

# 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.

Expenditure By Classification	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	% Change 2011-2012
Personnel	\$6,034,978	\$6,276,927	\$6,642,935	5.8%
Non-Personnel	5,492,759	5,620,387	6,011,056	7.0%
Capital Goods Outlay	0	2,000	274,678	13633.9%
Total Expenditures <sup>1</sup>	<u>\$11,527,737</u>	<u>\$11,899,314</u>	<u>\$12,928,669</u>	8.7%
<b>Less Revenues</b>				
Internal Service	\$0	\$0	\$272,678	N/A
Special Revenue Fund	\$157,794	\$164,846	\$169,107	2.6%
Total Designated Funding Sources	<u>\$157,794</u>	<u>\$164,846</u>	<u>\$441,785</u>	168.0%
<b>Net General Fund Expenditures</b>	<u>\$11,369,943</u>	<u>\$11,734,468</u>	<u>\$12,486,884</u>	6.4%
<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

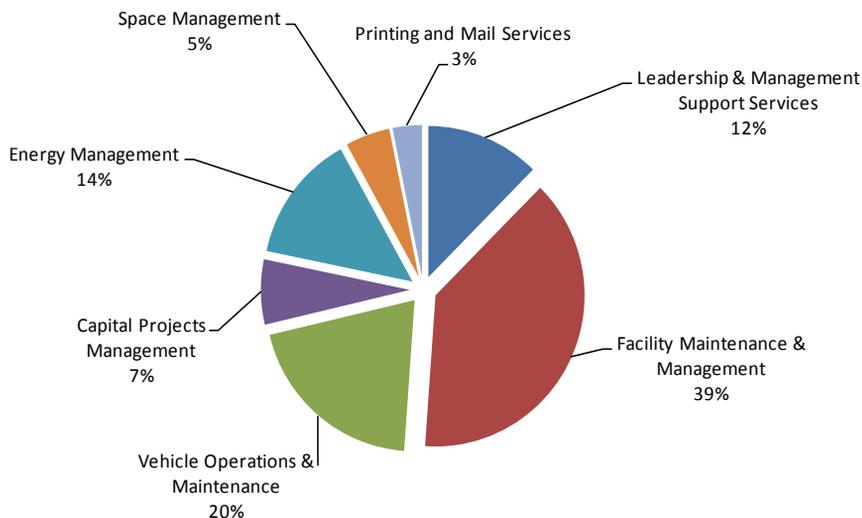
- In FY 2012, the Approved General Fund budget increases by \$752,416 or 6.4%.
- FY 2012 personnel costs increase by \$366,008, or 5.8%; the increase is primarily due to the addition of 3 new positions (APD Facility Property Manager, APD Facility Systems Technician, and Fleet Services Management Analyst) as well as regular pay progression.
- Total non-personnel costs increase by \$390,669, or 7.0%, due to several budget adjustments. 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. These increases are slightly offset by the transfer of \$38,347 in snow and ice removal budget authority to the Non-Departmental section. During the Add/Delete process, Council decided not to fund the supplemental budget item for an additional contracted security guard in City Hall (\$31,169). 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.

# General Services Department

## Selected Performance Measures

Selected Performance Measures	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved
# 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 Approved Expenditures by Program



# General Services Department

## Expenditure Summary

Expenditure By Program	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved	% Change 2011-2012
Leadership & Management Support Services	\$1,360,788	\$1,279,443	\$1,602,173	25.2%
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	4,110,960	2.4%
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	625,149	8.1%
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>\$12,928,669</b>	<b>8.7%</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 Approved	% 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, Director 703.746.4770 jeremy.mcpike@alexandriava.gov</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 Approved
% of Total All Funds budget	11.8%	10.8%	12.4%
Total Expenditures	\$1,360,788	\$1,279,443	\$1,602,173
Less Revenues	\$0	\$0	\$272,678
Net General Fund Expenditures	\$1,360,788	\$1,279,443	\$1,329,495
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 Approved
Expenditures	\$1,104,560	\$1,022,222	\$1,342,488
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	\$20,037
% 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.

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.			
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 Approved
% Total All Funds Budget	38.8%	40.3%	38.7%
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 Approved
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 Approved</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 Approved
% Total All Fund Budget	37.0%	33.7%	31.8%
Total Expenditures	\$4,264,608	\$4,014,019	\$4,110,960
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$4,264,608	\$4,014,019	\$4,110,960
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 Approved
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 preventive 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

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.	FY 2010 Actual	FY 2011 Approved	FY 2012 Approved
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%

VIRGINIA SAFETY & 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.			
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

FUEL ACQUISITION & 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.			
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.

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.			
Expenditures <sup>3</sup>	\$289,983	\$315,465	\$422,994
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	\$483
% 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 Approved</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 Approved</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 Approved
% of Total All Funds Budget	7.6%	7.5%	7.0%
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 Approved
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 Approved
	13.7%	14.0%	13.7%
Total Expenditures	\$1,582,521	\$1,665,017	\$1,775,987
Less Revenues	\$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 Approved
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 Approved
% of Total All Funds Budget	4.7%	4.9%	4.8%
Total Expenditures	\$547,337	\$578,463	\$625,149
Less Revenues	\$157,794	\$164,846	\$169,107
Net General Fund Expenditures	\$389,543	\$413,617	\$456,042
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 Approved/3
Expenditures	\$433,069	\$458,448	\$507,046
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 Approved
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 Approved
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 Approved
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 Approved</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 Approved</b>
High Speed Copying	\$187,097	\$325,000	\$120,000

# General Services Department

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2012 Approved
<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 ASAP program will be transferred to the State beginning in FY 2012.</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 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>		
<b>Preparation/Outfitting</b>	<i>Re-key Police and Sheriff surplused vehicles</i>	<b>\$28,750</b>
<p>Budget adjustment needed to re-key surplused Police and Sheriff vehicles before sale to third parties.</p>		

### Supplemental Adjustments

Activity	Adjustment	FTEs	FY 2012 Approved
<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>			