



General Services

The Department of General Services (DGS) operates and maintains County-owned facilities and land, acquires and manages leased facilities, provides internal support, and acquires and manages the public safety and general vehicle fleet. DGS also provides direct support to citizens through the Stormwater Management Program, Waste Management Program (including County landfill operations), and Water and Environmental Programs. The DGS is also an integral part of the County's emergency response and recovery operations and is designated as one of the "first responders" to major County emergencies, resulting from natural or man-made disasters.

General Services' Programs

Public Works

Performs maintenance and inspections on stormwater facilities Countywide, administers the County Asphalt Maintenance and Repair Program, responds to County emergencies, maintains street name signs and certain traffic calming measures, maintains water and wastewater systems, and provides other essential public works functions.

Facilities Support

Operates, manages, maintains, and renovates County facilities and provides for the acquisition and management of leased space.

Fleet Management

Provides for the acquisition, equipping, licensing, assignment, maintenance, replacement, and disposal of County vehicles and manages replacement funds.

Management Support Services

Manages mail distribution, central records, and surplus property programs Countywide; provides internal administrative support, financial and budget analysis as well as procurement functions; manages the Metro Parking Garages contracts; coordinates Safety and Security initiatives.

Water and Environmental

Develops and implements the Stormwater Management Program, manages water and wastewater projects, performs energy and environmental management functions, and provides coordination for compliance with state and federal mandates.

Waste Management

Constructs, operates and maintains the County landfill, provides education and guidance pertaining to the County recycling ordinance, and provides recycling opportunities for citizens and businesses.

**General Services****Budget Analysis****Department Financial and FTE Summary¹**

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
Expenditures					
Personnel	\$10,797,703	\$12,264,390	\$13,546,485	\$14,869,809	\$15,315,903
Operating and Maintenance	25,160,736	31,339,827	32,746,621	36,470,091	36,834,792
Capital Outlay	90,029	390,972	550,000	550,000	550,000
Other Uses of Funds	6,922,447	7,149,086	2,914,117	3,374,315	3,374,315
Total – Expenditure	\$42,970,916	\$51,144,276	\$49,757,223	\$55,264,215	\$56,075,010
Revenues					
Use of Money and Property	\$1,307,254	\$1,309,791	\$1,856,293	\$582,103	\$582,103
Charges for Services	7,785,722	8,760,971	7,647,783	8,715,658	8,715,658
Miscellaneous Revenue	21,407	36,649	6,300	15,700	15,700
Recovered Costs	284,202	0	0	0	0
Intergovernmental – Commonwealth	63,026	139,030	60,408	60,000	60,000
Intergovernmental – Federal	460,864	0	0	0	0
Total – Revenues	\$9,922,475	\$10,246,441	\$9,570,784	\$9,373,461	\$9,373,461
Local Tax Funding	\$33,048,440	\$40,897,834	\$40,186,439	\$45,890,754	\$46,701,549
FTE	114.73	126.73	133.73	142.53	142.53

Department Financial and FTE Summary – Metro Garages Fund

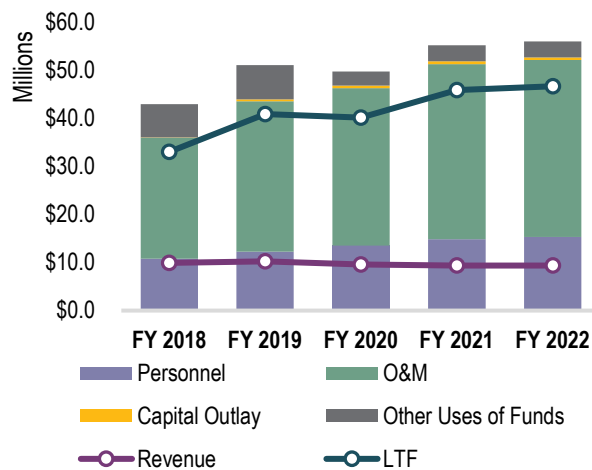
	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
Expenditures					
Personnel	\$0	\$0	\$93,118	\$209,598	\$215,889
Total – Expenditures	\$0	\$0	\$93,118	\$209,598	\$215,886
Revenues					
Revenue	\$0	\$0	\$93,118	\$209,598	\$215,889
Total – Revenues	\$0	\$0	\$93,118	\$209,598	\$215,886
Local Tax Funding	\$0	\$0	\$0	\$0	\$0
FTE	0.00	0.00	1.00	2.00	2.00

¹ Sums may not equal due to rounding.



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Revenue and Expenditure History



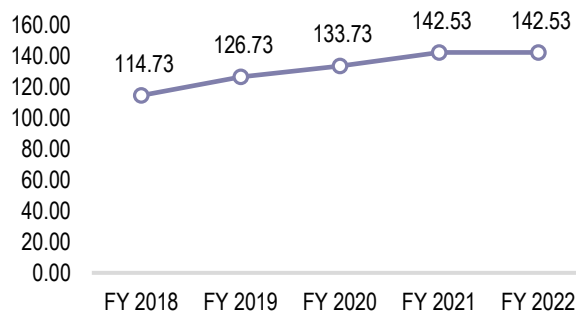
Revenue/Local Tax Funding

As shown, the DGS is primarily funded by local tax funding (over 83 percent). Programmatic revenue consists primarily of landfill tipping fees and revenue from tenants.

Expenditure

The majority of the DGS' expenditure budget is dedicated to operating and maintenance costs. Recent increases can mainly be attributed to the growth in cost of leased space, along with escalating costs of utilities, janitorial, and other contractual obligations. Personnel expenditures have risen due to additional staffing as outlined in the Staffing/FTE History section, a 3 percent market-based salary adjustment and a 3.5 percent merit-based increase in FY 2019, a 2 percent market-based salary adjustment and a 3 percent merit-based increase in FY 2020, and adjustments in FY 2020 to reflect a new classification and compensation system approved by the Board in November 2019.

Staffing/FTE History



FY 2018: 1.00 FTE stormwater engineer, 3.00 FTE maintenance technicians

FY 2019: 4.00 FTE systems maintenance technicians, 1.00 FTE records technician, 1.00 FTE safety and security manager, 1.00 FTE public works technician, 2.00 FTE preventative maintenance technicians, 3.00 FTE landfill staffing

FY 2020: 2.00 FTE senior maintenance technicians, 1.00 FTE assistant division manager, 1.00 FTE crew chief, 1.00

FTE systems maintenance technician, 2.00 FTE landfill maintenance technicians

FY 2020 Mid-year: 1.00 FTE recycling program maintenance helper

DGS' expenditures have increased primarily due to operating and maintenance costs, which make up approximately 66 percent of the Department's budget. Increases in this category reflect the growing cost of maintaining County facilities and managing janitorial services, lease payments, and utility costs. In previous years, the most notable change that has occurred is the shift from charging vehicle maintenance costs to each department's budget to budgeting them centrally in DGS' budget, which accounted for a large increase from FY 2018 to FY 2019. As the County fleet grows, this cost is expected to increase. Personnel expenditures have also increased over the years due to the addition of new positions and salary increases.

The primary source of revenue for DGS is landfill fees, which have increased slightly year-over-year. These fees offset the cost of operations, including personnel costs tied to the landfill. The other major source of revenue is rent from tenants on County property. Rent revenue decreased as anticipated from FY 2020 to FY 2021 due to non-renewal of leases from tenants occupying space in County-owned facilities. Last, DGS operates the County surplus program, which consistently ranks in the



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top ten surplus programs by volume in the country. Revenue from this program that is not related to vehicles or capital assets are returned to the Department; vehicle surplus revenue is used to fund the purchase of replacement vehicles.

The FY 2021 Proposed Budget includes several base adjustments for DGS, largely tied to the growing space needs of the County workforce. The largest increase is \$2,692,440, which accounts for increases to lease, janitorial, and utility costs, as well as the funding needed for these items for new leased space and newly opening County facilities in FY 2021. Many of these costs experience annual contractual increases, and much of the large jump from FY 2020 is due to newly added lease space.

Also included in the FY 2021 Proposed Budget is an increase of \$150,000 for the recycling program. This increase reflects necessary contractual increases for existing recycling services, such as hauling from the recycling centers and the cost to manage hazardous household waste. This should be distinguished from the funding of the glass-only recycling program that the Board approved in December 2019, which included funding for staff to oversee it.

An additional \$100,000 was added to continue the County's Safety and Security Program, which began in earnest in FY 2020. This funding is needed to support the initiatives that came out of the Threat Management Steering Committee, including contractual services for security-related trainings and assessments county-wide. These trainings and assessments will lead to security improvements across the County's facilities.

The final area of base adjustments involves the maintenance of County facilities. The number of work orders that DGS has received has grown from 12,444 in FY 2018 to an estimated 21,128 in FY 2020 due to the growing number of County facilities and staff. Additionally, DGS has identified needs across the County, such as replacing sprinkler heads and adding security cameras. The Proposed Budget includes \$500,000 to address maintenance needs and \$80,000 to address snow removal at new facilities.

For FY 2021, the Department's budget requests focus on the thematic areas of capital facility openings, FTE authority, and internal support.

Capital Facility Openings

As County facilities open, staff must be available to provide a consistent level of maintenance. DGS follows the International Facility Management Association (IFMA) standard of one technician per 45,000 square feet of space. In FY 2021 there will be an additional 28,400 square feet of office space for the new Animal Service Facility and the Purcellville Group Residence Home and 58,275 square feet for the Pennington Parking Garage, necessitating two additional maintenance technicians. The FY 2021 Proposed Budget includes 2.00 FTE for one systems maintenance technician and one security maintenance technician. The systems maintenance technician will perform standard maintenance, both responding to work orders and carrying-out preventative maintenance. The security maintenance technician will be dedicated to security systems, which are largely driven by the growth in County staff. These include the key card access, elevator maintenance, cameras, and other security-related systems.

The FY 2021 Proposed Budget includes 1.00 FTE for an operations manager for the Metro Parking Garages. This position will oversee daily operations as well as closely monitor customer service and responsiveness to issues that arise. This includes the management of the maintenance program at the Metro Garages. This position will be responsible for working with various departments to ensure effective interoperability related to the success of the Parking Garage programs. This position will be funded in the Metro Parking Garage Fund, which is a special revenue fund created in FY 2020.

FTE Authority

Since FY 2017, the number of County facilities and stormwater structures, including the amount of mandated Best Management Practices (BMPs) has increased. Stormwater structures have increased by nearly 5 percent and BMPs have increased 36 percent in this time period. This had led to the need for additional civil engineering services. The Public Works Division has utilized contractual services for this need in the past; however, this has become expensive and slow. Many of the



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contractual options are only available two to three days per week due to the cost, causing a timeliness and efficiency issue. To tackle this issue, the FY 2021 Proposed Budget includes 1.00 FTE for a stormwater civil engineer, funded by a reallocation of DGS' contractual services budget.

DGS continues to support revenue neutrality for current landfill disposal operations; per Board policy, all landfill disposal operations must be funded from landfill revenue. In FY 2021, the construction demolition debris (CDD) cell is anticipated to open, providing for a more efficient use of the permitted Municipal Solid Waste (MSW) disposal capacity, extending the life of the landfill by separately disposing of construction and demolition debris from MSW. This capital project was authorized by the Board in FY 2019. In order to support the CDD unit, the FY 2021 Proposed Budget includes an FTE authority request for 3.80 FTE for one safety flagger, one scale operator, and a pool of hours for part-time scale operators. The safety flagger will prevent dangerous incidents at the landfill by managing traffic as customers come to dispose of waste at the CDD unit. The scale operators are needed in order to manage the demand at the landfill. Currently, maintenance crew chiefs are filling-in as needed at the scale house. This takes them away from their primary duties in the field, creating a potentially hazardous condition for the maintenance teams. The scale house operator positions will be able to meet the increased demand at the scale house, allowing for the crew chiefs to return to their normal duties.

Internal Support

From FY 2017 to FY 2020, the DGS staff has increased by 21 percent, up to 133.73 FTE from 110.73 FTE. These additions have been predominantly programmatic, largely supporting the front-line work of the Department. Many of these positions are technicians who support the County's facilities, which drive the administrative workload in the form of increased invoices and payments to vendors. Further, there is only one administrative assistant for the department. This position plays a vital role in processing invoices within 30 days, ensuring there are no work delays. This temporary, unfunded position is scheduled to expire after its two-year term ends in FY 2020. The FY 2021 Proposed Budget includes 1.00 FTE to make this position a regular, funded position.

The administrative assistant would continue to provide administrative support, including: providing customer service to other departments and vendors; receiving and distributing mail; sorting invoices and distributing to appropriate staff for approval; performing receiving when requested; maintaining conference room scheduling for DGS staff; putting together interview packets for DGS staff; acting as the point-of-contact for office supplies in the DGS Administration building; maintaining, ordering, and distributing office supplies; maintaining alpha phone list for General Services; and gathering all Purchasing Card (pcard) receipts and coding transactions in Works. Without this position, many of these duties will fall to other staff, which would impact the service level of the department.

Span of Control

As new staff have been added, so too has the size of the County fleet. Since FY 2018, the fleet has grown by 40 percent, including general fleet, public safety, and transit vehicles. Currently, there is one division manager supporting the entire fleet of approximately 1,530 vehicles. This manager is responsible for maintenance and repairs for all County-owned vehicles, title and tagging of new vehicles, assisting with motor pool operations, fleet reservations, up-fitting public safety/specialized vehicles, purchasing all County-owned vehicles, managing sales of vehicles, submitting claims on damaged vehicles, assigning appropriate vehicles to meet transportation needs, developing and implementing policy and procedures for vehicle maintenance, and conducting inspections. Public safety vehicles comprise 46 percent of the fleet. Due to the specialized equipment and technology needed on these vehicles, more time is generally required to ensure the needs for those vehicles are met. This takes the fleet manager's attention away from the general fleet. This, plus the growth of the fleet in general, result in vehicles returning to service slower. The FY 2021 Proposed Budget includes 1.00 FTE for a higher level division manager creating a new structure of Division Manager and Assistant Division Manager to ensure proper span of control and a division of labor. This new position will lead the Division and directly manage the aforementioned duties for the public



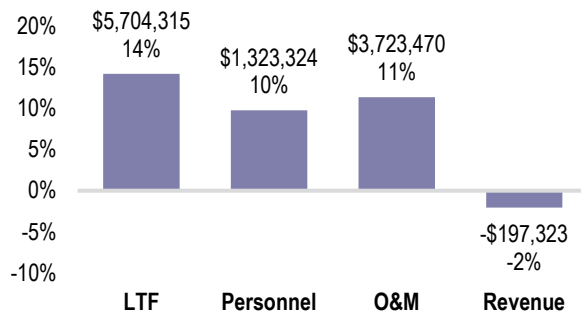
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safety fleet, allowing the current fleet manager position, reclassified to the Assistant Division Manager, to support the general and transit fleets. Clearly defined division of labor and dedicated leadership for both the public safety and general fleets will create a more responsive and efficient fleet operation, supporting greater customer service by returning vehicles to service faster.



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Percent Change from Adopted FY 2020 to Proposed FY 2021



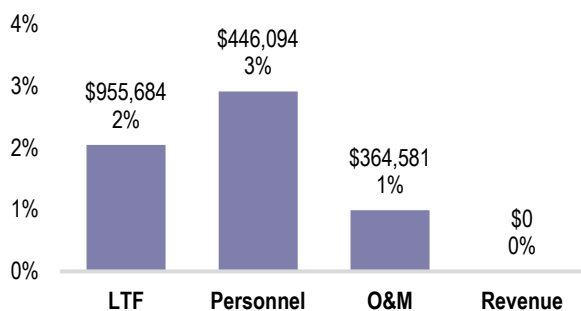
Reasons for Change:

Personnel: ↑ 7.80 FTE¹, general pay changes ||

O&M: ↑ base adjustments for lease, utility, janitorial, and other contractual increases ||

Revenue: ↓ Non-renewal of some tenant leases, increase in landfill revenue

Percent Change from Proposed FY 2021 to Projected FY 2022



Reasons for Change:

Personnel: ↑ 3 percent || **O&M:** ↑ 1 percent

Revenue: ↔

¹ This chart is representative of only the General Fund. This excludes 1.00 FTE proposed in the Metro Garages Fund.



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FY 2021 Proposed Resource Requests¹

Capital Facility Openings: System Maintenance Technician and Facilities Security Technician

Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$166,882	\$52,440	\$97,900	\$0	\$0	\$317,222	2.00

Details

Service Level:	Current Service Level Request
Mandates:	Not mandated
PM Highlight:	County square footage
Program:	Facilities Support
Positions:	1 Systems Maintenance Technician, 1 Facilities Security Technician
Theme:	Capital Facility Openings
One-time Costs:	\$103,840
Recurring Costs:	\$213,382

Overview

- The County will add additional square footage of office space in FY 2021: an additional 28,400 square feet of County-owned office space and 58,275 square feet of parking structure.
- DGS continues to adopt the IFMA standard of 1 technician per 45,000 square feet.
- These positions will maintain County facilities, including security equipment, and prevent the deferral of non-critical maintenance.

Capital Facility Openings: Metro Parking Operations Manager

Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$95,660	\$9,320	\$11,500	\$0	\$116,480	\$0	1.00

Details

Service Level:	Current Service Level Request
Mandates:	Not mandated, but necessary for compliance with federal, state, or local laws
PM Highlight:	None
Program:	Management Support Services
Positions:	1 Parking Garage Operations Manager
Theme:	Capital Facility Openings
One-time Costs:	\$7,045
Recurring Costs:	\$109,435

Overview

- This request is related to the Metro Silver Line.
- The Metro Parking Operations Manager position is critical in order to oversee daily operations as well as closely monitor customer service and responsiveness to issues that arise. The O&M programs will fail absent this dedicated oversight.
- This position will be responsible for working with various departments to ensure effective interoperability related to the success of the Parking Garage programs
- Position will be funded through the Metro Garages Fund.

¹ The requests presented display total cost, including the acquisition of vehicles, technology, and office furniture (as applicable). Funds for these items are shown in the Non-Departmental section, page 6-2.



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FTE Authority: Stormwater Civil Engineer

Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$114,751	\$10,050	\$0	\$124,801	\$0	\$0	1.00

Details	Overview
Service Level: Current Service Level Request Mandates: Not mandated, but necessary for compliance with federal, state, or local laws PM Highlight: Number of stormwater structures and BMPs Program: Water and Environmental Positions: 1 Stormwater Civil Engineer Theme: FTE Authority One-time Costs: \$6,775 Recurring Costs: \$118,026	<ul style="list-style-type: none"> • Since FY 2017, the number of County facilities and stormwater structures has increased by 5 percent and the number of Stormwater BMPs has increased 36 percent. • Civil engineering services that cannot be completed by staff are currently contracted out, which is more expensive. • This position will reduce the need for contractual services and will be offset by a reduction in contractual services.

FTE Authority: Resources for Scale Operations and CDD Unit

Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$208,390	\$12,565	\$18,500	\$0	\$239,455	\$0	2.80

Details	Overview
Service Level: Enhanced Service Level Request Mandates: Not mandated, but necessary for compliance with federal, state, or local laws PM Highlight: Tons of CDD waste processed Program: Waste Management Positions: 1.80 Scale Operator, 1 Flagger Theme: FTE Authority One-time Costs: \$24,140 Recurring Costs: \$215,315	<ul style="list-style-type: none"> • The solid waste management facility continues to experience market growth in waste receipts each year creating long customer lines both at the scales and at off-loading areas. • The Board approved a Construction and Demolition Debris (CDD) disposal unit which is anticipated to come on-line in FY 2021. This request is focused on the staffing resources required to handle the increased customer demand and to carry out the Board approved CDD project. • Crew chiefs cannot oversee their crews when they are working in the scale house, leaving the crews unsupervised in the fifth most dangerous industry in the country.



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Priority 1: Administrative Assistant

Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$77,224	\$675	\$0	\$0	\$0	\$77,899	1.00
Details			Overview			
Service Level:	Current Service Level Request		<ul style="list-style-type: none">• This would convert a temporary position into a regular position FTE.• The temporary position currently performs duties that cannot be performed by current staff, including: providing customer service through answering the phones; greeting walk-ins; receiving and distributing mail; sorting invoices and distributing to appropriate staff for approval; performing receiving duties when requested; maintaining conference room set up for DGS staff; putting together interview packets for DGS staff, acting as the point-of-contact for office equipment/supplies in DGS Administration building; maintaining, ordering, and distributing office supplies; maintaining alpha phone list for DGS; and gathering all P-card receipts coding transactions in Works.• The existing temporary position is the only administrative assistant for the department, despite the growth of programmatic staff they must support. This temporary position is set to expire in FY 2020.			
Mandates:	Not mandated					
PM Highlight:	None					
Program:	Management Services					
Positions:	1 Administrative Assistant					
Theme:	Internal Support					
One-time Costs:	\$0					
Recurring Costs:	\$77,899					

Priority 2: Division Manager - Fleet

Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$118,101	\$14,383	\$31,500	\$0	\$0	\$163,984	1.00
Details			Overview			
Service Level:	Current Service Level Request		<ul style="list-style-type: none">• Since FY 2018, the County fleet has grown by 40 percent. This includes general fleet, public safety, and transit vehicles.• Currently there is one Fleet Division Manager, handling all fleet activities. Due to the specialized equipment and technology needed on public safety vehicles, more time is required to be spent on ensuring these needs are met. Due to the increased workload tied to the growth of the fleet, it takes longer to return vehicles into service• This position would handle the public safety fleet, taking the burden from the current fleet manager, and ensuring that vehicles are available for County use in a reasonable amount of time.			
Mandates:	Not mandated					
PM Highlight:	Number of County vehicles in service					
Program:	Fleet Management					
Positions:	1 Fleet Division Manager					
Theme:	Span of Control					
One-time Costs:	\$37,095					
Recurring Costs:	\$126,889					

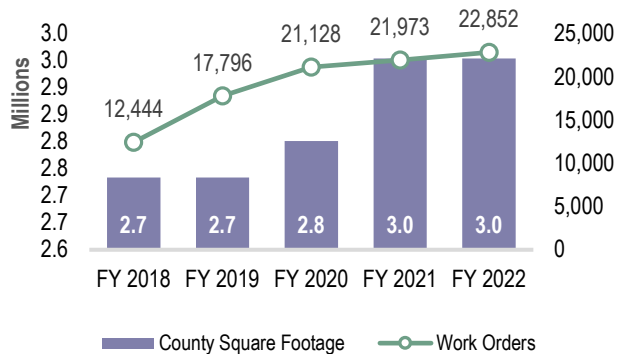
Department Total

Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$781,008	\$99,433	\$159,400	\$124,801	\$355,935	\$559,105	8.80



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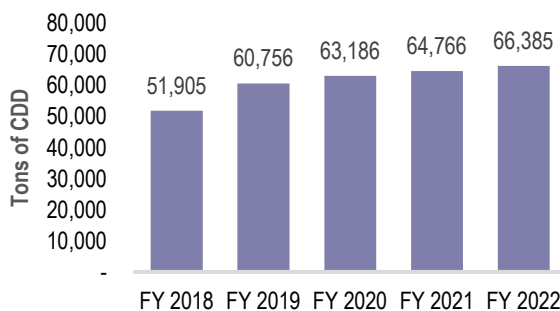
Key Measures



Objective: Repair and maintain County facilities to provide a safe, healthy, and functional work environment.

Measure: County square footage versus the number of work orders completed.

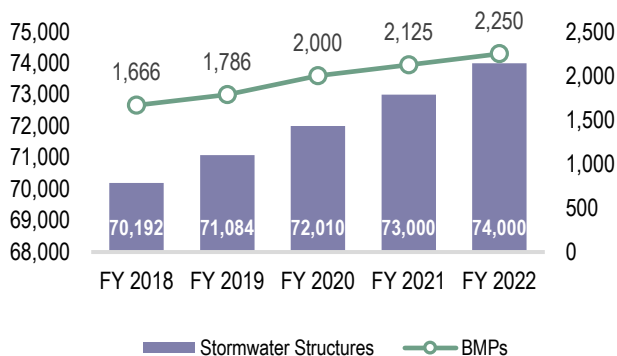
This measure shows the growth in the number of work orders over the years. This is anticipated to increase as square footage increases and as facilities age. This also shows the need for more maintenance technicians as square footage increases.



Objective: Process the increase in CDD while preserving the term life of the landfill.

Measure: Tons of CDD processed.

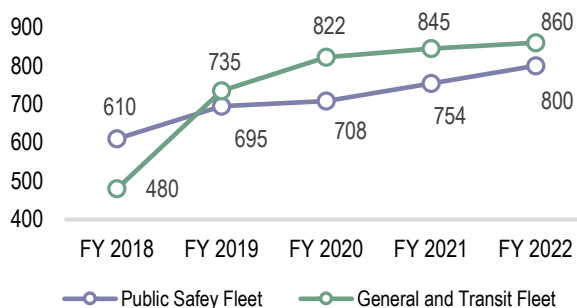
This measure shows the anticipated demand for CDD waste disposal. The growth of this type of waste necessitates the new CDD staffing.



Objective: Maintain the County stormwater infrastructure.

Measure: Number of stormwater structures and number of Best Management Practices (BMPs).

This measure shows the growth of stormwater structures and BMPs which increase the workload of the Public Works Division. The addition of the stormwater civil engineer will allow DGS to better respond to this demand.



Objective: Operate and maintain County vehicles to provide safe, cost-effective transportation.

Measure: Number of County vehicles in service.

This measure shows the growth of the County public safety and general fleet. The growth necessitates an additional division manager to support the needs of the fleet.

**General Services****Department Programs****Department Financial and FTE Summary by Program¹**

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
Expenditures					
Public Works	\$4,119,808	\$3,390,378	\$3,057,855	\$3,197,301	\$3,257,416
Facilities Support	24,794,796	27,860,172	29,338,660	32,644,786	33,092,117
Fleet Management	1,893,794	4,048,543	4,328,249	4,592,137	4,652,680
Management Support Services	2,296,053	3,887,809	2,312,827	2,950,046	3,023,297
Water and Environmental	351,715	1,753,036	2,072,542	2,118,332	2,165,338
Waste Management	9,514,749	10,204,337	8,647,089	9,761,612	9,884,162
Total – Expenditures	\$42,970,916	\$51,144,276	\$49,757,223	\$55,264,215	\$56,075,010
Revenues					
Public Works	\$471,858	\$82,101	0	\$9,500	\$9,500
Facilities Support	1,457,971	1,131,360	1,759,393	443,103	443,103
Fleet Management	100	4	0	0	0
Management Support Services	149,552	186,335	108,000	150,000	150,000
Water and Environmental	343	296	0	0	0
Waste Management	7,842,651	8,846,346	7,703,391	8,770,858	8,770,858
Total – Revenues	\$9,922,475	\$10,246,441	\$9,570,784	\$9,373,461	\$9,373,461
Local Tax Funding					
Public Works	\$3,647,949	\$3,308,277	\$3,057,855	\$3,187,801	\$3,247,916
Facilities Support	23,336,826	26,728,812	27,579,267	32,201,683	32,649,014
Fleet Management	1,893,694	4,048,539	4,328,249	4,592,137	4,652,680
Management Support Services	2,146,501	3,701,474	2,204,827	2,800,046	2,873,297
Water and Environmental	351,372	1,752,740	2,072,542	2,118,332	2,165,338
Waste Management	1,672,098	1,357,991	943,698	990,754	563,304
Total – Local Tax Funding	\$33,048,440	\$40,897,834	\$40,186,439	\$45,890,754	\$46,701,549
FTE					
Public Works	21.00	20.00	14.00	15.00	15.00
Facilities Support	45.00	54.00	59.00	61.00	61.00
Fleet Management	6.00	6.00	6.00	7.00	7.00
Management Support Services	16.00	17.00	16.53	17.53	17.53
Water and Environmental	3.00	3.00	10.00	10.00	10.00
Waste Management	23.73	26.73	28.20	32.00	32.00
Total – FTE	114.73	126.73	133.73	142.53	142.53

¹ Sums may not equal due to rounding.