

General Services Department

Mission Statement: The mission of the Department of General Services is to provide exceptional management of the City's Real Estate, Property, Fleet Maintenance and Support Services.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Personnel	\$5,948,609	\$6,642,935	\$6,392,429	-3.8%
Non-Personnel	6,041,026	6,011,056	5,870,827	-2.3%
Capital Goods Outlay	5,074	274,678	302,168	10.0%
Total Expenditures	\$11,994,709	\$12,928,669	\$12,565,424	-2.8%
Less Revenues				
Internal Service	\$14,492	\$272,678	\$300,168	10.1%
ARRA - Stimulus	\$113,566	\$0	\$0	0.0%
Special Revenue Fund	\$185,216	\$169,107	\$67,393	-60.1%
Total Designated Funding Sources	\$313,274	\$441,785	\$367,561	-16.8%
Net General Fund Expenditures	\$11,681,435	\$12,486,884	\$12,197,863	-2.3%
Total Department FTE's	67.0	70.0	67.0	-4.3%

Highlights

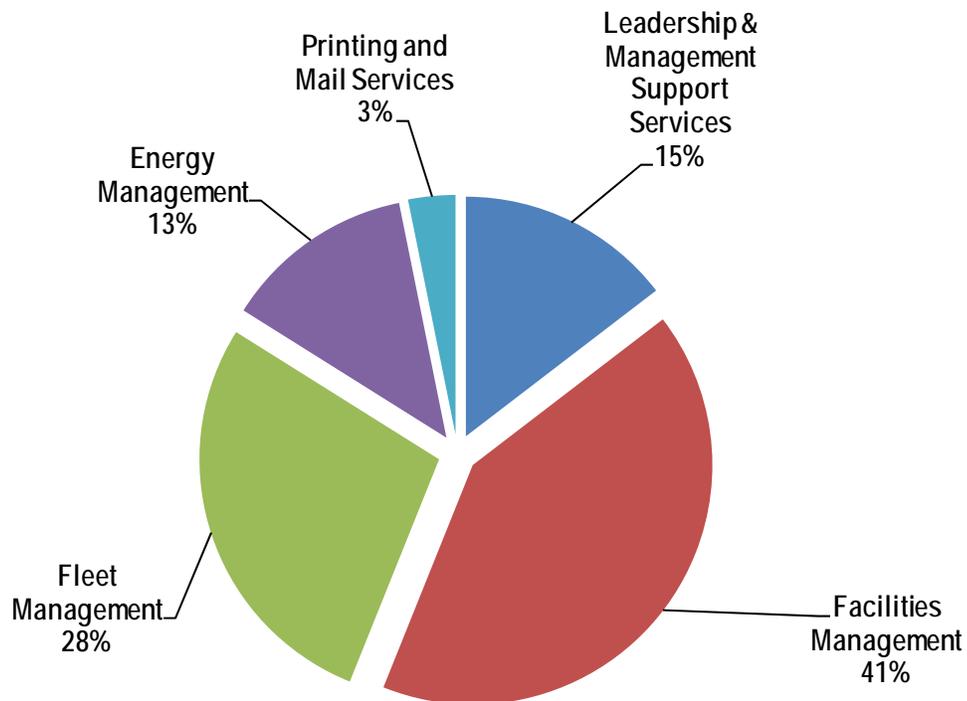
- In FY 2013 the General Fund budget will decrease by \$289,021, or 2.3%.
- Personnel costs will decrease by \$250,506, or 3.8%. This is attributed to the elimination of three positions and turnover savings resulting from normal attrition, offset by increased costs for merit step increases and benefits for existing employees. The cost of one position will also be funded through the CIP starting in FY 2013. In addition, a 1% increase in the General Government pay scales was made to offset the 1% shift in the VRS contribution rate from the employer to the employee.
- Non-personnel costs will decrease by \$140,229, or 2.3% during FY 2013. This decrease can be attributed to reduction in the City's parking management contract (-\$33,644), a new utility savings plan (-\$89,000), and other efficiencies.
- Capital Goods Outlay will increase in FY 2013 by \$27,490, or 10.0%. This is due largely to non-General Fund vehicle replacement costs in the equipment replacement fund. The year-to-year increase is due to FY 2013 having a larger number of vehicles scheduled for replacement compared to FY 2012.
- In FY 2012, General Services staff reorganized both the Facilities Management and Vehicle Operations and Maintenance programs. The reorganization more clearly reflects how the personnel and non-personnel expenditures relate to activities. Under the Facilities Management program, the Support Services, Ice and Snow Removal, and Special Event Support are within a new Support Services activity. A new Planning & Design activity is made up of Project Management, CIP Development, and Space Planning. A new Portfolio Management activity was created to include all operating, facility maintenance activities, and capital renewal associated with four distinct portfolios of City property. Under the Fleet Management Program, the Fleet Operations activity will combine routine maintenance, repairs, emergency support services, safety & emissions inspections, fleet administration, specification & acquisition, preparation, and vehicle disposal activities.

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Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
# of square feet of leased space (managed by General Services; City as tenant)	413,889	388,676	389,000
Total square feet of City owned space	2,119,841	2,393,926	2,305,102
# of vehicle preventive maintenance requests completed	3,120	3,120	3,120
# of gallons of fuel purchased	720,000	700,000	725,000
Cost per gallon of fuel	\$2.00	\$2.00	\$3.25

FY 2013 Approved Expenditures by Program



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Expenditure Summary

Expenditure By Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Leadership & General Management	\$1,836,543	\$2,109,219	\$2,070,275	-1.8%
Facilities Management	\$5,748,574	\$6,024,477	\$5,885,411	-2.3%
Fleet Management	\$4,519,140	\$4,110,960	\$3,949,629	-6.5%
Energy Management	\$1,738,280	\$1,775,987	\$1,831,857	3.1%
Printing and Mail Services	\$450,016	\$530,114	\$450,340	-15.0%
Less Recovered Costs For Printing Services	-\$147,107	-\$120,000	-\$120,000	0.0%
Less Recovered Costs For Fleet Management	-\$2,150,467	-\$1,502,088	-\$1,502,088	0.0%
Total Expenditures	\$11,994,979	\$12,928,669	\$12,565,424	-2.81%

Staffing Summary

Authorized Positions (FTE's) by Program ¹	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Leadership & General Management	10.2	10.2	10.5	2.8%
Facilities Management	30.3	32.4	32.3	-0.3%
Fleet Management	20.4	21.4	18.1	-15.5%
Energy Management	1.3	1.3	2.3	76.9%
Printing and Mail Services	4.8	4.8	3.9	-18.8%
Total full time employees	67.0	70.0	67.0	-4.3%

¹ During FY 2012 the Department implemented a significant reorganization. As a result FTE's throughout the organization were reallocated among all of the programs and activities. Prior year data has been modified for comparison purposes.

General Services Programs and Activities		Dept Info
<p>Leadership & Mgmt Support Services Leadership and General Management Contracts Management Real Estate Management</p> <p>Fleet Management Fleet Operations Parts Fuel Acquisition</p> <p>Energy Management Energy & Consumption Management</p>	<p>Facilities Management Support Services Planning and Design Portfolio Management Parking Management</p> <p>Printing & Mail Services Printing Services Self-Service Copy Management Mail Distribution</p>	<p>Department Contact Info 703.746.4770 http://alexandriava.gov/generalservices/</p> <p>Department Head Jeremy McPike, Director 703.746.4770 jeremy.mcpike@alexandriava.gov</p> <p>Department Staff Alfred Coleman, Deputy Director, Administration Vacant, Deputy Director, Planning, Construction and Facilities Vacant, Division Chief, Administration Prabhakar Rao, Division Chief, Fleet Services Vacant, Portfolio Manager Patrice McAulliffe, Portfolio Manager Donna Poillucci, Portfolio Manager Bill Eger, Energy Manager</p>

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total All Funds budget	12.8%	14.5%	14.6%
Total Expenditures	\$1,836,543	\$2,109,219	\$2,070,275
Less Revenues	\$170,226	\$441,785	\$367,561
Net General Fund Expenditures	\$1,666,317	\$1,667,434	\$1,702,714
Program Outcomes			
% of customers who rate the service provided by the Department of satisfactory or better General Services	N/A	100%	85%

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 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	\$1,173,341	\$1,342,488	\$1,552,636
FTE's	6.6	6.6	7.9
Number of Full Time Employees	67.0	70.0	70.0
% of departmental service delivery programs within approved budget	85%	90%	90%

CONTRACTS MANAGEMENT – The goal of Contracts Management is to provide procurement and contracting support to line divisions in relation to solicitation, award, and administration of contracts assuring compliance with City, State and federal procurement policies and procedures.			
Expenditures	\$261,076	\$259,685	\$136,502
FTE's	2.5	2.5	1.6
# of contracts managed (New measure, not included in the FY 2012 Approved Budget)	22	N/A	25
% of contracts awarded and maintained without dispute or lapse	90%	90%	90%

Contract Management expenditures will decrease \$123,183, or 47.3% in FY 2013. This is due largely to the reduction of costs for two Capital Project Manager positions during the FY2013 budget process and who are allocated in part to this activity. One position will be eliminated and one will be charged to the CIP.

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.			
Expenditures	\$402,126	\$507,046	\$381,137
FTEs	1.1	1.1	1.1
Average cost per square foot of leased space managed by the City	\$24	\$26	\$26
Percentage of leased space vs. Percentage of City owned space	81%	84%	80%
% of leases maintained in compliance with lease terms and conditions	100%	100%	100%

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Facilities Management Program

The goal of Facilities Management is to provide for the planning and design required for the construction and renovation of City facilities to improve and enhance the delivery of the occupying agency's service programs, as well as 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.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Funds Budget	40.2%	41.4%	41.5%
Total Expenditures	\$5,748,574	\$6,024,477	\$5,885,411
Less Revenues	\$29,482	\$0	\$0
Net General Fund Expenditures	\$5,719,092	\$6,024,477	\$5,885,411
Program Outcomes			
% of customers who rate service provision satisfactory or better*	N/A	N/A	80%

*General Services began tracking customer satisfaction via Customer Surveys in FY 2012. Therefore no data is available in previous years and no data was included in the FY 2012 Approved budget.

Activity Data

SUPPORT SERVICES – The goal of Support Services is to support the Farmers Market, special events at City Hall, and both scheduled and non-scheduled City meetings, as well as to quickly provide minor, unplanned facility upkeep services in order to make available quality meeting, event and office spaces for City operations.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	\$917,943	\$959,343	\$625,944
FTE's	4.9	4.5	6.7
# of events managed	195	340	357
Cost per managed event	\$780	\$770	\$800
% of customers who rate service provision satisfactory or better	N/A	N/A	90%
% of work orders that are repair versus preventative	50%	60%	60%

PLANNING & DESIGN – The goal of Planning & Design is to provide for the development and management of capital improvement projects as submitted by City Departments and agencies ; and to provide for space planning services to departments and agencies in support of their missions, programs and activities.			
Expenditures	\$929,022	\$1,017,574	\$838,694
FTE's	9.3	9.2	8.6
CIP Development - New Building/New Design and Construction			
# of projects for consideration in the Capital Improvement Program	20	11	10
Project Management			
# of projects managed	20	16	15
% of projects completed on schedule	97%	95%	95%
% of projects completed on budget	98%	95%	95%

General Services Department

Facilities Management Program (continued)

Activity Data

PORTFOLIO MANAGEMENT – The goal of Portfolio Management is to provide property management services for City-owned and leased buildings, including preventative maintenance and management services; capital repairs, maintenance, and renewal projects; customer service; and work order requests in order to ensure safe, reliable, and professional public facilities.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	\$2,972,507	\$3,135,543	\$3,521,528
FTE's	16.0	18.6	17.0
# of square feet of property managed*	2,201,905	2,349,990	2,305,102
Total cost per square foot of property managed	\$0.74	\$0.76	\$0.43
% of customers who rate services satisfactory or better	N/A	N/A	70%

PARKING MANAGEMENT - The goal of Parking Management is to provide management services and safe and accessible parking spaces for the operation of City-owned surface and garage lots assuring maximum parking availability to prospective users.			
Expenditures	\$929,102	\$912,017	\$899,245
FTE's	0.1	0.1	0.0
# of spaces managed and maintained*	1,022	1,022	1,022
Revenue collected per space **	\$2,298	N/A	\$2,300
% of spaces utilized and maintained	100%	100%	100%

*Includes 87 free employee spaces located at Union Station and pay employee lot located at Pitt and Oronoco.

** New Measure. Not included in the FY 2012 Approved budget. Does not include 87 free employee spaces located at Union Station or 21 spaces at Market Square set aside for City Council, City Manager and the City's pool car fleet but does include the employee parking lot at Pitt and Oronoco Streets.

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Fleet Management Program

The goal of Fleet Management 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)

The Fleet Management Program was reorganized this year. Many activities were combined to create a more streamlined Program. Expenditures and FTEs were reallocated in the new activity format. Fluctuations in the activities are the result of the reorganization and do not reflect any changes in service.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Fund Budget	31.6%	28.3%	27.8%
Total Operating Expenditures	\$4,519,140	\$4,110,960	\$3,949,629
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$4,519,140	\$4,110,960	\$3,949,629
Program Outcome			
Average maintenance cost per unit *	\$1,546.00	N/A	\$1,595.00

*New measure.

Activity Data

FLEET OPERATIONS – The goal of Fleet Operations is to provide new vehicle commissions; inspections; preventative maintenance and repair; emergency response; decommissioning and disposals of units; and specifications and acquisition support in order to ensure City Departments have a safe, reliable, and efficient vehicle fleet to support their missions.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	\$2,135,148	\$2,150,729	\$2,183,561
FTE's	16.4	17.4	16.4
# of units in the fleet	820	875	819
# of vehicle equivalents	N/A	1,031	1,042
Number of vehicle equivalents per technician for best practice	128.8	N/A	129.0
Shop rate below commercial sector rates for the region	12% below	N/A	12% below

PARTS – The goal of Parts Room is to maintain an inventory of parts in-house that are used regularly and routinely to repair and/or maintain City vehicles and related equipment and have them available and in full operating condition for City staff when required.			
Expenditures	\$337,336	\$399,066	\$228,694
FTE's	3.5	3.5	1.3
# of parts maintained	13,908	18,000	18,000
Parts turnover ratio for best practice (Best practice is 3 minimum)	N/A	N/A	1.8

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Fleet Management Program (continued)

Activity Data

FUEL ACQUISITION & PROVISIONING – The goal of Fuel Acquisition is to acquire and store gasoline and diesel fuel and distribute the fuel for use in City fleet via the City's two refueling stations and monitor the distribution of the fuel through the use of City issued fueling cards.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	\$ 2,046,656	\$1,561,165	\$1,537,374
FTE's	0.6	0.6	0.4
Cost of fuel	\$1,857,078	N/A	\$2,356,250
# of gallons purchased	688,859	700,000	725,000
Cost per gallon of fuel	\$2.70	\$2.00	\$3.25
RECOVERED COSTS FROM DEPARTMENTS			
Fleet Management Recovered Costs from Departments	\$ (2,150,467)	\$ (1,502,088)	\$ (1,502,088)

General Services Department

Energy Management Program

The goal of Energy Management is to audit and remit for Electric, Natural Gas and Water/Sewer services consumed by all City facilities and operations to ensure reliable and efficient utilities provision; and to provide engineering services and employee outreach and training to reduce utility consumption.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of Total All Funds Budget	12.2%	12.2%	12.9%
Total Expenditures	\$1,738,280	\$1,775,987	\$1,831,857
Less Revenues	\$113,566	\$0	\$0
Net General Fund Expenditures	\$1,624,714	\$1,775,987	\$1,831,857
Program Outcomes			
Average % reduction in energy units consumed	8.0%	3.0%	2.0%

Activity Data

ENERGY MANAGEMENT PROGRAM – The goal of Energy Management Program is to audit and remit for Electric, Natural Gas, and Water/Sewer services consumed by all City facilities and operations to ensure reliable, efficient utilities provision; and provide engineering services and employee outreach and training to reduce utility consumption.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	\$1,738,280	\$1,775,987	\$1,831,857
FTE's	1.3	1.3	2.3
# Of Utility Accounts Managed	356	359	359
Cost per account managed	\$399	\$425	\$425
# of square feet of building space managed	2,264,421	2,390,421	2,390,421
# of square feet of green building space managed	216,476	342,476	342,476
Amount of Electricity Consumed [kWh]*	31,150,363	31,897,000	31,300,000
Amount of Natural Gas [therms]	608,598	623,000	610,000
Amount of Water Consumed [gallons]	71,028,000	70,000,000	70,000,000
Energy Use Index (EUI) [kBtu/ft2]**	73.8	71.6	70.2
Percentage Change in Energy Use Index	-8%	-3%	-2%
Amount of Renewable Energy Consumed (kWh)***	4%	15%	15%

* Does not include Street- and Traffic-lighting.

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

1) EUI is a measurement index considering total energy consumption for facility operations divided by gross square feet. EUI is a measure of energy efficiency.

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

*** Renewable energy is from purchased Renewable Energy Credits (RECs) or on-site generation.

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Printing and Mail Services Program

The goal of Printing and Mail Services is to provide quality printing and finishing services; maintain self-service photocopying machines; and provide mail collection, processing and distribution services for all City departments and agencies.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% Total All Funds Budget	3.1%	3.6%	3.2%
Total Expenditures	\$450,016	\$530,114	\$450,340
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$450,016	\$530,114	\$450,340
Program Outcomes			
% of customers rating printing services as satisfactory or better ¹	N/A	TBD	90%

Activity Data

PRINTING – The goal of Printing is to provide printing solutions to City departments and agencies in-house through the use of high-speed copiers or through appropriate third party vendors.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	\$322,483	\$389,840	\$278,796
FTE's	3.2	3.2	2.0
# of print jobs processed	256	250	250
# of work requests per FTE daily	4	4	4
Cost per high-speed copy (black & white)	\$0.07	\$0.07	\$0.07
Cost per high-speed copy (color)	\$0.23	\$0.23	\$0.23

SELF-SERVICE COPY MANAGEMENT – The goal of Self-Service Copy Management is to maintain the walk-up, self service satellite copiers located in City Hall and to ensure that all copiers are operational and all resources and supplies are provided so that City agencies can complete independent copy jobs in a timely manner.			
Expenditures	\$32,873	\$42,565	\$55,920
FTE's	0.4	0.4	0.5
# of copies made*	132,069	130,000	130,000
# of copy machines operated	3	3	3
Cost per copy (black & white)	\$0.07	\$0.06	\$0.06
Cost per copy (color)	\$0.29	\$0.29	\$0.25

¹ General Services began tracking customer satisfaction via Customer Surveys in FY 2012.

* The data in this measure has been revised to include both the self-service color copier and the two self-service black and white copiers. Prior data only included the two black and white copiers.

General Services Department

Printing and Mail Services Program continued

Activity Data

MAIL DISTRIBUTION – The goal of Mail Distribution is to provide mail collection, processing and distribution services for all City agencies in a timely manner.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	\$94,660	\$97,709	\$115,624
FTE's	1.3	1.3	1.4
# of pieces processed and delivered (U.S. Post Office & Inter-Office mail)	365,879	400,000	400,000
Processing and Delivery Cost per Piece of Mail (U.S. Post Office & Inter-Office mail)	\$0.23	\$0.24	\$0.24

RECOVERED COSTS FROM DEPARTMENTS			
High Speed Copying	\$ (147,107)	\$ (120,000)	\$ (120,000)

General Services Department

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2013 Approved
Parking Management	<i>Republic Parking Contract Adjustment</i>	\$23,247
In FY 2013 the City will increase expenditures for parking management by \$123,870. This CPI-U adjustment is a 2.5% increase, and was previously negotiated in the City's contract with Republic Parking.		
Facilities Maintenance	<i>CPI-U Contract Adjustments</i>	\$22,193
Contract costs related to Facility Maintenance, and Custodial Services Management are all anticipated to receive a 4.1% increase (tied to CPI-U) in FY 2013 per contractual pricing.		

General Services Department

Summary of Budget Changes

Expenditure Reductions

Reduction Item	FTEs	FY 2013 Approved
<p>Utility Savings</p> <p>In FY 2013, the City will begin an energy policy aimed at reducing utility expenditures. The policy will include efficient building scheduling, temperature parameters, temperature setback schedules, personal appliance use restrictions, and etc.</p>		(\$89,000)
<p>Fleet Services Specialist</p> <p>A vacant Fleet Services Specialist position (1.0 FTE) will be reduced in FY 2013. This position's duties include acquiring and maintaining a minimum quantity of parts used in daily fleet operations. These duties will be carried out by other vehicle operations staff, however the Vehicle Operations activity may be less efficient.</p>	1.0	(\$68,783)
<p>Parts Driver</p> <p>A vacant Parts Driver position (1.0 FTE) will be eliminated in FY 2013. Duties associated with this position include pricing and stocking parts used in daily fleet operations. These duties will be carried out by other vehicle operations staff.</p>	1.0	(\$45,203)
<p>Parking Management Contract</p> <p>Beginning in FY 2013 three City-owned parking garages will become fully automated, and reduce the number of parking attendants accounted for in the parking management contract. Significant startup funding is required to purchase and maintain automated payment terminals. In out years however, the City would realize greater savings.</p>		(\$33,644)
<p>Capital Projects Manager</p> <p>This savings in general fund expenditures is the result of shifting the costs for this Capital Projects Manager position from the Operating budget to the City's Capital Improvement Plan. The position will be funded from CIP project budgeted amounts.</p>	0.0	(\$154,498)
<p>Capital Projects Manager</p> <p>This vacant position will be eliminated. Some duties associated with this position include oversight of construction and renovation projects.</p>	1.0	(\$104,903)