

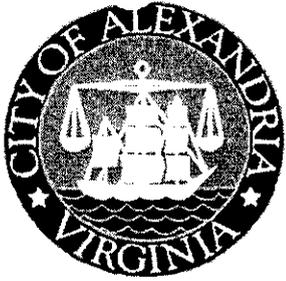


Retreat
11-4-06

Managing for Results Initiative (MFRI)

Purposes of MFRI

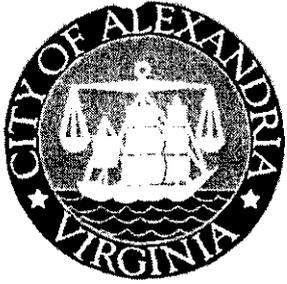
- Change organizational culture to better focus on results
- Tie budget resources with results
 - Show what it costs to provide quality services
 - Measure how those services improve the quality of life
 - Sharpen focus of budget deliberations



Managing for Results Initiative (MFRI)

Purposes of MFRI

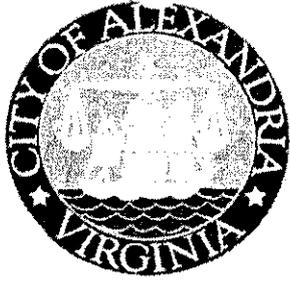
- Encourage program planning and evaluation at all levels to continuously improve services and operations
- Provide accountability for use of public funds



Managing for Results Initiative (MFRI)

Expectations

- Requires significant management and resources at all levels of government
- Involves action on several fronts
- Based on and learns from similar successful efforts in other local jurisdictions
- Requires several years to reach maturity



MFRI Schedule

Phase	Title	2006	2007		2008		2009		2010
		July-Dec.	Jan.-June	July-Dec.	Jan.-June	July-Dec.	Jan.-June	July-Dec.	Jan.-June
I	Program/Performance Budget	Develop	Use	Refine	Use	Refine	Use	Refine	Use
II	Qtrly Reports to CM/Council/Public		Develop	Use and Refine					
III	Business Plans (Selected Areas)			Develop		Develop and Use			
IV	Department Use of PMs		Train	Use and Refine					
V	Annual Rpt. To Pub/Council				Develop	Use, Refine and Expand			
VI	Modify/Refine Strat. Plan					Change As Appropriate			

Mission Statement: The mission of the Office of the Sheriff is to maintain the safety and security of city residents and those committed to the care of the Sheriff's Office; to discharge all duties and obligations mandated by the Constitution of the United States, the Constitution of the Commonwealth of Virginia, State Code of Virginia, and the Alexandria City Charter.

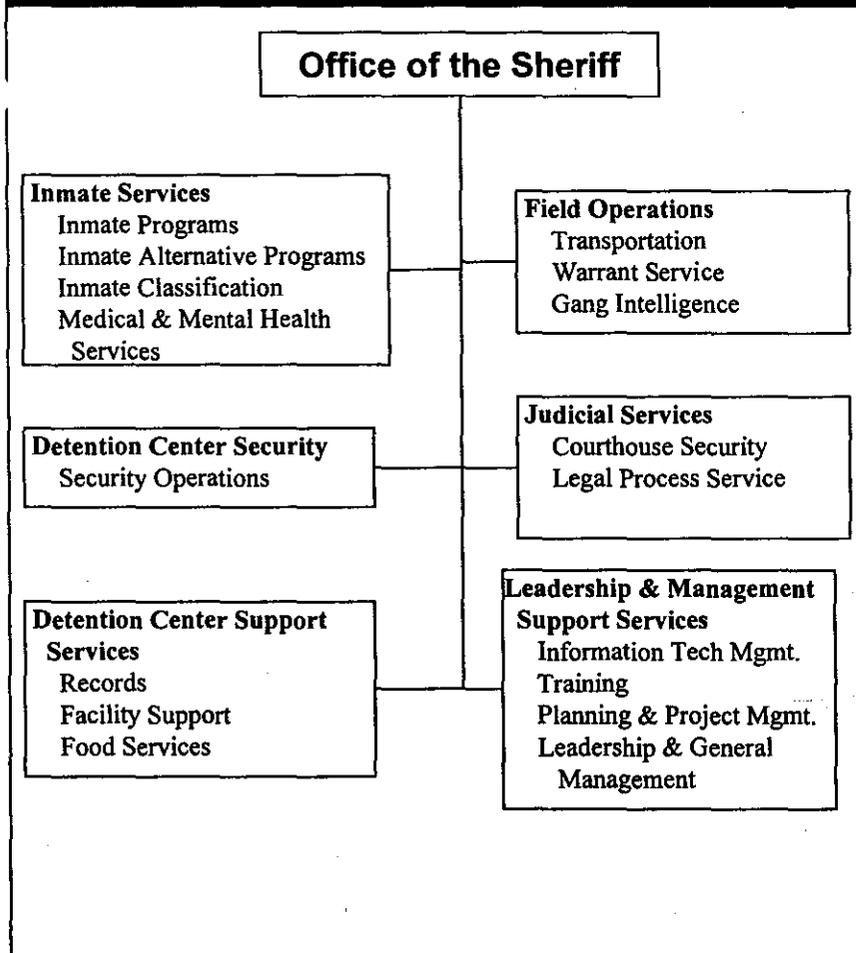
FY 2008 Budget Summary

- In FY 2008 the proposed general fund budget increased by \$1,020,913 (4.7%).
- FY 2008 personnel costs increased by 4.0%; the increase was due to employee merits, COLA's, and increased health care costs.
- Total non-personnel costs increased 5.9% due to slight increases in rent and utility costs.
- Capital Outlay increased \$98,280 (85.2%); this is due to planned vehicle replacements and the costs of equipment to outfit the new cruisers.

Summary Table

	FY 2006	FY 2007	FY 2008
Total Expenditures	\$23,224,576	\$24,778,636	\$25,944,552
Less Revenues	\$835,084	\$802,888	\$947,891
Net Gen. Fund Expenditures	\$22,389,492	\$23,975,748	\$24,996,661
Authorized Positions (FTE's)	212	215	215

Program and Activity Chart



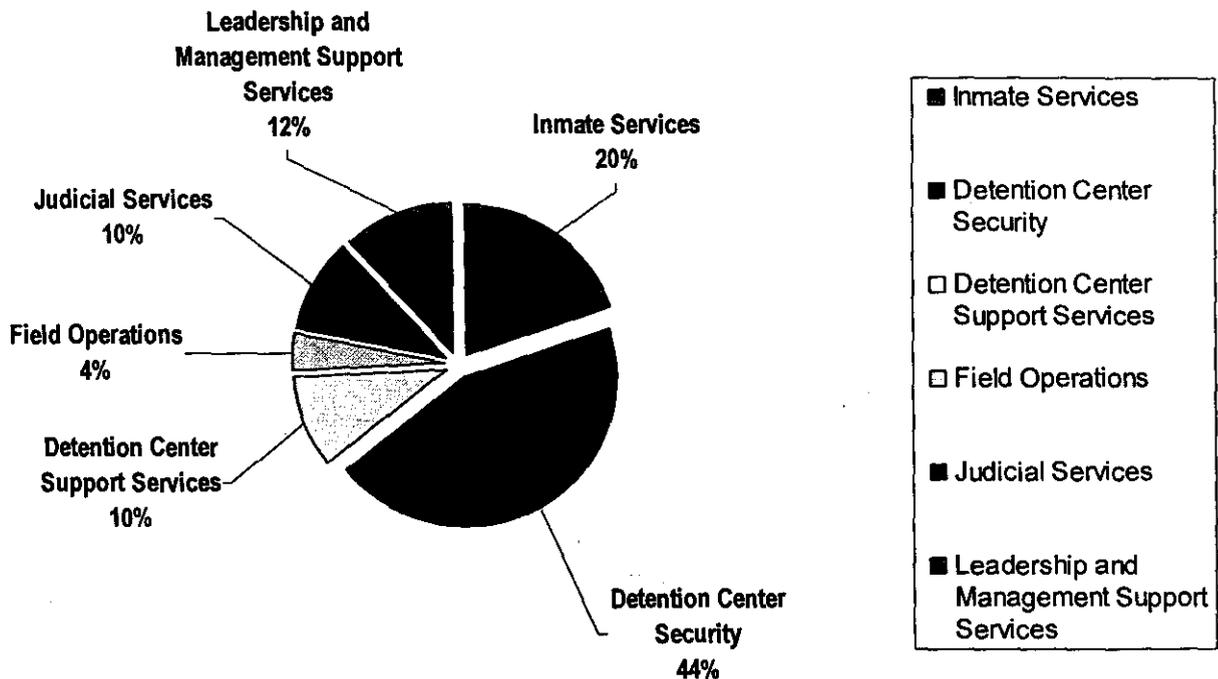
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Selected Performance Measures

Selected Performance Measure	FY 2006	FY 2007	FY 2008
# of inmate intake screenings	4,907	5,152	5,410
# of inmate medical treatments	22,278	23,392	24,562
Average daily population served	466	500	500
% of inmates held without escape	100%	100%	100%
# of inmate records processed annually	21,804	21,913	22,023
# of meals served per day	1,398	1,500	1,500
# of arrest warrants executed	1,239	1,301	1,366
# of inmates identified having gang affiliations	85	89	93
# of screenings conducted	302,584	305,000	305,000
# of prisoners secured in Courthouse	2,967	3,000	3,000
# of training hours provided	8,600	8,600	8,600
# of accreditations maintained	3	3	3

FY 2008 Proposed Expenditures by Program



Expenditure and Revenue Summary

Expenditure By Classification	FY 2006 Actual	FY 2007 Amended	FY 2008 Proposed	% Change 2007-2008
Personnel	\$19,305,011	\$20,777,265	\$21,614,296	4.0%
Non-Personnel	3,833,009	3,886,079	4,116,684	5.9%
Capital Goods Outlay	86,556	115,292	213,572	85.2%
Interfund Transfers	0	0	0	0.0%
Total Expenditures	\$23,224,576	\$24,778,636	\$25,944,552	4.7%
Less Revenues				
Internal Services	\$86,805	\$87,292	\$203,572	133.2%
Special Revenue Funds	748,279	715,596	744,319	4.0%
Total Designated Funding Sources	\$835,084	\$802,888	\$947,891	14.1%
Net General Fund Expenditures	\$22,389,492	\$23,975,748	\$24,996,661	4.3%

Program Level Summary Information

Expenditure By Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Proposed	% Change 2007-2008
Inmate Services	\$4,626,521	\$4,936,102	\$5,168,362	4.7%
Detention Center Security	10,244,380	10,929,877	11,444,164	4.7%
Detention Center Support Services	\$2,376,251	2,535,256	2,654,548	4.7%
Field Operations	\$905,033	965,593	1,011,027	4.7%
Judicial Services	\$2,340,470	2,497,082	2,614,578	4.7%
Leadership and Management Support Services	\$2,731,921	2,914,726	3,051,873	4.7%
Total Expenditures	\$23,224,576	\$24,778,636	\$25,944,552	4.7%

Authorized Positions (FTE) by Program	FY 2006 FTE	FY 2007 FTE	FY 2008 Proposed	% Change 2007-2008
Inmate Services	24.9	25.3	25.3	0.0%
Detention Center Security	110.1	111.7	111.7	0.0%
Detention Center Support Services	16.9	17.1	17.1	0.0%
Field Operations	9.7	9.9	9.9	0.0%
Judicial Services	24.4	24.8	24.8	0.0%
Leadership and Management Support Services	26	26.2	26.2	0.0%
Total Positions Proposed	211	215	215	0.0%

Inmate Services Program

The goal of Inmate Services is to coordinate and deliver services to inmates within the Detention Center.

Program Totals	FY 2006	FY 2007	FY 2008
Total Expenditures	\$4,626,521	\$4,936,102	\$5,168,362
Less Revenues	\$729,257	\$715,596	\$744,319
Net General Fund Expenditures	\$3,897,264	\$4,220,506	\$4,424,043
Program Outcomes			
% of inmates successfully completing programs (regular and alternative)	-	-	-

Activity Data

INMATE PROGRAMS - The goal of Inmate Programs is to recruit, coordinate, and oversee volunteers and programs for the purpose of inmate rehabilitation.	FY 2006 Actual	FY 2007 Approved	FY 2008 Proposed
Expenditures	\$412,930	\$440,561	\$461,291
FTE's	2.2	2.3	2.3
# of volunteer hours provided			
# of programs offered			
# of inmate participants			
Cost per inmate participant			
\$ value of volunteer hours contributed			
% of inmates successfully completing programs			
INMATE ALTERNATIVE PROGRAMS - The goal of Alternative Programs is to provide sentencing alternatives to the local judiciary for individuals who meet the state requirements for a local probation, community, EVC, or work release.			
Expenditures	\$1,226,990	\$1,309,094	\$1,370,691
FTE's	13.2	13.4	13.4
# of individuals placed in alternative programs			
# of participant days provided			
# of individuals evaluated for placement			
Cost per participant per day			
% of inmates successfully completing programs			
\$ saved by City for labor provided			
\$ paid in fines and costs			

Inmate Services Program, continued

INMATE CLASSIFICATION - The goal of Inmate Classification is to evaluate inmates to determine appropriate programming and services in order to manage inmate within the Detention Center.	FY 2006 Actual	FY 2007 Approved	FY 2008 Proposed
Expenditures	\$857,287	\$914,652	\$957,690
FTE's	9.2	9.3	9.3
# of inmates classified			
# of inmate reclassifications completed			
# inmates classified/reclassified per FTE			
% of inmates classified within the first 72 hours of incarceration			
% of inmates who do not commit suicide during incarceration			
MEDICAL & MENTAL HEALTH SERVICES - The goal of Medical and Mental Health Services is to provide medical and mental health care to inmates.			
Expenditures	\$2,129,313	\$2,271,795	\$2,378,691
FTE's	0.3	0.3	0.3
# of inmate intake screenings			
# of inmate mental health evaluations			
# inmate medical treatments			
Average daily population served			
Cost per inmate served (ADP)			
% of inmates receiving intake screenings within 6 hours			
% of inmates receiving physical examinations within 14 days			

Detention Center Security Program

The goal of Detention Center Security is to provide staff and procedures to ensure the safety and security of inmates, staff, and the public within the confines of the Public Safety Complex and the Detention Center.

Program Goals	FY 2006	FY 2007	FY 2008
Total Expenditures	\$10,244,380	\$10,929,877	\$11,444,164
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$10,244,380	\$10,929,877	\$11,444,164
Program Outcome			
% of inmates held without escape from the Detention Center Population	100%	100%	100%

Activity Data

SECURITY OPERATIONS - The goal of security operations is to coordinate the management/supervision of all inmates (high and medium security), to minimize risk to staff, visitors, other inmates, themselves, and the general public.	FY 2006 Actual	FY 2007 Approved	FY 2008 Proposed
Expenditures	\$10,244,380	\$10,929,877	\$11,444,164
FTE's	110.1	111.7	111.7
# of inmate intakes annually			
# of shakedown/searches			
% of inmate visitors processed			
Average daily population served			
Cost per inmate served (ADP)			
% of inmates who do not commit suicide			
% of inmates held without escape			
Inmate assault incidents per Average Daily Population			

Detention Center Support Services Program

The goal of Detention Center Support Services is to provide daily operational support to all divisions of the Sheriff's Office through safety and health inspections, procurement services, general maintenance, telephone services and custodial services.

Program	FY 2006	FY 2007	FY 2008
Total Expenditures	\$2,376,251	\$2,535,256	\$2,654,548
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$2,376,251	\$2,535,256	\$2,654,548
Program Outcomes			
% effectiveness of targets achieved	-	-	-

Activity Data

Code	FY 2006 Actual	FY 2007 Approved	FY 2008 Proposed
RECORDS - The goal of Records is to process and maintain accurate information on inmates committed to the custody of the Sheriff's Office in accordance with State of Virginia			
Expenditures	\$877,902	\$936,646	\$980,718
FTE's	9.3	9.4	9.4
# of inmate records processed annually			
# of entries in the State LIDS system annually			
Cost per inmate record			
Cost per entry in State LIDS System			
% accuracy of inmate record processed			
% of successful LIDS audits			
% of incarcerations without improper detentions or erroneous releases			
FACILITY SUPPORT - The goal of Facility Support is to maintain and improve all building components, provide maintenance, log roll, support, supervision and all other inmate work center			
Expenditures	\$898,992	\$959,148	\$1,004,279
FTE's	7.4	7.5	7.5
Square feet of facilities maintained			
Average Daily Population served			
# of work detail hours provided for public purposes			
Cost per square foot maintained			
Cost per inmate served (ADP)			
% of non-mandatory accreditation standards for facilities met annually			
\$ value of work detail hours provided			
FOOD SERVICES - The goal of Food Services is to provide meals to inmates in a safe and sanitary manner			
Expenditures	\$599,357	\$639,462	\$669,551
FTE's	0.2	0.2	0.2
# of meals served			
Cost per meal served			
% of meals delivered in accordance with approved dietary menus			
Founded meal grievances per 100,000 meals served			

Field Operations Program

The goal of Field Operations is to provide for prisoner transportation for all inmates requiring transportation to required proceedings and/or services; to conduct field investigations to effect arrests of known offenders based on criminal capias' and warrants; and to coordinate intelligence gathering on inmates connected to gangs or gang affiliation.

Program Goals	FY 2006	FY 2007	FY 2008
Total Expenditures	\$905,033	\$965,593	\$1,011,027
Less Revenues	\$86,805	\$87,292	\$203,572
Net General Fund Expenditures	\$818,228	\$878,301	\$807,455
Program Outcomes			
% of prisoner transports completed without incident	-	-	-

Activity Data

TRANSPORTATION - The goal of Transportation is to safely transport prisoners to and from other jails/prison facilities, medical institutions, and per court order.	FY 2006 Actual	FY 2007 Approved	FY 2008 Proposed
Expenditures	\$365,391	\$389,841	\$408,184
FTE's	3.9	4	4
# of transports completed			
Cost per transport			
% of prisoner transports completed without incident			
WARRANT SERVICE - The goal of Warrant Service is to obtain arrests and apprehend offenders on arrest warrants (capias) issued by the courts.			
Expenditures	\$360,501	\$384,624	\$402,722
FTE's	3.9	4	4
# of arrest warrants processed			
# of arrest warrants executed			
Cost per arrest warrant processed			
% of warrants executed (resulting in arrest)			
# of individuals arrested			
GANG INTELLIGENCE - The goal of Gang Intelligence is to investigate, gather information and provide information to the courts, law enforcement, and the community regarding gang activity and affiliations.			
Expenditures	\$179,141	\$191,128	\$200,121
FTE's	1.9	1.9	1.9
# of inmate interviews related to gang activity conducted			
Cost per interview conducted			
# of inmates identified having gang affiliations			
% of inmates identified having gang affiliations			

Judicial Services Program

The goal of Judicial Services is to provide Courthouse and Courtroom security for all activities and proceedings taking place in the Alexandria Courthouse; to ensure the safe and secure transport of all prisoners whose presence is required at Courthouse proceedings; and to provide effective service of all legal documents.

Program Totals	FY 2006	FY 2007	FY 2008
Total Expenditures	\$2,340,470	\$2,497,082	\$2,614,578
Less Revenues	\$82,671	\$0	\$0
Net General Fund Expenditures	\$2,257,799	\$2,497,082	\$2,614,578
Program Outcomes:			
% of prisoners in custody in the courthouse without escape or security incident	-	-	-
% of documents served	-	-	-

Activity Data

COURTHOUSE SECURITY - The goal of Courthouse Security is to control all entrants and deliveries, maintain prisoner lockup and provide security surveillance and response in order to ensure the safety of all personnel, visitors, and prisoners in the Alexandria Courthouse.	FY 2006 Actual	FY 2007 Approved	FY 2008 Proposed
Expenditures	\$1,664,138	\$1,775,493	\$1,859,036
FTE's	17.8	18.1	18.1
# of screenings conducted			
# of prisoners secured in courthouse			
Cost per screening			
Cost per prisoner secured			
# of arrests associated with screening			
# of contraband items seized			
# of court proceedings held			
Cost per proceeding held			
% of proceedings held without security incident			
LEGAL PROCESS SERVICE - The goal of Legal Process Service is to effectively and safely serve all legal documents.			
Expenditures	\$676,332	\$721,589	\$755,542
FTE's	6.6	6.7	6.7
# of documents received			
# of attempted services			
# of documents served			
Cost per document received			
% of documents served			

Leadership and Management Support Services Program

The goal of Leadership and Management Support Services is to provide financial, personnel and planning support services to facilitate the operation of the Sheriff's Office.

Program Data	FY 2006	FY 2007	FY 2008
Total Expenditures	\$2,731,921	\$2,914,726	\$3,051,873
Less Revenues	\$17,350	\$0	\$0
Net General Fund Expenditures	\$2,714,571	\$2,914,726	\$3,051,873
Program Outcomes			
% of effectiveness targets achieved	-	-	-

Activity Data

INFORMATION TECHNOLOGY MANAGEMENT - The goal of Information Technology Management is to provide computer (hardware/software) support for Sheriff's Office Staff to ensure effective and efficient Sheriff's Office operations.	FY 2006 Actual	FY 2007 Approved	FY 2008 Proposed
Expenditures	\$406,614	\$433,823	\$454,235
FTE's	3.8	3.8	3.8
# of software installs			
# of software updates			
# of requests responded to for computer maintenance issues			
Cost per each installation			
Cost to update each software			
Cost per maintenance request responded to			
% of requests responded to			
TRAINING - The goal of training is to coordinate training for all employees to ensure that standards are provided to City and Sheriff's Office staff in a cost-effective manner and professional workforce possible.			
Expenditures	\$557,872	\$595,202	\$623,208
FTE's	6	6.1	6.1
# of transfer applications processed			
# of training hours provided			
Cost per training hour			
% of sworn staff receiving a minimum of 40 hours of training annually			

Leadership and Management Support Services Program, continued

PLANNING AND PROJECT MANAGEMENT – The goal of Planning and Project Management is to provide ongoing assessment of Office strengths and weaknesses, identify results, improve staff morale, and provide for a safe, productive work environment.	FY 2006 Actual	FY 2007 Approved	FY 2008 Proposed
Expenditures	\$370,254	\$395,029	\$413,617
FTE's	3.8	3.9	3.9
# of audits/certifications, mock audits, accreditations conducted			
# of policy reviews and revisions			
# of staff hours of support provided			
Cost per policy review/revision			
Cost per staff hour of support			
# of accreditations maintained			
% of successful audits			
Measure of staff morale			
Measure of satisfaction within the City and community			
LEADERSHIP AND GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, personnel, planning and support services to facilitate the operations of the Sheriff's Office.			
Expenditures	\$1,397,182	\$1,490,672	\$1,560,812
FTE's	12.4	12.4	12.4
Measures TBD			

Summary of Budget Changes

Adjustments to Maintain Current Service Levels			
Adjustments	Program	Dept. Proposed	FY 2008 Proposed
Service Contract Adjustments Includes adjustments for the jail's Medical and Pharmaceutical contracts (\$54,697), Food Services Contract (\$19,224) and Mental Health Services Contract (\$28,657). The increases are based on the CPI-U for the Washington-Baltimore region of about 3.1% and in the case of the Mental Health Services contract, the City's projected COLA and Merit adjustments.	Inmate and Detention Support Services	\$122,633	\$102,578
Replacement of Expired Protective Equipment Provides funding for replacing 103 staff ballistic vests (\$58,710), and Quick 2000 Hoods designed to protect civilians, staff and visitors from biochemical attack (\$14,210). The ballistic vests have a life expectancy of three years, to expire in 2008; the hoods have a life expectancy of four years to expire in 2006. Both were originally acquired using grant funding which is not available at this time. The Office of Sheriff continues to seek alternative grant funding to support this replacement.	Det. Center Security	\$72,920	\$72,920
Office Supplies, Flashlights, and Batteries This adjustment to base will allow to Office of Sheriff to purchase replacement batteries for its radios (\$9,590), replacement flashlights and flashlight holders (\$6,099), and printer toner cartridges (\$7,000).	Various Programs	\$22,689	\$22,689
Maintenance Contracts for Video Arraignment & Courthouse X-Ray Machine This adjustment will allow the Office of Sheriff to fund its annual service agreements for the X-Ray machine in the Courthouse (\$6,122), and Video Arraignment (\$5,900). OMB has asked for copies of the contracts for each and will support full funding once the contracts have been received and reviewed.	Judicial Services	\$12,022	\$0
Other Contract Adjustments This adjustment will allow the Office of Sheriff to maintain service agreements with Sungard for Mobile Data Browsers (\$2,160), Blackberry (\$2,000), and Accurint, a search engine for locating individuals. (\$1,000)	Leadership & Management Support	\$5,160	\$5,160
TOTAL		\$235,424	\$203,347
Adjustments for Personnel Costs These adjustments include estimated costs of each of the following: (1) pay progression, (2) a COLA (placeholder assumption used a 2.0% COLA pending the City Manager's final decision), other increases to benefit costs including retirement and health benefit costs under current policies.	All Programs	\$ 837,031	\$ 837,031

Miscellaneous Department information

Charts and Tables not presented elsewhere

Description of overall department directions

Any other unique information not presented elsewhere

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

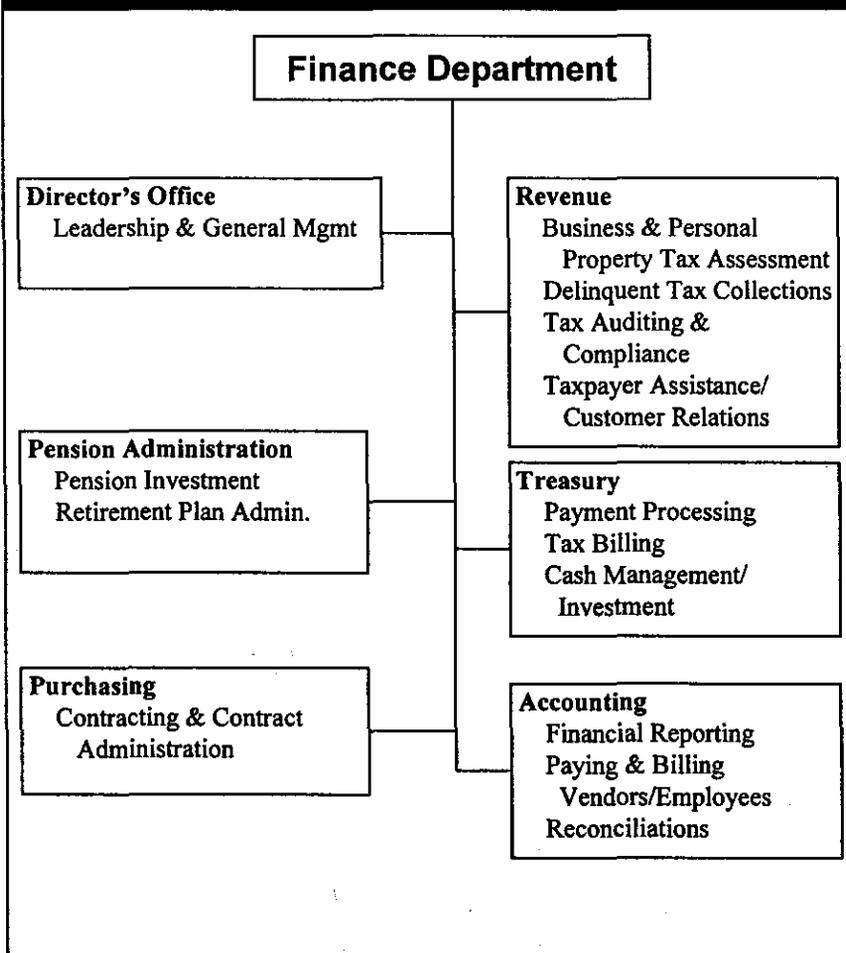
FY 2008 Budget Summary

- In FY 2008 the approved general fund budget increased by \$415,467 (4.4%).
- FY 2008 personnel costs increased by 5.8%; the increase was due to employee merits, COLA's, and increased health care costs. It will be partially offset by higher State Compensation Board revenues of \$73,432 as the State is now picking up part of the costs of four more Finance Department positions.
- Total non-personnel costs increased 2.8% due to slight increases in rent and utility costs.
- Capital Outlay decreased \$56,800 (44.4%); the department is replacing cash register hardware and a telephone sequencer which will both be depreciated over a five year period.

Summary Table

	FY 2006	FY 2007	FY 2008
Total Expenditures	\$8,468,312	\$9,417,224	\$9,832,691
Less Revenues	\$0	\$128,000	\$71,200
Net Gen. Fund Expenditures	\$8,468,312	\$9,289,224	\$9,761,491
Authorized Positions (FTE's)	98	98	98

Program and Activity Chart



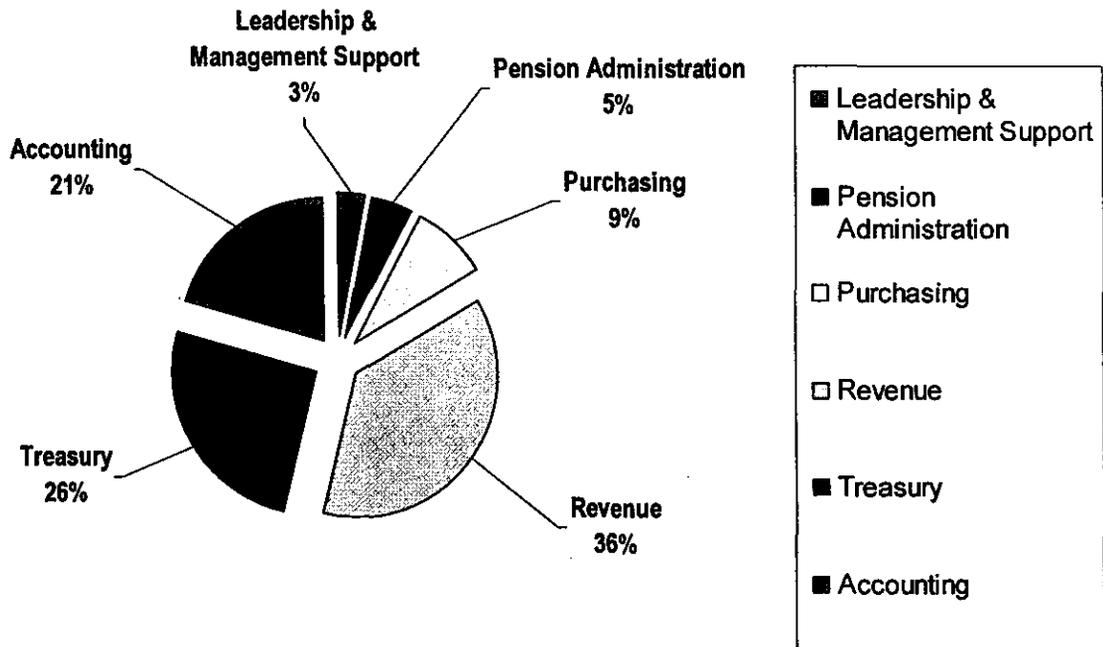
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Selected Performance Measures

Selected Performance Measures	FY 2006	FY 2007	FY 2008
Achievement of AAA/Aaa bond ratings with each bond issue	yes	yes	yes
Ratio of annual pension admin. program costs to City employer annual contributions	2.11%	2.11%	2.11%
Maintain an overall collection rate for current year taxes greater than 95%	yes	yes	yes
Cost per paying & billing employees/vendors transaction	\$2.53	\$2.53	\$2.53

FY 2008 Proposed Expenditures by Program



Expenditure and Revenue Summary

Expenditure By Classification	FY 2006 Actual	FY 2007 Amended	FY 2008 Proposed	% Change 2007-2008
Personnel*	\$5,924,471	\$6,953,805	\$7,360,203	5.8%
Non-Personnel**	2,526,356	2,335,419	2,401,288	2.8%
Capital Goods Outlay	17,485	128,000	71,200	-44.4%
Total Expenditures	\$8,468,312	\$9,417,224	\$9,832,691	4.4%
Less Revenues				
Internal Services	\$0	\$128,000	\$71,200	-44.4%
Special Revenue Funds***	0	0	0	0.0%
Total Designated Funding Sources	\$0	\$128,000	\$71,200	-44.4%
Net General Fund Expenditures	\$8,468,312	\$9,289,224	\$9,761,491	5.1%

* Part of FY 2008 personnel costs will be offset by higher State Compensation Board revenues of \$73,432 as the State is now picking up part of the costs of four more Finance Department positions.

** The Approved FY 2007 non-personnel budget has been amended to reflect the transfer of the following costs (\$514,000) from Non-Departmental to the Finance budget: pension consultant, outside audit and other pension related costs (\$499,500), banking fees (\$10,000) and costs for printing and distribution of the Comprehensive Annual Financial Report (CAFR - \$4,500).

** The Special Revenue Funds do not include \$564,583 (FY 2006), \$574,785 (FY 2007), \$599,262 (FY 2008) in reimbursement from the State Compensation Board received as General Fund revenue. The FY 2007 revenues could be \$48,955 higher than budgeted.

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Proposed	% Change 2007-2008
Leadership and Management Support	\$256,707	\$285,472	\$298,066	4.4%
Pension Administration	\$409,660	455,564	475,663	4.4%
Purchasing	741,195	824,249	860,613	4.4%
Revenue	3,121,564	3,471,350	3,624,498	4.4%
Treasury	2,188,485	2,433,715	2,541,085	4.4%
Accounting	1,750,701	1,946,874	2,032,766	4.4%
Total Expenditures	\$8,468,312	\$9,417,224	\$9,832,691	4.4%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2006 FTE	FY 2007 FTE	FY 2008 Proposed	% Change 2007-2008
Leadership and Management Support	3.0	3.0	3.0	0.0%
Pension Administration	4.7	4.7	4.7	0.0%
Purchasing	8.6	8.6	8.6	0.0%
Revenue	36.1	36.1	36.1	0.0%
Treasury	25.3	25.3	25.3	0.0%
Accounting	20.3	20.3	20.3	0.0%
Total full-time employees	98	98	98	0.0%

Director's Office Program

The goal of the Finance Director's Program is to provide leadership and oversight to the Department and to issue City debt in order to provide long-term financial stability for the City.

Program Totals	FY 2006	FY 2007	FY 2008
Total Expenditures	\$256,707	\$285,472	\$298,066
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$256,707	\$285,472	\$298,066
Program Outcome			
Demonstrate long-term financial stability by maintaining AAA ratings from bond rating agencies	-	-	-

Activity Data

LEADERSHIP & GENERAL MANAGEMENT - The goal of Leadership and General Management is to maintain the city's standard of financial excellence by providing citizens, City Council, vendors and employees with competent and comprehensive financial services, sound financial policy recommendations and reporting, and oversight of the collection and disbursement of city funds.	FY 2006 Actual	FY 2007 Approved	FY 2008 Proposed
Expenditures	\$256,707	\$285,472	\$298,066
FTE's	3	3	3
# of documents managed/processed	1,345,968	1,262,047	1,241,825
\$ amount of revenue collected and funds disbursed	\$1,201,424,171	\$1,228,056,587	\$1,273,765,900
\$ amount of funds disbursed (all funds)	\$585,517,711	\$615,605,703	\$647,653,200
Ratio of finance department costs to budget	1.45	1.43	1.42
Achievement of AAA/Aaa bond ratings with each bond issue	yes	yes	yes
% compliance with City adopted debt policies in last fiscal year	-	-	-

Pension Administration Program

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

Program Totals	FY 2006	FY 2007	FY 2008
Total Expenditures	\$409,660	\$455,564	\$475,663
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$409,660	\$455,564	\$475,663
Program Outcomes			
Ratio of annual pension administration program costs to city employer annual contributions	2.11	2.11	2.11

Activity Data

PENSION INVESTMENT - The goal of Pension Investments is to provide investment earnings for each of the City's pension plans in order to meet actuarial assumptions.	FY 2006 Actual	FY 2007 Approved	FY 2008 Proposed
Expenditures	\$285,133	\$317,083	\$331,072
FTE's	3.3	3.3	3.3
Investment earnings in each plan over 1 year, 3 years, and 5 years	-	-	-
Rate of investment earnings for each plan	-	-	-
% of earning in excess of actuarial investment earnings assumption for each plan	-	-	-
RETIREMENT PLAN ADMINISTRATION - The goal of Retirement Plan Administration is to provide support for plan employees and encourage financial education for administrators, investment consultants, and legal counsel and other consultants for the City in order to control program costs.			
Expenditures	\$124,527	\$138,481	\$144,591
FTE's	1.4	1.4	1.4
# of plans administered	6	6	6
# of employees/retirees consulting sessions	750	750	750
# of mass communications contacts provided	0	TBD	TBD
Cost per employee/retiree served	-	-	-
Ratio of annual retirement plan administration costs to revised fund assets	0.2	0.2	0.2

Purchasing Program

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

Program Total	FY 2006	FY 2007	FY 2008
Total Expenditures	\$741,195	\$824,249	\$860,613
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$741,195	\$824,249	\$860,613
Program Outcomes			
% overall satisfaction on PASS survey	90.7%	90.7%	90.7%

Activity Data

CONTRACTING & CONTRACT ADMINISTRATION - The goal of Contracting and Contract Administration is to award contracts at best value, and to assist City Departments with post award oversight of contracts and purchase orders in order to ensure timely renewals, change orders and resolution of vendor performance issues.	FY 2006 Actual	FY 2007 Approved	FY 2008 Proposed
Expenditures	\$741,195.00	\$824,249.00	\$860,613.00
FTE's	8.6	8.6	8.6
# of contracts administered	1,558	1,558	1,558
Staff cost/total contracts administered	\$521.20	\$521.20	\$521.20
% of contracts renewed or re-bid prior to expiration	80.0%	80.0%	80.0%
% of change orders issued within 2 days	85.0%	85.0%	85.0%
% satisfied on PASS survey of Solutions and Quality of Goods	81.5%	81.5%	81.5%

Revenue Program

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

Program Totals	FY 2006	FY 2007	FY 2008
Total Expenditures	\$3,121,564	\$3,471,350	\$1,137,328
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$3,121,564	\$3,471,350	\$1,137,328
Program Outcome			
Total tax revenue generated for the City in compliance with City regulations	\$255,450	\$262,111	\$268,960

Activity Data

BUSINESS & PERSONAL PROPERTY TAX ASSESSMENT (The goal of business and personal property tax assessment is to fairly and uniformly assess the appropriate tax to maximize city revenues)	FY 2006 Actual	FY 2007 Approved	FY 2008 Proposed
Expenditures	\$1,282,698	\$1,426,430	\$1,489,361
FTE's	14.8	14.8	14.8
# of business tax accounts processed	73	73	73
# of vehicle accounts processed	124,142	124,142	124,142
# of miscellaneous tax accounts processed	-	-	-
Cost per business tax account processed	-	-	-
Cost per vehicle account processed	-	-	-
Cost per miscellaneous tax account processed	-	-	-
% of tax assessments processed by due date	-	-	-
DELINQUENT TAX COLLECTION (The goal of delinquent tax collection is to collect delinquent taxes in order to reduce the outstanding tax bill and increase city general fund revenues)			
Expenditures	\$471,369	\$524,188	\$547,314
FTE's	5.5	5.5	5.5
# of demands for payment action sent	255,450	255,450	255,450
Cost per demand for payment action	-	-	-
% of delinquent tax collected annually	73%	73%	73%
TAX AUDITING & COMPLIANCE (The goal of tax auditing and compliance is to ensure the timely payment of taxes and to identify and correct non-compliance)			
Expenditures	\$387,984	\$431,460	\$450,495
FTE's	4.5	4.5	4.5
# of tax accounts reviewed/audited	124,142	124,142	124,142
\$ amount of revenue generated from audits and compliance activity	\$1,545,095	\$1,545,095	\$1,545,095
Cost per tax accounts reviewed/audited	-	-	-
Ratio of audit and tax compliance expenses to revenue generated from audits and compliance activities	-	-	-

Revenue Program, continued

TAXPAYER ASSISTANCE/CUSTOMER RELATIONS: The goal of the Taxpayer Assistance and Customer Relations is to minimize tax bill programs and provide assistance to taxpayers in order to accommodate their needs regarding locally and State taxes.	FY 2006	FY 2007	FY 2008
	Actual	Approved	Proposed
Expenditures	\$979,513	\$1,089,272	\$1,137,328
FTE's	11.3	11.3	11.3
# of applications processed for tax relief programs	2,438	2,438	2,438
# of tax payers assisted on state tax issues	751	751	751
# of tax payers assisted on City tax issues	14,509	15,075	15,678
Cost per application processed	-	-	-
Cost per tax payer assisted on state and City issues	-	-	-
% of applications approved for tax relief	87%	87%	87%
% of survey participants reporting satisfaction with customer service	-	-	-
% of reports/responses completed by due date	100%	100%	100%

Treasury Program

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

Program Goals	FY 2006	FY 2007	FY 2008
Total Expenditures	\$2,188,485	\$2,433,715	\$2,541,085
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$2,188,485	\$2,433,715	\$2,541,085
Program Mission:			
Maintain an overall collection rate for current year taxes greater than 95%	yes	yes	yes

Treasury Program, continued**Activity Data**

PAYMENT PROCESSING - The goal of Payment Processing is to process City revenues in a manner that maximizes interest earnings and promotes high-quality customer service.	FY 2006 Actual	FY 2007 Approved	FY 2008 Proposed
Expenditures	\$1,494,497	\$1,661,962	\$1,735,284
FTE's	17.3	17.3	17.3
# of tax payments processed	198,305	199,100	199,400
# of eChecks/ACH payments	7,831	8,100	8,400
# of lock box payments	111,234	11,300	115,000
# of manual payments	79,240	78,000	76,000
# of tax payments processed per FTE	10,169	10,210	10,225
% of payments processed electronically or by lockbox	60.0%	62.0%	65.0%
% of survey participants satisfied with service	84.6%	85.0%	85.0%
TAX BILLING - The goal of Tax Billing is to maximize revenues while providing high-quality customer service by mailing accurate and timely tax bills.			
Expenditures	\$443,989	\$493,639	\$515,417
FTE's	5.1	5.1	5.1
# of tax bills mailed	188,988	190,000	190,100
# of personal property tax bills mailed	102,468	102,000	102,000
# of business property tax bills mailed	6,012	6,100	6,100
# of real estate tax bills mailed	80,508	81,900	82,000
Cost per tax bill mailed	\$0.55	\$0.55	\$0.55
% of current year personal property tax collected	96%	96%	96%
% of current year business property tax collected	85%	85%	85%
% of current year real estate tax collected	99%	99%	99%
CASH MANAGEMENT/INVESTMENT - The goal of Cash Management and Investment is to invest City funds in a prudent and safe manner, while ensuring liquidity and safety of the funds.			
Expenditures	\$250,090	\$278,114	\$290,384
FTE's	2.9	2.9	2.9
Average month end portfolio dollar balance	\$134,945,228	\$135,000,000	\$135,000,000
Cost of investment management as a % of average portfolio balance	-	-	-
City's rate of return as a % of Citigroup's 6-month Treasury Bill Index	-	-	-
Ratio of investment management costs as a percentage of interest earnings	-	-	-

Accounting Program

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

Program Goals	FY 2006	FY 2007	FY 2008
Total Expenditures	\$1,750,701	\$1,946,874	\$2,032,766
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,750,701	\$1,946,874	\$2,032,766
Program Outcomes			
% GFOA standards met without comment	100%	100%	100%

Activity Data

FINANCIAL REPORTING - The goal of Financial Reporting is to provide financial information for city stakeholders in order to make financial decisions and comply with laws and reporting requirements.	FY 2006 Actual	FY 2007 Approved	FY 2008 Proposed
Expenditures	\$825,609	\$918,122	\$958,628
FTE's	9.6	9.6	9.6
# of monthly financial reports issued	12	12	12
# of audit reports issued	3	3	3
AFR issued	1	1	1
Cost per financial report issued	-	-	-
% of financial reports issued by due date	100%	100%	100%
% of audit reports issued by due date	100%	100%	100%
PAYING & BILLING EMPLOYEES/VENDORS - The goal of Paying the Billing Vendor and Employees is to provide a secure, efficient processing and control for city departments, employees and vendors in order to appropriately manage their own finances.			
Expenditures	\$663,699	\$738,069	\$770,631
FTE's	7.7	7.7	7.7
# of transactions processed	286,743	290,000	295,000
Cost per transaction	\$2.53	\$2.50	\$2.50
% of payrolls processed within required timeframe	100%	100%	100%
% of vendors paid within required timeframe	98%	98%	98%
RECONCILIATIONS - The goal of Reconciliation is to provide internal control over financial information for city departments, vendors, employees, and the public and to ensure that all financial transactions are properly accounted for.			
Expenditures	\$261,393	\$290,683	\$303,507
FTE's	3	3	3
# of capital, debt, bank, health and workers comp reconciliations produced	1,289	1,300	1,300
Cost per reconciliation produced	-	-	-
% of reconciliations issued within timeframe required	-	-	-

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Adjustments	Program	Dept. Proposed	FY 2008 Proposed
Adjustments for Personnel Costs	All Programs	\$406,398	\$406,398

These adjustments include the estimated costs of the following: (1) pay progression; (2) a COLA (placeholder assumption used a 2% COLA pending City Manager's final decision); and (3) other benefit cost increases including retirement and health benefit costs under current policies. Part of these costs will be offset by higher State Compensation Board revenues of \$73,432 as the State is now picking up part of the costs of four more Finance Department positions.

Expenditure Reductions to the Budget

Expenditure Reduction	Program	Proposed	FTE
Personal Property Tax Supervisor	Revenue	\$62,819	1.0

For the last year, the Finance Department has had two people share supervision of a unit of the Personal Property Tax Revenue unit. It appears possible to eliminate this vacant Personal Property Tax Supervisor position and continue this arrangement. If this is done, the savings would be \$62,819.

Summary of Budget Changes, continued

Supplemental Adjustments to the Budget			
Supplemental Request	Program	Dept. Proposed	FTE
Cost Accounting Allocation Quality Control Staff	Accounting	\$60,000	1.0
<p>The quality control cost accountant position is projected as an Accountant I. In the initial stages of the managing for results initiative, this position will be responsible for ensuring that the cost initiative program structure conforms to the accounting system and complies with appropriated regulations. The position must be able to work with departments to develop procedures for the position to make allocations without requiring departments to make large numbers of allocations of relatively small dollar transactions. In addition, this position will be responsible for recommending and ensuring implementation of policies that balance capture the new information as accurately as possible with not creating undue workloads for department fiscal staff. The accountant must also work closely with internal audit to ensure that the standard and allocation procedures can be easily reviewed and that recommendations are implemented.</p> <p>The staff workload will include making changes to charges made by departments on a periodic basis based on the actual costs recorded in the accounting system, including but not limited to allocation of payroll, utility, rent and supply costs. Currently the City uses over 1,400 program codes and over 700 cost codes (i.e cost centers). For FY 2006, accounts payable staff processed almost 200,000 transactions. In order to accurately capture the costs of important City programs, the number of cost center transactions will double or triple for some departments in order to allocate costs to the appropriate new activity.</p> <p>Accounting staffs are currently utilizing all available space. Some re-configuration of a accounting staff may be necessary to accommodate this position. The position will report to the Financial Reporting Supervisor who is responsible for the accurate reporting and account for all City financial transactions. The effectiveness of this position can be measured by the ability of the fiscal staff to process the new transactions timely.</p>			

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Miscellaneous Department information

Charts and Tables not presented elsewhere

Description of overall department directions

Any other unique information not presented elsewhere