



# Accountable, Effective & Well-Managed Government

## Functional Area All Funds Budget - \$176,441,411

Department	All Funds Departmental Budget
Office of the City Attorney	\$4,149,790
City Clerk and Clerk of Council	\$489,618
City Council	\$774,777
City Manager's Office	\$6,174,268
Communications & Public Information	\$2,428,570
Finance Department	\$15,429,335
Department of General Services	\$15,100,350
Human Resources	\$6,356,334
Independent Community Policing Review Board	\$578,440
Information Technology Services (ITS)	\$15,865,316
Office of Internal Audit	\$435,792
Office of Management and Budget (OMB)	\$1,655,058
Non-Departmental (City Memberships, Insurance, Debt Service, Cash Capital, Employee Compensation, Contingent Reserves, Response to Emergencies)	\$104,318,169
Office of Performance Analytics (OPA)	\$938,466
Office of Voter Registration & Elections	\$1,747,128

CITY OF ALEXANDRIA, VIRGINIA

# 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/](http://www.alexandriava.gov/cityattorney/)

**Department Head**

Joanna Anderson



## EXPENDITURE SUMMARY

	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
<b>Expenditures By Character</b>					
Personnel	\$2,802,202	\$3,161,583	\$3,310,188	\$148,605	4.7%
Non-Personnel	\$1,133,406	\$991,425	\$839,602	(\$151,823)	-15.3%
<b>Total</b>	<b>\$3,935,608</b>	<b>\$4,153,008</b>	<b>\$4,149,790</b>	<b>(\$3,218)</b>	<b>-0.1%</b>
<b>Expenditures by Fund</b>					
General Fund	\$3,935,608	\$4,153,008	\$4,149,790	-\$3,218	-0.1%
<b>Total</b>	<b>\$3,935,608</b>	<b>\$4,153,008</b>	<b>\$4,149,790</b>	<b>(\$3,218)</b>	<b>-0.1%</b>
<b>Total Department FTEs</b>	<b>19.00</b>	<b>20.00</b>	<b>21.00</b>	<b>1.00</b>	<b>5.0%</b>

## FISCAL YEAR HIGHLIGHTS

- Personnel expenditures increase due to the reclassification of two Assistant Attorneys I to Assistant Attorneys II to higher grades, including the addition of 1.0 FTE for the Body-Worn Camera (BWC) program, as well as standard merit increases, healthcare and retirement adjustments, and social security increases.
- The non-personnel budget has decreased since funding for one attorney position for the BWC program was initially appropriated under the non-personnel in the FY 2023 approved budget. After the position was created, the associated funding was transferred into the personnel budget. In addition, the outside counsel budget has decreased compared to the previous fiscal year. These reductions are partially offset by increases in software, telecommunication imports, and membership costs.
- The City Attorney’s Office includes one full-time Real Estate Acquisition Attorney that is budgeted in the Capital Improvement Program from FY 2023.
- The FY 2024 approved budget includes a total pay scale increase of 2.0% for all General Scale employees, non-collectively bargained Police and Fire employees, and Sheriff’s Deputies.



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
<b>TOTAL FY 2023 APPROVED ALL FUNDS BUDGET</b>	<b>21.00</b>	<b>\$4,153,008</b>
<p><b>All Programs</b></p> <p>Current services adjustments—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year, including regular increases and/or decreases in salaries &amp; benefits, contracts, materials, and a vacancy savings factor.</p>	0.00	\$24,077
<p><b>City Attorney’s Office</b></p> <p>Outside Counsel — The FY 2024 Approved Budget includes a reduction to outside counsel costs. The City Attorney’s Office utilizes the expertise of outside council for special projects and legal matters. The fiscal impact of this reduction is contingent on the overall number of caseloads received annually.</p>	0.00	(\$62,295)
<p><b>All Programs</b></p> <p>Market rate adjustments—The FY 2024 Approved Budget builds upon the FY 2023 enhancements to compensation approved by City Council and includes a 2.0% increase to pay scales for General scale employees, non-collectively bargained Police and Fire employees, and Sheriff’s Deputies.</p>	0.00	\$35,000
<b>TOTAL FY 2024 APPROVED ALL FUNDS BUDGET</b>	<b>21.00</b>	<b>\$4,149,790</b>



## PERFORMANCE INDICATORS

### Department Key Indicators

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

Indicators	Most Recent	Change from Last	Annual Trend with Target			
Number of City initiated cases litigated to enforce City laws, agreements and regulations, or recover damages	84	▲	83 FY20	35 FY21	84 FY22	100
Number of cases litigated to defend City laws, actions, or decisions	14	▼	18 FY20	23 FY21	14 FY22	18
Number of documents and ordinances drafted or reviewed	461	▲	387 FY20	368 FY21	461 FY22	475
Number of Freedom of Information Act requests fulfilled	1,620	▼	1,846 FY20	1,634 FY21	1,620 FY22	
Average number of days to respond to Freedom of Information Act (FOIA) requests	5.77	▲	4.48 FY20	5.18 FY21	5.77 FY22	5
Number of parking adjudication requests	1,161	▼	1,789 FY20	1,948 FY21	1,161 FY22	1,000



## SERVICES PROVIDED BY DEPARTMENT

Service	Description
Transactions	Ensure compliance with appropriate federal, state and city provisions
Legal Counsel	Provide legal direction and support to city departments.
Litigation	Represent the City in litigation to enforce and defend city laws, regulations and agreements.
Special Projects	Provide Parking Adjudication and Freedom of Information Act requests.

# 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](http://www.alexandriava.gov/CityClerk)

**Department Head**

Gloria Sitton



## EXPENDITURE SUMMARY

	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
<b>Expenditures By Character</b>					
Personnel	\$376,940	\$394,611	\$405,557	\$10,946	2.8%
Non-Personnel	\$63,635	\$83,959	\$84,061	\$102	0.1%
<b>Total</b>	<b>\$440,575</b>	<b>\$478,570</b>	<b>\$489,618</b>	<b>\$11,048</b>	<b>2.3%</b>
<b>Expenditures by Fund</b>					
General Fund	440,575	478,570	489,618	\$11,048	2.3%
<b>Total</b>	<b>\$440,575</b>	<b>\$478,570</b>	<b>\$489,618</b>	<b>\$11,048</b>	<b>2.3%</b>
<b>Total Department FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>	<b>0.0%</b>

## FISCAL YEAR HIGHLIGHTS

- Personnel costs increase primarily due to merit increases and assumed changes in benefit rates and healthcare premiums.
- The FY 2024 approved budget includes a total pay scale increase of 2.0% for all General scale employees, non-collectively bargained Police and Fire employees, and Sheriff's Deputies.





## DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
<b>TOTAL FY 2023 APPROVED ALL FUNDS BUDGET</b>	<b>3.00</b>	<b>\$478,570</b>
<p><b>All Programs</b></p> <p>Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year, including regular increases and/or decreases in salaries &amp; benefits, contracts, materials, and a vacancy savings factor.</p>	0.00	\$9,048
<p><b>All Programs</b></p> <p>The approved FY 2024 budget builds upon the FY 2023 enhancements to compensation approved by City Council and includes a 2.0% increase to pay scales for General scale employees, non-collectively bargained Police and Fire employees, and Sheriff's Deputies.</p>	0.00	\$2,000
<b>TOTAL FY 2024 APPROVED ALL FUNDS BUDGET</b>	<b>3.00</b>	<b>\$489,618</b>



## SERVICES PROVIDED BY DEPARTMENT

Service	Description
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 for before Council in accordance with state and local laws
Council Support	Provide reception, research, general office support and budget administration services in order to support Council's effective operation.
Meeting Support & Documentation	Maintain a permanent record of official City Council actions in a prompt and accurate manner.
Boards & Commission Support	Process City boards and commission applications, oaths and to manage, advertise and fill vacancies on boards and commissions.

# 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](http://www.alexandriava.gov/Council)

**City Mayor**

Justin Wilson



## EXPENDITURE SUMMARY

	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
<b>Expenditures By Character</b>					
Personnel	\$606,605	\$683,717	\$626,911	(\$56,806)	-8.3%
Non-Personnel	\$105,486	\$100,109	\$147,866	\$47,757	47.7%
<b>Total</b>	<b>\$712,091</b>	<b>\$783,826</b>	<b>\$774,777</b>	<b>(\$9,049)</b>	<b>-1.2%</b>
<b>Expenditures by Fund</b>					
General Fund	712,091	783,826	774,777	(\$9,049)	-1.2%
<b>Total</b>	<b>\$712,091</b>	<b>\$783,826</b>	<b>\$774,777</b>	<b>(\$9,049)</b>	<b>-1.2%</b>
<b>Total Department FTEs</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.0%</b>

## FISCAL YEAR HIGHLIGHTS

- Personnel costs for the City Council decrease due to changes in benefit elections by multiple Council members and Aides.
- Personnel costs include a \$5,300 increase provided by City Council in add/delete to provide Council Aides with the same 2.0% salary adjustment received by General Schedule, Sheriff Deputy, and non-collectively bargained sworn Police and Fire employees in the proposed budget.
- Non-personnel expenditures increase due to \$40,000 of additional funding to support technology and language translation services to be used for Council-led town hall meetings.



## DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
<b>TOTAL FY 2023 APPROVED ALL FUNDS BUDGET</b>	<b>1.00</b>	<b>\$783,826</b>
<p><b>All Programs</b></p> <p>Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year, including regular increases and/or decreases in salaries &amp; benefits, contracts, and materials.</p>	0.00	(\$54,349)
<p><b>City Council</b></p> <p>Town Hall Meetings — The FY 2024 Approved budget approves \$40,000 of additional funding to support technology and language translation services to be used for Council-led town hall meetings.</p>	0.00	\$40,000
<p><b>City Council</b></p> <p>Add/Delete — As part of the Add/Delete process, City Council approved funding of \$5,300 of additional funding for increased compensation for Council aides.</p>	0.00	\$5,300
<b>TOTAL FY 2024 APPROVED ALL FUNDS BUDGET</b>	<b>1.00</b>	<b>\$774,477</b>



## SERVICES PROVIDED BY DEPARTMENT

Service	Description
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.

# CITY OF ALEXANDRIA, VIRGINIA

## 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 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, Alex Renew, DASH, and Libraries positions, City Attorney's Office, and the Office of City Clerk/Clerk of Council. The City Manager's Office includes four 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 Office, the Climate Action Office, and labor relations, public/private partnerships, and legislative functions for the City.

### **Department Contact Info**

703.746.4300

[www.alexandriava.gov/CityManager](http://www.alexandriava.gov/CityManager)

### **Department Head**

James F. Parajon

CITY OF ALEXANDRIA, VIRGINIA  
 City Manager's Office



## EXPENDITURE SUMMARY

	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
<b>Expenditures By Character</b>					
Personnel	\$2,857,733	\$2,971,126	\$4,135,840	\$1,164,714	39.2%
Non-Personnel	\$655,307	\$804,607	\$2,038,428	\$1,233,821	153.3%
<b>Total</b>	<b>\$3,513,040</b>	<b>\$3,775,733</b>	<b>\$6,174,268</b>	<b>\$2,398,535</b>	<b>63.5%</b>
<b>Expenditures by Fund</b>					
General Fund	3,513,040	3,775,733	6,174,268	\$2,398,535	63.5%
<b>Total</b>	<b>\$3,513,040</b>	<b>\$3,775,733</b>	<b>\$6,174,268</b>	<b>\$2,398,535</b>	<b>63.5%</b>
<b>Total Department FTEs</b>	<b>12.00</b>	<b>14.00</b>	<b>23.00</b>	<b>9.00</b>	<b>64.3%</b>

## FISCAL YEAR HIGHLIGHTS

- Personnel increases include the creation of the new Climate Action Officer and Climate Action Public Affairs and Engagement Specialist positions, the transfer of five positions from General Services, Planning & Zoning, and Transportation & Environmental Services to the newly created Climate Action Office, the restoration of a fourth Deputy City Manager position, and the inclusion of the Strategic Initiatives Officer position created in 2022 as well as merit increases and assumed increases in benefit rates and health insurance premiums.
- Non-personnel costs increase mainly due to the addition of \$500,000 in economic development funding for Diverse Small Businesses as part of the City Council priority of fostering economic development and the addition of \$600,000 for ongoing Climate Action Office programs and activities. Non-personnel also includes a reduction in funding for a Special Assistant to the City Manager rotational position from nine to six months per year.
- Non-Personnel also includes a technical adjustment of \$125,500 for providing additional training funds for the City Manager's Office, including for Race and Social Equity.
- The FY 2024 approved budget includes a total pay scale increase of 2.0% for all General scale employees, non-collectively bargained Police and Fire employees, and Sheriff's Deputies.



CITY OF ALEXANDRIA, VIRGINIA  
**City Manager's Office**



**DEPARTMENT CHANGES TO CITY SERVICES**

Adjustments	FTE	Amount
<b>TOTAL FY 2023 APPROVED ALL FUNDS BUDGET</b>	<b>14.00</b>	<b>\$3,775,733</b>
<p><b>All Programs</b></p> <p>Current services adjustments reflect the restoration of a fourth Deputy City Manager position in FY 2023 and the creation of the Strategic Initiatives Officer position in FY 2022 and the change in cost of continuing the current level of service into the next fiscal year, including regular increases and/or decreases in salaries &amp; benefits, contracts, materials, and a vacancy savings factor.</p>	2.00	\$326,467
<p><b>Diverse Small Business</b></p> <p>The FY 2024 Approved budget includes the one time allocation of \$500,000 to diverse small businesses. This funding directly impacts the City Council priority to foster sustainable and equitable economic development.</p>	0.00	\$500,000
<p><b>Office of Climate Action</b></p> <p>The FY 2024 Approved budget includes additional funding of \$600,000 to the Office of Climate Action for implementing ongoing programs and activities.</p>	0.00	\$600,000
<p><b>Special Assistant to the City Manager</b></p> <p>The FY 2024 Approved budget includes a reduction in personnel costs for funding a Special Assistant to the City Manager rotational position. The reduction of this position funding represents a service reduction as it will likely result in delays in special project completion.</p>	0.00	(\$56,636)
<p><b>All Programs</b></p> <p>The FY 2024 Approved Budget builds upon the FY 2023 enhancements to compensation approved by City Council and includes a 2.0% increase to pay scales for General scale employees, non-collectively bargained Police and Fire employees, and Sheriff's Deputies.</p>	0.00	\$16,000
<p><b>City Manager's Office</b></p> <p>Technical Adjustment — In response to a request for resources identified after the FY 2024 budget was proposed, staff recommends providing additional training funds for the City Manager's Office, including for Race and Social Equity.</p>	0.00	\$125,500

**Continued on the next page**

CITY OF ALEXANDRIA, VIRGINIA  
**City Manager's Office**



**DEPARTMENT CHANGES TO CITY SERVICES**

Adjustments	FTE	Amount
<b>Continued</b>		
<p><b>Office of Climate Action</b></p> <p>With the creation of the Office of Climate Action, the FY 2024 Approved Budget includes funding for 7.00 FTE positions including:</p> <ul style="list-style-type: none"> <li>1.0 FTE: Climate Action Officer position</li> <li>1.0 FTE: Climate Action Public Affairs and Engagement Specialist position.</li> <li>3.0 FTE(s): Environmental Energy Manager, EV Planner, and Energy Management Analysts previously housed within the Department of General Services department is transferred into the City Manager's Office.</li> <li>1.0 FTE: A Green Building Manager previously housed within the Planning and Zoning department is transferred into the City Manager's Office.</li> <li>1.0 FTE: A Sustainability Coordinator position previously housed within the Transportation &amp; Environmental Services Department is transferred into the City Manager's Office. This position continues to be budgeted in the Capital Improvement Program (CIP) and included in the Stormwater Utility Fee, Sanitary Sewer Fee, and Transportation Improvement Program (TIP) transfers.</li> </ul>	7.00	\$887,204
<b>TOTAL FY 2024 APPROVED ALL FUNDS BUDGET</b>	<b>23.00</b>	<b>\$6,174,268</b>



## PERFORMANCE INDICATORS

### Indicators in the City Council Priorities this Department contributes to:

- Annual improvement in resident perception of the City as welcoming Citizen involvement.
- Annual improvement in resident perception of opportunities to participate in community matters.
- Annual improvement in resident perception of the responsiveness of Alexandria government to resident's requests, questions, and concerns.
- Annual improvement in resident perception of Alexandria government's transparency to the public.
- Percentage of full time City staff who leave employment with the City of Alexandria during each year.
- Percentage of full time City staff who are promoted to a new position and higher pay grade during each year.
- Annual improvement in the percent of employees who report trust in leadership and managers to lead the City to future success.
- Annual improvement in the percent of employees who are likely to recommend the City government as a place to work.

CITY OF ALEXANDRIA, VIRGINIA  
**City Manager's Office**



**SERVICES PROVIDED BY DEPARTMENT**

Service	Description
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.
Legislative advocacy/affairs	Represent City's priorities and interests at State and Federal level.
Oversight of City Operations	Ensure the effective management of the daily operations of City government.
Policy Development and Implementation	Propose policies to City Council for its consideration.
Strategic Budget Development	Prepare and provide direction for proposing annual budget priorities and financial plan for City Government operations.
Tax Revenue Growth	Improve the City's business economy, as well as grow the governmental tax revenues which fund the City government.
Development and Implementation of 10-year Capital Improvement Plan	Propose a 10-year Capital Improvement Plan.
Partnership Development	Lead in identifying opportunities to partner with other entities to achieve City and regional goals and implement resulting initiatives.
Customer Assistance and Problem Solving	Interact and communicate with residents and business to address issues and needs.

**CITY OF ALEXANDRIA, VIRGINIA**

# Communications and Public Information



The Office of Communications & Public Information exists to cultivate the relationship between the City and community through a central hub of intentional communications and community engagement strategies

**Department Contact Info**

703.746.3965

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

**Department Head**

Ebony Fleming



## EXPENDITURE SUMMARY

	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
<b>Expenditures By Character</b>					
Personnel	\$1,033,932	\$1,581,322	\$1,580,585	(\$737)	0.0%
Non-Personnel	\$356,436	\$734,643	\$847,985	\$113,342	15.4%
<b>Total</b>	<b>\$1,390,367</b>	<b>\$2,315,965</b>	<b>\$2,428,570</b>	<b>\$112,605</b>	<b>4.9%</b>
<b>Expenditures by Fund</b>					
General Fund	\$1,390,367	\$2,315,965	\$2,428,570	\$112,605	4.9%
<b>Total</b>	<b>\$1,390,367</b>	<b>\$2,315,965</b>	<b>\$2,428,570</b>	<b>\$112,605</b>	<b>4.9%</b>
<b>Total Department FTEs</b>	<b>11.00</b>	<b>12.00</b>	<b>12.00</b>	<b>0.00</b>	<b>0.0%</b>

## FISCAL YEAR HIGHLIGHTS

- Personnel costs decrease due to vacancies within the department's senior leadership team.
- Non-personnel costs increase due to one-time funding for both production and media equipment and for increased office space. This increase is offset by efficiency savings in operating supplies, printing and binding services, and advertising costs.
- The FY 2024 approved budget includes a total pay scale increase of 2.0% for all General scale employees, non-collectively bargained Police and Fire employees, and Sheriff's Deputies.



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
<b>TOTAL FY 2023 APPROVED ALL FUNDS BUDGET</b>	<b>12.00</b>	<b>\$2,315,965</b>
<p><b>All Programs</b></p> <p>Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year, including regular increases and/or decreases in salaries &amp; benefits, contracts, materials. Communications current services increases were fully offset by the application of an increased citywide vacancy savings factor.</p>	0.00	(42,156)
<p><b>Communications and Public Information</b></p> <p>Office Space Accommodation - The FY 2024 Approved budget includes one-time funding for additional office space accommodations for new and existing staff.</p>	0.00	\$150,000
<p><b>Communications and Public Information</b></p> <p>Media &amp; Production Equipment - The FY 2024 Approved budget includes one-time additional funding for the cost of new media and production equipment.</p>	0.00	\$14,500
<p><b>Communications and Public Information</b></p> <p>FY 2024 Approved budget includes reductions to operating supplies, printing and binding and advertising based on prior year underspending trends. This represents department efficiency savings.</p>	0.00	(\$34,739)
<p><b>All Programs</b></p> <p>The FY 2024 Approved Budget builds upon the FY 2023 enhancements to compensation approved by City Council and includes a 2.0% increase to pay scales for General scale employees, non-collectively</p>	0.00	\$25,000
<b>TOTAL FY 2024 APPROVED ALL FUNDS BUDGET</b>	<b>12.00</b>	<b>\$2,428,570</b>



## PERFORMANCE INDICATORS

### Indicators in the City Council Priorities this Department contributes to:

- Annual improvement in resident perception of the City as welcoming Citizen involvement.
- Annual improvement in resident perception of the quality of public information services.
- Annual improvement in resident perception of opportunities to participate in community matters.
- Annual improvement in resident perception of the responsiveness of Alexandria government to residents' requests, questions, and concerns.
- Annual improvement in resident perception of Alexandria government's transparency to the public.
- Annual improvement in resident perception of the quality of the City of Alexandria's economic development services.





PERFORMANCE INDICATORS

Department Key Indicators

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

Indicators	Most Recent	Change from Last	Annual Trend with Target		
Resident positive perception of job Alexandria does at welcoming citizen involvement	55%	▼	56% FY17	59% FY18	55% FY20
Resident positive perception of the quality of public information services	73%	▼	72% FY17	78% FY18	73% FY20
Resident positive perception of the opportunities to participate in community manners	73%	▼	70% FY17	74% FY18	73% FY20
Resident positive perception of responsiveness to resident requests	56%	▼	63% FY17	63% FY18	56% FY20
Resident positive perception of transparency to the public	52%	▼	56% FY17	62% FY18	52% FY20
Number of meetings and events tracked by the City government calendar	2,015	▲	1,593 FY20	1,357 FY21	2,015 FY22
Number of social media followers - all platforms	96,159				96,159 CY22



SERVICES PROVIDED BY DEPARTMENT

Service	Description
Strategic Communications	Development of external and internal messaging.
Website Content Management	Oversight and maintenance of content on the City's external and internal websites.
Internal Communications	Distribution of routine and emergency information to employees.
Print Publications	Design and layout of print publications for external and internal use.
Public Information	Distribution of routine and emergency information to the public.
Video Production	Development and production of external and internal video content.
Media Relations	Coordination with news media.
Outreach and Liaison	Coordination of City Academies, special recognition events, and boards and commissions.

CITY OF ALEXANDRIA, VIRGINIA  
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**

703.746.4800

[www.alexandriava.gov/finance](http://www.alexandriava.gov/finance)

**Department Head**

Kendel Taylor

CITY OF ALEXANDRIA, VIRGINIA  
**Finance Department**



## EXPENDITURE SUMMARY

	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
<b>Expenditures By Character</b>					
Personnel	\$9,542,929	\$11,391,543	\$11,646,841	\$255,298	2.2%
Non-Personnel	\$3,125,872	\$3,583,734	\$3,713,141	\$129,407	3.6%
Capital Goods Outlay	\$0	\$69,353	\$69,353	\$0	0.0%
<b>Total</b>	<b>\$12,668,801</b>	<b>\$15,044,630</b>	<b>\$15,429,335</b>	<b>\$384,705</b>	<b>2.6%</b>
<b>Expenditures by Fund</b>					
General Fund	\$11,805,154	\$13,937,644	\$14,335,454	\$397,810	2.9%
Other Special Revenue	\$863,646	\$1,019,218	\$1,006,113	(\$13,105)	-1.3%
Internal Service Fund	\$0	\$87,768	\$87,768	\$0	0.0%
<b>Total</b>	<b>\$12,668,801</b>	<b>\$15,044,630</b>	<b>\$15,429,335</b>	<b>\$384,705</b>	<b>2.6%</b>
<b>Total Department FTEs</b>	<b>107.25</b>	<b>109.25</b>	<b>107.25</b>	<b>(2.00)</b>	<b>-1.8%</b>

## FISCAL YEAR HIGHLIGHTS

- Personnel increases are due to increased costs for full time salaries and retirement contributions, partially offset by an increase in the vacancy savings factor and the elimination of vacant IT Coordinator and Business Tax Supervisor positions (2.00 FTE).
- Non-personnel costs increase due to a City Manager addition of \$200,000 for a Disparity Study evaluating the equity impacts of current City procurement practices. This study is the first step in the City developing future procurement policies aimed at closing identified gaps, and establishing participation goals for certain classes of businesses.
- Increases to non-personnel costs are partially offset by reductions in current service costs for travel and training, as well as a reduction in funding for temporary staffing.
- The Approved Budget also sees the Revenues Division continue property tax exemptions for the elderly, disabled, and families of veterans, with eligibility expanded in FY 2024 to include the families of servicemembers killed in the line of duty.

CITY OF ALEXANDRIA, VIRGINIA  
**Finance Department**



**DEPARTMENT CHANGES TO CITY SERVICES**

Adjustments	FTE	Amount
<b>TOTAL FY 2023 APPROVED ALL FUNDS BUDGET</b>	<b>109.25</b>	<b>\$15,044,630</b>
<b>All Programs</b>		
Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year, including regular increases and/or decreases in salaries and benefits, contracts, materials, and a vacancy savings factor.	0.00	\$281,640
<b>Leadership &amp; Management</b>		
Elimination of a vacant ITS Coordinator Position. Although Finance maintains one of the largest ITS portfolios in the City, most major systems have been replaced in the past several years without impacting service levels. This reduction reflects an efficiency saving.	(1.00)	(\$133,928)
<b>Treasury</b>		
Elimination of a vacant Business Tax Supervisor position. This reduction reflects an efficiency saving, as the position has gone vacant without impacting customer service levels.	(1.00)	(\$120,007)
<b>Leadership &amp; Management</b>		
Disparity Study — The Approved Budget includes \$200,000 for a disparity study, which will inform the City about whether the current approach to procuring goods and services results in equitable outcomes for all classes of business, including small, women and minority owned (SWaM) businesses. The study will provide a detailed demographic breakdown of the vendors who have both participated in the City’s solicitation process, as well as those who have secured contracts. Completion of a disparity study is legally the first step the City must take towards the development of future procurement policies aimed at actively closing any identified gaps. Procurement policies that establish participation goals for certain classes of businesses, or “set asides,” must be grounded in a disparity study that demonstrates the traditional full and open procurement process has not produced equitable results for all classes of business.	0.00	\$200,000
<b>Treasury</b>		
Reduction to Temporary Services — Increased capacity at the West End Center and lower foot traffic at City Hall have reduced reliance on temporary staffing during tax season, and this reduction represents an efficiency saving.	0.00	(\$12,500)
<b>Revenues</b>		
Reduction to Temporary Services — Increased capacity at the West End Center and lower foot traffic at City Hall have reduced reliance on temporary staffing during tax season, and this reduction represents an efficiency saving.	0.00	(\$12,500)
<b>Market Rate Adjustment</b>		
The FY 2024 Approved Budget builds upon the FY 2023 enhancements to compensation approved by City Council and includes a 2.0% increase to pay scales for General scale employees, non-collectively	0.00	\$182,000
<b>TOTAL FY 2024 APPROVED ALL FUNDS BUDGET</b>	<b>107.25</b>	<b>\$15,429,335</b>



## PERFORMANCE INDICATORS

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

Indicators	Most Recent	Change from Last	Annual Trend with Target			
Number of bond rating agencies rating the City their highest rating	2	▶	2	2	2	2
			FY20	FY21	FY22	
Local gross domestic product (in billions)	\$12.1	▶	\$11.7	\$12.1	\$12.1	\$12.3
			CY19	CY20	CY21	
Number of significant deficiencies identified in external audit	0	▶	0	0	0	0
			FY19	FY20	FY21	
Rate of return on City funds invested	0.28%	▼	1.70%	0.43%	0.28%	0.70%
			FY20	FY21	FY22	
Total taxable assessed value of real property (in billions)	\$46.60	▲	\$42.68	\$43.80	\$46.60	
			CY20	CY21	CY22	

**CITY OF ALEXANDRIA, VIRGINIA**  
**Finance Department**



**SERVICES PROVIDED BY DEPARTMENT**

Service	Description
Business Tax	Administers the assessment of the City's business taxes (e.g. business license, meals tax, etc.)
Car Tax	Administers the assessment of the City's personal property tax (car tax).
Finance Administration	Responsible for financial management, human resources, information technology and other administrative functions.
Financial Reporting	Produces City's annual Annual Comprehensive Financial Report (ACFR), manages City's annual audit, and produces monthly, annual, and ad hoc financial reports and analyses.
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.
Real Property Assessment	Assessment of all real property (residential and commercial) in the City.
Tax Billing	Prepares and sends accurate bills for all City taxes.
Cash Management and Investment	Day-to-day management of all City cash and investments.
Claims Management	Day-to-day administration of claims made against the City.
Discovery and Collections	Ensures City taxpayers are in compliance with local tax laws, including the assessment and collection of all liabilities.
Electronic Payment Processing	Processing of electronic payments (i.e. online payments)
Financial Business Processes	Maintains and manages updates to all electronic financial business processes
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
Payroll	Produces the City's bi-weekly payroll.
Pension Administration	Manages the pension and deferred compensation (457) plans for City employees, including sworn public safety employees.
Physical Payment Processing	Processing physical payments (e.g. in-person payments, mail, etc.)
Risk and Safety	Administration of the City's central risk mitigation and safety improvement efforts; management of City-wide insurance portfolio.
Special Billing	Issues, tracks, and collects receivables owed to the City related to citations for violations, bills for service, and other sources.
Board of Equalization	Forum to contest real property appraisals.
Retirement Administration	Provides and facilitates seminars, workshops, webinars, and counseling to assist employees with retirement and financial planning.

CITY OF ALEXANDRIA, VIRGINIA  
 Finance Department



PROGRAM LEVEL SUMMARY

Program	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
Accounting	\$2,652,318	\$2,965,508	\$2,873,357	(\$92,151)	-3.1%
Leadership & Management	\$1,260,652	\$1,825,711	\$2,088,278	\$262,567	14.4%
Pension Administration	\$889,798	\$1,131,437	\$1,188,396	\$56,959	5.0%
Purchasing	\$469,756	\$525,859	\$498,639	(\$27,220)	-5.2%
Real Estate Assessments	\$1,315,208	\$1,531,439	\$1,522,566	(\$8,873)	-0.6%
Revenue	\$3,567,521	\$3,693,263	\$4,224,494	\$531,231	14.4%
Risk Management	\$357,359	\$376,564	\$407,173	\$30,609	8.1%
Treasury	\$2,156,189	\$2,994,849	\$2,626,432	(\$368,417)	-12.3%
<b>Total Expenditures (All Funds)</b>	<b>\$12,668,801</b>	<b>\$15,044,630</b>	<b>\$15,429,335</b>	<b>\$384,705</b>	<b>2.6%</b>

- Accounting decreases are due to current service adjustments and increased turnover savings.
- Leadership & Management increases in FY 2024 are due to current service adjustments and the addition of \$200,000 for a Disparity Study, as well as the City-wide market rate salary adjustment for General Scale employees. These increases are offset by the elimination of 1.00 FTE for a vacant ITS Coordinator position.
- The Pension Division FY 2024 budget is increasing due to current service adjustments.
- Purchasing Division decreases due to current service adjustments and an increase in vacancy savings.
- Real Estate Division decreases due to current service adjustments and an increase in turnover and vacancy savings.
- Revenue Division increases are due to current service adjustments, including salaries and healthcare. These increases are partially offset by lower service costs for telecommunications and trainings and a reallocation of staff to better meet customer service needs.
- Risk Management Division is increasing due to current service adjustments.
- Treasury Division decreases in FY 2024 are due to current service adjustments and an increase in turnover and vacancy savings. These increases are offset by the elimination of 1.00 FTE for a vacant Business Tax Supervisor position and a reduction in temporary staffing.



CITY OF ALEXANDRIA, VIRGINIA  
 Finance Department



PROGRAM LEVEL SUMMARY

Program	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
Accounting	16.75	16.75	16.75	0.00	0.0%
Leadership & Management	12.00	12.00	11.00	(1.00)	-8.3%
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	12.00	13.00	13.00	0.00	0.0%
Revenue	30.00	29.00	29.00	0.00	0.0%
Risk Management	3.00	3.00	3.00	0.00	0.0%
Treasury	16.50	18.50	17.50	(1.00)	-5.4%
<b>Total FTEs</b>	<b>107.25</b>	<b>109.25</b>	<b>107.25</b>	<b>(2.00)</b>	<b>-1.8%</b>

- Leadership & Management decreases by 1.0 due to elimination of ITS Coordinator position.
- Treasury decreases by 1.0 due to elimination of Business Tax Supervisor position.

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 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
Personnel	\$1,679,797	\$1,938,576	\$1,849,958	(\$88,618)	-4.6%
Non-Personnel	\$972,521	\$1,024,147	\$1,020,614	(\$3,533)	-0.3%
Capital Goods Outlay	\$0	\$2,785	\$2,785	\$0	0.0%
<b>Total Program Expenditures (All Funds)</b>	<b>\$2,652,318</b>	<b>\$2,965,508</b>	<b>\$2,873,357</b>	<b>(\$92,151)</b>	<b>-3.1%</b>
<b>Total Program FTEs</b>	<b>16.75</b>	<b>16.75</b>	<b>16.75</b>	<b>0.00</b>	<b>0.0%</b>

LEADERSHIP & MANAGEMENT

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

Expenditures by Character	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
Personnel	\$1,126,487	\$1,639,191	\$1,712,260	\$73,069	4.5%
Non-Personnel	\$134,165	\$119,952	\$309,450	\$189,498	158.0%
Capital Goods Outlay	\$0	\$66,568	\$66,568	\$0	0.0%
<b>Total Program Expenditures (All Funds)</b>	<b>\$1,260,652</b>	<b>\$1,825,711</b>	<b>\$2,088,278</b>	<b>\$262,567</b>	<b>14.4%</b>
<b>Total Program FTEs</b>	<b>12.00</b>	<b>12.00</b>	<b>11.00</b>	<b>-1.00</b>	<b>-8.3%</b>

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 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
Personnel	\$831,541	\$899,120	\$986,219	\$87,099	9.7%
Non-Personnel	\$58,257	\$232,317	\$202,177	(\$30,140)	-13.0%
<b>Total Program Expenditures (All Funds)</b>	<b>\$889,798</b>	<b>\$1,131,437</b>	<b>\$1,188,396</b>	<b>\$56,959</b>	<b>5.0%</b>
<b>Total Program FTEs</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00</b>	<b>0.0%</b>

Key Indicators	2022 Actual	2023 Estimate	Target
<i>Average rate of return on investment of pension assets</i>	6.8%	7.0%	7.0%
<i>General Schedule Supplemental Pension Fund funded percentage</i>	80.3%	80.3%	100.0%
<i>Police and Fire Pension Fund funded percentage</i>	80.1%	80.1%	100.0%

## PURCHASING

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

Expenditures by Character	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
Personnel	\$228,163	\$288,696	\$262,605	(\$26,091)	-9.0%
Non-Personnel	\$241,593	\$237,163	\$236,034	(\$1,129)	-0.5%
<b>Total Program Expenditures (All Funds)</b>	<b>\$469,756</b>	<b>\$525,859</b>	<b>\$498,639</b>	<b>(\$27,220)</b>	<b>-5.2%</b>
<b>Total Program FTEs</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>0.00</b>	<b>0.0%</b>

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 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
Personnel	\$1,161,122	\$1,309,481	\$1,300,734	(\$8,747)	-0.7%
Non-Personnel	\$154,086	\$221,958	\$221,832	(\$126)	-0.1%
<b>Total Program Expenditures (All Funds)</b>	<b>\$1,315,208</b>	<b>\$1,531,439</b>	<b>\$1,522,566</b>	<b>(\$8,873)</b>	<b>-0.6%</b>
<b>Total Program FTEs</b>	<b>12.00</b>	<b>13.00</b>	<b>13.00</b>	<b>0.00</b>	<b>0.0%</b>

Key Indicators	2022 Actual	2023 Estimate	Target
<i>Number of administrative reviews</i>	506	500	450
<i>Number of appeals defended at the Board of Equalization</i>	54	60	60
<i>Number of properties assessed</i>	44,742	45,000	45,000
<i>Percent change in valuation made by the Board of Equalization out of all cases heard</i>	-0.2%	-0.2%	-1.0%
<i>Percent of administrative reviews resolved without an appeal</i>	88.0%	85.0%	90.0%
<i>Percent of the City assessments affirmed by the Board of Equalization</i>	70.0%	75.0%	75.0%

CITY OF ALEXANDRIA, VIRGINIA  
 Finance Department



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 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
Personnel	\$2,775,965	\$3,112,232	\$3,657,173	\$544,941	17.5%
Non-Personnel	\$791,557	\$581,031	\$567,321	(\$13,710)	-2.4%
<b>Total Program Expenditures (All Funds)</b>	<b>\$3,567,521</b>	<b>\$3,693,263</b>	<b>\$4,224,494</b>	<b>\$531,231</b>	<b>14.4%</b>
<b>Total Program FTEs</b>	<b>30.00</b>	<b>29.00</b>	<b>29.00</b>	<b>0.00</b>	<b>0.0%</b>

Key Indicators	2022 Actual	2023 Estimate	Target
<i>Percent of current real estate and personal property taxes collected</i>	99.3%	99.3%	99.0%
<i>Percent of total outstanding taxes collected</i>	99.6%	99.6%	99.0%

# 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 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
Personnel	\$335,704	\$329,948	\$358,877	\$28,929	8.8%
Non-Personnel	\$21,655	\$46,616	\$48,296	\$1,680	3.6%
<b>Total Program Expenditures (All Funds)</b>	<b>\$357,359</b>	<b>\$376,564</b>	<b>\$407,173</b>	<b>\$30,609</b>	<b>8.1%</b>
<b>Total Program FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>	<b>0.0%</b>

Key Indicators	2022 Actual	2023 Estimate	Target
<i>Dollar value of non-workers' compensation claims incurred (in millions of dollars)</i>	\$0.1	\$1.0	\$1.0
<i>Dollar value of workers' compensation claims incurred (in millions of dollars)</i>	\$1.3	\$1.5	\$0.8
<i>Number of claims processed</i>	279	300	330
<i>Number of workers' compensation claims</i>	170	175	175

### TREASURY

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

Expenditures by Character	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
Personnel	\$1,404,150	\$1,874,299	\$1,519,015	(\$355,284)	-19.0%
Non-Personnel	\$752,039	\$1,120,550	\$1,107,417	(\$13,133)	-1.2%
<b>Total Program Expenditures (All Funds)</b>	<b>\$2,156,189</b>	<b>\$2,994,849</b>	<b>\$2,626,432</b>	<b>(\$368,417)</b>	<b>-12.3%</b>
<b>Total Program FTEs</b>	<b>16.50</b>	<b>18.50</b>	<b>17.50</b>	<b>-1.00</b>	<b>-5.4%</b>

Key Indicators	2022 Actual	2023 Estimate	Target
<i>Amount of interest earned on City funds invested in compliance with City's investment policy (in thousands)</i>	\$7,182	\$7,000	\$2,000
<i>Rate of return on City funds invested</i>	2.3%	2.0%	0.7%

# General Services



The Department of General Services is responsible for the management, repair, renovation and construction of City-owned facilities; the sale and acquisition of real estate; lease administration; energy management and support services. 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](http://www.alexandriava.gov/generalservices)

**Department Head**

Jeremy McPike



## EXPENDITURE SUMMARY

	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
<b>Expenditures By Character</b>					
Personnel	\$5,126,813	\$6,249,295	\$6,256,157	\$6,862	0.1%
Non-Personnel	\$5,864,525	\$7,847,124	\$8,788,185	\$941,061	12.0%
Capital Goods Outlay	\$0	\$119,423	\$56,008	(\$63,415)	-53.1%
<b>Total</b>	<b>\$10,991,338</b>	<b>\$14,215,842</b>	<b>\$15,100,350</b>	<b>\$884,508</b>	<b>6.2%</b>
<b>Expenditures by Fund</b>					
General Fund	\$10,710,115	\$13,971,419	\$14,919,342	\$947,923	6.8%
Fiscal Year Grants	\$193	\$0	\$0	\$0	0.0%
Other Special Revenue	\$99,688	\$125,000	\$125,000	\$0	0.0%
Internal Service Fund	\$4,175	\$119,423	\$56,008	(\$63,415)	-53.1%
American Rescue Plan	\$177,168	\$0	\$0	\$0	0.0%
<b>Total</b>	<b>\$10,991,338</b>	<b>\$14,215,842</b>	<b>\$15,100,350</b>	<b>\$884,508</b>	<b>6.2%</b>
<b>Total Department FTEs</b>	<b>57.83</b>	<b>62.83</b>	<b>60.83</b>	<b>-2.00</b>	<b>-3.2%</b>

## FISCAL YEAR HIGHLIGHTS

- The Department of General Services' (DGS) personnel expenses increase due to the addition of 1.0 FTE for a new Parts Expeditor position, one-time funding of \$250,000 for supplementary contracted maintenance services, and a City-wide market rate salary adjustment for General Scale employees. These decreases are partially offset by the reallocation of 3.0 FTEs to the City Manager's Office for the Climate Action Office.
- Non-personnel costs increase as a result of the City's move to the new multi-agency building at 4850 Mark Center Drive. The FY 2023 Approved Budget included funding for eight months of maintenance and operating expenses during FY 2023; the FY 2024 Budget includes a full year of funding, as agencies move in through the end of FY 2023.
- Capital Goods Outlay decreases are due to a decline in vehicle replacement funding.





DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
<b>TOTAL FY 2023 APPROVED ALL FUNDS BUDGET</b>	<b>62.83</b>	<b>\$14,215,842</b>
<p><b>All Programs</b></p> <p>Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year, including regular increases and/or decreases in salaries &amp; benefits, contracts, materials, and a vacancy savings factor. Current services also reflect additional costs of a full year of operating and maintenance for 4850 Mark Center Drive, compared to the 8 months budgeted in FY 2023.</p>	0.00	\$1,123,381
<p><b>Energy Management</b></p> <p>Reallocation of Energy Manager, Electric Vehicle Coordinator, and Energy Management Analyst positions to the Climate Action Office within the City Manager’s Office.</p>	(3.00)	(\$428,115)
<p><b>Facilities Management</b></p> <p>Increase of \$82,064 for a new Parts Expeditor position, as outlined in an external staffing study. This position will assist existing maintenance and engineering staff in procuring parts and equipment, increasing overall maintenance capacity. An additional one-time increase of \$250,000 is included for Contractual Services to further support maintenance services.</p>	1.00	\$332,064
<p><b>Facilities Management</b></p> <p>Reduction of 4480 King Street Custodial Services — This efficiency reduction reflects that prior levels of custodial services will no longer be required following the opening of the multi-agency building at 4850 Mark Center Drive, with no impact on City services or customer experience.</p>	0.00	(\$62,823)
<p><b>Facilities Management</b></p> <p>Elimination of 2525 Mount Vernon operating budget — This efficiency reduction reflects that prior levels of maintenance and custodial services will no longer be required following the opening of the multi-agency building at 4850 Mark Center Drive, with no impact on City services or customer experience.</p>	0.00	(\$69,229)
<p><b>Facilities Management</b></p> <p>Reduction of Project Management budget — The Approved Budget reduces project management funding. Funds have not been fully expended in past years, and this reduction is not expected to have a significant impact on service delivery.</p>	0.00	(\$30,770)
<p><b>Leadership and Management</b></p> <p>Reduction of Contractual Services — Funding is reduced for Real Estate Management contractual services, including appraisal engagements and programming for new spaces.</p>	0.00	(\$20,000)



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
<p><b>Facilities Management</b></p> <p>Reduction in Temporary Services — Reduction of surplus funding for temporary maintenance services.</p>	0.00	(\$25,000)
<p><b>External Services</b></p> <p>Elimination of Tavern Square Parking budget — The Approved Budget eliminates employee parking at Tavern Square due to increases in remote work. Tavern Square parking was temporarily eliminated in the FY 2022 budget, but parking did not return to earlier levels throughout FY 2023.</p>	0.00	(\$36,000)
<p><b>Market Rate Adjustment</b></p> <p>The FY 2024 Approved Budget builds upon the FY 2023 enhancements to compensation approved by City Council and includes a 2.0% increase to pay scales for General scale employees, non-collectively bargained Police and Fire employees, and Sheriff’s Deputies.</p>	0.00	\$101,000
<p><b>TOTAL FY 2024 APPROVED ALL FUNDS BUDGET</b></p>	<b>60.83</b>	<b>\$15,100,350</b>



## PERFORMANCE INDICATORS

### Department Key Indicators

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

Indicators	Most Recent	Change from Last	Annual Trend with Target			
Percent of City owned facility square footage that is rated a grade C or better	60%	▶	61% FY2020	60% FY2021	60% FY2022	56%
Percent of capital improvement projects completed on or under budget	100%	▶	100% FY2020	100% FY2021	100% FY2022	100%
Recapitalization rate (percent of capital funding to total asset replacement value)	0.62%	▼	1.62% FY2020	1.43% FY2021	0.62% FY2022	3%
Percentage of corrective work orders completed	98%	▼	98% FY2020	99% FY2021	98% FY2022	99%
Percentage of preventative maintenance work orders completed	76%	▼	77% FY2020	80% FY2021	76% FY2022	99%
Percentage of City property portfolio that is leased space (square feet)	19.00%	▲	13.30% FY2020	13.30% FY2021	19.00% FY2022	
Percent of vendor spaces filled at the Old Town Farmers Market on average each week	94%	▲	85% FY2020	90% FY2021	94% FY2022	99%
Number of visitors to the Old Town Farmers Market yearly	187,000	▲	193,884 FY2020	165,401 FY2021	187,000 FY2022	200,000



## PERFORMANCE INDICATORS

### Department Key Indicators

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

Indicators	Most Recent	Change from Last	Annual Trend with Target			
Average number of days from impound to adoption	15	▲	18 FY2020	13 FY2021	15 FY2022	14
Number of pet licenses sold	4,723	▼	4,933 FY2020	4,934 FY2021	4,723 FY2022	5,000
Percentage of sheltered animals adopted	78%	▼	77% FY2020	83% FY2021	78% FY2022	90%
Number of pieces of mail processed	310,876	▼	252,746 FY2020	350,544 FY2021	310,876 FY2022	350,000
Number of print jobs processed	1,322	▼	1,023 FY2020	1,338 FY2021	1,322 FY2022	1,400
Percent of print jobs processed and delivered in-house	80%	▲	73% FY2020	75% FY2021	80% FY2022	80%
Total City energy use (million BTU's) in City-owned facilities	160,730	▼	170,279 FY2020	167,685 FY2021	160,730 FY2022	136,652
Percentage of City's total electricity that comes from renewable Energy sources	90.45%	▼		95.19% FY2020	90.45% FY2021	100%



## SERVICES PROVIDED BY DEPARTMENT

Service	Description
Farmer's Market	The Farmer's Market provides increased access to healthy foods and other goods in Old Town.
Project Planning & Construction Management	Develops and manages capital and construction projects for City facilities.
Animal Shelter, Adoption, and Control	Provide animal shelter management, licensing and public service programs.
Budget Management	Staff prepare, implement and monitor the department operational and capital budgets.
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.
Emergency Response	Provides emergency planning and response during weather and non weather related events that impact City facilities.
Energy Management	Energy Management reduces City government costs and greenhouse gas emissions by minimizing energy use in City government facilities, operations, and vehicular fleet.
Facility Asset Management	This service provides customer service and support to City departments in regards to the maintenance, health, and safety of City facilities.
General Administration	Provides staff management, customer service, logistical support, and inter-departmental and intra-departmental coordination.
Procurement	The service provides procurement support for all goods, services and work that is vital to the department.
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.
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.
Financial Management	Administrative staff provide various financial management functions.
Human Resources Management	Provide human resources services and support for departmental employees and serve as department liaison to the City central HR Department.
Print Services	This service provides high speed copying, binding, and makes self-service copying available to all City staff.
Real Estate Management	This service includes lease administration, revenue collection, and disposition of real estate.
Mail Services	Print Services delivers internal and external mail on the behalf of all City staff.
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.

# General Services



## PROGRAM LEVEL SUMMARY

Program	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
Leadership and Management	\$1,514,557	\$1,899,848	\$1,823,186	(\$76,662)	-4.0%
Energy Management	\$1,492,304	\$1,661,782	\$1,271,078	(\$390,704)	-23.5%
External Services	\$1,305,945	\$1,411,169	\$1,419,608	\$8,439	0.6%
Facilities Management	\$6,342,776	\$8,889,315	\$10,225,898	\$1,336,583	15.0%
Printing & Mail Services	\$335,391	\$353,728	\$360,580	\$6,852	1.9%
<b>Total Expenditures (All Funds)</b>	<b>\$10,990,972</b>	<b>\$14,215,842</b>	<b>\$15,100,350</b>	<b>\$884,508</b>	<b>6.2%</b>

- Leadership and Management decreases due to increased vacancy and turnover savings, reductions to professional services, and lower capital outlays, offset by City-wide market rate salary adjustment for General Scale employees.
- Energy Management decreases due to reallocation of positions to Climate Action Office within City Manager’s Office.
- External Services remains flat, with minor increases due to current service adjustments.
- Facilities Management personnel costs increase due to the addition of a 1.00 FTE Parts Expeditor position and a one-time addition of \$250,000 for contractual services. Non-personnel costs are further increased by the full-year funding of operating and maintenance costs associated with the multi-agency Mark Center building.
- Printing & Mail Services remains flat, with minor increases due to current service adjustments.



## PROGRAM LEVEL SUMMARY

Program	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
Leadership and Management	11.00	11.00	11.00	0.00	0.0%
Energy Management	6.00	6.00	3.00	(3.00)	-50.0%
External Services	0.40	0.40	0.40	0.00	0.0%
Facilities Management	35.80	40.80	41.80	1.00	2.5%
Printing & Mail Services	4.63	4.63	4.63	0.00	0.0%
<b>Total FTEs</b>	<b>57.83</b>	<b>62.83</b>	<b>60.83</b>	<b>-2.00</b>	<b>-3.2%</b>

- Energy Management decreases by 3.00 FTE, reallocated to the City Manager’s Office for the new Climate Action Office.
- Facilities Management gains 1.00 FTE for a new Parts Expeditor position.



## 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 2022	FY 2023	FY 2024	\$ Change	% Change
	Actual	Approved	Approved	2023 - 2024	2023 - 2024
Personnel	\$1,288,763	\$1,508,497	\$1,524,837	\$16,340	1.1%
Non-Personnel	\$225,793	\$271,928	\$242,341	(\$29,587)	-10.9%
Capital Goods Outlay	\$0	\$119,423	\$56,008	(\$63,415)	-53.1%
<b>Total Program Expenditures (All Funds)</b>	<b>\$1,514,557</b>	<b>\$1,899,848</b>	<b>\$1,823,186</b>	<b>(\$76,662)</b>	<b>-4.0%</b>
<b>Total Program FTEs</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>0.00</b>	<b>0.0%</b>

## ENERGY MANAGEMENT

**Program Description:** This program provides energy management to support city operations.

Expenditures by Character	FY 2022	FY 2023	FY 2024	\$ Change	% Change
	Actual	Approved	Approved	2023 - 2024	2023 - 2024
Personnel	\$466,382	\$647,040	\$256,336	(\$390,704)	-60.4%
Non-Personnel	\$1,025,922	\$1,014,742	\$1,014,742	\$0	0.0%
<b>Total Program Expenditures (All Funds)</b>	<b>\$1,492,304</b>	<b>\$1,661,782</b>	<b>\$1,271,078</b>	<b>(\$390,704)</b>	<b>-23.5%</b>
<b>Total Program FTEs</b>	<b>6.00</b>	<b>6.00</b>	<b>3.00</b>	<b>-3.00</b>	<b>-50.0%</b>





## EXTERNAL SERVICES

**Program Description:** This program provides management of the Old Town Farmers’ Market and administers animal shelter management and the animal control contract.

Expenditures by Character	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
Personnel	\$49,992	\$57,137	\$58,190	\$1,053	1.8%
Non-Personnel	\$1,255,952	\$1,354,032	\$1,361,418	\$7,386	0.5%
<b>Total Program Expenditures (All Funds)</b>	<b>\$1,305,945</b>	<b>\$1,411,169</b>	<b>\$1,419,608</b>	<b>\$8,439</b>	<b>0.6%</b>
<b>Total Program FTEs</b>	<b>0.40</b>	<b>0.40</b>	<b>0.40</b>	<b>0.00</b>	<b>0.0%</b>

## FACILITIES MANAGEMENT

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

Expenditures by Character	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
Personnel	\$3,001,426	\$3,676,795	\$4,050,596	\$373,801	10.2%
Non-Personnel	\$3,341,351	\$5,212,520	\$6,175,302	\$962,782	18.5%
<b>Total Program Expenditures (All Funds)</b>	<b>\$6,342,776</b>	<b>\$8,889,315</b>	<b>\$10,225,898</b>	<b>\$1,336,583</b>	<b>15.0%</b>
<b>Total Program FTEs</b>	<b>35.80</b>	<b>40.80</b>	<b>41.80</b>	<b>1.00</b>	<b>2.5%</b>

# General Services



## PRINTING & MAIL SERVICES

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

Expenditures by Character	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
Personnel	\$320,250	\$359,826	\$366,198	\$6,372	1.8%
Non-Personnel	\$15,141	(\$6,098)	(\$5,618)	\$480	7.9%
<b>Total Program Expenditures (All Funds)</b>	<b>\$335,391</b>	<b>\$353,728</b>	<b>\$360,580</b>	<b>\$6,852</b>	<b>1.9%</b>
<b>Total Program FTEs</b>	<b>4.63</b>	<b>4.63</b>	<b>4.63</b>	<b>0.00</b>	<b>0.0%</b>

# 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

[www.alexandriava.gov/HR](http://www.alexandriava.gov/HR)

**Department Head**

Janet K. Manuel



## EXPENDITURE SUMMARY

	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
<b>Expenditures By Character</b>					
Personnel	\$2,933,396	\$3,948,676	\$4,137,910	\$189,234	4.8%
Non-Personnel	\$1,180,434	\$1,407,902	\$2,218,424	\$810,522	57.6%
<b>Total</b>	<b>\$4,113,830</b>	<b>\$5,356,578</b>	<b>\$6,356,334</b>	<b>\$999,756</b>	<b>18.7%</b>
<b>Expenditures by Fund</b>					
General Fund	\$4,113,830	\$5,356,578	\$6,356,334	\$999,756	18.7%
<b>Total</b>	<b>\$4,113,830</b>	<b>\$5,356,578</b>	<b>\$6,356,334</b>	<b>\$999,756</b>	<b>18.7%</b>
<b>Total Department FTEs</b>	<b>27.00</b>	<b>27.00</b>	<b>28.00</b>	<b>1.00</b>	<b>3.7%</b>

## FISCAL YEAR HIGHLIGHTS

- Personnel costs increase due to the addition of an FTE following the Department’s absorption of the Office of Organizational Excellence, as well as projected increases in healthcare costs and retirement contributions.
- Non-personnel costs increase due to additional consulting services for benefits negotiation (\$190,000), outsourcing management of the City’s leave-of-absence policy (\$100,000), as well as a one-time increase for additional advertising costs (\$50,000). Costs further increased as a result of contractual service rate increases.



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
<b>TOTAL FY 2023 APPROVED ALL FUNDS BUDGET</b>	<b>27.00</b>	<b>\$5,356,578</b>
<p><b>All Programs</b></p> <p>Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year, including regular increases and/or decreases in salaries &amp; benefits, contracts, materials, and a vacancy savings factor.</p>	0.00	\$474,238
<p><b>Learning and Development</b></p> <p>Office of Organizational Excellence (OOE) reorganization — Following the adoption of the FY 2023 Approved Budget, OOE was consolidated into the Department. This reorganization included a reallocation of 1.00 FTE for a Senior HR Analyst position.</p>	1.00	\$141,018
<p><b>All Programs</b></p> <p>Professional services reduction — Reduction of funding for Gartner consulting services and informational resources for HR industry news. This represents an efficiency savings and will have minimal impact on services provided outside Human Resources.</p>	0.00	(\$27,500)
<p><b>Employee Benefits</b></p> <p>Benefits Consultant — The approved budget includes \$190,000 for contracting with a Broker of Record to ensure that the City negotiates the fairest prices for insurance and other benefits. This will help control overall benefit costs, and contribute to Council’s priority of making Alexandria an employer of choice by enhancing value to employees.</p>	0.00	\$190,000
<p><b>Talent Acquisition</b></p> <p>Recruitment Outreach — To position the City as an employer of choice, the approved budget includes a one-time increase of \$50,000 for additional funding for advertising and recruitment. This will improve the City’s ability to target and reach diverse talent.</p>	0.00	\$50,000
<p><b>Employee Benefits</b></p> <p>Outsourcing Leave of Absence — The approved budget includes additional funding to contract an external manager for the City’s leave of absence policy. This will streamline how requests are processed, improving the employee experience, while also limiting future City liability.</p>	0.00	\$100,000
<p><b>Market Rate Adjustment</b></p> <p>The FY 2024 Approved Budget builds upon the FY 2023 enhancements to compensation approved by City Council and includes a 2.0% increase to pay scales for General scale employees, non-collectively bargained Police and Fire employees, and Sheriff’s Deputies.</p>	0.00	\$72,000
<b>TOTAL FY 2024 APPROVED ALL FUNDS BUDGET</b>	<b>28.00</b>	<b>\$6,356,334</b>



## PERFORMANCE INDICATORS

### City Council priorities 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, gray arrows are neutral, and N/A does not indicate a trend. The dashed line is the target selected by the department.

Indicators	Most Recent	Change from Last	Annual Trend with Target			
Employee turnover	13%		11% FY20	10% FY21	13% FY22	11% (Target)
Number of trainings (in-person and e-learning) attended by employees	1,574		1,052 FY20	1,512 FY21	1,574 FY22	
Number of applicants to City jobs	7,322		8,745 FY20	5,869 FY21	7,322 FY22	



## SERVICES PROVIDED BY DEPARTMENT

Service	Description
Benefits	Provides leadership and guidance on City government employee benefit policies and administers benefit programs to attract, motivate, engage, and retain talent.
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.
Employee Relations	Provides guidance, counsel and information to City government agencies on employment laws, regulations and policies to enhance the employee experience.
Learning and Development	Provides internal consulting services and programs to enhance and improve City government departmental and individual performance.
Strategy and Operations	Develops the human resources strategic direction of the City government, and drives performance and operational excellence.
Talent Acquisition	Attracts and recruits the best talent from diverse pools to achieve City government strategic goals.
Legal Counsel	Consults with outside general counsel for employment law matters and investigations.



## PROGRAM LEVEL SUMMARY

Program	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
Strategy and Operations	\$561,436	\$1,107,333	\$757,362	(\$349,971)	-31.6%
Employee Relations, Talent Acquisition, Learning and Development	\$1,528,573	\$1,769,420	\$2,271,068	\$501,648	28.4%
Employee Benefits, Compensation and HR Information Systems (HRIS)	\$2,023,821	\$2,479,825	\$3,327,904	\$848,079	34.2%
<b>Total Expenditures (All Funds)</b>	<b>\$4,113,830</b>	<b>\$5,356,578</b>	<b>\$6,356,334</b>	<b>\$999,756</b>	<b>18.7%</b>

- Strategy and Operations decrease mainly due to the reallocation of an Employee and Labor Relations Manager and a Senior HR Analyst to Employee Relations, Talent Acquisition, and L&D Program, as well as a reduction in Professional Services from decreased use of Gartner informational systems and consulting services. These decreases are partially offset by increased current service costs for supplies and licenses.
- Employee Relations, Talent Acquisition, and L&D increase as a result of an increase in personnel costs associated with positions transferred from the Strategy and Operations program, as well as an additional position reallocated from the Office of Organizational Excellence. Additional increases due to costs associated with providing current educational and training resources, and a one-time increase of funding for recruitment and advertising.
- Employee Benefits, Compensation, and HRIS increase due to the addition of funding for a contracted benefits consultant to assist in City insurance negotiations, outsourcing management of the City’s leave of absence policy, increases to contractual rates for current City services, as well as the City-wide market rate salary adjustment for General Service employees.





## PROGRAM LEVEL SUMMARY

Program	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
Strategy and Operations	7.00	6.00	4.00	(2.00)	-33.3%
Employee Relations, Talent Acquisition, Learning and Development	7.00	8.00	11.00	3.00	37.5%
Employee Benefits, Compensation and HR Information Systems (HRIS)	13.00	13.00	13.00	0.00	0.0%
<b>Total FTEs</b>	<b>27.00</b>	<b>27.00</b>	<b>28.00</b>	<b>1.00</b>	<b>3.7%</b>

- On net, Human Resources gains 1.00 FTE for a Senior HR Analyst position in Learning and Development, reallocated from the Office of Organizational Excellence.
- Within HR, a Labor Relations Manager and a Senior HR Analyst move from Strategy and Operations to Employee Relations, for total increase of 3.00 FTE in the Employee Relations, Talent Acquisition, and Learning and Development program.



STRATEGY & OPERATIONS

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

Expenditures by Character	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
Personnel	\$352,058	\$841,626	\$441,731	(\$399,895)	-47.5%
Non-Personnel	\$209,378	\$265,707	\$315,631	\$49,924	18.8%
<b>Total Program Expenditures (All Funds)</b>	<b>\$561,436</b>	<b>\$1,107,333</b>	<b>\$757,362</b>	<b>(\$349,971)</b>	<b>-31.6%</b>
<b>Total Program FTEs</b>	<b>7.00</b>	<b>6.00</b>	<b>4.00</b>	<b>-2.00</b>	<b>-33.3%</b>

EMPLOYEE RELATIONS, TALENT ACQUISITION,  
LEARNING AND DEVELOPMENT

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

Expenditures by Character	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
Personnel	\$1,149,814	\$1,334,693	\$1,681,281	\$346,588	26.0%
Non-Personnel	\$378,759	\$434,727	\$589,787	\$155,060	35.7%
<b>Total Program Expenditures (All Funds)</b>	<b>\$1,528,573</b>	<b>\$1,769,420</b>	<b>\$2,271,068</b>	<b>\$501,648</b>	<b>28.4%</b>
<b>Total Program FTEs</b>	<b>7.00</b>	<b>8.00</b>	<b>11.00</b>	<b>3.00</b>	<b>37.5%</b>



EMPLOYEE BENEFITS, COMPENSATION & HRIS

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

Expenditures by Character	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
Personnel	\$1,431,524	\$1,772,357	\$2,014,898	\$242,541	13.7%
Non-Personnel	\$592,297	\$707,468	\$1,313,006	\$605,538	85.6%
<b>Total Program Expenditures (All Funds)</b>	<b>\$2,023,821</b>	<b>\$2,479,825</b>	<b>\$3,327,904</b>	<b>\$848,079</b>	<b>34.2%</b>
<b>Total Program FTEs</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>0.00</b>	<b>0.0%</b>

# Independent Community Policing Review Board



At its public hearing on April 17, 2021, the Alexandria City Council voted unanimously to adopt an ordinance establishing a new Independent Community Policing Review Board, effective July 1, 2021, in accordance with its authorizing state law . The ordinance grants this board the authority to receive concerns from the community regarding policing in Alexandria; review Alexandria Police Department investigation of certain incidents and complaints; conduct independent investigations of certain incidents and complaints of more serious incidents, as defined in the ordinance; and to consider and make recommendations on policing practices, policies and procedures. The ordinance also establishes a new City Council appointed position, the Independent Policing Auditor/Investigator, to staff this new review board.

The ordinance follows adoption of Resolution 2950 in June 2020, which condemned police brutality and systemic racism; reaffirmed that Black Lives Matter; and stated Council’s intent to establish a community policing review board in our City. Recently adopted Virginia legislation states that a law enforcement civilian body may receive, investigate and issue findings on complaints from civilians regarding conduct of law enforcement officers and civilian employees of a law enforcement agency serving under local authority.

**Department Contact Info**

703.746.4300

[www.alexandriava.gov](http://www.alexandriava.gov)

**Department Head**

**Kim Neal**

# Independent Community Policing Review Board



## EXPENDITURE SUMMARY

	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
<b>Expenditures By Character</b>					
Personnel	\$0	\$207,114	\$178,440	(\$28,674)	-13.8%
Non-Personnel	\$16,000	\$300,000	\$400,000	\$100,000	33.3%
<b>Total</b>	<b>\$16,000</b>	<b>\$507,114</b>	<b>\$578,440</b>	<b>\$71,326</b>	<b>14.1%</b>
<b>Expenditures by Fund</b>					
General Fund	\$16,000	\$507,114	\$578,440	\$71,326	14.1%
<b>Total</b>	<b>\$16,000</b>	<b>\$507,114</b>	<b>\$578,440</b>	<b>\$71,326</b>	<b>14.1%</b>
<b>Total Department FTEs</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.0%</b>

## FISCAL YEAR HIGHLIGHTS

- Personnel costs decrease due to the filling of the Independent Policing Auditor/Investigator position.
- Non-personnel increases due to an to the addition of \$100,000 to support operating expenses.

# 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

[www.alexandriava.gov/technology/](http://www.alexandriava.gov/technology/)

**Department Head**

Vanetta Pledger



## EXPENDITURE SUMMARY

	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
<b>Expenditures By Character</b>					
Personnel	\$8,309,760	\$9,860,490	\$10,296,935	\$436,445	4.4%
Non-Personnel	\$5,547,550	\$5,855,079	\$5,568,381	(\$286,698)	-4.9%
<b>Total</b>	<b>\$13,857,310</b>	<b>\$15,715,569</b>	<b>\$15,865,316</b>	<b>\$149,747</b>	<b>1.0%</b>
<b>Expenditures by Fund</b>					
General Fund	\$12,960,811	\$15,168,902	\$15,300,125	\$131,223	0.9%
Other Special Revenue	\$526,058	\$546,667	\$565,191	\$18,524	3.4%
American Rescue Plan	\$370,441	\$0	\$0	\$0	0.0%
<b>Total</b>	<b>\$13,857,310</b>	<b>\$15,715,569</b>	<b>\$15,865,316</b>	<b>\$149,747</b>	<b>1.0%</b>
<b>Total Department FTEs</b>	<b>76.00</b>	<b>77.00</b>	<b>79.00</b>	<b>2.00</b>	<b>2.6%</b>

## FISCAL YEAR HIGHLIGHTS

- Personnel increases are due to increased costs for healthcare and retirement contributions, and the addition of funds for two positions to support the public Audio/Video hybrid meeting environment. These increases are partially offset by an increased vacancy savings factor and lower salary costs due to turnover.
- Non-personnel decreases are driven by reductions in funding for network equipment replacement, consulting services, increased inter-department cost-sharing for email and telecommunications licenses, travel and training, and professional services.
- Special Revenue increases are due to the cost of continuing the current level of service into FY 2024.



## DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
<b>TOTAL FY 2023 APPROVED ALL FUNDS BUDGET</b>	<b>77.00</b>	<b>\$15,715,569</b>
<p><b>All Programs</b></p> <p>Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year, including regular increases and/or decreases in salaries &amp; benefits, contracts, materials, and a vacancy savings factor.</p>	0.00	\$1,141
<p><b>All Programs</b></p> <p>Funding is reduced by \$17,598 for staff educational training/conferences and associated costs, due in part to current staffing shortages.</p>	0.00	(\$17,598)
<p><b>IT Project Management</b></p> <p>The 2024 Approved Budget includes funding of \$220,000 for continued staffing support of the Audio Video hybrid meeting environment. The funding will support two positions who will provide in-person support for City Council meetings taking place in Council Chambers.</p>	2.00	\$220,000
<p><b>Leadership &amp; Management</b></p> <p>Funding is reduced by \$90,796 in the Leadership &amp; Management Program for consulting services from an information technology research and advisory company.</p>	0.0	(\$90,796)
<p><b>Network Operations</b></p> <p>Funding is reduced by \$5,000 in the Network Operations Program for professional services, for one-time configuration services that are needed for network operations such as routing, switching, and/or other data/voice communication requirements.</p>	0.0	(\$5,000)
<p><b>Network Operations</b></p> <p>Funding is reduced by \$75,000 in the Network Operations Program for replacement networking equipment, spares, backup batteries and/or components.</p>	0.00	(\$75,000)
<p><b>Telecommunications</b></p> <p>Funding is reduced by \$45,000 for Data/Email Communication and Voice Services. Funding is used to procure hardware and related software licenses throughout the year for city staff. ITS procures these services on behalf of the staff.</p>	0.00	(\$45,000)
<p><b>Market Rate Adjustment</b></p> <p>The FY 2024 Approved Budget builds upon the FY 2023 enhancements to compensation approved by City Council and includes a 2.0% increase to pay scales for General scale employees, non-collectively bargained Police and Fire employees, and Sheriff's Deputies.</p>	0.00	\$162,000
<b>TOTAL FY 2024 APPROVED ALL FUNDS BUDGET</b>	<b>79.00</b>	<b>\$15,865,316</b>





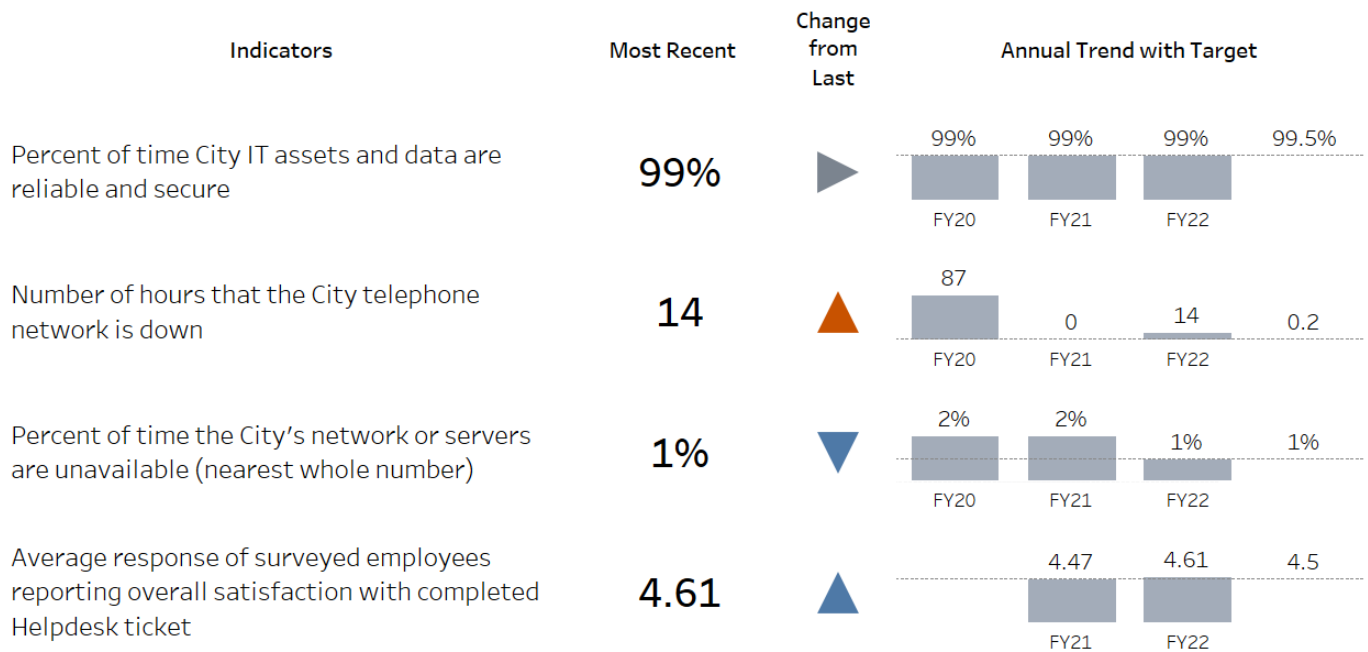
## PERFORMANCE INDICATORS

**Indicators in the City Council Priorities this Department contributes to:**

- Annual improvement in resident perception of opportunities to participate in Community matters.

**Performance Indicators:**

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





## SERVICES PROVIDED BY DEPARTMENT

Service	Description
CAD System Infrastructure Support	Assist DECC in supporting the Computer Aided Dispatch (CAD) system environment.
City Website Management	Management of City public website technology. Management of City intranet website technology.
Data Center Operations	Monitor and maintain two City data centers.
Data Storage Implementation, Operation, and Administration	Install, operate and maintain the data storage system that houses the City's data.
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.
Firewall Implementation, Operation, and Administration	Maintain the operation of incoming and outgoing network communications across the city.
Internet Access Administration	Maintain and manage the Internet routers so that staff and guests have access to the Internet
Research and Development Services	Evaluate industry trends that could be used to increase or improve current operations.
Server Implementation, Operation, and Administration	Install and maintain Windows Operating System environment on over 430 Servers across the enterprise
Switching and Routing Implementation, Operation, and Administration	Install and maintain networking equipment to support connectivity between City locations.
Telecommunications Services	Install, maintain, backup, configure, and operate the City's enterprise telecommunications program.
Application Integration	Integration GIS data and capabilities with 7 major enterprise applications.
Business Continuity and Data Retention	Maintain City's data backup services.
Cloud Architect Services	Provision and configuration for technology services in the Cloud.
Communications	Support for a wide-range of departmental communications
Demographic Data Development	Development and distribution of demographic data.
Department-specific Application Support	Provisioning and management for department-specific applications.



## SERVICES PROVIDED BY DEPARTMENT

Service	Description
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.
End-Users Support Services	Provides technical support services for hardware, Microsoft productivity software, and line-of-business applications.
Enterprise Desktop Management	Provides solutions for the management and deployment of City computing devices.
Financial Support and Management	Management of department finances, budgeting, procurement, and capital program allocations.
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.
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
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.
IT Strategy and Governance	IT governance and strategy, organizational design, financial management, innovation, service management, partner with external and internal stakeholders.



## SERVICES PROVIDED BY DEPARTMENT

Service	Description
Leadership and Staff Management	People Management: Attract, select, engage, lead, manage, coach, train, and develop staff.
Microsoft Office 365 Administration	Programming services to support email communications.
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.
NCRNet Connectivity	Provide capability to connect to the NCRNet for regional government use.
Remote Access Implementation, Operation, and Administration	Maintain and administer the remote access environment.
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.
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.
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.
Microsoft Office 365 Administration	Programming services to support email communications.
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.
NCRNet Connectivity	Provide capability to connect to the NCRNet for regional government use.
Remote Access Implementation, Operation, and Administration	Maintain and administer the remote access environment.
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.
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.
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.



## SERVICES PROVIDED BY DEPARTMENT

Service	Description
Business Intelligence Platform Support	Support for development of the Citywide business intelligence platform.
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.
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.
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.
Digital Business Process Services	Assist with the development, realignment, and structure of end-to-end digital business processes.
Facilities Management	Management of department finances, budgeting, procurement, and capital program allocations.
Financial Processing	Assist with running daily and nightly production jobs for the support of Financial System applications, primarily Personal Property.
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.
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
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.
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.
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.
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.
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.



## SERVICES PROVIDED BY DEPARTMENT

Service	Description
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.
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.
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.
Software Acquisition Services	This service assists departments in the selection of appropriate commercial-off-the-shelf software packages.
Wireless Infrastructure Implementation, Operation, and Administration	Provide wireless services to City employees and guests.
Asset Management	Supports life cycle management and strategic decision making for the City's desktop computing environment.
Custom IT Application Development Services	This service creates custom developed applications for departments with unique or specialized requirements.
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.
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.
Printer Maintenance	Provides for the maintenance of the City's network printer inventory.
SharePoint Online Services	SharePoint Online is a hosted service that allows staff to access documents, sites and work collaboratively with colleagues.
Software Installation and Configuration Services	This service performs installation and configuration of commercial-off-the-shelf (COTS) software packages.



## PROGRAM LEVEL SUMMARY

Program	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
Leadership & Management	\$1,847,447	\$1,672,068	\$1,966,960	\$294,892	17.6%
Applications	\$2,283,949	\$2,241,809	\$2,160,862	(\$80,947)	-3.6%
Communications Support	\$931,385	\$1,265,983	\$1,168,286	(\$97,697)	-7.7%
Customer Service	\$1,556,423	\$1,832,188	\$1,730,074	(\$102,114)	-5.6%
Enterprise Business Systems Support	\$2,075,339	\$2,551,276	\$2,777,239	\$225,963	8.9%
IT Project Management	\$860,373	\$1,067,602	\$1,291,749	\$224,147	21.0%
Network Operations	\$3,064,493	\$4,066,320	\$3,734,561	(\$331,759)	-8.2%
Security	\$1,237,900	\$1,018,323	\$1,035,585	\$17,262	1.7%
<b>Total Expenditures (All Funds)</b>	<b>\$13,857,310</b>	<b>\$15,715,569</b>	<b>\$15,865,316</b>	<b>\$149,747</b>	<b>1.0%</b>

- Leadership and Management increases due to regular increases in salaries and benefits, partially offset by a decrease in office rental costs.
- Applications decreases as a result of consolidating office rental funding to Leadership & Management, as well as an increase in vacancy savings.
- Communications Support decreases due to reductions in email and voice support in the approved budget and the consolidation of funding for office rental to Leadership & Management.
- Customer Service decreases due to the consolidation of rent funding, a decrease in salary and benefit costs, and an increase in vacancy savings.
- Enterprise Business System Support increases due to increases in salaries and benefits associated with the City-wide market rate salary adjustment for General Scale employees, partially offset by a decrease in office rental costs.
- IT Project Management increases due to regular increase in salaries and benefits and an increase in funding for audio and video support at City meetings, partially offset by a decrease in office rental costs.
- Network Operations decreases due to a reduction in WAN support, decreased costs of software licensing, the consolidation of rental funding, and turnover and vacancy savings.
- Security increases due to regular increases in salaries and benefits, partially offset by a decrease in office rental costs.



## PROGRAM LEVEL SUMMARY

Program	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
Leadership & Management	8.00	9.00	9.00	0.00	0.0%
Applications	12.00	12.00	12.00	0.00	0.0%
Communications Support	5.00	7.00	7.00	0.00	0.0%
Customer Service	13.00	12.00	12.00	0.00	0.0%
Enterprise Business Systems Support	16.00	16.00	16.00	0.00	0.0%
IT Project Management	6.00	6.00	8.00	2.00	33.3%
Network Operations	12.00	11.00	11.00	0.00	0.0%
Security	4.00	4.00	4.00	0.00	0.0%
<b>Total FTEs</b>	<b>76.00</b>	<b>77.00</b>	<b>79.00</b>	<b>2.00</b>	<b>2.6%</b>

- Staffing levels remain the same from FY 2023 for all program areas.





## LEADERSHIP & MANAGEMENT

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

Expenditures by Character	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
Personnel	\$850,389	\$1,039,777	\$1,083,409	\$43,632	4.2%
Non-Personnel	\$997,058	\$632,291	\$883,551	\$251,260	39.7%
<b>Total Program Expenditures (All Funds)</b>	<b>\$1,847,447</b>	<b>\$1,672,068</b>	<b>\$1,966,960</b>	<b>\$294,892</b>	<b>17.6%</b>
<b>Total Program FTEs</b>	<b>8.00</b>	<b>9.00</b>	<b>9.00</b>	<b>0.00</b>	<b>0.0%</b>

## APPLICATIONS

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

Expenditures by Character	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
Personnel	\$1,541,050	\$1,661,853	\$1,648,200	(\$13,653)	-0.8%
Non-Personnel	\$742,899	\$579,956	\$512,662	(\$67,294)	-11.6%
<b>Total Program Expenditures (All Funds)</b>	<b>\$2,283,949</b>	<b>\$2,241,809</b>	<b>\$2,160,862</b>	<b>(\$80,947)</b>	<b>-3.6%</b>
<b>Total Program FTEs</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>0.00</b>	<b>0.0%</b>



## COMMUNICATION SUPPORT

**Program Description:** This program provides telecommunication services.

Expenditures by Character	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
Personnel	\$639,791	\$649,308	\$660,173	\$10,865	1.7%
Non-Personnel	\$291,595	\$616,675	\$508,113	(\$108,562)	-17.6%
<b>Total Program Expenditures (All Funds)</b>	<b>\$931,385</b>	<b>\$1,265,983</b>	<b>\$1,168,286</b>	<b>(\$97,697)</b>	<b>-7.7%</b>
<b>Total Program FTEs</b>	<b>5.00</b>	<b>7.00</b>	<b>7.00</b>	<b>0.00</b>	<b>0.0%</b>

## 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 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
Personnel	\$1,018,581	\$1,391,432	\$1,329,575	(\$61,857)	-4.4%
Non-Personnel	\$537,842	\$440,756	\$400,499	(\$40,257)	-9.1%
<b>Total Program Expenditures (All Funds)</b>	<b>\$1,556,423</b>	<b>\$1,832,188</b>	<b>\$1,730,074</b>	<b>(\$102,114)</b>	<b>-5.6%</b>
<b>Total Program FTEs</b>	<b>13.00</b>	<b>12.00</b>	<b>12.00</b>	<b>0.00</b>	<b>0.0%</b>

# 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 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
Personnel	\$1,743,455	\$2,046,877	\$2,338,062	\$291,185	14.2%
Non-Personnel	\$331,885	\$504,399	\$439,177	(\$65,222)	-12.9%
<b>Total Program Expenditures (All Funds)</b>	<b>\$2,075,339</b>	<b>\$2,551,276</b>	<b>\$2,777,239</b>	<b>\$225,963</b>	<b>8.9%</b>
<b>Total Program FTEs</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>0.00</b>	<b>0.0%</b>

## IT PROJECT MANAGEMENT

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

Expenditures by Character	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
Personnel	\$747,828	\$798,324	\$1,056,646	\$258,322	32.4%
Non-Personnel	\$112,545	\$269,278	\$235,103	(\$34,175)	-12.7%
<b>Total Program Expenditures (All Funds)</b>	<b>\$860,373</b>	<b>\$1,067,602</b>	<b>\$1,291,749</b>	<b>\$224,147</b>	<b>21.0%</b>
<b>Total Program FTEs</b>	<b>6.00</b>	<b>6.00</b>	<b>8.00</b>	<b>2.00</b>	<b>33.3%</b>



## NETWORK OPERATIONS

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

Expenditures by Character	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
Personnel	\$1,194,170	\$1,703,445	\$1,560,913	(\$142,532)	-8.4%
Non-Personnel	\$1,870,323	\$2,362,875	\$2,173,648	(\$189,227)	-8.0%
<b>Total Program Expenditures (All Funds)</b>	<b>\$3,064,493</b>	<b>\$4,066,320</b>	<b>\$3,734,561</b>	<b>(\$331,759)</b>	<b>-8.2%</b>
<b>Total Program FTEs</b>	<b>12.00</b>	<b>11.00</b>	<b>11.00</b>	<b>0.00</b>	<b>0.0%</b>

## 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 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
Personnel	\$574,497	\$569,474	\$619,957	\$50,483	8.9%
Non-Personnel	\$663,403	\$448,849	\$415,628	(\$33,221)	-7.4%
<b>Total Program Expenditures (All Funds)</b>	<b>\$1,237,900</b>	<b>\$1,018,323</b>	<b>\$1,035,585</b>	<b>\$17,262</b>	<b>1.7%</b>
<b>Total Program FTEs</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>0.00</b>	<b>0.0%</b>

# Office of Internal Audit



The Office of Internal Audit provides the City Manager and department executive management team with risk-based, independent, and objective reporting designed to increase the security and operational effectiveness of the City of Alexandria. Key responsibilities of the office include:

- Assessing compliance of key areas of City operations;
- Assessing effectiveness of internal controls;
- Supporting the City's fraud response and prevention efforts;
- Executing planned and ad-hoc audits, reviews, inspections, and other engagements designed to ensure that the areas deemed to be of high risk have been mitigated;
- Administering the City's Ethics and Fraud Hotline.

#### Department Contact Info

703.746.4742

[www.alexandriava.gov/internalaudit](http://www.alexandriava.gov/internalaudit)

#### Department Head

Robert Snyder

CITY OF ALEXANDRIA, VIRGINIA  
Office of Internal Audit



## EXPENDITURE SUMMARY

	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
<b>Expenditures By Character</b>					
Personnel	\$286,238	\$390,714	\$395,337	\$4,623	1.2%
Non-Personnel	\$139,072	\$45,782	\$40,455	(\$5,327)	-11.6%
<b>Total</b>	<b>\$425,311</b>	<b>\$436,496</b>	<b>\$435,792</b>	<b>(\$704)</b>	<b>-0.2%</b>
<b>Expenditures by Fund</b>					
General Fund	\$425,311	\$436,496	\$435,792	(\$704)	-0.2%
<b>Total</b>	<b>\$425,311</b>	<b>\$436,496</b>	<b>\$435,792</b>	<b>(\$704)</b>	<b>-0.2%</b>
<b>Total Department FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>	<b>0.0%</b>

## FISCAL YEAR HIGHLIGHTS

- Personnel costs increase due to standard step and benefit rate adjustments.
- Non-personnel decrease due to the reduction in professional fees and operating supplies. Non-Personnel also includes additional funding for software licenses.
- The FY 2024 approved budget includes a total pay scale increase of 2.0% for all General scale employees, non-collectively bargained Police and Fire employees, and Sheriff's Deputies.



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
<b>TOTAL FY 2023 APPROVED ALL FUNDS BUDGET</b>	<b>3.00</b>	<b>\$436,496</b>
<p><b>All Programs</b>                      Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year, including regular increases and/or decreases in salaries &amp; benefits, contracts, materials, and a vacancy savings factor. Current services adjustments also include \$1,400 in funding for additional software licenses.</p>	0.00	\$1,843
<p><b>Contractual Services</b>                      FY 2024 Approved budget includes reductions in professional fees based on prior year underspending trends. This represents department efficiency savings.</p>	0.00	(\$5,948)
<p><b>Commodities</b>                      FY 2024 Approved budget includes reductions to operating supplies based on prior year underspending trends. This represents department efficiency savings.</p>	0.00	(\$599)
<p><b>All Programs</b>                      The FY 2024 Approved budget builds upon the FY 2023 enhancements to compensation approved by City Council and includes a 2.0% increase to pay scales for General scale employees, non-collectively bargained Police and Fire employees, and Sheriff's Deputies.</p>	0.00	\$4,000
<b>TOTAL FY 2024 APPROVED ALL FUNDS BUDGET</b>	<b>3.00</b>	<b>\$435,792</b>



## PERFORMANCE INDICATORS

**Indicators in the City Council Priorities this Department contributes to:**

- Annual improvement in resident perception of Alexandria government's transparency to the public

**Department Key Indicators**

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

Indicators	Most Recent	Change from Last	Annual Trend with Target			
Total audits completed per year	28	▲	28 FY20	25 FY21	28 FY22	25
Total recommendations proposed per year	39	▼	21 FY20	58 FY21	39 FY22	
Number of recommendations completed within 45 days	27	▼	17 FY20	34 FY21	27 FY22	
Percent of recommendations completed within 45 days	69%	▲	81% FY20	59% FY21	69% FY22	





## SERVICES PROVIDED BY DEPARTMENT

Service	Description
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.
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.

# 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 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
<b>Expenditures By Character</b>					
Personnel	\$1,156,102	\$1,576,513	\$1,517,662	(\$58,851)	-3.7%
Non-Personnel	\$90,801	\$156,840	\$137,396	(\$19,444)	-12.4%
<b>Total</b>	<b>\$1,246,904</b>	<b>\$1,733,353</b>	<b>\$1,655,058</b>	<b>(\$78,295)</b>	<b>-4.5%</b>
<b>Expenditures by Fund</b>					
General Fund	\$1,246,904	\$1,733,353	\$1,655,058	(\$78,295)	-4.5%
<b>Total</b>	<b>\$1,246,904</b>	<b>\$1,733,353</b>	<b>\$1,655,058</b>	<b>(\$78,295)</b>	<b>-4.5%</b>
<b>Total Department FTEs</b>	<b>11.00</b>	<b>12.00</b>	<b>12.00</b>	<b>0.00</b>	<b>0.0%</b>

## FISCAL YEAR HIGHLIGHTS

- Salaries and benefits decrease due to reclassifications of two Budget Management Analyst II positions to Budget Management Analyst I and a reduction in healthcare costs due to employee health insurance election changes.
- Non-personnel costs decrease due to the discontinuing of the Priority Based Budgeting software contract.
- The FY 2024 approved budget includes a total pay scale increase of 2.0% for all General scale employees, non-collectively bargained Police and Fire employees, and Sheriff's Deputies.



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
<b>TOTAL FY 2023 APPROVED ALL FUNDS BUDGET</b>	<b>12.0</b>	<b>\$1,733,353</b>
<p><b>All Programs</b></p> <p>Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year, including regular increases and/or decreases in salaries &amp; benefits, contracts, materials, and a vacancy savings factor.</p>	0.00	(\$72,295)
<p><b>Other Non-Personnel Expenditures</b></p> <p>The FY 2024 budget includes a reduction to outside software license contracts. The Office of Management and Budget will discontinue the Priority Based Budgeting software. This represents a efficiency savings.</p>	0.00	(\$25,000)
<p><b>All Programs</b></p> <p>The FY 2024 Approved Budget builds upon the FY 2023 enhancements to compensation approved by City Council and includes a 2.0% increase to pay scales for General scale employees, non-collectively</p>	0.00	\$19,000
<b>TOTAL FY 2024 APPROVED ALL FUNDS BUDGET</b>	<b>12.0</b>	<b>\$1,655,058</b>



## PERFORMANCE INDICATORS

**Indicators in the City Council Priorities this Department contributes to:**

- Annual improvement in resident perception of Alexandria government's transparency to the public

**Department Key Indicators**

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

Indicators	Most Recent	Change from Last	Annual Trend with Target			
Actual General Fund expenditures as a percent of appropriated General Fund expenditures	97.0%	▲	94.1% FY20	95.5% FY21	97.0% FY22	98%
Actual General Fund expenditures as a percent of approved General Fund expenditures	102.5%	▼	96.7% FY20	104.1% FY21	102.5% FY22	100%
Actual General Fund revenue as a percent of approved General Fund revenue	104.1%	▲	97.0% FY20	101.7% FY21	104.1% FY22	100%
Unassigned General Fund balance as a percent of approved General Fund revenue	14.2%	▲	11.8% FY20	12.6% FY21	14.2% FY22	6%
Percent of Government Finance Officers Association budget book criteria rated as outstanding	30.7%	▲	33.3% FY20	21.8% FY21	30.7% FY22	37%



SERVICES PROVIDED BY DEPARTMENT

Service	Description
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.
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.
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.
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.
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.



# 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 (\$411,325)
  - Language Stipend Program (\$300,000)
  - Childcare Services at select Council, board, committee, and commission events (\$50,000)
  - Local Housing Voucher Program Study (\$250,000)
  - Northern Virginia Juvenile Detention Center (\$657,629)
  - Central coordinator for Immigrant Affairs/Refugee Resettlement (\$110,000)
  - RPCA mental health pilot position (\$75,000)
  - Private security camera incentive program (\$20,000)
  - INOVA Bed Finder (\$79,250)
  - Adult & Aging Services State Funding Shortfall (\$19,000)
  - Rental Inspection (\$136,000)



# Non-Departmental

## REVENUE & EXPENDITURE SUMMARY

	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
<b>Expenditures by Type</b>					
Capital Improvement Program Related Expenses					
<i>General Obligation Debt Service: WMATA</i>	\$989,977	\$956,804	\$922,974	(\$33,830)	-3.5%
<i>General Obligation Debt Service: General City (excl. ACPS)</i>	\$30,786,540	\$38,432,176	\$45,633,481	\$7,201,305	18.7%
<i>Northern Virginia Transportation District Debt Service</i>	\$256,070	\$256,070	\$256,070	\$0	0.0%
<i>General Obligation Debt Service: Potomac Yard Metrorail Station</i>	\$5,704,925	\$5,704,925	\$10,447,267	\$4,742,342	83.1%
<i>Transfer to Capital Projects (CIP Cash Capital)</i>	\$43,938,304	\$32,650,000	\$34,898,081	\$2,248,081	6.9%
City Memberships	\$401,259	\$446,322	\$453,216	\$6,894	1.5%
Insurance	\$6,611,674	\$7,219,200	\$4,579,000	(\$2,640,200)	-36.6%
Employee Compensation	\$2,270,000	\$2,596,351	\$2,839,673	\$243,322	9.4%
Other Operating Expenditures	\$41,324,394	(\$967,661)	\$320,103	\$1,287,764	-133.1%
Contingent Reserves	\$0	\$3,324,170	\$2,108,204	(\$1,215,966)	-36.6%
Response to Snow & Ice Emergencies	\$1,253,496	\$860,100	\$860,100	\$0	0.0%
Fund Grants & Donations	\$0	\$1,000,000	\$1,000,000	\$0	0.0%
<b>Total</b>	<b>\$133,536,638</b>	<b>\$92,478,457</b>	<b>\$104,318,169</b>	<b>\$11,839,712</b>	<b>12.8%</b>
<b>Expenditures by Fund</b>					
General Fund	\$89,946,204	\$85,773,532	\$92,734,902	\$6,961,370	8.1%
Non-Fiscal Year Grants	\$37,446,784	\$0	\$0	\$0	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	\$6,143,650	\$5,704,925	\$10,583,267	\$4,878,342	85.5%
DASH	\$0	\$0	\$0	\$0	N/A
<b>Total</b>	<b>\$133,536,638</b>	<b>\$92,478,457</b>	<b>\$104,318,169</b>	<b>\$11,839,712</b>	<b>12.8%</b>

## FISCAL YEAR HIGHLIGHTS

- The FY 2024 Non-Departmental budget is increasing \$11,839,712 or 12.8% as compared to the FY 2023 budget. This is largely due to increases in debt service associated with borrowing for City capital projects (paid for with funds from the General Fund operating budget), and borrowing for the Potomac Yard Metrorail station (paid for with funds from the Potomac Yard special revenue fund).
- The City's share of Alexandria City Public School (ACPS) debt service expense equaling \$32,220,940 has been budgeted separately in the ACPS budget section and is no longer shown in the Non-Departmental budget. In FY 2023, ACPS' share of debt service was \$31,941,000.
- Cash Capital expenditures (which includes both City and ACPS Cash Capital) are increasing by \$2,248,081 or 6.9% as compared to the FY 2023 budget.
- Contingent Reserves funding is decreasing \$1,215,966 or -36.6% as compared to FY 2023. This reflects the net adjustments of removing one-time contingency funds, and adding new contingency items for FY 2024.





# Non-Departmental

## DEBT SERVICE

Expenditures by Type	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved
General Obligation Debt Service: WMATA	\$989,977	\$956,804	\$922,974
General Obligation Debt Service: General City (excluding ACPS)	\$30,786,540	\$38,432,176	\$45,633,481
General Obligation Debt Service: Potomac Yard Metrorail Station	\$5,704,925	\$5,704,925	\$10,447,267
Northern Virginia Transportation District Debt Service	\$256,070	\$256,070	\$256,070
<b>Total Expenditures (All Funds)</b>	<b>\$37,737,512</b>	<b>\$45,349,975</b>	<b>\$57,259,792</b>

The City’s share of Alexandria City Public School (ACPS) debt service expense equaling \$32,220,940 has been budgeted separately in the ACPS budget section and is no longer shown in the Non-Departmental budget. In FY 2023, ACPS’ share of debt service was \$31,941,000. The Potomac Yard Metrorail Station Fund debt service of \$10,447,267 for FY 2024 includes capitalized interest paid for with bond proceeds (\$5,704,925) and the remainder will be paid for by tax revenues and developer contributions generated in Potomac Yard (\$4,742,342).

**Debt Service**

Total debt service (excluding ACPS) increases in FY 2024. Based on staff’s analysis of the projected cash flow of existing on-going projects and the planned projects scheduled to begin in FY 2023 and FY 2024, it is anticipated that the City will need to schedule its next bond issuance during FY 2024. The final size and timing of the City’s next issuance will need to address both newly appropriated FY 2024 projects, and portions of the deferred borrowing initially planned for FY 2020—FY 2023. Staff will bring a bond authorization ordinance for City Council consideration in conjunction with the FY 2024 Appropriation Ordinance in June 2023 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 2024 budget (totaling approximately \$1.5 million), which are budgeted in the Fire Department (\$0.9 million) and the Department of Transportation & Environmental Services (\$0.7 million).

## CIP CASH CAPITAL

Expenditures by Type	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved
Transfer to Capital Projects (CIP Cash Capital)	\$43,938,304	\$32,650,000	\$34,898,081
<b>Total Expenditures (All Funds)</b>	<b>\$43,938,304</b>	<b>\$32,650,000</b>	<b>\$34,898,081</b>

**Transfer to Capital Projects (CIP Cash Capital)**

The FY 2024 budget includes \$34,898,081 in General Fund cash capital to be transferred to the CIP to support City and ACPS capital projects. This represents an increase by \$2,248,081 or 6.9% relative to the FY 2023 budget. This is reflective of the \$1,579,181 added to cash capital by City Council as part of the Add/Delete process in the FY 2024 budget. An additional \$1.8 million in cash capital has been budgeted in the Fire Department to support their Heavy Vehicle and Apparatus replacement program, for a total general fund cash capital transfer of \$36,729,181.

The General Fund cash capital transfer of \$36,729,181 represents 4.2% of all General Fund expenditures in the FY 2024 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 2024 budget, totaling \$29.8 million.



# Non-Departmental

## CITY MEMBERSHIPS

Expenditures by Type	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved
City Memberships	\$401,259	\$446,322	\$453,216
<b>Total Expenditures (All Funds)</b>	<b>\$401,259</b>	<b>\$446,322</b>	<b>\$453,216</b>

### City Memberships

The budget for City Memberships increases by \$6,894 in FY 2024, reflecting a slight increase in membership costs for existing memberships.

- Metropolitan Washington Council of Governments, \$192,311
- Northern Virginia Regional Commission, \$130,205
- Virginia Municipal League, \$47,800
- National League of Cities, \$11,200
- Northern Virginia Transportation Commission, \$45,800
- U.S. Conference of Mayors, \$15,200
- Virginia Institute of Government, \$10,700

## INSURANCE

Expenditures by Type	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved
Insurance Charges	\$6,611,674	\$7,219,200	\$4,579,000
<b>Total Expenditures (All Funds)</b>	<b>\$6,611,674</b>	<b>\$7,219,200</b>	<b>\$4,579,000</b>

### 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 decreasing by \$2,640,200 from FY 2023 levels. This decrease is largely driven by changes in the City's funding strategy for Other Post Employment Benefits (OPEB). In previous years, funding was included in Non-Departmental to provide additional funding to support group life insurance and group health insurance plans (in FY 2023, \$2.5 million and \$0.7 million, respectively). These OPEB funds have now reached a maturity level in which their expenses can be addressed by pension fund assets along with contribution rates budgeted as part of departmental personnel budgets. For FY 2024, these additional OPEB contributions have been eliminated from the Non-Departmental budget.



# Non-Departmental

## EMPLOYEE COMPENSATION RELATED ITEMS

Expenditures by Type	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved
Old Public Safety Pension Plan	\$1,700,000	\$1,700,000	\$850,000
Employee Wellness Initiative Increase (Work n Well)	\$0	\$400,000	\$400,000
City Manager Contingent Funding for Personnel Investments	\$0	\$0	\$671,274
Other Employee Compensation Items	\$570,000	\$496,351	\$918,399
<b>Total Expenditures (All Funds)</b>	<b>\$2,270,000</b>	<b>\$2,596,351</b>	<b>\$2,839,673</b>

### Employee Compensation Related Items

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

- Funding for the closed public safety pension plan (\$850,000);
- Funding to support the Employee Wellness Incentive Program incentive earned by employees (\$400,000);
- Funding to address to-be-determined changes to health insurance plan costs (\$299,061); and
- City Manager contingent funding for targeted personnel investments (\$671,274).

### Approved Pay Scale Increase

The Approved FY 2024 budget builds upon the FY 2023 enhancements to compensation approved by City Council, and includes a 2.0% increase to pay scales for General scale employees, Sheriff’s Deputies, and non-collectively bargained police and fire employees. This increase ties directly to the Council’s priority of making Alexandria an Employer of Choice, by adjusting compensation to better reflect regional market rates. For the Proposed budget, the proposed increase to pay scales was budgeted in Non-Departmental, but these costs have been distributed to departments for the FY 2024 Approved Budget.

### City Manager Contingency for Personnel Investments

This funding in Non-Departmental will be used for a number of targeted personnel investments that the City Manager recommends funding, but require further study by staff during the course of FY 2024, as to feasibility, need, and best manner to deliver services, and where best to place positions:

- Commonwealth Attorney positions (3.0 FTEs) to support management of Body Worn Camera program (\$287,679);
- Night/Weekend Zoning Inspector position (\$83,595);
- Public Safety Mental Health Clinician services (\$100,000); and
- Targeted Market-Based Compensation Adjustments (\$200,000).

# Non-Departmental



## OTHER OPERATING EXPENSES

Expenditures by Type	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved
Summer Interns	\$371	\$22,939	\$22,939
Vacancy Savings	\$0	-\$366,046	\$0
ARPA Reserve Account	\$35,441,951	\$0	\$0
COVID Response-Related Expenses	\$5,038,033	\$0	\$0
DCHS Lease Overlap	\$314	-\$936,114	\$0
Other Expenditures	\$843,724	\$311,560	\$297,164
<b>Total Expenditures (All Funds)</b>	<b>\$41,324,394</b>	<b>-\$967,661</b>	<b>\$320,103</b>

**Other Operating Expenditures**

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



# Non-Departmental CONTINGENT RESERVES

Expenditures by Type	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved
Contingent Reserves	\$0	\$3,324,170	\$2,108,204
<b>Total Expenditures (All Funds)</b>	<b>\$0</b>	<b>\$3,324,170</b>	<b>\$2,108,204</b>

Item	Description/Impacts	Amount
<b>TOTAL FY 2023 APPROVED ALL FUNDS BUDGET</b>		<b>\$3,324,170</b>
All	Remove \$3,324,170 of one-time funding for FY 2023 contingency items. Expenditures budgeted here in FY 2023 related to Out-of-School Time and Climate Change initiatives were moved to their respective departments. Funding for the Night/Weekend Zoning Inspector has been moved to the Employee Compensation section of Non-Departmental.	(\$3,324,170)
Inova Alexandria Hospital Appropriation	This funding represents the deletion of approximately 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 2024 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.  During the Add/Delete process, City Council directed staff to fund the emergency bed finder from the City Manager's alternative budget options from the Inova general contingency, reducing it by \$79,250 from \$490,575 to \$411,325.	\$411,325
Language Stipend Contingency	This funding would provide additional pay (stipend or bonus) to staff that utilize their language skills on a regular basis during the course of their regular workday, week, or if they enlist to be on call for a bonus. The plan for this pay incentive will be presented to City Council as part of the process to release these contingency funds.  This item was also included as a Contingent Reserve item in FY 2023.	\$300,000
Childcare Services at select Council, board, committee, and commission events	This funding would provide child-minding services at Council Town Hall events (4) and select board, committee, and commission (BCC) meetings. Council staff will work with Commission Chairs to determine 2-3 BCCs with greatest need to support an initial program. Selected BCCs will then coordinate implementation of child-minding services.	\$50,000
Local Housing Voucher Program Study	This funding will be used for a study to determine the feasibility and how best to structure (e.g. legal review, subsidy amounts, landlord engagement, etc.) a voucher-like program that stabilizes housing and enables access for low-income households across the City's private rental market. Any remaining funds would be leveraged to support the Housing Master Plan update.	\$250,000
Northern Virginia Juvenile Detention Center Contingency	A portion (\$657,629) of the City's appropriation for the Northern Virginia Juvenile Detention Center has been placed into contingent reserves. This contingent allocation will remain pending until City staff have provided recommendations that:  1) Optimize capacity within Northern Virginia for Juvenile Secure Detention services 2) Leverage available physical plant capacity for alternative uses 3) Pursue new regional partnerships for use of facilities and staffing	\$657,629

(continued on next page)



# Non-Departmental

## CONTINGENT RESERVES (CONTINUED)

Item	Description/Impacts	Amount
Central coordinator for Immigrant Affairs/Refugee Resettlement	This funding will be used to explore resources that could advance efforts to connect our immigrant communities with information, resources, and services and address the unique challenges of Alexandria’s immigrant populations. Council encouraged staff to consider the purpose of this program, what the program would look like, and who is being served while noting the Department of Community and Human Services' involvement moving forward.	\$110,000
RPCA mental health pilot position	This funding will be used to develop a pilot program at two RPCA facilities to provide mental services at community spaces. Council agreed to allow staff flexibility in determining the type of position most appropriate for this program.	\$75,000
Private security camera incentive program	This funding will be used to develop a private security incentive program. This initiative would provide a small incentive to businesses and homeowners who invest in a private security camera. The goal of this initiative is to encourage businesses and homeowners to set up cameras to increase safety and deter crime, as well increase the partnership between residents, businesses, and the Alexandria Police Department (APD). Council also asked staff to explore what other efforts could be undertaken to promote cameras without financial incentives and that the Alexandria Police Department staff consider which programs would benefit from additional community support.	\$20,000
INOVA Bed Finder Contingency	This funding will be used for an emergency bed finder position which will facilitate expedited placements of Alexandrians experiencing a mental health crisis. Dedicating a resource to expediting placements will increase availability of Alexandria Police Department officers currently assigned to those awaiting beds and more efficiently clear emergency room spaces, as well as accelerate treatment for patients awaiting these placements. Through the Add/Delete process, Council directed staff to fund this position out of the existing Inova Alexandria Hospital contingency, resulting in a general contingency of \$411,325 and an emergency bed finder contingency of \$79,250.	\$79,250
Adult & Aging Services State Funding Shortfall Contingency	This funding is intended to fill the state funding gap created by Virginia budget formula changes related to the Older Americans Act and could be eliminated by changes to the State’s budget upon final adoption.	\$19,000
Rental Inspection Contingency	This funding is for a staff position to conduct enhanced proactive inspection and follow up of non-compliant multi-family rental properties. This position will be funded via Code Fund revenue.	\$136,000
<b>TOTAL FY 2024 APPROVED ALL FUNDS BUDGET</b>		<b>\$2,108,204</b>



# Non-Departmental

## RESPONSE TO EMERGENCIES

Expenditures by Type	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved
Response to Snow & Ice Emergencies	\$1,253,496	\$860,100	\$860,100
<b>Total Expenditures (All Funds)</b>	<b>\$1,253,496</b>	<b>\$860,100</b>	<b>\$860,100</b>

**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 Performance Analytics



The Office of Performance Analytics (OPA) is a department focused on producing data-driven solutions and business intelligence to help the organization deliver efficient, effective, and equitable services. OPA is a team of data, analysis, evaluation, research, and process improvement experts available to support continuous improvement for employees, departments, leaders, and decision-makers across the City. The Office provides analytical guidance, data analysis, rigorous surveying, process analysis, program evaluation, data centralization and automation, and more to help the City understand and solve problems. OPA is proud of its objectivity, rigorous methodologies, and ability to collaborate with all stakeholders.

**Department Contact Info**

703.746.3729

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

**Department Head**

Greg Useem





## EXPENDITURE SUMMARY

	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
<b>Expenditures By Character</b>					
Personnel	\$530,221	\$582,266	\$756,863	\$174,597	30.0%
Non-Personnel	\$89,008	\$185,961	\$181,603	(\$4,358)	-2.3%
<b>Total</b>	<b>\$619,229</b>	<b>\$768,227</b>	<b>\$938,466</b>	<b>\$170,239</b>	<b>22.2%</b>
<b>Expenditures by Fund</b>					
General Fund	\$619,229	\$768,227	\$938,466	\$170,239	22.2%
<b>Total</b>	<b>\$619,229</b>	<b>\$768,227</b>	<b>\$938,466</b>	<b>\$170,239</b>	<b>22.2%</b>
<b>Total Department FTEs</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>	<b>0.0%</b>

## FISCAL YEAR HIGHLIGHTS

- Personnel costs increase due to a Performance Analyst III over-hire position that was previously ARPA-funded being General Fund supported in FY 2024 and assumed increases in benefit rates and health insurance premiums.
- Non-personnel costs decrease mainly due to the discontinued program funding for the data peak academy. Non-personnel also includes costs for replacement laptops for current staff.
- The FY 2024 approved budget includes a total pay scale increase of 2.0% for all General scale employees, non-collectively bargained Police and Fire employees, and Sheriff's Deputies.



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
<b>TOTAL FY 2023 APPROVED ALL FUNDS BUDGET</b>	<b>5.00</b>	<b>\$768,227</b>
<p><b>All Programs</b></p> <p>Current services adjustments—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year, including regular increases and/or decreases in salaries &amp; benefits, contracts, materials, and a vacancy savings factor. Current services also includes \$5,475 for two replacement laptops.</p>	0.00	\$71,762
<p><b>Office of Performance Analytics</b></p> <p>Peak academy program—The FY 2024 Approved Budget reduces funding for the peak academy program. This reduction serves as a service elimination. The total savings resulting from the peak academy reduction is \$36,000. The remaining \$24,477 is retained with the non-personnel budget.</p>	0.00	(\$11,523)
<p><b>All Programs</b></p> <p>Market rate adjustments—The FY 2024 Approved Budget builds upon the FY 2023 enhancements to compensation approved by the City Council and includes a 2.0% increase to pay scales for General scale employees, non-collectively bargained Police and Fire employees, and Sheriff’s Deputies.</p>	0.00	\$10,000
<p><b>Office of Performance Analytics</b></p> <p>Performance Analyst position — The cost of the 1.0 over-hire Performance Analyst position, which was ARPA-funded in FY 2023, has been moved into the General Fund budget in FY 2024.</p>	0.00	\$100,000
<b>TOTAL FY 2024 APPROVED ALL FUNDS BUDGET</b>	<b>5.00</b>	<b>\$938,466</b>



## PERFORMANCE INDICATORS

### Indicators in the City Council Priorities this Department contributes to:

- Annual improvement in resident perception of the quality of public information services
- Annual improvement in resident perception of the responsiveness of Alexandria government to resident's requests, questions, and concerns
- Annual improvement in resident perception of Alexandria government's transparency to the public

### Department Key Indicators

All data is reported by the department. Blue arrows indicate improvement, red arrows indicate a need for improvement, gray arrows are neutral, and absence of an arrow indicates no trend. The dashed line is the target selected by the department.

Indicators	Most Recent	Change from Last	Annual Trend with Target		
Percent of departments working with OPA	85%	▼	86%	85%	100%
			FY21	FY22	
Number of analytics projects completed and in progress	79	▼	110	79	
			FY21	FY22	
Number of projects in queue	119	▲	100	119	
			FY21	FY22	
Number of analytics trainings conducted for City employees	5	▲	4	4	5
			FY20	FY21	FY22
Number of datasets and dashboard assets maintained	92	▲	79	92	
			FY21	FY22	



## SERVICES PROVIDED BY DEPARTMENT

Service	Description
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.
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.
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.

# 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 head of this office is the General Registrar who is appointed to her position by the Alexandria Electoral Board.

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

[www.alexandriava.gov/Elections](http://www.alexandriava.gov/Elections)

**Department Head**

Angela Turner

# Office of Voter Registration & Elections



## EXPENDITURE SUMMARY

	FY 2022 Actual	FY 2023 Approved	FY 2024 Approved	\$ Change 2023 - 2024	% Change 2023 - 2024
<b>Expenditures By Character</b>					
Personnel	943,292	\$1,019,180	\$1,138,491	\$119,311	11.7%
Non-Personnel	442,336	\$400,354	\$608,637	\$208,283	52.0%
<b>Total</b>	<b>1,385,628</b>	<b>\$1,419,534</b>	<b>\$1,747,128</b>	<b>\$327,594</b>	<b>23.1%</b>
<b>Expenditures by Fund</b>					
General Fund	1,385,628	\$1,419,534	\$1,747,128	\$327,594	23.1%
<b>Total</b>	<b>1,385,628</b>	<b>\$1,419,534</b>	<b>\$1,747,128</b>	<b>\$327,594</b>	<b>23.1%</b>
<b>Total Department FTEs</b>	<b>6.60</b>	<b>6.60</b>	<b>6.60</b>	<b>-</b>	<b>0.0%</b>

## FISCAL YEAR HIGHLIGHTS

- Personnel increases are based on increases in the General Registrar's base salary as mandated by the State, FY 2024 benefit costs, temporary and contractual services associated with the increased use of by-mail voting by City of Alexandria voters, as well as an increase in projected seasonal staffing and overtime costs associated with the November 2023 General election and Primary elections in March and June of 2024.
- Non-Personnel increases are based on higher printing and postage costs associated with the use of by-mail voting, licensing fees for voting equipment, and a one-time increase for additional printing and postage for an informational mailer ahead of the 2023 General election.

# Office of Voter Registration & Elections



## DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
<b>TOTAL FY 2023 APPROVED ALL FUNDS BUDGET</b>	<b>6.60</b>	<b>\$1,419,534</b>
<p><b>All Programs</b></p> <p>Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year, including regular increases and/or decreases in salaries &amp; benefits, contracts, and materials. This adjustment also reflects additional expenses associated with the Presidential primary elections in March of 2024, to be reimbursed with additional funding from the Virginia Department of Elections.</p>	0.00	\$263,794
<p><b>All Programs</b></p> <p>The Approved Budget includes a one-time increase of \$50,800 for a non-partisan, City-wide mailer in advance of the November General Election, including information on early voting, identification requirements, and sample ballots.</p>	0.00	\$50,800
<p><b>Market Rate Adjustment</b></p> <p>The FY 2024 Approved Budget builds upon the FY 2023 enhancements to compensation approved by City Council and includes a 2.0% increase to pay scales for General scale employees, non-collectively bargained Police and Fire employees, and Sheriff's Deputies.</p>	0.00	\$13,000
<b>TOTAL FY 2024 APPROVED ALL FUNDS BUDGET</b>	<b>6.60</b>	<b>\$1,747,128</b>

# Office of Voter Registration & Elections



## PERFORMANCE INDICATORS

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

Indicators	Most Recent	Change from Last	Annual Trend with Target			
Percent of polling places that open on-time	100%	▶	100% FY20	100% FY21	100% FY22	100%
Number of election officers recruited, trained, and placed on election day (including primaries)	498	▼	650 FY20	812 FY21	498 FY22	
Number of voters per election officer in general elections	103	▼	137 FY20	131 FY21	103 FY22	135
Percent of absentee ballots sent within one day of receiving completed absentee ballot application	99.8%	▶	99.8% FY20	99.8% FY21	99.8% FY22	
Number of voter registration transactions (new applications, address changes, cancellations, and denials)	55,382	▼	57,178 FY20	62,967 FY21	55,382 FY22	
Percent of voter registration transactions completed without error	99.6%	▶	99.2% FY20	99.6% FY21	99.6% FY22	
Percent of voter registration transactions completed online	87.8%	▲	73.9% FY20	84.9% FY21	87.8% FY22	
Percent of voters who cast their ballot prior to election day (in person/early and by-mail)	43.6%	▼	8.4% FY20	68.3% FY21	43.6% FY22	



# Office of Voter Registration & Elections



## SERVICES PROVIDED BY DEPARTMENT

Service	Description
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.
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.
Local Candidate Qualifications	Ensure that candidates for office file all the required paperwork and meet qualifications for office.
Campaign Finance	Ensure that candidates file on-time campaign finance reports and provide full disclosure of the campaign's financial activities to the public.