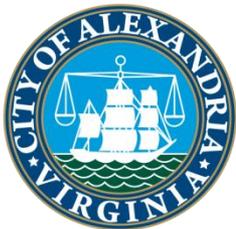


City Council Budget Work Session

February 12, 2014

T&ES/RPCA Field Operations Building
2900 Business Center Drive
6:00pm to 8:00pm



Work Session Objectives



- Define the Focus Area Teams and Related Departments
- Highlight two Focus Area Teams:
 - Livable, Green, and Prospering City
 - Accountable, Effective and Well-Managed Government
- Discuss FY 2014 Investments and FY 2015 Issues

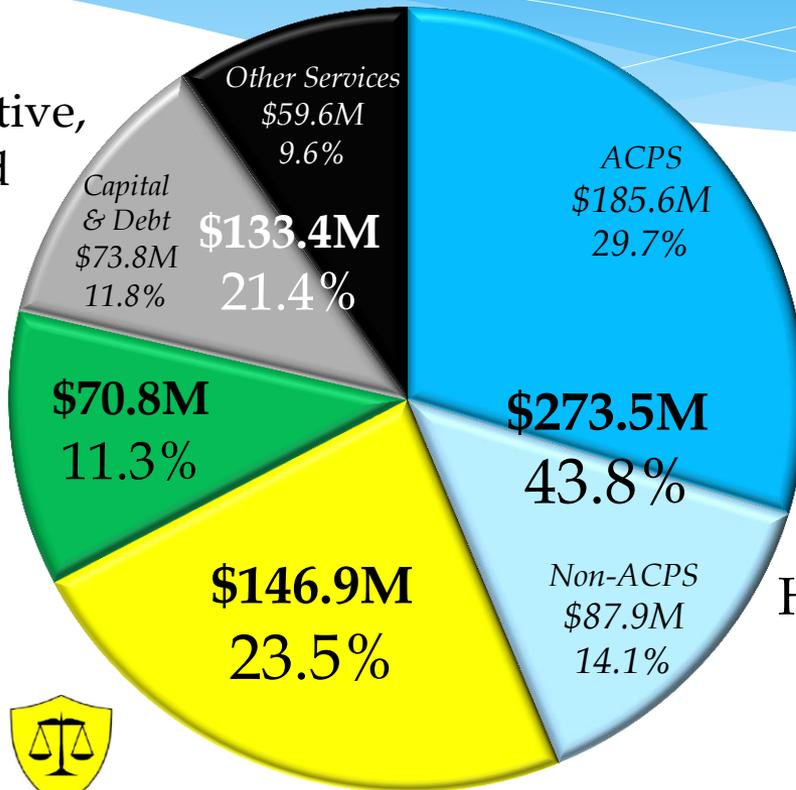
In FY 2014, the City had \$624 million in General Fund Revenue, and this is what we did with it...



Accountable, Effective,
& Well-Managed
Government *



Livable, Green, &
Prospering



Healthy & Thriving
Residents



Safe, Secure, & Just
Community

* Accountable, Effective, & Well-Managed Government includes Cash Capital and Debt Service for All City and ACPS capital projects

Livable, Green & Prospering

Livable, Green, & Prospering



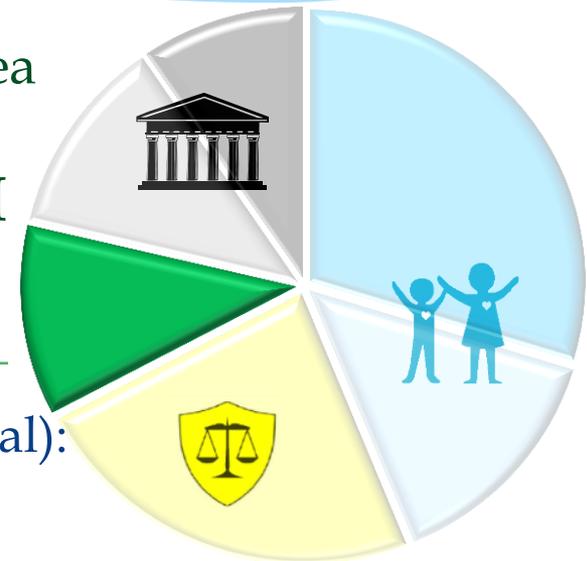
■ Departments

- Code Administration
- Office of Historic Alexandria
- Housing
- Planning & Zoning
- Project Implementation
- Transportation & Environmental Services

– Notable Outside Agency Investments (\$27.1M total):

- Economic Development Activities:
 - ACVA - \$3.4M
 - AEDP - \$1.7M / SBDC - \$419K
 - Marketing Fund - \$135K
 - Holiday Lights - \$71.9K / First Night - \$45K
- Alexandria Housing Development Corporation - \$279K
- Transit Subsidies - \$21.1M

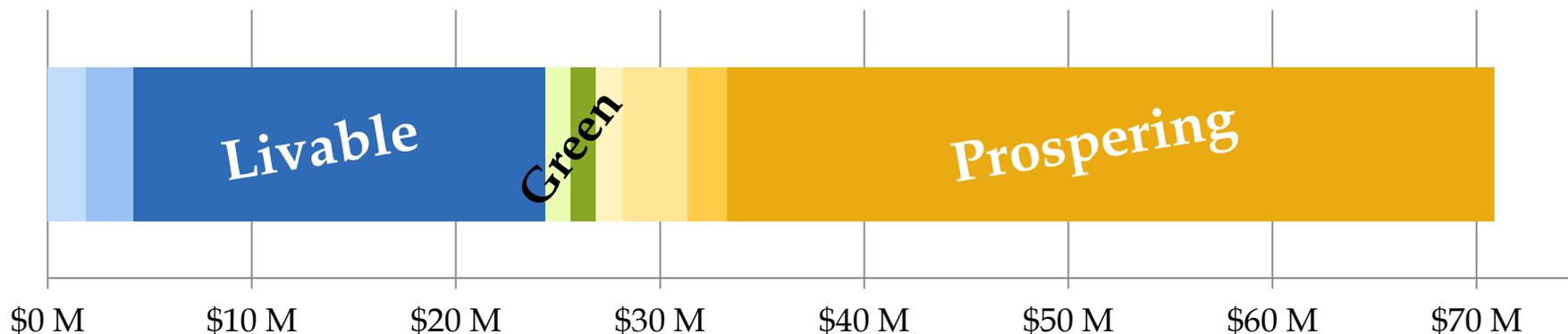
Focus Area
Total:
\$70.8M





Livable, Green & Prospering City

The City invested **\$70.8M** (11.3% of General Fund revenues) in FY14 on the following outcomes:



Livable: \$24.4 M in 21 Programs

Promote neighborhoods that are amenity rich	\$1.9M
Promote neighborhoods that are inclusive and diverse	\$2.3M
Promote an attractive urban environment that reflects our history and provides well-functioning infrastructure	\$20.2M

Green: \$2.5M in 2 Programs

Improve the City's air quality	\$1.2M
Sustain the natural quality of land within the City	
Improve the health of City waterways	\$1.3M

Prospering: \$43.9M in 10 Programs

Increase the value of the City's real estate tax base	\$1.3M
Increase the economic benefits of tourism to the City	\$3.2M
Ensure Alexandria supports, retains, and attracts businesses	\$1.9M
Increase transportation system mobility, connectivity, and accessibility that supports the City's economy	\$37.5M

CODE ADMINISTRATION BY PROGRAM

\$822,975 General Fund
\$6,363,114 All Funds

50.7 FTE



Plan Review

\$1.2M All Funds



New Construction

\$2.3M All Funds

610 inspections completed per week



Permit Center

\$749K All Funds

9,357 Permits Issued



Property Maintenance & Nuisance Activities

\$823K GF

160 average # of inspections per week



Administrative Support

\$1.3M All Funds

PLANNING AND ZONING BY PROGRAM

\$5,813,984 General Fund
\$6,085,811 All Funds

50.0 FTE



Development Review

\$1.3M GF /
\$1.4M All Funds

725 permits reviewed

Land Use Regulatory Services

\$1.7M GF /
\$1.8M All Funds

3,500 permits / licenses /
grading plans processed



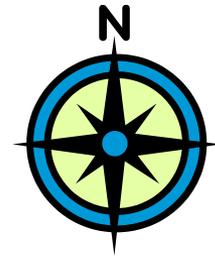
Neighborhood and Community Planning

\$1.0M



Leadership and General Management

\$814K



Geographic Information Systems

\$1.6M

PROJECT IMPLEMENTATION BY PROGRAM

\$337,568 General Fund
\$337,568 All Funds

2.0 FTE



**Office of Project
Implementation**

\$338K

This figure reflects the Fiscal Year 2014 approved budget which included 2 positions.

As the City Manager's Office fully developed the mission of DPI, 19 existing positions from T&ES and Planning and Zoning were reallocated to DPI.

TRANSPORTATION & ENVIRONMENTAL SERVICES

BY PROGRAM

\$32,675,128 General Fund /
\$46,039,659 All Funds

220.5 FTE

Plan Review / Permitting

\$1.8M GF /
\$2.1M All Funds

525 site plans reviewed



Capital Projects

\$1.3M

315 water quality site plans reviewed

Recycling

\$1.8M

67,280 tons of recycling collected
 (residential, commercial, multi-family)



Refuse Collection

\$4.4M

24,000 tons of trash collected
 (residential and commercial)



Street Cleaning

\$2.3M

32,000 lane miles swept and flushed



Leadership and Management Support and Vehicle Replacement

\$3.0M



Sewer Maintenance

\$1.2M GF /
\$11.0 M All Funds



Environmental Quality

\$1.2M GF /
\$1.2 M All Funds

Transportation Expansion Program

\$5.9M



Streets and Sidewalk Maintenance

\$3.6M

17.63 miles of street resurfaced
 Cost per lane mile resurface: **\$184,583**
5,800 sidewalks replaced

Regional Transportation Systems

\$625K GF /
\$2.1M All Funds



Transportation Planning and Support

\$1.6M GF /
\$2.0M All Funds

290 signals maintained
180 multi-spaced meters maintained

Transportation Management

\$5.3M



TRANSIT SUBSIDIES (ALL PROGRAMS)

\$21,076,100 General Fund
\$21,076,100 All Funds

0.0 FTE



DASH Bus

\$10.8M

WMATA

\$8.0M



VRE Commuter Rail

\$134K

Trolley/Shuttle

\$830K

DOT Paratransit

\$1.3M



Major Investments and Initiatives in FY '14



Regulatory

- **Sanitary sewer permit finalized**
- **Initiated storm sewer planning**

Transit & Transportation

- Potomac Yard Metrorail Station EIS
- NVT A – new transportation funding
- DASH expansion
- **Street pavement conditions analyzed**
- Complete Streets/Bikeshare/Paths

Major Investments and Initiatives in FY '14



Economic Development Initiatives

- *Extraordinary Alexandria* brand launched
- Veterans small business – new focus
- National Science Foundation

Community Development Priorities

- Waterfront Planning
- Housing Master Plan
- Beauregard Plan
- Continuous improvement of permit processes continues
- **Department of Project Implementation created**

Issues/Opportunities for FY '15



- Development (Re-Development) Activity
 - Waterfront Plan implementation
 - WMATA bus barn site planning initiated
 - Eisenhower West Small Area Plan process
 - ARHA Redevelopment planning
 - Beauregard Implementation
 - Bicycle-pedestrian Master Plan update
 - Potomac Yard Metrorail Station LPA selection
 - Robinson Terminal North & South planning



Issues/Opportunities for FY '15

- Start NVT A Funding Implementation
- Street repair and paving
- Sanitary and Stormwater implementation and planning
- Further implementation of one-stop Permit Center, including enhanced software system, reengineered permit processes
- Historic Alexandria enhancements: greater resident and tourist experience at museums
- Implement “What’s Next, Alexandria?”
- Affordable housing project implementation

Code Administration



Permit Center Improvements

- Small Business and Residential Projects Facilitation Team created
- Document Scanning/Imaging initiated
- Online Services enhancements
- Permit Center Reconfiguration undertaken
- Three-Tiered Permit Process Developed
- Permit Center Continuous Improvement Model developed
- Consolidated TES/Code Counter
- Permit Plan/Land Management System Replacement RFP process underway

Planning and Zoning



Special Use Permit (SUP) Process Improvements

- New SUP cases totaled 96 in 2013, the highest since 2008
- Demand for a series of SUP inspections
- Process improvements to eliminate backlog:
 - Digitizing all 3,500 SUP files of approved cases
 - Using technology to make inspection activity more efficient
 - SUP inspection productivity is increasing accordingly

Board of Architectural Review (BAR) Digital Mobile Survey

- Created a tablet-based GIS survey tool to document historic resources
- Completed Phase I of the OHAD historic resources survey
- GIS based survey data for more accurate information available for the preparation of BAR staff reports
- Survey data available on-line for realtors, property owners, & design professionals
- Tablet-based survey tool has broad application

Project Implementation



- Design and Construction of Infrastructure Projects
- Small Area Plan Implementation
- Over \$400 Million in Transportation Projects in 10-year CIP
- \$136M Storm and Sanitary Sewer Projects in 10-year CIP
- Inter-Departmental Coordination (T&ES, P&Z, RP&CA)
- Clear Focus on Project Management
 - Improved Processes
 - Project Management Training
 - Shorter Project Delivery Timetable
 - Improved Cost Estimating
- FTEs from T&ES (18.0), OPI (2.0), P&Z (1.0)

Transportation & Environmental Services



Street Pavement Condition Analysis

- FY 14 Initiatives
 - Pavement Management System
 - Field condition evaluation completed in 2013.
 - A comprehensive database that contains current and historical information on pavement conditions and traffic
 - A model that allows the City to determine existing and future pavement conditions, predict financial needs and identify/prioritize pavement maintenance projects
 - Resulted in the development of a 3-year paving schedule

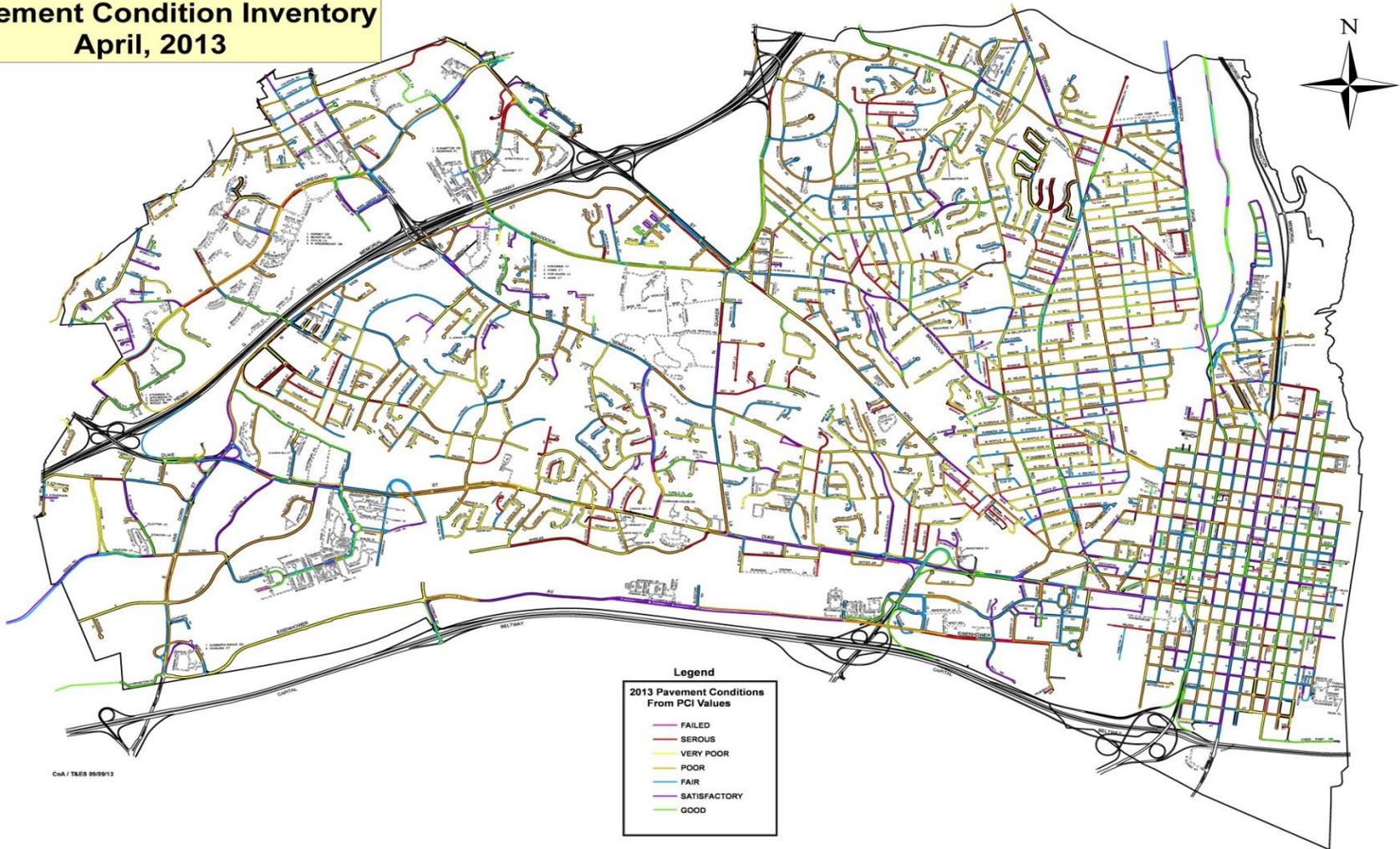
- FY 15 Opportunities:
 - Pavement Condition Index (PCI) completed in 2013 analysis
 - Citywide road network PCI = 56.5 out of 100 (poor/fair)
 - City has averaged 20 lane miles of resurfacing annually
 - Streets on a 20-25 year cycle



Pavement Condition Inventory



Pavement Condition Inventory
April, 2013



CoA / TRS 080913

Transportation & Environmental Services



Stormwater and Sanitary Sewer

- FY 14 Initiatives: Stormwater Permit/Infrastructure
 - Received Stormwater MS4 permit
 - New Requirements – planning, reporting, maintenance
 - Specific Pollution Reduction Targets – will require BMPs
 - Inter-departmental Stormwater Steering Committee
 - New permit - 5% of pollution reduction in this permit cycle
 - New ordinance going to Council

- FY 14 Initiatives: CSS Permit/Sanitary Infrastructure
 - Successfully negotiated and received new permit
 - Developing update to Long Term Control Plan with improvement projects in this permit cycle
 - TMDL Compliance – no later than 2035
 - Started community outreach
 - \$1M grant in Governor’s proposed budget
 - Funding for short term improvements identified
 - Established long-term system issue resolution process with AlexRenew & Fairfax County

Transportation & Environmental Services



Stormwater and Sanitary Sewer

- FY 15 Opportunities
 - Move forward with community outreach – Long Term Control Plan Update (LTCPU) and Stormwater
 - Alternatives analysis for LTCPU
 - Begin design of new projects
 - Develop path forward on funding strategies and continue to pursue grants
 - Evaluate infrastructure for system stresses related to age or growth driven demand
 - Prioritize rehabilitation and reconstruction
 - Enhanced inspection and maintenance of both sanitary and storm sewers including City-owned BMPs

Accountable, Effective & Well-Managed

Accountable, Effective, and Well-Managed Government

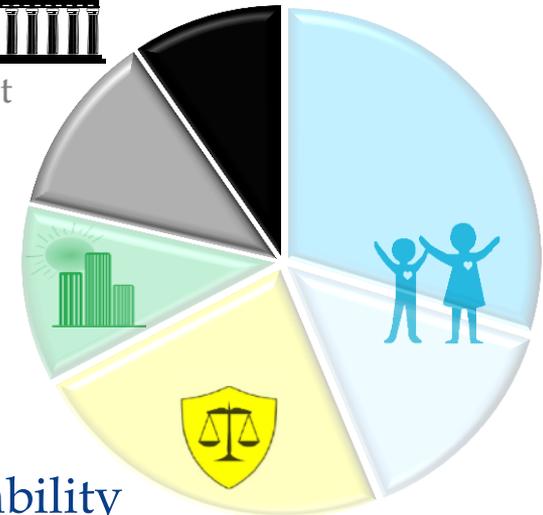


■ Departments:

- City Attorney
 - City Clerk
 - City Manager
 - Communications & Public Information
 - **Finance**
 - **General Services**
 - **Human Resources**
 - **Information Technology Services**
 - Internal Audit/Office of Performance & Accountability
 - Office of Management & Budget
-
- Notable Outside Agency Investments (**\$50K** total): :
 - Action Alexandria - **\$50K**

Focus Area Total:
\$133.4M

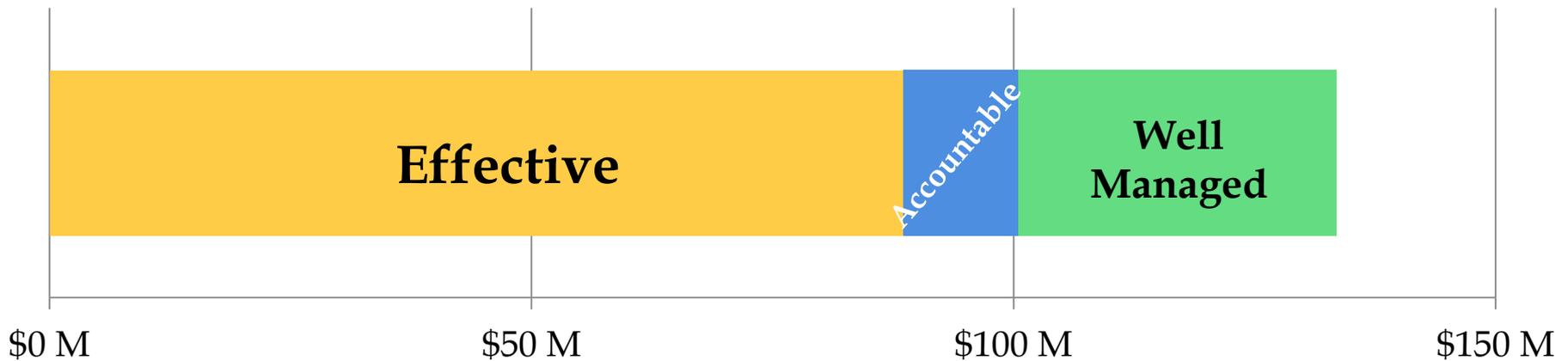
\$73.8M Cash Capital and Debt
\$59.6M Other Services





Accountable, Effective, & Well-Managed Government

The City invested **\$133.4M** (21.4% of all General Fund money) in FY14 for the following outcomes:



Effective:

Achieve results that the community values

\$88.6M*

13 programs

Accountable:

Ensure the City Government is accountable to the community

\$11.9M

9 programs

Well Managed:

Ensure the fiscal strength of the City Government

\$32.9M

18 programs

* Cash Capital and Debt Service for All City and ACPS capital projects is included in "Effective" outcome

FINANCE BY PROGRAM

\$11,127,469 General Fund
\$11,788,518 Total All Funds

92.7 FTE



Leadership and General Management

\$491K GF /
\$536K All Funds

Pension Administration

\$224K GF /
\$765K All Funds

1,456 employee/retiree consulting sessions
\$399.4M in long-term invested funds



Accounting

\$2.9M

488,001 payment transactions processed
2,914 capital, debt, bank, health and workers comp reconciliations

Purchasing

\$1.5M

500 significant contracts administered



Treasury

\$2.3M

220,000 tax payments processed
183,700 electronic / 36,300 manual payments
\$145M in short-term invested funds



Risk Management

\$250K

130 workplace safety consultations
240 workers comp claims process



Revenue

\$3.4M GF /
\$3.5M All Funds

1,923,308 tax transactions processed
167,843 demands for payment action sent
91,364 tax accounts reviewed/audited
1,300 applications processed for tax relief programs

GENERAL SERVICES BY PROGRAM

\$12,512,518 General Fund
\$12,589,431 Total All Funds

66.0 FTE



Facilities Management

\$6.2M

370 events managed
2,489,809 square feet of
property managed

Fleet Management

\$2.6M

900 units in fleet



Printing and Mail Services

\$345K

350,000 Pieces of Mail
Delivered



Leadership and General Management

\$1.7M

935 parking spaces managed



Energy Management

\$1.6M

4,200 Utility Bills Paid

HUMAN RESOURCES BY PROGRAM

\$3,011,789 General Fund
\$3,011,789 Total All Funds

23.0 FTE



Employee Relations and Talent Management

\$904K

80 disciplinary actions initiated

15 grievances settled

1,200 employees attending training classes

26,000 employment applications received



Classification and Compensation

\$574K

Conducted over 30 job series market analyses

Benefits and Records

\$756K

Moved 200 retirees to Medicare Advantage



Leadership & Management Support Services

\$778K

Review of over 30 HR administrative regulations

INFORMATION TECHNOLOGY SERVICES

BY PROGRAM

\$8,255,909 General Fund
\$8,384,972 Total All Funds

43.0 FTE



Leadership & Management Support Services

\$1.2M

38 departments supported

Communications Support

\$906K



Enterprise Business Systems Support

\$1.8M GF /
\$1.9M All Funds

190 databases under management



Network Operations

\$2.3M

280 servers managed

Customer Services

\$1.0M

11,200 telephone calls to the Help Desk

1,800 people trained



IT Project Management

\$766K

14 projects assisted

8,944 hours of support provided



Security

\$327K

Major Investments and Initiatives in '14



- **Enterprise Resources Program, Phase I & II** (new Accounting, Human Resources, Procurement and Budgeting system)
- **Results Alexandria**
 - Revamped Budget Process and Enhanced Management Analysis
 - Implemented AlexStat and Departmental Work Plans
 - Continued Implementation of Career Ladders and Pay for Performance Initiatives
- **Enhanced Information Technology System Security**
- **Initiated Fraud, Waste and Abuse Hotline**
- **Revised Fleet Management Strategy and Policies**
- **Initiated Call.Click.Connect**
- **Analyzed Compensation Philosophy and Current Administrative Regulations**



Issues/Opportunities for FY '15

- Website Redesign
- Update Administrative Regulations
- **Continued implementation of Risk Management strategies**
 - Revamped medical standards (for physically demanding positions) and pursuit of an Industrial/Organizational Psychologist
- **Continued Implementation of Enterprise Resources Program, Phases III & IV**
- **Continued Stabilization of City Infrastructure:**
 - Information Technology (security)
 - Public Buildings (preventative maintenance, security)
- **Review of long-term space planning and utilization for City facilities (including leased facilities)**
- Refine Call.Click.Connect
- Refine Results Alexandria

Finance



Enterprise Resource Planning (ERP)

- FY 14 Initiatives
 - Training / Change Process
 - Project Implementation and Structure
- FY 15 Opportunities
 - Transition from Project to Operational Ownership
 - Training/Utilization of Information

Risk Management

- FY 14 Initiatives
 - Safety Culture
 - Return to Work
- FY 15 Opportunities
 - Physical Fitness Standards
 - Disability Management

Human Resources



Risk Management

- FY 14 Initiatives
 - Medical Standards
 - Determine physical/health capabilities and develop standards
 - Request for Proposal (RFP) process initiated in FY 2014
 - Standards used during pre-employment process and ongoing fitness-for-duty evaluations
 - First step in a broader approach

- FY 15 Opportunities
 - Industrial/Organizational Psychologist
 - Competency based job analysis, diversity and succession planning strategies, and job selection (promotion) systems
 - Mitigates risk by ensuring City policies are non-discriminatory, legally compliant and aligned with best practices
 - Developed tools will help the City hire and retain high-performing employees

General Services



Fleet Management and Replacement Plan

- FY 14 Initiatives: Phase I Adjusted replacements based on best practices and life cycle costs
- FY 15 Opportunities: Phase II include Fire Department fleet

Facility Preventative Maintenance

- FY 14 Initiatives: Transition to Cityworks facility work order system
- FY 15 Opportunities: Increase preventative maintenance to extend the life of assets and perform 60% of PM requirements

Long Term Space Planning

- FY 14 Initiatives: Initial feasibility and space programming for City Hall as well as Old Town leases
- FY 15 Opportunities: Develop long term plan for ownership versus lease of office space

Information Technology Services



Data and System Security

■ FY 14 Initiatives

- Implementation of a Security Center – identify and remediate vulnerabilities in devices on the network
- Enhanced tools to conduct investigations due to security breaches
- Developed Security Plan
- Vulnerability Assessment of the network
- Reallocation of staff to manage security issues and update/create security policies
- Enhanced mobile device security management

■ FY 15 Opportunities

- Execution of the Security Plan
- Full implementation of Mobile Device Management for all existing smart tablets/phones connected to City resources
- Development of a baseline Security Architecture plan for all current network/security tools

Backup Slides / Handouts





Programs by Long Term Outcome

Livable, Green, & Prospering City

Livable: \$24.4 M in 21 Programs

Promote neighborhoods that are amenity rich **\$1.9M**

Code Administration

- Property Maintenance & Nuisance

Planning & Zoning

- Neighborhood and Community Planning

Promote neighborhoods that are inclusive and diverse **\$2.3M**

Housing

- Affordable Housing Development & Preservation
- Homeownership
- Housing Rehabilitation
- Landlord Tenant Relations
- Leadership & Management Support Services

Promote an attractive urban environment that reflects our history and provides well-functioning infrastructure **\$20.2M**

Historic Alexandria

- Historic Resources

Planning & Zoning

- Geographic Information Systems
- Land Use Regulatory Services
- Leadership & Management Support Services

Project Implementation

- Capital Projects
- Leadership & Management Support Services
- Neighborhood Planning & Community Development

Transportation & Environmental Services

- Capital Projects
- Leadership & Management Support Services
- Plan Review and Permitting
- Recycling
- Refuse
- Street Cleaning
- Vehicle Purchase

Green: \$2.5M in 2 Programs

Improve the City's air quality; and **\$1.2M**

Sustain the natural quality of land within the City

Transportation & Environmental Services

- Environmental Quality

Improve the health of City waterways **\$1.3M**

Transportation & Environmental Services

- Sewer Maintenance

Prospering: \$43.9 M in 10 Programs

Increase the value of the City's real estate tax base **\$1.3M**

Planning & Zoning

- Development Review

Increase the economic benefits of tourism to the City **\$3.2M**

Economic Development Activities

- Alexandria Convention and Visitors Association

Ensure Alexandria supports, retains, and attracts businesses **\$1.9M**

Economic Development Activities

- Alexandria Economic Development Partnership
- Other Economic Development Activities

Increase transportation system mobility, connectivity, and accessibility that supports the City's economy **\$37.5M**

Transportation & Environmental Services

- Regional Transportation Systems
- Streets and Sidewalk Maintenance
- Transportation Expansion Program
- Transportation Management
- Transportation Planning and Support

Transit Subsidies

- Transit Subsidies



Programs by Long Term Outcome

Accountable, Effective, & Well-Managed Government

Effective: 13 Programs		Accountable: 9 Programs		Well Managed: 18 Programs	
Achieve results that the community values	\$88.6M	Ensure the City Government is accountable to the community	\$11.9M	Ensure the fiscal strength of the City Government	\$32.9M
City Council <ul style="list-style-type: none"> City Council Operations Communications and Public Info <ul style="list-style-type: none"> Public Information and Internal Support Finance <ul style="list-style-type: none"> Revenue General Services <ul style="list-style-type: none"> Leadership & General Management Human Resources <ul style="list-style-type: none"> Employee Relations & Talent Management Total Compensation Information Technology Services <ul style="list-style-type: none"> Communications Support Customer Services Network Ops Security Non Departmental <ul style="list-style-type: none"> Capital Improvements City Memberships General Debt Service 		City Attorney <ul style="list-style-type: none"> Office of the City Attorney City Clerk & Clerk of Council <ul style="list-style-type: none"> City Clerk & Clerk of Council City Manager <ul style="list-style-type: none"> Organizational Leadership & Management Clerk of the Circuit Court <ul style="list-style-type: none"> Clerk of the Court Finance <ul style="list-style-type: none"> Purchasing Human Resources <ul style="list-style-type: none"> Benefits and Records Internal Audit <ul style="list-style-type: none"> Internal Audit Performance Management Real Estate Assessment <ul style="list-style-type: none"> Real Estate Assessments 		Finance <ul style="list-style-type: none"> Accounting Leadership & Management Support Pension Administration Risk Management Treasury General Services <ul style="list-style-type: none"> Energy Management Facilities Management Fleet Management Printing and Mail Services Human Resources <ul style="list-style-type: none"> Leadership & Management Support Information Technology Services <ul style="list-style-type: none"> Enterprise Business Systems Support IT Project Management Leadership & Management Support Non Departmental <ul style="list-style-type: none"> Contingent Reserves Insurance Charges Other Expenditures Waste Energy Office of Management & Budget <ul style="list-style-type: none"> Budget and Management Services 	