirements of law, identify how the meeting was conducted, members participating, and specify what actions were taken at the meeting. The Public Entities may approve minutes of an electronic meeting at a subsequent electronic meeting and shall later approve all such minutes at a regular or special meeting after the emergency and disaster has ended.

IT IS FURTHER ORDAINED that notwithstanding any provision of law, regulation or policy to the contrary, any deadlines requiring action by a Public Entity, its officers (including Constitutional Officers) and employees of its organization shall be suspended during this emergency and disaster, however, the Public Entities, officers and employees thereof are encouraged to take such action as is practical and appropriate to meet those deadlines. Failure to meet any such deadlines shall not constitute a default, violation, approval, recommendation or otherwise.

IT IS FURTHER ORDAINED, that non-emergency public hearings and action items of Public Entities may be postponed to a date certain provided that public notice is given so that the public are aware of how and when to present their views.

IT IS FURTHER ORDAINED, that for any appointments made by the City Council to boards and commissions established in the City Code that may expire during the Emergency Period, the current appointee in the expiring position shall continue to hold office until his/her successor is appointed and qualified.

Legislative References



ORDINANCE 5276: AN ORDINANCE TO ENSURE THE CONTINUITY OF THE CITY GOVERNMENT

IT IS FURTHER ORDAINED, that the City's Director of Emergency Management may take any of the following actions on a temporary basis in order to properly allocate City resources, ensure the safety of the public, and address impacts to the business community by the emergency: (1) waive or reduce fees or penalty or interest imposed by any City ordinance; (2) waive enforcement, in whole or in part, of any City ordinance; or (3) modify, limit, waive, suspend, or amend any City program, service, function, process, or procedure, unless prohibited by State or Federal law. The Director must apply the action uniformly for similar situations and not on a case-by-case basis. The Director's actions taken pursuant to this paragraph will be effective only until the next regular meeting of the City Council, at which time the Council may ratify and extend the time for which the Director's action remains in effect; and

IT IS FURTHER ORDAINED, that the provisions of this Ordinance shall remain in full force and effect for the duration of the Emergency Period, unless amended, rescinded or readopted by the City Council but in no event shall such ordinance be effective for more than six months from the date of adoption. Upon rescission by the City Council or automatic expiration as described herein, this ordinance shall terminate and normal practices and procedures of government shall resume.

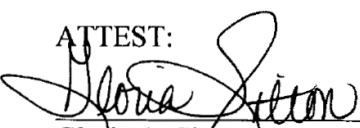
Nothing in this Ordinance shall prohibit Public Entities from holding in-person public meetings provided that public health and safety measures as well as social distancing are taken into consideration.

That this ordinance shall be effective upon its adoption.



JUSTIN M. WILSON
Mayor

ATTEST:



Gloria A. Sitton, CMC City Clerk

Final Passage: April 18, 2020

CITY OF ALEXANDRIA, VIRGINIA

Legislative References



REDUCTION IN FORCE (RIF) ADMINISTRATIVE REGULATION 6-22

Supersedes:

A.R. 6-22 dated January 18, 2012

Title:

Reduction in Force

Number: 6-22

Effective Date: February 20, 2014

Related Documents:

Sections: I-XIII

Policy Comparison

Chapter: Human Resources

I. AUTHORITY

The authority for this Administrative Regulation is contained in the City Charter and City Code sections authorizing the City Manager to establish administrative procedures for the direction, supervision and coordination of personnel within the administrative branch of City government.

II. PURPOSE

This Administrative Regulation establishes the policy and procedure for the conduct of a Reduction-in-Force (RIF) of the employees of the City of Alexandria.

III. POLICY

- A. The City of Alexandria will implement a Reduction-in-Force only when such action is required by an identified service reduction. A service reduction may be the result:
 - 1. A policy decision by the City Council or City Manager,
 - 2. A change in a work program or service within a department,
 - 3. A technological change or advancement that impacts work force needs, or
 - 4. A funding shortfall.
- B. A Reduction-in-Force is to be accomplished in a way which will reduce adverse effects on employees to the greatest extent which is reasonable under the circumstances, and in a manner consistent with the City's commitment to diversity.
- C. Regular full and part-time employees are covered by this procedure. Employees who are temporary, seasonal, state, independent contractors and grant-funded employees whose term or funds have expired are not covered by these procedures.

IV. REDUCTION IN FORCE PROCEDURE

- A. Department Head will recommend to the Human Resources Director the specific positions to be eliminated.
- B. The Human Resources Director, in concert with the Director of Management and Budget, will forward recommendations with appropriate comments to the City Manager.
- C. Upon the approval of the City Manager, the Human Resources Director will be responsible for the implementation of the Reduction-in-Force order.
- D. The following procedures will be followed unless an exception is made by the City Manager:
 - 1. Upon receipt of the determination by the City Manager to implement the Reduction-in-Force, the Human Resources Director will place on hold current advertising and selection for positions or job classes indicated in the RIF order.
 - 2. The Human Resources Director will issue a written separation notice to employees affected by a RIF as soon as practicable upon receipt of the RIF order but at least thirty (30) days prior to separation.
 - 3. Human Resources staff must assist employees subject to a RIF to apply for positions which are vacant and approved for hire by the Office of Management and Budget. The ability of the employee to perform the work assignment will be assessed in the application process.

CITY OF ALEXANDRIA, VIRGINIA

Legislative References



REDUCTION IN FORCE (RIF) ADMINISTRATIVE REGULATION 6-22

4. The separation of regular employees will be initiated, if necessary, to complete the Reduction-in-Force.
5. Separated employees will be placed on the Recall List by job classification and seniority for a one-year period.
6. Regular employees separated under a RIF, including those who elect to retire, must be paid accumulated annual leave and compensatory time, and severance pay and accumulated sick leave based on the years of service as defined in the table below:

COMPLETED YEARS OF SERVICE	PERCENTAGE OF SICK LEAVE PAYOUT	WEEKS OF SEVERANCE PAY
0 to 5	5%	2 weeks pay
6 to 10	10%	3 weeks pay
11 to 15	15%	4 weeks pay
16 to 19	20%	5 weeks pay
20 or more	25%	6 weeks pay

7. Vacant positions will be filled based on job classification and then seniority during the recall period when a vacant positions job classification is the same as the employees on the recall list.
 - a. A recalled employee must possess the necessary skills and experience to perform the duties of the vacancy and be interviewed prior to being recalled.
 - b. Any employee separated and placed on a Recall List will be responsible for notifying the City Human Resources Department of any change in address or telephone number.
 - c. Employees on a recall list will be notified to return to work by registered mail.
 - d. Any employee who fails to respond to a recall opportunity within ten working days following receipt of notification will forfeit recall rights.
 - e. An employee who is recalled will be removed from the recall list.
 - f. Separated employees who are recalled must be restored to regular employment at the same annual salary that was in place at the time of separation, and will be subjected to a new one-year probationary period.
 - g. All employees who are recalled are subject to [AR 6-18, Attendance and Leave](#).
8. Separated employees who seek a City position in a classification other than the class previously employed will be given priority consideration provided they apply and are qualified. Reemployed employees are:
 - a. Provided an annual salary in accordance with [AR 6-13, Eligibility and Determination of Pay Adjustments](#).
 - b. Subject to a new one-year probationary period.
 - c. All employees who are recalled are subject to [AR 6-18, Attendance and Leave](#).

V. UNEMPLOYMENT COMPENSATION

Individuals who are laid off under this Administrative Regulation shall be entitled to unemployment compensation as provided by the Code of the Commonwealth of Virginia.

Legislative References



REDUCTION IN FORCE (RIF) ADMINISTRATIVE REGULATION 6-22

VI. APPEAL

Any employee who believes that the City did not follow the prescribed RIF process as specified in this Administrative Regulation shall have access to an administrative hearing with the Director of Human Resources, utilizing the procedure contained in AR 6-20, Discipline of Employees. A Reduction-in-Force implemented under this Reduction-in-Force regulation is not grievable pursuant to AR 6-21, Grievance Procedures, (IV)(B)(6).

A handwritten signature in black ink, appearing to read "Rashad M. Young", is centered on the page.

Rashad M. Young
City Manager

CITY OF ALEXANDRIA, VIRGINIA

Legislative References



CITY FINANCIAL POLICIES

Debt Related Financial Policies—Debt Ratios

City Council passed a set of debt-related financial policies on June 9, 1987. During FY 1998, the Budget and Fiscal Affairs Advisory Committee (BFAAC), a City Council appointed citizen committee, analyzed these debt-related financial policies, and examined the City's financial condition in comparison to other jurisdictions with superior credit ratings (other double-triple A rated jurisdictions). The BFAAC and the City Manager recommended that City Council reaffirm the updated debt-related financial policies, incorporating BFAAC's recommended updates to the policies to establish a consistent set of appropriate relationships between debt targets and limits. Because three of the six debt indicators measure the debt capacity of the City in relation to the size of the City and its economy, BFAAC recommended that these indicators should not produce debt capacity limits that vary greatly from each other. Note the terminology has been updated to reflect required changes to government accounting rules.

City Council reaffirmed its commitment to sound financial management and adopted the updated debt-related financial policies on December 9, 1997. City Council amended the policies on October 26, 1999, to allow priority consideration for an increase in the assignment of fund balance for capital project funding. On June 24, 2008, City Council revised the target and limit upward reflecting the ratio of debt as a percentage of total personal income.

On May 4, 2017, City Council amended the Debt Related Financial Policies to recognize the self-supporting nature of the City's sewer-related debt and to increase ratios to better balance the City's ability to pay for increased capital investment needs with the need to maintain the City's top AAA/Aaa bond ratings.

These updated policies are as follows:

Debt as a Percentage of Fair Market Real Property Value	
Target	Limit
Set by CIP	2.50%

This ratio indicates the relationship between the City's debt and the full value of real property in the City as assessed annually at fair market value. It is an important indicator of the City's ability to repay debt because real property taxes are the primary source of the City's revenues used to repay debt. A small ratio is an indication that the City will be better able to withstand possible future economic downturns and continue to meet its debt obligations.

Debt Service as a Percentage of General Government Expenditures	
Target	Limit
Set by CIP	12.00%

This ratio is a measure of the City's ability to repay debt without hampering other City services. A small ratio indicates a lesser burden on the City's operating budget.

CITY OF ALEXANDRIA, VIRGINIA

Legislative References



CITY FINANCIAL POLICIES

Payout Ratio for Outstanding Debt

10-Year Debt Payout Ratio	
Target	Limit
65.00%	50.00%

The repayment structure for the City's tax supported, General Fund debt will reflect a strategy of paying off outstanding debt at a rate of 50 percent in the first 10 years, with a target repayment rate of 65 percent. Excluded from this measure would be major capital projects where the life span of the project will likely substantially exceed a 20-year repayment time period.

Spendable General Fund Balance as a Percentage of General Fund Revenue	
Target	Limit
15.0%	Undefined
Unrestricted Net Assets as a Percentage of General Revenues	
Target	Limit
5.5%	4.0%

These ratios indicate the ability of the City to cope with unexpected financial problems or emergencies. The Spendable General Fund Balance represents the funds legally available to the City. It is desirable that the City maintain a Spendable General Fund Balance target of 15 percent. The Spendable Fund Balance includes Commitments that are established by City Council and Assignments that are established by the City Manager. Uses of Fund Balance in either classification can be changed to address unexpected, one-time needs. Net assets correspond to stockholders' equity for publicly traded companies. The larger the Spendable General Fund Balance or unrestricted net assets, the greater the City's ability to cope with financial emergencies and fluctuations in revenue cycles.

The ratio for unrestricted net assets is calculated after adjusting for the effect of subsequent year's expenditures, and funding for future equipment replacement and capital projects, grants and contributions restricted to specific programs, and extraordinary and special items.

The City will not issue tax or revenue anticipation notes to fund ongoing governmental operations. The City of Alexandria will manage its cash in a fashion that will prevent any borrowing to meet working capital needs.

The City will not issue bond anticipation notes (BAN's) for a period of longer than two years. If the City issues a BAN for a capital project, the BAN will be converted to a long-term bond or redeemed at its expiration, but will not be rolled over.

The City will continue to rely on current revenue, including its fund balance, to finance its short-lived and maintenance-oriented capital improvements. The City believes in funding a significant portion of capital improvements on a pay as you go basis; therefore, the City will continue to finance short-lived and maintenance-oriented capital improvements with current revenues, and its fund balance. The priority to consider when additional General Fund revenues become available at the end of the fiscal year would be a Commitment within the General Fund fund balance for pay as you go capital.

CITY OF ALEXANDRIA, VIRGINIA

Legislative References



CITY FINANCIAL POLICIES

The City will not establish a trend of using General Fund equity to finance current recurring operations. The City's General Fund equity has been built over the years to provide the City with sufficient working capital and to enable it to finance equipment replacement, capital projects, and unforeseen emergencies without borrowing. To conserve the General Fund equity balance and to avoid reliance on this balance, the City will not finance recurring operations from the General Fund equity balance for periods longer than two years as confirmed by the audited financial statements. If the audited financial statements confirm that recurring operations have been funded from the General Fund equity balance for a period longer than two consecutive fiscal years, then the City will adopt in its next ensuing budget a balanced budget in which the operating revenues meet the operating expenditures without any consideration of the General Fund equity balance.

In the event that unforeseen and severe economic conditions result in a draw down of fund balance to finance current operations, replenishment of fund balance will be given priority over discretionary funding decisions to ensure that the target of 15 percent of Spendable Fund Balance as a proportion of General Fund Revenues is reached within three fiscal years.

The City will annually prepare a ten-year capital improvement program. In accordance with the City Charter and in order to meet the debt ratio targets, to schedule debt issuance, and to systematically improve the capital structure, each year the City will prepare and adopt a ten-year capital improvement program. This capital improvement program will identify the source of funding for all capital projects. The debt issuances that are a part of the capital improvement program will be structured to meet the City's debt policies and debt ratio targets.

The City Manager will prepare each year and submit a set of ten-year scenarios of possible future revenues and expenditures that match the ten-year Capital Improvement Program time horizon with the proposed budget to be considered by the City Council. Those scenarios will be updated to reflect the decisions of the City Council and issued with the approved budget. In order to improve financial planning and decisions, the City Manager also will annually prepare with the approved budget a set of ten-year scenarios of possible future General Fund revenues and expenditures and their effects on the debt-related financial policy ratios outlined above, including the effect of planned borrowing under the approved CIP.

General Fund Cash Capital Related Policies

On January 13, 2015, through Resolution #2660, City Council provided specific guidance regarding the amount of recurring General Fund Cash Capital applied to the CIP. The minimum or floor was set at 2.0% and the target was set at 2.5%. This percentage provides a minimum and a target to ensure that cash capital will be maintained at an acceptable level, but at the same time providing flexibility in setting budget priorities between the annual General Fund Operating Budget and annual cash capital transfer from the General Fund to the CIP.

Recurring General Fund Cash Capital Transfer as a Percentage of General Fund Expenditures	
Target	Minimum
2.5%	2.0%



CITY FINANCIAL POLICIES

In accordance with the Government Finance Officers Association budget review requirements, this table, taken from the City's FY 2019 Comprehensive Annual Financial Report, is repeated here:

City of Alexandria, Virginia Computation of Legal Debt Margin	
Assessed Value of Real property, January 1, 2019	\$40,977,242,214
Debt Limit: 10 Percent of Assessed Value	\$4,097,724,221
Amount of Debt Applicable to Debt Limit:	
General Obligation Bonds	\$589,957,000
Less Total General Obligation Debt	(\$589,957,000)
LEGAL DEBT MARGIN REMAINING	\$3,507,767,221

Limitations on the Incurrence of General Obligation Debt

There is no requirement in the Virginia Constitution, the Virginia Statutes or in the Charter of the City of Alexandria that the issuance of general obligation bonds of the City be subject to approval of the electors of the City at referendum.

Under the City Charter, the City Council has full authority to authorize and issue general obligation bonds. The authorizing procedure consists of the passage on first reading of an ordinance authorizing the issuance of the bonds followed by a notice of public hearing at a subsequent meeting and the final passage on second reading following the public hearing.

The only constitutional limitation on the issuance of general obligation bonds is contained in Article VII, Section 10 of the Virginia Constitution, which states that: No city or town shall issue any bonds or other interest-bearing obligations which, including existing indebtedness, shall at any time exceed ten percent of the assessed valuation of real estate in the city or town subject to taxation, as shown by the last preceding assessment for taxes.

CITY OF ALEXANDRIA, VIRGINIA

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CITY FINANCIAL POLICIES

City of Alexandria, Virginia
Investment Policy
Revised December 17, 2014

Policy Statement

It is the policy of the City of Alexandria (City) that the administration of deposits of cash and cash equivalents, and their investment, shall be handled as its highest public trust. Investments shall be made in a manner that provides maximum security of principal invested and conforms to all applicable statutes of the Commonwealth of Virginia governing the investment of public funds. The portfolio may consist of obligations of the Commonwealth of Virginia, obligations of the United States and certain Agencies thereof, obligations of Virginia municipalities, "prime quality" commercial paper, Certificate of Deposit Account Registry Service (CDARS), Insured Cash Sweep Service (ICS), the Virginia Local Government Investment Pool (LGIP) and the Virginia Investment Pool (VIP). The portfolio shall have an average maturity of up to three years, while remaining liquid to meet the daily cash flow needs of the City. The receipt of a market rate of return will be secondary to safety and liquidity requirements.

Scope

This investment policy applies to all deposits of cash and cash equivalents, defined in the City's Comprehensive Annual Financial Report (CAFR), excluding retirement funds. The City commingles its funds into one pooled investment fund for efficiency and maximum investment opportunity. Any new deposits of cash and cash equivalents will also be commingled unless specifically exempted by City Council and this policy. Investment income will be allocated to the various funds based on their respective participation and in accordance with generally accepted accounting principles.

Objective and Strategy

It is the policy of the City that all deposits of cash and cash equivalents shall be managed and invested with three primary objectives, listed in order of their priority: safety, liquidity and yield.

- a. **Safety of Principal.** Safety of principal is the foremost objective of the City. Investments of the City shall be made in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.

The City will minimize credit risk, the risk of realizing a loss due to the failure of the security issuer or backer, by:

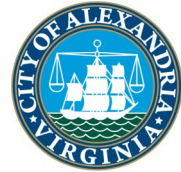
- Limiting investments to the safest types of securities.
- Pre-qualifying the financial institutions, brokers/dealers, intermediaries and advisers with which the City will do business.
- Diversifying the investment portfolio so that potential losses on individual securities will be minimized.

The City will minimize interest rate risk, the risk of realizing a loss due to the market value of securities in the portfolio falling as a result of changes in general interest rates, by:

- Structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity.
 - Investing operating funds primarily in shorter-term securities.
- b. **Liquidity.** The City's investment portfolio will remain sufficiently liquid to enable it to meet all operating requirements that might be reasonably anticipated. This will be accomplished by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demands. Furthermore, since all possible cash demands cannot be anticipated, the portfolio will maintain a cushion of liquid securities with active secondary or resale markets.

CITY OF ALEXANDRIA, VIRGINIA

Legislative References



CITY FINANCIAL POLICIES

Cash flow forecasting is designed to ensure adequate liquid funds to meet the City's cash flow requirements. Supplemental to the financial and budgetary systems, the Assistant Director/Treasury will maintain a cash flow forecasting process designed to monitor and forecast cash positions for investment purposes.

- c. Yield. The City's investment portfolio shall be structured with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the City's investment risk constraints and liquidity needs. "Market rate of return" is defined as the 2-year Treasury constant maturity as reported in H.15 Selected Interest Rates on the Board of Governors of the Federal Reserve Systems' website. Return on investment is of secondary importance compared to the safety and liquidity objectives described above. The core of investments is limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. Securities may be sold prior to maturity in the following situations:
- A security with declining credit may be sold early to minimize loss of principal.
 - Liquidity needs of the portfolio require that the security be sold.
 - The sale realizes gains that can be reinvested for additional yield.

Legal Authority

The legal authority and limitations for the investment of public funds in Virginia are found in the Investment of Public Funds Act (Code of Virginia § 2.2-4500 et seq. (as amended)) and in the Local Government Investment Pool Act (Code of Virginia § 2.2-4600 et seq. (as amended)).

City's Investment Committee

The Deputy City Manager, Director of Finance and Assistant Director, Treasury are designated as the City's Investment Committee and are responsible for investment management decisions and activities. The Investment Committee is responsible for considering the ability of City staff and brokers/dealers involved with investment management and procedures. All participants in the investment process shall act responsibly as custodians of the public trust. The Investment Committee shall review the City's investment portfolio and cash flow forecast at least monthly.

The Investment Committee shall be responsible for all investment transactions and shall implement sufficient controls to protect City funds. City staff and brokers/dealers shall not engage in any investment transaction except as provided under the terms of this policy and the written procedures.

Standard of Care and Limitation of Liability

Public funds held by the City shall be held in trust for the citizens of Alexandria. Any investment of such funds pursuant to this policy shall be made solely in the interest of the citizens of Alexandria and with the care, skill, prudence and diligence under the circumstances then prevailing that a prudent person acting in like capacity and familiar with such matters would use in the conduct of an enterprise of a like character and with like aims. See Code of Virginia § 2.2-4514.

When investments are made in accordance with this policy, the Investment Committee shall not be liable for any loss therefrom in the absence of negligence, malfeasance, or nonfeasance on their part or on the part of City staff performing investment and cash management functions. See Code of Virginia § 2.2-4516.

Ethics and Conflicts of Interest

Investment Committee members and City staff involved in the investment process and brokers/dealers shall refrain from activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Investment Committee members and City staff involved in the investment process and brokers/dealers shall disclose any interests in financial institutions with which they conduct business, and shall refrain from entering into personal investment transactions with the same individual with whom business is conducted on behalf of the City. In addition to the foregoing, Investment Committee members and City staff shall comply with, as applicable, the State and Local Government Conflict of Interests Act (Code of Virginia § 2.2-3100 et seq. (as amended)) and City Code Article I (Ethics in Public Contracting), Chapter 3, Title 3 (as amended).



CITY FINANCIAL POLICIES

Internal Controls

In addition to this Policy, the Investment Committee shall develop written procedures that specifically identify the responsibilities of the City, broker/dealer and custodian for each investment transaction. Annually, the City's independent auditors will review the written procedures, which are designed to prevent loss of public funds due to fraud, employee error, misrepresentation by third parties or imprudent actions by City staff involved in the investment process. The process shall be structured to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that (1) the cost of a control should not exceed the benefits likely to be derived and (2) the valuation of costs and benefits requires estimates and judgements by management. The procedures shall include separation of transaction authority from accounting and record keeping, independent third party custodial safe keeping, clear delegation of authority and responsibility, written confirmation of purchase/sale approval, written transaction receipts and explicit wire transfer instructions.

Authorized Financial Dealers and Institutions

All investment transactions undertaken on behalf of the City must be restricted to approved brokers/dealers. The Investment Committee shall maintain a list of brokers/dealers, which are approved for investment purposes. Investment Committee members and City staff involved in the investment process shall not conduct business with any securities dealer with whom or through whom public entities have paid excessive prices or have sustained losses on investments through mismanagement by the securities dealer. The Investment Committee must periodically (at least annually) assess the financial strength and integrity of the brokers/dealers and the individual account representatives with whom it does business. The following criteria must be met by those firms on the list:

- a. Provide an audited financial statement for the most recent period.
- b. Proof of certification by the National Association of Securities Dealers.
- c. Proof of current registration with the State Securities Commission.
- d. Completion of the City's broker/dealer questionnaire.

In addition, the supervising officers at the custodial bank and each broker/dealer shall submit certifications that they have reviewed this investment policy and agree to disclose potential conflicts or risks to public funds that might arise out of business transactions between the broker/dealer, custodial bank and the City. Each broker/dealer will implement sufficient controls and procedures to prevent unauthorized investment of City funds.

The supervising officer of the broker/dealer and custodial bank shall agree to exercise due diligence in monitoring the activities of other officers and subordinate staff members engaged in transactions with the City. Employees of any firm or financial institution offering securities or investments to the City shall be trained in the precautions appropriate to public sector investments and shall be required to familiarize themselves with the City's investment objectives, policies and constraints.

Authorized Investments

Under this policy, investments shall be limited to the instruments listed below. The investments are to be chosen in a manner that promotes diversity of issuer and maturity. The choice of high-grade government instruments is designed to ensure the marketability of those investments should liquidity needs arise.

- a. Obligations of the Commonwealth of Virginia
Stocks, bonds, notes, and other evidences of indebtedness of the Commonwealth and those unconditionally guaranteed as to the payment of principal and interest by the Commonwealth. See Code of Virginia § 2.2-4501(A)(1).

Requirement for Direct City Purchases (Not Applicable to LGIP and VIP)— Rated AA+ or better by Standard & Poor's Rating Services or Aa1 or better by Moody's Investors Service.

CITY OF ALEXANDRIA, VIRGINIA

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CITY FINANCIAL POLICIES

b. Obligations of the United States and certain Agencies thereof

Bonds, notes and other obligations of the United States, and securities unconditionally guaranteed as to the payment of principal and interest by the United States, or any agency thereof. See Code of Virginia § 2.2-4501(A)(2).

Requirement for Direct City Purchases (Not Applicable to LGIP and VIP) – No asset backed paper. Purely straight forward “vanilla” direct debt from the United States Treasury, Federal Home Loan Bank (FHLB) and Federal Farm Credit Bank (FFCB), which has a liquid market and a readily determinable market value. No investment in Federal National Mortgage Association (FNMA) and Federal Home Loan Mortgage Corporation (FHLMC) until authorized by this Investment Policy.

c. Obligations of Virginia Municipalities

Stocks, bonds, notes and other evidences of indebtedness of any county, city, town, district, authority or other public body in the Commonwealth upon which there is no default; provided, that if the principal and interest be payable from revenues or tolls and the project has not been completed, or if completed, has not established an operating record of net earnings available for payment of principal and interest equal to estimated requirements for that purpose according to the terms of the issue, the standards of judgment and care required in Article 9 (§ 64.2-780 et seq.) of Chapter 7 of Title 64.2, without reference to this section, shall apply. See Code of Virginia § 2.2-4501(A)(4).

Requirement for Direct City Purchases (Not Applicable to LGIP and VIP)– Rated AA+ or better by Standard & Poor’s Rating Services or Aa1 or better by Moody’s Investors Service.

d. "Prime Quality" Commercial Paper

"Prime quality" commercial paper, with a maturity of 270 days or less, of issuing corporations organized under the laws of the United States, or of any state thereof including paper issued by banks and bank holding companies. "Prime quality" shall be as rated by at least two of the following: Moody's Investors Service, Inc., within its NCO/Moody's rating of prime 1, by Standard & Poor's, Inc., within its rating of A-1, by Fitch Investor's Services, Inc., within its rating of F-1, by Duff and Phelps, Inc., within its rating of D-1, or by their corporate successors, provided that at the time of any such investment:

1. The issuing corporation, or its guarantor, has a net worth of at least fifty million dollars; and
2. The net income of the issuing corporation, or its guarantor, has averaged three million dollars per year for the previous five years; and
3. All existing senior bonded indebtedness of the issuer, or its guarantor, is rated "A" or better or the equivalent rating by at least two of the following: Moody's Investors Service, Inc., Standard & Poor's, Inc., Fitch Investor's Services, Inc., or Duff and Phelps, Inc.

Not more than thirty-five percent of the total funds available for investment may be invested in commercial paper, and not more than five percent of the total funds available for investment may be invested in commercial paper of any one issuing corporation. See Code of Virginia § 2.2-4502(A).

Requirement for Direct City Purchases (Not Applicable to LGIP and VIP) – No asset backed paper. Purely straight forward “vanilla” direct debt of the issuer. Commercial paper must be rated A1/P1 (or better) and on City’s approved list of commercial paper issuers. Committee will discuss approved issuers with negative outlook on debt.

e. CDARS and ICS

For investments in CDARS and ICS, the investment must be made in accordance with the following conditions:

CITY OF ALEXANDRIA, VIRGINIA

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CITY FINANCIAL POLICIES

1. The moneys are initially invested through any federally insured bank or savings institution selected by the public entity that is qualified by the Virginia Treasury Board to accept public deposits;
2. The selected bank or savings institution arranges for the deposit of the moneys in one or more federally insured banks or savings institutions wherever located, for the account of the public entity;
3. The full amount of principal and any accrued interest of each such deposit is covered by federal deposit insurance;
4. The selected bank or savings institution acts as custodian for the public entity with respect to each deposit issued for the public entity's account; and
5. At the same time that the public entity's moneys are deposited, the selected bank or savings institution receives an amount of deposits from customers of other financial institutions wherever located equal to or greater than the amount of moneys invested by the public entity through the selected bank or savings institution.
6. After deposits are made in accordance with the conditions prescribed in subsection e, 1 – 5, such deposits shall not be subject to the provisions of Chapter 44 (§ 2.2-4400 et seq.), § 2.2-4515, or any security or collateral requirements that may otherwise be applicable to the investment or deposit of public moneys by government investors.

See Code of Virginia § 2.2-4518.

Requirement for Direct City Purchases (Not Applicable to LGIP and VIP) – Deposit bank must be rated performing or better by Bankrate.com at time of purchase

- f. LGIP
Established by Code of Virginia § 2.2-4602.
See Code of Virginia § 2.2-4600 et seq.
- g. VIP
Established by Trust Fund Agreement. Authorized by City Council on January 25, 2014.

The Investment Committee must review the portfolio at least monthly to ensure compliance with the City's investment policy and to review the credit ratings of all securities in the investment portfolio. The Investment Committee and dealer/broker will review any investment that no longer meets the original purchase requirements and will discuss available alternatives to arrive at an agreed upon course of action.

Relative Value Requirement. Securities will only be purchased after comparing prices with two similar securities to ensure that the City is receiving fair market value/price for the investment. Records of the comparisons will be kept to justify each investment decision.

Delivery Versus Payment. All security transactions, entered into by, or on behalf of, the City, shall be conducted on a delivery versus payment (DVP) basis. The Assistant Director/Treasury must receive written trade confirmation tickets within three business days of all trades. An Accounting Division reporting manager who is not authorized to buy or sell securities for this portfolio must receive copies and review the written trade confirmation tickets. The written trade confirmation ticket must provide the trade date, par value, maturity, interest rate, price, yield, settlement date, description of security purchased, issuer's name, amount due, third-party custodial information and show the City as owner of the security.

Unauthorized Investments

- a. The City will not "sell short," i.e., sell something it does not own in anticipation of buying it later at a lower price.
- b. The City will not buy on margin.
- c. The City will not contract for future delivery
- d. The City will not deal in futures or options of any kind.
- e. The City will not purchase derivatives.

CITY OF ALEXANDRIA, VIRGINIA

Legislative References



CITY FINANCIAL POLICIES

- f. The City will not purchase asset-backed securities.
- g. The City will not purchase collateralized mortgage obligations.
- h. The City will not purchase pass-through securities.
- i. The City will not purchase inverse floaters.
- j. The City will not purchase principal only or interest only strips.
- k. The City will not purchase range bonds.

Diversity and Maturity Limitations

The investment portfolio shall be diversified by:

- limiting investments to avoid overconcentration in securities from a specific issuer or business sector (excluding U.S. Treasury securities, CDARS and ICS),
- limiting the number of securities in the portfolio that have a higher risk of credit default,
- investing in securities with varying maturities, and
- continuously investing a portion of the portfolio in the Virginia Local Government Investment Pool (LGIP) or the Insured Cash Sweep Service (ICS) to ensure that appropriate liquidity is maintained in order to meet on-going obligations.

Diversification strategies shall be established and periodically reviewed. At a minimum, diversification standards by security type and issuer shall be:

Security Type	Maximum Percentage of the Total Funds Available for Investment
A. Obligations of the Commonwealth of Virginia	40%
B. Obligations of the United States and certain Agencies thereof	75%
C. Obligations of Virginia Municipalities	40%
D. "Prime Quality" Commercial Paper (in total)	25%
E. Commercial Paper of any one Issuing Corporation	5%
F. CDARS	75%
G. ICS	40%
H. LGIP	75%
I. VIP	75%

The Assistant Director/Treasury shall diversify maturities, and to the extent possible, match investments with anticipated cash flow requirements. Matching maturities with cash flow dates will reduce the need to sell securities prior to maturity, thus reducing market risk.

The average maturity of the City's investment portfolio at the end of any given month shall be up to three years. No less than \$15 million will be invested in securities with maturities of 14 days or less. Excluding LGIP and VIP, securities with more than 60 months to maturity are not authorized for the City's investment portfolio.

Legislative References



CITY FINANCIAL POLICIES

Safekeeping (for securities other than LGIP, CDARS, ICS and VIP)

All trades where applicable will be executed by delivery versus payment (DVP) to ensure that all securities are deposited in an independent third party custodial bank prior to the release of funds. Securities will be held by a custodial bank that is not otherwise a counterparty to the investment transaction, in the City's name and subject to the City's order of withdrawal. The custodial bank may not be within the same holding company as the bank from which the securities are pledged. At no time will the City's securities be commingled with those of other investors. The custodial bank shall deliver securities to the City in the event of default by a counterparty to the investment transaction.

All safekeeping arrangements shall be approved by the Investment Committee and an agreement of the terms executed in writing. The third-party custodian shall issue original safekeeping receipts to the Assistant Director/Treasury, listing each specific security, rate, description, maturity and CUSIP number (9-digit alphanumeric code that identifies a North American financial security). Each safekeeping receipt will clearly state that the security is held in the City's name, subject to the City's order of withdrawal.

Perfected Security Interest

To ensure the City has a perfected security interest, the Investment Committee must issue written authorization before selling any security from the City's investment portfolio. Prior to making a purchase on behalf of the City, the broker/dealer must notify the City's Investment Committee of the par value, maturity range and type of security to be purchased.

Performance Evaluation and Reporting

At least quarterly, the Assistant Director/Treasury shall submit monthly reports to the Investment Committee containing sufficient information to permit an informed outside reader to evaluate the performance of the investment program. The reports will be prepared and reviewed by individuals who are not responsible for buying and selling securities. In addition, the market value of the portfolio shall be calculated and reported at least monthly. The reports will summarize investment activity and may include the following information:

Monthly Investment Portfolio Inventory Reports. Securities will be grouped by type, and may include the following information:

- Name of issuer
- Par amount
- Coupon Rate
- Contractual maturity date
- Call date, if applicable
- Amortized cost (book value)
- Fair value (market value)
- Expected yield
- Unrealized gain or loss
- Credit rating
- CUSIP number
- Purchase price
- Original dollar amount of premium or discount
- Yield to maturity or total return if held to maturity
- Yield to call, or total return if held to call, if applicable
- Interest received
- Accrued interest
- Amortized/Accretion Premium/Discount
- Percentage of total portfolio that specific security comprises

Monthly Investment Portfolio Activity Reports. Listing of purchases, sales, calls, maturities, interest received, rating upgrades and rating downgrades, and beginning and ending par, book and market values.

Legislative References



CITY FINANCIAL POLICIES

Monthly Investment Portfolio Liquidity Reports. Listing of investments by maturity date, and a maturity breakdown of the portfolio by type of investment and by time period.

Monthly Investment Portfolio Earnings Summary Reports. Listing of interest earnings accrued, amortization/accretion and total earnings for the month and fiscal year-to-date.

Monthly Investment Portfolio Unrealized Gains and Losses Report.

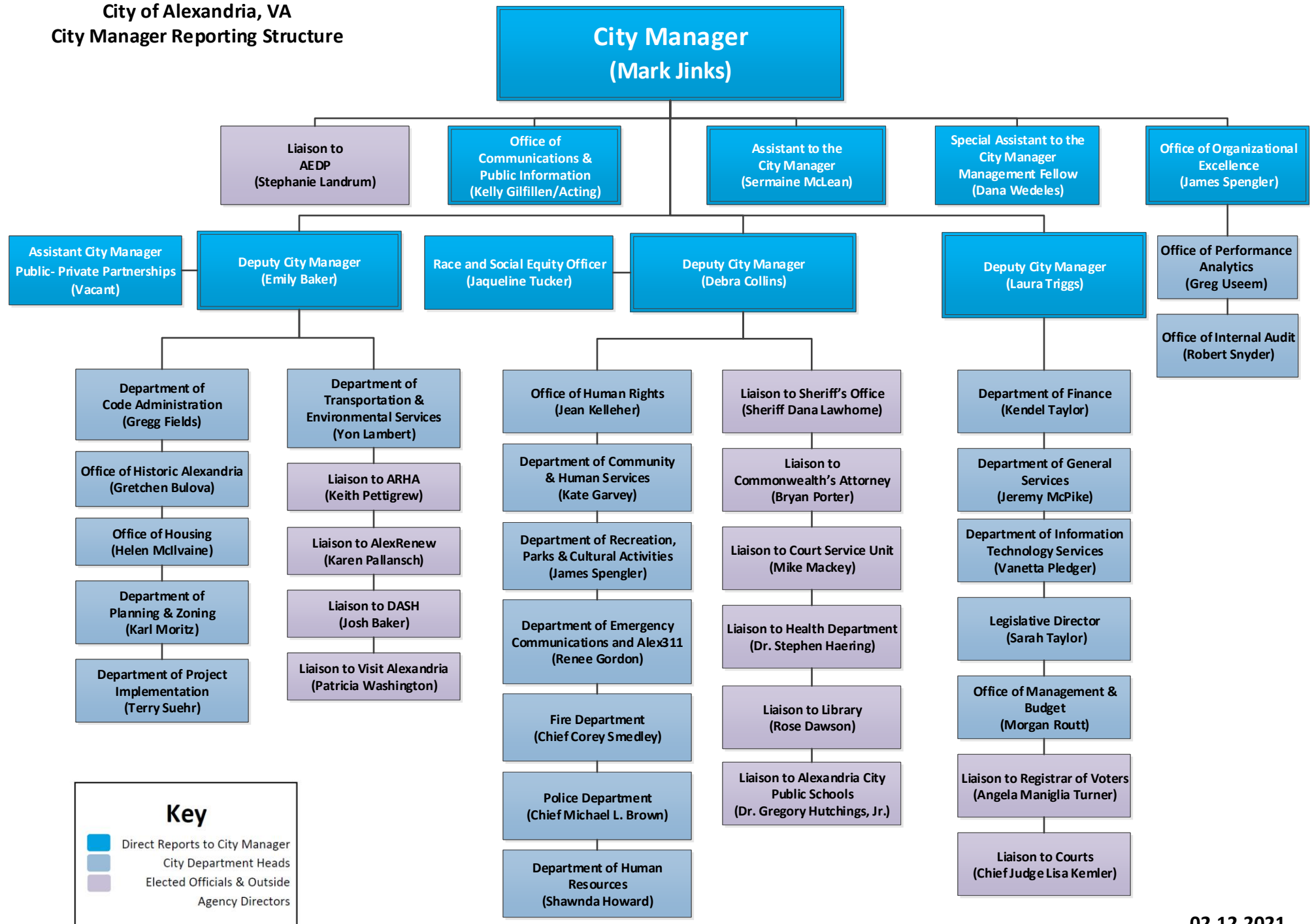
Monthly Investment Portfolio Performance Reports. Listing of average weighted yield-to-maturity and yield-at-cost for current month and fiscal year-to-date, with comparison to the two year Treasury reported by the Federal Reserve.

Monthly Investment Policy Compliance Report. Report shows that portfolio meets policy requirements regarding investment types, maturities and diversification.

Policy Considerations

This policy shall be reviewed on an annual basis. The City's Investment Committee must approve any change.

**City of Alexandria, VA
City Manager Reporting Structure**



02.12.2021



City of Alexandria Compensation Philosophy

Overview

The statement of compensation philosophy is intended to provide a broad framework for the City Council, management, employees and citizens in order to understand and guide decisions that affect pay. It is designed to reflect the importance public employees play in the delivery of services and programs to the community; that compensation is a clear measure of that importance; and that there is fair and equitable treatment of all employees, regardless of race, gender, or disability, and in accordance with EEO/AA goals. In addition, the statement establishes the commitment and necessity to maintain comparability with jurisdictions that are most likely to affect recruitment and retention of employees.

Competitiveness and Comparability

The intent of the compensation philosophy is to maintain a competitive compensation program in order to attract, retain, and motivate qualified employees. To that end, the following principles govern compensation programs:

- Pay programs are intended to be competitive at a minimum with the average pay of comparator organizations in the primary labor market. The primary labor market is currently defined as the Counties of Arlington, Fairfax, Prince William, Montgomery and Prince George's.
- From time-to-time, the City may recommend that other comparators should be used (e.g., Commonwealth of Virginia, agencies of the Federal government, or private sector employers or industry groups) where information from the primary labor market is considered insufficient to attract/retain specific positions or classification groups.
- In all instances, for benchmark jobs, information for an assessment of pay competitiveness will be ascertained through reliably published compensation survey data.
- Every two years, the City will conduct a market study of benchmark positions to determine the competitive posture of the organization, and propose a plan of action. The City may determine if a classification needs to be reviewed in the interim.

If an average salary falls below market averages to the extent that attracting and retaining qualified employees may be jeopardized, the City will propose action necessary to align the position or classification with the competitive marketplace for implementation in the next fiscal year or sooner, if financially feasible.

General Salary Adjustments

Annually, the City Manager will recommend a budget for general salary adjustments that is based upon:

- Overall competitive posture of the organization
- Market rate adjustments
- Comparator organizations in the primary labor market
- Financial affordability

Pay Scales

The City will promulgate pay scales for all employees that will provide information on salary increases that an employee may expect from year-to-year if performing satisfactorily. In the public safety classifications, the pay scale schedules will differ from the general employee classifications.

For City employees, the annual increases in base salaries from year-to-year will be based on meeting established performance standards. In all cases, employees will know performance expectations to advance in-grade and career development opportunities to advance to another grade.

The specific schedules will be competitive at 100% (Approved by City Council – Item #12 dated 12-13-06) of the average pay levels for the relevant labor market, and will be adjusted whenever necessary to maintain market competitiveness. Salary increases from the pay scale are a function of performance-merit. Such increases are recognition of performance that meets and exceeds expectations. Merit increases are not automatic.

All employees should be made aware that such increases are recognition of performance that meets and exceeds expectations. Performance standards and supervisory evaluations should stress that merit increases are not automatic.



City of Alexandria Compensation Philosophy

Career Development Increases

The City will develop a structure to provide salary increases to recognize the attainment of career levels and developmental milestones that assure that the City's career positions are paid comparable with those in the primary labor market. Such a structure enables existing employees in career jobs within the City to receive pay increases in addition to merit, and enables the City to target its pay to those employees who grow in skill and capability.

Education and Tuition Assistance

An objective of compensation is to encourage and support advanced study, education and degree attainment for job-related courses and programs. The City will prepare and disseminate procedures for applying for and receiving education and tuition assistance, including the academic grades or measures necessary for an employee to be reimbursed and the type of course work that is authorized. The amount to be budgeted for this program will be the average of the budgets for the primary comparator jurisdictions.

Incentives

It is also the intent of the compensation philosophy to provide financial incentives for extraordinary and exemplary performance in two categories. First, with the recommendation of the City Manager and the approval of the City Council, an employee may be given a taxable cash award ranging from \$1,000 to \$10,000. Such awards are to be given only in those instances where performance or contributions are deemed unique, truly extraordinary, and significantly beneficial to the City.

Second, there should be a program for rewarding employees at any time who demonstrate exemplary performance significantly beyond job expectations. Taxable cash awards in this category may be given to a maximum of \$500, with typical awards ranging between \$100 and \$250. The City Manager should recommend a specific budget allocation to be made available for awards in this category, with procedures for determining selection of incentive awards. In either category, these awards are one-time cash awards and should not be considered increases in base salary or benefits.

Exceptions

Nothing in this compensation philosophy statement should be construed as a required benefit in the event that the City experiences a decline in revenue or revenue growth lower than the projected increase in expenses. "Revenue" is currently defined as the two largest components of operating revenue: the real property tax base and the projected total personal property tax base. As with all budget decisions, merit increases, market rate adjustments and funds for other employee benefits are subject to annual appropriation.

Revised June 25, 2010



City of Alexandria Pay Scales

GENERAL SALARY SCALE (VRS PARTICIPATING)

Effective Pay Period Beginning 6/26/2021

Pay Increase	5%			3.50%					2.30%
Step	00	01	02	03	04	05	06	07	08
Grade									
1								32,177.86	32,916.78
2						31,382.52	32,481.80	33,617.48	34,391.24
3					31,729.62	32,839.56	33,988.50	35,178.00	35,987.64
4				32,072.82	33,195.24	34,356.92	35,559.16	36,804.30	37,650.60
5			32,415.50	33,549.10	34,723.52	35,938.76	37,196.64	38,499.50	39,384.54
6		32,284.98	33,898.54	35,085.70	36,313.68	37,584.30	38,900.16	40,261.00	41,188.94
7	32,179.94	33,789.08	35,478.04	36,718.76	38,004.20	39,335.40	40,711.32	42,136.12	43,104.88
8	33,679.88	35,364.16	37,132.42	38,432.68	39,776.62	41,169.70	42,609.58	44,101.20	45,117.02
9	35,368.58	37,138.66	38,994.54	40,359.54	41,771.86	43,233.32	44,746.52	46,313.02	47,377.98
10	36,917.92	38,763.14	40,702.22	42,125.46	43,599.92	45,127.94	46,707.18	48,340.24	49,452.52
11	38,660.18	40,593.02	42,622.84	44,116.28	45,659.38	47,258.12	48,912.24	50,622.52	51,788.36
12	40,483.82	42,506.88	44,633.16	46,195.24	47,810.88	49,484.76	51,216.36	53,009.84	54,229.24
13	42,397.42	44,516.94	46,741.50	48,378.98	50,071.84	51,824.76	53,637.74	55,515.20	56,792.32
14	44,538.52	46,765.16	49,103.08	50,821.94	52,600.60	54,441.40	56,346.68	58,318.26	59,659.86
15	46,758.92	49,096.84	51,550.72	53,355.12	55,221.66	57,154.76	59,155.98	61,226.36	62,634.26
16	49,101.00	51,554.88	54,132.78	56,027.40	57,988.06	60,017.88	62,119.98	64,292.80	65,771.68
17	51,552.80	54,130.70	56,837.56	58,826.04	60,885.50	63,015.94	65,221.00	67,503.02	69,056.78
18	54,134.86	56,841.72	59,683.26	61,770.28	63,932.70	66,172.60	68,486.86	70,884.84	72,515.82
19	56,835.22	59,677.02	62,662.08	64,854.40	67,123.94	69,472.52	71,905.08	74,420.84	76,133.20
20	59,674.68	62,657.92	65,790.92	68,092.44	70,477.94	72,944.30	75,496.72	78,138.84	79,934.92
21	62,657.92	65,790.92	69,080.44	71,497.66	74,000.94	76,591.84	79,272.44	82,045.86	83,933.72
22	65,786.76	69,076.28	72,530.90	75,067.98	77,695.54	80,414.88	83,228.86	86,143.46	88,123.36
23	69,078.36	72,530.90	76,156.60	78,822.64	81,582.80	84,437.34	87,392.76	90,450.88	92,531.66
24	72,528.30	76,154.52	79,962.74	82,761.64	85,656.74	88,654.80	91,758.16	94,970.46	97,154.20
25	76,146.20	79,954.16	83,950.88	86,889.14	89,929.84	93,078.18	96,335.46	99,708.44	102,001.64
26	79,956.24	83,955.30	88,151.18	91,237.12	94,430.18	97,734.78	101,157.16	104,697.58	107,104.14
27	83,723.64	87,909.12	92,304.42	95,536.22	98,879.30	102,340.16	105,921.40	109,628.74	112,151.00
28	87,909.12	92,304.42	96,920.72	100,312.94	103,823.20	107,457.48	111,218.90	115,110.32	117,759.20
29	92,308.58	96,924.88	101,769.98	105,331.72	109,017.74	112,834.54	116,784.20	120,871.14	123,650.54
30	96,918.38	101,763.74	106,853.24	110,593.08	114,463.44	118,470.56	122,615.48	126,907.82	129,826.84
31	101,757.24	106,844.92	112,187.40	116,115.48	120,178.76	124,385.56	128,737.96	133,245.06	136,309.16
32	106,844.92	112,187.40	117,797.94	121,921.02	126,187.88	130,604.50	135,175.56	139,907.56	143,124.28
33	112,187.40	117,797.94	123,686.94	128,015.94	132,497.04	137,134.40	141,934.52	146,902.34	150,279.74
34	117,797.94	123,686.94	129,871.56	134,416.88	139,121.06	143,991.90	149,030.44	154,246.56	157,795.30
35	123,686.94	129,871.56	136,365.06	141,137.62	146,077.10	151,190.52	156,481.78	161,959.20	165,683.96



City of Alexandria Pay Scales

GENERAL SALARY SCALE (VRS PARTICIPATING)

Effective Pay Period Beginning 6/26/2021

09	10	11	12	13	14	15	16	17	Grade
33,673.38	34,449.48	35,242.22	36,052.12	36,881.52	37,728.08	38,595.96	39,485.42	40,393.58	1
35,182.16	35,992.06	36,819.38	37,665.94	38,533.56	39,418.60	40,325.48	41,253.16	42,201.98	2
36,814.96	37,661.52	38,529.40	39,414.44	40,321.06	41,249.00	42,198.52	43,166.76	44,159.60	3
38,516.40	39,401.96	40,308.32	41,236.00	42,183.18	43,154.28	44,146.44	45,162.00	46,200.73	4
40,289.08	41,216.76	42,164.20	43,134.78	44,126.94	45,140.68	46,179.90	47,240.70	48,327.24	5
42,136.12	43,104.88	44,094.96	45,110.52	46,147.92	47,208.72	48,295.26	49,405.20	50,541.52	6
44,097.04	45,110.52	46,147.92	47,210.80	48,295.26	49,407.80	50,543.48	51,704.90	52,894.11	7
46,154.42	47,214.96	48,301.50	49,411.96	50,549.72	51,711.40	52,900.64	54,117.96	55,362.67	8
48,468.68	49,583.30	50,723.40	51,891.32	53,082.90	54,304.12	55,553.42	56,830.80	58,137.91	9
50,590.28	51,754.04	52,943.54	54,162.68	55,407.82	56,680.78	57,985.98	59,319.00	60,683.34	10
52,979.94	54,197.00	55,444.22	56,719.52	58,024.72	59,357.48	60,722.74	62,119.98	63,548.74	11
55,476.72	56,751.50	58,056.70	59,391.80	60,759.14	62,156.12	63,585.86	65,047.32	66,543.41	12
58,099.60	59,434.44	60,802.04	62,201.62	63,630.84	65,094.64	66,592.24	68,122.60	69,689.42	13
61,031.10	62,434.84	63,872.90	65,340.60	66,843.14	68,381.82	69,954.82	71,561.88	73,207.80	14
64,074.40	65,548.60	67,055.30	68,598.14	70,175.56	71,791.46	73,441.42	75,130.12	76,858.11	15
67,284.62	68,831.88	70,415.80	72,035.60	73,692.32	75,387.52	77,121.20	78,893.10	80,707.64	16
70,644.86	72,269.08	73,932.04	75,631.40	77,371.84	79,150.50	80,971.80	82,834.44	84,739.63	17
74,182.94	75,888.80	77,633.40	79,420.38	81,246.36	83,114.98	85,026.76	86,983.00	88,983.61	18
77,884.04	79,675.70	81,507.66	83,383.04	85,300.80	87,261.98	89,269.96	91,322.92	93,423.35	19
81,773.64	83,655.26	85,579.52	87,546.68	89,561.16	91,620.62	93,727.40	95,883.32	98,088.64	20
85,864.74	87,838.40	89,859.12	91,925.08	94,040.18	96,202.60	98,416.24	100,679.28	102,994.90	21
90,150.84	92,225.38	94,344.38	96,515.64	98,735.52	101,005.06	103,328.42	105,705.08	108,136.30	22
94,659.50	96,837.00	99,065.72	101,343.58	103,673.18	106,058.16	108,497.22	110,993.48	113,546.33	23
99,389.16	101,673.78	104,014.04	106,405.52	108,852.64	111,355.92	113,916.92	116,537.72	119,218.09	24
104,348.14	106,746.12	109,202.34	111,713.94	114,283.26	116,912.90	119,600.26	122,351.58	125,165.67	25
109,568.68	112,088.86	114,666.76	117,302.90	120,000.92	122,761.08	125,585.72	128,474.58	131,429.50	26
114,731.24	117,369.46	120,069.56	122,829.72	125,654.10	128,545.04	131,502.54	134,526.34	137,620.45	27
120,465.80	123,236.88	126,072.18	128,971.44	131,937.52	134,971.98	138,077.42	141,253.32	144,502.15	28
126,494.42	129,404.60	132,381.08	135,424.12	138,540.22	141,726.78	144,986.40	148,320.90	151,732.28	29
132,811.64	135,867.68	138,992.36	142,189.58	145,460.12	148,805.28	152,227.40	155,729.34	159,311.11	30
139,444.76	142,650.56	145,931.50	149,287.32	152,722.96	156,235.04	159,829.02	163,504.38	167,264.98	31
146,415.88	149,784.44	153,228.66	156,754.00	160,358.38	164,046.48	167,820.12	171,679.82	175,628.46	32
153,736.44	157,272.44	160,890.08	164,590.92	168,375.48	172,250.00	176,210.58	180,262.94	184,408.99	33
161,423.60	165,137.44	168,934.74	172,819.92	176,795.32	180,860.68	185,020.42	189,276.36	193,629.72	34
169,496.08	173,394.52	177,382.66	181,460.76	185,635.32	189,904.52	194,271.74	198,740.10	203,311.12	35

City of Alexandria Pay Scales



GENERAL SALARY SCALE (NON-VRS PARTICIPATING)

Effective Pay Period Beginning 6/26/2021

Pay Increase	5%		3.50%				2.30%		
Step	00	01	02	03	04	05	06	07	08
Grade									
1								31,231.20	31,948.80
2							31,526.56	32,628.96	33,379.84
3						31,873.92	32,988.80	34,143.20	34,929.44
4					32,219.20	33,346.56	34,513.44	35,721.92	36,543.52
5				31,462.08	32,562.40	33,702.24	34,881.60	36,102.56	37,367.20
6		31,335.20	32,901.44	34,053.76	35,245.60	36,479.04	37,756.16	39,076.96	39,977.60
7	31,233.28	32,795.36	34,434.40	35,638.72	36,886.72	38,178.40	39,513.76	40,896.96	41,837.12
8	32,689.28	34,324.16	36,040.16	37,302.72	38,606.88	39,958.88	41,356.64	42,804.32	43,790.24
9	34,328.32	36,046.40	37,847.68	39,172.64	40,543.36	41,961.92	43,430.40	44,950.88	45,984.64
10	35,832.16	37,623.04	39,505.44	40,886.56	42,317.60	43,800.64	45,333.60	46,918.56	47,998.08
11	37,523.20	39,399.36	41,369.12	42,818.88	44,316.48	45,868.16	47,473.92	49,133.76	50,265.28
12	39,293.28	41,256.80	43,320.16	44,836.48	46,404.80	48,029.28	49,709.92	51,450.88	52,634.40
13	41,150.72	43,207.84	45,366.88	46,956.00	48,599.20	50,300.64	52,060.32	53,882.40	55,122.08
14	43,228.64	45,389.76	47,659.04	49,327.20	51,053.60	52,840.32	54,689.44	56,603.04	57,905.12
15	45,383.52	47,652.80	50,034.40	51,785.76	53,597.44	55,473.60	57,416.32	59,425.60	60,792.16
16	47,656.96	50,038.56	52,540.80	54,379.52	56,282.72	58,252.48	60,292.96	62,402.08	63,837.28
17	50,036.48	52,538.72	55,165.76	57,096.00	59,094.88	61,162.40	63,302.72	65,517.92	67,025.92
18	52,542.88	55,169.92	57,928.00	59,953.92	62,052.64	64,226.24	66,472.64	68,800.16	70,383.04
19	55,163.68	57,921.76	60,819.20	62,947.04	65,149.76	67,429.44	69,790.24	72,232.16	73,894.08
20	57,919.68	60,815.04	63,856.00	66,089.92	68,404.96	70,799.04	73,276.32	75,840.96	77,584.00
21	60,815.04	63,856.00	67,048.80	69,395.04	71,824.48	74,339.20	76,941.28	79,632.80	81,465.28
22	63,851.84	67,044.64	70,397.60	72,860.32	75,410.40	78,049.92	80,780.96	83,609.76	85,531.68
23	67,046.72	70,397.60	73,916.96	76,504.48	79,183.52	81,954.08	84,822.40	87,790.56	89,810.24
24	70,395.52	73,914.88	77,611.04	80,327.52	83,137.60	86,047.52	89,059.36	92,177.28	94,296.80
25	73,906.56	77,602.72	81,481.92	84,333.60	87,285.12	90,340.64	93,502.24	96,776.16	99,001.76
26	77,604.80	81,486.08	85,558.72	88,553.92	91,653.12	94,860.48	98,182.24	101,618.40	103,954.24
27	81,261.44	85,323.68	89,589.76	92,726.40	95,971.20	99,330.40	102,806.08	106,404.48	108,852.64
28	85,323.68	89,589.76	94,070.08	97,362.72	100,769.76	104,297.44	107,947.84	111,725.12	114,296.00
29	89,593.92	94,074.24	98,777.12	102,234.08	105,811.68	109,516.16	113,349.60	117,316.16	120,013.92
30	94,068.00	98,770.88	103,710.88	107,340.48	111,096.96	114,986.56	119,009.28	123,175.52	126,008.48
31	98,764.64	103,702.56	108,888.00	112,700.64	116,644.32	120,727.36	124,951.84	129,326.08	132,300.48
32	103,702.56	108,888.00	114,333.44	118,335.36	122,476.64	126,763.52	131,200.16	135,792.80	138,914.88
33	108,888.00	114,333.44	120,049.28	124,250.88	128,600.16	133,101.28	137,760.48	142,581.92	145,860.00
34	114,333.44	120,049.28	126,052.16	130,463.84	135,029.44	139,757.28	144,647.36	149,710.08	153,154.56
35	120,049.28	126,052.16	132,354.56	136,986.72	141,781.12	146,744.00	151,879.52	157,196.00	160,811.04



City of Alexandria Pay Scales

GENERAL SALARY SCALE (NON-VRS PARTICIPATING)

Effective Pay Period Beginning 6/26/2021

09	10	11	12	13	14	15	16	17	Grade
32,683.04	33,436.00	34,205.60	34,991.84	35,796.80	36,618.40	37,460.80	38,324.00	39,205.45	1
34,147.36	34,933.60	35,736.48	36,558.08	37,400.48	38,259.52	39,139.36	40,040.00	40,960.92	2
35,732.32	36,553.92	37,396.32	38,255.36	39,135.20	40,035.84	40,957.28	41,897.44	42,861.08	3
37,383.84	38,242.88	39,122.72	40,023.36	40,942.72	41,884.96	42,848.00	43,833.92	44,842.10	4
39,104.00	40,004.64	40,924.00	41,866.24	42,829.28	43,813.12	44,821.92	45,851.52	46,906.10	5
40,896.96	41,837.12	42,798.08	43,784.00	44,790.72	45,820.32	46,874.88	47,952.32	49,055.22	6
42,800.16	43,784.00	44,790.72	45,822.40	46,874.88	47,954.40	49,056.80	50,184.16	51,338.40	7
44,796.96	45,826.56	46,881.12	47,958.56	49,063.04	50,190.40	51,344.80	52,526.24	53,734.34	8
47,043.36	48,124.96	49,231.52	50,365.12	51,521.60	52,707.20	53,919.84	55,159.52	56,428.19	9
49,102.56	50,232.00	51,386.40	52,569.92	53,778.40	55,013.92	56,280.64	57,574.40	58,898.61	10
51,421.76	52,603.20	53,813.76	55,051.36	56,318.08	57,611.84	58,936.80	60,292.96	61,679.70	11
53,844.96	55,082.56	56,349.28	57,645.12	58,972.16	60,328.32	61,715.68	63,134.24	64,586.33	12
56,390.88	57,686.72	59,013.76	60,372.00	61,759.36	63,180.00	64,633.92	66,119.04	67,639.78	13
59,236.32	60,598.72	61,994.40	63,419.20	64,877.28	66,370.72	67,897.44	69,457.44	71,054.96	14
62,189.92	63,620.96	65,083.20	66,580.80	68,111.68	69,680.00	71,281.60	72,920.64	74,597.81	15
65,305.76	66,807.52	68,344.64	69,917.12	71,524.96	73,170.24	74,852.96	76,573.12	78,334.30	16
68,567.20	70,143.84	71,757.92	73,407.36	75,096.32	76,822.72	78,590.72	80,398.24	82,247.40	17
72,001.28	73,656.96	75,350.08	77,084.80	78,856.96	80,670.72	82,526.08	84,425.12	86,366.90	18
75,593.44	77,332.32	79,110.72	80,930.72	82,792.32	84,695.52	86,644.48	88,637.12	90,675.77	19
79,368.64	81,194.88	83,062.72	84,972.16	86,927.36	88,926.24	90,970.88	93,063.36	95,203.82	20
83,339.36	85,255.04	87,216.48	89,221.60	91,274.56	93,373.28	95,521.92	97,718.40	99,965.92	21
87,499.36	89,512.80	91,569.92	93,676.96	95,831.84	98,034.56	100,289.28	102,596.00	104,955.71	22
91,875.68	93,988.96	96,152.16	98,363.20	100,624.16	102,939.20	105,306.24	107,729.44	110,207.22	23
96,466.24	98,683.52	100,954.88	103,276.16	105,651.52	108,080.96	110,566.56	113,110.40	115,711.94	24
101,279.36	103,606.88	105,990.56	108,428.32	110,922.24	113,474.40	116,082.72	118,753.44	121,484.77	25
106,346.24	108,792.32	111,294.56	113,852.96	116,471.68	119,150.72	121,892.16	124,696.00	127,564.01	26
111,356.96	113,917.44	116,538.24	119,217.28	121,958.72	124,764.64	127,635.04	130,569.92	133,573.03	27
116,923.04	119,612.48	122,364.32	125,178.56	128,057.28	131,002.56	134,016.48	137,099.04	140,252.32	28
122,774.08	125,598.72	128,487.84	131,441.44	134,465.76	137,558.72	140,722.40	143,958.88	147,269.93	29
128,905.92	131,872.00	134,904.64	138,008.00	141,182.08	144,428.96	147,750.72	151,149.44	154,625.88	30
135,343.52	138,455.20	141,639.68	144,896.96	148,231.20	151,640.32	155,128.48	158,695.68	162,345.68	31
142,109.76	145,379.52	148,722.08	152,143.68	155,642.24	159,221.92	162,884.80	166,630.88	170,463.39	32
149,215.04	152,647.04	156,158.08	159,750.24	163,423.52	167,184.16	171,028.00	174,961.28	178,985.39	33
156,676.00	160,280.64	163,966.40	167,737.44	171,595.84	175,541.60	179,578.88	183,709.76	187,935.08	34
164,511.36	168,294.88	172,165.76	176,124.00	180,175.84	184,319.20	188,558.24	192,895.04	197,331.63	35



City of Alexandria Pay Scales

POLICE SALARY SCALE

Effective Pay Period Beginning 6/26/2021

Pay Increase	5%					3.50%				
Step Grade	00	01	02	03	04	05	06	07	08	09
1	33,216.56	34,879.00	36,622.04	38,453.22	40,376.44	41,789.28	43,250.74	44,765.24	46,333.04	47,953.88
2	34,671.26	36,405.20	38,224.42	40,136.20	42,142.36	43,617.86	45,143.80	46,725.38	48,360.26	50,052.60
3	36,308.22	38,122.76	40,030.12	42,031.60	44,132.92	45,677.32	47,277.36	48,930.44	50,643.58	52,416.52
4	38,018.76	39,921.44	41,907.06	44,012.54	46,212.92	47,831.42	49,505.30	51,236.90	53,030.90	54,887.04
5	39,817.70	41,807.74	43,899.44	46,092.80	48,396.92	50,091.60	51,846.34	53,658.54	55,538.34	57,482.36
6	41,828.54	43,917.90	46,115.94	48,420.06	50,841.96	52,622.18	54,462.20	56,369.56	58,343.48	60,384.22
7	43,913.48	46,108.92	48,413.30	50,834.94	53,377.22	55,245.06	57,177.38	59,179.12	61,250.28	63,394.76
8	46,113.60	48,417.72	50,839.88	53,381.64	56,050.80	58,013.02	60,042.84	62,143.64	64,318.28	66,569.62
9	48,415.64	50,837.54	53,377.22	56,046.12	58,848.92	60,908.12	63,041.68	65,246.74	67,530.06	69,894.24
10	50,839.88	53,381.64	56,050.80	58,853.60	61,797.32	63,958.44	66,197.56	68,515.72	70,912.40	73,394.36
11	53,377.22	56,046.12	58,848.92	61,790.30	64,879.36	67,151.24	69,501.64	71,935.24	74,451.78	77,058.28
12	56,043.78	58,844.24	61,787.96	64,877.28	68,121.04	70,506.02	72,972.12	75,527.66	78,171.08	80,907.32
13	58,846.84	61,787.96	64,877.28	68,121.04	71,526.52	74,031.62	76,622.00	79,304.94	82,080.18	84,952.14
14	61,783.54	64,872.60	68,116.36	71,521.84	75,098.14	77,728.04	80,447.64	83,262.14	86,178.30	89,193.26
15	64,874.94	68,118.70	71,524.44	75,100.74	78,854.62	81,616.08	84,471.92	87,427.08	90,488.84	93,654.08
16	68,114.28	71,519.76	75,096.06	78,852.28	82,793.62	85,691.06	88,690.16	91,795.60	95,007.12	98,334.08
17	71,512.74	75,089.04	78,843.18	82,786.60	86,923.72	89,966.76	93,116.14	96,373.94	99,746.92	103,240.28
18	75,091.38	78,845.52	82,788.68	86,928.66	91,273.78	94,469.18	97,775.08	101,196.94	104,738.66	108,404.92
19	78,628.42	82,560.40	86,688.42	91,022.10	95,574.96	98,920.38	102,381.24	105,964.56	109,672.68	113,512.10
20	82,560.40	86,688.42	91,022.10	95,574.96	100,351.94	103,865.84	107,499.86	111,263.36	115,158.16	119,186.86
21	86,690.76	91,033.54	95,577.56	100,356.36	105,373.58	109,062.98	112,879.52	116,829.96	120,918.72	125,150.74
22	91,022.10	95,572.62	100,351.94	105,368.90	110,637.80	114,509.72	118,517.62	122,666.44	126,958.52	131,402.96



City of Alexandria Pay Scales

POLICE SALARY SCALE

Effective Pay Period Beginning 6/26/2021

2.30%

10	11	12	13	14	15	16	17	18	Grade
49,057.32	50,183.90	51,338.30	52,520.52	53,727.96	54,963.48	56,228.38	57,521.36	58,844.24	1
51,204.40	52,382.20	53,587.30	54,819.96	56,080.70	57,369.00	58,689.80	60,040.24	61,421.10	2
53,621.88	54,854.80	56,117.88	57,408.26	58,729.06	60,079.50	61,460.36	62,873.20	64,319.32	3
56,150.12	57,440.76	58,761.30	60,114.34	61,494.68	62,910.12	64,357.80	65,837.72	67,351.96	4
58,802.90	60,155.94	61,540.96	62,956.40	64,403.82	65,883.74	67,400.84	68,949.92	70,535.92	5
61,771.84	63,194.04	64,646.40	66,179.36	67,654.60	69,210.96	70,803.72	72,431.32	74,097.40	6
64,851.80	66,343.16	67,869.36	69,429.88	71,027.84	72,662.20	74,334.00	76,042.46	77,791.48	7
68,100.24	69,668.04	71,270.42	72,909.72	74,585.68	76,301.16	78,055.90	79,852.24	81,688.88	8
71,501.30	73,147.36	74,828.26	76,550.50	78,309.66	80,043.86	81,955.64	83,839.34	85,767.76	9
75,082.28	76,809.20	78,577.72	80,383.16	82,232.54	84,123.26	86,058.18	88,038.86	90,063.74	10
78,829.40	80,643.94	82,497.74	84,395.74	86,337.42	88,323.04	90,352.60	92,432.60	94,558.62	11
82,767.88	84,670.56	86,619.26	88,609.56	90,647.96	92,732.90	94,866.20	97,048.12	99,279.96	12
86,905.26	88,904.92	90,950.60	93,042.30	95,182.62	97,371.30	99,610.68	101,901.02	104,244.92	13
91,245.96	93,342.34	95,489.68	97,687.72	99,934.12	102,231.48	104,583.96	106,989.74	109,450.38	14
95,808.44	98,012.98	100,266.66	102,572.86	104,932.36	107,345.16	109,815.68	112,341.32	114,925.46	15
100,594.52	102,907.48	105,276.60	107,696.16	110,173.70	112,708.70	115,299.08	117,952.12	120,664.70	16
105,613.56	108,042.48	110,526.52	113,071.14	115,670.62	118,330.42	121,052.62	123,837.22	126,685.26	17
110,898.58	113,449.70	116,058.80	118,727.70	121,459.00	124,252.70	127,110.88	130,033.80	133,024.58	18
116,123.28	118,794.52	121,525.82	124,321.86	127,180.04	130,105.30	133,097.64	136,158.88	139,290.58	19
121,930.12	124,732.92	127,602.80	130,537.16	133,538.60	136,611.80	139,753.90	142,967.50	146,255.72	20
128,029.72	130,975.78	133,986.58	137,068.88	140,222.42	143,445.64	146,745.04	150,120.36	153,573.16	21
134,424.94	137,516.60	140,679.50	143,914.42	147,225.00	150,612.02	154,075.22	157,619.28	161,244.46	22

City of Alexandria Pay Scales



SHERIFF SALARY SCALE

Effective Pay Period Beginning 6/26/2021

Pay Increase	5%			3.50%			2.30%			
Step	00	01	02	03	04	05	06	07	08	09
Grade										
1	32,171.36	33,780.24	35,470.50	37,243.96	39,105.04	40,474.98	41,890.94	43,357.86	44,874.44	46,446.14
2	33,580.82	35,260.16	37,022.44	38,874.68	40,816.88	42,246.10	43,723.94	45,256.12	46,838.74	48,478.56
3	35,165.52	36,923.64	38,771.72	40,709.50	42,743.74	44,241.08	45,788.60	47,391.24	49,050.56	50,766.82
4	36,823.02	38,664.08	40,597.96	42,627.78	44,758.22	46,325.50	47,947.64	49,624.64	51,363.00	53,160.64
5	38,565.80	40,492.40	42,518.06	44,644.60	46,875.66	48,515.48	50,214.84	51,972.70	53,789.58	55,672.76
6	40,512.16	42,537.82	44,664.10	46,897.76	49,243.48	50,966.50	52,750.62	54,596.62	56,505.80	58,485.44
7	42,531.32	44,657.60	46,891.00	49,234.38	51,696.32	53,506.96	55,379.22	57,317.00	59,324.72	61,400.82
8	44,661.76	46,895.42	49,239.06	51,703.08	54,287.48	56,188.08	58,154.20	60,188.44	62,295.22	64,476.36
9	46,891.00	49,236.72	51,698.40	54,283.06	56,996.68	58,993.74	61,056.58	63,194.04	65,406.12	67,696.20
10	49,241.14	51,703.08	54,287.48	57,003.18	59,853.04	61,946.56	64,114.96	66,359.02	68,682.90	71,085.56
11	51,698.40	54,283.06	56,996.68	59,846.28	62,838.62	65,039.78	67,315.30	69,671.42	72,109.18	74,634.56
12	54,280.72	56,994.60	59,844.20	62,836.54	65,977.86	68,286.14	70,677.62	73,150.22	75,710.70	78,361.14
13	56,994.60	59,844.20	62,836.54	65,977.86	69,277.00	71,701.50	74,211.02	76,808.94	79,496.56	82,280.64
14	59,840.04	62,832.12	65,973.70	69,272.84	72,736.04	75,281.18	77,916.02	80,643.16	83,466.76	86,386.30
15	62,834.20	65,975.78	69,274.92	72,738.12	76,375.00	79,047.02	81,813.68	84,676.28	87,640.28	90,709.06
16	65,971.62	69,270.76	72,733.96	76,370.84	80,189.46	82,995.12	85,899.84	88,907.00	92,019.98	95,240.34
17	69,263.74	72,727.46	76,362.00	80,180.36	84,189.82	87,136.14	90,187.24	93,344.16	96,610.28	99,990.28
18	72,729.54	76,366.42	80,182.44	84,192.16	88,403.12	91,496.34	94,698.76	98,013.24	101,444.20	104,995.28
19	76,155.82	79,963.52	83,961.80	88,160.02	92,568.06	95,807.92	99,159.84	102,631.88	106,222.74	109,940.22
20	79,963.52	83,961.80	88,160.02	92,568.06	97,195.54	100,597.64	104,118.04	107,763.76	111,534.28	115,438.44
21	83,963.88	88,162.10	92,570.14	97,199.96	102,059.88	105,630.98	109,328.70	113,154.34	117,115.18	121,214.60
22	88,157.68	92,565.98	97,193.46	102,053.38	107,156.40	110,907.16	114,789.48	118,807.52	122,965.96	127,269.22

City of Alexandria Pay Scales



SHERIFF SALARY SCALE

Effective Pay Period Beginning 6/26/2021

10	11	12	13	14	15	16	17	18	Grade
47,513.96	48,605.18	49,723.44	50,867.96	52,038.48	53,235.26	54,458.04	55,712.28	56,993.82	1
49,593.96	50,734.06	51,900.16	53,094.86	54,316.08	55,565.64	56,843.28	58,150.04	59,487.48	2
51,935.26	53,129.96	54,350.92	55,600.22	56,880.72	58,189.56	59,526.74	60,896.68	62,297.30	3
54,381.86	55,633.24	56,913.48	58,222.32	59,561.58	60,931.52	62,332.66	63,766.04	65,232.44	4
56,953.00	58,263.66	59,603.18	60,975.72	62,376.60	63,812.06	65,278.72	66,780.22	68,316.04	5
59,828.86	61,205.56	62,612.94	64,053.08	65,526.24	67,034.50	68,575.52	70,153.72	71,767.28	6
62,812.36	64,256.92	65,734.76	67,246.92	68,794.44	70,375.24	71,995.04	73,650.20	75,344.10	7
65,958.10	67,474.94	69,026.88	70,616.52	72,240.74	73,902.14	75,601.24	77,339.34	79,118.52	8
69,253.08	70,846.36	72,475.26	74,141.08	75,846.94	77,591.80	79,375.92	81,201.90	83,069.48	9
72,720.70	74,393.54	76,105.64	77,854.92	79,645.54	81,478.28	83,352.36	85,268.56	87,229.74	10
76,351.08	78,106.86	79,901.90	81,741.40	83,619.90	85,544.42	87,510.80	89,523.46	91,582.40	11
80,162.68	82,006.34	83,893.94	85,822.88	87,796.02	89,814.92	91,881.92	93,995.20	96,157.10	12
84,172.40	86,107.84	88,089.56	90,115.22	92,186.38	94,308.76	96,476.64	98,694.96	100,964.76	13
88,374.78	90,406.68	92,486.68	94,613.22	96,790.20	99,015.02	101,292.62	103,622.74	106,006.16	14
92,796.08	94,929.12	97,112.08	99,346.00	101,630.36	103,969.06	106,361.06	108,807.14	111,309.64	15
97,430.32	99,670.48	101,963.16	104,308.88	106,707.12	109,162.30	111,672.08	114,241.40	116,869.22	16
102,292.06	104,644.28	107,051.36	109,513.04	112,031.66	114,607.22	117,244.66	119,940.60	122,699.46	17
107,408.60	109,879.12	112,406.58	114,993.32	117,636.74	120,342.04	123,110.52	125,942.70	128,839.62	18
112,470.28	115,056.76	117,702.52	120,409.90	123,178.38	126,013.16	128,911.12	131,876.68	134,910.10	19
118,092.52	120,809.00	123,588.40	126,429.42	129,338.30	132,312.96	135,355.74	138,468.72	141,653.46	20
124,002.84	126,854.78	129,772.50	132,756.00	135,809.18	138,933.08	142,129.52	145,397.72	148,741.84	21
130,195.52	133,189.94	136,254.56	139,386.78	142,594.14	145,873.52	149,227.52	152,660.04	156,171.34	22



City of Alexandria Pay Scales

FIRE MARSHAL/MEDIC SALARY SCALE

Effective Pay Period Beginning 6/26/2021

Pay Increase	5%			3.50%			2.30%			
Step	00	01	02	03	04	05	06	07	08	09
Grade										
1	31,451.16	33,023.90	34,676.20	36,409.88	38,229.62	39,568.88	40,953.12	42,387.02	43,869.80	45,406.40
2	32,829.16	34,470.80	36,193.56	38,004.20	39,903.24	41,300.22	42,745.04	44,242.90	45,790.16	47,393.32
3	34,378.24	36,096.84	37,903.58	39,798.20	41,786.68	43,250.48	44,763.68	46,330.18	47,952.58	49,630.36
4	35,998.82	37,798.54	39,689.00	41,673.32	43,756.44	45,288.36	46,874.36	48,513.66	50,213.28	51,970.36
5	37,702.34	39,586.04	41,566.20	43,645.16	45,826.30	47,429.46	49,090.60	50,809.20	52,585.52	54,426.58
6	39,605.28	41,585.70	43,664.14	45,847.88	48,141.08	49,825.36	51,569.70	53,374.36	55,240.90	57,176.08
7	41,578.94	43,657.64	45,841.38	48,132.24	50,539.06	52,309.14	54,139.28	56,033.64	57,996.64	60,026.20
8	43,661.80	45,845.80	48,136.66	50,545.56	53,071.98	54,930.20	56,852.12	58,841.12	60,900.58	63,032.84
9	45,841.38	48,134.58	50,541.14	53,067.56	55,720.60	57,672.94	59,689.50	61,779.38	63,941.80	66,180.92
10	48,138.74	50,545.56	53,071.98	55,727.10	58,513.00	60,559.72	62,679.50	64,873.64	67,145.26	69,494.10
11	50,541.14	53,067.56	55,720.60	58,506.76	61,432.02	63,583.78	65,808.34	68,111.68	70,494.84	72,963.80
12	53,065.48	55,718.52	58,504.68	61,429.94	64,500.80	66,757.34	69,095.26	71,512.74	74,015.76	76,606.92
13	55,718.52	58,504.68	61,429.94	64,500.80	67,726.10	70,096.52	72,549.88	75,089.56	77,716.86	80,438.54
14	58,500.52	61,425.52	64,496.64	67,721.94	71,107.66	73,595.86	76,171.68	78,837.72	81,597.88	84,452.42
15	61,427.60	64,498.72	67,724.02	71,109.74	74,665.24	77,277.46	79,981.98	82,780.62	85,678.06	88,678.20
16	64,494.56	67,719.86	71,105.58	74,661.08	78,394.16	81,137.16	83,976.62	86,916.70	89,960.00	93,108.08
17	67,713.10	71,099.08	74,652.50	78,385.32	82,305.08	85,185.36	88,168.34	91,254.28	94,447.34	97,751.94
18	71,101.16	74,656.92	78,387.40	82,307.16	86,424.00	89,447.80	92,578.72	95,818.84	99,172.84	102,644.62
19	74,451.00	78,173.16	82,082.26	86,186.36	90,495.86	93,662.92	96,939.96	100,334.52	103,844.52	107,479.06
20	78,173.16	82,082.26	86,186.36	90,495.86	95,019.60	98,345.52	101,787.40	105,351.22	109,037.24	112,854.04
21	82,084.34	86,188.44	90,497.94	95,023.76	99,775.00	103,266.28	106,881.32	110,621.16	114,493.34	118,500.98
22	86,184.02	90,493.78	95,017.52	99,768.76	104,757.64	108,424.16	112,219.64	116,147.72	120,213.08	124,419.88



City of Alexandria Pay Scales

FIRE MARSHAL/MEDIC SALARY SCALE

Effective Pay Period Beginning 6/26/2021

10	11	12	13	14	15	16	17	18	Grade
46,450.04	47,517.08	48,610.12	49,729.16	50,873.42	52,043.42	53,239.16	54,465.32	55,718.02	1
48,483.76	49,598.12	50,738.22	51,906.14	53,100.06	54,321.54	55,570.84	56,847.96	58,155.46	2
50,772.54	51,940.46	53,134.12	54,355.60	55,607.24	56,886.70	58,193.98	59,533.24	60,902.50	3
53,164.28	54,387.84	55,639.22	56,918.68	58,228.04	59,567.56	60,937.24	62,338.38	63,772.16	4
55,677.96	56,959.24	58,268.86	59,610.46	60,979.88	62,383.62	63,817.26	65,285.22	66,786.78	5
58,489.60	59,835.36	61,211.28	62,619.18	64,059.32	65,533.78	67,040.22	68,583.32	70,160.74	6
61,406.28	62,818.60	64,263.16	65,741.52	67,254.46	68,799.64	70,383.30	72,001.28	73,657.31	7
64,481.56	65,964.60	67,481.70	69,035.46	70,623.54	72,247.76	73,908.64	75,608.00	77,346.98	8
67,702.44	69,260.36	70,852.60	72,481.24	74,148.88	75,854.74	77,599.08	79,383.98	81,209.81	9
71,092.84	72,727.98	74,401.86	76,111.88	77,862.46	79,654.12	81,486.34	83,359.64	85,276.91	10
74,641.58	76,358.36	78,113.10	79,911.26	81,747.90	83,629.26	85,551.70	87,519.12	89,532.06	11
78,368.16	80,170.48	82,015.70	83,901.48	85,830.42	87,804.08	89,825.06	91,890.76	94,004.25	12
82,287.92	84,180.20	86,117.72	88,097.88	90,122.76	92,197.30	94,316.82	96,485.48	98,704.65	13
86,396.44	88,382.58	90,416.30	92,495.00	94,623.10	96,798.52	99,025.16	101,302.76	103,632.72	14
90,718.68	92,803.88	94,937.96	97,121.96	99,354.84	101,641.54	103,979.72	106,371.20	108,817.74	15
95,248.92	97,439.16	99,680.62	101,973.56	104,318.24	106,718.56	109,172.18	111,684.04	114,252.77	16
100,001.98	102,301.68	104,654.68	107,061.24	109,523.70	112,041.54	114,619.96	117,255.58	119,952.46	17
105,004.12	107,419.26	109,890.04	112,418.80	115,003.20	117,647.92	120,354.52	123,123.26	125,955.09	18
109,952.44	112,480.94	115,067.42	117,714.22	120,420.82	123,191.90	126,025.12	128,924.38	131,889.64	19
115,448.84	118,104.22	120,821.48	123,599.06	126,442.68	129,350.78	132,325.44	135,368.74	138,482.22	20
121,226.82	124,014.80	126,867.00	129,783.94	132,769.00	135,822.70	138,947.64	142,142.52	145,411.80	21
127,280.92	130,208.26	133,204.24	136,266.52	139,401.86	142,607.66	145,886.52	149,242.60	152,675.18	22



City of Alexandria Pay Scales

FIRE SALARY SCALE

Effective Pay Period Beginning 6/26/2021

Pay Increase	5%					3.50%				
Step	00	01	02	03	04	05	06	07	08	09
Grade										
1	32,208.28	33,818.46	35,508.72	37,284.00	39,148.72	40,518.66	41,935.66	43,404.14	44,924.36	46,495.80
2	33,616.96	35,298.12	37,062.22	38,915.76	40,861.08	42,291.60	43,771.26	45,305.00	46,889.96	48,530.82
3	35,204.52	36,963.68	38,813.06	40,753.70	42,790.80	44,288.40	45,839.56	47,442.46	49,103.86	50,822.98
4	36,863.06	38,707.76	40,632.80	42,674.58	44,807.88	46,376.98	48,000.16	49,678.98	51,418.38	53,218.36
5	38,607.14	40,536.60	42,564.86	44,691.40	46,925.58	48,568.52	50,269.96	52,027.30	53,849.64	55,734.38
6	40,556.62	42,582.80	44,714.02	46,947.94	49,296.26	51,022.14	52,806.26	54,655.64	56,569.50	58,548.36
7	42,578.12	44,707.00	46,941.18	49,289.50	51,754.30	53,565.20	55,438.76	57,379.66	59,387.64	61,467.64
8	44,711.42	46,945.86	49,293.92	51,758.72	54,346.50	56,249.44	58,217.12	60,253.96	62,363.08	64,545.52
9	46,943.52	49,291.84	51,754.30	54,342.08	57,059.60	59,056.40	61,124.96	63,262.68	65,476.84	67,769.00
10	49,293.92	51,758.72	54,346.50	57,064.28	59,918.56	62,013.64	64,185.16	66,432.60	68,756.48	71,162.78
11	51,754.30	54,342.08	57,059.60	59,911.80	62,907.00	65,109.72	67,388.62	69,748.12	72,188.22	74,715.42
12	54,339.74	57,055.18	59,909.72	62,904.66	66,049.88	68,362.58	70,753.28	73,231.08	75,794.68	78,447.46
13	57,057.52	59,909.72	62,904.66	66,049.88	69,351.88	71,780.54	74,292.40	76,893.70	79,584.44	82,369.30
14	59,905.04	62,900.24	66,045.46	69,347.46	72,815.08	75,364.90	78,001.82	80,730.52	83,558.28	86,481.72
15	62,902.58	66,047.80	69,349.80	72,817.16	76,457.16	79,134.64	81,903.64	84,769.10	87,737.26	90,806.56
16	66,043.38	69,345.12	72,813.00	76,454.82	80,276.04	83,085.60	85,993.70	89,004.76	92,118.52	95,344.34
17	69,338.36	72,805.98	76,445.72	80,269.54	84,281.08	87,231.56	90,285.00	93,443.74	96,714.28	100,101.30
18	72,808.32	76,448.32	80,271.88	84,285.50	88,498.54	91,596.70	94,802.50	98,120.10	101,554.18	105,108.90
19	76,237.72	80,050.36	84,052.80	88,254.66	92,668.94	95,912.70	99,268.52	102,742.90	106,338.18	110,060.60
20	80,050.36	84,052.80	88,254.66	92,668.94	97,300.84	100,707.88	104,231.40	107,880.50	111,657.00	115,563.24
21	84,054.88	88,265.58	92,671.28	97,305.26	102,169.86	105,747.20	109,447.52	113,277.84	117,242.06	121,345.64
22	88,254.66	92,666.86	97,300.84	102,165.44	107,273.66	111,027.80	114,914.02	118,937.00	123,098.30	127,407.80



City of Alexandria Pay Scales

FIRE SALARY SCALE

Effective Pay Period Beginning 6/26/2021

2.30%

10	11	12	13	14	15	16	17	18	Grade
47,565.96	48,658.22	49,777.52	50,923.60	52,094.38	53,292.20	54,518.88	55,772.60	57,055.18	1
49,647.78	50,789.44	51,957.88	53,153.36	54,375.88	55,624.92	56,905.16	58,214.78	59,553.78	2
51,991.42	53,187.16	54,411.50	55,662.62	56,943.12	58,253.00	59,591.48	60,961.42	62,363.60	3
54,442.70	55,694.34	56,974.84	58,286.28	59,625.02	60,997.56	62,401.04	63,835.72	65,304.20	4
57,014.88	58,326.84	59,670.00	61,042.28	62,445.76	63,880.70	65,351.26	66,853.54	68,390.92	5
59,893.86	61,272.90	62,680.80	64,167.22	65,597.74	67,106.52	68,651.18	70,229.38	71,844.76	6
62,879.96	64,326.34	65,805.74	67,319.20	68,868.28	70,453.24	72,073.82	73,730.54	75,426.52	7
66,029.86	67,549.82	69,103.32	70,692.70	72,317.96	73,981.18	75,682.62	77,424.36	79,205.10	8
69,327.18	70,923.32	72,553.00	74,222.98	75,928.84	77,610.00	79,463.54	81,290.04	83,159.96	9
72,799.48	74,473.88	76,188.58	77,939.16	79,732.12	81,565.64	83,441.80	85,362.42	87,325.68	10
76,432.46	78,191.88	79,989.78	81,829.80	83,712.46	85,637.76	87,605.44	89,622.52	91,683.80	11
80,251.60	82,096.04	83,985.46	85,915.18	87,891.96	89,913.46	91,981.76	94,097.38	96,261.88	12
84,263.14	86,201.96	88,185.24	90,213.24	92,288.56	94,410.68	96,582.20	98,802.86	101,075.26	13
88,471.76	90,504.44	92,586.52	94,717.48	96,895.50	99,122.92	101,404.16	103,736.62	106,122.90	14
92,895.14	95,033.12	97,217.90	99,454.42	101,742.16	104,081.64	106,476.76	108,925.96	111,431.32	15
97,535.88	99,778.90	102,075.74	104,421.72	106,823.86	109,281.64	111,793.50	114,365.68	116,996.10	16
102,402.56	104,757.64	107,166.28	109,633.16	112,153.86	114,732.80	117,372.06	120,071.64	122,833.36	17
107,526.64	110,000.28	112,529.82	115,117.86	117,765.96	120,474.64	123,246.24	126,080.24	128,980.02	18
112,592.74	115,182.60	117,830.96	120,541.98	123,313.32	126,149.40	129,051.00	132,019.16	135,055.70	19
118,222.78	120,940.30	123,723.08	126,568.26	129,478.44	132,458.04	135,504.72	138,621.08	141,808.94	20
124,137.00	126,993.62	129,912.64	132,901.08	135,959.20	139,084.40	142,283.18	145,555.80	148,903.82	21
130,338.00	133,335.80	136,402.50	139,538.62	142,748.84	146,032.90	149,390.80	152,826.96	156,341.90	22

City of Alexandria Pay Scales



PHYSICIAN SALARY SCALE

Effective Pay Period Beginning 6/26/2021

	Band	Certification Level	Minimum	Midpoint	Maximum	70%	82%
Clinical Psychiatrist	01	Board Eligible	\$103,896.64	\$144,867.87	\$185,839.10	\$130,087.37	\$152,388.06
	02	Board Certified	\$111,288.83	\$153,066.91	\$194,844.98	\$136,391.49	\$159,772.89
	03	Specialty Certified	\$116,871.18	\$159,507.42	\$202,143.66	\$141,500.56	\$165,757.80
Senior Clinical Psychiatrist	04	Board Eligible	\$109,091.66	\$152,111.24	\$195,130.82	\$136,591.57	\$160,007.27
	05	Board Certified	\$116,853.32	\$160,720.13	\$204,586.94	\$143,210.86	\$167,761.29
	06	Specialty Certified	\$122,714.82	\$167,483.02	\$212,251.23	\$148,575.86	\$174,046.01

Stipends of \$5,000 will be paid for each ABPN specialty certification in child psychiatry, forensic psychiatry, geriatric psychiatry, clinical psychopharmacology and geriatric medicine.

Calculating Merit Increases for Physician Scale:

Merit Increase Rate is Based Off of Position in Band:

If current salary is less than 70% of maximum salary for pay band,	then	Employee Receives 5% increase
If current salary is between 70% and 82% of maximum salary for pay band,	then	Employee Receives 3.5% increase
If current salary is over 82% of maximum salary for pay band,	then	Employee Receives 2.3% increase

City of Alexandria Pay Scales



EXECUTIVE SALARY SCALE

Effective Pay Period Beginning 6/26/2021

		Salary Range		
		Minimum	Midpoint	Maximum
Deputy/Assistant Directors	Band III	\$92,307.80	\$129,786.39	\$167,264.98
Department Heads	Band II	\$106,845.10	\$150,238.24	\$193,631.39
Deputy City Managers	Band I	\$119,667.77	\$168,267.12	\$216,866.47



FY 2022 City Compensated Holidays

JULY 1, 2021 THROUGH JUNE 30, 2022

The following compensated holidays are proposed for FY 2022. Each compensated holiday costs the City the value of the time not worked as well as about \$300,000 per day in overtime paid to essential employees (mostly Police, Fire, and Sheriff's Office) who may be assigned to work on a compensated holiday.

CITY EMPLOYEE COMPENSATED HOLIDAYS

JULY 1, 2021 THROUGH JUNE 30, 2022

HOLIDAY	DAY	DATE
Independence Day	Sunday (observed Monday)	July 4, 2021 (observed July 5, 2021)
Labor Day	Monday	September 6, 2021
Indigenous Peoples' Day	Monday	October 11, 2021
Thanksgiving Day	Thursday	November 25, 2021
Day After Thanksgiving (in lieu of Veteran's Day)	Friday	November 26, 2021
Christmas Eve	Friday (observed Thursday)	December 24, 2021 (observed December 23, 2021)
Christmas Day	Saturday (observed Friday)	December 25, 2021 (observed December 24, 2021)
New Year's Day	Saturday (observed Friday)	January 1, 2022 (observed December 31, 2021)
Martin Luther King Jr. Day	Monday	January 17, 2022
George Washington Day	Monday	February 21, 2022
Memorial Day	Monday	May 30, 2022