



# Accountable, Effective, and Well-Managed Government

Focus Area All Funds Budget		\$142,240,010
Department	All Funds Departmental Budget	
City Attorney	\$2,750,066	
City Clerk and Clerk of Council	\$422,246	
City Council	\$513,278	
City Manager	\$2,288,367	
Communications and Public Information	\$1,313,916	
Finance	\$14,195,780	
General Services	\$13,888,472	
Human Resources	\$3,873,374	
Information Technology Services	\$10,802,110	
Management and Budget	\$1,259,906	
Non Departmental (City Memberships, Insurance, Debt Service, Employee Compensation, Contingent Reserve, Response to Emergencies)	\$90,071,929	
Performance and Accountability	\$860,566	

Our City government is **Accountable** when we take responsibility for the programs and services provided to the community. Together, we will achieve these Long Term Outcomes...

## 1. Ensure City Government is accountable to the community

Our City government is **Effective** when we pursue the City's vision effectively. Together, we will achieve these Long Term Outcomes...

## 1. Achieve results that the community values

Our City government is **Well-Managed** when we manage public and private resources effectively. Together, we will achieve these Long Term Outcomes...

## 1. Ensure fiscal strength of the city government

# City Attorney



**Accountable, Effective &  
Well-Managed Government**

## City Attorney

Office of the City Attorney

### Department Contact Info

703.746.3750

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

### Department Head

James L. Banks, Jr.

City Attorney

703.746.3750

[James.Banks@alexandriava.gov](mailto:James.Banks@alexandriava.gov)

### Key Department Staff

Christopher Spera, Deputy City Attorney

Jill A. Schaub, Senior Assistant City Attorney

Joanna Anderson, Assistant City Attorney

Travis S. MacRae, Assistant City Attorney

George McAndrews, Assistant City Attorney

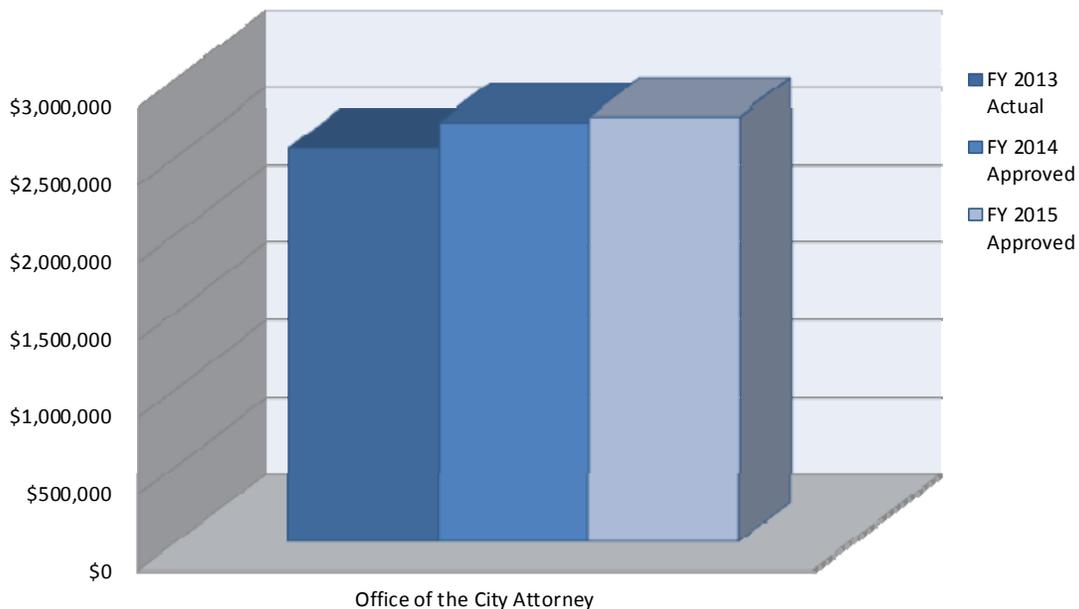
Mary A. O'Donnell, Assistant City Attorney

Meghan Roberts, Assistant City Attorney

Karen S. Snow, Assistant City Attorney

Christina Zechman-Brown, Assistant City Attorney

## All Funds Summary by Program





## EXPENDITURE & REVENUE SUMMARY

Expenditure By Classification	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Personnel	1,949,597	2,067,644	2,102,272	34,628	1.7%
Non-Personnel	601,606	647,794	647,794	0	0.0%
<b>Total Expenditures</b>	<b>\$2,551,203</b>	<b>\$2,715,438</b>	<b>\$2,750,066</b>	<b>\$34,628</b>	<b>1.3%</b>
<b>Expenditures by Fund</b>					
General Fund	2,551,203	2,715,438	2,750,066	34,628	1.3%
<b>Total Expenditures</b>	<b>\$2,551,203</b>	<b>\$2,715,438</b>	<b>\$2,750,066</b>	<b>\$34,628</b>	<b>1.3%</b>
<b>Total Department FTE's</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>0.00</b>	<b>0.0%</b>

## FISCAL YEAR HIGHLIGHTS

To ensure an **accountable, effective, & well-managed government**, the City Attorney renders opinions, is responsible for drafting ordinances and other legal papers, represents the City in civil cases, and institutes and prosecutes legal proceedings on behalf of the City.

The City Attorney's total budget, all of which is funded through the General Fund, increases by 1.3% overall for FY 2015. The Department's Personnel budget is responsible for the \$34,628 increase in funds, which is related to increases in salaries and fringe benefits, while the Approved Budget includes the same FTE count, 14.0, as the two previous operating years. The Department's Non-Personnel Budget will remain flat with level funding from FY 2014 levels.

**Department Share of General Fund Operating Budget**



**City Attorney 0.43%**



## PROGRAM LEVEL SUMMARY DATA

## Expenditure Summary

Expenditure By Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Office of the City Attorney	\$2,551,203	\$2,715,438	\$2,750,066	\$34,628	1.3%
<b>Total Expenditures</b>	<b>\$2,551,203</b>	<b>\$2,715,438</b>	<b>\$2,750,066</b>	<b>\$34,628</b>	<b>1.3%</b>

## Staffing Summary

Authorized Positions (FTE's) by Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Office of the City Attorney	14.00	14.00	14.00	0.00	0.0%
<b>Total FTE's</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>0.00</b>	<b>0.0%</b>



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Office of the City Attorney	No service adjustments		



## OFFICE OF THE CITY ATTORNEY

To ensure an **accountable, effective, & well-managed government**, this program provides children protective /foster care services, enforcement and compliance, freedom of information act processing, general litigation, leadership and management, legal counsel, and legislative services in order to achieve results that the community values, ensure city government is accountable to the community, and ensure the fiscal strength of the city government.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	100.0%	100.0%	100.0%
Total Expenditures	\$2,551,203	\$2,715,438	\$2,750,066
Personnel	\$1,949,597	\$2,067,644	\$2,102,272
Non-Personnel	\$601,606	\$647,794	\$647,794
Full Time Equivalents (FTEs)	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>
Performance Measures			
<i>% of Notices of Violation of City Code or Zoning Ordinances filed and upheld by the court</i>	N/A	85%	85%
<i>Number of Freedom of Information Act Requests</i>	N/A	750	750
<i>Number of ordinances drafted</i>	60	75	75
<i>Number of legal consultations between the City Attorney's Office and departments</i>	N/A	2,000	2,000
<i>Percent of appeals of City actions that are upheld by the court</i>	N/A	75%	75%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		14.00	\$2,715,438
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	\$34,628
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>14.00</b>	<b>\$2,750,066</b>

# City Clerk & Clerk of Council



**Accountable, Effective &  
Well-Managed Government**

## City Clerk & Clerk of Council

City Clerk & Clerk of Council

### Department Contact Info

703.746.4550

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

### Department Head

Jackie M. Henderson, City Clerk & Clerk of Council

703.746.3975

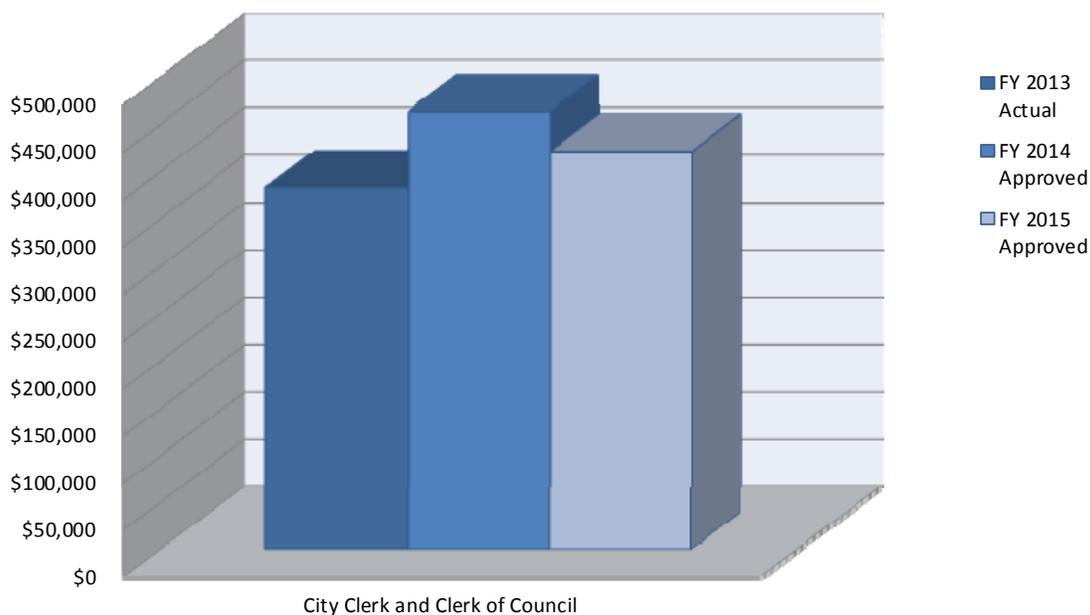
[Jackie.Henderson@alexandriava.gov](mailto:Jackie.Henderson@alexandriava.gov)

### Key Department Staff

Gloria A. Sitton, Deputy City Clerk

Brandi Galloway, Secretary

## All Funds Summary by Program





## EXPENDITURE & REVENUE SUMMARY

Expenditure By Classification	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Personnel	368,788	441,365	391,214	(50,151)	-11.4%
Non-Personnel	15,359	21,917	31,032	9,115	41.6%
<b>Total Expenditures</b>	<b><u>\$384,148</u></b>	<b><u>\$463,282</u></b>	<b><u>\$422,246</u></b>	<b><u>(\$41,036)</u></b>	<b><u>-8.9%</u></b>
<b>Expenditures by Fund</b>					
General Fund	384,148	463,282	422,246	(41,036)	-8.9%
<b>Total Expenditures</b>	<b><u>\$384,148</u></b>	<b><u>\$463,282</u></b>	<b><u>\$422,246</u></b>	<b><u>(\$41,036)</u></b>	<b><u>-8.9%</u></b>
<b>Total Department FTE's</b>	<b>4.00</b>	<b>4.00</b>	<b>3.00</b>	<b>(1.00)</b>	<b>-25.0%</b>

## FISCAL YEAR HIGHLIGHTS

To ensure an **accountable, effective, & well-managed government**, the City Clerk & Clerk of Council keeps a record of all approved ordinances, resolutions, and reports presented to Council for consideration, all of which are public records and open to public inspection, and is responsible for the production and distribution of dockets and supporting materials for Council meetings.

The City Clerk's total budget, all of which is funded through the General Fund, decreases by 8.9% for FY 2015. The FY 2015 Approved Budget includes the reduction of 1.0 FTE related to an unfilled administrative position, which is responsible for the 11.4% decrease in Personnel costs. The Department's Non-Personnel Budget increases by \$9,115 or 41.6% due to the inclusion of funding for a new microfilm reader, which will make legislative records accessible electronically for staff and the public.

**Department Share of General Fund Operating Budget**



**City Clerk 0.07%**

# City Clerk & Clerk of Council



## PROGRAM LEVEL SUMMARY DATA

### Expenditure Summary

Expenditure By Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
City Clerk and Clerk of Council	\$384,148	\$463,282	\$422,246	(\$41,036)	-8.9%
<b>Total Expenditures</b>	<b>\$384,148</b>	<b>\$463,282</b>	<b>\$422,246</b>	<b>(\$41,036)</b>	<b>-8.9%</b>

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
City Clerk and Clerk of Council	4.00	4.00	3.00	(1.00)	-25.0%
<b>Total FTE's</b>	<b>4.00</b>	<b>4.00</b>	<b>3.00</b>	<b>(1.00)</b>	<b>-25.0%</b>



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
City Clerk & Clerk of Council	Increase level of service delivery through funding that facilitates easier (electronic) access to legislative records for City staff and the general public.	0.00	\$10,000

# City Clerk & Clerk of Council



## CITY CLERK & CLERK OF COUNCIL

To ensure an **accountable, effective, & well-managed government**, this program provides boards and commission support, council support, docket preparation, and meeting support in order to ensure city government is accountable to the community.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	100.0%	100.0%	100.0%
Total Expenditures	\$384,148	\$463,282	\$422,246
Personnel	\$368,788	\$441,365	\$391,214
Non-Personnel	\$15,359	\$21,917	\$31,032
Full Time Equivalents (FTEs)	<b>4.00</b>	<b>4.00</b>	<b>3.00</b>
Performance Measures			
<i>Number of applications received/number of vacancies filled by Council appointment</i>	420/260	370/250	450/260
<i>Percentage of requests researched within a week of receiving request</i>	75%	80%	80%
<i>Number of docket items processed</i>	595	700	560
<i>Minutes for meetings supported produced</i>	31	31	33

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		4.00	\$463,282
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery at a reduced cost by eliminating 1.0 FTE vacant administrative position.	(1.00)	(\$46,453)
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in fringe benefit costs.	0.00	(\$3,698)
Program-wide services	Maintain current levels of service delivery with non-personnel-related decreases in miscellaneous expenses.	0.00	(\$885)
Program-wide services	Increase level of service delivery through funding that facilitates easier (electronic) access to legislative records for City staff and the general public.	0.00	\$10,000
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		3.00	\$422,246

# City Council



## Accountable, Effective & Well-Managed Government

### City Council

City Council Operations

#### Department Contact Info

703.746.4500

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

#### City Council Members

William D. Euille, Mayor

Allison Silberberg, Vice Mayor

John T. Chapman, Councilman

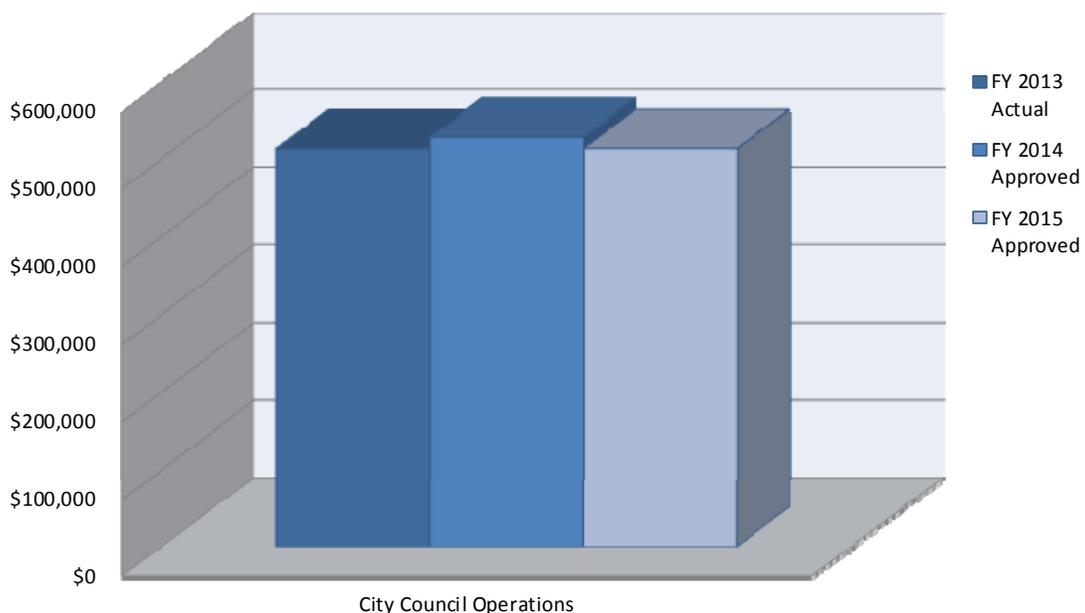
Timothy B. Lovain, Councilman

Redella S. Pepper, Councilwoman

Paul C. Smedberg, Councilman

Justin Wilson, Councilman

### All Funds Summary by Program





## EXPENDITURE & REVENUE SUMMARY

Expenditure By Classification	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Personnel	434,208	462,954	447,507	(15,447)	-3.3%
Non-Personnel	78,715	64,771	65,771	1,000	1.5%
<b>Total Expenditures</b>	<b>\$512,923</b>	<b>\$527,725</b>	<b>\$513,278</b>	<b>(\$14,447)</b>	<b>-2.7%</b>

Expenditures by Fund	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
General Fund	512,923	527,725	513,278	(14,447)	-2.7%
<b>Total Expenditures</b>	<b>\$512,923</b>	<b>\$527,725</b>	<b>\$513,278</b>	<b>(\$14,447)</b>	<b>-2.7%</b>

Total Department FTE's	1.00	1.00	1.00	0.00	0.0%
------------------------	------	------	------	------	------

## FISCAL YEAR HIGHLIGHTS

To ensure an **accountable, effective, & well-managed government**, the City Council helps shape policy and the strategic direction of the City government in order to achieve sustainable results which the community values, all while maintaining accountability to taxpayers and citizens.

The City Council's budget, all of which is funded through the General Fund, is projected to decrease overall by 2.7% for FY 2015 to \$513,278. The FY 2015 Personnel Budget will decrease by \$15,447, or 3.3%, which is related to a reduction in fringe benefit costs, while the Department's Non-Personnel Budget increases by \$1,000 or 1.5% due to the inclusion of increased funding for travel by Council members. The Council's FTE count of 1.0 is related to the full-time mayoral aide.

**Department Share of General Fund Operating Budget**



City Council 0.08%



## PROGRAM LEVEL SUMMARY DATA

## Expenditure Summary

Expenditure By Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
City Council Operations	\$512,923	\$527,725	\$513,278	(\$14,447)	-2.7%
<b>Total Expenditures</b>	<b>\$512,923</b>	<b>\$527,725</b>	<b>\$513,278</b>	<b>(\$14,447)</b>	<b>-2.7%</b>

## Staffing Summary

Authorized Positions (FTE's) by Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
City Council Operations	1.00	1.00	1.00	0.00	0.0%
<b>Total FTE's</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.0%</b>



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
City Council Operations	No service adjustments		



## CITY COUNCIL OPERATIONS

To ensure an **accountable, effective and well-managed government**, this program provides strategic and policy direction so that City government is fiscally strong, accountable to the community and achieving results that the community values.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	100.0%	100.0%	100.0%
Total Expenditures	\$512,923	\$527,725	\$513,278
Personnel	\$434,208	\$462,954	\$447,507
Non-Personnel	\$78,715	\$64,771	\$65,771
Full Time Equivalents (FTEs)	1.00	1.00	1.00

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		1.00	\$527,725
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in funding for health coverage, salaries, and other fringe benefits including VRS.	0.00	(\$15,447)
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding for long distance travel for Council members.	0.00	\$1,000
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		1.00	\$513,278

# City Manager



## Accountable, Effective & Well-Managed Government

### City Manager

Organizational Leadership & Management

#### Department Contact Info

703.746.4300

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

#### Department Head

Rashad M. Young

City Manager

703.746.4300

[Rashad.Young@alexandriava.gov](mailto:Rashad.Young@alexandriava.gov)

#### Key Department Staff

Tom Gates, Chief of Staff/Deputy City Manager

Michele Evans, Deputy City Manager

Mark Jinks, Deputy City Manager

Debra Collins, Deputy City Manager

Jerome Fletcher, Special Assistant to the City  
Manager

### All Funds Summary by Program





## EXPENDITURE & REVENUE SUMMARY

Expenditure By Classification	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Personnel	2,273,484	2,294,373	2,093,716	(200,657)	-8.7%
Non-Personnel	101,322	138,134	194,651	56,517	40.9%
<b>Total Expenditures</b>	<b>\$2,374,806</b>	<b>\$2,432,507</b>	<b>\$2,288,367</b>	<b>(\$144,140)</b>	<b>-5.9%</b>

Expenditures by Fund	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
General Fund	2,374,806	2,432,507	2,288,367	(144,140)	-5.9%
<b>Total Expenditures</b>	<b>\$2,374,806</b>	<b>\$2,432,507</b>	<b>\$2,288,367</b>	<b>(\$144,140)</b>	<b>-5.9%</b>

Total Department FTE's	12.00	12.00	14.50	2.50	20.8%
------------------------	-------	-------	-------	------	-------

## FISCAL YEAR HIGHLIGHTS

To ensure an **accountable, effective, & well-managed government**, the City Manager's Office carries out the policy directives of the City Council and manages the daily operations of the City government, including the preparation of the annual operating and capital budgets, an annual report, and other periodic financial and administrative reports.

The City Manager's total budget, all of which is funded through the General Fund, decreases by 5.9% overall for FY 2015. The Approved Budget includes the reduction of existing FTEs (-2.0), plus the transfer in of existing personnel (+4.5 FTEs) from the Communications department in order to move the City's civic and community engagement efforts under the umbrella of the City Manager's Office. The Department's Non-Personnel Budget increases by approximately \$56,500, or 40.9%, due mainly to the inclusion of \$25,000 for Special Events, which was previously budgeted and funded in Non-Departmental in FY 2014, and other items such as education/training and telecommunications, which are being transferred as part of the Communications department's reorganization.

Department Share of General Fund Operating Budget



City Manager 0.36%



## PROGRAM LEVEL SUMMARY DATA

## Expenditure Summary

Expenditure By Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Organizational Leadership and Management	\$2,374,806	\$2,432,507	\$2,288,367	(\$144,140)	-5.9%
<b>Total Expenditures</b>	<b>\$2,374,806</b>	<b>\$2,432,507</b>	<b>\$2,288,367</b>	<b>(\$144,140)</b>	<b>-5.9%</b>

## Staffing Summary

Authorized Positions (FTE's) by Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Organizational Leadership and Management	12.00	12.00	14.50	2.50	20.8%
<b>Total FTE's</b>	<b>12.00</b>	<b>12.00</b>	<b>14.50</b>	<b>2.50</b>	<b>20.8%</b>



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Organizational Leadership & Management	No service adjustments		



## ORGANIZATIONAL LEADERSHIP & MANAGEMENT

To ensure an **accountable, effective, & well-managed government**, this program provides city council policy support, economic and community development, intergovernmental relations, organizational management, and responsive government in order to achieve results that the community values, and ensure city government is accountable to the community.

	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
<b>Program Totals</b>			
% Total All Funds Budget	100.0%	100.0%	100.0%
Total Expenditures	\$2,374,806	\$2,432,507	\$2,288,367
Personnel	\$2,273,484	\$2,294,373	\$2,093,716
Non-Personnel	\$101,322	\$138,134	\$194,651
Full Time Equivalents (FTEs)	<b>12.00</b>	<b>12.00</b>	<b>14.50</b>
<b>Performance Measures</b>			
<i>Percent of performance measures that improve towards, meet, or exceed their targets</i>	N/A	N/A	75%
<i>Percent of citizens who are satisfied with City service delivery</i>	N/A	90%	90%
<i>Call.Click.Connect service requests closed on time/in one week</i>	N/A	79% / 72%	85% / 75%
<i>Percent of citizens who are satisfied with CMO communications efforts</i>	N/A	90%	90%
<i>% of Department Heads who are satisfied with the support/direction of the CMO</i>	N/A	95%	95%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		12.00	\$2,432,507
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in funding for health coverage, salaries, and other fringe benefits, including the elimination of 1.0 FTE Special Assistant to the City Manager and 1.0 FTE Executive Assistant.	(2.00)	(\$444,897)
Community Engagement	Maintain current levels of service delivery through the transfer of existing personnel and non-personnel from the Communications department, in order to move the City's civic and community engagement efforts under the City Manager.	4.50	\$475,745
Program-wide services	Maintain current levels of service delivery with the inclusion of department-wide vacancy savings.	0.00	(\$200,000)
<b>[Continued on following page]</b>			



## ORGANIZATIONAL LEADERSHIP & MANAGEMENT

### PROGRAMMATIC ADJUSTMENTS CONTINUED

[Continued from previous page]

Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with non-personnel-related resources, including reallocating Special Events funding from the Non-Departmental budget.	0.00	\$25,012
Community Engagement	The Proposed Budget included a \$60,000 increase in civic engagement efforts as a result of the <i>What's Next Alexandria</i> initiative (including funds for consultants, training, and materials). This funding increase was removed by Council during Add-Delete.	0.00	\$0
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>14.50</b>	<b>\$2,288,367</b>



**Accountable, Effective &  
Well-Managed Government**

## Communications & Public Information

Public Information & Internal Support

**Department Contact Info**

703.746.3960

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

**Department Head**

Craig Fifer

Acting Director

703.746.3960

[Craig.Fifer@alexandriava.gov](mailto:Craig.Fifer@alexandriava.gov)

**Key Department Staff**

Andrea Blackford, Senior Communications Officer

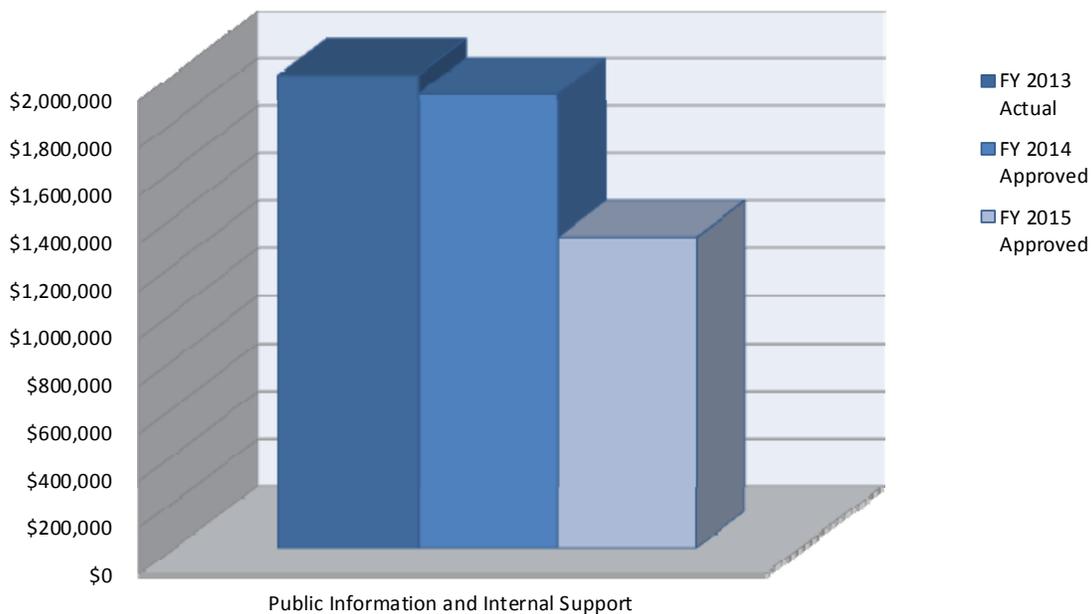
Michelle Davis, Visual Information Developer

Gerardo Dineros, Communications Content Developer

Melissa Riddy, Communications Officer

Justin Thompson, Communications Content Manager

### All Funds Summary by Program





## EXPENDITURE & REVENUE SUMMARY

Expenditure By Classification	FY 2013	FY 2014	FY 2015	Change	% Change
	Actual	Approved	Approved	2014 - 2015	2014-2015
Personnel	1,708,669	1,731,339	891,663	(839,676)	-48.5%
Non-Personnel	285,460	181,838	422,253	240,415	132.2%
Capital Goods Outlay	108	0	0	0	0.0%
<b>Total Expenditures</b>	<b><u>\$1,994,237</u></b>	<b><u>\$1,913,177</u></b>	<b><u>\$1,313,916</u></b>	<b><u>(\$599,261)</u></b>	<b><u>-31.3%</u></b>

Expenditures by Fund					
General Fund	1,994,237	1,913,177	1,313,916	(599,261)	-31.3%
<b>Total Expenditures</b>	<b><u>\$1,994,237</u></b>	<b><u>\$1,913,177</u></b>	<b><u>\$1,313,916</u></b>	<b><u>(\$599,261)</u></b>	<b><u>-31.3%</u></b>

<b>Total Department FTE's</b>	<b>13.50</b>	<b>13.50</b>	<b>7.00</b>	<b>(6.50)</b>	<b>-48.1%</b>
-------------------------------	--------------	--------------	-------------	---------------	---------------

## FISCAL YEAR HIGHLIGHTS

To ensure an **accountable, effective, & well-managed government**, the Office of Communications and Public Information serves as the primary source of City information for the community, the news media, and City employees, utilizing a variety of communications tools across diverse platforms.

The Office of Communications and Public Information's budget decreases by 31.3% overall for FY 2015, mainly attributed to a Department-wide reorganization. The reorganization sends 4.50 existing FTEs to the City Manager's Office (related to community engagement), and 2.0 existing FTEs to ITS (related to E-Government). It also eliminates a Deputy Director position (-1.0 FTE) and adds a Communications Officer (+1.0 FTE). Offsetting this decrease in the Department's budget is the inclusion of \$300,000 of Non-Personnel expenses, which is used as pass-through funding to a contractor to provide video production and cablecasting services formerly provided by Comcast under the City's franchise agreement. Also included is funding for Action Alexandria - an online civic engagement initiative run by the local non-profit ACT for Alexandria - of \$25,000 (down from \$50k in FY 2014), which was previously funded outside of Communications' budget in DCHS in FY 2014 .

**Department Share of General Fund Operating Budget**



**Communications 0.21%**



## PROGRAM LEVEL SUMMARY DATA

## Expenditure Summary

Expenditure By Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Public Information and Internal Support	\$1,994,237	\$1,913,177	\$1,313,916	(\$599,261)	-31.3%
<b>Total Expenditures</b>	<b>\$1,994,237</b>	<b>\$1,913,177</b>	<b>\$1,313,916</b>	<b>(\$599,261)</b>	<b>-31.3%</b>

## Staffing Summary

Authorized Positions (FTE's) by Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Public Information and Internal Support	13.50	13.50	7.00	(6.50)	-48.1%
<b>Total FTE's</b>	<b>13.50</b>	<b>13.50</b>	<b>7.00</b>	<b>(6.50)</b>	<b>-48.1%</b>



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Public Information & Internal Support	No service adjustments		



## PUBLIC INFORMATION &amp; INTERNAL SUPPORT

To ensure an **accountable, effective, & well-managed government**, this program provides community relations, content communications, and e-government in order to achieve results that the community values.

	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
<b>Program Totals</b>			
% Total All Funds Budget	100.0%	100.0%	100.0%
Total Expenditures	\$1,994,237	\$1,913,177	\$1,313,916
Personnel	\$1,708,669	\$1,731,339	\$891,663
Non-Personnel	\$285,460	\$181,838	\$422,253
Capital Goods Outlay	\$108	\$0	\$0
Full Time Equivalents (FTEs)	<b>13.50</b>	<b>13.50</b>	<b>7.00</b>
<b>Performance Measures</b>			
<i>Percentage of customers who rate Call.Click.Connect. as good or very good</i>	N/A	80%	80%
<i>% of customers who say they are more engaged/informed because of City publications</i>	N/A	80%	80%
<i>% of customers with Internet access who say they have access to City online services</i>	N/A	80%	85%
<i>Number of news releases, media advisories, media interviews, social media posts etc. distributed</i>	N/A	N/A	750

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		13.50	\$1,913,177
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current service delivery with decreases in funding for fringe benefits and non-personnel costs.	0.00	(\$24,249)
Program-wide services	Maintain service delivery through a department reorganization, including the transfer of existing personnel and non-personnel to the City Manager's Office and ITS, plus eliminating the Deputy Director position and creating a Communications Officer.	(6.50)	(\$900,012)
Program-wide services	Maintain current service delivery with non-personnel related expenses by reallocating \$300,000 of pass-through funding related to video production and cablecasting into the Communications' budget.	0.00	\$300,000
Non-profit Seed Funding (Civic Engagement)	Maintain service delivery with non-personnel-related expenses by reallocating Action Alexandria funds into the Communications' budget and continuing funding at a reduced level (was \$50,000 in FY 2014).	0.00	\$25,000
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>7.00</b>	<b>\$1,313,916</b>

CITY OF ALEXANDRIA, VIRGINIA  
**Finance Department**



**Accountable, Effective &  
 Well Managed Government**

**Finance Department**

- Leadership & Management Support
- Pension Administration
- Purchasing
- Revenue
- Treasury
- Accounting
- Risk Management
- Real Estate Assessments

**Department Contact Info**

703.746.3900  
<http://alexandriava.gov/finance/>

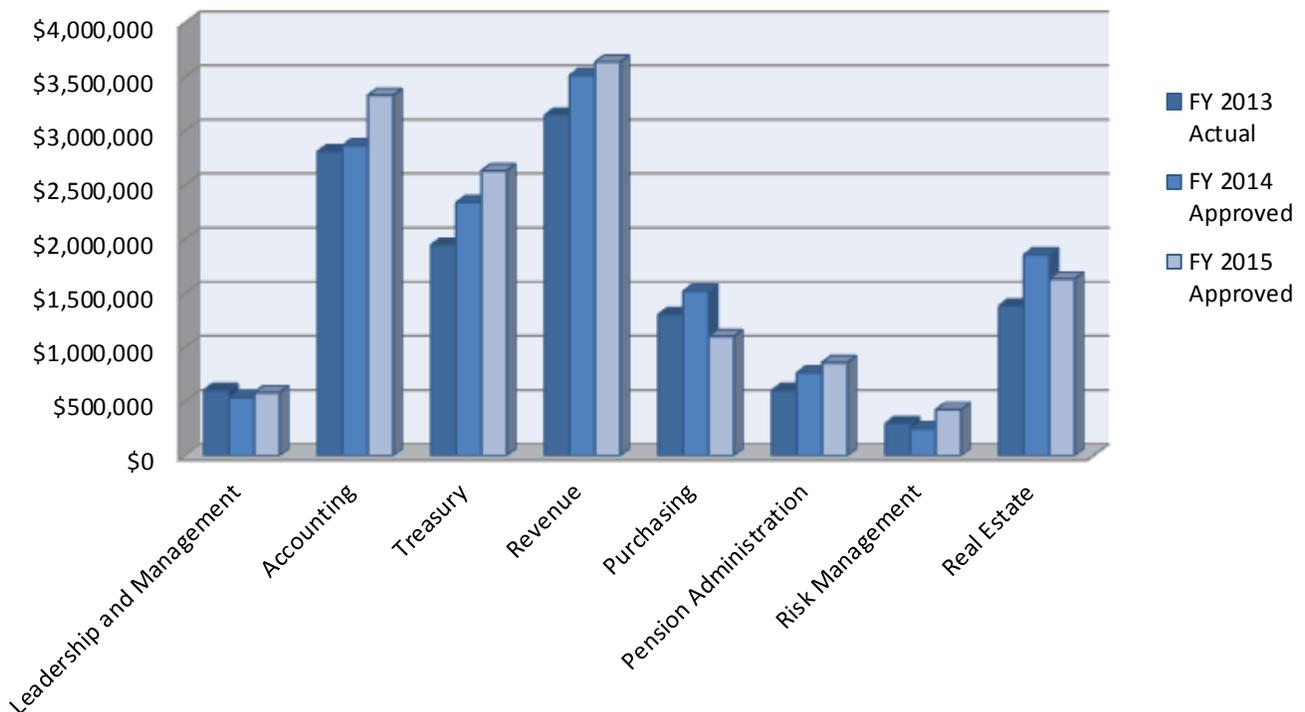
**Department Head**

Laura Triggs, CPA  
 Chief Financial Officer  
 703.746.3900  
[laura.triggs@alexandriava.gov](mailto:laura.triggs@alexandriava.gov)

**Department Staff**

- Ray Welch, Comptroller
- Kadira Coley, Acting Retirement Administrator
- Vacant Asst. Dir. Of Finance-Revenue
- David Clark, Asst. Dir. Of Finance-Treasury
- Stephen Taylor, Acting Purchasing Agent
- Bryan Page, Real Estate Assessor

**All Funds Summary by Program**



CITY OF ALEXANDRIA, VIRGINIA  
**Finance Department**



## EXPENDITURE & REVENUE SUMMARY

Expenditure By Classification	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Personnel	\$9,334,083	\$10,395,399	\$10,691,890	\$296,491	2.9%
Non-Personnel	\$2,736,369	\$3,223,525	\$3,477,705	\$254,180	7.9%
Capital Goods Outlay	\$8,792	\$26,185	\$26,185	\$0	0.0%
Interfund Transfer	\$3,044	\$0	\$0	\$0	0.0%
<b>Total Expenditures</b>	<b>\$12,082,287</b>	<b>\$13,645,109</b>	<b>\$14,195,780</b>	<b>\$550,671</b>	<b>4.0%</b>
<b>Expenditures by Fund</b>					
General Fund	\$11,577,834	\$12,984,060	\$13,435,340	\$451,280	3.5%
Internal Service Fund	\$37,288	\$44,600	\$44,600	\$0	0.0%
Other Special Revenues Funds	\$467,166	\$616,449	\$715,840	\$99,391	16.1%
<b>Total Designated Funding Sources</b>	<b>\$12,082,287</b>	<b>\$13,645,109</b>	<b>\$14,195,780</b>	<b>\$550,671</b>	<b>4.0%</b>
<b>Total Department FTE's</b>	<b>105.5</b>	<b>107.5</b>	<b>107.5</b>	<b>0.0</b>	<b>0.0%</b>

## FISCAL YEAR HIGHLIGHTS

To ensure an **Accountable, Effective, & Well-Managed Government**, Finance Department includes Accounting Support, Treasury, Revenue, Purchasing, Pension Administration, Risk Management, and Real Estate Assessments.

The Finance Department total budget increases by 4.0% for FY 2015. For the FY 2015 budget, the Department of Real Estate Assessments is now included in the Finance Department as a division. The FY 2015 Approved Budget includes an increase of 1.0 FTE in the Pension Program, funded out of special revenues, and includes the reduction of 1.0 FTE in the Real Estate division. The Real Estate Department has been relocated into the Finance Department, and the vacant director position can be reduced without any service impact. The Department's Non-Personnel Budget increases by \$254,180 or 7.9% due to increases in the costs of maintaining current levels of service delivery.

**Department Share of General Fund Operating Budget**



**2.11%**

CITY OF ALEXANDRIA, VIRGINIA  
**Finance Department**



**PROGRAM LEVEL SUMMARY DATA**

**Expenditure Summary**

<b>Expenditure By Program</b>	<b>FY 2013 Actual</b>	<b>FY 2014 Approved</b>	<b>FY 2015 Approved</b>	<b>Change 2014 - 2015</b>	<b>% Change 2014-2015</b>
Leadership and Management	\$601,796	\$535,507	\$581,335	45,828	8.6%
Accounting	\$2,807,716	\$2,864,153	\$3,329,147	464,994	16.2%
Treasury	\$1,945,718	\$2,338,255	\$2,632,400	294,145	12.6%
Revenue	\$3,144,772	\$3,515,053	\$3,636,708	121,655	3.5%
Purchasing	\$1,301,875	\$1,520,370	\$1,099,864	(420,506)	-27.7%
Pension Administration	\$601,443	\$765,062	\$859,415	94,353	12.3%
Risk Management	\$295,750	\$250,118	\$424,370	174,252	69.7%
Real Estate	\$1,383,218	\$1,856,591	\$1,632,541	(224,050)	-12.1%
<b>Total Expenditures</b>	<b>\$12,082,287</b>	<b>\$13,645,109</b>	<b>\$14,195,780</b>	<b>\$550,671</b>	<b>4.0%</b>

**Staffing Summary**

<b>Authorized Positions (FTE's) by Program</b>	<b>FY 2013 Actual</b>	<b>FY 2014 Approved</b>	<b>FY 2015 Approved</b>	<b>Change 2014 - 2015</b>	<b>% Change 2014-2015</b>
Leadership and Management	2.7	3.2	3.0	(0.2)	-6.3%
Accounting	20.7	19.7	21.4	1.7	8.4%
Treasury	17.5	17.5	17.5	0.0	0.0%
Revenue	35.7	33.1	33.3	0.2	0.7%
Purchasing	8.0	11.2	9.0	(2.2)	-19.3%
Pension Administration	6.0	6.0	7.0	1.0	16.7%
Risk Management	1.0	1.8	2.3	0.5	27.8%
Real Estate	14.0	15.0	14.0	(1.0)	-6.7%
<b>Total FTE's</b>	<b>105.5</b>	<b>107.5</b>	<b>107.5</b>	<b>0.0</b>	<b>0.0%</b>



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Pension	A Management Analyst II was added to manage additional workload anticipated from the newly proposed recertification process for disabled public safety employees, to ensure continued eligibility for disability payments, and to assist with placement in alternative jobs as specified by changes in the pension plan ensuring that eligible employees return to work utilizes pension dollars more effectively. The position will be funded by the pension plan.	1.0	\$91,100

CITY OF ALEXANDRIA, VIRGINIA  
**Finance Department**



## LEADERSHIP & MANAGEMENT SERVICES

To achieve an **accountable, effective, & well-managed government**, this program provides general financial management in order to ensure the fiscal strength of the city government.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	6.4%	4.7%	4.9%
Total Expenditures	\$601,796	\$535,507	\$581,335
Personnel	\$494,875	\$435,292	\$442,796
Non-Personnel	\$95,085	\$76,815	\$115,139
Capital Outlay	\$8,792	\$23,400	\$23,400
Interfund Transfer	\$3,044	\$0	\$0
Full Time Equivalents (FTEs)	2.7	3.2	3.0
Performance Measures			
<i>Percent of employees with financial responsibility who report awareness of information</i>	N/A	60%	65%
<i>Percent of employees with financial responsibility participating in training opportunities each year</i>	N/A	50%	55%
<i>Fund Balance as a percentage of revenues</i>	N/A	15.0%	15.0%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		3.2	\$535,507
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Technical adjustment due to the reallocation of positions within the department. Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	(0.2)	\$7,504
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.0	\$38,324
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>3.0</b>	<b>\$581,335</b>

CITY OF ALEXANDRIA, VIRGINIA  
**Finance Department**



## ACCOUNTING

To achieve an **accountable, effective, & well-managed government**, this program provides financial reporting, paying employees and vendors, and reconciliations in order to ensure city government is accountable to the community, and ensure the fiscal strength of the city government.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	24.5%	25.2%	28.2%
Total Expenditures	\$2,807,716	\$2,864,153	\$3,329,147
Personnel	\$2,008,398	\$1,956,150	\$2,216,793
Non-Personnel	\$799,318	\$905,218	\$1,109,569
Capital Outlay	\$0	\$2,785	\$2,785
Full Time Equivalents (FTEs)	20.7	19.7	21.4
Performance Measures			
<i>Percent of GFOA standards met on financial reporting</i>	100%	100%	100%
<i>Percent of payments to vendors issued within the required timeframe</i>	97%	97%	97%
<i>Number of reconciliations conducted</i>	2,802	2,914	2,880

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		19.7	\$2,864,153
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Technical adjustment due to the reallocation of positions within the department. Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	1.7	\$260,643
Program-wide services	Maintain current levels of service delivery with non-personnel related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.) The increase includes support for the City's Enterprise Resource System. (\$130,000) This is a newly budgeted expenditure.	0.0	\$204,351
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		21.4	\$3,329,147

CITY OF ALEXANDRIA, VIRGINIA  
**Finance Department**



## TREASURY

To achieve an **accountable, effective, & well-managed government**, this program provides cash management and investment, payment processing, and tax billing in order to ensure the fiscal strength of the city government, and achieve results that the community values.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	17.0%	20.6%	22.3%
Total Expenditures	\$1,945,718	\$2,338,255	\$2,632,400
Personnel	\$1,355,416	\$1,455,527	\$1,660,050
Non-Personnel	\$590,302	\$882,728	\$972,350
Full Time Equivalents (FTEs)	17.5	17.5	17.5
Performance Measures			
<i>Rate of Return on investment of City assets within legal limits</i>	0.50%	0.55%	0.60%
<i>Percentage of tax payments deposited within 24 hours</i>	N/A	99.99%	99.99%
<i>Percent of bills mailed to residents and business owners 30 days in advance of the due date</i>	100%	100%	100%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		17.5	\$2,338,255
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.0	\$204,523
Program-wide services	Maintain current levels of service delivery with non-personnel related increases in funding to meet the needs of contractual obligations , cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.)	0.0	89,622
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		17.5	\$2,632,400

CITY OF ALEXANDRIA, VIRGINIA  
**Finance Department**



## REVENUE

To achieve an **accountable, effective, & well-managed government**, this program provides delinquent tax collection, tax assessment, tax audit research and analysis, and taxpayer assistance in order to achieve results that the community values.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	27.4%	30.9%	30.8%
Total Expenditures	\$3,144,772	\$3,515,053	\$3,636,708
Personnel	\$2,697,275	\$2,897,221	\$3,005,375
Non-Personnel	\$447,497	\$617,832	\$631,333
Full Time Equivalents (FTEs)	35.7	33.1	33.3
Performance Measures			
<i>Percent of taxes assessed that are collectible</i>	N/A	99.0%	99.0%
<i>Percent of applications approved for tax relief</i>	96.0%	98.0%	95.0%
<i>Percent of delinquent taxes collected annually</i>	98.6%	97.0%	97.0%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		33.1	\$3,515,053
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Technical adjustment due to the reallocation of positions within the department. Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.2	\$108,154
Program-wide services	Technical adjustment for non-personnel-related reallocation of resources within the Department. No service impact.	0.0	\$13,501
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		33.3	\$3,636,708

CITY OF ALEXANDRIA, VIRGINIA  
**Finance Department**



## PURCHASING

To achieve an **accountable, effective, & well-managed government**, this program provides purchasing in order to ensure city government is accountable to the community.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	11.3%	13.4%	9.3%
Total Expenditures	\$1,301,875	\$1,520,370	\$1,099,864
Personnel	\$785,935	\$1,127,689	\$839,490
Non-Personnel	\$515,940	\$392,681	\$260,374
Full Time Equivalents (FTEs)	8.0	11.2	9.0
Performance Measures			
<i>Percent of significant contract actions executed for client within necessary time frames</i>	85%	85%	87%
<i>Value of goods and services procured</i>	\$130,455,962	\$118,400,000	\$137,000,000
<i>Percent of bid award protests denied</i>	0%	<5%	<5%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		11.2	\$1,520,370
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Technical adjustment due to the reallocation of positions within the department. Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	(2.2)	(\$288,199)
Program-wide services	Maintain current levels of service delivery with non-personnel-related decreases related to a reduction in fees for professional services. The program is shifting from the use of external contract help to an internal City workforce with institutional procurement knowledge.	0.0	(\$132,307)
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		9.0	\$1,099,864

CITY OF ALEXANDRIA, VIRGINIA  
**Finance Department**



## PENSION

To achieve an **accountable, effective, & well-managed government**, this program provides pension investment, and plan administration in order to ensure the fiscal strength of the city government.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	5.2%	6.7%	7.3%
Total Expenditures	\$601,443	\$765,062	\$859,415
Personnel	\$543,778	\$691,918	\$772,771
Non-Personnel	\$57,665	\$73,144	\$86,644
Full Time Equivalents (FTEs)	6.0	6.0	7.0
Performance Measures			
<i>Rate of return on investment of pension assets</i>	11.8%	7.5%	7.5%
<i>Percent of annual required contribution funded</i>	100%	100%	100%
<i>Millions of dollars invested at fiscal year end</i>	\$389.9	\$399.4	\$450.6

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		6.0	\$765,062
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Pension Cost Allocation	A Management Analyst II was added. The position is requested to manage additional workload anticipated from the newly proposed recertification process for disabled public safety employees, to ensure continued eligibility for disability payments, and to assist with placement in alternative jobs as specified by changes in the pension plan ensuring that eligible employees return to works utilizes pension dollars more effectively. The position will be funded by the pension plan.	1.0	\$91,100
Program-wide services	Maintain current levels of service delivery with personnel related changes in health coverage, salaries, merit adjustments, and other fringe benefits, including VRS	0.0	(\$10,247)
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.0	\$13,500
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM		7.0	\$859,415



## RISK MANAGEMENT

To achieve an **accountable, effective, & well-managed government**, this program provides (active) claims management, (proactive) safety management, and insurance management in order to ensure city government is accountable to the community, achieve results that the community values, and ensure the fiscal strength of the city government.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	2.1%	1.9%	2.9%
Total Expenditures	\$295,750	\$250,118	\$424,370
Personnel	\$240,598	\$218,751	\$338,754
Non-Personnel	\$55,152	\$31,367	\$85,616
Full Time Equivalents (FTEs)	1.0	1.8	2.3
Performance Measures			
<i>Percent of departments with more accident free work days than the industry standard</i>	N/A	40%	40%
<i>Number of claims processed</i>	352	340	360
<i>Number of safety outreach initiatives conducted</i>	145	130	150

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		1.8	\$250,118
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Technical adjustment due to the reallocation of positions within the department. Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.5	\$120,003
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.0	\$19,249
Torts Claim Management	Budgets cost incurred for building inspections currently covered with vacancy savings	0.0	\$35,000
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		2.3	\$424,370

CITY OF ALEXANDRIA, VIRGINIA  
**Finance Department**



## REAL ESTATE

To ensure an **accountable, effective, & well-managed government**, this program provides real property assessments in order to ensure city government is accountable to the community.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	12.1%	16.3%	13.8%
Total Expenditures	\$1,383,218	\$1,856,591	\$1,632,541
Personnel	\$1,207,809	\$1,612,851	\$1,415,861
Non-Personnel	\$175,409	\$243,740	\$216,680
Full Time Equivalents (FTEs)	14.0	15.0	14.0
Performance Measures			
<i>Percent of the actual median sales price (for real property parcels) assessed accurately</i>	N/A	N/A	97%
<i>Percent of taxpayers who file appeals of their assessments</i>	1%	10%	5%
<i>Percent of locally assessed real property (parcels) that have been annually assessed</i>	100%	100%	100%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		15.0	\$1,856,591
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	The Department of Real Estate Assessments has been relocated into the Finance Department as a division, and the vacant Director position has been eliminated. There is no service impact.	(1.0)	(202,868)
Program-wide services	Maintain the current levels of service delivery with personnel related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.0	\$5,878
Program-wide services	Reduced budget contract cost for real estate assessment appeals to reflect actual expenditures. There is no service impact.	0.0	(\$27,060)
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		14.0	\$1,632,541

# Department of General Services



## Accountable, Effective & Well Managed Government

### General Services

- Leadership & Management Support Services
- Facilities Management
- Fleet Management
- Energy Management
- Printing & Mail Services
- External Services

#### Department Contact Info

703.746.4770

<http://alexandriava.gov/generalservices/>

#### Department Head

Jeremy McPike, Director

703.746.4770

[jeremy.mcpike@alexandriava.gov](mailto:jeremy.mcpike@alexandriava.gov)

#### Department Staff

Alfred Coleman, Deputy Director, Administration

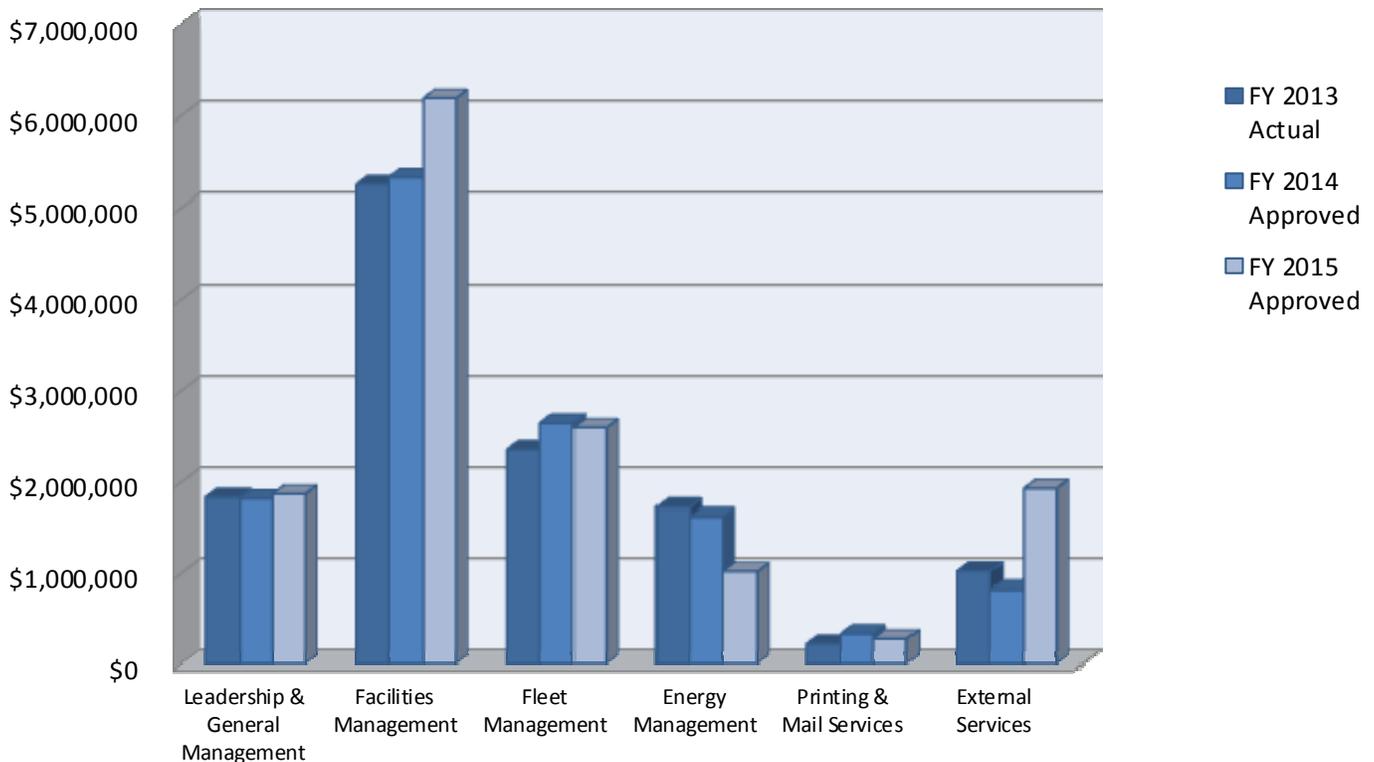
Titania Cross, Deputy Director, Planning, Construction and Facilities

Michael Stewart, Division Chief, Administration

Prabhakar Rao, Division Chief, Fleet Services

Bill Eger, Energy Manager

## All Funds Summary by Program





## EXPENDITURE & REVENUE SUMMARY

Expenditure By Classification	FY 2013	FY 2014	FY 2015	Change	% Change
	Actual	Approved	Approved	2014 - 2015	2014-2015
Personnel	\$5,742,047	\$6,687,307	\$6,640,086	(\$47,221)	-0.7%
Non-Personnel	\$6,612,490	\$5,900,124	\$7,093,386	\$1,193,262	20.2%
Capital Goods Outlay	\$78,730	\$2,000	\$155,000	\$153,000	7650.0%
<b>Total Expenditures</b>	<b>\$12,433,267</b>	<b>\$12,589,431</b>	<b>\$13,888,472</b>	<b>\$1,299,041</b>	<b>10.3%</b>
<b>Expenditures by Fund</b>					
General Fund	\$12,241,445	\$12,512,518	\$13,683,472	\$1,170,954	9.4%
Internal Services	\$165,832	\$0	\$155,000	\$155,000	0.0%
Special Revenue Fund	\$21,750	\$76,913	\$50,000	(\$26,913)	0.0%
Non Fiscal Year Grants	\$4,240	\$0	\$0	\$0	0.0%
<b>Total Expenditures</b>	<b>\$12,433,267</b>	<b>\$12,589,431</b>	<b>\$13,888,472</b>	<b>\$1,299,041</b>	<b>10.3%</b>
<b>Total Department FTE's</b>	<b>67.20</b>	<b>66.00</b>	<b>69.80</b>	<b>3.80</b>	<b>5.8%</b>

## FISCAL YEAR HIGHLIGHTS

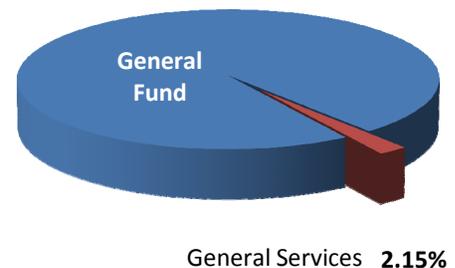
To ensure an **Accountable, Effective, and Well-Managed Government**, General Services provides Leadership & Management Support Services, Facilities Management, Fleet Management, Energy Management, Printing and Mail Services, and External Services.

In FY 2015, the total budget will increase by \$1,299,041 or 10.3%, while the General Fund budget will increase by \$1,170,954, or 9.4%.

The primary driver for this increase is attributable to the transfer of the budget and expenditures of \$1,064,255 related to the City's contract with the Animal Welfare League of Alexandria from Other Public Safety to the General Services External Services program. Other changes include the transfer of maintenance costs of \$265,000 for Alexandria Police Department Headquarters from Police, and \$168,820 for the Torpedo Factory Arts Center from Office of Historic Alexandria. These costs are offset by a \$680,200 transfer of utility costs at the Detention Center to the Sheriff budget to reflect the true cost of program delivery. Less these transfers, the General Fund year-to-year increase is \$284,784 or 2.3%.

The department will improve service delivery in the areas of facility preventative maintenance through an investment of \$374,492 leading to more work orders being completed. Also, the department will invest an additional \$78,519 for vehicle maintenance, reflecting year-to-year trends for providing this service. This will be offset by cost recovery from user departments, reflecting the true cost of program delivery.

Department Share of General Fund Operating Budget



## Department of General Services



## PROGRAM LEVEL SUMMARY DATA

## Expenditure Summary

Expenditure By Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Leadership & General Management	\$1,833,106	\$1,818,451	\$1,868,906	\$50,455	2.8%
Facilities Management	\$5,251,200	\$5,328,837	\$6,190,985	\$862,148	16.2%
Fleet Management	\$4,978,421	\$4,861,426	\$5,033,400	\$171,974	3.5%
Energy Management	\$1,727,715	\$1,627,132	\$1,019,895	(\$607,237)	-37.3%
Printing & Mail Services	\$386,716	\$464,926	\$443,845	(\$21,081)	-4.5%
External Services	\$1,025,564	\$830,180	\$1,931,443	\$1,101,263	132.7%
Less Recovered Costs For Fleet Management	(\$2,612,079)	(\$2,221,521)	(\$2,445,002)	(\$223,481)	10.1%
Less Recovered Costs For Printing Services	(\$157,375)	(\$120,000)	(\$155,000)	(\$35,000)	29.2%
<b>Total Expenditures</b>	<b>\$12,433,267</b>	<b>\$12,589,431</b>	<b>\$13,888,472</b>	<b>\$1,299,041</b>	<b>10.3%</b>

## Staffing Summary

Authorized Positions (FTE's) by Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Leadership & General Management	10.60	10.35	9.75	(0.60)	-5.8%
Facilities Management	32.30	31.85	35.65	3.80	11.9%
Fleet Management	18.10	19.00	18.00	(1.00)	-5.3%
Energy Management	2.30	0.80	2.40	1.60	200.0%
Printing & Mail Services	3.90	4.00	4.00	0.00	0.0%
External Services	0.00	0.00	0.00	0.00	0.0%
<b>Total FTE's</b>	<b>67.20</b>	<b>66.00</b>	<b>69.80</b>	<b>3.80</b>	<b>5.8%</b>



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Leadership and Management Support Services	Increased use of professional services in Real Estate Management of City Assets for guidance in the areas of real estate valuations/appraisals, maximized space/facility usage plans, evaluations of proposed uses on City surplus properties, strategies for soliciting surplus property to appropriate entities, assistance negotiating complex land swaps, and topics that fall outside the expertise of city staff.	0.00	\$72,306
Facilities Management	Funding for new preventative maintenance contracts to include additional life safety, preventative maintenance of fire systems, annual inspections of roofing systems, and minor maintenance of roll up doors throughout the City's building portfolio.	0.00	\$172,000
Facilities Management	Increased contractual services to enhance City Hall security by adding additional guard services.	0.00	\$43,000
Facilities Management	Additional supplies and materials to enhance the preventative maintenance of City facilities. This will support the department's ability to perform preventative maintenance in-house rather than using contract services.	0.00	\$127,850
Facilities Management	Two new positions to perform required preventative maintenance: one position is a building technician dedicated to addressing mechanical systems within City Hall and the second position is a Building Systems Specialist dedicated to the Alexandria Detention Center. This investment will support the department's ability to move from 35% to 40% of preventative maintenance work orders completed.	2.00	\$141,000
Fleet maintenance management	Increased funding for vehicle maintenance including parts and supplies. This reflects year-to-year trends for providing this service. This increase will be offset by cost recovery from user departments, reflecting the true cost of program delivery.	0.00	\$78,519
Energy Management	Licensing costs associated with new utility meters, energy use monitoring software, and utility billing services. These tools allow the department to monitor energy use and make informed decisions for energy consumption reduction strategies.	0.00	\$35,600
Energy Management	Creation of a Utility Engineer position to provide analysis, guidance, recommendations, and project implementation for the City's Operational Energy Management and Energy Assurance, and Reliability lines of business and allows the City to achieve energy cost savings. This position will be funded out of the City's Capital Improvement Plan, through the Energy Management Program capital project.	1.00	\$0



## LEADERSHIP AND MANAGEMENT SUPPORT SERVICES

To ensure an **accountable, effective, & well-managed government**, this program provides department managed business processes and real estate management in order to achieve results that the community values, ensure city government is accountable to the community, and ensure the fiscal strength of the city government.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	14.7%	14.4%	13.5%
Total Expenditures	\$1,833,106	\$1,818,451	\$1,868,906
Personnel	\$1,114,159	\$1,223,715	\$1,096,775
Non-Personnel	\$718,947	\$594,736	\$617,131
Capital Outlay	\$0	\$0	\$155,000
Full Time Equivalents (FTEs)	<b>10.60</b>	<b>10.35</b>	<b>9.75</b>
Performance Measures			
<i>Percent of purchase orders issued in accordance to timeline</i>	N/A	90%	90%
<i>Number of real estate leases managed</i>	96	96	96
<i>Number of penalties and legal actions associated with lease agreements</i>	0%	0%	0%
<i>Average score out of a 100 for winning proposals in response to all City Government property sale Request for Proposals (RFPs)</i>	84%	75%	85%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		10.35	\$1,818,451
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	\$54,960
Program-wide services	Maintain current levels of service delivery with non-personnel-related decreases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	(\$56,538)
<b>[Continued on following page]</b>			



## LEADERSHIP AND MANAGEMENT SUPPORT SERVICES

### PROGRAMMATIC ADJUSTMENTS CONTINUED

[Continued from previous page]			
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Additional funds transferred to the Vehicle Replacement Fund based on recommendations from the Fleet Management and Replacement Plan update.	0.00	\$155,000
Real Estate Management	Technical Adjustment - addition of office space lease costs inadvertently omitted from the Proposed Budget.	0.00	\$118,820
Real Estate Management	Increased use of professional services in Real Estate Management of City Assets for guidance in the areas of real estate valuations/appraisals, maximized space/facility usage plans, evaluations of proposed uses on City surplus properties, strategies for soliciting surplus property to appropriate entities, assistance negotiating complex land swaps, and topics that fall outside the expertise of city staff.	0.00	\$72,306
Real Estate Management	Transfer cost of leased space at 110 N. Royal Street to Transportation and Environmental Services to house transportation staff.	0.00	(\$62,193)
Program-wide services	Transfer of cost of temporary employment service contract used to process utility billings to the Energy Management program where a part time position will be created.	0.00	(\$50,000)
Program-wide services	Reallocation of part time Project Manager to Facilities Program for capital improvement planning projects.	(0.60)	(\$63,080)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>9.75</b>	<b>\$1,868,906</b>



## FACILITIES MANAGEMENT

To ensure an **accountable, effective, & well-managed government**, this program provides building portfolio management, and capital improvements planning/designing/construction management in order to ensure the fiscal strength of the city government.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	42.2%	42.3%	44.6%
Total Expenditures	\$5,251,200	\$5,328,837	\$6,190,985
Personnel	\$2,607,065	\$3,331,753	\$3,431,735
Non-Personnel	\$2,644,135	\$1,997,084	\$2,759,250
Full Time Equivalents (FTEs)	<b>32.30</b>	<b>31.85</b>	<b>35.65</b>
Performance Measures			
<i>Number of preventative maintenance hours completed annually</i>	N/A	3,500	4,000
<i>Percent of completed estimated hours needed for preventative building maintenance</i>	N/A	35%	40%
<i>Percent of planned Capital Improvement Projects completed on schedule</i>	95%	95%	95%
<i>Percent of planned Capital Improvement Projects completed within budget</i>	95%	95%	95%
<i>Percent of customers who rate facility needs satisfactory or better</i>	N/A	85%	85%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		31.85	\$5,328,837
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	(\$178,690)
Program-wide services	Maintain current levels of service delivery with non-personnel-related decreases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	(\$14,554)
Building Portfolio Management	Transfer of \$265,000 of maintenance costs for Alexandria Police Department Headquarters from Police, and \$168,820 for the Torpedo Factory Arts Center from the Office of Historic Alexandria.	0.00	\$433,820
<b>[Continued on following page]</b>			



## FACILITIES MANAGEMENT

## PROGRAMMATIC ADJUSTMENTS CONTINUED

[Continued from previous page]			
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Building Portfolio Management	Funding for new preventative maintenance contracts to include additional life safety, preventative maintenance of fire systems, annual inspections of roofing systems, and minor maintenance of roll up doors throughout the City's building portfolio.	0.00	\$172,000
Building Portfolio Management	Increased contractual services to enhance City Hall security by adding additional guard services.	0.00	\$43,000
Building Portfolio Management	Additional supplies and materials to enhance the preventative maintenance of City facilities. This will support the department's ability to perform preventative maintenance in-house rather than using contract services.	0.00	\$127,850
Building Portfolio Management	Two new positions to perform required preventative maintenance: one position is a building technician dedicated to addressing mechanical systems within City Hall and the second position is a Building Systems Specialist dedicated to the Alexandria Detention Center. This investment will support the department's ability to move from 35% to 40% of preventative maintenance work orders completed.	2.00	\$141,000
Building Portfolio Management	Reallocation of part time Project Manager from Leadership and Management Support Services program to manage capital improvement project planning and increase from 0.6 to 0.8 FTE.	0.80	\$63,080
Building Portfolio Management	Technical adjustment for the transfer and reclassification of a Fleet Technician position from the Fleet Management program to become a Building Services Technician during the FY 2014 Supplemental Appropriation. This change reflects the difference from the FY 2014 Approved Budget.	1.00	\$74,642
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>35.65</b>	<b>\$6,190,985</b>

## Department of General Services



## FLEET MANAGEMENT

To ensure an **accountable, effective, & well-managed government**, this program provides fleet management, fleet maintenance management, fuel management, and motor pool management in order to ensure the fiscal strength of the city government.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	19.0%	21.0%	18.6%
Total Expenditures	\$2,366,343	\$2,639,905	\$2,588,398
Personnel	\$1,500,056	\$1,724,591	\$1,630,736
Non-Personnel	\$3,399,635	\$3,134,835	\$3,402,664
Capital Outlay	\$78,730	\$2,000	\$0
Less Recovered Costs for Fleet Management	(\$2,612,079)	(\$2,221,521)	(\$2,445,002)
Full Time Equivalents (FTEs)	<b>18.10</b>	<b>19.00</b>	<b>18.00</b>
<b>Performance Measures</b>			
<i>Percent of vehicles replaced according to annual plan</i>	N/A	90%	90%
<i>Percent of units that have preventive maintenance performed on time</i>	N/A	90%	90%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		19.00	\$2,639,905
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	\$21,787
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$58,180
Fuel management	Reduction in city-wide fuel budget because of increased monitoring of fuel consumption and increased efficiency of new assets.	0.00	(\$94,351)
<b>[Continued on following page]</b>			



FLEET MANAGEMENT

PROGRAMMATIC ADJUSTMENTS CONTINUED

[Continued from previous page]

Service / Line of Business	Impacts	FTE Impact	Cost Modification
Fleet maintenance management	Increased funding for vehicle maintenance including parts and supplies. This reflects year-to-year trends for providing this service. This increase will be offset by cost recovery from user departments, reflecting the true cost of program delivery.	0.00	\$78,519
Fleet management	Technical adjustment for the transfer and reclassification of a Fleet Technician position to the Facilities Management program to become a Building Services Technician during the FY 2014 Supplemental Appropriation. This change reflects the difference from the FY 2014 Approved Budget.	(1.00)	(\$74,642)
Fleet management	Reduction in overtime budget. More effective management practices will reduce the need for overtime staffing.	0.00	(\$41,000)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>18.00</b>	<b>\$2,588,398</b>



## ENERGY MANAGEMENT

To ensure an **accountable, effective, & well-managed government**, this program provides city operations energy management, community energy management programming, electrical infrastructure management, energy assurance and reliability management and coordination, public utility regulatory and policy guidance, and utility resource procurement and management in order to achieve results that the community values, and ensure the fiscal strength of the city government.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	13.9%	12.9%	7.3%
Total Expenditures	\$1,727,715	\$1,627,132	\$1,019,895
Personnel	\$256,767	\$119,622	\$169,995
Non-Personnel	\$1,470,948	\$1,507,510	\$849,900
Full Time Equivalents (FTEs)	<b>2.30</b>	<b>0.80</b>	<b>2.40</b>
Performance Measures			
<i>Percent of the City Government's total energy use from clean energy resources</i>	16%	20%	15%
<i>Number of residential units and businesses implementing energy efficiency retrofits</i>	8	250	20
<i>Percent of utility invoices paid on time without penalties</i>	N/A	99%	99%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		0.80	\$1,627,132
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	\$1,373
Program-wide services	Maintain current levels of service delivery with non-personnel-related decreases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	(\$13,010)
City Operations Energy Management	Licensing costs associated with new utility meters, energy use monitoring software, and utility billing services. These tools allow the department to monitor energy use and make informed decisions for energy consumption reduction strategies.	0.00	\$35,600
<b>[Continued on following page]</b>			



ENERGY MANAGEMENT

PROGRAMMATIC ADJUSTMENTS CONTINUED

[Continued from previous page]			
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Utility Procurement and Management	Transfer of Detention Center utility costs to the Sheriff budget to reflect the true cost of program delivery.	0.00	(\$680,200)
Utility Procurement and Management	Conversion of contractual services in the Leadership and Management Support Services program to a part time Utilities Analyst to conduct accurate and efficient payment of utility bills for all City departments and agencies.	0.60	\$49,000
City Operations Energy Management / Energy Assurance and Reliability	Creation of a Utility Engineer position to provide analysis, guidance, recommendations, and project implementation for the City's Operational Energy Management and Energy Assurance, and Reliability lines of business and allows the City to achieve energy cost savings. This position will be funded out of the City's Capital Improvement Plan, through the Energy Management Program capital project. This adjustment has no impact on the General Fund.	1.00	\$0
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>2.40</b>	<b>\$1,019,895</b>

## Department of General Services



## PRINTING AND MAIL SERVICES

To ensure an **accountable, effective, & well-managed government**, this program provides mail delivery services, and print services in order to ensure the fiscal strength of the city government.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	1.8%	2.7%	2.1%
Total Expenditures	\$229,341	\$344,926	\$288,845
Personnel	\$253,897	\$287,626	\$310,845
Non-Personnel	\$132,819	\$177,300	\$133,000
Less Recovered Costs For Printing Services	(\$157,375)	(\$120,000)	(\$155,000)
Full Time Equivalents (FTEs)	<b>3.90</b>	<b>4.00</b>	<b>4.00</b>
<b>Performance Measures</b>			
<i>Number of pieces of mail processed (incoming, outgoing, and internally routed)</i>	375,000	350,000	350,000
<i>Percent of customers satisfied or very satisfied with City print services</i>	96%	98%	98%
<i>Cost savings of a City print shop versus privatizing print services</i>	N/A	\$30,000	\$30,000

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		4.00	\$344,926
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	\$6,719
Program-wide services	Maintain current levels of service delivery with non-personnel-related decreases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	(\$2,300)
Print Services	Adjustment to operating supplies and materials budget based on analysis of prior years actual costs.	0.00	(\$42,000)
Print Services	Increase in recovered costs for printing services from other City departments.	0.00	(\$35,000)
Print Services	Increase in seasonal support staff to assist with special projects.	0.00	\$16,500
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>4.00</b>	<b>\$288,845</b>



## EXTERNAL SERVICES

To ensure an **accountable, effective, & well-managed government**, this program manages contracts with external agencies including the animal shelter, parking management, and Farmer's Market vendors in order to ensure the fiscal strength of the city government.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	8.2%	6.6%	13.9%
Total Expenditures	\$1,025,564	\$830,180	\$1,931,443
Personnel	\$10,104	\$0	\$0
Non-Personnel	\$1,015,460	\$830,180	\$1,931,443
Full Time Equivalents (FTEs)	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
Performance Measures			
<i>Number of animals taken in (intake)</i>	N/A	1,020	1,020
<i>Number of animals adopted</i>	N/A	1,900	1,900
<i>Number of Farmer's Market vendors</i>	90	80	80
<i>Number of parking spaces available in City-Owned parking facilities</i>	N/A	935	935
<i>Revenue collected per parking space</i>	\$2,500	\$2,500	\$2,500

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$830,180
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$10,610
Animal Shelter Management	Transfer of the Animal Welfare League of Alexandria contract from Other Public Safety to the General Services External Services program.	0.00	\$1,064,255
Parking Management (External)	Increases to parking garage management contract due to increases in credit card service fees as this option is being used by more customers.	0.00	\$26,398
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$1,931,443

# Human Resources



## Accountable, Effective & Well-Managed Government

### Department Contact Info

703.746.3777

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

### Department Head

Bettina Deynes

Director

703.746.3777

[Bettina.Deynes@alexandriava.gov](mailto:Bettina.Deynes@alexandriava.gov)

### Key Department Staff

Steve Mason, Assistant Director

Bill Mitchell, Assistant Director

Penny Prue, Benefits Manager

Ryan Touhill, Compensation & Workforce Programs Manager

## Human Resources

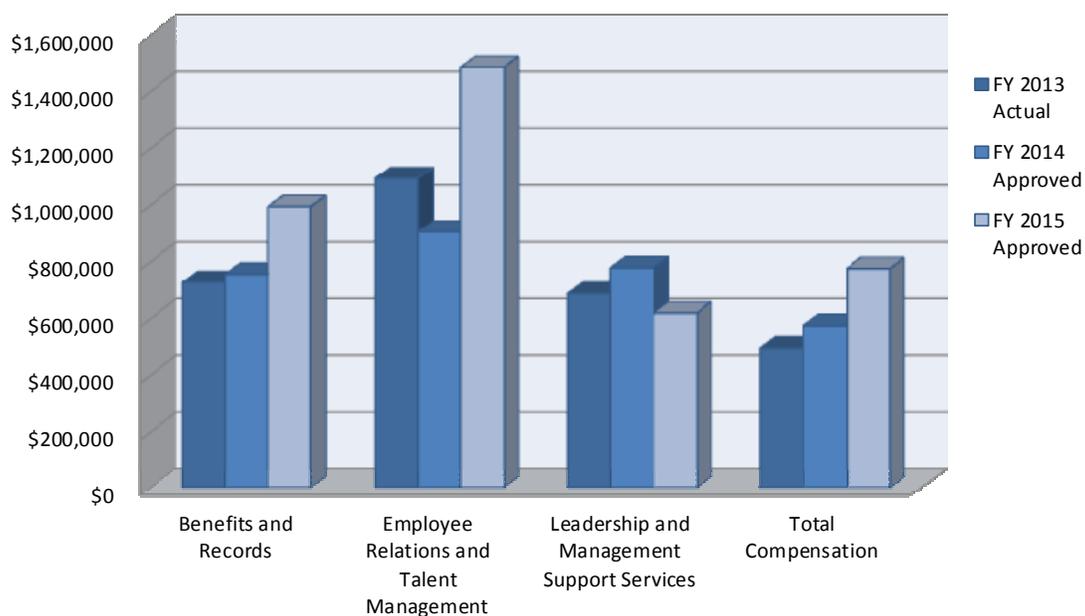
Benefits & Records

Employee Relations & Talent Management

Leadership Management & Support Services

Total Compensation

### All Funds Summary by Program





## EXPENDITURE & REVENUE SUMMARY

Expenditure By Classification	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Personnel	2,492,480	2,581,753	2,917,734	335,981	13.0%
Non-Personnel	504,433	430,036	955,640	525,604	122.2%
<b>Total Expenditures</b>	<b>\$2,996,913</b>	<b>\$3,011,789</b>	<b>\$3,873,374</b>	<b>\$861,585</b>	<b>28.6%</b>

Expenditures by Fund	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
General Fund	2,996,913	3,011,789	3,873,374	861,585	28.6%
<b>Total Expenditures</b>	<b>\$2,996,913</b>	<b>\$3,011,789</b>	<b>\$3,873,374</b>	<b>\$861,585</b>	<b>28.6%</b>

Total Department FTE's	21.00	23.00	25.00	2.00	8.7%
------------------------	-------	-------	-------	------	------

## FISCAL YEAR HIGHLIGHTS

To ensure an **accountable, effective, & well-managed government**, Human Resources facilitates various programs: Benefits & Records, Employee Relations & Talent Management, Leadership Management & Support Services, and Total Compensation.

The budget for Human Resources will increase by 28.6% overall for FY 2015 as a result of increases in both Personnel and Non-Personnel funding. The Department's Personnel costs are increased as a result of an overall net addition of 2.0 FTE, taking the total FTE count up to 25.0. The Department's Non-Personnel Budget will increase by more than a half million dollars, mainly attributed to: \$200,000 in one-time funding for an update of the City's Medical Standards; the inclusion of \$182,000 from the Tuition Assistance program, which is being transferred from the Non-Departmental budget; and \$50,000 towards the study of a new benefits platform, which will assist with Affordable Care Act (ACA) compliance. For FY 2015, the newly created "Professional Development and Training Fund" consolidates the previously utilized Tuition Assistance program, one-time monies funding the Professional Development Fund, and the current Training Fund, into one designated account in order to facilitate all related activities under one account.

**Department Share of General Fund Operating Budget**



**Human Resources 0.61%**

## Human Resources



## PROGRAM LEVEL SUMMARY DATA

## Expenditure Summary

Expenditure By Program	FY 2013	FY 2014	FY 2015	Change	% Change
	Actual	Approved	Approved	2014 - 2015	2014-2015
Benefits and Records	\$726,316	\$755,536	\$993,201	\$237,665	31.5%
Employee Relations and Talent Management	\$1,092,605	\$904,037	\$1,486,338	\$582,301	64.4%
Leadership and Management Support Services	\$685,431	\$778,312	\$618,384	(\$159,928)	-20.5%
Total Compensation	\$492,562	\$573,904	\$775,451	\$201,547	35.1%
<b>Total Expenditures</b>	<b>\$2,996,913</b>	<b>\$3,011,789</b>	<b>\$3,873,374</b>	<b>\$861,585</b>	<b>28.6%</b>

## Staffing Summary

Authorized Positions (FTE's) by Program	FY 2013	FY 2014	FY 2015	Change	% Change
	Actual	Approved	Approved	2014 - 2015	2014-2015
Benefits and Records	6.00	6.00	7.00	1.00	16.7%
Employee Relations and Talent Management	8.00	8.00	8.00	0.00	0.0%
Leadership and Management Support Services	5.00	5.00	6.00	1.00	20.0%
Total Compensation	2.00	4.00	4.00	0.00	0.0%
<b>Total FTE's</b>	<b>21.00</b>	<b>23.00</b>	<b>25.00</b>	<b>2.00</b>	<b>8.7%</b>



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Benefits & Records	Explore/Study the implementation of a new benefits platform, which can assist with ACA compliance and the coordination of file transfers between the City and all of the City's benefits providers.	0.00	\$50,000
Benefits & Records	Maintain current levels of service delivery with personnel-related increases in funding for health coverage, salaries, and other fringe benefits, which includes the addition of 1.0 FTE (ERP Manager) previously funded through the City's CIP.	1.00	\$157,018
Employee Relations & Talent Management	Increase current levels of service delivery with personnel-related increases in funding for health coverage, salaries, and other fringe benefits, which includes the reallocation of existing FTEs across programs for -1.0 FTE impact, and a new Investigator for +1.0 FTE impact.	0.00	\$356,258
Employee Relations & Talent Management	The Proposed Budget included an increase of current levels of service delivery with non-personnel-related expenses by adding \$40,000 to the newly created/consolidated Professional Development & Training Fund. This increase was removed by City Council during Add/Delete, which leaves the Fund level from FY 2014 at approximately \$260,000.	0.00	\$0
Employee Relations & Talent Management	Increase current levels of service delivery with non-personnel-related expenses by including additional training of department staff and attendance at relevant conferences.	0.00	\$45,179
Total Compensation	Increase current levels of service delivery with one-time, non-personnel-related funding to procure consultants/vendors to create/enhance Medical Standards for the City, which are a part of all job announcements/specifications.	0.00	\$200,000

## Human Resources



## BENEFITS &amp; RECORDS

To ensure an **accountable, effective, & well-managed government**, this program coordinates and administers competitive health, life, and long-term disability insurance, flexible spending accounts, and other benefits for current employees and retirees and maintains accurate employee records to comply with applicable Federal and state regulations.

	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
<b>Program Totals</b>			
% Total All Funds Budget	24.2%	25.1%	25.6%
Total Expenditures	\$726,316	\$755,536	\$993,201
Personnel	\$492,570	\$499,533	\$656,551
Non-Personnel	\$233,746	\$256,003	\$336,650
Full Time Equivalents (FTEs)	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>
<b>Performance Measures</b>			
<i>% deviation of total City benefit contribution to comparator average contribution</i>	N/A	N/A	0%
<i>% deviation of the City contribution to Welfare benefits to comparator avg contribution</i>	N/A	0%	0%
<i>% deviation of the City contribution to Work Life benefits to comparator avg contribution</i>	N/A	0%	0%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		6.00	\$755,536
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in funding for health coverage, salaries, and other fringe benefits, which includes the addition of 1.0 FTE (ERP Manager) previously funded through the City's CIP.	1.00	\$157,018
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding for professional services and miscellaneous expenses.	0.00	\$30,647
Program-wide services	Explore/Study the implementation of a new benefits platform, which can assist with ACA compliance and the coordination of file transfers between the City itself and all of the City's benefits providers.	0.00	\$50,000
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>7.00</b>	<b>\$993,201</b>



## EMPLOYEE RELATIONS & TALENT MANAGEMENT

To ensure an **accountable, effective, & well-managed government**, this program provides cost effective and timely services to all City departments and assists in the recruiting, hiring, and promoting of a highly qualified and diverse workforce. This program also includes services in the areas of discipline and grievance processing in a fair and timely manner, and provides high quality educational opportunities for all employees in order to ensure the city government is accountable to the community.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	36.5%	30.0%	38.4%
Total Expenditures	\$1,092,605	\$904,037	\$1,486,338
Personnel	\$888,261	\$770,857	\$1,117,760
Non-Personnel	\$204,344	\$133,180	\$368,578
Full Time Equivalents (FTEs)	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
Performance Measures			
<i>Percentage of requests approved for professional development initiatives</i>	N/A	N/A	90%
<i>Number of disciplines received from the previous year</i>	54	43	34
<i>Number of classes available to employees</i>	N/A	45	50
<i>Percentage of employees successfully completing their probationary period</i>	N/A	N/A	92%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		8.00	\$904,037
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Increase current levels of service delivery with personnel-related increases in funding for health coverage, salaries, and other fringe benefits, which includes the reallocation of existing FTEs across programs for -1.0 FTE impact, and a new Investigator for +1.0 FTE impact.	0.00	\$356,258
Professional Development and Training	Maintain current levels of service delivery with non-personnel-related expenses by reallocating \$182,000 of Tuition Assistance funding to the department's budget from the Non-Departmental budget.	0.00	\$182,000
Professional Development and Training	The Proposed Budget included a \$40,000 increase in the newly created/consolidated Professional Development & Training Fund. This adjustment was removed by Council during Add-Delete.	0.00	\$0
<b>[Continued on following page]</b>			

## Human Resources



## EMPLOYEE RELATIONS &amp; TALENT MANAGEMENT

## PROGRAMMATIC ADJUSTMENTS CONTINUED

[Continued from previous page]

Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Increase current levels of service delivery with non-personnel-related expenses by including additional training of department staff and attendance at relevant conferences.	0.00	\$45,179
Program-wide services	Maintain current levels of service delivery with non-personnel-related expenses by increasing miscellaneous expenses.	0.00	\$8,219
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in fringe benefit costs.	0.00	(\$9,355)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>8.00</b>	<b>\$1,486,338</b>



## LEADERSHIP & MANAGEMENT SUPPORT SERVICES

To ensure an **accountable, effective, & well-managed government**, this program provides direction, resource management, focused trainings, and leadership in order to achieve results that the community values, ensure city government is accountable to the community, and ensure the fiscal strength of the City government.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	22.9%	25.8%	16.0%
Total Expenditures	\$685,431	\$778,312	\$618,384
Personnel	\$621,702	\$744,543	\$573,656
Non-Personnel	\$63,729	\$33,769	\$44,728
Full Time Equivalents (FTEs)	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>
Performance Measures			
<i>Percentage of personnel action forms entered on time</i>	N/A	100%	N/A
<i>Percentage of Munis HR users that have completed training</i>	N/A	100%	N/A
<i>Percentage of employees who receive accurate paychecks on time</i>	N/A	100%	N/A
<i>% of all City employees successfully completing training based on identified needs</i>	N/A	10%	N/A

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		5.00	\$778,312
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in funding for salaries and fringe benefits, which includes the reallocation of existing FTEs across programs; although the FTE count increases, there is a decrease in costs resulting from the reallocation of existing lower salaried positions into this program, while moving higher salaried positions to other programs.	1.00	(\$170,887)
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in miscellaneous expenses.	0.00	\$10,959
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		6.00	\$618,384

# Human Resources



## TOTAL COMPENSATION

To ensure an **accountable, effective, & well-managed government**, this program conducts research and analysis, and provides guidance on the classification and compensation of positions throughout the City. This ensures the City is accountable to its employees and the community, and maintains fiscally responsible.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	16.4%	19.1%	20.0%
Total Expenditures	\$492,562	\$573,904	\$775,451
Personnel	\$489,948	\$566,820	\$569,767
Non-Personnel	\$2,614	\$7,084	\$205,684
Full Time Equivalents (FTEs)	<b>2.00</b>	<b>4.00</b>	<b>4.00</b>
Performance Measures			
<i>% of sampled jobs that are aligned with the average of the comparator market</i>	100%	100%	75%
<i>% of career ladder mobile employees who are elevated to the next level of their ladder</i>	27%	N/A	40%
<i>% of candidates receiving job offers who did not identify pay as a barrier to employment</i>	97%	95%	95%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		4.00	\$573,904
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in funding for health coverage, salaries, and other fringe benefits, including VRS.	0.00	\$1,547
City-wide services	Increase current levels of service delivery with one-time, non-personnel-related funding to procure consultants/vendors to create/enhance Medical Standards for the City, which are a part of all job announcements/specifications.	0.00	\$200,000
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		4.00	\$775,451

# Information Technology Services



## Accountable, Effective & Well Managed Government

### Information Technology Services

- Leadership and Management Support Services
- Security
- IT Project Management
- Customer Services
- Network Operations
- Enterprise Business Systems Support
- Communications Support
- Applications

**Department Contact Info**

703.746.3001

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

**Department Head**

Kevin Edwards

Director, ITS/CIO

[kevin.edwards@alexandriava.gov](mailto:kevin.edwards@alexandriava.gov)

**Department Staff**

Vacant, Deputy Director

Vacant, Division Chief

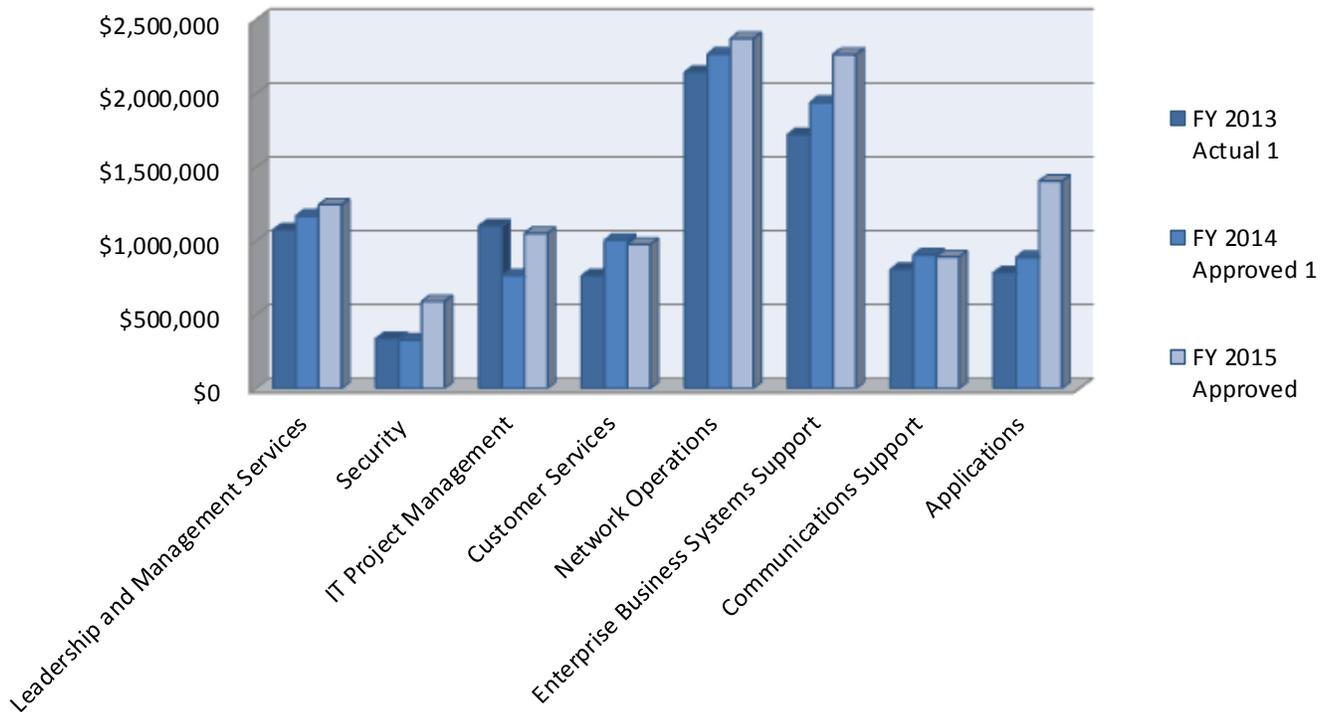
Curtis Ney, Division Chief

James Colevas, Division Chief

Steve Chozick, Division Chief

Yvette Gayles, Acting Division Chief

## All Funds Summary by Program



<sup>1</sup> FY 2013 Actuals and FY 2014 Approved Budget do not include amounts associated with the E-Government line-of-business within this Program, and only reflect the GIS Programmatic expenditures previously accounted for under Planning & Zoning

# Information Technology Services



## EXPENDITURE & REVENUE SUMMARY

Expenditure By Classification	FY 2013 Actual <sup>1</sup>	FY 2014 Approved <sup>1</sup>	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Personnel	\$5,815,930	\$6,216,436	\$7,040,223	\$823,787	13.3%
Non-Personnel	\$2,907,292	\$3,057,652	\$3,761,887	\$704,235	23.0%
Capital Goods Outlay	\$11,760	\$0	\$0	\$0	0.0%
<b>Total Expenditures</b>	<b><u>\$8,734,982</u></b>	<b><u>\$9,274,088</u></b>	<b><u>\$10,802,110</u></b>	<b><u>\$1,528,022</u></b>	<b><u>16.5%</u></b>
<b>Expenditures by Fund</b>					
General Fund	\$8,672,253	\$9,091,236	\$10,411,287	\$1,320,051	14.5%
Other Special Revenue Funds	\$62,729	\$182,852	\$390,823	\$207,971	113.7%
<b>Total Expenditures</b>	<b><u>\$8,734,982</u></b>	<b><u>\$9,274,088</u></b>	<b><u>\$10,802,110</u></b>	<b><u>\$1,528,022</u></b>	<b><u>16.5%</u></b>
<b>Total Department FTEs</b>	<b>49.00</b>	<b>50.00</b>	<b>56.00</b>	<b>6.00</b>	<b>12.0%</b>

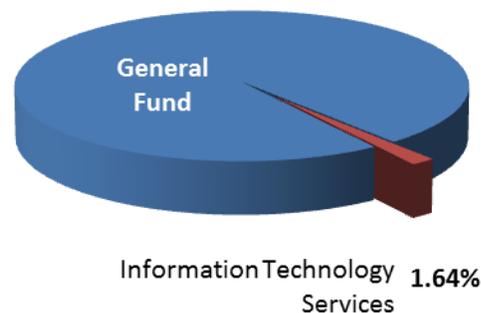
<sup>1</sup> FY 2013 Actuals and FY 2014 Approved Budget do not include amounts associated with the E-Government line-of-business within this Program, and only reflect the GIS Programmatic expenditures previously accounted for under Planning & Zoning

## FISCAL YEAR HIGHLIGHTS

To ensure an **Accountable, Effective, & Well-Managed Government**, Information Technology Services provides Communications Support, Customer Services, Enterprise Business Systems Support, Project Management, Leadership & Management Support, Network Operations, and Security.

Information Technology Services (ITS) total budget increases by 16.5% for FY 2015. The Department is part of an FY 2015 reorganization— shifting resources from Planning & Zoning in the Geographic Information Systems Program and the Department of Communications E-Government function to ITS. Of the 6.0 FTE increase, 2.0 is due to the positions from E-Gov, and 2.0 FTEs are associated with GIS and are conversion of positions previously funded in the CIP. An additional position is moved from Code Administration to ITS, which will continue to be funded by Code’s Special Revenue Fund for FY 2015. Finally, a position is added for Project Management services in order to improve project planning and delivery within that program. Service enhancements across the department are included in large part to help move beyond “sustain and maintain” activities and toward a proactive and strategic direction for ITS. Details for these increases are provided on the following pages.

**Department Share of General Fund Operating Budget**



## Information Technology Services



## PROGRAM LEVEL SUMMARY DATA

## Expenditure Summary

Expenditure By Program	FY 2013 Actual <sup>1</sup>	FY 2014 Approved <sup>1</sup>	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Leadership and Management Services	\$1,074,247	\$1,169,604	\$1,246,112	\$76,508	6.5%
Security	\$337,836	\$327,473	\$590,405	\$262,932	80.3%
IT Project Management	\$1,102,288	\$766,108	\$1,052,477	\$286,369	37.4%
Customer Services	\$764,289	\$1,006,119	\$977,762	(\$28,357)	-2.8%
Network Operations	\$2,144,623	\$2,268,023	\$2,372,149	\$104,126	4.6%
Enterprise Business Systems Support	\$1,720,839	\$1,941,450	\$2,265,824	\$324,374	16.7%
Communications Support	\$807,052	\$906,195	\$892,253	(\$13,942)	-1.5%
Applications	\$783,807	\$889,116	\$1,405,128	\$516,012	58.0%
<b>Total Expenditures</b>	<b>\$8,734,982</b>	<b>\$9,274,088</b>	<b>\$10,802,110</b>	<b>\$1,528,022</b>	<b>16.5%</b>

## Staffing Summary

Authorized Positions (FTE's) by Program	FY 2013 Actual <sup>1</sup>	FY 2014 Approved <sup>1</sup>	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Leadership and Management Services	7.10	7.10	7.10	0.00	0.0%
Security	1.20	1.20	2.00	0.80	66.7%
IT Project Management	4.30	4.30	6.25	1.95	45.3%
Customer Services	6.05	6.05	5.60	(0.45)	-7.4%
Network Operations	8.30	8.30	8.20	(0.10)	-1.2%
Enterprise Business Systems Support	11.50	11.50	11.35	(0.15)	-1.3%
Communications Support	4.55	4.55	4.50	(0.05)	-1.1%
Applications	6.00	7.00	11.00	4.00	57.1%
<b>Total FTEs</b>	<b>49.00</b>	<b>50.00</b>	<b>56.00</b>	<b>6.00</b>	<b>12.0%</b>

<sup>1</sup> FY 2013 Actuals and FY 2014 Approved Budget do not include amounts associated with the E-Government line-of-business within this Program, and only reflect the GIS Programmatic expenditures previously accounted for under Planning & Zoning



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Security	The provision of contractual services for creation of a baseline security architecture plan will improve security operations through the application of “best-practices” and will support more accurate decision-making.	0.00	\$62,000
Security	Provision of professional services for Mobile Device support will improve security operations by augmenting existing staff resources to allow for timely and secure deployment and management of smart phones/ tablet devices.	0.00	\$80,000
Security	Provision of professional services for Network Access Control will improve security operations by ensuring that the growing number of security threats are managed.	0.00	\$7,565
Security	Increasing the budget for staff training will improve Security Operations by ensuring staff understand how to avoid introducing threats into the City’s critical IT infrastructure.	0.00	\$3,571
Security	Through the Add-Delete process, Council eliminated funding in the amount of \$40,000 for Security Program contractual services as part of a total Add-Delete ITS budget reduction amount of \$175,000.	0.00	(\$40,000)
IT Project Management	An additional 1.0 FTE (Project Manager) will improve project management services by providing more project management support and ensuring a greater percentage of projects which meet scope, quality, cost, and schedule requirements.	1.00	\$143,652
Customer Services	The Proposed Budget included \$83,200 for provision of professional services in order to continue support and development of the Microsoft System Center Suite to improve Help Desk service by reducing requests and simplifying overall administration. This item was reduced by \$40,800 through Council Add-Delete as part of an overall Add-Delete ITS budget reduction of \$175,000.	0.00	\$42,400
Enterprise Business Systems Support	The Proposed Budget included \$332,800 in funding for professional services to augment City staff to increase service within the Data Management and Programming Support Lines of Business by freeing up City Staff to participate in new projects, infrastructure improvements, introduction of new tools and utilities and staff development, training, and to move beyond pure “sustain and maintain” activities. This item was reduced by \$50,000 through Council Add-Delete as part of an overall Add-Delete ITS budget reduction of \$175,000.	0.00	\$282,800

# Information Technology Services



## LEADERSHIP & MANAGEMENT SERVICES

To ensure an **accountable, effective, & well-managed government**, this program provides financial management and leadership and general management in order to ensure the fiscal strength of the city government.

Program Totals		FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget		12.3%	12.6%	11.5%
Total Expenditures		\$1,074,247	\$1,169,604	\$1,246,112
Personnel		\$841,393	\$927,427	\$951,225
Non-Personnel		\$232,854	\$242,177	\$294,887
Full Time Equivalents (FTEs)		<b>7.10</b>	<b>7.10</b>	<b>7.10</b>
Performance Measures				
<i>Number of IT management staff receiving training</i>		N/A	N/A	6
<i>Percent of customers rating procurement of hardware and software services as good to excellent</i>		98%	98%	98%
<i>Percent of customers rating ITS services as good to excellent</i>		90%	90%	90%
<i>Percent of customers rating training services as good to excellent</i>		94%	96%	96%
<i>Percent of customers rating of currently deployed technology as good to excellent</i>		90%	90%	90%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		7.10	\$1,169,604
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	0.00	\$23,798
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$52,710
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		7.10	\$1,246,112

# Information Technology Services



## SECURITY

To ensure an **accountable, effective, & well-managed government**, this program provides security operations in order to achieve results that the community values.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	3.9%	3.5%	5.5%
Total Expenditures	\$337,836	\$327,473	\$590,405
Personnel	\$76,024	\$156,915	\$234,057
Non-Personnel	\$261,812	\$170,558	\$356,348
Full Time Equivalents (FTEs)	<b>1.20</b>	<b>1.20</b>	<b>2.00</b>
Performance Measures			
<i>Percent of time systems available due to absence of security incidents</i>	N/A	N/A	99.9%
<i>Percent of users whose account is in compliance with password policy</i>	N/A	N/A	90%
<i>Number of hours Security staff received training per year</i>	N/A	N/A	40
<i>Percent of network clients protected with the latest security patches &amp; software</i>	N/A	85%	92%
<i>Percent of systems successfully patched as scheduled</i>	N/A	85%	92%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		1.20	\$327,473
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS. Amount also includes technical adjustment due to the reallocation of positions within the Department. No service impact.	0.80	\$77,142
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$72,654
Security Operations	The provision of contractual services for creation of a baseline security architecture plan will improve security operations through the application of “best-practices” and will support more accurate decision-making.	0.00	\$62,000
<b>[Continued on following page]</b>			

# Information Technology Services



## SECURITY

### PROGRAMMATIC ADJUSTMENTS CONTINUED

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		1.20	\$327,473
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Security Operations	Provision of professional services for Mobile Device support will improve security operations by augmenting existing staff resources to allow for timely and secure deployment and management of smart phones/ tablet devices.	0.00	\$80,000
Security Operations	Provision of professional services for Network Access Control will improve security operations by ensuring that the growing number of security threats are managed.	0.00	\$7,565
Security Operations	Increasing the budget for staff training will improve Security Operations by ensuring staff understand how to avoid introducing threats into the City's critical IT infrastructure.	0.00	\$3,571
Program-wide services	Through the Add-Delete process, Council eliminated funding in the amount of \$40,000 for Security Program contractual services as part of a total Add-Delete ITS budget reduction amount of \$175,000.	0.00	(\$40,000)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>2.00</b>	<b>\$590,405</b>

## Information Technology Services



## IT PROJECT MANAGEMENT

To ensure an **accountable, effective, & well-managed government**, this program provides project management in order to achieve results that the community values, and ensure the fiscal strength of the city government.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	12.6%	8.3%	9.7%
Total Expenditures	\$1,102,288	\$766,108	\$1,052,477
Personnel	\$1,006,951	\$634,045	\$906,760
Non-Personnel	\$95,337	\$132,063	\$145,717
Full Time Equivalents (FTEs)	<b>4.30</b>	<b>4.30</b>	<b>6.25</b>
Performance Measures			
<i>Number of projects managed</i>	16	14	18
<i>Percent of projects delivered meeting (SCOPE)</i>	88%	86%	90%
<i>Percent of projects completed that provided improvements to current processes (QUALITY)</i>	100%	100%	100%
<i>Percent of projects completed that did not exceed budget (COST)</i>	95%	95%	95%
<i>Percent of projects completed that did not miss implementation deadlines (SCHEDULE)</i>	70%	65%	68%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		4.30	\$766,108
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS. Amount also includes technical FTE adjustment due to the reallocation of positions within the Department. No service impact.	0.95	\$129,063
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$13,654
[Continued on following page]			

# Information Technology Services



## IT PROJECT MANAGEMENT

### PROGRAMMATIC ADJUSTMENTS CONTINUED

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		4.30	\$766,108
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Project Management	An additional 1.0 FTE (Project Manager) will improve project management services by providing more project management support and ensuring a greater percentage of projects which meet scope, quality, cost, and schedule requirements.	1.00	\$143,652
Project Management	The Proposed Budget included provision of professional project management services hired for 3 months of FY 2015 will augment productivity of existing City staff and will allow greater management of project scope, quality, cost, and schedule requirements. These services were removed by Council during Add-Delete.	0.00	\$0
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>6.25</b>	<b>\$1,052,477</b>

# Information Technology Services



## CUSTOMER SERVICES

To ensure an **accountable, effective, & well-managed government**, this program provides equipment replacement, and the help desk in order to achieve results that the community values.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	8.7%	10.8%	9.1%
Total Expenditures	\$764,289	\$1,006,119	\$977,762
Personnel	\$413,788	\$648,921	\$577,078
Non-Personnel	\$350,501	\$357,198	\$400,684
Full Time Equivalents (FTEs)	<b>6.05</b>	<b>6.05</b>	<b>5.60</b>
Performance Measures			
<i>Percent of incident requests resolved by Help Desk within 1 day</i>	36%	40%	45%
<i>Percent of incident requests resolved by Help Desk within 3 days</i>	56%	56%	60%
<i>Percent of customers rating Help Desk's installation of new computer hardware or software as good to excellent</i>	90%	90%	90%
<i>Number of incidents and requests submitted via self-service portal (AlexIT)</i>	6248	7000	7000
<i>Average number of Help Desk incident requests closed per day</i>	21	22	22

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		6.05	\$1,006,119
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS. Amount also includes technical adjustment due to the reallocation of positions within the Department. No service impact.	(1.45)	(\$190,320)
Program-wide services	Technical adjustment for non-personnel-related reallocation of resources within the Department. No service impact.	0.00	\$1,086
<b>[Continued on following page]</b>			

# Information Technology Services



## CUSTOMER SERVICES

## PROGRAMMATIC ADJUSTMENTS CONTINUED

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		6.05	\$1,006,119
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Help Desk	The Proposed Budget included \$83,200 for provision of professional services in order to continue support and development of the Microsoft System Center Suite to improve Help Desk service by reducing requests and simplifying overall administration. This item was reduced by \$40,800 through Council Add-Delete as part of an overall Add-Delete ITS budget reduction of \$175,000.	0.00	\$42,400
Help Desk	1.0 FTE is shifted from the Department of Code Administration to ITS. The duties of this position were fulfilled in FY 2014 under an interdepartmental agreement, and this position will continue to be funded by Code Special Revenue. No service impact.	1.00	\$118,477
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>5.60</b>	<b>\$977,762</b>

# Information Technology Services



## NETWORK OPERATIONS

To ensure an **accountable, effective, & well-managed government**, this program provides institutional network (Wide Area Network (WAN) support), messaging and collaboration, and server and data management in order to achieve results that the community values.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	24.6%	24.5%	22.0%
Total Expenditures	\$2,144,623	\$2,268,023	\$2,372,149
Personnel	\$962,321	\$986,564	\$1,012,347
Non-Personnel	\$1,182,301	\$1,281,459	\$1,359,802
Full Time Equivalents (FTEs)	<b>8.30</b>	<b>8.30</b>	<b>8.20</b>
Performance Measures			
<i>Number of servers per ITS engineer</i>	N/A	108:1	108:1
<i>Number of virtualized servers</i>	322	306	356
<i>Percent of computing resources available for use</i>	N/A	N/A	50%
<i>Percent of time network services are available</i>	99%	99%	99%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		8.30	\$2,268,023
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS. Amount also includes technical FTE adjustment due to the reallocation of positions within the Department. No service impact.	(0.10)	\$25,783
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$78,343
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		8.20	\$2,372,149

# Information Technology Services



## ENTERPRISE BUSINESS SYSTEMS SUPPORT

To ensure an **accountable, effective, & well-managed government**, this program provides data management & support, and programming support in order to ensure city government is accountable to the community, and ensure the fiscal strength of the city government.

Program Totals		FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
	% Total All Funds Budget	19.7%	20.9%	21.0%
	Total Expenditures	\$1,720,839	\$1,941,450	\$2,265,824
	Personnel	\$1,267,755	\$1,558,927	\$1,591,793
	Non-Personnel	\$453,084	\$382,523	\$674,031
	Full Time Equivalents (FTEs)	<b>11.50</b>	<b>11.50</b>	<b>11.35</b>
Performance Measures				
	<i>Number of critical patches implemented</i>	N/A	N/A	30200
	<i>Average time to test and migrate high priority releases/patches to production</i>	N/A	N/A	30 days
	<i>Number of service requests resolved</i>	N/A	N/A	2520
	<i>Percent of critical service requests resolved within 48 hours</i>	N/A	N/A	90%
	<i>Percent of critical service requests resolved within 72 hours</i>	N/A	N/A	92%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		11.50	\$1,941,450
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS. Amount also includes technical adjustment due to the reallocation of positions within the Department. No service impact.	(0.15)	\$32,866
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	\$8,708

[Continued on following page]

# Information Technology Services



## ENTERPRISE BUSINESS SYSTEMS SUP-

## PROGRAMMATIC ADJUSTMENTS CONTINUED

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		11.50	\$1,941,450
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Data Management & Programming Support	The Proposed Budget included \$332,800 in funding for professional services to augment City staff to increase service within the Data Management and Programming Support Lines of Business by freeing up City Staff to participate in new projects, infrastructure improvements, introduction of new tools and utilities and staff development, training, and to move beyond pure “sustain and maintain” activities. This item was reduced by \$50,000 through Council Add-Delete as part of an overall Add-Delete ITS budget reduction of \$175,000.	0.00	\$282,800
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		11.35	\$2,265,824

# Information Technology Services



## COMMUNICATIONS SUPPORT

To ensure an **accountable, effective, & well-managed government**, this program provides voice and email communications in order to achieve results that the community values.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	9.2%	9.8%	8.3%
Total Expenditures	\$807,052	\$906,195	\$892,253
Personnel	\$567,981	\$547,676	\$565,749
Non-Personnel	\$227,312	\$358,519	\$326,504
Capital Outlay	\$11,760	\$0	\$0
Full Time Equivalents (FTEs)	<b>4.55</b>	<b>4.55</b>	<b>4.50</b>
Performance Measures			
<i>Number of incident requests assigned to telecommunications team</i>	2322	2,500	3000
<i>Percent of incident requests resolved by telecommunications team in 1 day</i>	47%	47%	47%
<i>Percent of incident requests resolved by telecommunications team in 3 days</i>	61%	62%	62%
<i>Percentage of time VOIP is available</i>	N/A	99.5	99.5
<i>eMail - uptime based on Microsoft Enterprise Agreement</i>	N/A	N/A	95%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		4.55	\$906,195
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related increases in health coverage, salaries, merit adjustments, and other fringe benefits including VRS.	(0.05)	\$18,073
Program-wide services	Maintain current levels of service delivery with non-personnel-related decrease in funding to meet the needs of contractual obligations, cost inflation, or other fixed-cost increases (e.g. fuel, utilities, etc.).	0.00	(\$32,015)
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		4.50	\$892,253

# Information Technology Services



## APPLICATIONS

To ensure an **accountable, effective, & well-managed government**, this program provides Geographic Information Systems (GIS) and E-Government Services (E-Gov) in order to achieve results that the community values.

Program Totals	FY 2013 Actual <sup>1</sup>	FY 2014 Approved <sup>1</sup>	FY 2015 Approved
% Total All Funds Budget	9.0%	9.6%	13.0%
Total Expenditures	\$783,807	\$889,116	\$1,405,128
Personnel	\$679,717	\$755,961	\$1,201,214
Non-Personnel	\$104,090	\$133,155	\$203,914
Capital Outlay	\$0	\$0	\$0
Full Time Equivalents (FTEs)	<b>6.00</b>	<b>7.00</b>	<b>11.00</b>
Performance Measures			
<i>Number of analytical studies undertaken</i>	0	1	2
<i>Percentage of time GIS database is up and available</i>	N/A	N/A	99%

<sup>1</sup> FY 2013 Actuals and FY 2014 Approved Budget do not include amounts associated with the E-Government line-of-business within this Program, and only reflect the GIS Programmatic expenditures previously accounted for under Planning & Zoning

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		7.0	\$889,116
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	For FY 2015, the E-Government line of business in the Communications Department, and the Geographic Information Systems (GIS) Program within Planning & Zoning have been reorganized under Information Technology Services, forming the Applications Program. The total personnel budget has been moved, and is reflected here for FY 2015. FTE count increase of 4.0 includes 2.0 FTE previously budgeted and shifted from E-Gov, and 2.0 FTE newly budgeted within GIS as part of a move of these positions from the Capital Improvement Program.	4.00	\$445,253
Program-wide services	The total non-personnel budget shifted to the reorganization of E-Gov and GIS under ITS has been moved, and is reflected here for FY 2015.	0.00	\$70,759
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>11.0</b>	<b>\$1,405,128</b>

# Office of Management & Budget



**Accountable, Effective &  
Well-Managed Government**

## Office of Management & Budget

Budget & Management Services

### Department Contact Info

703.746.3737

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

### Department Head

Nelsie L. Smith

Director

703.746.3736

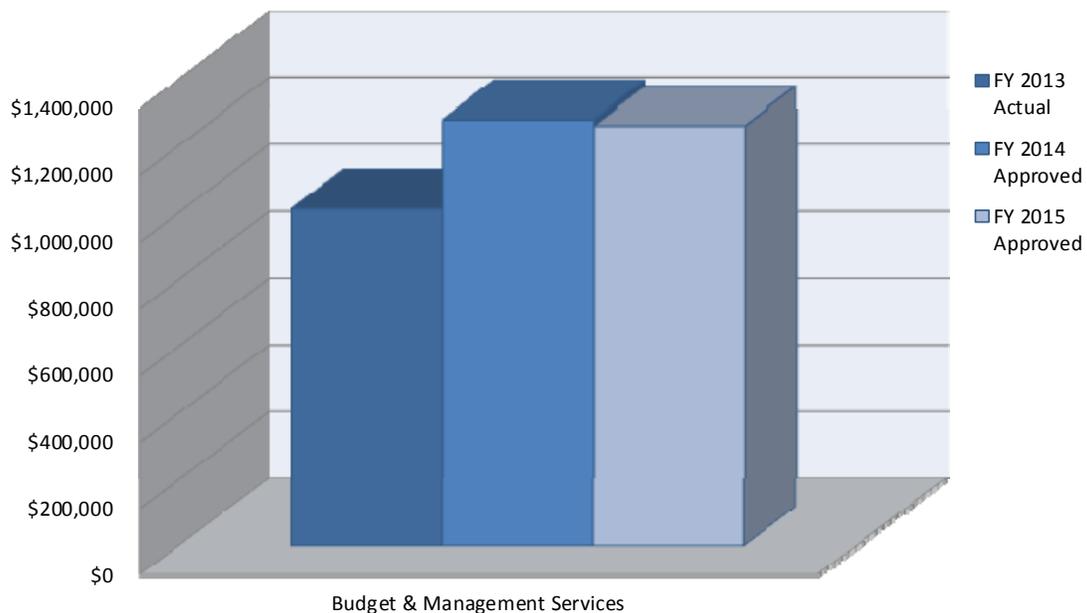
[Nelsie.Smith@alexandriava.gov](mailto:Nelsie.Smith@alexandriava.gov)

### Key Department Staff

Morgan Routt, Assistant Director

Christopher Bever, Acting Assistant Director

## All Funds Summary by Program





## EXPENDITURE & REVENUE SUMMARY

Expenditure By Classification	FY 2013	FY 2014	FY 2015	Change	% Change
	Actual	Approved	Approved	2014 - 2015	2014-2015
Personnel	923,867	1,228,278	1,209,155	(19,123)	-1.6%
Non-Personnel	88,767	49,547	50,751	1,204	2.4%
<b>Total Expenditures</b>	<b>\$1,012,634</b>	<b>\$1,277,825</b>	<b>\$1,259,906</b>	<b>(\$17,919)</b>	<b>-1.4%</b>
<b>Expenditures by Fund</b>					
General Fund	1,012,634	1,277,825	1,259,906	(17,919)	-1.4%
<b>Total Expenditures</b>	<b>\$1,012,634</b>	<b>\$1,277,825</b>	<b>\$1,259,906</b>	<b>(\$17,919)</b>	<b>-1.4%</b>
<b>Total Department FTE's</b>	<b>10.00</b>	<b>11.00</b>	<b>11.00</b>	<b>0.00</b>	<b>0.0%</b>

## FISCAL YEAR HIGHLIGHTS

To ensure an **accountable, effective, & well-managed government**, the Office of Management & Budget prepares, in consultation with the City Manager's Office, the annual operating budget and capital improvement program, while also performing on-going fiscal and operational management analyses of City programs.

The Office of Management & Budget sees a decrease in its FY 2015 budget of 1.4% overall from FY 2014 levels. The Department's Personnel budget decreases by \$19,123 overall (related to a reduction in the cost of fringe benefits), despite including an additional \$21,230 allocated for career ladders and reclassifications. The Proposed Budget includes the same FTE count, 11.0 full-time employees, as the previous operating year. The Department's Non-Personnel Budget will increase slightly by \$1,204, mainly as a result of increased funding to support employee development and training. Funds for printing of proposed and approved Capital Improvement Program (CIP) and operating budget books has been removed in an effort to reduce costs, increase staff efficiency, and be more environmentally friendly.

**Department Share of General Fund Operating Budget**



**Management & Budget 0.20%**



## PROGRAM LEVEL SUMMARY DATA

## Expenditure Summary

Expenditure By Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Budget & Management Services	\$1,012,634	\$1,277,825	\$1,259,906	(\$17,919)	-1.4%
<b>Total Expenditures</b>	<b>\$1,012,634</b>	<b>\$1,277,825</b>	<b>\$1,259,906</b>	<b>(\$17,919)</b>	<b>-1.4%</b>

## Staffing Summary

Authorized Positions (FTE's) by Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Budget & Management Services	10.00	11.00	11.00	0.00	0.0%
<b>Total FTE's</b>	<b>10.00</b>	<b>11.00</b>	<b>11.00</b>	<b>0.00</b>	<b>0.0%</b>



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Budget & Management Services	Increase current levels of service delivery with non-personnel-related decreases in funding for the printing/binding of CIP and operating budget books; helps reduce cost, increase staff efficiency, and be more environmentally friendly.	0.00	(\$3,000)



## BUDGET & MANAGEMENT SERVICES

To ensure an **accountable, effective, & well-managed government**, this program coordinates the budget development process; manages, monitors, and analyzes the operating and capital budgets; manages Innovate Alexandria; and produces and publishes budget materials in order to achieve results that the community values and to make sure city government is accountable to the community and fiscally strong.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	100.0%	100.0%	100.0%
Total Expenditures	\$1,012,634	\$1,277,825	\$1,259,906
Personnel	\$923,867	\$1,228,278	\$1,209,155
Non-Personnel	\$88,767	\$49,547	\$50,751
Full Time Equivalents (FTEs)	<b>10.00</b>	<b>11.00</b>	<b>11.00</b>
Performance Measures			
<i>Number of original hits to OMB website</i>	N/A	37,000	45,000
<i>Percent of GFOA budget award standards rated outstanding</i>	50%	75%	75%
<i>Percent of revenue assumptions within the 2% margin of error in five year financial plan</i>	N/A	90%	90%
<i>Percent of capital projects completed within 25% of initial project cost estimate</i>	N/A	75%	77%
<i>Number of Innovate Alexandria ideas submitted</i>	N/A	91	100

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		11.00	\$1,277,825
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in funding for salaries and fringe benefits, including VRS and health.	0.00	(\$40,353)
Program-wide services	Maintain current levels of service delivery with personnel-related increases in funding for career ladders and reclassifications.	0.00	\$21,230
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding for employee development and training.	0.00	\$4,204
Program-wide services	Increase current levels of service delivery with non-personnel-related decreases in funding for the printing/binding of CIP and operating budget books.	0.00	(\$3,000)
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		11.00	\$1,259,906

# Non-Departmental

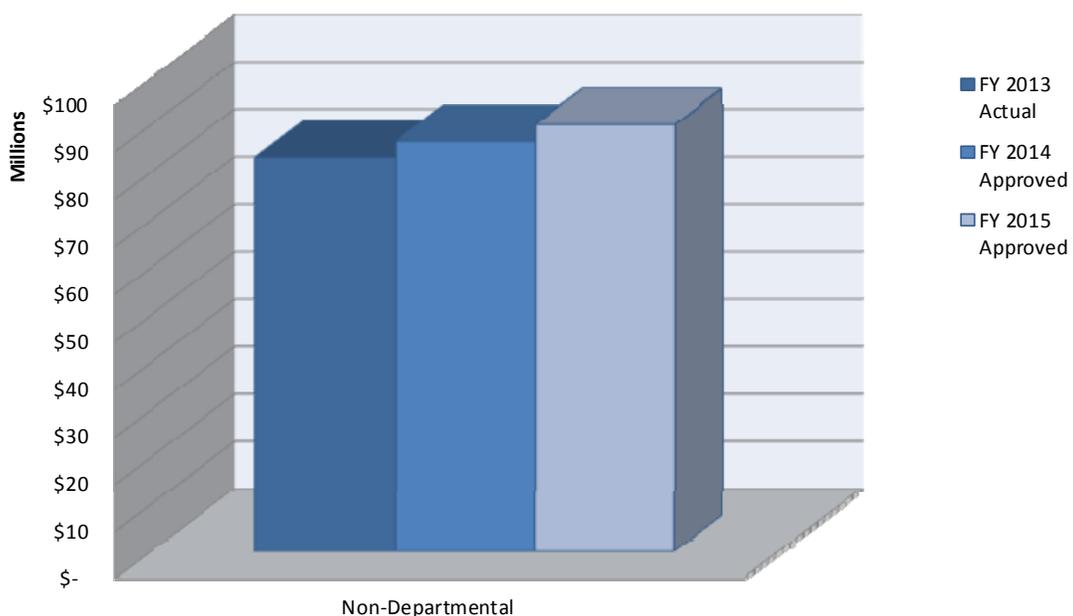


## Accountable, Effective & Well-Managed Government

### Non-Departmental

- Debt Service
- Cash Capital
- City Memberships
- Insurance
- Employee Compensation
- Other Operating Expenditures
- Response to Emergencies
- Contingent Reserves
- Other Post Employment Benefits

All Funds Summary by Program





## EXPENDITURE & REVENUE SUMMARY

Expenditure By Classification	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
<b>Capital Improvement Program Related Expenses:</b>					
General Obligation Debt Service: WMATA	1,048,013	1,176,208	1,163,480	(12,728)	-1.1%
General Obligation Debt Service: General City/ACPS*	48,939,665	54,603,725	61,245,349	6,641,624	12.2%
Northern Virginia Transportation District Debt Service	256,070	256,070	256,070	0	0.0%
Transfer to Capital Projects (CIP Cash Capital)	22,195,986	17,757,911	18,058,794	300,883	1.7%
City Memberships	316,274	324,071	329,071	5,000	1.5%
Insurance	4,715,821	5,200,170	5,005,179	(194,991)	-3.7%
Employee Compensation (Employee Benefit Changes)	2,577,463	2,785,577	1,862,159	(923,418)	-33.1%
Other Operating Expenditures	1,221,113	1,158,359	307,744	(850,615)	-73.4%
Contingent Reserves	0	1,448,885	7,956	(1,440,929)	-99.5%
Other Post Employment Benefit (OPEB) Obligations	700,000	0	0	0	0.0%
Response to Emergencies	1,231,008	836,127	836,127	0	0.0%
Allowance for Special Revenue Fund Grants & Donations	0	1,000,000	1,000,000	0	0.0%
<b>Total Expenditures</b>	<b>\$83,201,414</b>	<b>\$86,547,103</b>	<b>\$90,071,929</b>	<b>\$3,524,826</b>	<b>4.1%</b>

\* For FY 2015, the Schools' portion of General Debt Service is approximately \$21 million.

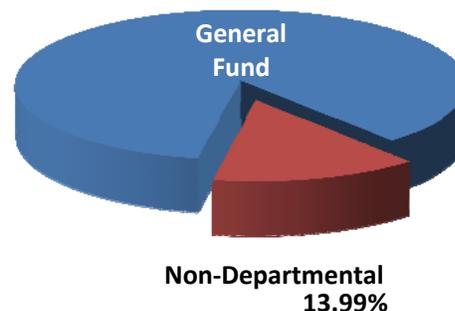
Expenditures by Fund	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
General Fund	83,201,414	85,547,103	89,071,929	3,524,826	4.1%
Fiscal Year Grants	0	1,000,000	1,000,000	0	0.0%
<b>Total Expenditures</b>	<b>\$83,201,414</b>	<b>\$86,547,103</b>	<b>\$90,071,929</b>	<b>\$3,524,826</b>	<b>4.1%</b>

## FISCAL YEAR HIGHLIGHTS

To ensure an **accountable, effective and well-managed government**, this department provides a central place for expenditures related to debt service, cash capital, contingent reserves, insurance costs, City memberships, centrally-paid fringe benefits, and other miscellaneous operating costs so that the City is accountable to the community and fiscally stable.

The FY 2015 budget for Non-Departmental is increasing by \$3,524,826 over FY 2014. General City/Schools Debt Service requires the largest increase in funding (over 12%), but is offset by decreases and/or reallocations in other expenditure classifications, including Insurance, Employee Compensation, Other Operating Expenditures, and Contingent Reserves. For Insurance, worker's compensation has now been budgeted within each departmental budget, while funding for certain Other Operating Expenditures and Employee Compensation has also been placed into departmental budgets to more accurately reflect spending.

**Department Share of General Fund Operating Budget**



## Non-Departmental



## DEBT SERVICE

	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
<b>Non-Departmental: Debt Service</b>			
General Obligation Debt Service: WMATA	1,048,013	1,176,208	1,163,480
General Obligation Debt Service: General City/Schools*	48,939,665	54,603,725	61,245,349
Northern Virginia Transportation District Debt Service	256,070	256,070	256,070
<b>Total Debt Service Expenditures</b>	<b>\$50,243,748</b>	<b>\$56,036,003</b>	<b>\$62,664,899</b>

\* For FY 2015, the Schools' portion of debt service is approximately \$21 million.

**Debt Service**

Total debt service increases \$6.6 million in FY 2015, which is attributed to capital investment for the City and Schools. Northern Virginia Transportation District (NVTD) debt service remains at the FY 2014 level, while there is an approximately \$13,000 decrease in debt service related to the Washington Metropolitan Area Transit Authority (WMATA).

Note: There are additional debt service costs to the City in FY 2015 (totaling nearly \$1.8 million), which are budgeted in the Fire Department and the Transportation & Environmental Services Department.

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		\$56,036,003
Service / Line of Business	Impacts	Cost Modification
Debt Service: WMATA	Decrease in year-over-year debt service	(\$12,728)
Debt Service: City/Schools	Increase in year-over-year debt service	\$6,641,624
Debt Service: NVTD	Maintain prior year funding	\$0
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>\$62,664,899</b>

# Non-Departmental



## CIP CASH CAPITAL

	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
<b>Non-Departmental: Cash Capital</b>			
Transfer to Capital Projects (Cash Capital)	22,195,986	17,757,911	18,058,794
<b>Total Cash Capital Expenditures</b>	<b>\$22,195,986</b>	<b>\$17,757,911</b>	<b>\$18,058,794</b>

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

The City plans to combine the approved amount of \$18,058,794 with \$3.0 million in prior year City funding from completed or closed out projects for a total cash contribution of \$21,058,794. This is a \$3.3 million, or 18.6%, increase over FY 2014 Approved.

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		\$17,757,911
Service / Line of Business	Impacts	Cost Modification
Cash Capital	Increase in year-over-year funding for cash transfers to the CIP	\$300,883
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>\$18,058,794</b>

# Non-Departmental



## CITY MEMBERSHIPS

	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
<b>Non-Departmental: City Memberships</b>			
City Memberships	316,274	324,071	329,071
<b>Total City Memberships Expenditures</b>	<b>\$316,274</b>	<b>\$324,071</b>	<b>\$329,071</b>

### City Memberships

The budget for City Memberships increases by \$5,000 or 1.5% in FY 2015, reflecting one new membership—the Public Technology Institute. The other six memberships remain the same (and are budgeted at the same level as FY 2014):

- Metropolitan Washington Council of Governments, \$121,427
- Northern Virginia Regional Commission, \$111,036
- Virginia Municipal League, \$37,474
- National League of Cities, \$9,674
- Northern Virginia Transportation Commission, \$32,218
- Conference of Mayors, \$12,242

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		\$324,071
Service / Line of Business	Impacts	Cost Modification
City Memberships	New annual membership for the Public Technology Institute	\$5,000
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>\$329,071</b>

## Non-Departmental



## INSURANCE

	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
<b>Non-Departmental: Insurance</b>			
Insurance Charges	4,715,821	5,200,170	5,005,179
<b>Total Insurance Expenditures</b>	<b>\$4,715,821</b>	<b>\$5,200,170</b>	<b>\$5,005,179</b>

**Insurance**

In lieu of purchasing insurance for all potential risks, the City is self-insured for some risks. This account provides monies for payment of claims adjustments, the current cost of health insurance for City retirees, and insurance policies held by the City.

The total insurance budget is decreasing nearly \$195,000 or 3.7% from FY 2014 levels. The largest decrease is Worker's Compensation at \$950,000, which is a result of shifting the budget responsibility to individual departments. Two of the largest increases are related to Liability Property Insurance, which goes up \$179,572, and Group Health for retired employees, which goes up \$146,385.

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		\$5,200,170
Service / Line of Business	Impacts	Cost Modification
Worker's Compensation	Allocated to departments	(\$950,000)
Unemployment Compensation	Year-over-year increase	\$65,000
Fees for Professionals	Budgeted in Human Resources departmental budget	(\$37,500)
Group Health Retired Employees	Year-over-year increase	\$146,385
Life Insurance Retired Employees	Cost increase of the benefit in FY 2015. The Proposed Budget eliminated funding for retiree life insurance premiums at a cost reduction of \$247,430 from the FY 2014 budget. Council restored this funding in Add/Delete and added \$17,168 for a total cost of \$264,598 for City funded life insurance premiums in the FY 2015 Approved Budget to reflect actual projected costs.	\$17,168
Volunteer Fire Coverage	Year-over-year increase	\$8,377
Liability Property Insurance	Year-over-year increase	\$179,572
Fire & Extended Coverage	Year-over-year decrease	(\$33,804)
Worker's Compensation (claims > \$1mm)	Year-over-year increase	\$331,208
General Liability	Year-over-year increase	\$68,603
Claims Adjusting Services	Year-over-year increase	\$10,000
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>\$5,005,179</b>

## Non-Departmental



## EMPLOYEE COMPENSATION

	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
<b>Non-Departmental: Employee Compensation &amp; Other Personnel Adjustments</b>			
Line of Duty Benefit Costs	0	0	0
Pension (Public Safety - Closed Defined Benefit System)	1,700,900	1,700,000	1,700,000
Employee Compensation	717,962	907,177	162,159
Additional Fire Overtime	0	0	0
Office of Project Implementation	0	0	0
Tuition Assistance	158,602	178,400	0
<b>Total Employee Compensation &amp; Other Personnel Adjustments</b>	<b>\$2,577,463</b>	<b>\$2,785,577</b>	<b>\$1,862,159</b>

**Employee Compensation & Other Personnel Adjustments**

Funding for various compensation and personnel related items decreases by \$923,418, including:

- (a) \$178,400 of Tuition Assistance funding being moved to the Human Resources departmental budget.
- (b) Eliminating \$750,000 related to a one-time pay supplement for the new health plan redesign in FY 2014.

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		\$2,785,577
Service / Line of Business	Impacts	Cost Modification
Executive Pay Band	Creation of pool for Executive Pay increases	\$162,159
Healthcare Pay Supplement	Removal of one-time pay supplement	(\$750,000)
Career Ladders	Moved career ladder funding to departments	(\$157,177)
Tuition Assistance	Moved Tuition Assistance funding to Human Resources	(\$178,400)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>\$1,862,159</b>

## Non-Departmental



## OTHER OPERATING EXPENSES

	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
<b>Non-Departmental: Other Operating Expenditures</b>			
Public Safety Radio System	236,155	434,577	0
Efficiency/Best Practices Studies	59,974	0	0
City Shop Fuel	0	0	0
Summer Interns	0	75,000	75,000
Waste-to-Energy Plant Property Taxes	313,488	290,000	0
Citizen Academy (Including Police Citizen Academy)	2,479	4,300	0
City-Wide Telecommunications	0	0	0
Targeted Recruitment	0	0	0
Other Expenditures	609,017	354,482	232,744
<b>Total Other General Fund Operating Expenditures</b>	<b>\$1,221,113</b>	<b>\$1,158,359</b>	<b>\$307,744</b>
Allowance for Special Revenue Fund Grants & Donations	0	1,000,000	1,000,000
<b>Total Other All Funds Operating Expenditures</b>	<b>\$1,221,113</b>	<b>\$2,158,359</b>	<b>\$1,307,744</b>

**Other Operating Expenses**

Funding for various items decreases by \$850,615, mainly related to:

- Reallocating various funding to appropriate departments: Public Safety Radio to Emergency Communications, Waste-to-Energy to Transportation & Environmental Services, and Citizen Academy to Communications & Public Information.
- Summer Interns remains in Non-D with level funding from FY 2014.
- Other Expenditures is reduced by \$121,738, which includes reallocating \$25,000 of Special Events funding to the City Manager's budget.

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		\$2,158,359
Service / Line of Business	Impacts	Cost Modification
Public Safety Radio System	Reallocated funding to Emergency Communications	(\$434,577)
Waste-to-Energy	Reallocated funding to Transportation & Environmental Services	(\$290,000)
Citizen Academy	Reallocated funding to Communications & Public Information	(\$4,300)
Other Expenditures	Reduced certain components of miscellaneous expenses, including reallocating \$25,000 of Special Event funding to the City Manager's Office	(\$121,738)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>\$1,307,744</b>

# Non-Departmental



## RESPONSE TO EMERGENCIES

	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
<b>Non-Departmental: Response to Emergencies</b>			
Response to Emergencies	1,231,008	836,127	836,127
<b>Total Response to Emergencies Expenditures</b>	<u>\$1,231,008</u>	<u>\$836,127</u>	<u>\$836,127</u>

### Response to Emergencies

City snow and ice management budgets were consolidated beginning in FY 2012 in the Non-Departmental section of the Operating Budget. A centralized accounting of these activities allows for quicker monitoring and reporting of costs as well as removes the unpredictable burden of random snow and ice events from departmental budgets. City Council approved a level funding amount of \$836,127.

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		\$836,127
Service / Line of Business	Impacts	Cost Modification
Response to Emergencies	Level funding from FY 2014	\$0
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>\$836,127</b>

## Non-Departmental



## CONTINGENT RESERVE

	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
<b>Non-Departmental: Contingent Reserves</b>			
Contingent Reserves	0	1,448,885	7,956
Total Contingent Reserves Expenditures	<u>\$0</u>	<u>\$1,448,885</u>	<u>\$7,956</u>

**Contingent Reserves**

In the FY 2015 Approved Budget there is \$7,956 designated in Contingent Reserves for staff to perform two City-wide street light assessments.

## OTHER POST EMPLOYMENT BENEFITS

	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
<b>Non-Departmental: Other Post Employment Benefits</b>			
Other Post Employment Benefits (OPEB) Obligations	700,000	0	0
Total OPEB Expenditures	<u>\$700,000</u>	<u>\$0</u>	<u>\$0</u>

**Other Post Employment Benefits**

Under accounting standards for other post employment benefits (OPEB), State and local governments are responsible for providing funding for the long-term cost of obligations made for post employment healthcare costs and life insurance. Meeting the challenge of funding this liability will assist the City in maintaining its 'AAA' bond ratings during a time in which lenders are looking far more carefully at "risks" before lending money to municipal governments. In prior years, the funds were budgeted here in the Non-Departmental account. In FY 2014, these funds were allocated to departmental budgets.

# Performance & Accountability



## Accountable, Effective & Well-Managed Government

### Department Contact Info

703.746.4743

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

### Key Department Staff

Deborah Welch

Chief Internal Auditor

703.746.4743

[Deborah.Welch@alexandriava.gov](mailto:Deborah.Welch@alexandriava.gov)

Greg Useem

Chief Performance Officer

703.746.3729

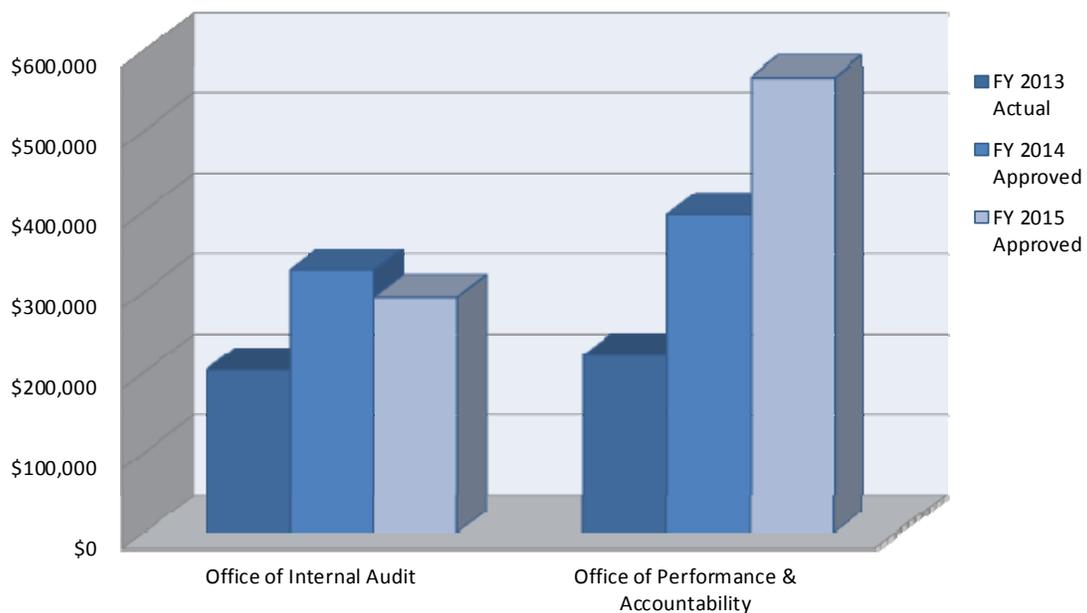
[Greg.Useem@alexandriava.gov](mailto:Greg.Useem@alexandriava.gov)

## Performance & Accountability

Office of Internal Audit

Office of Performance & Accountability

### All Funds Summary by Program





## EXPENDITURE & REVENUE SUMMARY

Expenditure By Classification	FY 2013	FY 2014	FY 2015	Change	% Change
	Actual	Approved	Approved	2014 - 2015	2014-2015
Personnel	394,077	669,644	760,862	91,218	13.6%
Non-Personnel	29,579	53,454	99,704	46,250	86.5%
<b>Total Expenditures</b>	<b>\$423,656</b>	<b>\$723,098</b>	<b>\$860,566</b>	<b>\$137,468</b>	<b>19.0%</b>
<b>Expenditures by Fund</b>					
General Fund	423,656	723,098	860,566	137,468	19.0%
<b>Total Expenditures</b>	<b>\$423,656</b>	<b>\$723,098</b>	<b>\$860,566</b>	<b>\$137,468</b>	<b>19.0%</b>
<b>Total Department FTE's</b>	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>	<b>1.00</b>	<b>20.0%</b>

## FISCAL YEAR HIGHLIGHTS

To ensure an **accountable, effective, & well-managed government**, the Department of Performance & Accountability facilitates both the Internal Audit program and the Office of Performance and Accountability.

The budget for Performance & Accountability, all of which is funded through the General Fund, will increase by 19.0% overall for FY 2015 as a result of increases in both Personnel and Non-Personnel budgets. The Department's Personnel costs are increased mainly as a result of adding 1.0 FTE, taking the total FTE count up to 6.0. The Department's Non-Personnel Budget will increase by \$46,250, mostly attributed to \$50,000 in funding for software maintenance of performance management software, which is offset some by decreases in rent and the level of funding for some computer support devices.

**Department Share of General Fund Operating Budget**



**Performance & Accountability 0.14%**

## Performance &amp; Accountability



## PROGRAM LEVEL SUMMARY DATA

## Expenditure Summary

Expenditure By Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Office of Internal Audit	\$202,779	\$327,064	\$294,073	(\$32,991)	-10.1%
Office of Performance & Accountability	\$220,877	\$396,034	\$566,493	\$170,459	43.0%
<b>Total Expenditures</b>	<b>\$423,656</b>	<b>\$723,098</b>	<b>\$860,566</b>	<b>\$137,468</b>	<b>19.0%</b>

## Staffing Summary

Authorized Positions (FTE's) by Program	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved	Change 2014 - 2015	% Change 2014-2015
Office of Internal Audit	2.00	2.00	2.00	0.00	0.0%
Office of Performance & Accountability	3.00	3.00	4.00	1.00	33.3%
<b>Total FTE's</b>	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>	<b>1.00</b>	<b>20.0%</b>



## ADJUSTMENTS TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2015 Cost
Office of Performance & Accountability	Increase current levels of service delivery with personnel-related increases in funding for health coverage, salaries, and other fringe benefits, including the addition of 1.0 FTE Performance Analyst.	1.00	\$111,283
Office of Performance & Accountability	Increase current levels of service delivery with non-personnel-related increases in funding for performance management software to help gather, report, and manage City data, including Results Alexandria.	0.00	\$50,000

## Performance &amp; Accountability



## OFFICE OF INTERNAL AUDIT

To ensure an **accountable, effective, & well-managed government**, this program provides complaint investigations, and management of internal and external audits in order to ensure city government is accountable to the community.

	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
<b>Program Totals</b>			
% Total All Funds Budget	47.9%	45.2%	34.2%
Total Expenditures	\$202,779	\$327,064	\$294,073
Personnel	\$179,847	\$283,610	\$264,369
Non-Personnel	\$22,932	\$43,454	\$29,704
Full Time Equivalents (FTEs)	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Performance Measures</b>			
<i>Number of complaints investigated</i>	35	55	65
<i>Number of audit reports issued</i>	16	15	11
<i>Percent of recommended action plans that are implemented within 45 days</i>	100%	95%	95%
<i>Number of audit recommendations made</i>	20	15	15
<i>Percent of substantiated complaints that result in a corrective action</i>	100%	100%	100%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		2.00	\$327,064
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Maintain current levels of service delivery with personnel-related decreases in funding for health coverage and other fringe benefits, including VRS.	0.00	(\$19,241)
Program-wide services	Maintain current levels of service delivery with non-personnel-related decreases in funding for miscellaneous expenses, including rent and funding for computer support devices.	0.00	(\$13,750)
<b>TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET</b>		<b>2.00</b>	<b>\$294,073</b>

## Performance &amp; Accountability



## OFFICE OF PERFORMANCE &amp; ACCOUNTABILITY

To ensure an **accountable, effective, & well-managed government**, this program provides AlexStat, citywide strategic planning and measurement, leadership and management of Results Alexandria, and special management analysis projects in order to achieve results that the community values, and ensure city government is accountable to the community.

Program Totals	FY 2013 Actual	FY 2014 Approved	FY 2015 Approved
% Total All Funds Budget	52.1%	54.8%	65.8%
Total Expenditures	\$220,877	\$396,034	\$566,493
Personnel	\$214,230	\$386,034	\$496,493
Non-Personnel	\$6,647	\$10,000	\$70,000
Full Time Equivalents (FTEs)	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>
Performance Measures			
<i>Number of AlexStat meetings</i>	8	8	15
<i>Percent of AlexStat recommendations implemented successfully</i>	N/A	40%	40%
<i>Percent of AlexStat meeting recommendations agreed upon by the City Manager</i>	N/A	N/A	90%
<i>Percent of City programs that have a work plan</i>	N/A	N/A	95%

## PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2014 APPROVED ALL FUNDS PROGRAM BUDGET		3.00	\$396,034
Service / Line of Business	Impacts	FTE Impact	Cost Modification
Program-wide services	Increase current levels of service delivery with personnel-related increases in funding for salaries and fringe benefits, including the addition of 1.0 FTE Performance Analyst.	1.00	\$110,459
Program-wide services	Increase current levels of service delivery with non-personnel-related increases in funding for performance management software to help gather, report, and manage City data, including Results Alexandria.	0.00	\$50,000
Program-wide services	Maintain current levels of service delivery with non-personnel-related increases in funding for miscellaneous expenses.	0.00	\$10,000
TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		4.00	\$566,493