

# General Government

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# Finance Department

**Mission Statement:** The mission of the Finance Department is to provide long-term financial stability to the City through effective expenditure control, reliable and equitable revenue collection practices, sound cash and debt management policies, and responsible accounting, purchasing and pension administration practices.

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change
Personnel	\$6,700,196	7,614,250	7,849,823	3.1%
Non-Personnel	3,003,423	3,104,970	3,115,243	0.3%
Capital Goods Outlay	0	24,485	24,485	0.0%
<b>Total Expenditures</b>	<b>\$9,703,619</b>	<b>\$10,743,705</b>	<b>\$10,989,551</b>	<b>2.3%</b>
<b>Less Revenues</b>				
Internal Service	\$20,630	29,600	44,600	50.7%
Special Revenue Fund	219,049	239,519	239,401	0.0%
<b>Total Designated Funding Sources</b>	<b>\$239,679</b>	<b>\$269,119</b>	<b>\$284,001</b>	<b>5.5%</b>
<b>Net General Fund Expenditures</b>	<b>\$9,463,940</b>	<b>\$10,474,586</b>	<b>\$10,705,550</b>	<b>2.2%</b>
<b>Total Department FTE's</b>	<b>89.5</b>	<b>90.5</b>	<b>90.5</b>	<b>0.0%</b>

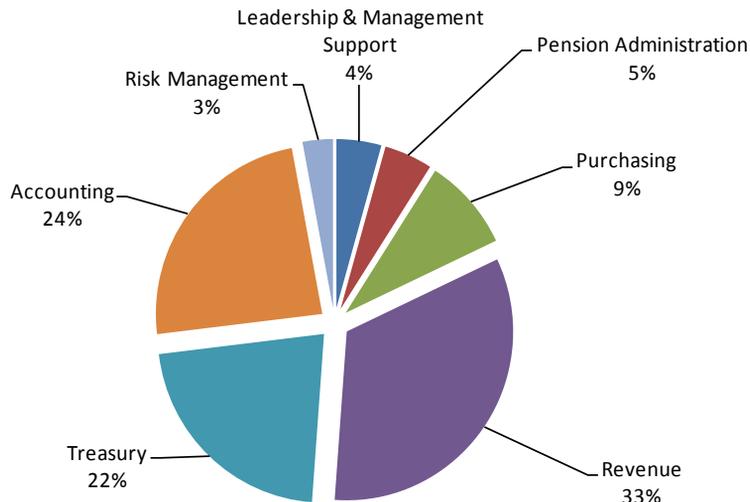
### Highlights

- In FY 2012, the proposed general fund budget increases \$230,964 or 2.2%.
- In FY 2012 personnel costs increase by \$235,573 or 3.1% due to merit step increases and benefit cost increases.
- In FY 2012 non-personnel costs increase by \$10,273. This is attributable to increases in contract costs for the personal property tax application (\$2,995); maintenance and support of the Financial and Asset Management system (\$3,530); the independent audit for the City and Schools (\$15,600); annual support for the procurement system (\$20,000); maintenance for the payroll system (\$2,981); and \$6,930 for increased lease costs . Non-personnel also include the reallocation of telecommunications systems costs from the ITS Department to user departments (\$25,010). The increases are offset by the reallocation of bank fees, (\$52,200) previously budgeted in the Cash Management and Investment activity, to user departments to ensure that budget authority exists where the transactions are occurring. Reductions identified in FY 2011 have been continued into FY 2012 for travel and contracted training (\$15,000).

## Selected Performance Measures

Selected Performance Measures	FY 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
Achievement of AAA/Aaa bond ratings with each bond issue	yes	yes	yes
% of compliance with City adopted debt policies in last fiscal year	100%	100%	100%
Maintain an overall collection rate for current year taxes greater than 95%	yes	yes	yes
% of GFOA standards met without comment on financial reporting	100%	100%	100%

## FY 2012 Proposed Expenditures by Program



# Finance Department

## Program Level Summary Information

### Expenditure Summary

Expenditure By Classification	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change
Leadership and Management Support	\$414,086	\$339,990	\$479,147	40.9%
Pension Administration	340,302	545,581	515,489	-5.5%
Purchasing	873,964	946,306	979,607	3.5%
Revenue	3,063,985	3,468,432	3,647,962	5.2%
Treasury	2,233,656	2,545,950	2,409,717	-5.4%
Accounting	2,449,298	2,606,538	2,634,335	1.1%
Risk Management	328,327	290,908	323,294	11.1%
<b>Total Expenditures</b>	<b>\$9,703,618</b>	<b>\$10,743,705</b>	<b>\$10,989,551</b>	<b>2.3%</b>

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change
Leadership and Management Support	1.0	1.0	2.8	180.0%
Pension Administration	3.0	3.0	3.0	0.0%
Purchasing	8.0	8.0	8.0	0.0%
Revenue	38.0	37.5	37.4	-0.3%
Treasury	17.5	17.6	17.6	-0.3%
Accounting	19.0	21.3	19.5	-8.5%
Risk Management**	3.0	2.0	2.5	22.5%
<b>Total full time employees</b>	<b>89.5</b>	<b>90.5</b>	<b>90.5</b>	<b>0.0%</b>

Finance Programs and Activities		Dept Info
<p><b>Leadership &amp; Mgmt Support Services</b> Leadership &amp; General Mgmt</p> <p><b>Pension Administration</b> Pension Investment Retirement Plan Admin.</p> <p><b>Revenue</b> Business &amp; Personal Property Tax Assessment Delinquent Tax Collections Tax Audit, Research &amp; Analysis Taxpayer Assistance/ Customer Relations</p> <p><b>Purchasing</b> Purchasing</p>	<p><b>Treasury</b> Payment Processing Tax Billing Cash Management/ Investment Parking Adjudication</p> <p><b>Accounting</b> Financial Reporting Paying &amp; Billing Vendors/Employees Reconciliations</p> <p><b>Risk Management</b> Tort Claims Management Workplace &amp; General Safety Management Liability/Property Insurance Management Workers Comp Claims Management</p>	<p><b>Department Contact Info</b> 703.746.3900 <a href="http://alexandriava.gov/finance/">http://alexandriava.gov/finance/</a></p> <p><b>Department Head</b> Laura Triggs, CPA, Deputy Chief Financial Officer 703.746.3900 laura.triggs@alexandriava.gov</p> <p><b>Department Staff</b> Ray Welch, Comptroller Steven Bland, Retirement Administrator Debbie Kidd, JD, Dep. Dir. of Finance - Revenue David Clark, CPA, Dep. Dir. of Finance - Treasury Eleanor Foddrell, Acting Purchasing Agent Rick Willsey, Risk Manager</p>

# Finance Department

## Leadership and Management Support Services Program

The goal of Leadership and Management Support Services is to provide leadership and oversight to the Department and to issue City debt in order to provide long-term financial stability for the City.

Program Totals	FY 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
% Total All Funds Budget	4.3%	3.2%	4.4%
Total Expenditures	\$414,086	\$339,990	\$479,147
Less Revenues	\$20,630	\$29,600	\$44,600
Net General Fund Expenditures	\$393,456	\$310,390	\$434,547
Program Outcomes			
Demonstrate long-term financial stability by maintaining AAA ratings from bond rating agencies	Yes	Yes	Yes

### Activity Data

LEADERSHIP AND GENERAL MANAGEMENT: The goal of Leadership and General Management is to maintain the City's standard of financial excellence by providing citizens, City Council, vendors and employees with competent and comprehensive financial services, sound financial policy recommendations and reporting, and oversight of the collection and disbursement of City funds.	FY 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
Expenditures	\$414,086	\$339,990	\$479,147
FTE	1.0	2.1	2.8
\$ amount of revenue collected and funds disbursed	\$1,878,003,775	\$2,100,000,000	\$2,100,000,000
\$ amount of funds disbursed (all funds)	\$925,204,776	\$985,000,000	\$985,000,000
Ratio of Finance Department costs to City budget	1.0%	0.9%	0.9%
% compliance with City adopted debt policies in last fiscal year	100%	100%	100%

## Pension Administration Program

The goal of the Pension Administration Program is to provide retirement income for retired City employees at a controlled cost to the City.

Program Totals	FY 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
% Total All Funds Budget	3.5%	5.1%	4.7%
Total Expenditures	\$340,302	\$545,581	\$515,489
Less Revenues	\$219,049	\$239,519	\$239,401
Net General Fund Expenditures	\$121,253	\$306,062	\$276,088
Program Outcomes			
Ratio of annual pension administration program costs to City employer annual contributions	1.9%	1.9%	1.9%

### Activity Data

PENSION INVESTMENT – The goal of Pension Investment is to provide investment earnings for each of the five pension plans in order to meet actuarial assumptions.	FY 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
Expenditures	\$41,810	\$225,178	\$196,096
FTE's	1.1	1.0	1.0
Funds invested at fiscal year end in millions of dollars <sup>1</sup>	\$291.6	\$295.0	\$340.0

<sup>1</sup> Assumes actuarial rate of returns for FY2010

RETIREMENT PLAN ADMINISTRATION – The goal of Retirement Plan Administration is to provide suggestions for plan improvements and to manage the outside pension administrator, investment consultant, actuarial, legal counsel and other consultants for the City in order to control pension costs.			
Expenditures	\$298,492	\$320,403	\$319,393
FTE's	2.0	2.0	2.0
# of plans administered	9	9	8
# of employee/retirees consulting sessions	1,400	1,400	1,428
Cost per employee/retiree served	\$213.21	\$228.86	\$223.66
Ratio of annual pension administration costs to fund assets	0.10%	0.09%	0.09%

# Finance Department

## Revenue Program

The goal of the Revenue Program is to accurately, reliably and equitably assess and collect taxes, and enforce taxpayer compliance in order to maximize city revenues.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% Total All Funds Budget	31.6%	32.3%	33.2%
Total Expenditures	\$3,063,986	\$3,468,432	\$3,647,962
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$3,063,986	\$3,468,432	\$3,647,962
Program Outcomes			
Total tax revenue generated for the City in compliance with City regulations	\$451,722,773	\$425,067,527	\$470,929,073

### Activity Data

BUSINESS & PERSONAL PROPERTY TAX ASSESSMENT – The goal of Business and Personal Property Tax Assessment is to identify tax basis and accurately and uniformly assess the appropriate tax in order to maximize City revenues.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	\$1,240,621	\$1,342,272	\$1,566,831
FTE's	15.7	14.9	15.4
# of tax transactions processed	1,796,901	1,078,877	1,832,839
Cost per tax transaction processed	\$0.69	\$1.24	\$0.85
% of tax assessments processed by due date	100%	100%	100%

DELINQUENT TAX COLLECTION – The goal of Delinquent Tax Collections is to collect delinquent taxes in order to reduce the outstanding tax balance and increase the City's general fund revenue.			
Expenditures	\$624,875	\$717,587	\$664,323
FTE's	5.8	7.8	7.1
# of demands for payment action sent	164,388	154,358	167,676
Cost per demand for payment action	\$3.80	\$4.65	\$3.96
% of delinquent tax collected annually	82.0%	75.0%	82.0%

TAX AUDIT, RESEARCH & ANALYSIS – The goal of Tax Audit, Research and Analysis is to ensure that business tax returns are filed accurately and to identify unregistered businesses and vehicles in order to maximize City revenues and taxpayer compliance.			
Expenditures	\$342,105	\$417,873	\$418,482
FTE's	4.6	4.3	4.3
# of tax accounts reviewed/audited	89,392	79,572	91,180
Costs of tax accounts reviewed/audited	\$3.83	\$5.25	\$4.59
\$ amount of revenue generated from audits and compliance activity	\$553,749	\$1,200,000	\$1,200,000
Ratio of audit and tax compliance expenses to revenue generated from audits and compliance activities	61.8%	34.8%	34.9%

## Revenue Program (continued)

The goal of the Revenue Program is to accurately, reliably and equitably assess and collect taxes, and enforce taxpayer compliance in order to maximize city revenues.

TAXPAYER ASSISTANCE/CUSTOMER RELATIONS – The goal of the Taxpayer Assistance and Customer Relations is to administer tax relief programs and provide assistance to taxpayers in order to accommodate their needs pertaining to City and State taxes.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	\$856,385	\$990,700	\$998,326
FTE's	12.0	10.5	10.6
# of applications processed for tax relief programs	1,308	1,500	1,334
# of tax payers assisted on State tax issues*	350	1,948	300
Cost per application processed	\$22.91	\$19.98	\$22.47
% of applications approved for tax relief	98.0%	94.0%	98.0%
% of survey participants reporting satisfaction with customer service	99%	95%	99%

\*Decrease in # of tax payers assisted on State tax issues due to increase of tax payers filing their income taxes electronically

# Finance Department

## Treasury Program

The goal of the Treasury Program is to generate accurate and timely tax bills, process revenues efficiently and invest City funds prudently to maximize City revenues and promote high quality customer service.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% Total All Funds Budget	23.0%	23.7%	21.9%
Total Expenditures	\$2,233,656	\$2,545,950	\$2,409,717
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$2,233,656	\$2,545,950	\$2,409,717
Program Outcomes			
Maintain an overall collection rate for current year taxes greater than 95%	Yes	Yes	Yes

### Activity Data

PAYMENT PROCESSING – The goal of Payment Processing is to process City revenues in a manner that maximizes interest earnings and promotes high quality customer service.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	\$1,186,220	\$1,271,397	\$1,254,510
FTE's	13.6	9.5	9.8
# of tax payments processed	263,774	278,000	267,000
# of electronic payments	191,990	166,200	200,250
# of manual payments	71,784	111,800	66,750
# of tax payments processed per FTE	19,395	20,517	27,385
% of tax payments processed electronically	72.8%	59.8%	75.0%

TAX BILLING – The goal of Tax Billing is to maximize revenues while providing high quality customer service by mailing accurate and timely tax bills.			
Expenditures	\$551,806	\$664,771	\$596,289
FTE's	4.7	7.8	7.1
% of current year personal property tax collected	95.2%	96.0%	96.0%
% of current year real estate tax collected	99.7%	99.0%	99.0%
% of current year business property tax collected (including statutory assessments)	85.0%	95.0%	87.0%

CASH MANAGEMENT/INVESTMENT – The goal of Cash Management and Investment is to invest City funds in a manner that safeguards principal, ensures liquidity and earns a reasonable rate of return. This function is largely contracted out.			
Expenditures	\$277,172	\$414,183	\$321,488
FTE's	0.3	0.3	0.7
Average month end portfolio dollar balance	\$107,000,000	\$118,000,000	\$105,000,000
City's rate of return	0.4%	1.6%	1.8%

PARKING ADJUDICATION-The goal of Parking Case Adjudication is to provide an efficient and convenient method of adjudicating parking infractions as an alternative to Court adjudication.			
Expenditures*	\$218,458	\$195,599	\$237,430
FTE's	0.0	0.0	0.0
# of cases concluded	6,968	4,300	7,000
% of cases adjudicated without appeal	99.8%	99.7%	99.8%

# Finance Department

## Accounting Program

The goal of the Accounting Program is to provide the City Manager, City Council, employees, departments and the public with internal controls and financial information to support effective financial management decisions.

Program Totals	FY 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
% Total All Funds Budget	25.2%	24.3%	24.0%
Total Expenditures	\$2,449,299	\$2,606,538	\$2,634,335
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$2,449,299	\$2,606,538	\$2,634,335
Program Outcomes			
% GFOA standards met without comment on Financial Reporting	100%	100%	100%

### Activity Data

FINANCIAL REPORTING – The goal of Financial Reporting is to provide financial information for City stakeholders in order to make financial decisions and comply with laws and reporting requirements.	FY 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
Expenditures	\$1,166,255	\$1,141,467	\$1,090,417
FTE's	3.7	5.5	4.3
# of audit reports issued	4	4	4
% of audit reports issued by due date	100%	100%	100%

PAYING & BILLING EMPLOYEES/VENDORS – The goal of Paying and Billing Vendors and Employees is to provide receipt and payment processing and control for City departments, employees and vendors in order to appropriately manage their own finances.			
Expenditures	\$1,092,925	\$1,171,077	\$1,181,580
FTE's	11.6	11.8	11.2
# of employees processed annually	4,104	4,253	4,150
# of transactions processed	501,956	343,000	485,254
Cost per transaction	\$2.18	\$3.41	\$2.43
# of payrolls processed within required time frame	100%	100%	100%
% of vendors paid within required time frame	95.0%	95.0%	96.0%

RECONCILIATIONS – The goal of Reconciliation is to provide internal controls over financial information for City stakeholders in order to accurately report the results of the City's financial transactions comply with laws and reporting requirements.			
Expenditures	\$190,119	\$293,994	\$362,338
FTE's	3.8	4.0	4.0
# of capital, debt, bank, health and workers comp reconciliations produced	2,600	2,700	2,750
Cost per reconciliation produced	\$73.12	\$108.89	\$131.76
% of reconciliations issued within a desired timeframe	99.0%	99.0%	99.0%

# Finance Department

## Risk Management Program

The goal of Risk Management is to review safety, handle claims, manage cases, manage the City's insurance policies, and provide loss control for the City and the public in order to preserve City assets.

Program Totals	FY 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
% Total All Funds Budget	3.4%	2.7%	2.9%
Total Expenditures	\$328,327	\$290,908	\$323,294
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$328,327	\$290,908	\$323,294
Program Outcomes			
% reduction in number in annual claim expenses	48.0%	3.0%	3.0%

**Note:** Reported 48% reduction reflects "snapshot" as of 8/31/10, reflecting paid to date by FY. FY 2010 claims have one year less payment development than FY2009 claims as of the snapshot date. FY 2010 claims will have more additional payment activity than prior year claims.

### Activity Data

TORT CLAIMS MANAGEMENT – The goal of Tort Claims Management is to provide courteous, expeditious and fair handling of routine claims by residents and others against the City.	FY 2010 Actuals	FY 2011 Approved	FY 2012 Proposed
Expenditures	\$42,568	\$33,697	\$34,957
FTE's	0.4	0.3	0.3
# of claims handled	116	135	135
Administrative cost per claim	\$290	\$250	\$250
% of claims settled within 6 months	87%	90%	90%
WORKPLACE & GENERAL SAFETY MANAGEMENT – The goal of Workplace and General Safety Management is to assist City operating departments in maintaining a safe, and OSHA and CDL compliant, work environment, and in identifying and reducing liability exposure from City operations and properties.			
Expenditures	\$123,242	\$146,922	\$143,537
FTE's	0.9	0.9	1.0
# of safety consultations	101	115	115
Cost per request	\$1,455	\$1,278	\$1,278
% of requests resolved within 7 work days	81%	85%	85%
LIABILITY/PROPERTY INSURANCE MANAGEMENT – The goal of Liability/Property Insurance Management is to efficiently procure and administer the City's casualty insurance and liability reinsurance policies and programs.			
Expenditures	\$70,979	\$37,606	\$63,003
FTE's	1.1	0.3	0.5
# of policies obtained	14	15	15
Administrative cost per policy	\$1,455	\$2,507	\$2,507
% of exposure reduced through insurance/reinsurance	50%	50%	50%
WORKERS COMP CLAIMS MANAGEMENT – The goal of Workers Comp Claims Management is to efficiently administer the City's Workers Compensation program.			
Expenditures	\$91,538	\$72,683	\$81,797
FTE's	0.8	0.7	0.8
# of claims handled	236	245	245
Administrative cost per claim	\$308	\$297	\$297
% of claims closed within 12 months	61%	85%	85%

# Finance Department

## Purchasing Program

The goal of the Purchasing Program is to purchase goods, services, construction and insurance at best value in support of City Departments in order that those departments may respond to the needs of the citizens of the City in an efficient and cost effective manner and to treat all vendors equitably and with the highest standards of integrity.

Program Totals	FY 2010 Actual	F 2011 Approved	F 2012 Proposed
% Total All Funds Budget	9.0%	8.8%	8.9%
Total Expenditures	\$873,964	\$946,306	\$979,607
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$873,964	\$946,306	\$979,607
Program Outcomes			
Percentage of significant contracting actions executed for clients within mutually agreed time frames	70.0%	80.0%	83.0%

### Activity Data

PURCHASING – The goal of Purchasing is to purchase goods, services, construction and insurance at best value in support of City Departments in order that those departments may respond to the needs of the citizens of the City in an efficient and cost effective manner and to treat all vendors equitably and with the highest standards of integrity.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	\$873,964	\$946,306	\$979,607
FTE's	8.0	8.0	8.0
# of significant contracts administered	579	510	500
Staff cost per # of significant contracts administered	\$1,509	\$1,856	\$1,959
Percentage of significant contracting actions executed for clients within mutually agreed time frames	70%	80%	83%
Revenue generated from sales of surplus property and impounded vehicles and procurement card rebates	\$577,260	\$375,000	\$500,000
Percentage of the number of vendor payments made with procurement cards	44.0%	75%	75.0%

# Finance Department

## Summary of Budget Changes

### Adjustment to Maintain Current Service Levels

Activity	Adjustment	FY 2012 Proposed
<b>Various</b>	<i>Contract cost increases</i>	<b>\$45,106</b>
The increase for contracts will support the personal property tax application (\$2,995); maintenance and support of the financial and asset management system (\$3,530); the independent audit for the City and Schools (\$15,600); annual support for the procurement system (\$20,000) and maintenance for the payroll system (\$2,981).		
<b>Various</b>	<i>Telecommunications System</i>	<b>\$25,010</b>
In FY 2012, telecommunications systems costs from the ITS Department have been reallocated to user departments.		
<b>Cash Management and Investment</b>	<i>Reallocation of bank fees</i>	<b>-\$52,200</b>
This reduction is attributable to the reallocation of bank fees from the Cash Management and Investment Activity to user departments where the fees are incurred.		
<b>Various</b>	<i>Office Space Rental</i>	<b>\$6,930</b>
Includes the cost of lease increases in office space occupied by Finance.		
<b>Various</b>	<i>Education and Travel</i>	<b>-\$3,000</b>
The department's budget for education and travel is reduced to reflect historical spending.		
<b>Workplace and Safety Management</b>	<i>Contracted training</i>	<b>-\$12,000</b>
The contract for defensive driver training has been reduced and the training will be performed by existing Finance staff.		

# General Services Department

**Mission Statement:** The mission of the General Services Department is to provide services to City departments and agencies that facilitate their ability to carry out their individual missions, programs, and activities.

<b>Expenditure By Classification</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Proposed</b>	<b>% Change 2011-2012</b>
Personnel	\$6,034,978	\$6,276,927	\$6,635,915	5.7%
Non-Personnel	5,492,759	5,620,387	6,090,125	8.4%
Capital Goods Outlay	0	2,000	274,678	13633.9%
<b>Total Expenditures <sup>1</sup></b>	<b><u>\$11,527,737</u></b>	<b><u>\$11,899,314</u></b>	<b><u>\$13,000,718</u></b>	<b>9.3%</b>
<b>Less Revenues</b>				
Internal Service	\$0	\$0	\$272,678	N/A
Special Revenue Fund	\$157,794	\$164,846	\$169,107	2.6%
<b>Total Designated Funding Sources</b>	<b><u>\$157,794</u></b>	<b><u>\$164,846</u></b>	<b><u>\$441,785</u></b>	<b>168.0%</b>
<b>Net General Fund Expenditures</b>	<b><u>\$11,369,943</u></b>	<b><u>\$11,734,468</u></b>	<b><u>\$12,558,933</u></b>	<b>7.0%</b>
<b>Total Department FTE's</b>	<b>67.0</b>	<b>67.0</b>	<b>70.0</b>	<b>4.5%</b>

<sup>1</sup> Total expenditures do not include a negative allowance for recovered printing and copying as well as fuel acquisition costs from departments.

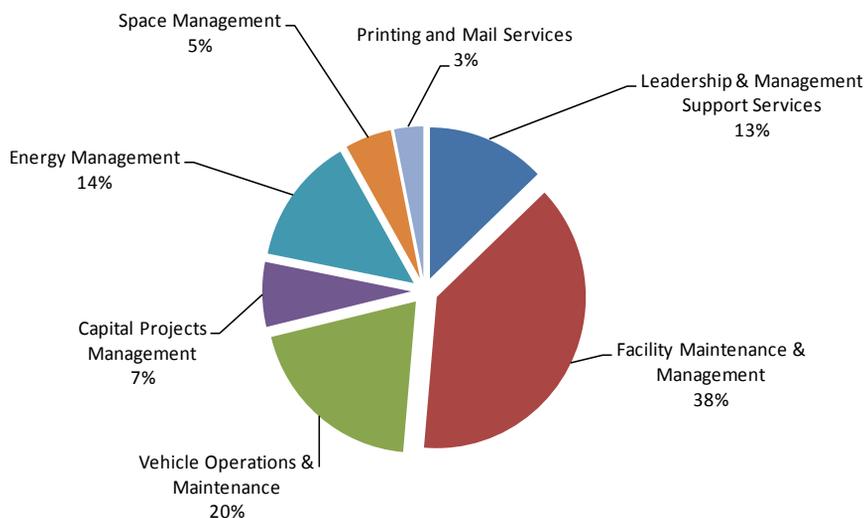
## Highlights

- In FY 2012, the Proposed General Fund budget increases by \$824,465 or 7.0%.
- FY 2012 personnel costs increase by \$358,988, or 5.7%; the increase is primarily due to the addition of 3 new positions (APD Facility Property Manager, APD Facility Systems Technician, and Fleet Services Management Analyst) as well as regular pay progression.
- Total non-personnel costs increase by \$469,738, or 8.4%, due to several base budget adjustments and one supplemental budget item. The base budget adjustments include the security guard contract costs (\$43,000), parking garage management contract (\$8,943), EnergyCap software maintenance (\$7,800), high speed copying recovered costs budget (\$205,000), former ASAP lease space costs (\$76,650), and increased utility costs (\$101,642). The overall City budget for electricity is decreasing by about \$204,000, or 5.4%, in FY 2012; the natural gas budget is down \$24,000; and the water budget is increasing by about \$140,000. This nets out to an overall decrease of about \$88,000. The supplemental budget item is for an additional contracted security guard in City Hall (\$31,169). These increases are slightly offset by the transfer of \$38,347 in snow and ice removal budget authority to the Non-Departmental section. These items are described in more detail in the "Summary of Budget Changes" at the end of the General Services' budget section.
- Capital Outlay from the Internal Services Fund is up \$272,678 in FY 2012 due to the cyclical replacement of Departmental vehicles.

## Selected Performance Measures

Selected Performance Measures	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
# of square feet of leased space (managed by General Services; City as tenant)	443,889	413,889	388,676
Total square feet of City owned space	2,119,841	2,119,841	2,393,926
# of vehicle preventive maintenance requests completed	3,019	3,120	3,120
# of gallons of fuel purchased	701,053	720,000	700,000
Cost per gallon of fuel	\$2.12	\$2.00	\$2.00

### FY 2012 Proposed Expenditures by Program



# General Services Department

## Expenditure Summary

Expenditure By Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Leadership & Management Support Services	\$1,360,788	\$1,279,443	\$1,671,803	30.7%
Facility Maintenance & Management	4,467,632	4,790,301	5,006,903	4.5%
Vehicle Operations & Maintenance <sup>1</sup>	4,264,608	4,014,019	4,082,210	1.7%
Capital Projects Management	870,364	887,731	899,471	1.3%
Energy Management	1,582,521	1,665,017	1,775,987	6.7%
Space Management	547,337	578,463	656,318	13.5%
Printing and Mail Services <sup>1</sup>	467,690	511,428	530,114	3.7%
Less Recovered Costs For Printing Services	-187,097	-325,000	-120,000	NA
Less Recovered Costs For Fleet Management	-1,846,106	-1,502,088	-1,502,088	NA
<b>Total Expenditures</b>	<b>\$11,527,737</b>	<b>\$11,899,314</b>	<b>\$13,000,718</b>	<b>9.3%</b>

<sup>1</sup> Total expenditures do not include a negative allowance for recovered printing and copying as well as fuel acquisition costs from departments.

## Staffing Summary

Authorized Positions (FTE's) by Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Leadership & Management Support Services	9.1	9.1	9.1	0.0%
Facility Maintenance & Management	21.4	21.4	23.4	9.3%
Vehicle Operations & Maintenance	20.2	20.2	21.2	4.7%
Capital Projects Management	8.2	8.2	8.2	0.0%
Energy Management	1.3	1.3	1.3	0.0%
Space Management	2.2	2.2	2.2	0.0%
Printing and Mail Services	4.8	4.8	4.8	0.0%
<b>Total full time employees</b>	<b>67.0</b>	<b>67.0</b>	<b>70.0</b>	<b>4.5%</b>

### General Services Programs and Activities

<p><b>Leadership &amp; Mgmt Support Services</b>                      Leadership and General Management                      Contracts Management</p> <p><b>Vehicle Operations &amp; Maintenance</b>                      Scheduled Routine Maintenance                      Repairs                      Parts                      Emergency Support Services                      VA Safety &amp; Emissions Inspections                      Fuel Acquisition and Provisioning                      Fleet Administrative Support                      Specification and Acquisition                      Preparation/Outfitting</p> <p><b>Energy Management</b>                      Utility Bill Payment &amp; Energy &amp; Consumption Management</p>	<p><b>Facility Maintenance &amp; Mgmt</b>                      Facilities Maintenance                      Snow and Ice Removal                      Custodial Services Management                      City Event Support                      Parking Management</p> <p><b>Capital Projects Management</b>                      CIP Development                      Project Planning                      Construction Administration</p> <p><b>Space Management</b>                      Real Estate Management                      Space Planning</p> <p><b>Printing &amp; Mail Services</b>                      Binding                      Graphics, Printing &amp; Typesetting                      High-Speed Copying                      Self-Service Copy Management                      Mail Distribution</p>
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### Dept Info

<p><b>Department Contact Info</b>                      703.746.4770  <a href="http://alexandriava.gov/generalservices/">http://alexandriava.gov/generalservices/</a></p> <p><b>Department Head</b>                      Jeremy McPike, Acting Director                      703.746.4770  <a href="mailto:jeremy.mcpike@alexandriava.gov">jeremy.mcpike@alexandriava.gov</a></p> <p><b>Department Staff</b>                      Tim Wanamaker, Deputy Director                      Alfred Coleman, Division Chief, Administration                      Vacant, Division Chief, Facilities Maint.                      John Franke, Acting Division Chief, Fleet Services                      Kevin Quander, Supervisor, Mail Room Services</p>
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# General Services Department

## Leadership and Management Support Services Program

The goal of Leadership and Management Support Services is to provide for clear direction in administrative program support functions to line divisions in support of their programs and activities.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total All Funds budget	11.8%	10.8%	12.9%
Total Expenditures	\$1,360,788	\$1,279,443	\$1,671,803
Less Revenues	\$0	\$0	\$272,678
Net General Fund Expenditures	\$1,360,788	\$1,279,443	\$1,399,125
Program Outcomes			
% of activities that meet effectiveness targets	90%	100%	100%

### Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, personnel and support services in order to facilitate the operations of the General Services Department.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	\$1,104,560	\$1,022,222	\$1,412,118
FTE's	6.6	6.6	6.6
# of personnel managed	67.0	67.0	67.0
Cost per FTE managed	\$16,486	\$15,257	\$21,076
% of departmental service delivery programs within approved budget	85%	85%	85%

FY 2012 includes \$272,678 in cyclical equipment replacement costs, which skews the expenditures and "Cost per FTE managed" measure for a single year. The FY 2012 budget is also impacted by the transfer in of the lease costs for the vacated ASAP program space in Tavern Square.

CONTRACTS MANAGEMENT – The goal of Contracts Management is to provide contracting support to line divisions in relation to solicitation, award, and administration of contracts assuring compliance with City policies, practices and Code.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	\$256,228	\$257,221	\$259,685
FTE's	2.5	2.5	2.5
\$ value of contracts managed	\$1,987,110	\$2,168,689	\$1,960,956
Cost per contract dollar managed	\$0.13	\$0.12	\$0.13
% of contracts awarded and maintained without dispute or lapse	90%	90%	90%

# General Services Department

## Facility Maintenance and Management Program

The goal of Facility Maintenance and Management is to provide facility maintenance and repair services to all City Departments and agencies housed in City owned or leased facilities assuring continual operation of those facilities from which the departments and agencies can carry out their missions, programs and activities, as well as provide for secure, controlled parking for users of the City of Alexandria's business and government facilities in the Old Town area.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% Total All Funds Budget	38.8%	40.3%	38.5%
Total Expenditures	\$4,467,632	\$4,790,301	\$5,006,903
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$4,467,632	\$4,790,301	\$5,006,903
Program Outcomes			
% of customers who rate service provision satisfactory or better	N/A	100%	TBD

General Services is working to develop an effective mechanism for tracking customer satisfaction later this fiscal year. No data is currently available.

### Activity Data

FACILITIES MAINTENANCE – The goal of Facilities Maintenance is to maintain and repair facility systems, elevators, heating, ventilation and cooling (HVAC) systems, and electrical systems, as well as core and shell, including roofs, walls, doors, windows, locks, and entranceways to ensure safe and reliable conditions for users.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	\$2,534,758	\$2,862,207	\$3,135,543
FTE's	16.5	16.5	18.9
# of square feet of building space serviced (managed by General Services)	2,119,841	2,119,841	2,393,926
# of systems serviced	1,500	1,500	1,600
Total cost per square foot of building serviced	\$0.84	\$0.74	\$0.76
% of work orders that are repair versus preventative	50%	50%	60%

SNOW AND ICE REMOVAL – The goal of Snow and Ice Removal is to provide for the safe access and egress of facility occupants and users during events of snow and ice accumulation.			
Expenditures	\$53,048	\$76,729	\$0
FTE's	0.4	0.4	0.0
# of linear (changed to Sq Ft in 2012) feet of sidewalks and surface areas serviced during snow and ice events	35,000	35,000	400,000
# of snow and ice events handled	3	8	8
% of facilities maintained accessible during snow and ice events	100%	100%	100%

Beginning in FY 2012, the City snow operations budget will be maintained in the Non-Departmental section of the Operating Budget. This will better enable the tracking of the true costs of storm cleanup activities across all City Departments, including snow and ice removal. As these costs are verified, staff will request that funds be transferred back from Non-D to the appropriate Department, thus giving City Council an accurate picture of the costs of these operations at the time of the transfer resolution.

# General Services Department

## Facility Maintenance and Management Program, continued

### Activity Data

<b>CUSTODIAL SERVICES MANAGEMENT – The goal of Custodial Services Management is to provide contracting and oversight of custodial services at City facilities assuring a clean environment for users and occupants.</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Proposed</b>
Expenditures	\$645,438	\$688,006	\$697,685
FTE's	2.7	2.7	2.7
# of square feet of buildings cleaned (General Services responsibility)	393,280	393,280	393,280
Cost per square foot of building cleaned	\$1.64	\$1.75	\$1.77
% custodial services rated satisfactory or better	N/A	99%	TBD

General Services is working to develop an effective mechanism for tracking customer satisfaction later this fiscal year. No data is currently available.

<b>CITY EVENT SUPPORT – The goal of City Event Support is to provide needed support services to City Departments and agencies for conferencing, public meetings, presentations, and other scheduled and non scheduled City events.</b>			
Expenditures	\$229,135	\$259,696	\$261,658
FTE's	1.8	1.8	1.8
# of events managed	232	170	340
Cost per event managed	\$988	\$1,528	\$770
% of events satisfactorily executed	100%	100%	100%

Starting in FY 2012, the # of events managed will include City Council meetings and the new Vendor Food Cart pilot program.

<b>PARKING MANAGEMENT – The goal of Parking Management is to provide reasonably priced management services and safe and accessible parking spaces for the operation of surface and garage lots assuring maximum parking availability to prospective users.</b>			
Expenditures	\$1,005,252	\$903,663	\$912,017
FTE's	0.1	0.1	0.1
# of spaces managed and maintained	1,022	1,022	1,022
Cost per space (based on parking management contract)	\$984	\$884	\$892
% of spaces utilized and maintained	100%	100%	100%

# General Services Department

## Vehicle Operations and Maintenance Program

The goal of Vehicle Operations and Maintenance is to provide for repairs, maintenance and fueling of City owned vehicles in an efficient and cost effective manner in order to keep all vehicles operating safely and efficiently.  
(Excludes Fire & EMS vehicles and apparatus)

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% Total All Fund Budget	37.0%	33.7%	31.4%
Total Expenditures	\$4,264,608	\$4,014,019	\$4,082,210
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$4,264,608	\$4,014,019	\$4,082,210
Program Outcomes			
Average maintenance cost per mile	N/A	\$0.40	TBD

<sup>1</sup> Total expenditures do not include a negative allowance for recovered fleet management costs from departments in the amount of \$1,846,106 for FY 2010, and \$1,502,088 in FY 2011 and FY 2012.

### Activity Data

SCHEDULED ROUTINE MAINTENANCE – The goal of Scheduled Routine Maintenance is to minimize downtime due to systems or parts failure and to minimize overall maintenance costs while ensuring that the vehicles operate safely and efficiently.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	\$445,292	\$449,355	\$442,062
FTE's	5.5	5.5	5.5
# of vehicle preventative maintenance requests completed	3,019	3,120	3,120
# of preventative maintenance requests completed per FTE	549	572	580
Average cost per work order	\$147	\$144	\$142
% of work orders completed within one day	80%	98%	90%
% of preventative maintenance completed on schedule	70%	95%	95%

REPAIRS – The goal of Repairs is to address the broken or non functioning systems or parts on City vehicles that are preventing that vehicle from operating in a safe and efficient manner and restore the vehicle to full operating condition.			
Expenditures	\$1,103,149	\$974,308	\$963,382
FTE's	5.3	5.3	5.3
# of repair requests completed	1,298	2,300	1,700
# of service hours provided	3,853	8,700	4,000
Cost per repair request completed	\$850	\$424	\$567
Cost per service hour provided	\$286	\$112	\$241
% of work orders completed in one day	85%	98%	85%

PARTS – The goal of Parts is to maintain an inventory of parts in-house that are used regularly and routinely to repair and/or maintain City vehicles and have them available for staff when needed.			
Expenditures	\$346,484	\$385,295	\$399,066
FTE's	3.4	3.4	3.4
# of parts maintained	14,962	17,500	18,000
Parts requests per day	24	23	26
Average cost per request	\$52	\$60	\$55
Fill rate for parts (%)	88%	99%	95%

# General Services Department

## Vehicle Operations and Maintenance Program, continued

### Activity Data

<b>SPECIAL OPERATIONS SUPPORT SERVICES – The goal of Special Operations Support Services is to provide mechanic support to vehicles responding to City-wide emergencies, including snow and debris removal.</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Proposed</b>
Expenditures	\$141,229	\$152,414	\$149,233
FTE's	1.6	1.6	1.6
# of special operations requiring support	3	3	4
Cost per emergency	\$47,076	\$50,805	\$37,308
% of vehicles restored to service during events within 4 hours	100%	100%	100%

<b>VIRGINIA SAFETY &amp; EMISSIONS INSPECTIONS – The goal of Virginia Safety and Emissions Inspections is to ensure applicable vehicles comply with State standards for mechanical and electrical systems, as well as exhaust output.</b>			
Expenditures	\$99,477	\$105,586	\$103,735
FTE's	1.1	1.1	1.1
# of vehicles inspected/tested <sup>1</sup>	1,063	950	1,000
Cost per inspection	\$94	\$111	\$104
% of vehicles in full compliance with State standards	98%	95%	100%

<sup>1</sup> Includes new incoming vehicles as well as existing vehicles due for inspection

<b>FUEL ACQUISITION &amp; PROVISIONING – The goal of Fuel Acquisition is to acquire and have gasoline and diesel fuel delivered, via a contractor, to the City's fueling sites in the most cost and time efficient manner possible and distribute the fuel to City users for use in City vehicles via the City's two refueling stations and monitor the distribution of the fuel through the use of City issued fueling cards.</b>			
Expenditures <sup>2</sup>	\$1,786,353	\$1,561,049	\$1,561,165
FTE's	0.6	0.6	0.6
# of gallons purchased	701,053	720,000	700,000
Total cost per gallon of fuel	\$2.12	\$2.00	\$2.00
% of fuel islands available	100%	100%	100%

<sup>2</sup> Total expenditures do not include recovered costs in FY 2010, FY 2011, or FY 2012.

<b>FLEET ADMINISTRATIVE SUPPORT – The goal of the fleet administrative support activity is to provide clerical, procurement, vehicle disposal, and fiscal management support to ensure the effective and efficient operation, maintenance, and disposal of vehicles.</b>			
Expenditures <sup>3</sup>	\$289,983	\$315,465	\$394,244
FTE's	2.5	2.5	3.5
# of vehicles supported (does not include Fire/EMS vehicles) <sup>4,5</sup>	875	830	875
# of vehicles disposed	69	60	75
Cost per vehicle supported	\$331	\$380	\$451
% of invoices paid timely	90%	100%	100%

<sup>3</sup> The Surplus Vehicle Disposition activity has been absorbed by Fleet Administrative Support

<sup>4</sup> includes all motorized equipment including motorcycles, tractors, street sweepers etc. Does not include non-motorized equipment (i.e. trailers, sign boards, etc)

<sup>5</sup> Vehicle count has been revised in FY 2012 based on more accurate data in the City's FASTER system compared to FY 2010 Approved.

# General Services Department

## Vehicle Operations and Maintenance Program, continued

### Activity Data

<b>SPECIFICATION AND ACQUISITION – The goal of Specification and Acquisition is to develop and determine the specifications in order to purchase new or replacement vehicles for City agencies through processes defined in the City Purchasing regulations.</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Proposed</b>
Expenditures	\$23,630	\$28,702	\$27,256
FTE's	0.3	0.3	0.3
# of new specifications written	5	8	10
Administrative cost per vehicle specification and acquisition	\$4,726	\$3,588	\$2,726
% of vehicles within the recommended replacement schedule	90.0%	90.0%	95.0%

<b>PREPARATION/OUTFITTING – The goal of Preparation/Outfitting is to provide and install all ancillary equipment, lettering and decals on newly acquired City vehicles as required by the user agency and the City.</b>			
Expenditures	\$29,012	\$41,845	\$42,067
FTE's	0.1	0.1	0.1
# of vehicles prepared and outfitted	50	45	50
Average Staff Cost per Vehicle	\$580	\$930	\$841
% of vehicles prepared/outfitted and delivered on time	100%	100%	100%
% of customers rating services as satisfactory or better	100%	100%	95%

<b>RECOVERED COSTS FROM DEPARTMENTS</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Proposed</b>
Fleet Management Recovered Costs from Departments	\$1,846,106	\$1,502,088	\$1,502,088

# General Services Department

## Capital Projects Management Program

The goal of Capital Projects Management is to provide administrative oversight in the construction and renovation of City facilities to improve and enhance the delivery of the occupying agency's service programs.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total All Funds Budget	7.6%	7.5%	6.9%
Total Expenditures	\$870,364	\$887,731	\$899,471
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$870,364	\$887,731	\$899,471
Program Outcomes			
% of approved projects that are completed on schedule and on budget	95%	92%	94%

### Activity Data

CIP DEVELOPMENT – The goal of CIP Development is to develop clear, detailed, Programs of Requirements for prospective capital improvement projects as submitted from City Departments and agencies, and to justify and recommend facility projects for consideration by the Capital Projects Review Committee and the City Manager.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	\$95,448	\$92,471	\$98,599
FTE's	0.7	0.7	0.7
# of projects for consideration in the Capital Improvement Program	50	34	11
\$ per project submitted for review	\$3,421,000	\$1,578,618	\$359,090
% of projects developed on schedule for the CIP planning process	100%	100%	100%

PROJECT PLANNING – The goal of Project Planning is to work with prospective users to develop the desired architectural and engineering concepts for the construction, remodeling, or renovation of City facilities, and to manage those concepts through the budgeting, scheduling and construction document and permitting phases of project management.			
Expenditures	\$215,309	\$224,111	\$227,271
FTE's	1.9	1.9	1.9
# of projects planned through Design and Construction Documents	8	20	15
\$ per project planned	\$9,100,000	\$3,760,000	\$765,000
% of projects designed on schedule	95%	92%	92%
% of estimates within 5% of bid	95%	92%	92%

CONSTRUCTION ADMINISTRATION – The goal of Construction Administration is to provide management oversight to facility projects through completion within monetary, schedule, and building specifications to provide City occupants and users of the facility project with a finished facility that maintains or enhances their experience in the use and occupancy of City Facilities. <sup>1</sup>			
Expenditures	\$559,607	\$571,149	\$573,601
FTE's	5.6	5.6	5.6
# of projects managed	14	18	16
Cost per project managed	\$39,972	\$31,731	\$35,850
% of projects completed on schedule	95%	92%	95%
% of projects completed on budget	95%	92%	95%

# General Services Department

## Energy Management Program

The goal of Energy Management is to provide reliable, cost-effective utilities to City agencies to support their service delivery programs.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Total Expenditures	13.7%	14.0%	13.7%
Less Revenues	\$1,582,521	\$1,665,017	\$1,775,987
Net General Fund Expenditures	\$0	\$0	\$0
Net General Fund Expenditures	\$1,582,521	\$1,665,017	\$1,775,987
Program Outcomes			
Average % reduction in energy units consumed	-4.0%	3.0%	3.0%

### Activity Data

UTILITY BILL PAYMENT & ENERGY CONSUMPTION MANAGEMENT – The goal of Utility Bill Payment and Energy Consumption Management is to audit and remit for Electric, Natural Gas, and Water/Sewer services used by City facilities to ensure uninterrupted utilities, and to provide engineering services to reduce utility usage.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	\$1,582,521	\$1,665,017	\$1,775,987
FTE's	1.3	1.3	1.3
# of accounts on which payments are made	360	355	356
# of square feet of building space utilities managed (by General Services)	2,264,421	2,264,421	2,390,421
Energy Use Index [EUI] (kBtu/ft <sup>2</sup> )*	74.70	68.23	72.45
Cost per account managed	\$375	\$391	\$421
% of accounts remitted on time	100%	100%	100%
Electricity: kilowatt-hours consumed	30,607,327	27,400,000	30,964,000
Natural Gas: therms consumed	647,062	610,000	675,000
Water: Gallons consumed	58,136,100	61,300,000	59,529,000

\* EUI = [Electricity (kBtu) + Natural Gas (kBtu)] / square feet managed; where 1 kWh = 3.412 kBtu and 1 therm = 100 kBtu

EUI is a measurement index considering total energy consumption for facility operations divided by gross square feet. EUI normalizes total energy use by gross square feet to accommodate for changes in gross square feet from fiscal year to fiscal year. While other normalizing parameters (weather, occupancy, information technology infrastructure, etc.) drive energy consumption more so than gross square foot, normalizing by square footage provides convenience in making year to year comparisons; assuming all else equal.

# General Services Department

## Space Management Program

The goal of Space Management is to provide adequate facility space for departments and agencies from which they can carry out their missions, programs, and activities.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total All Funds Budget	4.7%	4.9%	5.0%
Total Expenditures	\$547,337	\$578,463	\$656,318
Less Revenues	\$157,794	\$164,846	\$169,107
Net General Fund Expenditures	\$389,543	\$413,617	\$487,211
Program Outcomes			
% of City square footage space needs met through City owned space.	80%	80%	84%

### Activity Data

REAL ESTATE MANAGEMENT – The goal of the real estate management activity is to provide for leased space to departments and agencies that require such space in support of their missions, programs, and activities.	FY 2010 Actual /1	FY 2011 Approved /2	FY 2012 Proposed/3
Expenditures	\$433,069	\$458,448	\$538,215
FTE's	1.1	1.1	1.1
Square feet of leased space (administered by General Services; City as tenant)	443,889	413,889	388,676
# of lease agreements maintained (as landlord or tenant)	102	99	97
Average cost per square foot of leased space managed by City*	\$25	\$24	\$26
Average lease cost per square foot for leased space in Alexandria (private and public occupancy)	\$26	\$27	\$27
% of leases maintained in compliance with lease terms and conditions	100%	100%	100%

\*This measure represents the average square foot cost for all property types and classes of office space.

/1 Lease agreement total and square footage includes temporary space for ACPS buses at Potomac Yard through FY 2010; the facility at 600 N. Henry Street, and two RPCA leases.

/2 Reflects the termination of the lease of temporary space at Potomac Yard and DASH (# of lease agreements only).

/3 Reflects the termination of the APD lease space at Hoffman and Avalon Bay. However, it has been determined that these leases under their terms will continue at least through January 2012 on a month to month basis.

SPACE PLANNING – The goal of the space planning activity is to maximize the efficient use of City occupied space while at the same time providing users and occupants with a quality service environment.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	\$114,268	\$120,015	\$118,103
FTE's	1.1	1.1	1.1
Square feet of space owned by the City	2,119,841	2,119,841	2,393,926
Total space planning cost per square foot of City-owned space	\$19	\$18	\$20
Total space planning cost per square foot of leased space	\$3	\$3	\$3
% of space owned by City vs leased by the City	80%	82%	84%

# General Services Department

## Printing and Mail Services Program

The goal of Printing and Mail Services is to provide quality graphic arts, printing and binding services; professional high speed duplicating services; mail collection, processing and distribution services; and to maintain self-service photocopy machines for City departments and agencies.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Total Expenditures <sup>1</sup>	\$467,690	\$511,428	\$530,114
Less Revenues	0	0	0
Net General Fund Expenditures	\$467,690	\$511,428	\$530,114
Program Outcomes			
% of customers rating printing services as satisfactory or better <sup>2</sup>	N/A	100%	TBD

<sup>1</sup> Total expenditures do not include a negative allowance for recovered printing and copying costs from departments in the amount of \$326,826 for FY

<sup>2</sup> General Services is working to develop an effective mechanism for tracking customer satisfaction later this fiscal year. No data is currently available.

### Activity Data

BINDING – The goal of Binding is to provide quality laminating, shrink wrapping, folding and cutting for City departments in order to meet their binding needs in a timely manner.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	\$38,810	\$40,959	\$45,825
FTE's	0.5	0.5	0.5
# of service hours provided	292	200	250
Work requests per FTE	364	360	360
Average cost per binding job	\$107	\$190	\$127
% of jobs completed without re-work	100%	100%	100%

GRAPHICS AND PRINTING – The goal of Graphics and Printing is to provide graphic arts and printing services to City departments and agencies.			
Expenditures	\$115,382	\$152,791	\$154,108
FTE's	1.4	1.4	1.4
# of jobs produced	272	240	250
# of service hours provided	272	240	250
Cost per service hour	\$424	\$637	\$616

HIGH-SPEED COPYING – The goal of High-Speed Copying is to provide professional, high quality, high-speed duplicating services to City agencies.			
Expenditures <sup>1</sup>	\$159,522	\$184,246	\$189,907
FTE's	1.3	1.3	1.3
# of copies made	1,725,969	2,000,000	2,000,000
# of staff hours to complete job (daily)	8	8	8
# of work requests per FTE daily	4	4	4
Cost per copy (black & white)	\$0.07	\$0.07	\$0.07
Cost per copy (color)	\$0.23	\$0.23	\$0.23

<sup>1</sup> Total expenditures do not include actual recovered costs in FY 2009, FY 2010, or FY 2011.

# General Services Department

## Printing and Mail Services Program, continued

### Activity Data

<b>SELF-SERVICE COPY MANAGEMENT – The goal of Self-Service Copy Management is to maintain the satellite copiers located in City Hall and to ensure that all resources and supplies are provided so that City agencies can complete independent copy jobs in a timely manner.</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Proposed</b>
Expenditures	\$37,281	\$41,082	\$42,565
FTE's	0.4	0.4	0.4
# of copies made*	38,004	60,000	40,000
# of copy machines operated	3	3	3
Cost per copy (black & white)	\$0.06	\$0.07	\$0.06
Cost per copy (color)	\$0.29	\$0.31	\$0.29

\* The FY 2011 Approved # of copies made reflects the estimates made in the preparation of the FY 2011 budget document. Actual copies made has decreased dramatically as City agencies are moving more toward electronic production of documents.

<b>MAIL DISTRIBUTION – The goal of Mail Distribution is to provide mail collection, processing and distribution services for all City agencies in a timely manner.</b>			
Expenditures	\$116,696	\$92,350	\$97,709
FTE's	1.3	1.3	1.3
# of pieces processed and delivered (U.S. Post Office & Inter-Office mail)	397,588	460,000	400,000
Processing and Delivery Cost per Piece of Mail (U.S. Post Office & Inter-Office mail)	\$0.29	\$0.20	\$0.24

<b>RECOVERED COSTS FROM DEPARTMENTS</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Proposed</b>
High Speed Copying	\$187,097	\$325,000	\$120,000

# General Services Department

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels

Activity	Current Services Adjustment	FY 2012 Proposed
<p><b>High Speed Copying</b></p> <p>General Services provides centralized high speed copying services to other City agencies as a lower-cost alternative to using private printing services or leasing individual printers and copiers. General Services then recovers some portion of the costs of these services by charging the agencies. However, a significant increase in the use of electronic communications coupled with an overall reduction in the numbers of copies and handouts provided at most meetings (both public and internal) has resulted in a substantial decrease in the use of this service. This \$205,000 adjustment provides the necessary correction to the assumed recovered costs budget in General Services. Corresponding expenditure budget reductions in City agencies for printing and binding services over the past several years help balance this out. Staff will continue to analyze the General Services budget for Printing and Mail Services to identify additional cost savings opportunities resulting from this reduction in service provision.</p>	<p><i>Recovered Costs</i></p>	<p><b>\$205,000</b></p>
<p><b>Real Estate Management</b></p> <p>The contract for security guard services at City facilities expired and was renegotiated for FY 2012. The annual contract costs for providing the same level of security service is increasing by \$43,000.</p>	<p><i>Security Guard Services</i></p>	<p><b>\$43,000</b></p>
<p><b>Parking Management</b></p> <p>The contract for parking garage management for City-owned garages is anticipated to increase by the CPI-U, or 1%, in FY 2012 per contractual terms. This adjustment results in an increase of \$8,943.</p>	<p><i>Parking Garage Management</i></p>	<p><b>\$8,943</b></p>
<p><b>Energy Management</b></p> <p>The City purchased the EnergyCap Software system in FY 2010. This software provides the City advanced tracking and analytical capabilities related to utility usage (energy consumption). The resulting data is used to inform project priorities in the Energy Management (conservation) Program of the CIP. The initial maintenance period covered within the product purchase will expire and the annual software maintenance contract costs will be \$7,800 in FY 2012.</p>	<p><i>EnergyCap Software Maintenance</i></p>	<p><b>\$7,800</b></p>
<p><b>Leadership &amp; Management</b></p> <p>In December 2010, City Council discontinued City funding for the ASAP program. The ASAP program occupied City leased space in Tavern Square, which will still be under lease through October 2015. The annual lease costs of this space have been covered through client fees, along with other ASAP program costs. It is anticipated that in FY 2012, the City's General Fund will have to pick up the cost of this lease.</p>	<p><i>ASAP Lease Space</i></p>	<p><b>\$76,650</b></p>
<p><b>Energy Management</b></p> <p>The annual budget for electricity (\$26,213) and water (\$75,429) in General Services is increasing in FY 2012. This increase is mostly the result of a reallocation of utility costs among City Departments, as the total City utility budget (electricity, gas, and water) is actually decreasing in FY 2012 (removing the new APD Facility operating costs from the equation). General Services is responsible for a higher percentage of the overall utility payments than in the past.</p> <p>The overall City budget for electricity is decreasing by about \$204,000, or 5.4%, in FY 2012; the natural gas budget is down \$24,000; and the water budget is increasing by about \$140,000. This nets out to an overall decrease of about \$88,000.</p>	<p><i>Utility Costs</i></p>	<p><b>\$101,642</b></p>

# General Services Department

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels, continued

<b>Snow &amp; Ice Removal</b>	<i>Snow &amp; Ice Removal Budget</i>	<b>(\$38,347)</b>
<p>City snow and ice management budgets are being consolidated in the Non-Departmental section of the Operating Budget for FY 2012. A centralized accounting of these activities will allow for quicker monitoring and reporting of costs as well as remove the unpredictable burden of random snow and ice events from Departmental budgets. Ideally, other service levels in General Services should not be reduced because of a particularly bad (i.e. expensive) snow season. This method would contain cost overruns (or potentially cost savings) outside Departmental budgets where they can be handled in a macro-City manner. As these costs are verified, staff will request that funds be transferred back from Non-D to the appropriate Department, thus giving City Council an accurate picture of the costs of these operations at the time of the transfer resolution. In addition to budget transfers from Departments, an additional \$230,000 has been included in the Non-Departmental account to provide a more realistic annual budget for this service.</p>		

### Supplemental Requests

<b>Activity</b>	<b>Supplemental Request</b>	<b>FTEs</b>	<b>FY 2012 Proposed</b>
<b>Facilities Maintenance</b>	<i>APD Facility Property Manager</i>	<b>1.0</b>	<b>\$118,821</b>
<p>The opening of the new, 124,000 square foot APD Facility in early FY 2012 requires the services of a dedicated property manager (facility engineer) responsible for all facility maintenance and repair operations. This position is responsible for all electrical, mechanical, structural and architectural elements at the fully-secured, near state-of-the art facility. The position will also supervise the new APD Facility systems technician.</p>			
<b>Facilities Maintenance</b>	<i>APD Facility Systems Technician</i>	<b>1.0</b>	<b>\$74,402</b>
<p>The opening of the new, 124,000 square foot APD Facility in early FY 2012 requires the services of a technician responsible for hands-on facility maintenance and repairs. The position will also assist with systems maintenance (mechanical, plumbing, and electrical) at City buildings in the nearby Wheeler-Witter complex. In addition to assisting the Property Manager, this position will help supervise contractors providing maintenance support, security service, custodial service, and refuse/recycling collection.</p>			
<b>Fleet Administrative Support</b>	<i>Fleet Services Management Analyst</i>	<b>1.0</b>	<b>\$85,328</b>
<p>The 2007 Fleet Management Study recommended the addition of a management analyst position. This position is intended to assist the Fleet Services Division Chief in the implementation of many of the other recommendations of the Study, including improved data collection, financial management, fleet policy development, and operational efficiencies. It is anticipated that this position will be able to provide a full return on investment within a couple of years by enhancing productivity and reporting capabilities.</p>			
<b>Real Estate Management</b>	<i>City Hall Security Guard</i>		<b>\$31,169</b>
<p>Funding has been included in the FY 2012 Proposed Budget for an additional security guard in City Hall. The service will be provided through the City's security services contract and will work Monday - Thursday evenings as well as one Saturday per month (Public Hearings). This second security guard will allow for the monitoring of the public entrances to City Hall as well as the patrolling of the remainder of the building simultaneously. This will provide better control over building access during non-business hours, as was recommended in a 2009 staff analysis of City Hall security issues. This step will supplement the City Hall Security project included in the FY 2012 Proposed Capital Improvement Program.</p>			

# Human Resources Department

**Mission Statement:** The mission of the Human Resources Department is to provide cost-effective personnel programs and services that attract, promote, and retain a well qualified, diverse and motivated workforce to provide excellent services to residents and visitors. Human Resources is also pleased to provide information about the City's employee benefits and compensation packages.

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Personnel	\$2,328,196	\$2,324,079	\$2,404,927	3.5%
Non-Personnel	619,900	481,750	546,682	13.5%
Capital Goods Outlay	0	0	0	0.0%
<b>Total Expenditures</b>	<b>\$2,948,096</b>	<b>\$2,805,829</b>	<b>\$2,951,609</b>	<b>5.2%</b>
<b>Funding Sources</b>				
Special Revenue Fund	5,007	6,000	6,000	0.0%
ARRA - Stimulus Fund <sup>1</sup>	9,639	0	0	0.0%
<b>Total Designated Funding Sources</b>	<b>\$14,646</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>0.0%</b>
<b>Net General Fund Expenditures</b>	<b>\$2,933,450</b>	<b>\$2,799,829</b>	<b>\$2,945,609</b>	<b>5.2%</b>
<b>Total Department FTE's<sup>2</sup></b>	<b>22.6</b>	<b>21.0</b>	<b>21.0</b>	<b>0.0%</b>

<sup>1</sup>The American Recovery & Reinvestment Act of 2009 established a 65% government subsidy towards the Consolidated Omnibus Budget Reconciliation Act (COBRA) benefit for qualified workers. For employers, the subsidy is provided by the federal government through a credit against payroll taxes. In FY 2010 the City received \$9,639 in credits (reflected as revenue) as a result of certain employees qualifying for the COBRA benefit.

<sup>2</sup>The total Department FTE has been adjusted by 1.0 FTE due to the transfer of one position from the City Manager's Office.

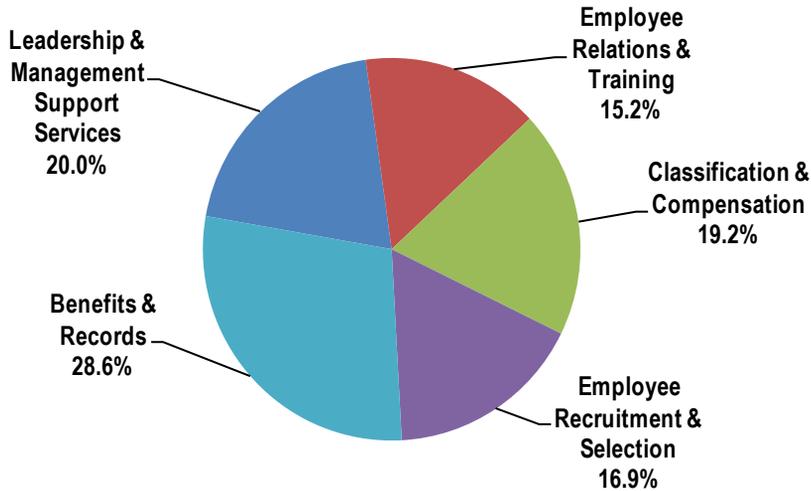
### Highlights

- In FY 2012, the General Fund budget for the Human Resources Department will increase by \$145,780 (5.2%).
- FY 2012 personnel costs increase by \$80,848 (3.5%) due to costs associated with the step increase provided to employees and other benefit cost increases.
- FY 2012 non-personnel costs increase by \$64,932 (13.5%) due in-part to the reallocation of telecommunications systems costs from the ITS Department to Human Resources (\$3,020) and the reappropriation of postage costs from a Non-Departmental account (\$5,700). An additional \$57,500 is included to fund the continued implementation of an enhanced employee wellness program. These increases are offset slightly by a decrease of \$1,288 to the maintenance agreement for the Department's application tracking system.

## Selected Performance Measures

Selected Performance Measures	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Cost per regular (benefited part-time and full-time) requisition received and processed	\$3,402	\$3,443	\$2,441
# of employees attending training classes	1,112	1,200	1,200
# of wellness participants served	1,078	1,500	1,750
# of full-time and part-time employees served in the Current Employee Benefit Program	2,580.7	2,540.2	2,543.1

### FY 2012 Proposed Expenditures by Program



# Human Resources Department

## Program Level Summary Information

Expenditure By Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Leadership & Management Support Services	\$594,897	\$563,050	\$590,975	5.0%
Employee Relations & Training	750,445	506,216	450,068	-11.1%
Classification & Compensation	468,057	485,069	567,415	17.0%
Employee Recruitment & Selection	462,634	481,959	498,059	3.3%
Benefits & Records	672,063	762,034	845,092	10.9%
<b>Total Expenditures</b>	<b>\$2,948,096</b>	<b>\$2,798,328</b>	<b>\$2,951,609</b>	<b>5.5%</b>

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Leadership & Management Support Services	4.2	4.0	4.0	0.0%
Employee Relations & Training	2.9	4.4	3.4	-22.6%
Classification & Compensation	4.8	4.0	5.0	24.7%
Employee Recruitment & Selection	4.4	3.8	3.8	0.0%
Benefits & Records	6.3	4.8	4.8	0.0%
<b>Total full time equivalents (FTE's)</b>	<b>22.6</b>	<b>21.0</b>	<b>21.0</b>	<b>0.0%</b>

### Human Resources Department Programs and Activities

<p><b>Leadership &amp; Mgmt Support Services</b> Leadership &amp; General Management</p> <p><b>Employee Relations &amp; Training</b> Disciplinary &amp; Grievance Process Administration Training &amp; Development</p> <p><b>Classification &amp; Compensation</b> Classification Compensation</p> <p><b>Employee Recruitment &amp; Selection</b> Recruitment &amp; Selection Support</p>	<p><b>Benefits &amp; Records</b> Current Employee Benefit Program Administration Retiree/Terminated Benefit Administration Employee Records &amp; Payroll Administration Employee Wellness</p>
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### Dept Info

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# Human Resources Department

## Leadership & Management Support Services Program

The goal of Leadership and Management Support Services is to administer departmental resources effectively.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	20.2%	20.1%	20.0%
Total Expenditures	\$594,897	\$563,050	\$590,975
Less Revenues	5,007	6,000	6,000
Net General Fund Expenditures	\$589,890	\$557,050	\$584,975
Program Outcomes			
% of departmental effectiveness targets met in all programs	N/A*	83.0%	85.0%

\*The annual HR customer satisfaction survey was not conducted in FY2010. HR instead conducted a survey directly related to the employee benefits program as it was priority for FY 2010. A general customer satisfaction survey is being administered in FY 2011.

### Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership & General Management is to administer departmental resources effectively.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	\$594,897	\$563,050	\$590,975
FTE's	4.2	4.0	4.0
# of departmental FTEs managed	22.6	21.0	21.0
\$ amount of departmental budget managed (in millions)	\$2.95	\$2.80	\$2.95
Leadership & Management Support Services cost as a % of total departmental expenditures	20.2%	20.1%	20.0%

# Human Resources Department

## Employee Relations & Training Program

The goal of Employee Relations and Training (ERT) is to provide services in the area of discipline and grievance processing in a fair and timely manner, and to provide high quality and cutting edge educational opportunities and training to supervisors, managers and employees.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	25.5%	18.1%	15.2%
Total Expenditures	\$750,445	\$506,216	\$450,068
Less Revenues	0	0	0
Net General Fund Expenditures	\$750,445	\$506,216	\$450,068
<b>Program Outcomes</b>			
Average survey score of employees satisfied with the City's training opportunities (1-5, where 5 is very satisfied)	N/A*	3.5	4.25

\*The annual HR customer satisfaction survey was not conducted in FY2010. HR instead conducted a survey directly related to the employee benefits program as it was priority for FY 2010. A general customer satisfaction survey is being administered in FY 2011.

### Activity Data

<b>DISCIPLINARY &amp; GRIEVANCE PROCESS ADMINISTRATION – The goal of Disciplinary and Grievance Process Administration is to provide guidance to employees, managers, and supervisors on disciplinary issues, and to administer any proposed discipline in a fair, equitable and legal manner without undue delay.</b>	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	\$248,522	\$211,188	\$182,517
FTE's	1.2	2.1	1.6
# of disciplinary actions	86	125	120
# of grievances processed	12	12	14
Cost per disciplinary action	\$1,445	\$845	\$760
Cost per grievance processed	\$10,355	\$8,800	\$6,518
% of grievances resolved before passing from management control (HR Director and CMO)	90.0%	95.0%	95.0%

<b>TRAINING &amp; DEVELOPMENT – The goal of Training and Development is to contract for, market, schedule, and evaluate city-wide classes for City employees in order to assist them in skill development, job satisfaction and career opportunities.</b>			
Expenditures	\$501,923	\$295,028	\$267,551
FTE's	1.7	2.3	1.8
# of employees receiving tuition assistance	130	140	140
% of employees using tuition assistance that complete the course and receive a passing grade.	83.0%	95.0%	95.0%
# of employees attending training classes	1,112	1,200	1,200
Cost per employee per training class	\$282	\$246	\$223
% of Employee Class evaluation scores 3.5 or above on a scale of 1-5 (5 is most satisfied)	96.0%	96.0%	95.0%

# Human Resources Department

## Classification & Compensation Program

The goal of the Classification and Compensation Program is to maintain a system that ensures competitive, consistent and equitable wages and benefits for all City positions across organizational and occupational lines in order to attract and retain qualified employees.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	15.9%	17.3%	19.2%
Total Expenditures	\$468,057	\$485,069	\$567,415
Less Revenues	0	0	0
Net General Fund Expenditures	\$468,057	\$485,069	\$567,415
Program Outcomes			
% of requests for single position job audits completed within 60 work days	N/A*	60%	60%
% of surveys completed within the established timeframes	N/A*	90%	90%

\*The annual HR customer satisfaction survey was not conducted in FY2010. HR instead conducted a survey directly related to the employee benefits program as it was priority for FY 2010. A general customer satisfaction survey is being administered in FY 2011.

### Activity Data

CLASSIFICATION – The goal of Classification is to review positions through job audits, and to determine the most appropriate class and grade for the level and scope of work assigned to each class of positions.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	\$261,901	\$242,537	\$283,706
FTE's	2.5	2.0	2.5
# of appeals processed	N/A*	10	10
# of appeals processed per FTE	N/A*	5.0	4.0
# of total positions audits or classification specifications reviewed and completed	N/A*	62	20
# of total positions audits or classification specifications reviewed and completed per FTE	N/A*	31.0	8.0

\* The City developed and implemented a new classification system that serves as a foundation for a market-based pay system impacting about 2,642 full time and 363 part-time employees. Therefore all regular classifications work was suspended in FY 2010 during this process. The City contracted with two human resource consulting firms, Towers Watson and HR/PRM, to assist with implementation of the new competency based classification system. Towers Watson reviewed 650 position audits and classifications. HR/PRM processed 229 appeals.

COMPENSATION – The goal of Compensation is to periodically review the competitiveness of salaries & benefits in order to compensate employees fairly & retain qualified employees.			
Expenditures	\$206,156	\$242,532	\$283,709
FTE's	2.3	2.0	2.5
# of external surveys completed (surveys completed by staff for other jurisdictions)	22	50	25
# of internal surveys completed (Surveys requested to be completed by other jurisdiction's staff)	20	40	20
Average # of internal and external surveys completed per FTE	18.3	44.8	50.0
% of positions surveyed meeting City benchmark for market pay comparability (GS Employees)	23%	17%	33%
% of positions surveyed meeting City benchmark for market pay comparability (Public Safety Employees)*	65%	N/A	75%

\*This is the first time that Public Safety is reported separately.

# Human Resources Department

## Employee Recruitment and Selection Program

The goal of the Recruitment and Selection Program is to provide cost effective and timely services to all City departments and agencies in order to recruit, hire and promote a highly qualified and diverse workforce to meet the needs of the City.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	15.7%	17.2%	16.9%
Total Expenditures	\$462,634	\$481,959	\$498,059
Less Revenues	0	0	0
Net General Fund Expenditures	\$462,634	\$481,959	\$498,059
Program Outcomes			
% of General Schedule new hires successfully completing probationary period*	100%	95%	98%

\*Excludes public safety employees.

### Activity Data

RECRUITMENT & SELECTION SUPPORT – The goal of Recruitment and Selection Support is to assist departments in recruiting for vacancies in a cost effective and efficient manner in order to obtain diverse and well qualified applicant pools, and to assist in the screening and interviewing process of selecting the most qualified employee for the position.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	\$462,634	\$481,959	\$498,059
FTE's	4.4	3.8	3.8
# of total regular (benefited part-time and full-time) position requisitions received and processed*	136	140	204
# of total applications received	21,231	25,252	29,000
Average # of total applications reviewed per Human Resources Analyst	4,793	6,593	7,572
# of regular (benefited part-time and full-time) positions filled	112	76	127
Cost per regular (benefited part-time and full-time) requisition received and processed	\$3,402	\$3,443	\$2,441

\*Some positions filled are the result of requisitions received and processed in the previous fiscal year.

# Human Resources Department

## Benefits & Records Program

The goal of the Benefits and Records Program is to provide City employees and retirees with the most cost effective comprehensive benefit programs and provide pay and records administration that complies with City policies and applicable State and Federal laws.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	22.8%	27.2%	28.6%
Total Expenditures	\$672,063	\$762,034	\$845,092
Less Revenues	9,902	0	0
Net General Fund Expenditures	\$662,161	\$762,034	\$845,092
Program Outcomes			
Avg. survey score of employees satisfied with the City's benefit program (1-5, where 5 is very satisfied)	3.04	4.00	4.25

\*Source: HR Benefits Survey (FY 2010)

### Activity Data

CURRENT EMPLOYEE BENEFIT PROGRAM ADMINISTRATION – The goal of Current Employee Benefit Program Administration is to implement cost effective benefit plans, ensure accurate communications about the plans and enrollment options, and to process enrollments/changes for all active employees.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	\$296,416	\$328,764	\$358,226
FTE's	2.5	1.3	1.5
# of full-time and part-time employees served in the Current Employee Benefit Program	2,580.7	2,540.2	2,542.3
Cost per employee served in the Current Employee Benefit Program	\$115	\$129	\$141
Avg. survey score of employees satisfied with the timeliness of handling requests for information or assistance w/ benefits (1-5, where 5 is very satisfied)	N/A*	4.00	4.25

\*The annual HR customer satisfaction survey was not conducted in FY2010. HR instead conducted a survey directly related to the employee benefits program as it was priority for fiscal year 2010.

RETIREE/TERMINATED BENEFIT ADMINISTRATION – The goal of Retiree/Terminated Benefit Administration is to collect insurance premium payments from retirees and COBRA participants, pay retiree health insurance reimbursements, and process Long Term Disability and death claims for retirees and separated employees.			
Expenditures	\$141,458	\$153,116	\$159,294
FTE's	1.6	1.5	1.5
# of retiree reimbursement applications processed	1,120	1,000	1,200
# of employees participating in exit interviews	172	250	185
% of claims processed in HRD within 10 business days	100.0%	98.0%	100.0%

# Human Resources Department

## Benefits & Records Program, continued

### Activity Data

<b>EMPLOYEE RECORDS &amp; PAYROLL ADMINISTRATION – The goal of Employee Records and Payroll Administration is to accurately manage the personnel records, payroll action and employee files for City employees in accordance with applicable legal requirements.</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Proposed</b>
Expenditures	\$97,336	\$110,438	\$120,765
FTE's	2.1	1.3	1.3
# of personnel actions processed*	5,270	5,132	5,400
% of errors made when processing personnel action forms (5% being the highest % )	1.0%	2.0%	2.0%

\*In FY 2010 Human Resources began physically counting the number of PAFs processed. This task will become automated when the new Enterprise Resource Planning (ERP) system is implemented in FY 2011-2012.

<b>EMPLOYEE WELLNESS – The goal of Employee Wellness is to provide health-related information and resources to current employees and retirees.</b>			
Expenditures	\$136,853	\$169,716	\$206,807
FTE's	0.05	0.75	0.50
# of wellness participants served	1,078	1,500	1,750
Cost per participant	\$127	\$113	\$118
Avg. survey score of employees satisfied with the City's efforts to promote health and wellness (1-5, where 5 is very satisfied)	N/A*	4	4.5

\*The annual HR customer satisfaction survey was not conducted in FY2010. HR instead conducted a survey directly related to the employee benefits program as it was priority for FY 2010. A general customer satisfaction survey is being administered in FY 2011.

# Human Resources Department

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels

Activity	Adjustment		FY 2012 Proposed
<b>L&amp;GM</b> The Department's non-personnel budget increased by \$3,020 due to the reallocation of telecommunications system costs from the ITS department to user departments in FY 2012.	<i>City-wide Telecommunications</i>	<b>0.0</b>	<b>\$3,020</b>
Postage costs previously budgeted in a Non-Departmental account were transferred to appropriate departments. This action results in an increase of \$5,700 for the Human Resources Department.	<i>Postage and Messenger Services</i>	<b>0.0</b>	<b>\$5,700</b>
The cost of the maintenance agreement for the Human Resources Department's applicant tracking system NeoGov will decrease by \$1,288 as a result of the vendor not requesting a CPI markup in FY 2012.	<i>NeoGov Contract</i>	<b>0.0</b>	<b>(\$1,288)</b>
In FY 2010 the Human Resources Department released a consultant report that outlined health promotion strategies to help the City enhance its employee wellness program. The report called for the implementation of long term strategies that will improve the health of City employees and positively impact health care costs. To reach this goal, the report recommended the City hire an outside expert to serve as a wellness coordinator to oversee the development of the revamped program. The Employee Wellness Program's budget has been increased by \$57,500 to continue funding the wellness coordinator position in FY 2012.	<i>New Wellness Program Implementation</i>	<b>0.0</b>	<b>\$57,500</b>

# Office of Human Rights

**Mission Statement:** The mission of the Office of Human Rights is to enable everyone to share equally in Alexandria's quality of life, provide services to make the City more welcoming to all people, and strive to make City government more reflective of our community.

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Personnel	\$541,722	\$564,941	587,289	4.0%
Non-Personnel	70,259	81,025	85,546	5.6%
Capital Goods Outlay	0	0	0	0.0%
<b>Total Expenditures</b>	<b><u>\$611,981</u></b>	<b><u>\$645,966</u></b>	<b><u>\$672,835</u></b>	<b><u>4.2%</u></b>
<b>Funding Sources</b>				
Internal Service	\$0	\$0	\$0	0.0%
Special Revenue Fund	50,701	35,108	37,582	7.0%
<b>Total Designated Funding Sources</b>	<b><u>\$50,701</u></b>	<b><u>\$35,108</u></b>	<b><u>\$37,582</u></b>	<b><u>7.0%</u></b>
<b>Net General Fund Expenditures</b>	<b><u>\$561,280</u></b>	<b><u>\$610,858</u></b>	<b><u>\$635,253</u></b>	<b><u>4.0%</u></b>
<b>Total Department FTE's</b>	<b>5.5</b>	<b>5.5</b>	<b>5.5</b>	<b>0.0%</b>

### Highlights

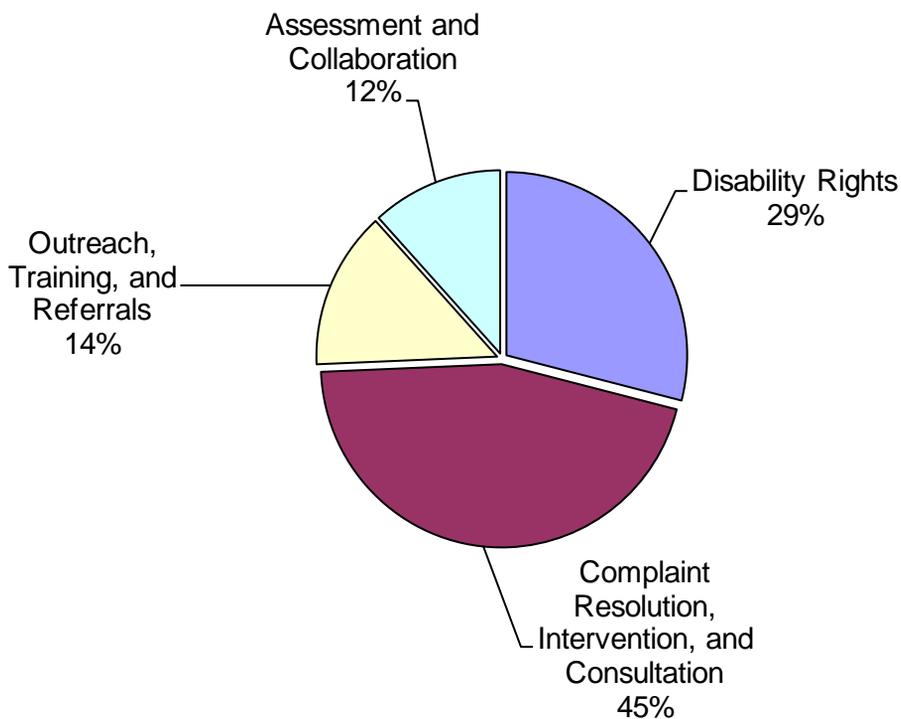
- In FY 2012 the General Fund budget for the Office of Human Rights increases by \$24,395, or 4.0%.
- FY 2012 personnel costs increase by \$22,348, or 4.0%, due to merit step and benefit cost increases.
- Non-personnel costs increase by \$4,521, or 5.6%, due to increases in office space rental costs (\$1,245) and the reallocation of telecommunications system costs (\$976) from ITS to the user departments in FY 2012. In addition, postage costs (\$2,300) have been added in user departments in FY 2012.

## Selected Performance Measures

Selected Performance Measures	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
# of cases worked <sup>1</sup>	280	275	280
cost per case worked	\$1,102	\$1,061	\$1,090
% of cases closed within 180 days	85%	80%	85%

<sup>1</sup># of cases worked includes 1) cases continued from previous year, 2) formal intake interviews requiring follow-up work, and 3) dual-filed Alexandria cases at the Washington Field Office that require some work by this Office.

### FY 2012 Proposed Expenditures by Activity



# Office of Human Rights

## Program Level Summary Information

### Expenditure Summary

Expenditure By Classification	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Enforcement	\$453,183	\$482,747	\$500,124	3.6%
Community Inclusiveness and Awareness	158,798	163,219	172,711	5.8%
<b>Total Expenditures</b>	<b>\$611,981</b>	<b>\$645,966</b>	<b>\$672,835</b>	<b>4.2%</b>

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Enforcement	3.9	3.9	3.9	0.0%
Community Inclusiveness and Awareness	1.6	1.6	1.6	0.0%
	<b>5.5</b>	<b>5.5</b>	<b>5.5</b>	<b>0.0%</b>

### Office of Human Rights Programs and Activities

**Enforcement**

Disability Rights  
Complaint Resolution,  
Intervention and Consultation

**Community Inclusiveness & Collaboration**

Outreach, Training and Referrals  
Assessment And Collaboration

### Dept Info

**Department Contact Info**

703.746.3140  
<http://alexandriava.gov/humanrights>

**Department Head**

Jean Kelleher Niebauer, Director  
703.746.3140  
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**Department Staff**

Mike Hatfield, ADA Program Manager  
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# Office of Human Rights

## Enforcement

The goal of Enforcement is to eliminate discrimination for those who work in, live in or visit Alexandria by ensuring compliance with Federal, State and Local anti-discrimination laws, and striving to maintain a diverse, inclusive and vibrant community.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total All Funds Budget	74.1%	74.7%	74.3%
Total Expenditures	\$453,183	\$482,747	\$500,124
Less Revenues	\$50,701	\$35,108	\$37,582
Net General Fund Expenditures	\$402,482	\$447,639	\$462,542
Program Outcomes			
% of complaints resolved within 180 days	85%	80%	85%

### Activity Data

DISABILITY RIGHTS – The goal of Disability Rights is to advocate for the rights of persons with disabilities, educate the public on laws protecting persons with disabilities, and act as liaison to the community and government resources.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	\$144,687	\$190,923	\$194,926
FTE's	0.9	0.9	0.9
# of contacts	2,092	2,500	2,500
cost per contact	\$69	\$76	\$78
% of contacts responded to by close of business next day	96%	96%	96%

COMPLAINT RESOLUTION, INTERVENTION AND CONSULTATION – The goal of Complaint Resolution, Intervention and Consultation is to facilitate resolution of disputes, stop discrimination, if it has occurred, and counsel public and private entities to ensure compliance with the law.			
Expenditures	\$308,496	\$291,824	\$305,198
FTE's	3.0	3.0	3.0
# of cases worked <sup>1</sup>	280	275	280
cost per case worked	\$1,102	\$1,061	\$1,090
% of cases resolved through alternative dispute resolution	40%	25%	30%
% of cases closed within 180 days	85%	80%	85%

<sup>1</sup># of cases worked includes 1) cases continued from previous year, 2) formal intake interviews requiring follow-up work, and 3) dual-filed Alexandria cases at the Washington Field Office that require some work by this Office.

## Community Inclusiveness and Awareness

The goal of Community Inclusiveness and Awareness is to educate the public and private sectors on inclusive best practices and to promote understanding, tolerance and celebration of our City's diversity, including the most vulnerable.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of Total All Funds Budget	25.9%	25.3%	25.7%
Total Expenditures	\$158,798	\$163,219	\$172,711
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$158,798	\$163,219	\$172,711
Program Outcomes			
% survey respondents reporting knowledge of City's diversity and inclusiveness efforts <sup>1</sup>	NA	85%	85%

<sup>1</sup> No citizen survey was conducted in FY 2010.

### Activity Data

OUTREACH, TRAINING, and REFERRALS – The goal of Outreach, Training and Referrals is to promote understanding of rights and responsibilities, and ensure that everyone shares equally in Alexandria's quality of life.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	\$84,479	\$87,107	\$93,714
FTE's	0.8	0.8	0.8
# of contacts	3,750	2,500	2,800
cost per contact	\$23	\$35	\$33
# of individuals trained <sup>2</sup>	134	125	110
% of contacts responded to by close of business next day	96%	85%	85%

ASSESSMENT AND COLLABORATION – The goal of Assessment and Collaboration is to assess social conditions that might give rise to discrimination, make the City more welcoming to all people, promote best practices, and collaborate with other agencies.			
Expenditures	\$74,319	\$76,112	\$78,997
FTE's	0.8	0.8	0.8
# of collaborations <sup>3</sup>	105	131	120
cost per collaboration	\$708	\$581	\$658
% increase in new collaborations <sup>2</sup>	-22%	25%	-9%

<sup>2</sup> # of individuals trained depends on what entity the Office trains and the capability of staff to conduct training.

<sup>3</sup> # of collaborations is driven by capability of staff and coordination with Alexandria Human Rights Commission; FY 2011 represents an aspirational goal and FY 2012 is closer to current projections.

# Information Technology Services

**Mission Statement:** The mission of the Information Technology Services Department is to effectively manage the City's information and technology assets to guarantee a reliable computer infrastructure, deliver timely and effective responses to customer requirements, and to provide information services to City departments and the public that are credible, accurate and accessible.

## Expenditure and Revenue Summary

<b>Expenditure By Classification</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Proposed</b>	<b>% Change 2011-2012</b>
Personnel	\$4,326,973	\$4,573,620	\$4,919,487	7.6%
Non-Personnel	2,087,010	2,371,553	2,472,231	4.2%
Capital Goods Outlay	0	127,700	0	-100.0%
<b>Total Expenditures</b>	<b>\$6,413,983</b>	<b>\$7,072,873</b>	<b>\$7,391,718</b>	<b>4.5%</b>
<b>Less Revenues</b>				
Internal Services	\$0	\$0	\$0	NA
Internal Services - Fund Balance	0	127,700	0	-100.0%
Special Revenue Funds	0	0	0	NA
<b>Total Designated Funding Sources</b>	<b>\$0</b>	<b>\$127,700</b>	<b>\$0</b>	<b>-100.0%</b>
<b>Net General Fund Expenditures</b>	<b>\$6,413,983</b>	<b>\$6,945,173</b>	<b>\$7,391,718</b>	<b>6.4%</b>
<b>Total Department FTE's</b>	<b>43.0</b>	<b>40.0</b>	<b>42.0</b>	<b>5.0%</b>

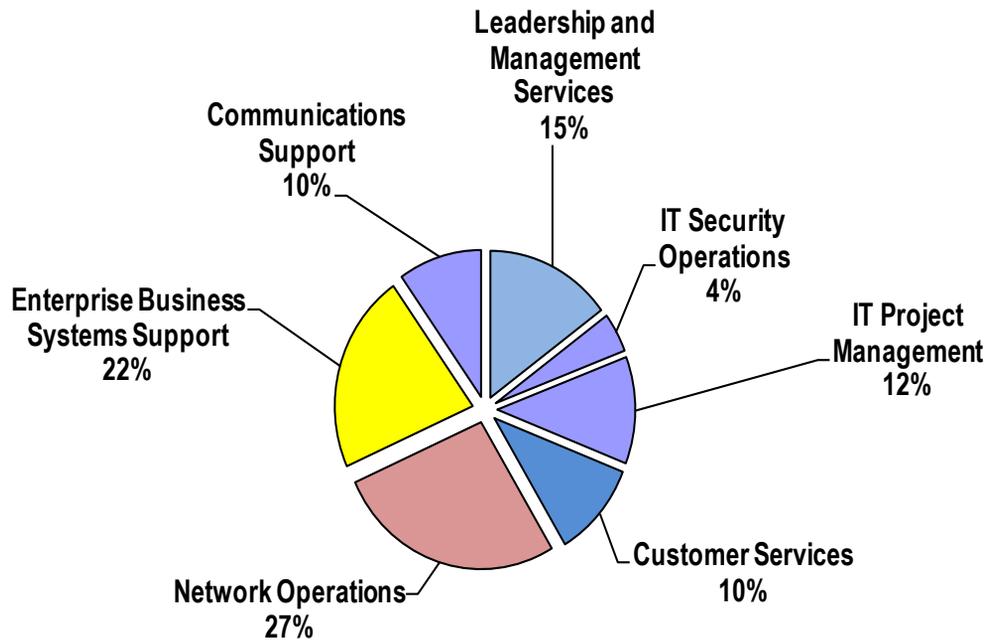
### Highlights

- In FY 2012, the proposed General Fund budget for ITS increases by \$446,525, or 6.4%.
- FY 2012 personnel costs increase by \$345,867, or 7.6%. This increase is due to the transfer of two full-time positions (one Management Analyst III and one IT Support Engineer III) from Recreation, Parks and Cultural Activities (RPCA) to Information Technology Services (ITS). The increase is also due to employee merit adjustments and an increase in benefit costs, offset by a reduction in overtime costs (\$25,688) to reflect actual expenditure trends.
- FY 2012 non-personnel costs increase by \$100,678, or 4.2%. This increase is attributable to an increase in rent costs (\$20,753); also, adjustments to the base budget (\$605,180) for several maintenance contracts described on the following pages including, the Microsoft Enterprise Agreement (\$495,980); Blackberry administration services (\$36,000); Antivirus Maintenance and Network Back-up (\$35,000); Project Management Software Maintenance (\$24,000); and, Air Conditioner Maintenance at the Network Operations Center (\$14,200). These adjustments were offset by the reduction of several non-personnel costs related to the elimination of the Lotus Notes environment (\$244,800) leading to the establishment of Microsoft Outlook email service including, the elimination of Lotus Notes Support (\$30,000); Lotus Notes Disaster Recovery (\$45,000); Mail Security Solution (\$32,000) and Lotus Notes Maintenance costs (\$137,800). Costs for the City's Institutional Network Maintenance (I-Net - \$35,581) were also reduced to reflect actual contract costs. In addition, telecommunications system costs (\$244,874) were reallocated from ITS to the user departments in FY 2012.
- The ITS Capital Outlay budget reduced by \$127,700, to reflect a one-time transfer of funds in FY2011, from the City's accumulated equipment replacement fund balance to fund the replacement of a limited number of City computer workstations on an as needed basis.

## Selected Performance Measures

Selected Performance Measures	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Cost per department supported by ITS	\$168,789	\$186,128	\$194,519
% of Help Desk work requests resolved within 24 hours of receipt	9%	9%	15%
Number of applications supported	180	180	160
Number of databases under management	167	150	187

## FY 2012 Proposed Expenditures by Program



# Information Technology Services

## Program Level Summary Information

### Expenditure Summary

Expenditure By Classification	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Leadership and Management Services	\$1,347,260	\$1,011,143	\$1,096,578	8.4%
Security	193,294	261,738	320,850	22.6%
IT Project Management	353,478	661,721	870,941	31.6%
Customer Services	413,106	640,752	774,912	20.9%
Network Operations	1,493,486	1,934,151	1,984,183	2.6%
Enterprise Business Systems Support	1,531,957	1,509,762	1,621,828	7.4%
Communications Support	1,081,402	1,053,606	722,426	-31.4%
<b>Total Expenditures</b>	<b>\$6,413,983</b>	<b>\$7,072,873</b>	<b>\$7,391,718</b>	<b>4.5%</b>

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Leadership and Management Services	7.4	7.6	7.6	0.0%
Security	1.3	1.2	1.2	0.0%
IT Project Management	4.6	4.6	5.6	22.0%
Customer Services	4.3	4.1	5.1	25.9%
Network Operations	9.2	8.3	8.3	0.0%
Enterprise Business Systems Support	11.9	9.8	9.8	0.5%
Communications Support	4.6	4.6	4.6	0.0%
<b>Total full time equivalents</b>	<b>43.0</b>	<b>40.0</b>	<b>42.0</b>	<b>5.0%</b>

### ITS Programs and Activities

<p><b>Leadership and General Management</b> Leadership and General Management Financial Management</p> <p><b>Security</b> Security Operations</p> <p><b>IT Project Management</b> Project Management</p> <p><b>Customer Service</b> Help Desk Equipment Replacement Training</p> <p><b>Network Operations</b> Wide Area Network (WAN) Support Server Maintenance &amp; Support Data Center</p> <p><b>Enterprise Business Systems Support</b> Programming Support Data Management &amp; Support</p> <p><b>Communications Support</b> Data &amp; Email Communications Voice Communications</p>	
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### Dept Info

<p><b>Department Contact Info</b> 703.746.3001 <a href="http://www.alexandriava.gov/its">www.alexandriava.gov/its</a></p> <p><b>Department Head</b> Tom Trobridge, Director of ITS 703.746.3001 <a href="mailto:tom.trobridge@alexandriava.gov">tom.trobridge@alexandriava.gov</a></p> <p><b>Department Staff</b> Shelly Santos, Deputy Director Vanetta Pledger, Division Chief Curtis Ney, Division Chief Paul Kim, Division Chief Suellen Savukas, Division Chief</p>
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# Information Technology Services

## Leadership & Management Support Services

The goal of Leadership and Management Support Services is to provide coordination, communication, staff direction and stewardship for internal and external stakeholders.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	21.0%	14.3%	14.8%
Total Expenditures <sup>1</sup>	\$1,347,260	\$1,011,143	\$1,096,578
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,347,260	\$1,011,143	\$1,096,578
<b>Program Outcomes</b>			
% of customers who rate IT Services as good to excellent	96%	95%	96%

### Activity Data

<b>LEADERSHIP AND GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, personnel, and general support services to facilitate the operations of the Information Technology Services Department.</b>	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	\$1,177,670	\$764,026	\$789,438
FTE's	4.8	5.1	5.1
# of departments supported	38	38	38
\$ amount of departmental expenditures	\$6,413,983	\$7,072,873	\$7,391,718
Cost per department supported	\$168,789	\$186,128	\$194,519
Leadership & General Management expenditures as a % of total department	21.0%	14.3%	14.8%
% of customers who rate ITS understanding of business needs as good to excellent	94%	90%	94%
<b>FINANCIAL MANAGEMENT – The goal of Financial Management is to provide financial support services to the Department in order to efficiently and effectively monitor fiscal resources and facilitate operations.</b>			
Expenditures	\$169,590	\$247,117	\$307,140
FTE's	2.6	2.5	2.5
# of IT purchases processed	1,229	1,200	1,400
Cost per IT purchase processed	\$138	\$206	\$219
% customers rating hardware/software procurement services as good to excellent	98%	95%	98%

<sup>1</sup>The change from FY 2011 to FY 2012, is partially due to the proportional allocation (\$70,856) of the costs of the Microsoft Enterprise Agreement (\$495,980) to the Leadership and Management Services Program.

# Information Technology Services

## Security

The goal of Security is to engage in activities (including security planning, security management, contract management, quality assurance, and general consulting services) provided to internal (departmental) and external (other departments and agencies) users in order to develop, promote and grow a secure enterprise-wide IT environment.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	3.0%	3.7%	4.3%
Total Expenditures <sup>1</sup>	\$193,294	\$261,738	\$320,850
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$193,294	\$261,738	\$320,850
% of network clients updated with City standard Symantec security software	100%	100%	100%

### Activity Data

SECURITY OPERATIONS – The goal of Security Operations is to execute policies, plans and procedures for all City IT users to ensure the ongoing security of the City's IT environment.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	\$193,294	\$261,738	\$320,850
FTE's	1.3	1.2	1.2
# of network clients protected with the latest patches and software	2,800	2,800	2,800
# of procedures, policies, and plans used in the production environment	8	3	8
Cost per client protected	\$69	\$93	\$115

<sup>1</sup>The change from FY 2011 to FY 2012, is partially due to the proportional allocation (\$35,427) of the costs of the Microsoft Enterprise Agreement (\$495,980); and, the proportional allocation (\$14,186) of Blackberry administration and other equipment maintenance/support services to the Security Operations Program.

# Information Technology Services

## IT Project Management

The goal of IT Project Management is to provide coordination, communication, staff direction, and stewardship of IT projects for internal and external stakeholders.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	5.5%	9.4%	11.8%
Total Expenditures <sup>1</sup>	\$353,478	\$661,721	\$870,941
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$353,478	\$661,721	\$870,941
Program Outcomes			
% of customers rating IT Project Management as good to excellent	93%	91%	93%

### Activity Data

PROJECT MANAGEMENT – The goal of Project Management is to provide IT project management, project planning, contract management, and quality assurance to clients either within ITS or elsewhere in the City in order to get better value out of Approved City projects and processes.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	\$353,478	\$661,721	\$870,941
FTE's <sup>2</sup>	4.6	4.6	5.6
# of projects provided assistance	24	20	20
# of hours of support provided	9,464	9,464	11,544
Cost per staff hour of support	\$37	\$70	\$75
% rating ITS project management as good to excellent	93%	91%	93%

<sup>1</sup>The change from FY 2011 to FY 2012 is partially attributable to the new project management software maintenance costs (\$24,000) with 50 licenses anticipated in FY 2012; and, the proportional allocation (\$47,113) of costs for the Microsoft Enterprise Agreement (\$495,980), Black Berry Administration and Other Equipment Maintenance/Support Services to the IT Project Management Program.

<sup>2</sup>In FY 2012, one full-time Management Analyst III position (\$126,477) was transferred from Recreation, Parks and Cultural Activities (RPCA) to Information Technology Services (ITS), as part of a City-wide re-organization of information technology related functions.

# Information Technology Services

## Customer Service

The goal of Customer Service is to provide courteous, responsive, and effective technical support to all City computer and telecommunications users to better assist the City of Alexandria in its use of computer and telecommunications technology.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	6.4%	9.1%	10.5%
Total Expenditures <sup>1</sup>	\$413,106	\$640,752	\$774,912
Less Revenues	\$0	\$127,700	\$0
Net General Fund Expenditures	\$413,106	\$513,052	\$774,912
Program Outcomes			
% of customers who rate IT Customer Service as good to excellent	96%	97%	97%

## Activity Data

HELP DESK – The goal of the Help Desk is to provide first and second level customer support for City computer and telecommunications users.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	\$367,018	\$392,963	\$561,012
FTE's <sup>2</sup>	4.0	3.7	4.5
# of work requests generated	9,456	10,000	12,000
# of work requests responded to per FTE	2,394	2,703	2,667
% of work requests resolved within 24 hours	9%	9%	15%

EQUIPMENT REPLACEMENT – The goal of Equipment Replacement is to ensure that City departments and agencies have reliable and efficient computer workstations.			
Expenditures	\$22,478	\$175,439	\$91,874
FTE's	0.1	0.1	0.3
# of workstations replaced and inventoried	84	84	90
Cost per workstation replaced and inventoried	\$268	\$2,089	\$1,021
% of workstations currently under manufacturer warranty	90%	76%	76%

TRAINING – The goal of Training is to provide computer and application training for City users so that they are better-equipped to use City supported software and applications.			
Expenditures	\$23,610	\$72,350	\$122,026
FTE's	0.3	0.3	0.3
# of seats trained	1,200	1400	1,500
Cost per seat trained	\$20	\$52	\$81
% of students who rated computer training as good or excellent	97%	97%	97%

<sup>1</sup> The change from FY 2011 to FY 2012, is partially due to the proportional allocation (\$106,281) of the costs of the Microsoft Enterprise Agreement (\$495,980); and, the proportional allocation (\$35,058) of Blackberry administration and other equipment maintenance/support services to the Customer Service Program.

<sup>2</sup> In FY 2012, one full-time IT Support Engineer III position (\$81,767) was transferred from Recreation, Parks and Cultural Activities (RPCA) to Information Technology Services (ITS), as part of a City-wide re-organization of information technology related functions.

# Information Technology Services

## Network Operations

The goal of Network Operations is to manage the City's technology infrastructure in order to provide a stable platform for City applications, data, and other business processes.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	23.3%	27.3%	26.8%
Total Expenditures <sup>1</sup>	\$1,493,487	\$1,934,151	\$1,984,183
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,493,487	\$1,934,151	\$1,984,183

### Activity Data

WAN SUPPORT – The goal of Wide Area Network Support is to maintain network connectivity among all City sites in order to allow employees to share in the advantages of the City's technology infrastructure.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	\$803,422	\$1,021,986	\$1,042,832
FTE's	3.2	3.0	3.0
# of existing connections supported	98	98	98
Cost per existing connection supported	\$8,198	\$10,428	\$10,641

SERVER MAINTENANCE & SUPPORT – The goal of Server Maintenance & Support is to provide file and print services and create the network environment necessary for the hosting of data and user applications.			
Expenditures	\$516,967	\$543,766	\$507,270
FTE's	3.6	3.0	3.0
# of servers managed	200	210	300
Cost per server managed	\$2,585	\$2,589	\$1,691
% rating server management as good to excellent	96%	90%	96%

DATA CENTER – The goal of Data Center is to schedule, process, and print reports for user departments, and to schedule and process backups and restoration of the City's application data when needed.			
Expenditures	\$173,098	\$368,399	\$434,081
FTE's	2.4	2.4	2.4
Volume of data backed up and stored (in Terabytes)	12	14	17
Cost per Terabyte of data backed up and stored	\$14,425	\$26,314	\$25,534
% rating City data center services as good to excellent	98%	92%	98%

<sup>1</sup> The changes from FY 2011 to FY 2012 is partially attributable to increased funding for air conditioner maintenance (\$14,200) at the Network Operations Center; also the proportional allocation (\$106,281) of the costs of the Microsoft Enterprise Agreement (\$495,980), offset by the transfer of Blackberry administration and other equipment maintenance/support services (\$122,314) from the Network Operations Program to other areas of the ITS budget.

# Information Technology Services

## Enterprise Business Systems Support

The goal of Enterprise Business Systems Support is to maintain, develop, and upgrade application software, as well as maintain the integrity of the data associated with those applications for all City departments and employees.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	23.9%	21.3%	21.9%
Total Expenditures <sup>1</sup>	\$1,531,956	\$1,509,762	\$1,621,828
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,531,956	\$1,509,762	\$1,621,828
Program Outcomes			
% of customers rating ITS Applications Support as good to excellent	96%	80%	96%

### Activity Data

PROGRAMMING SUPPORT – The goal of Programming Support is to provide City departments with stable and effective applications, including maintenance, development, and customization of City and third-party supported applications in order to facilitate the performance of their duties.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	\$1,299,434	\$1,257,127	\$1,315,148
FTE's	10.4	8.4	8.4
# of applications supported	180	180	160
Cost per application supported	\$7,219	\$6,984	\$8,220
% of customers rating applications programming support as good to excellent	96%	80%	96%
DATA MANAGEMENT & SUPPORT – The goal of Data Management & Support is to provide City employees with the reliable and accessible data required by computer applications for the performance of their duties.			
Expenditures	\$232,522	\$252,635	\$306,680
FTE's	1.5	1.4	1.5
# of databases under management	167	150	187
Volume of data under management (in Terabytes)	3.3	2.8	3.8
Cost per database under management	\$1,392	\$1,684	\$1,640.00
% rating application data management as good to excellent	90%	89%	90%

<sup>1</sup> The change from FY 2011 to FY 2012 reflects the proportional allocation (\$70,854) of costs for the Microsoft Enterprise Agreement (\$495,980) and other Equipment maintenance/support services (\$4,866) to the Enterprise Business Systems Support Program.

# Information Technology Services

## Communications Support

The goal of Communications Support is to provide for the reliable and unhindered exchange of electronic information among City employees.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	16.9%	14.9%	9.8%
Total Expenditures <sup>1</sup>	\$1,081,402	\$1,053,606	\$722,426
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,081,402	\$1,053,606	\$722,426

### Activity Data

DATA & EMAIL COMMUNICATIONS – The goal of Data and Email Communications is to provide and maintain devices for data communications (primarily email) for all City employees.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	\$642,249	\$506,224	\$347,889
FTE's	1.7	1.7	1.7
# of email accounts managed	2,838	3,000	3,000
Cost per email account managed	\$226	\$169	\$116
% rating City management of emails as good to excellent	89%	81%	89%

VOICE COMMUNICATIONS – The goal of Voice Communications is to provide and maintain devices for voice communications for all City employees.			
Expenditures	\$439,153	\$547,382	\$374,537
FTE's	2.9	2.9	2.9
# of desk and cell phones supported	6,275	5,900	6,700
Cost per device supported	\$70	\$93	\$56
% rating City management of voice services as good to excellent	93%	79%	93%

<sup>1</sup> The change from FY 2011 to FY 2012 reflects the reallocation of telecommunications system costs (\$244,874) from the IT Communications Support Program to user departments in FY 2012. The change also reflects the elimination of Lotus Notes support/maintenance costs (\$244,800) and the proportional allocation (\$77,840) of costs related to the Microsoft Enterprise Agreement (\$495,980) and other equipment maintenance/support.

# Information Technology Services

## Summary of Budget Changes

### Mandatory Adjustments to the Base Budget

Activity	Adjustment to Base Budget	FY 2012 Proposed
<b>Various</b>	<i>Microsoft Enterprise Agreement</i>	<b>\$495,980</b>
This adjustment will fund the second year of a six-year Microsoft Enterprise Agreement with the City, including providing email systems upgrades, security, desktop productivity and related applications and services.		
<b>Data &amp; Email Communications</b>	<i>Blackberry Administration &amp; Support</i>	<b>\$36,000</b>
This adjustment will fund the transfer of Blackberry administration services to a managed services paradigm, allowing for increased staff productivity in other areas of the department.		
<b>Server Maintenance &amp; Support</b>	<i>Antivirus Software, Net-Back-up, Enterprise Vault</i>	<b>\$35,000</b>
This adjustment will fund bundled maintenance services including Symantic anti-virus software renewal and Iprism internet filtering service.		
<b>Project Management</b>	<i>Project Management Maintenance Software</i>	<b>\$24,000</b>
This adjustment will fund the first year of the maintenance and support for a new project management software purchased with 50 licenses anticipated in FY 2012.		
<b>Data Center</b>	<i>Air Conditioner Maintenance</i>	<b>\$14,200</b>
This adjustment will fund increased air conditioner maintenance costs at the Network Operations Center.		

### Expenditure Reductions

Activity	Reduction Option	FTE's	FY 2012 Proposed
<b>Communications Support</b>	<i>Lotus Notes Elimination</i>		<b>(\$244,800)</b>
These total reductions (\$244,800), including costs for Lotus Notes Support (\$30,000), Lotus Notes Disaster Recovery (\$45,000), Mail Security Solution (\$32,000) and Lotus Notes Maintenance (\$137,800) are attainable due to the elimination of the Lotus Notes environment and the transfer of City email service to Microsoft Outlook during FY 2011 and beyond.			
<b>WAN Support</b>	<i>I-Net Maintenance</i>		<b>(\$35,581)</b>
This reduction reflects a lower than previously budgeted cost for the maintenance of the City's I-Net System. This aligns with the actual contract amount in FY 2012.			

# Internal Audit

**Mission Statement:** The mission of the Office of Internal Audit is to provide an independent appraisal function to evaluate City programs and activities for compliance with City policies and procedures, to improve City operations, and to prevent fraud, waste, and abuse.

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Personnel	\$211,423	\$216,859	\$223,490	3.1%
Non-Personnel	6,022	12,061	26,072	116.2%
Capital Goods Outlay	0	0	0	--
<b>Total Expenditures</b>	<b>\$217,445</b>	<b>\$228,920</b>	<b>\$249,562</b>	<b>9.0%</b>
<b>Funding Sources</b>				
Internal Services	\$0	\$0	\$0	0.0%
Special Revenue Funds	0	0	0	0.0%
<b>Total Designated Funding Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>Net General Fund Expenditures</b>	<b>\$217,445</b>	<b>\$228,920</b>	<b>\$249,562</b>	<b>9.0%</b>
<b>Total Department FTE's</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>0.0%</b>

### Highlights

- In FY 2012 the General Fund budget increases by \$20,562, or 9.0%.
- Personnel costs increase by \$6,631, or 3.1% due to merit step and benefit cost increases.
- Non-personnel costs increase by \$14,011, or 116.2%, as a result of the department's FY 2011 move out of City Hall to already leased space in order to accommodate T&ES space needs.

# Internal Audit

## Selected Performance Measures

Selected Performance Measures	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of City Departments/Agencies assisted annually	36.0%	45.0%	50.0%
# of recommendations and concerns tracked	52	50	50
# of audits completed	30	16	22
Cost per audit	\$7,248	\$14,308	\$11,344

### Internal Audit Programs and Activities

### Dept Info

**Internal Audit**  
Internal Audit

**Department Contact Info**  
703.746.4743  
[www.alexandriava.gov/internalaudit/](http://www.alexandriava.gov/internalaudit/)

**Chief Auditor**  
Deborah Welch, Auditor II  
703.746.4743  
[deborah.welch@alexandriava.gov](mailto:deborah.welch@alexandriava.gov)

**Department Staff**  
Bryan Capelli, CPA, Auditor I  
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# Internal Audit

## Internal Audit Program

The goal of Internal Audit is to evaluate internal controls to provide reasonable assurance to City staff and City Council that (a) funds are used, and activities are conducted, consistent with laws, regulations, and policies; (b) resources are safeguarded against waste, loss, fraud, abuse and misuse; (c) program activities are efficiently and effectively carried out, and (d) reports contain reliable data.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Total Expenditures	\$217,445	\$228,920	\$249,562
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$217,445	\$228,920	\$249,562
Program Outcomes			
% of City Departments/Agencies assisted annually	36.0%	45.0%	50.0%

## Activity Data

AUDITS – The goal of Audits is to conduct reviews of the systems, processes and internal controls in city operations, report findings and make recommendations in order to improve city operations and ensure compliance with applicable regulations and procedures.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	\$217,444	\$228,920	\$249,562
FTE's	2.0	2.0	2.0
# of audits completed	30	16	22
# of recommendations and concerns tracked	52	50	50
Cost per audit	\$7,248	\$14,308	\$11,344
% of City Departments/Agencies assisted annually	36.0%	45.0%	50.00%
# of recommendations resolved within established deadline	97%	95%	95%
Dollar value of savings from audit assignments	\$280,454	\$250,000	\$250,000

# Communications and Public Information

**Mission Statement:** The mission of the Office of Communications and Public Information is to foster a responsive government by connecting our diverse community to information, services and solutions.

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Personnel	\$1,512,649	\$1,483,567	\$1,548,221	4.4%
Non-Personnel	92,976	233,320	235,974	1.1%
Capital Goods Outlay	0	0	0	0.0%
<b>Total Expenditures</b>	<b>\$1,605,625</b>	<b>\$1,716,887</b>	<b>\$1,784,195</b>	<b>3.9%</b>
<b>Less Revenues</b>				
Internal Services	\$0	\$0	\$0	0.0%
Special Revenue Funds	0	0	0	0.0%
<b>Total Designated Funding Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>Net General Fund Expenditures</b>	<b>\$1,605,625</b>	<b>\$1,716,887</b>	<b>\$1,784,195</b>	<b>3.9%</b>
<b>Total Department FTE's</b>	<b>14.8</b>	<b>13.5</b>	<b>13.5</b>	<b>0.0%</b>

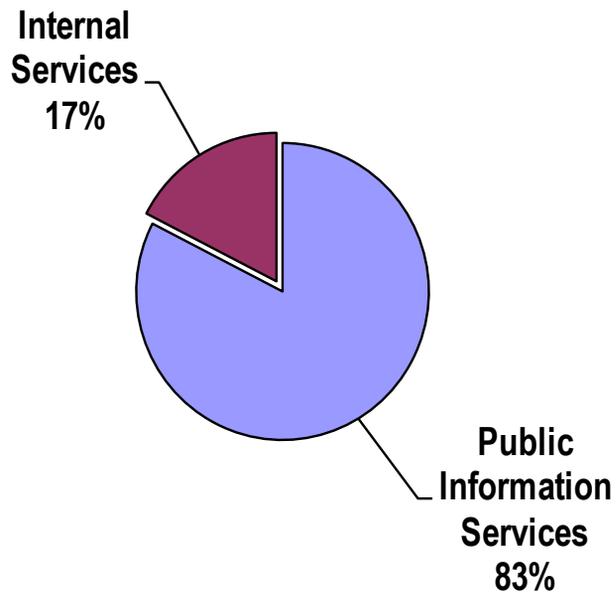
### Highlights

- In FY 2011, the Offices of Citizen Assistance and Communications merged into a new Office of Communications and Public Information in order to improve customer service and strengthen community engagement. As part of that re-organization, one Citizen Assistance position was transferred to the City Manager's Office and the remainder of Citizen Assistance became part of Communications and Public Information. FY 2010 actual and FY 2011 budgeted expenditures and FTEs from the former Office of Citizen Assistance have been reallocated to the Office of Communications and Public Information and the City Manager's Office for comparison to the FY 2012 budget.
- In FY 2012, the General Fund budget increases by \$67,308, or 3.9%.
- Personnel costs increase by \$64,654, or 4.4%, due to merit step pay increases and benefit cost increases.
- Non-personnel costs increase by \$2,654, or 1.1%, due to the reallocation of telecommunications costs from ITS to the user departments.

## Selected Performance Measures

Selected Performance Measures	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of community reading FYI Alexandria	0%	10%	10%
% of community visiting the City website	0%	60%	65%

## FY 2012 Proposed Expenditures by Activity



## Activity Level Summary Information

### Expenditure Summary

Expenditure By Activity	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Public Information Services	\$1,247,382	\$1,196,640	\$1,478,304	23.5%
Internal Services	\$358,243	\$520,247	\$305,891	-41.2%
<b>Total Expenditures</b>	<b>\$1,605,625</b>	<b>\$1,716,887</b>	<b>\$1,784,195</b>	<b>3.9%</b>

### Staffing Summary

Authorized Positions (FTE's) by Activity	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Public Information Services	10.9	9.6	11.5	19.8%
Internal Services	3.9	3.9	2.0	-48.7%
<b>Total full time equivalents</b>	<b>14.8</b>	<b>13.5</b>	<b>13.5</b>	<b>0.0%</b>

FY 2011 FTEs reflect the elimination of one media content coordinator and the reduction of part-time clerk/typist by 0.25 FTEs, from 0.75 to 0.50.

### Office of Communications Programs and Activities

**Communications & Public Information**  
Public Information  
Internal Services

### Department Information

**Department Contact Info**

703.746.3969  
<http://www.alexandriava.gov/communications>

**Department Head**

Tony Castrilli, Communications Director  
703.746.3969  
Tony.Castrilli@alexandriava.gov

**Department Staff**

Craig Fifer, E-Government Manager

# Communications and Public Information

## Communications & Public Information

The goal of Communications and Public Information is a community in which everyone is fully connected with City information, services and solutions.

Program Totals	FY 2010	FY 2011	FY 2012
	Actual	Approved	Proposed
Total Expenditures	\$1,247,382	\$1,196,640	\$1,784,195
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,247,382	\$1,196,640	\$1,784,195
Program Outcomes			
% of community reading FYI Alexandria	10%	10%	10%
% of community visiting the City website	50%	60%	65%

### Activity Data

PUBLIC INFORMATION SERVICES – The goal of Public Information is to develop effective media relations, provide official responses, and publish information that accurately informs citizens and the press.	FY 2010	FY 2011	FY 2012
	Actual	Approved	Proposed
Expenditures	\$1,247,382	\$1,196,640	\$1,478,304
FTE's	10.9	9.6	11.5
# of social media followers*	NA	NA	15,000
# of CRM users*	NA	NA	2,500
# of calendar users*	NA	NA	1,000
# of web site hits	7,500,000	9,000,000	9,500,000
# of e-news issued	3,500	3,900	3,900
% of community reading FYI Alexandria	10%	10%	10%
% of community visiting the City website	50%	60%	65%

\* New measure in FY 2012 for which data was not collected in FY 2010 or FY 2011

INTERNAL SERVICES – The goal of Internal Services is to design and maintain an intranet web site and other miscellaneous intranet applications for City employees, in order to improve operational efficiency, provide employees with timely and useful information about City procedures and benefits, and promote employee engagement.	FY 2010	FY 2011	FY 2012
	Actual	Approved	Proposed
Expenditures	\$358,243	\$520,247	\$305,891
FTE's	3.9	3.9	2.0
# of internal web site hits*	NA	NA	100,000
# of internal electronic news digests issued*	NA	NA	26
# of social media followers*	NA	NA	15,000
# of CRM users*	NA	NA	2,500
# of calendar users*	NA	NA	1,000
# of web site hits	7,500,000	9,000,000	9,000,000
# of e-news issued	3,500	3,900	3,900
% of community reading FYI Alexandria <sup>1</sup>	10%	10%	10%
% of community visiting the City website	50%	60%	60%

\* New measure in FY 2012 for which data was not collected in FY 2010 or FY 2011

# Office of Management and Budget

**Mission Statement:** The mission of the Office of Management and Budget is to administer the City's budget process and provide analyses and management services to the City Manager in order to achieve financially sustainable and excellent services valued by the community.

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Personnel	\$1,054,589	\$1,134,844	\$1,182,734	4.2%
Non-Personnel	47,646	51,085	52,795	3.3%
Capital Goods Outlay	\$0	\$0	\$0	NA
<b>Total Expenditures</b>	<b><u>\$1,102,235</u></b>	<b><u>\$1,185,929</u></b>	<b><u>\$1,235,529</u></b>	<b>4.2%</b>
<b>Funding Sources</b>				
Internal Service	\$0	\$0	\$0	0.0%
Special Revenue Fund	0	0	0	0.0%
<b>Total Designated Funding Sources</b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>	<b>0.0%</b>
<b>Net General Fund Expenditures</b>	<b><u>\$1,102,235</u></b>	<b><u>\$1,185,929</u></b>	<b><u>\$1,235,529</u></b>	<b>4.2%</b>
<b>Total Department FTE's</b>	<b>11.0</b>	<b>11.0</b>	<b>11.0</b>	<b>0.0%</b>

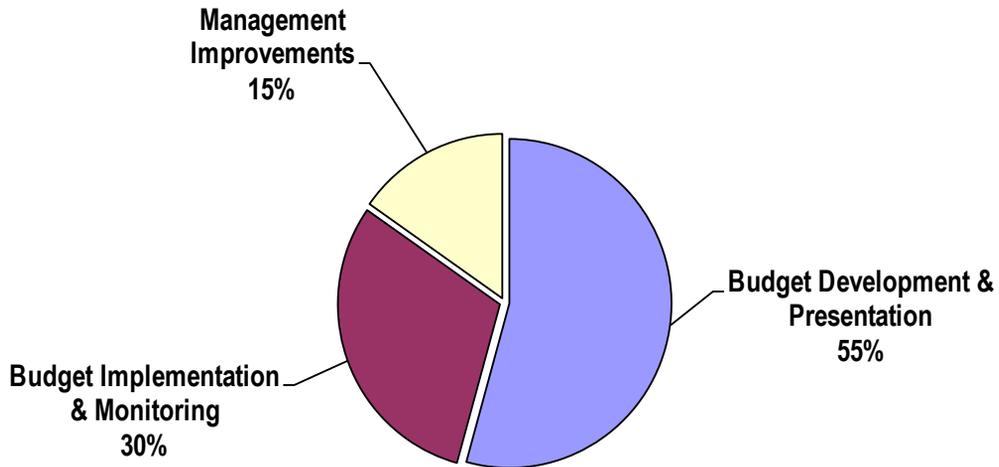
### Highlights

- In FY 2012 the proposed General Fund budget increases by \$49,600, or 4.2%.
- FY 2012 personnel costs are increasing by \$47,890, or 4.2%; the increase is due to employee step adjustments and an increase in benefit costs.
- Total non-personnel costs increased by \$1,710, or 3.3%, due to reallocation of telecommunications system costs from ITS to the user departments in FY 2012.

## Selected Performance Measures

Selected Performance Measures	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% GFOA budget document standards rated proficient	100%	100%	100%
\$ monitored (all funds in millions)	\$667.3	\$659.8	\$684.4
% of departments that do <u>not</u> overspend	100%	100%	100%
% compliance with City adopted debt policies	100%	100%	100%

## FY 2012 Proposed Expenditures by Activity



## Activity Level Summary Information

### Expenditure Summary

Expenditure By Activity	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Budget Development and Presentation	\$648,458	\$646,685	\$670,636	3.7%
Budget Implementation & Monitoring	\$266,010	360,119	376,101	4.4%
Management Improvements & Long Range Financial Analysis	\$187,765	179,125	188,792	5.4%
<b>Total Expenditures</b>	<b>\$1,102,233</b>	<b>\$1,185,929</b>	<b>\$1,235,529</b>	<b>4.2%</b>

### Staffing Summary

Authorized Positions (FTE's) by Activity	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Budget Development and Presentation	6.5	6.5	6.5	0.0%
Budget Implementation & Monitoring	3.0	3.0	3.0	0.0%
Management Improvements & Long Range Financial Analysis	1.5	1.5	1.5	0.0%
<b>Total Authorized Positions (FTE's) by Activity</b>	<b>11.0</b>	<b>11.0</b>	<b>11.0</b>	<b>0.0%</b>

### Office of Management and Budget Programs and Activities

**Budget and Management Services**

Budget Development & Presentation  
 Budget Implementation & Monitoring  
 Management Improvements

### Dept Info

**Department Contact Info**

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**Department Head**

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**Department Staff**

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Morgan Routt, Assistant Director  
 703.746.3743  
[morgan.routt@alexandriava.gov](mailto:morgan.routt@alexandriava.gov)

## Budget and Management Services Program

The goal of the Budget and Management Services program is to provide the City Manager, City Council, and public with financial choices to balance the needs of the community for City services with the ability of the community to pay for them.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Total Expenditures	\$1,102,233	\$1,185,929	\$1,235,529
Less Revenues	0	0	0
Net General Fund Expenditures	\$1,102,233	\$1,185,929	\$1,235,529
<b>Program Outcomes</b>			
% of citizens who are satisfied with the overall value of services despite taxes and fees paid	N/A <sup>1</sup>	89.3%	N/A <sup>1</sup>

### Activity Data

BUDGET DEVELOPMENT & PRESENTATION – The goal of Budget Development & Presentation is to prepare a proposed budget for the City Manager and Council that clearly explains how the proposed budget accomplishes effective and efficient operation of the City, presents the City’s budget to Council and the community in a manner that supports informed Council budget deliberations and community participation, and ensures long range financial sustainability.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	\$648,458	\$646,685	\$670,636
FTE's	6.5	6.5	6.5
# of activities for which budgets are developed	467	450	411
# of activities per FTE	42.5	40.9	37.4
Budget Memoranda	125	135	125
% of GFOA budget document standards rated proficient	100%	100%	100%
% of GFOA budget document standards rated outstanding	36%	35%	45%

BUDGET IMPLEMENTATION & MONITORING – The goal of Budget Implementation & Monitoring is to regularly review revenues and expenditures throughout the fiscal year on behalf of the City Manager in order to ensure that established procedures are followed, expenditures do not exceed appropriations and compliance with debt policy guidelines.			
Expenditures	\$266,010	\$360,119	\$376,101
FTE's	3.0	3.0	3.0
\$ monitored (all funds in millions)	\$667.3	\$659.8	\$684.4
\$ million monitored per FTE	\$60.7	\$60.0	\$62.2
# of Council Docket and City Manager Signature Items	77	73	82
% of departments that do not overspend	100%	100%	100%
% compliance with City adopted debt policies in last fiscal year	100%	100%	100%

MANAGEMENT IMPROVEMENTS AND LONG RANGE FINANCIAL ANALYSIS – The goal of Management Improvements is to coordinate with various internal and external groups, develop new processes and plans to improve City management, and report on the progress of these and similar efforts to the City Manager.			
Expenditures	\$187,765	\$179,125	\$188,792
FTE's	1.5	1.5	1.5
# of Management/Long Range Financial Analysis Reports	9	15	10
% of citizens who are satisfied with the overall value of services despite taxes and fees paid	N/A <sup>1</sup>	89.3%	N/A <sup>1</sup>

<sup>1</sup> No citizen survey was conducted in FY 2010 and none is funded in FY 2012.

# Non-Departmental

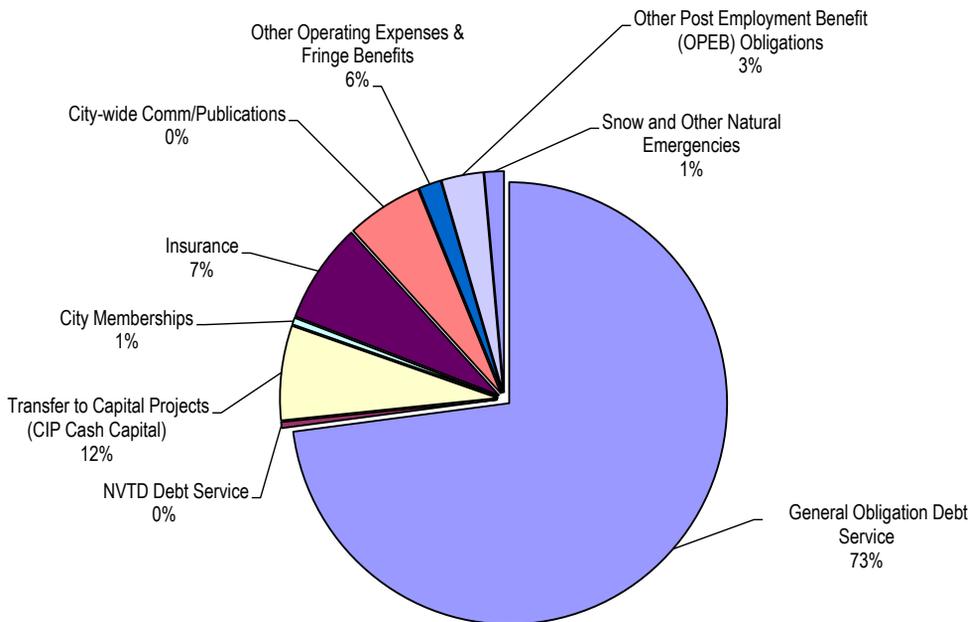
**Purpose Statement:** The purpose of the Non-Departmental Budget is to put into one central place all of those expenditures that support the City that cannot otherwise easily be categorized by Department. These expenditures include debt service, cash capital (pay-as-you-go capital project funding), contingent reserves, insurance costs including claims paid where the City is self-insured, City memberships, City-wide communication and publication costs, and other miscellaneous operating costs and centrally paid fringe benefits and projected changes in pay or benefits that were estimated too late to include in individual departmental budgets.

## Non-Departmental Expenditures and Revenues

The Non-Departmental Expenditures section summarizes City-wide expenditures that are not department-specific such as for debt service; cash capital (pay-as-you-go capital project funding); contingent reserves; insurance costs; City memberships in regional, national and international associations; publications and communications; employee compensation; and other general City-wide expenses.

Expenditures	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
CIP Related Expenses			
WMATA Debt Services	\$0	\$735,906	\$903,335
General Obligation Debt Service	\$34,588,463	\$36,924,798	\$42,170,533
Northern Virginia Transportation District (NVTD) Bond Debt Service	\$256,070	\$256,070	\$256,070
Transfer to Capital Projects (CIP Cash Capital)	\$4,626,996	\$4,295,000	\$4,000,000
City Memberships	\$278,073	\$280,230	\$288,774
Insurance	\$3,865,994	\$4,209,025	\$4,249,525
Other Operating Expenses and Fringe Benefits	\$4,072,329	\$4,686,877	\$3,253,507
Contingent Reserves	\$0	\$1,900,000	\$961,249
Other Post Employment Benefit (OPEB) Obligations	\$5,300,000	\$1,700,000	\$1,800,000
Snow and Other Natural Emergencies	\$12,859,772	\$0	\$836,127
<b>Total All Funds Non-Departmental Expenditures</b>	<b>\$65,847,697</b>	<b>\$54,987,906</b>	<b>\$58,719,120</b>
<b>Revenues</b>			
Special Revenue Fund	\$7,731,428	\$1,000,000	\$1,000,000
<b>Total Revenues</b>	<b>\$7,731,428</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>
<b>Total General Fund Expenditures</b>	<b>\$58,116,269</b>	<b>\$53,987,906</b>	<b>\$57,719,120</b>

## FY 2012 Proposed Non-Departmental Expenditures



# Non-Departmental

## Non-Departmental Expenditures

	FY 2010 <u>Actual</u>	FY 2011 <u>Approved</u>	FY 2012 <u>Proposed</u>
<u>WMATA Debt Service</u>	\$0	\$735,906	\$903,335
<u>General Obligation Bond Debt Service</u> <sup>1</sup>	\$34,588,463	\$36,924,798	\$42,170,533
<u>Northern Virginia Transportation District (NVTD) Bond Debt Service</u>	\$256,070	\$256,070	\$256,070
<b>Subtotal Debt Service</b>	<b>\$34,844,533</b>	<b>\$37,916,774</b>	<b>\$43,329,938</b>

### Debt Service:

- Total debt service costs are budgeted to increase by \$5.4 million, or 14.3 percent. Included in the \$43.3 million in total budgeted debt service is \$0.9 million for WMATA Debt Service, \$42.2 million for General Obligation Debt Service and \$0.3 million for Northern Virginia Transportation District Debt Service. Recently, the City has issued bonds to provide significant funding for the Police headquarters project, as well as other capital initiatives at historically low interest rates. The federal Build America Bond programs also help keep the cost of debt low. The increase in FY 2012 is primarily attributable to the manner in which the City structured its bond principal repayment. In June 2009, the City issued \$79.7 million in debt, which resulted in \$5.7 million in new debt service requirements in FY 2012. In June 2010, the City issued \$72.3 million in debt, which resulted in \$4.2 million in debt service in FY 2012. Although payments on previously issued debt are declining, the increases due to these relatively large issuances are significantly greater.

- The components of FY 2012 debt service costs shown above include the following besides debt service for the 2009 and 2010 issued bonds issued at an overall fixed rate true interest cost of 3.28% and 2.93%, respectively:

- \$4.8 million in debt service for \$58 million in debt issued in July of 2008. This debt issuance provided partial funding for the Police headquarters project, as well as other capital initiatives in FY 2010. In addition, the City issued \$5 million in General Obligation taxable debt for ARHA-related affordable housing purposes.
- \$814,305 in debt service for \$10,000,000 in debt issued in November of 2004 for open space purposes. This amount is equal to approximately 0.25 percent of the estimated real estate taxes.
- \$1,873,625 in debt service for \$20.0 million in total previously issued taxable bonds for affordable housing.
- \$1,394,903 in debt service for various General Obligation bonds issued that represent the portion of those issues devoted to sanitary sewer capital projects. This amount is paid from a transfer into the General Fund from the Sanitary Sewer Enterprise Fund (established in FY 2006).
- In addition to the City's General Obligation debt payments, this account also includes the City's share of debt service for the Northern Virginia Transportation District bonds, in the amount of \$256,070. The City's share of debt service for these bonds is funded from General Fund revenues generated by the right-of-way telecommunications tax, which was authorized by the 1998 General Assembly.

<sup>1</sup> The FY 2011 budget was amended by City Council through the Supplemental Appropriations Ordinance to reflect the appropriation of \$393,652 in additional debt service resulting from the June 2010 issuance of Build America Bonds. The increased debt service will be funded by an increase in Intergovernmental Revenue for the subsidy payment from the federal government. Together with the June 2009 issuance of Build America Bonds the total subsidy from the federal government for both bonds will be \$1,713,303 in FY 2012.

# Non-Departmental

## Non-Departmental Expenditures, continued

	FY 2010 <u>Actual</u>	FY 2011 <u>Approved</u>	FY 2012 <u>Proposed</u>
<u>Transfer to Capital Projects (CIP Cash Capital)</u>	<b>\$4,626,996</b>	<b>\$4,295,000</b>	<b>\$4,000,000</b>

### Transfer to Capital Projects (CIP Cash Capital):

- The budgeted Cash Capital transfer from the General Fund to the Capital Projects Fund is proposed to decrease \$295,000, or 6.9 percent from FY 2011 to FY 2012
- The overall cash allocation to the CIP from all sources for FY 2012 is planned at \$29.41 million or 39.6% of the FY 2012 CIP.
- The proposed FY 2012 capital budget will be financed through a combination of General Obligation Bond proceeds, the appropriation of fund balance monies from prior years designated for capital projects, sewer fee collections from the Sanitary Sewer enterprise fund, bond interest earnings, bond premiums received on prior bond issuances, reallocated prior year CIP project balances, and transportation funding for transportation improvements in the City. The percent of the proposed CIP in FY 2012 to be financed by General Obligation bonds is 60.4%,

FY 2012 Funding Sources	\$ in millions	% of Total
Cash Capital (G.F. Revenue)	\$4.00	5.4%
General Fund Balance	\$3.44	4.6%
Bond Interest Earning	\$0.25	0.3%
Bond Premium	\$0.00	0.0%
Reallocated Prior Year CIP Balances	\$0.30	0.4%
Sanitary Sewer Fees	\$3.54	4.8%
Stormwater Management Dedicated Tax	\$1.41	1.9%
Dev. Contributions & Dedicated Taxes (PY)	\$1.20	1.6%
Other Sources	\$1.00	1.3%
Comcast Revenues for IT Infrastructure	\$0.99	1.3%
Non-City Sources	\$13.28	17.9%
<b>Subtotal City Cash and Other Resources</b>	<b>\$29.41</b>	<b>39.6%</b>
<b>General Obligation Bonds (Sanitary Sewers)</b>	<b>\$3.48</b>	<b>4.7%</b>
<b>General Obligation Bonds (Stormwater Mgmt)</b>	<b>\$1.00</b>	<b>1.3%</b>
<b>Other General Obligation Bonds</b>	<b>\$40.34</b>	<b>54.3%</b>
<b>Total General Obligation Bonds</b>	<b>\$44.82</b>	<b>60.4%</b>
<b>Total</b>	<b>\$74.23</b>	<b>100.0%</b>

# Non-Departmental

## Non-Departmental Expenditures, continued

	FY 2010 <u>Actual</u>	FY 2011 <u>Approved</u>	FY 2012 <u>Proposed</u>
<u>City Memberships</u>	\$278,073	\$280,230	\$288,774

### City Memberships:

The approved budget for City memberships is increasing by \$8,544, or 3 percent.

Most of the organizations in which the City is a member held their fees flat in FY 2012. The proposed budget of \$288,774 for City memberships includes City memberships in the Metropolitan Washington Council of Governments (\$121,000), the National League of Cities (\$9,302), the U.S. Conference of Mayors (\$12,242), the Virginia Municipal League (\$36,848), the Northern Virginia Regional Commission (\$70,869), the Northern Virginia Transportation Commission (NVTC) (\$38,513).

	FY 2010 <u>Actual</u>	FY 2011 <u>Approved</u>	FY 2012 <u>Proposed</u>
<u>Insurance</u>	\$3,865,994	\$4,209,025	\$4,249,525

### 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 workers' compensation claims, claims adjustments, the current cost of health insurance for City retirees, and insurance policies held by the City. The total insurance budget is increasing approximately \$40,500, or a 1.0 percent increase. Increases are based on actual spending in prior years and projected premium cost increases. No increase in the maximum \$260 a month (\$3,120 per year) retiree health insurance subsidy is planned for FY 2012.

# Non-Departmental

## Non-Departmental Expenditures, continued

	FY 2010 <u>Actual</u>	FY 2011 <u>Approved</u>	FY 2012 <u>Proposed</u>
<u>Contingent Reserves</u>	\$0	\$1,900,000	\$961,249

### **Contingent Reserves:**

In FY 2012, there is \$300,000 proposed for City Council use to meet minor, unexpected situations and/or to fund Council discretionary spending priorities. In addition to this amount is \$661,249 proposed to be used to address external pay equity issues and market competitiveness for City positions.

It should be noted that the FY 2011 Contingent Reserve contains \$874,170 as of February 2011. Of this amount, the following designations were reappropriated in the FY 2011 Supplemental Appropriations Ordinance approved in December:

- \$60,000 – Sheriff Sober Living Unit
- \$226,696 – Safety Improvements for Fire
- \$4,160 – Sister Cities
- \$80,000 – Urban Forestry
- \$370,856 – Subtotal current designation not released by City Council

Not including these designations, City Council has a balance of \$507,314 in undesignated Contingent Reserves as of February 8, 2011.

# Non-Departmental

## Non-Departmental Expenditures, continued

	FY 2010 <u>Actual</u>	FY 2011 <u>Approved</u>	FY 2012 <u>Proposed</u>
Other Post Employment Benefit (OPEB) Obligations	\$5,300,000	\$1,700,000	\$1,800,000

### Other Post Employment Benefit (OPEB) Obligations:

•Under the new accounting standards for other post employment benefits (OPEB), State and local governments across the nation are confronted with the challenge of providing funding to meet the long-term cost of obligations made for post employment health care costs and life insurance. It is estimated that the City and Schools unfunded liability for these costs total \$99.1million. Meeting the challenge of funding this liability will assist the City in maintaining its AAA/Aaa bond ratings during a time in which lenders are looking far more carefully at “risks” before lending money to municipal governments. This budget provides \$1.8 million in funding in FY 2012 for obligations for future benefits to City employees after retirement. This amount will be appropriated to the OPEB trust fund and supplemented by a transfer of \$1.2 million from fund balance to help pay estimated FY 2012 costs. Another \$6.6 million in other cash sources provide a total of \$9.6 million or 93% of the annual required contribution. This funding represents the fourth year in a multi-year plan to gradually increase the annual funding to \$10.9 million per year to address the total City unfunded liability by amortizing that unfunded liability over time. This long-term liability is approximately one-third comprised of retiree life insurance benefits, which were reduced for new employees by eliminating post-retirement life insurance benefits. This portion of the liability should shrink over time.

### CASH FLOW PROJECTIONS

#### Other Post Employment Benefits Plan for Funding

	2010	2011	2012	2013	2014	2015	2016	2017	2018
Medical Subsidy	\$ 1.9	\$ 2.4	\$ 2.5	\$ 2.6	\$ 2.8	\$ 2.8	\$ 2.8	\$ 2.8	\$ 2.9
Reimbursement	\$ 2.8	\$ 2.9	\$ 3.1	\$ 3.2	\$ 3.3	\$ 3.3	\$ 3.3	\$ 3.3	\$ 3.4
Life Insurance	\$ 0.6	\$ 0.8	\$ 1.0	\$ 1.4	\$ 1.5	\$ 1.5	\$ 1.5	\$ 1.5	\$ 1.5
Total Cash Flow	\$ 5.3	\$ 6.1	\$ 6.6	\$ 7.2	\$ 7.6	\$ 7.6	\$ 7.6	\$ 7.6	\$ 7.8
<b>Current General Fund</b>	<b>\$ 2.5</b>	<b>\$ 1.7</b>	<b>\$ 1.8</b>	<b>\$ 2.0</b>	<b>\$ 2.4</b>	<b>\$ 2.7</b>	<b>\$ 2.7</b>	<b>\$ 2.7</b>	<b>\$ 2.5</b>
Fund Balance Draw Down	\$ 2.8	\$ 1.6	\$ 1.2	\$ 0.7	\$ 0.2	\$ -	\$ -	\$ -	\$ -
<b>Total Annual Contributions</b>									
(All Sources)	\$ 10.6	\$ 9.4	\$ 9.6	\$ 9.9	\$ 10.2	\$ 10.3	\$ 10.3	\$ 10.3	\$ 10.3
<b>Required Contributions</b>	<b>\$ 10.3</b>								
Investible Funds	\$ 5.3	\$ 3.3	\$ 3.0	\$ 2.7	\$ 2.6	\$ 2.7	\$ 2.7	\$ 2.7	\$ 2.5
<b>Ending Fund Balance</b>	<b>\$ 11.3</b>	<b>\$ 15.5</b>	<b>\$ 19.6</b>	<b>\$ 23.8</b>	<b>\$ 28.2</b>	<b>\$ 33.0</b>	<b>\$ 38.2</b>	<b>\$ 43.7</b>	<b>\$ 49.5</b>
% of Annual Required Contribution Funded	103%	91%	93%	96%	99%	100%	100%	100%	100%
% of Annual Required Contribution Funded by Current General Fund Sources	76%	76%	82%	89%	97%	100%	100%	100%	100%

# Non-Departmental

## Non-Departmental Expenditures, continued

	FY 2010 <u>Actual</u>	FY 2011 <u>Approved</u>	FY 2012 <u>Proposed</u>
<u>Snow and Other Natural Emergencies</u>	\$12,859,772	\$0	\$836,127

In FY 2010 and early in FY 2011, the City experienced two cataclysmic snow storms in December 2009 and February 2010 and an extremely severe thunderstorm in August 2010. In FY 2010, the City spent nearly \$13 million to prepare for and clean up after the snow storms. City Council appropriated \$800,000 for this storm's costs from fund balances assigned for storm emergencies as an FY 2011 Supplemental Appropriation. General Fund expenditures for these events are expected to \$5.1 million, although at this time FEMA reimbursement is unknown.

City snow and ice management budgets are being consolidated in the Non-Departmental section of the Operating Budget for FY 2012. Approximately, \$38,000 was moved from General Services and \$565,000 was moved from Transportation and Environmental Services to form a central budget for snow and other emergencies. A centralized accounting of these activities will allow for quicker monitoring and reporting of costs as well as remove the unpredictable burden of random snow and ice events from Departmental budgets. Ideally, other service levels in departments should not be reduced because of a particularly bad (i.e. expensive) snow season or other event. This method would contain cost overruns (or potentially cost savings) outside Departmental budgets so they can be handled in a macro-City manner. As these costs are verified, staff will request that funds be transferred back from Non-Departmental to the appropriate Department, thus giving City Council an accurate picture of the costs of these operations at the time of the transfer resolution. In addition to budget transfers from Departments, an additional \$230,000 has been included in the Non-Departmental account to provide a more realistic annual budget for this service. This centrally appropriated account of \$836,127 will be backstopped by \$1.0 million assigned for snow and other emergencies in the City's fund balance. This is in recognition that weather patterns have become more volatile with global climate change increasing the level of moisture in the air and thereby creating more severe weather.

# Non-Departmental

## Non-Departmental Expenditures, continued

	FY 2010 <u>Actual</u>	FY 2011 <u>Approved</u>	FY 2012 <u>Proposed</u>
<u>Other Operating Expenses and Fringe Benefits</u>	<b>\$3,986,554</b>	<b>\$4,686,877</b>	<b>\$3,253,507</b>

### Other Operating Expenses and Fringe Benefits:

- Funding for these various operating expenses is decreasing \$1.4 million, or 30.6 percent.
- Significant impacts in this category are:
  - (\$1,600,000) is budgeted as a savings from shifting 1% of the contribution rates for retirement to (1) the General Schedule employees who currently do not contribute towards their retirement (those employees hired before FY 2010) and (2) Police and Fire Uniformed employees who now contribute 8% towards their retirement. Their contribution would be raised to 9%. If approved by City Council these savings would be distributed to the departments. These savings will help the City fund its proposed merit pay increase, employer health insurance cost increases, as well as help to provide funds needed to address external pay equity issues and maintain competitiveness for City positions.
  - \$470,000 is budgeted to cover a mandated shift in responsibility for Line of Duty Benefit costs from the state to localities. This cost also will eventually be distributed to the affected departments for public safety officers.
  - (\$350,000) was budgeted as a savings for city-wide telecommunications in FY 2011. These funds were used to implement the transition to the Voice-over Internet Protocol telecommunications system and are no longer needed in FY 2012.
  - (\$57,063) has been identified as savings related to the public safety radio system based on prior year actual spending.
  - Funding for efficiency/best practice studies has been largely eliminated (\$275,000 was contained in the Approved FY 2011 budget). However \$45,000 has been retained to provide funding for a joint effort with a local university to develop Community Indicators.
  - \$270,000 remains in the Non-Departmental budget for potential debt service for the Housing Department. These are the remaining funds from the dedicated real estate revenue for affordable housing (not currently being used to pay for debt service) which may be needed to eventually pay debt service on \$3.1 million that would be added to \$3.3 million currently available to the Office of Housing (up to a maximum of \$6.4 million total with the actual cost to be determined based on the site/units selected) for costs associated with the eventually-needed 16 ARHA replacement units from the James Bland public housing site. If not needed for ARHA replacement units, these funds would be used for the creation or preservation of other affordable housing in the City.

## Non-Departmental Expenditures, continued

### Other Operating Expenses and Fringe Benefits (continued):

•(\$375,000) in unidentified savings for contractual services and travel and training was budgeted in FY 2011 in the Non-Departmental budget. These savings have been identified and applied to the specific departments as reported to City Council in December 2010. The majority of these savings continue in FY 2012. In addition, it should be noted that additional savings was identified in the City Attorney's Office for outside attorney payments. In total, this year's budget contains nearly half a million dollars in reductions in contracts, travel and training based on analysis of prior years' spending. A budget memorandum will be provided that details these savings by department.

# Non-Departmental

## Non-Departmental Expenditures, continued

	FY 2010 <u>Actual</u>	FY 2011 <u>Approved</u>	FY 2012 <u>Proposed</u>
<u>Other Operating Expenses</u>			
Public Safety Radio System	\$384,986	\$457,063	\$400,000
1% Shift to Employee share for Retirement Costs	\$0	\$0	(\$1,600,000)
Efficiency/Best Practices Studies	\$430,887	\$275,000	\$0
Community Indicators	\$0	\$0	\$45,000
Line of Duty Benefit Costs	\$0	\$0	\$470,000
Waste-To-Energy Plant Property Taxes	\$579,698	\$550,000	\$580,000
Pension (Public Safety - Closed Deferred Benefit system)	\$1,680,631	\$1,700,000	\$1,700,000
Citizen Academy (Including Police Citizen Academy)	\$4,142	\$6,000	\$4,300
City-Wide Telecommunications	\$252,979	\$350,000	\$0
BRAC Coordinator	\$118,150	\$0	\$0
Postage	\$0	\$42,910	\$0
Tuition Assistance	\$0	\$188,400	\$178,400
City Resident Survey	\$32,538	\$0	\$0
Severance Pay and Employee Leave Pay-out	\$54,173	\$0	\$0
Professional Services and Education and Training Savings to be Distributed	\$0	(\$375,833)	\$0
<u>Other Expenditures</u>	<u>\$448,370</u>	<u>\$493,337</u>	<u>\$475,807</u>
<b>Total Other General Fund Operating Expenditures</b>	<b>\$3,986,554</b>	<b>\$3,686,877</b>	<b>\$2,253,507</b>
Allowance for Special Revenue Fund Grants and Donations	\$0	\$1,000,000	\$1,000,000
<b>Total Other All Funds Operating Expenditures</b>	<b>\$3,986,554</b>	<b>\$4,686,877</b>	<b>\$3,253,507</b>

# Real Estate Assessments

**Mission Statement:** The mission of Real Estate Assessments is legally and equitably to assess all taxable and non-taxable real property, provide quality customer service and maintain community understanding of the process.

<b>Expenditure By Classification</b>	<b>FY 2010 Actuals</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Proposed</b>	<b>% Change 2011-2012</b>
Personnel	\$1,281,760	\$1,455,760	\$1,459,640	0.3%
Non-Personnel	185,635	209,463	211,507	1.0%
Capital Goods Outlay	\$0	\$0	\$0	-
<b>Total Expenditures</b>	<b><u>\$1,467,395</u></b>	<b><u>\$1,665,223</u></b>	<b><u>\$1,671,147</u></b>	<b>0.4%</b>
<b>Funding Sources</b>				
Internal Services	\$0	\$0	\$0	0.0%
Special Revenue Funds	\$0	\$0	\$0	0.0%
<b>Total Designated Funding Sources</b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>	<b>0.0%</b>
<b>Net General Fund Expenditures</b>	<b><u>\$1,467,395</u></b>	<b><u>\$1,665,223</u></b>	<b><u>\$1,671,147</u></b>	<b>0.4%</b>
<b>Total Department FTE's</b>	<b>14.0</b>	<b>15.0</b>	<b>15.0</b>	<b>0.0%</b>

## Highlights

- In FY 2012, the proposed General Fund budget increases by \$5,924 (9.8%)
- FY 2012 personnel costs increased by \$3,880 (0.3%). There are considerable savings in the budget estimate for the new director position related to changes in the employee retirement contribution rates for new employees. Also, salary costs for current staff are lower before calculating the offsetting increased costs related to merit step increases and benefit cost increases.
- Total non-personnel costs increase by \$2,044 (1.0%), due to the reallocation of telecommunications systems costs from the ITS Department to user departments.

## Selected Performance Measures

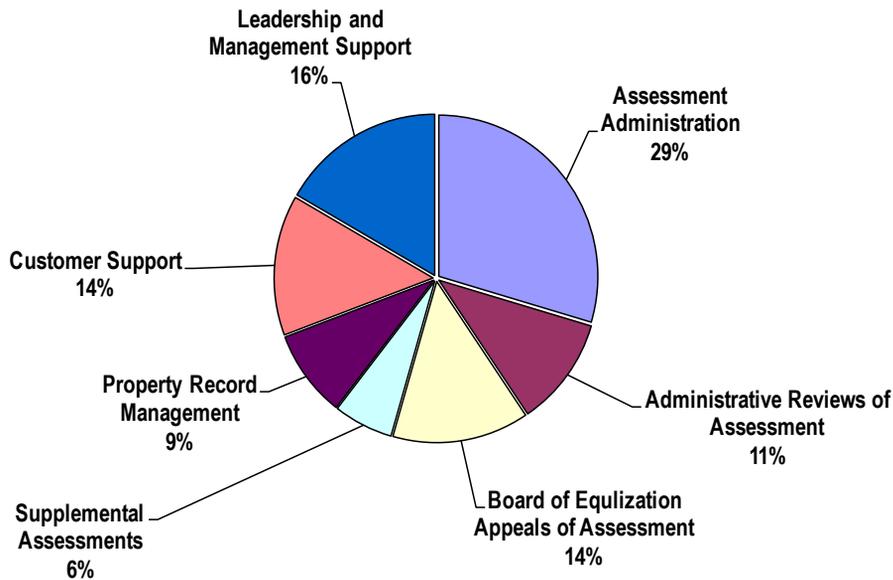
Selected Performance Measures	FY 2010 Actual*	FY 2011 Approved*	FY 2012 Proposed*
% of deeds and transfers entered within 30 days	100%	100%	100%
% change in value due to BOE adjustments compared to tax base	0.2%	0.3%	0.2%
Assessment/Sales Ratio**	99.0%	98.5%	97.0%
Coefficient of Dispersion***	7.8%	7.0%	8.0%

\*Data for FY 2010, FY 2011, and FY 2012 are based on calendar year data for 2009, 2010, and 2011 respectively.

\*\* Assessment data is sent to the State Department of Taxation in July to ensure accuracy and uniformity and available for reporting at the end of the calendar years 2009 and 2010 respectively. FY 2010 actual data reflects calendar year 2009 results.

\*\*\*A coefficient of dispersion is a ratio used to measure how sales prices vary from assessed values during a period of time.

## FY 2012 Proposed Expenditures by Activity



# Real Estate Assessments

## Program Level Summary Information

### Expenditure Summary

Expenditure By Program	FY 2010 Actuals	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Real Estate Assessment	\$898,995	\$1,030,582	\$1,011,137	-1.9%
Property Data Services	\$568,400	\$634,641	\$660,010	4.0%
<b>Total</b>	<b>\$1,467,395</b>	<b>\$1,665,223</b>	<b>\$1,671,147</b>	<b>0.4%</b>

Authorized Positions (FTE's) by Program	FY 2010 Actuals	FY 2011 Approved	FY 2012 Proposed	% Change 2011-2012
Real Estate Assessment	8.0	9.0	8.9	-0.9%
Property Data Services	6.0	6.0	6.1	1.8%
<b>Total</b>	<b>14.0</b>	<b>15.0</b>	<b>15.0</b>	<b>0.0%</b>

### Real Estate Assessments Programs and Activities

#### Real Estate Assessment

- Assessment Administration
- Administrative Reviews of Assessments
- Board of Equalization
- Appeals of Assessment
- Supplemental Assessments

#### Property Data Services

- Property Record Management
- Customer Support
- Leadership and Management Support

### Dept Info

#### Department Contact Info

703.746.4646  
[www.alexandriava.gov/realestate](http://www.alexandriava.gov/realestate)

#### Department Head

Bryan Page, Acting Director  
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#### Department Staff

Jeff Bandy, Division Chief  
 Ann Radford, Office Manager

# Real Estate Assessments

## Real Estate Assessments Program

The goal of Real Estate Assessments is to assess all real property within the boundaries of the City of Alexandria at 100% of fair market value pursuant to the Code of Virginia in a uniform and equitable manner to ensure the tax burden is shared fairly by each taxpayer.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	61.3%	61.9%	60.5%
Total Expenditures	\$898,995	\$1,030,582	\$1,011,137
Less Revenues	0	0	0
Net General Fund Expenditures	\$898,995	\$1,030,582	\$1,011,137
Program Outcomes			
Assessment/Sales ratio*	99.0%	98.5%	97.0%
Coefficient of Dispersion*	7.8%	7.0%	8.0%

\*Assessment data is sent to the State Department of Taxation in July to ensure accuracy and uniformity and available for reporting at the end of calendar years 2010 and 2011 respectively. A coefficient of dispersion is a ratio used to measure how sales prices vary from assessed values during a period of time.

## Activity Data

ASSESSMENT ADMINISTRATION – The goal of Assessment Administration is to assess all real property within the boundaries of the City of Alexandria at 100% of fair market value as of January 1 in a uniform and equitable manner to ensure accurate taxation of real property.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	\$440,318	\$453,312	\$494,513
FTE's	3.8	3.8	4.2
# of parcels assessed	44,974	45,500	46,000
Cost per parcel assessed	\$9.79	\$9.96	\$10.75
Parcels assessed per appraiser (FTE)	5,622	6,500	5,111
Review rate per 1000 parcels	7.4	22.0	19.6
Appeal rate per 1000 parcels	5.1	17.6	14.8

ADMINISTRATIVE REVIEWS OF ASSESSMENTS – The goal of Administrative Reviews of Assessments is to handle requests by property owners for the purposes of ensuring that the department has accurately and uniformly assessed an individual property.			
Expenditures	\$169,350	\$214,088	\$183,380
FTE's	1.6	2.1	1.8
# of requests for reviews filed with Department	331	1,000	900
Cost per review	\$512	\$214	\$204
% change in value due to administrative adjustments compared to tax base	0.1%	0.4%	0.1%

\*Assessment figures for FY 2010, FY 2011, and FY 2012 are based on calendar year data for 2009, 2010, and 2011.

# Real Estate Assessments

## Real Estate Assessments Program, continued

### Activity Data

<b>BOARD OF EQUALIZATION APPEALS OF ASSESSMENT</b> – The goal of Board of Equalization (BOE) Appeals of Assessment is to hear and give consideration to appeals and make adjustments to equalize such assessments so the burden of taxation rests equally upon all citizens.	<b>FY 2010 Actual</b>	<b>FY 2011 Approved</b>	<b>FY 2012 Proposed</b>
Expenditures	\$197,535	\$270,427	\$232,080
FTE's	1.6	2.1	1.8
# of appeals to BOE heard	229	800	680
Cost per appeal	\$863	\$338	\$341
% change in value due to BOE adjustments compared to tax base	0.2%	0.3%	0.2%
<b>SUPPLEMENTAL ASSESSMENTS</b> – The goal of Supplemental Assessments is to review the progress of building activity and update assessments so that all buildings substantially completed and/or fit for use and occupancy will be assessed appropriately and timely.			
Expenditures	\$91,792	\$92,755	\$101,164
FTE's	1.0	1.0	1.1
# of parcels receiving supplemental assessments	72	200	200
# of parcels per appraiser receiving supplemental assessments	9	25	25
\$ value of supplemental assessments (in millions)	\$37.3	\$30.0	\$75.0

\*Assessment figures for FY 2010, FY 2011, and FY 2012 are based on calendar year data for 2009, 2010, and 2011.

# Real Estate Assessments

## Property Data Services Program

The goal of Property Data Services is to collect and maintain reliable real property information in order to maintain the foundation for a property assessment system that is highly accurate, visible and understandable to the community.

Program Totals	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
% of All Funds Budget	38.7%	38.1%	39.5%
Total Expenditures	\$568,400	\$634,641	\$660,010
Less Revenues	0	0	0
Net General Fund Expenditures	\$568,400	\$634,641	\$660,010
<b>Program Outcomes</b>			
% increase in web site hits annually <sup>1</sup>	N/A	5.0%	5.0%

<sup>1</sup> E-gov is using a new measurement tool to derive web hits and comparisons between fiscal years is irrelevant in FY 2012

## Activity Data

<b>LEADERSHIP &amp; MANAGEMENT SUPPORT</b> – The goal of Leadership and Management Support is to lead and manage all activities of the department.	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed
Expenditures	\$238,126	\$270,901	\$278,649
FTE's	2.1	2.1	2.1
# of departmental FTE's managed (or supported)	14.0	15.0	15.0
\$ amount of departmental budget managed (in millions)	\$1.5	\$1.7	\$1.7
Leadership & Management Support Services cost as a % of total departmental expenditures	16.2%	16.3%	16.7%
% of departmental effectiveness targets met in all programs	95%	93%	95%

\*Data for FY 2010, FY 2011, and FY 2012 are based on calendar year data for 2009, 2010, and 2011 respectively.

<b>PROPERTY RECORD MANAGEMENT</b> – The goal of Property Record Management is to maintain current and up to date information on property descriptions, ownership and sales to ensure accurate assessment of real property.			
Expenditures	\$135,071	\$137,388	\$146,172
FTE's	1.6	1.6	1.6
# of parcel transfers	3,510	3,648	3,750
\$ of change in annual assessments*	-\$2,559,897,183	\$812,969,000	\$891,042,000
% of deeds and transfers entered within 30 days	100%	100%	100%

\* Reflects the change from CY 2009 to CY 2010, CY 2010 to CY 2011 and the projected change from CY 2011 to CY 2012

<b>CUSTOMER SUPPORT</b> – The goal of Customer Support is to provide timely and accurate information on property descriptions, ownership, sales and assessments in response to requests from the public and meet the real property information needs of City departments.			
Expenditures	\$195,203	\$226,352	\$235,189
FTE's	2.3	2.3	2.4
# web site hits <sup>1</sup>	6,023,283	13,508,656	6,325,000
Customer support cost per 100 parcels	\$434	\$497	\$511
% of tax adjustments submitted to Treasury within 14 days	98%	98%	98%
% of public requests filled within 14 days	95%	95%	95%

<sup>1</sup> E-gov is using a new measurement tool to derive web hits and comparisons between fiscal years is irrelevant in FY 2012

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