

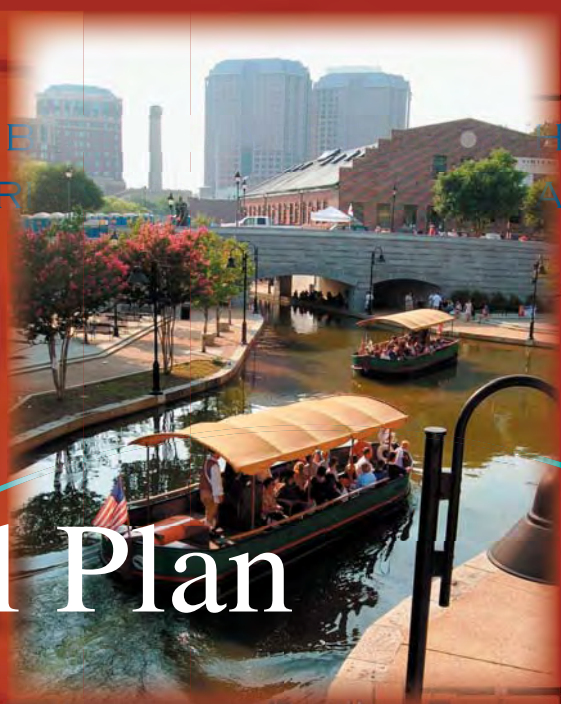
CITY OF RICHMOND, VIRGINIA

ADOPTED

Biennial Fiscal Plan

FISCAL YEARS 2012 AND 2013

MOVING TOWARDS A TIER ONE CITY



ARCHITECTURAL RENDERING, MARTIN LUTHER KING JR. MIDDLE SCHOOL

THE OFFICE OF THE MAYOR
presents

ADOPTED BIENNIAL FISCAL PLAN

Fiscal Years 2012 and 2013

The Honorable
Dwight C. Jones
Mayor
The City of Richmond, Virginia



Moving Towards A Tier One City

MARTIN LUTHER KING JR. MIDDLE SCHOOL

CITY OF RICHMOND, VIRGINIA

ADOPTED

Biennial Fiscal Plan

Fiscal Years 2012 and 2013

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Chief Administrative Officer

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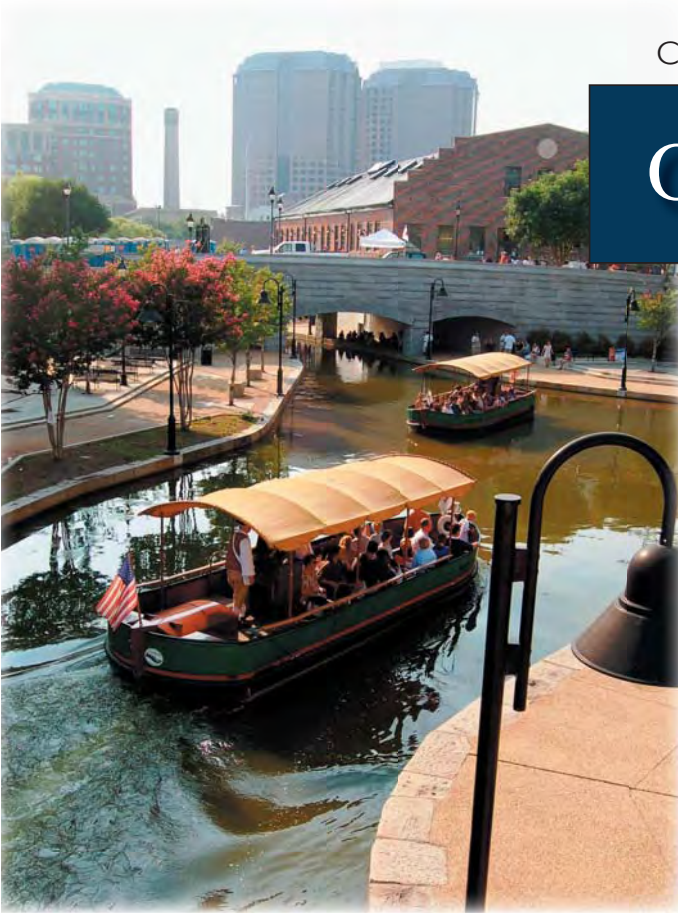
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(September 27, 1952-June 7, 2011)

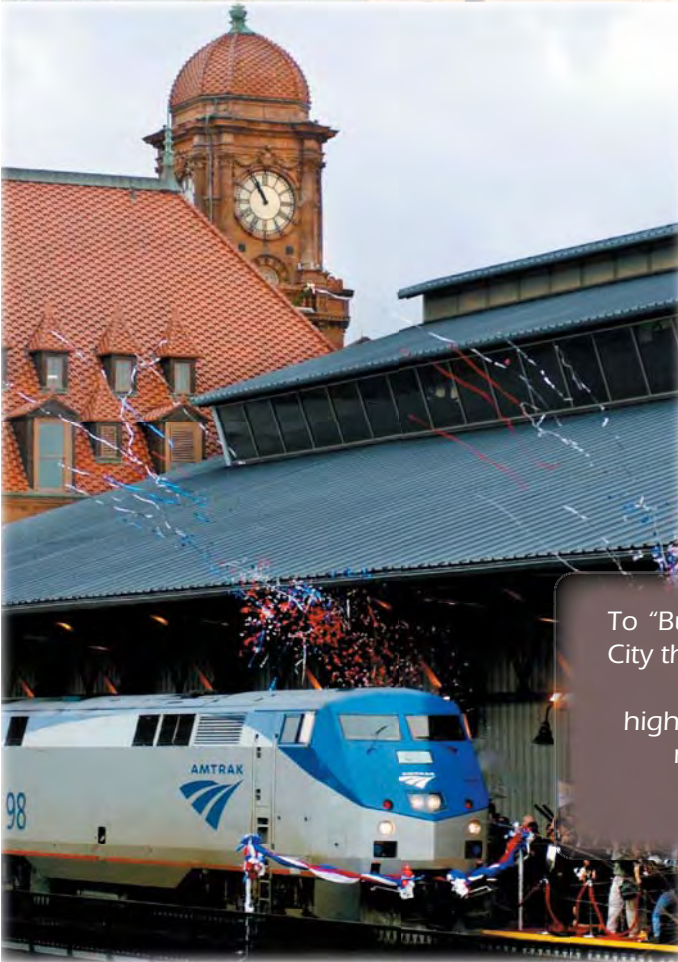
for his many contributions to the production of this document and to the Department of Budget & Strategic Planning

Our Vision



To become a "Tier One City" characterized by:

- ◆ Safety
- ◆ Well Managed Government
- ◆ Broad Based Education
- ◆ Prosperous Economy
- ◆ Competitive Cost of Living
- ◆ Urban Development
- ◆ Beautiful, Clean City
- ◆ Multi-Modal Transportation System
- ◆ Access by all to Quality Healthcare
- ◆ Social and Business Features
- ◆ Diverse and Inclusive Communities
- ◆ Vibrant Downtown
- ◆ Family Friendly Environment
- ◆ Regional Collaboration



Mission

To "Build a Better Richmond", by creating a Tier One City that offers a safe, supportive and culturally diverse environment with world-class education, high performance government operating with fiscal responsibility, access to health care, thriving economic development, and inclusive and unique neighborhoods.

...to Build A Better Richmond



Richmond City Council

The Voice of the People

Richmond, Virginia

2009-2012 Members



The Honorable Kathy Graziano
President, Richmond City Council
Councilwoman, Southwest 4th District



The Honorable Ellen F. Robertson
Vice President, Richmond City Council
Councilwoman, Gateway 6th District



The Honorable Bruce W. Tyler
West End 1st District
Councilman



The Honorable Charles R. Samuels
North Central 2nd District
Councilman



The Honorable Chris A. Hilbert
Northside 3rd District
Councilman



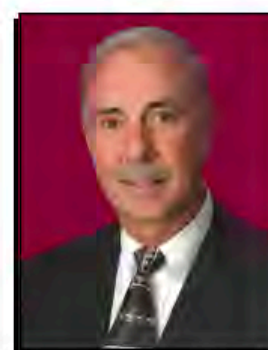
The Honorable E. Martin Jewell
Central 5th District
Councilman



The Honorable Cynthia I. Newbille*
East End 7th District
Councilwoman



The Honorable Reva M. Trammell
Southside 8th District
Councilwoman



The Honorable Doug G. Conner, Jr.
South Central 9th District
Councilman

Note: Ms. Newbille was elected in a special election on 11.3.09 to fulfill remaining term for that voter district. She was sworn-in on 11.9.09

Governing Body of Richmond, Virginia

Richmond City Council

Governing Body of Richmond, Virginia, U.S.A.

2009-2012 MEMBERS BY RICHMOND VOTER DISTRICT

Richmond City Council

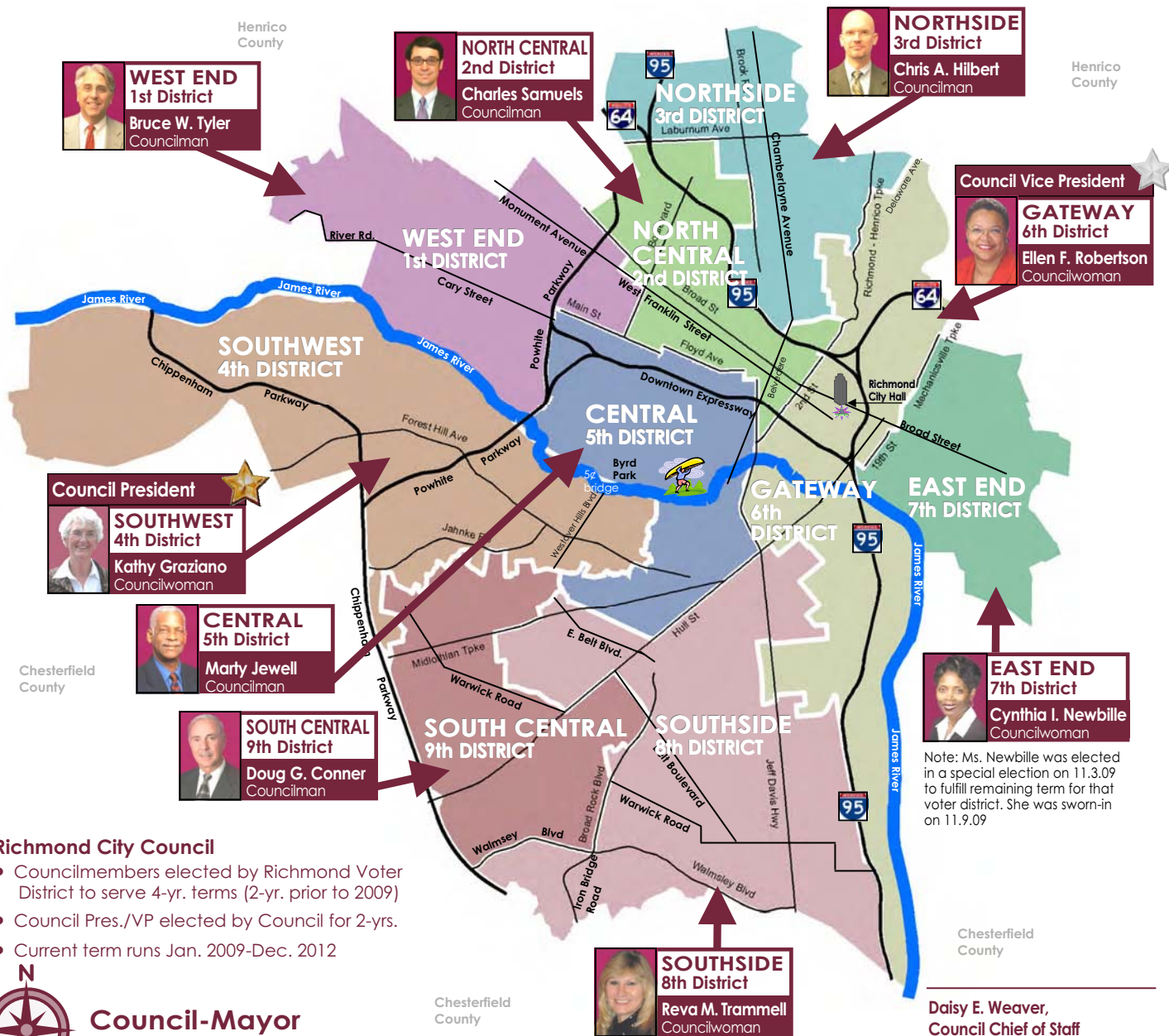
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Richmond City Council

The Voice of the People

Richmond, Virginia



Richmond City Council

- Councilmembers elected by Richmond Voter District to serve 4-yr. terms (2-yr. prior to 2009)
- Council Pres./VP elected by Council for 2-yr.
- Current term runs Jan. 2009-Dec. 2012



Council-Mayor form of government

Approx. scale

MISSION

The mission of Richmond City Council is to represent citizens in creating and amending local laws, providing government policy and oversight, and approving the city budget.

VISION

Richmond City Council is committed to creating a vibrant community that is a great place to live, work, learn, play, love, visit, and raise a family.

Daisy E. Weaver,
 Council Chief of Staff
 Office of the Council Chief of Staff

Richmond City Council Offices at the Council Chief of Staff - Public Information (rev. 3/11/12)

The City of Richmond At A Glance

The City of Richmond - History, Growth and Progress

In 1607, Captain Christopher Newport first led English explorers to what later would become the City of Richmond, named after a suburb of London, England. By 1644, construction of Fort Charles began attracting many new settlers to the area and soon the community grew into a bustling trading post for furs, hides and tobacco.

Richmond was founded in 1737 by Colonel William Byrd II. Byrd inherited land on the north and south sides of the James River and was known as the “Father of Richmond.” In 1741, Byrd and his friend William Mayo developed a map of Richmond and the first lots were sold. Richmond became incorporated as a town in 1742 with a population of 250.

In early 1780, the State Capitol was temporarily moved to Richmond from Williamsburg. The Virginia General Assembly was looking for a central location with more protection from British invasions. In May 1782, eight months after the British surrendered at Yorktown, Richmond became the new capital of Virginia. On July 19, 1782, Richmond’s City Charter was adopted.

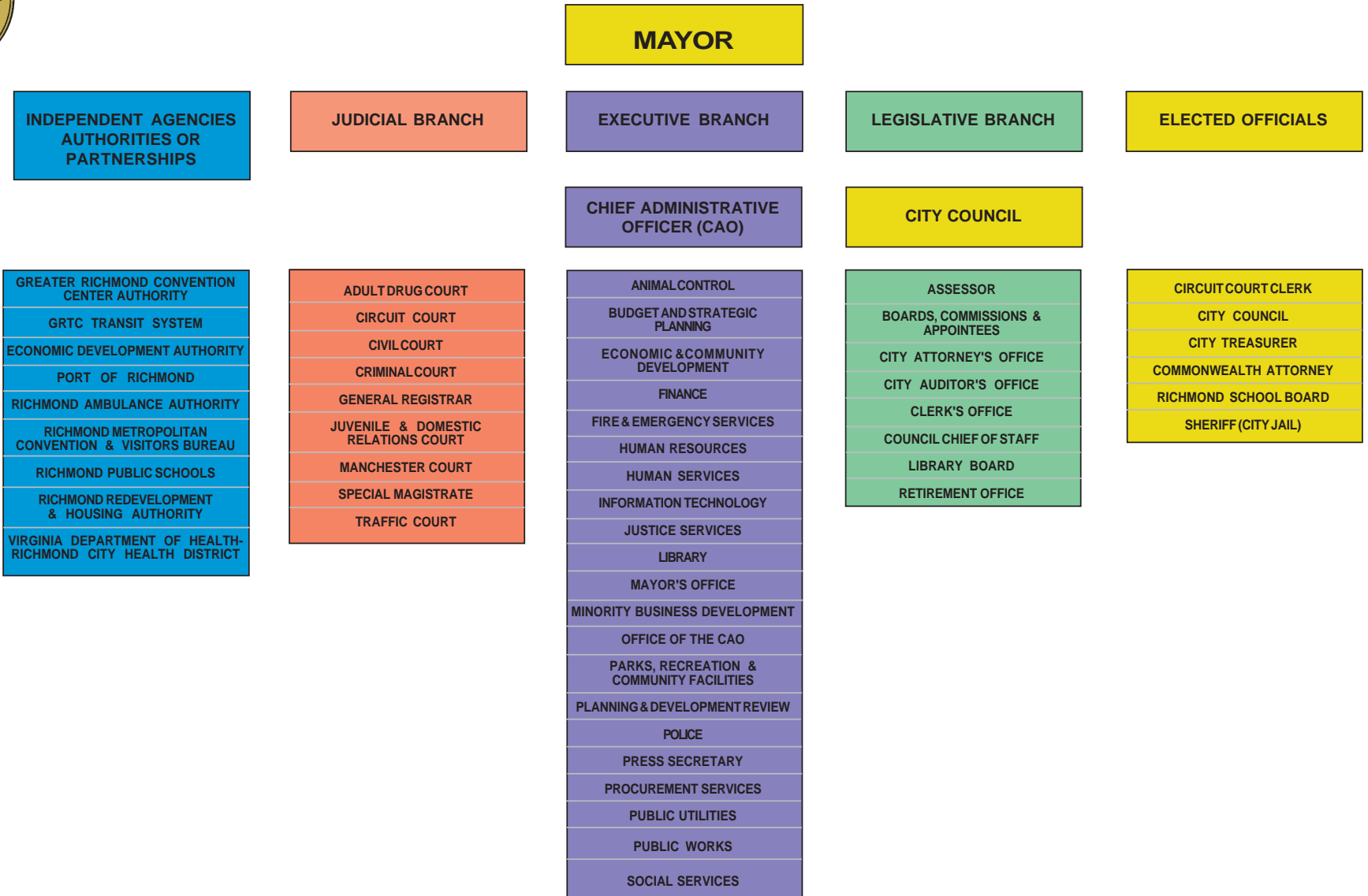
While evidence of a rich history is evident throughout the capital city, Richmond is proud to offer modern-day opportunities to its estimated 204,000 citizens (Weldon Cooper Center for Public Service). Throughout its 62.5 square miles, the City offers a diversified employment base that extends from chemical, food and tobacco manufacturing to banking, biotechnology, semiconductors and high-tech fibers. Richmond consistently ranks among “Best Places to Live and Work in America” in several national publications. While offering easy access to the ocean, mountains and Washington, D.C., Richmond features a broad array of local attractions, including several museums, numerous sports and entertainment venues, outdoor pursuits throughout one of the nation’s largest river park systems, a vast array of historic landmarks, its own symphony, professional ballet and opera, as well as several prominent universities.

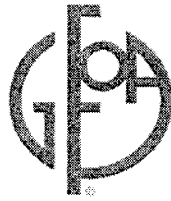
The City of Richmond continues to grow and look toward the future. With Mayor Dwight C. Jones’ plan, “Building a Better Richmond,” as the guideline for future growth, Richmond can look forward to improving the lives of its citizens by making advances in early childhood development, child and adolescent healthcare, school success, increased efficiency and coordination, youth and family success, public safety, neighborhoods, transportation and economic vitality.

For more information about the City of Richmond, please visit www.richmondgov.com.



CITY OF RICHMOND ORGANIZATION OF LOCAL GOVERNMENT 2011 - 2012





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Richmond
Virginia**

For the Biennium Beginning

July 1, 2009

President

Executive Director

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MAYOR'S MESSAGE

March 31, 2011

The Honorable City Council of Richmond, Virginia

Dear Colleagues:

I respectfully submit to you the City of Richmond's 2012-2013 Biennial Fiscal Plan and Capital Improvement Plan. The responsibility of preparing a fair and balanced budget during these lean economic times is no less significant today than it was when I presented my first biennial budget just two years ago at the start of this administration. The enormous costs of the country's financial crisis and lagging economy has continued to force hard choices and this Plan reflects our priorities as well as those focused efforts that are positioning us to become a Tier One City.

With each budget submittal of this administration, and the accompanying economic challenges of this time, our philosophy has been clear and consistent; it would be fiscally irresponsible to tax our way out, and socially irresponsible to cut our way out. A responsible and progressive approach is to make strategic investments in our people, our infrastructure and our future while simultaneously identifying operational efficiencies. Like many Richmond families, we have worked to do more with less.

As we position ourselves for the future, I continue to make economic development and job creation a priority. When you review these Plans, you will see a clearly defined approach based on outcome-based budgeting principles and that offers transparency and simplicity to the reader. Last year we emphasized this outcome-based approach, and the plans I submit to you today follows through on that strategy.

We are literally "Building a Better Richmond." We will break ground on an additional two schools this year and a new justice center. There are continued investments in our infrastructure, paving programs are moving forward, youth programs and workforce initiatives are growing, and neighborhood revitalization is being generated by aggressive economic and community development strategies.

Our two-year plan for the general fund budget totals \$1.4 billion. For the first fiscal year (FY 2012), the planned spending totals \$656.6 million with the remainder dedicated to the Rainy Day fund balance. For the second year, FY 2013, the planned spending totals \$657.2 million with the balance falling to fund balance. One of the key goals of the Fiscal Plan is to increase our fund balance with an eye towards a ten percent rainy-day fund balance.

Our five-year capital plan totals \$807.1 million with FY 2012 including \$193.8 million in capital improvements. For projects funded from the general fund or with general obligation debt in FY 2012, the construction of the four new schools and Justice Center consume \$63.1 million or 61 percent of the appropriations.

Tax revenues are expected to be level with our current adopted budget in FY 2012 and grow only slightly in the second year. The good news in our revenue outlook is that the reserves we set aside last year and additional one-time revenues in the current fiscal year will allow us to continue to forge ahead in implementing initiatives in the seven focus areas. This Plan proposes using these one-time revenues for one-time actions.

The Biennial Fiscal Plan submitted today includes no tax increases - even as real estate assessments are forecasted to decline by 5 percent - and no furloughs or layoffs.

Spending priorities include the following:

- Continued commitment to K-12 education:
 - \$123.8 million dedicated each year to Richmond Public Schools
 - \$57.6 million recommended in capital spending to pay for the construction of four new schools and other school-related projects
 - Consolidation of grounds maintenance as our next step on ongoing efficiencies and productivity improvements;
- A \$1,000.00 bonus for all eligible full-time City employees in July 2011;
- Covering health care cost increases in FY 2012 for employees and retirees so that participants pay the same next year as they do this year;
- Aggressive implementation of alternatives to incarceration including:
 - increased electronic monitoring,
 - the mental health docket,
 - substance abuse services, and
 - an assessment center;
- More than a 100 percent increase in Enterprise Zone Program funding as well as additional funding for the Commercial Area Revitalization Effort (CARE) loan program that support economic growth;

- Investment in the Enterprise Resource Plan (ERP) system which will create efficiencies, savings, and improved business processes for administrative functions throughout the City;
- Business requirements and system planning funding for a new Customer Relationship Management system to support our 311 and MPACT programs;
- Funding for tourism and bicycle coordinator positions along with two positions dedicated to employee wellness and training. Even with these four new positions and the absorption of nine positions from Richmond Public Schools, the overall personnel complement has dropped from 4,028 positions in FY 2009 to 3,858 proposed in FY 2012;

For the CIP, the following priorities are included:

- Investment of FY 2012 general fund cash totaling \$5.8 million for demolition and blight abatement as well as fleet replacement;
- Increased funding for roadway improvements including pavements; one-way street conversions for two-way traffic; sidewalks; pedestrian and bicycle trails and paths;
- Final design and construction funding for the Justice Center along with the four new schools; and
- Adoption of a five-year equipment replacement strategy for needed equipment, including heavy fire apparatus, police vehicles, mobile data networks, and technology on our desktops.

Outcome-Based Budgeting

While there may be questions about the timing of implementing an outcome-based budget and initiatives resulting from our seven strategic focus areas during these challenging fiscal times, this is the opportune time to make changes in how we spend taxpayer dollars.

Developing these Plans has been a collaborative process and we've followed an aggressive and strict budget calendar which was developed along with City Council. Our strategic planning efforts as well as Council's identified core issues that needed to be addressed – de-concentration of poverty, expansion of the tax base, workforce development - have all been considered and have informed our decisions in this budget. We also reached out and asked our citizens, our employees, and our business leaders "What do you see as the priorities? Where should the City spend taxpayer's hard earned dollars?" The answers were very clear.

Our citizens said that crime and safety as well as education, training and workforce development are top priorities. Our employees said that keeping health care costs reasonable was their priority. Our fiscal plan balances these priorities with other funding demands.

Focus Area Initiatives that Will Build a Better Richmond

It would have been relatively easy in these economic times to keep the status quo. Instead, we have forged ahead and defined and outlined strategies measures in seven focus areas where resources should be directed to become a Tier One City. This Administration did the hard work of defining each area, determining how to measure performance, and then prioritized initiatives within and between focus areas. We have shared the specific outcomes of this effort during the last two months. The initiatives are all important, but our budget simply cannot afford them all. Our work is not done and we will continually evolve and improve.

The next few paragraphs summarize each strategic focus area and more details can be found throughout the Fiscal Plan and CIP. I do not want to suggest that each of these priorities is funded in this Fiscal Plan or CIP. However, as you read these brief summaries and the Plan you will clearly see the interrelationships and support they provide to each other.

Unique, Healthy and Inclusive Communities and Neighborhoods. Affordable and diverse housing options in livable neighborhoods are an important part of becoming a Tier One City. This approach would include a mix of different income levels and housing options available within a healthy and inclusive community. This includes both residential and commercial properties and access to important services such as healthcare, libraries, schools and community service centers within a certain walking distance to neighborhood. The top priorities are the construction of the four new public schools, the expansion of providing key City services in neighborhood locations with the Eastview Initiative, and addressing the nearly 2,400 blighted properties in the City.

A first step in the Eastview Initiative is the shift of caseworkers from City Hall and into this community. The Seven Hills Nursing Home will be converted to work space for the delivery of social services and workforce development programs. We will continue to work with the neighborhood civic associations to prioritize specific needs. During FY 2012, we will also be conducting a corridor study of Mechanicsville Turnpike to provide direction for our next steps.

Economic Growth. Creating and retaining jobs as well as stimulating investment in neighborhoods and businesses, generates the revenues necessary to fund vital municipal services. The top priorities are funding the Enterprise Zone Program, developing a comprehensive marketing and outreach plan, implementation of an enterprise zone tax development program, and the establishment of an economic development opportunity fund. This budget includes a doubling of the Enterprise Zone Program funding, a tourism position, as well as investment in the CARE Program.

Community Safety & Well Being. Providing public safety resources and infrastructure investment, along with actions including the reduction in blighted properties and improved community services, improves the quality of life and the perception of the City as a safe and exciting place to live, work, and play. The most important priority for keeping our communities safe is ensuring that our emergency responders have the tools and resources they need to do their jobs. This includes investment in the City's emergency response infrastructure; including enhancement of an 800 Mhz radio system, improvements to the Emergency Communications Center, and deployment of mobile data networks in both Police and Fire.

As part of the Eastview Initiative, Police and the Department of Justice Services will focus on drug interdiction, teen violence, and public safety education and awareness programs. In addition, the maintenance and expansion of the violence free zones at Armstrong High School and George Wythe High School are funded. While organizationally within the economic and community development portfolio, other actions are also critical – proactive and targeted Code enforcement, blight abatement, and housing rehabilitation - and will occur during FY 2012 as well.

Transportation. Enhancing transportation - especially regional transportation needs transportation - is a broad strategic area which includes maximizing public transit and passenger rail to ensuring adequate pedestrian and bicycle connections. The Pedestrian, Bicycle, and Trails Planning Commission provided a clear path for expanding transportation alternatives and a bicycle coordinator position has been created.

The top priorities in this focus area are funded including matching funds for Phase 3 of the Main Street Station; the rehabilitation of more than 100 lane miles of roadway each year; and converting some streets from one-way to two-way traffic. The Cannon Creek Greenway, a public/public partnership, will also move forward with support from the National Guard. Funding is also included in the CIP to improve sidewalks and create shared bike and vehicle travel lanes (sharrows) throughout the City. Lastly, the budget does include a set aside for increased fuel costs for GRTC as costs continue to escalate. At the same time, GRTC is working with the City to gain efficiencies and lower costs through consolidation of facilities and conversion to CNG buses.

Education & Work Force Development. Ensuring that our workforce has the proper training and education is integral to our growth and our future. Developing a well-educated, well-trained workforce positions us to ensure that we maintain a strong and prosperous economy. In this focus area, the alignment of current federal and local social service programs to feed into the workforce development network is the lynchpin to success. Coordination of all City workforce programs with the Richmond Redevelopment and Housing Authority and other businesses is critical to ensure substantial outcomes with a minimum of duplicated efforts.

Another top priority is to improve young children's readiness for school, including increasing the quality and availability of child care in the city and enhancing parenting and health programs to support sound child development. The City will

assume a leadership position by establishing the first child care center for City employees emulating the successes of other public and private employer models. The third area is the establishment of a City-wide, cross-functional strategy to reduce truancy and examine reasons for dropping out.

Sustainability. Protecting our air and water quality, as well as preserving land and energy creates long-term savings and is a key to ensuring human health as well as fiscal health in our City. In this Focus Area, the implementation of an integrated solid waste strategy to identify potential programs and cost options that reduce trash tonnage and increase recycling is critical. Aging City facilities will have an energy conservation program implemented as well as a Building Management Automation (BMS) system, which will balance and manage use of costly HVAC, electrical, lighting and other energy sources in City facilities

Well Managed Government. The FY 2010 budget included a number of efficiencies and strategies related to well-managed government – consolidation of printing services and the implementation of an aggressive tax compliance plan. The resulting increased revenue and savings allows us to fund needed services. Providing effective and efficient City services that are accessible, transparent, responsive, and accountable remain a priority. During the next two years, implementing the ERP is a top priority and will streamline financial and administrative functions and result in substantial costs reductions. Low cost measures, including the revamping of the annual citizen survey, will assist us in understanding the priorities in our neighborhoods and communities. Lastly, from existing resources, an independent, internal consulting group reporting to the CAO, will conduct evaluations and business process reviews based on consistent and sound return on investment methodologies.

Capital Improvement Plan

This CIP reflects the City's strong commitment to needed infrastructure and on-going needed capital improvements. The projects included are intertwined with the City's focus on economic growth, transportation, community development and redevelopment, well-managed government, and public safety. The CIP also incorporates best practices found in other Triple AAA municipalities within Virginia and the nation.

As the CIP developed, several policy priorities, including pay-as-you-go funding for projects, commitment to the seven strategic focus areas, and adherence to the City's debt policies were considered. These priorities built upon continued "scrubbing" of CIP projects which began last year and incorporating realistic cash flow models for individual projects.

For FY 2012, eleven percent of the general fund CIP funding is from pay as you go sources. This level of pay as you go funding commitment during a period of flat general fund revenues demonstrates our commitment to addressing goals we have established for to achieve the reputation of a Tier One City.

Strategic planning and outcome based budgeting also facilitated project decision-making. The seven focus areas and their initiatives are clearly embedded in the project recommendations, including:

- Demolition and Blight Abatement (Unique, Healthy and Inclusive Communities and Neighborhoods)
- Eastview Initiative (Unique, Healthy and Inclusive Communities and Neighborhoods)
- One-Way Street Conversion (Transportation)
- 800 MHz Next Generation Radio System (Community Safety and Well-Being)
- Enterprise Resource Planning (ERP) System (Well-Managed Government)
- Bike Lanes (Sharrows) (Transportation)
- Roadway Resurfacing (Transportation)

For the City's utilities, gas utility pipe and other infrastructure replacements are the largest planned cost with sanitary sewers as well as water plant and pumping improvements also driving the planned spending. Of the \$488.6 million in planned spending, \$172.0 million is pay-as-you-go funding, with another \$15.8 million from low-interest, low-cost debt granted to the City by the federal or state government.

Fiscal Plan Policies

Lastly, I want to point out several key fiscal policies that are included in these Plans. Our collaboration in this area over the last year supports our Tier One City purpose.

As I committed to last year, a debt management policy review has been undertaken and a number of changes have been incorporated into the City's debt management strategy and this recommended CIP. These strategies are in keeping with other well-managed governments within the Commonwealth; particularly those rated Triple A by the three rating agencies. First, the City's Rainy Day (unassigned) fund balance will be incorporated into the calculation of the ten percent debt capacity. Other localities use a broader budget definition – general government – to calculate their debt capacity not just their general fund revenues. Therefore, the incorporation of the fund balance still remains a conservative model for this debt limit calculation. In addition, at least one Triple AAA Virginia locality uses the ten percent (10 percent) as a planning cap with an absolute ceiling of eleven percent (11 percent).

Next, the current 7.5 percent total taxable real estate value measure will be reduced to five percent while the 7 percent of per capita income policy will remain as is. Lastly, the City will utilize a combination of 30-year, 25-year and 20-year general obligation bonds to finance its CIP. Again the review found that it is not uncommon for Triple A rated localities to issue bonds of different terms with the deciding factor being the useful life of the building infrastructure.

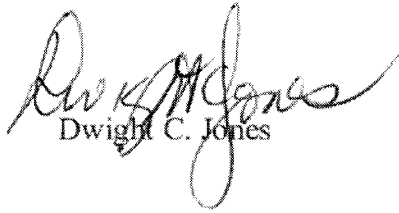
In addition, these Plans strategically incorporate the use of prior year reserves and budgetary surpluses to meet one-time spending. As part of the FY 2010 fiscal year end

process, a total of \$16.6 million was reserved from the general fund. These reserves included \$2.9 million for personnel benefit adjustments and \$1.8 million for health care reserves that are budgeted in FY 2012 for the employee bonus and the health care escrow account as the City (along with Richmond Public Schools) moves to a self-insured health care program. Another \$12.6 million in expected FY 2011 budgetary surplus is committed to demolition, fleet replacement, and future debt service.

In closing, I wanted to extend my sincere gratitude to the City's citizens, businesses, employees, and elected representatives for their support and input into this fiscal plan. Leading up to this point, we have made significant progress as evidenced by the groundbreaking of two new elementary schools, the paving of almost 400 lane miles of city streets in two years, the overwhelming positive response to twice a year real estate billing, providing tax relief for our most vulnerable citizens, jobs for close to 500 children in the Mayor's Youth Academy, the completion of the City's comprehensive economic development strategy which opens the door to new sources of funding and economic growth, and a decline in our violent crime rate of 9 percent. We must keep this momentum for our city moving forward and the plan I've presented today sustains and builds upon the progress we've made.

I look forward to our continued work together.

Sincerely,



Dwight C. Jones

City of Richmond



DWIGHT C. JONES
MAYOR

March 31, 2011

The Honorable City Council of Richmond, Virginia

Dear Colleagues:

I respectfully submit to you the City of Richmond's 2012-2013 Biennial Fiscal Plan and Capital Improvement Plan. The responsibility of preparing a fair and balanced budget during these lean economic times is no less significant today than it was when I presented my first biennial budget just two years ago at the start of this administration. The enormous costs of the country's financial crisis and lagging economy has continued to force hard choices and this Plan reflects our priorities as well as those focused efforts that are positioning us to become a Tier One City.

With each budget submittal of this administration, and the accompanying economic challenges of this time, our philosophy has been clear and consistent; it would be fiscally irresponsible to tax our way out, and socially irresponsible to cut our way out. A responsible and progressive approach is to make strategic investments in our people, our infrastructure and our future while simultaneously identifying operational efficiencies. Like many Richmond families, we have worked to do more with less.

As we position ourselves for the future, I continue to make economic development and job creation a priority. When you review these Plans, you will see a clearly defined approach based on outcome-based budgeting principles and that offers transparency and simplicity to the reader. Last year we emphasized this outcome-based approach, and the plans I submit to you today follows through on that strategy.

We are literally "Building a Better Richmond." We will break ground on an additional two schools this year and a new justice center. There are continued investments in our infrastructure, paving programs are moving forward, youth programs and workforce initiatives are growing, and neighborhood revitalization is being generated by aggressive economic and community development strategies.

COUNCIL AMENDMENTS

General Fund Amendments

	Revenue	Expenditures
Mayor's Proposed Budget FY2012	\$708,978,500	\$708,978,500

Agency	Description of Amendments	
Assessor	Parking expenses	22,000
City Attorney	Special legal services - redistricting	30,250
City Auditor	Additional auditor position	75,000
City Auditor	Operating expenses for additional auditor position (computer & training)	2,000
City Clerk	Funding for one Council Administrative Project Analyst	56,000
City Clerk	Funds to implement the Security Plan developed by the City Security Supervisor for council meetings and offices that support them	10,000
City Council	Retirement Funds for City Council	(14,029)
City Council	Reinstatement of Retirement Benefits for City Council	53,000
Commonwealth Attorney Office ³	Increase Salary Supplement for Commonwealth's Attorney's Office staff	100,000
Economic and Community Development ⁵	Appropriate funds to the Affordable Housing Non CDBG Project Areas Special Fund	100,000
Economic and Community Development ¹	Studies to be performed by VCU's Planning Department with assistance and cooperation from Departments of Planning and Development Review and Economic and Community Development (Jeff Davis Corridor and adjacent areas)	5,000

General Fund Amendments

	Revenue	Expenditures
Mayor's Proposed Budget FY2012	\$708,978,500	\$708,978,500

Agency	Description of Amendments		
Finance	Additional Delinquent Tax Revenue collected in FY2011 that can be used in addition to the originally proposed FY2012 revenue sources.	1,000,000	
Non-Departmental Economic Development Consortium ⁸	Add funding for Fridays at Sunset to Non-Departmental Economic Development Consortium budget		50,000
Non-Departmental ²	Partnership for Smarter Growth (matching grant)		8,000
Non-Departmental	North Richmond YMCA		5,000
Non-Departmental ⁴	Passages Ex-Offender Program		25,000
Non-Departmental	Capital Area Partnership Uplifting People (CAPUP)		50,000
Non-Departmental	Storefront for Community Design		25,000
Non-Departmental ⁶	To the Bottom and Back (match grant)		13,750
Non-Departmental ⁷	Day Warming Services for the Homeless - funds to be administered by Richmond Social Services Department		83,000
Non-Departmental ⁷	Freedom House (Transportation - Conrad Center)		10,000
Non-Departmental	Fan Party Patrol		(7,500)

General Fund Amendments

		Revenue	Expenditures
Mayor's Proposed Budget FY2012		\$708,978,500	\$708,978,500
Agency	Description of Amendments		
Non-Departmental	Maymont Contribution		30,000
Non-Departmental	Memorial Child Guidance Clinic (Childsavers) Contribution		10,000
Non-Departmental Retirement	Contribution to Richmond Retirement System		493,529
Parks, Recreation & Community Facilities ⁸	Delete funding for Fridays at Sunset from Parks & Recreation Department Budget		(125,000)
Public Works	Providence Park Gateway Signage		2,000
Public Works	Delay Tree Inventory until FY2013		(183,000)
Richmond Public Schools	Chimborazo School - IB Program Application		15,000
Richmond Public Schools	Chimborazo School - Part-time CIS Volunteer Coordinator		28,000
Richmond Public Schools	George Mason School - Part-time CIS Volunteer Coordinator		28,000
Total City Council General Fund Amendments		1,000,000	1,000,000
City Council Adopted Budget FY2012		\$709,978,500	\$709,978,500

Agencies with superscript numbers are crossed referenced to the General Fund Description of Text Amendments section.

General Fund Amendments

	Revenue	Expenditures
Mayor's Proposed Budget FY2013	\$709,895,400	\$709,895,400

Agency	Description of Amendments	
Assessor	Parking expenses	22,000
City Auditor	Additional auditor position	75,000
City Clerk	Funding for one Council Administrative Project Analyst	56,000
City Clerk	Funds to implement the Security Plan developed by the City Security Supervisor for council meetings and offices that support them	12,000
City Council	Retirement Funds for City Council	(14,029)
City Council	Reinstatement of Retirement Benefits for City Council	53,000
Commonwealth Attorney Office ³	Increase Salary Supplement for Commonwealth's Attorney's Office staff	100,000
Economic and Community Development ⁵	Appropriate funds to the Affordable Housing Non CDBG Project Areas Special Fund	150,000
Non-Departmental	Vernon J Harris Health Clinic – Increase in FY13 to bring total to \$80,000	10,000
Non-Departmental	Fan Party Patrol	(7,500)
Non-Departmental	Maymont Contribution	30,000
Non-Departmental	Memorial Child Guidance Clinic (Childsavers) Contribution	10,000

General Fund Amendments

		Revenue	Expenditures
Mayor's Proposed Budget FY2013		\$709,895,400	\$709,895,400
Agency	Description of Amendments		
Parks, Recreation & Community Facilities ⁸	Delete funding for Fridays at Sunset from Parks & Recreation Department Budget		(125,000)
Public Works	Delay Tree Inventory until FY2013		183,000
Richmond Public Schools	Chimborazo School - Part-time CIS Volunteer Coordinator		28,000
Richmond Public Schools	George Mason School - Part-time CIS Volunteer Coordinator		28,000
Surplus\Savings from FY11 & FY12 General Fund ⁹	Unexpended and unencumbered funds from the General Fund budgets for Fiscal Years 2010-2011 and 2011-2012 be used first to ensure that the Fiscal Year 2012-2013 General Fund Budget is balanced.		(610,471)
Total City Council General Fund Amendments		0	0
City Council Approved Budget FY2013		\$709,895,400	\$709,895,400

Agencies with superscript numbers are crossed referenced to the General Fund Description of Text Amendments section.

General Fund Description of Amendments

Agency

Economic and Community Development	¹ The Department of Economic and Community Development will use funds to ensure completion of land use studies by Virginia Commonwealth University's Planning Department.
Non-Departmental	² Funding to be provided to the Partnership for Smarter Growth is contingent upon its matching the grant.
Commonwealth's Attorney	³ Funding intended to be used for additional compensation for recruitment and retention incentives to supplement Commonwealth Attorney's staff salaries.
Non-Departmental	⁴ Funding to be provided to Passages Ex-Offender Program is contingent upon its matching the grant.
Economic and Community Development	⁵ Affordable Housing Trust Fund - The administration is requested to provide an operational and governance strategy for affordable housing that considers inclusionary zoning.
Non-Departmental	⁶ Funding to be provided to To The Bottom And Back is contingent upon its matching the grant. Funds to be used in connection with service to cultural attractions.
Non-Departmental	⁷ The Department of Social Services shall administer funding provided for day warming services. The funding shall be used to reimburse Freedom House for costs it incurs in providing day warming services to the City's homeless population. During FY2012, the Administration is requested to submit a comprehensive homeless services plan. Upon acceptance of the plan by the Council, the Administration may consider using funds remaining in this appropriation to reimburse other organizations for the costs they incur in providing day warming services to the City's homeless population. All organizations reimbursed with funds from this appropriation shall document and provide to the City: i) using Homeward's Community Information System, demographic data showing how many individuals are served and whether such individuals have previously received services from organizations that provide aid to homeless persons; and ii) descriptions of all case management and other services for the homeless located at the site where the organization provides day warming services.
Non-Departmental	⁸ Funding for Fridays at Sunset will be provided through the Economic Development Consortium in collaboration with Venture Richmond.
General Fund Various Agencies	⁹ It is the intent of the Council that unexpended and unencumbered funds from the General Fund Budgets for Fiscal Years 2010-2011 and 2011-2012 be used first to ensure that the Fiscal Year 2012-2013 General Fund Budget is balanced.

Descriptions of Text Amendments with superscript numbers are crossed referenced to the preceding General Fund Amendments tables by Agency.

Capital Improvement Program

Description	FY2012	FY2013	FY2014	FY2015	FY2016	Five Year Total
Mayor's Proposed Appropriations	\$193,792,919	\$205,788,698	\$180,359,000	\$119,887,261	\$107,279,000	\$807,106,878
Difference Over / (Under)	2,600,000	(500,000)	(2,100,000)	-	-	-
Amended Appropriations	\$196,392,919	\$205,288,698	\$178,259,000	\$119,887,261	\$107,279,000	\$807,106,878

Remove funding for Traffic Direction Conversions Project in FY2012	(\$816,978)	-	-	-	-	-
Bring funding for sidewalks, curbs and gutters (Bellemeade) forward from FY2014 to FY2012	100,000	-	(100,000)	-	-	-
Increase funding for School Maintenance Project	816,978	-	-	-	-	-
Bring funding for Schools ADA (Americans with Disabilities Act) forward from FY2013 and FY2014 to FY2012.	2,500,000	(500,000)	(2,000,000)	-	-	-
Total Adjustment:	\$2,600,000	(\$500,000)	(\$2,100,000)	-	-	-

Special Fund Amendments

		Revenue	Expenditures
Mayor's Proposed Budget FY2012		<i>\$97,639,891</i>	<i>\$97,639,891</i>
Agency	Description of Amendments		
Economic and Community Development	General funds to be appropriated to the Affordable Housing Non CDBG Project Areas Special Fund	100,000	100,000
Total City Council Special Fund Amendments		100,000	100,000
City Council Approved Budget FY2012		\$97,739,891	\$97,739,891

BUDGET AT A GLANCE

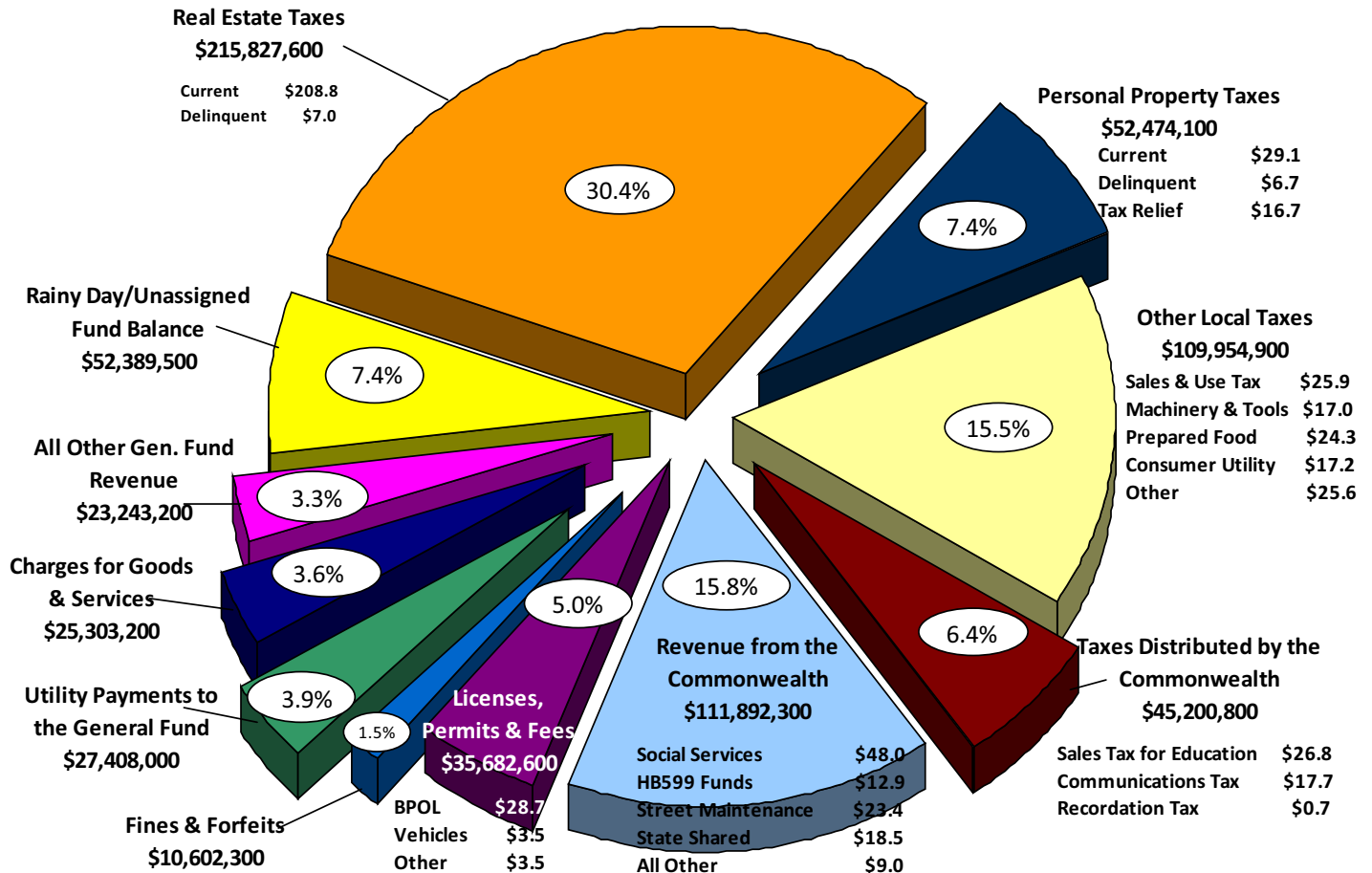
GENERAL FUND REVENUE

FY 2012 revenue is projected to be \$709,978,500, including \$52,389,500 in rainy day/unassigned fund balance. When this balance is subtracted, total revenue (\$657.6 million) is projected to be an increase of \$20,284,734 or 3.2 percent over the FY 2011 Adopted Budget. FY 2013 approved revenue is projected to be \$709,895,400, a decrease of \$83,100 or 0.01 percent from the FY 2012 Adopted Budget. Tax rates are unchanged from the FY 2011 Adopted Budget, although Real Estate tax revenue is anticipated to decline from FY 2011 to FY 2012 as a result of a projected 5 percent decline in the assessed value of real property.

This is the first year in which the rainy day/unassigned fund balance is reflected as a resource available to the City in the budget. The adopted expenditures maintain the full rainy day/unassigned fund balance in FY 2012 and increase the unassigned fund balance to \$52.7 million in FY 2013.

FY 2012 Adopted General Fund Revenue \$709,978,500

(subcategories in millions)

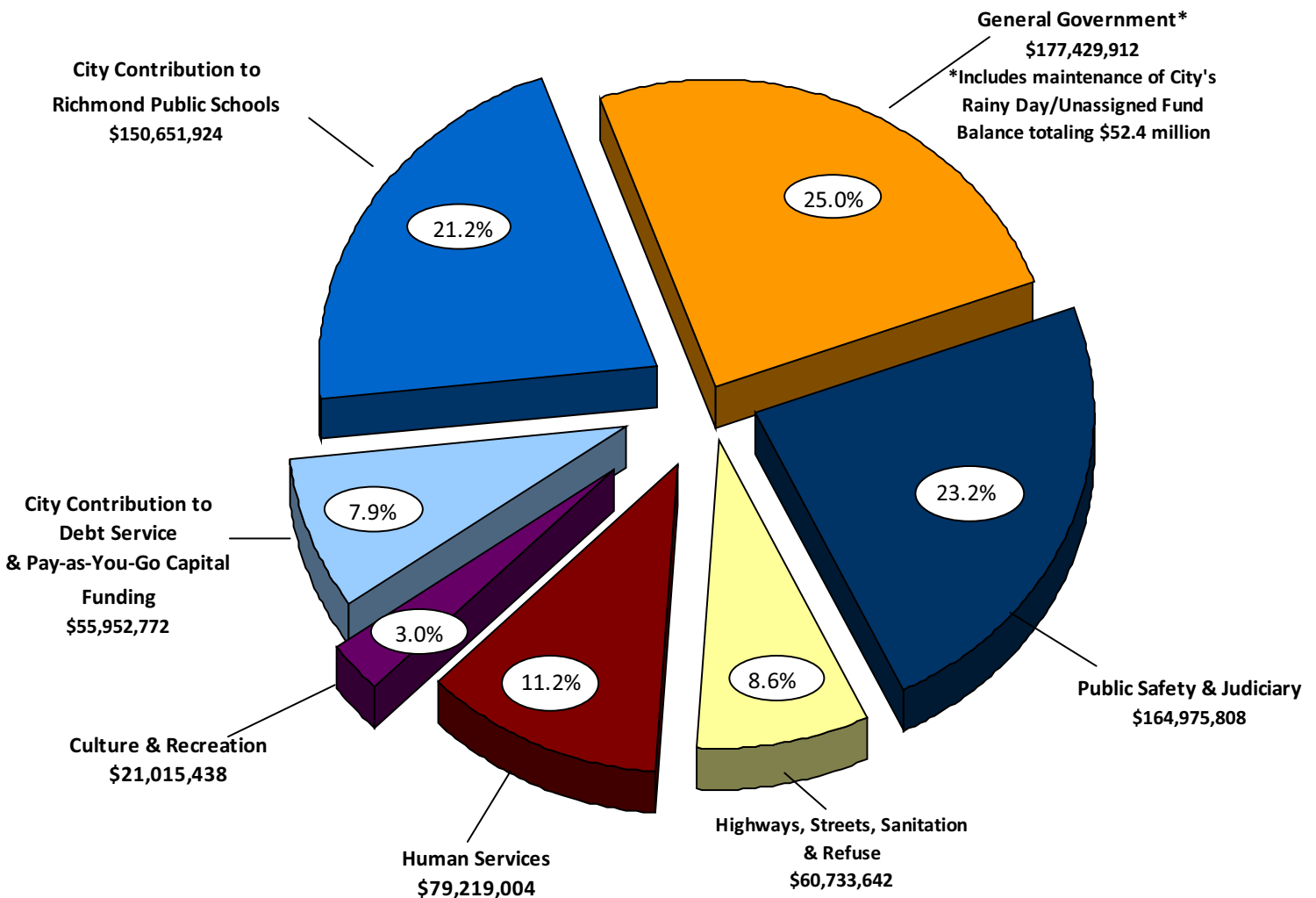


GENERAL FUND EXPENDITURES

FY 2012 Adopted General Fund expenditures, including maintenance of the City's rainy day/unassigned fund balance, are \$709,978,500. Without the unassigned fund balance, expenditures total \$657.6 million, an increase of 3.2 percent over the FY 2011 Adopted Budget. FY 2013 Approved expenditures total \$709,895,400, a decrease of \$83,100 from FY 2012. Not including the unassigned fund balance, the FY 2013 Approved figure is \$657.2 million.

This is the first year in which the rainy day/unassigned fund balance is included in the non-departmental expenditure budget. The adopted budget maintains the full rainy/day unassigned fund balance in FY 2012 of \$52.4 million in FY 2012. The FY 2013 approved budget increases rainy day/unassigned fund balance by \$286,500 or 0.55 percent to \$52.7 million.

FY 2012 Adopted General Fund Expenditures \$709,978,500



BUDGET AT A GLANCE

General Fund Expenditures: Summary by Agency

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
General Government					
Assessor	2,995,405	2,860,193	2,966,830	3,028,610	3,061,633
Budget and Strategic Planning	1,036,007	984,646	1,126,002	1,176,395	1,185,771
Chief Administrative Officer	1,221,530	1,072,921	1,015,211	1,391,570	1,397,594
City Attorney	2,371,791	2,311,048	2,389,939	2,275,423	2,222,027
City Auditor	1,778,387	1,732,844	1,588,791	1,825,747	1,769,586
City Clerk	750,602	740,281	752,921	812,745	818,460
City Council	1,435,174	1,194,798	1,177,300	1,305,199	1,263,083
City Treasurer	189,543	200,132	206,847	170,937	172,423
Council Chief of Staff	1,017,652	879,121	881,524	879,861	839,204
Economic and Community Development	1,855,485	1,718,523	3,848,841	3,140,178	3,034,008
Finance	8,494,277	8,184,646	8,363,056	22,344,249	21,668,230
General Registrar	1,406,641	1,159,105	1,350,631	1,580,650	1,573,083
General Services	16,651,379	11,681,027	-	-	-
Human Resources	2,989,152	2,754,445	2,620,755	2,903,254	2,792,167
Information Technology	14,815,063	13,764,006	17,591,518	18,924,841	16,985,419
Mayor's Office	990,885	1,025,130	1,038,697	1,108,404	1,117,459
Minority Business Development	407,728	328,729	448,564	789,037	719,810
Non-Departmental*	48,711,441	46,454,003	48,883,824	103,421,882	99,503,602
Planning and Development Review	8,610,726	7,769,545	8,057,346	8,538,356	8,458,494
Press Secretary	436,319	433,722	485,506	483,357	487,072
Procurement Services	1,233,596	1,068,368	1,174,474	1,329,217	1,333,427
Real Estate Services	541,334	483,035	-	-	-
Self Insurance	7,675,587	16,428,629	9,449,127	-	-
Subtotal: General Government	127,615,704	125,228,897	115,417,704	177,429,912	170,402,552
Public Safety & Judiciary					
Emergency Management	757,851	1,144,151	-	-	-
Fire and Emergency Services	42,487,707	39,688,356	40,034,228	39,731,279	42,009,141
Judiciary	9,380,944	8,976,429	9,184,181	9,405,278	9,490,679
Juvenile and Domestic Relations Court	405,999	375,741	472,499	475,193	473,198
Office of Animal Control	-	-	-	1,391,368	1,303,978
Police	83,180,599	79,382,850	80,053,441	82,843,541	84,516,947
Sheriff and Jail	30,612,425	29,493,037	31,130,359	31,129,149	31,518,990
Subtotal: Public Safety & Judiciary	166,825,525	159,060,564	160,874,708	164,975,808	169,312,933
Highways, Streets, Sanitation & Refuse					
Public Works	43,890,410	48,063,142	58,396,223	60,733,642	60,917,591
Subtotal: Highways, Streets, Sanitation & Refuse	43,890,410	48,063,142	58,396,223	60,733,642	60,917,591
Human Services					
Deputy CAO for Human Services	1,429,173	1,592,264	1,522,996	1,748,640	1,717,832
Justice Services	7,214,527	7,335,322	7,484,488	8,787,400	8,770,624
Social Services	70,981,928	60,938,394	70,803,214	65,472,058	65,206,318
Richmond City Health District	3,422,814	3,111,470	3,210,906	3,210,906	3,210,906
Subtotal: Human Services	83,048,442	72,977,450	83,021,604	79,219,004	78,905,680

BUDGET AT A GLANCE

General Fund Expenditures: Summary by Agency

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Culture & Recreation					
Richmond Public Library	5,192,718	4,964,309	5,138,908	5,220,846	5,252,907
Parks, Recreation, and Community Facilities	16,088,164	15,136,355	15,866,428	15,794,592	15,792,069
Subtotal: Culture & Recreation	21,280,882	20,100,664	21,005,336	21,015,438	21,044,976
Debt & Capital Pay-as-You-Go					
General Fund Transfer to Debt & Capital	52,132,779	49,389,151	49,457,345	55,952,772	58,212,250
Subtotal: Debt & Pay-as-You-Go	52,132,779	49,389,151	49,457,345	55,952,772	58,212,250
Education					
Richmond Public Schools (City Contribution)	159,155,815	151,332,379	149,131,347	150,651,924	151,709,889
Subtotal: Education	159,155,815	151,332,379	149,131,347	150,651,924	151,709,889
Non-Agency Specific Savings [⌘]					(610,471)
Total General Fund Expenditures	653,949,557	626,152,247	637,304,267	709,978,500	709,895,400

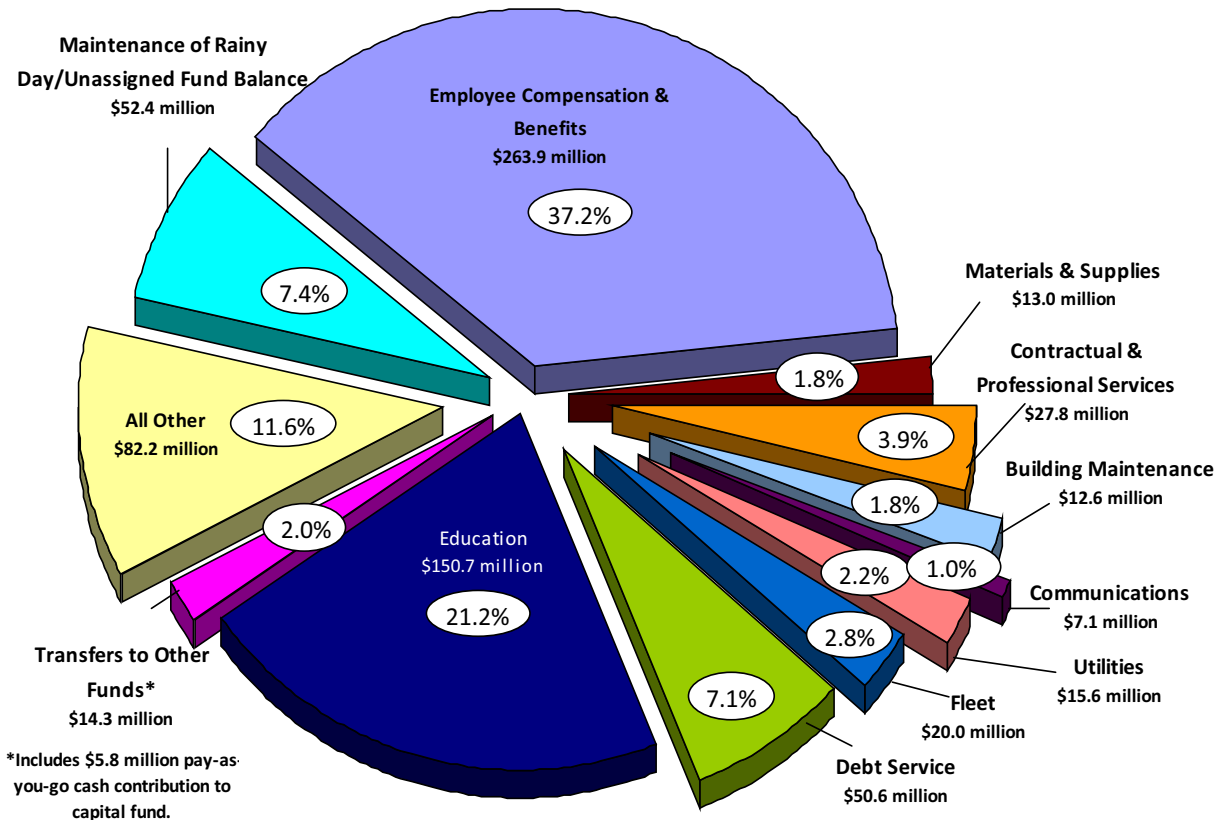
* The non-departmental expenditure budget includes the maintenance of the rainy day/unassigned fund balance. In FY 2012 the figure is \$52.4 million. FY 2013 maintenance of rainy day/unassigned fund balance is \$52.7 million.

[⌘] The FY 2013 Approved Budget includes a \$610,471 placeholder for savings to be identified and approved by City Council.

ESTIMATED EXPENDITURES BY USE (GENERAL FUND)

Estimated Expenditures by Use: General Fund					
Expenditure by Type	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Employee Compensation & Benefits	255,180,360	248,569,644	254,234,393	263,856,068	260,905,762
Materials & Supplies	10,576,596	9,421,975	12,417,562	12,969,511	12,024,725
Contractual & Professional Services	19,937,404	32,699,120	19,587,618	27,802,540	26,782,298
Building Service, Maintenance, Repair & Equipment	13,188,621	11,151,124	11,704,890	12,612,816	12,463,738
Communications	7,257,404	6,030,183	6,754,226	7,073,127	7,049,655
Utilities	16,389,569	14,693,806	15,451,187	15,632,626	16,051,615
Fleet	19,048,178	19,636,204	18,162,395	19,953,250	20,851,059
Debt Service	52,132,779	49,389,151	49,457,345	50,552,772	58,212,250
Education	159,155,815	151,332,379	149,131,347	150,651,924	151,709,889
Transfers to Other Funds	19,207,564	14,123,016	10,095,416	14,170,422	9,748,040
All Other	81,901,400	69,105,514	90,307,888	82,313,898	81,420,369
Rainy Day/Unassigned Fund Balance	N/A	N/A	N/A	52,389,546	52,676,000
Grand Total: General Fund Expenditures	653,975,690	626,152,116	637,304,267	709,978,500	709,895,400

FY 2012 GF Expenditures by Use \$709,978,500

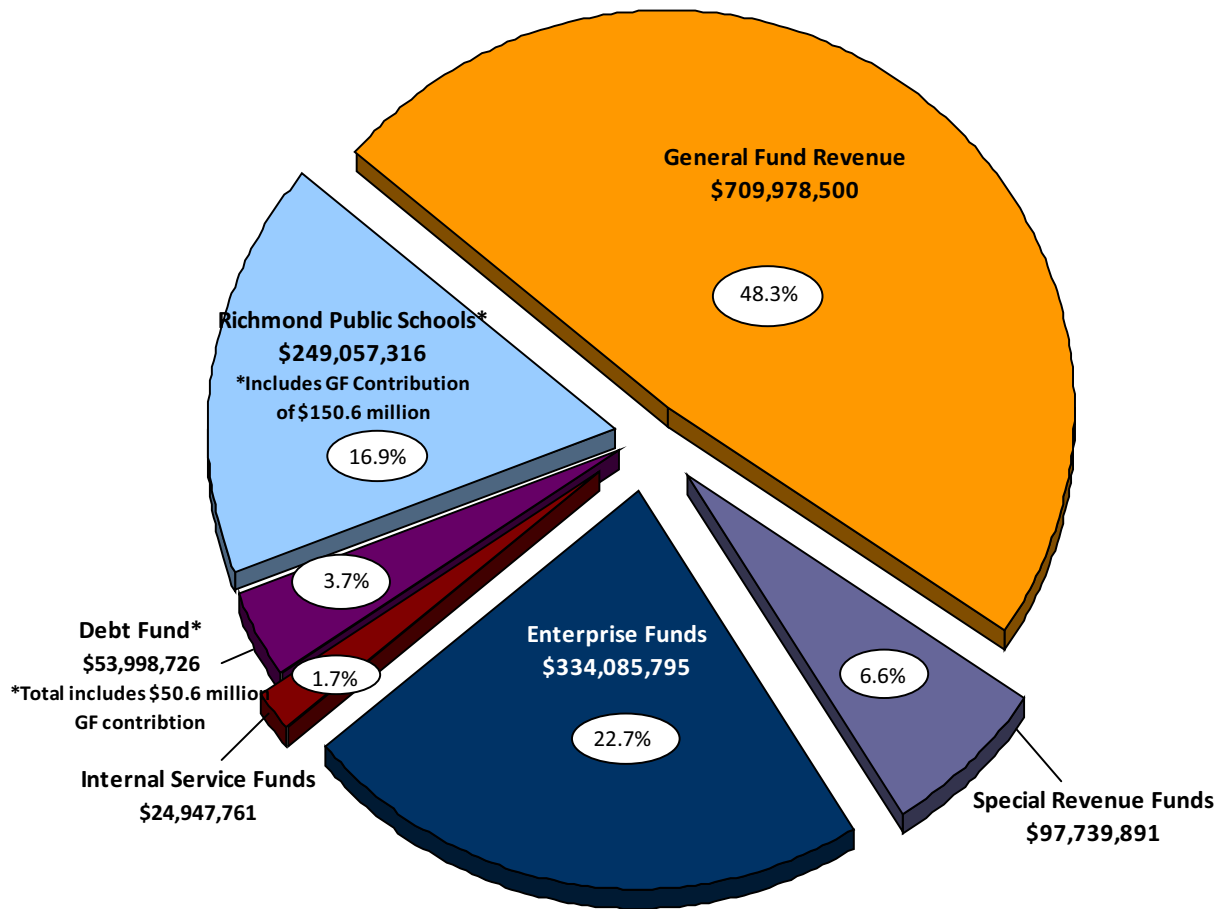


ESTIMATED REVENUES BY SOURCE (ALL FUNDS)

The following table presents revenue by fund type in the Adopted Biennial Fiscal Plan, and compares these figures with the FY 2011 Adopted revenue estimates and the FY 2010 actual revenues.

Estimated Revenue Resources Summarized by Fund				
	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
General Fund	638,351,568	637,304,266	709,978,500	709,895,400
Special Revenue Funds	59,129,408	124,966,837	97,739,891	87,369,682
Enterprise Funds	324,447,877	365,693,032	334,085,795	349,825,049
Internal Service Funds	38,975,540	44,127,591	24,947,761	24,947,761
Debt Service Fund*	51,625,552	52,212,892	53,998,726	61,653,441
Richmond Public Schools*	254,204,399	241,802,614	249,057,316	250,130,316
Total Revenue: All Funds	1,366,734,344	1,466,107,232	1,469,807,989	1,483,821,649

FY 2012 Estimated Revenue: All Funds \$1,469,807,989



*Revenue estimates for Richmond Public Schools and the City's Debt Service Fund include General Fund contributions of \$150.6 million and \$50.6 million, respectively.

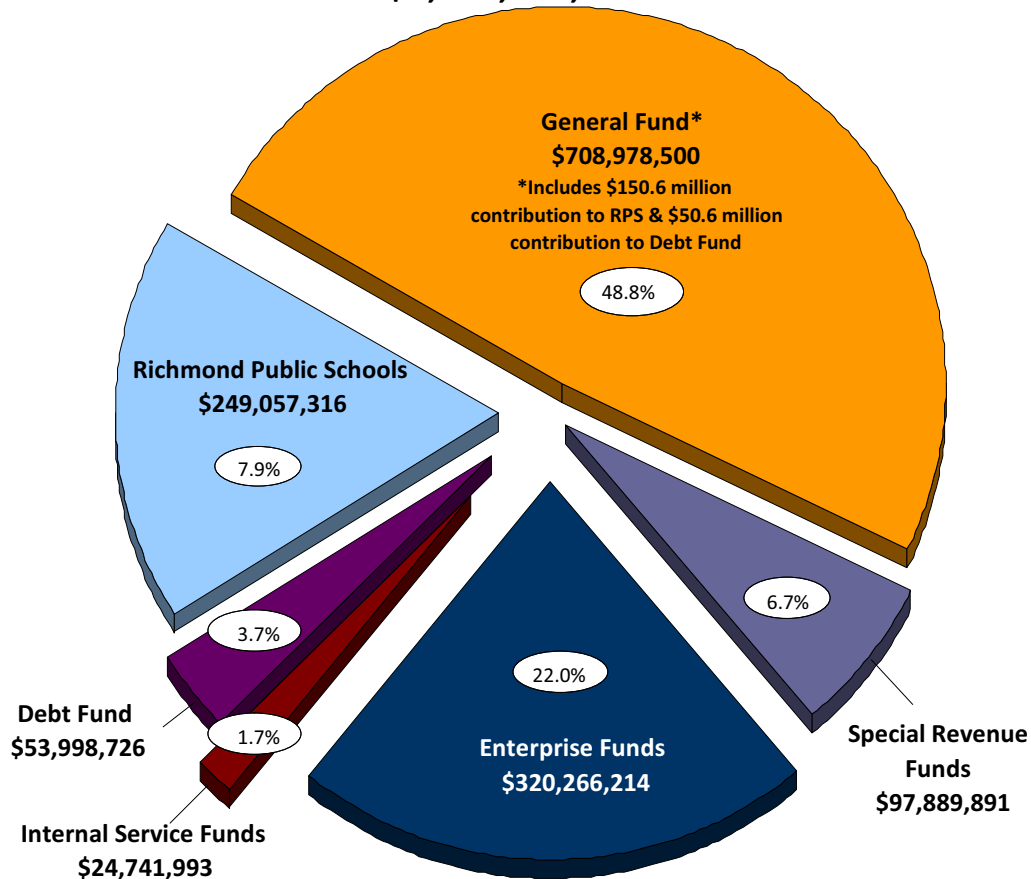
ESTIMATED EXPENDITURES BY FUND TYPE (ALL FUNDS)

The following table presents expenditures by fund type in the Adopted Biennial Fiscal Plan, and compares these figures with the FY 2011 Adopted Operating Budget and the FY 2010 Actual expenditures.

Expenditures: Summary by Fund Type				
	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
General Fund	626,152,247	637,304,267	709,978,500	709,895,400
Special Revenue Funds	59,129,408	124,966,837	97,739,891	87,369,682
Enterprise Funds	300,342,918	330,564,428	320,266,214	337,003,877
Internal Service Funds	42,270,994	46,737,929	24,741,993	24,741,993
Debt Service Fund*	51,749,423	52,212,891	53,998,726	61,653,441
Richmond Public Schools*	253,213,442	241,802,614	249,057,316	250,130,316
Total General Fund Expenditures	1,332,858,432	1,433,588,966	1,455,782,640	1,470,794,709

FY 2012 Adopted Expenditures: All Funds

\$1,455,782,640



*The General Fund adopted expenditures include contributions of \$150.6 million and \$50.6 million to Richmond Public Schools and the City's Debt Service Fund, respectively.

TAX RATE AND FEE ADJUSTMENTS FOR FY 2012 – FY 2013

The FY 2012 – FY 2013 Adopted Biennial Budget maintains all tax rates at the FY 2011 level.

SELECT TAX & FEE RATES

Type	Unit	FY 2010 Adopted	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Property Taxes					
Real Estate Tax	\$100/Assessed Value	\$1.20	\$1.20	\$1.20	\$1.20
Personal Property Tax	\$100/Assessed Value	\$3.70	\$3.70	\$3.70	\$3.70
Machinery & Tools Tax	\$100/Assessed Value	\$2.30	\$2.30	\$2.30	\$2.30
Other Local Taxes & Fees					
Motor Vehicle License – Cars & Small Trucks (up to 4,000 lbs.)	Per Vehicle	\$23	\$23	\$23	\$23
Motor Vehicle License – Trucks & Vans Over 4,000 lbs.	Per Vehicle	\$28	\$28	\$28	\$28
Motor Vehicle License – Trucks 10,000 lbs. and Greater	1,000 Gross Weight	\$2.40 - \$7.20 Up To \$250	\$2.40 - \$7.20 Up To \$250	\$2.40 - \$7.20 Up To \$250	\$2.40 - \$7.20 Up To \$250
Motor Vehicle License – Motorcycles	Annual	\$15	\$15	\$15	\$15
Admissions Tax	Charge for Admission	7%	7%	7%	7%
Sales Tax (Includes 4% State Portion of Sales Tax)		5%	5%	5%	5%
Lodging Tax	Room Rental Charge	8%	8%	8%	8%
Prepared Food (Meals) Tax		6%	6%	6%	6%
Bank Stock (Franchise) Tax	\$100/Value of Net Capital	\$0.80	\$0.80	\$0.80	\$0.80
Business & Professional Licenses					
Tax on Businesses with Gross Receipts of \$5,001 - \$99,999		\$30	\$30	\$30	\$30
Tax on Businesses with Gross Receipts Over \$100,000		Gross Receipts x Tax Rate Applicable to Business Type			
Retailer	\$100/Gross Receipts	\$0.20	\$0.20	\$0.20	\$0.20
Financial, Real Estate & Professional Services	\$100/Gross Receipts	\$0.58	\$0.58	\$0.58	\$0.58
Personal or Business Services	\$100/Gross Receipts	\$0.36	\$0.36	\$0.36	\$0.36
Wholesalers	\$100/Gross Receipts	\$0.22	\$0.22	\$0.22	\$0.22
Contractors	\$100/Gross Receipts	\$0.19	\$0.19	\$0.19	\$0.19

BUDGET AT A GLANCE

Type	Unit	FY 2010 Adopted	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Refuse Disposal					
Residential	Per Household	\$17.50/month	\$17.50/month	\$17.50/month	\$17.50/month
Residential – up to 4 units	Per Unit	\$17.50/month	\$17.50/month	\$17.50/month	\$17.50/month
Residential – more than 4 units	Per Supercan	\$17.50/month	\$17.50/month	\$17.50/month	\$17.50/month
Recycle Fee	Per Household	\$1.69/month	\$1.69/month	\$1.69/month	\$1.69/month
Utility Tax Rates					
Residential Electric (not to exceed \$4.00/month)	Kilowatt Hour	\$1.40 plus \$0.015116	\$1.40 plus \$0.015116	\$1.40 plus \$0.015116	\$1.40 plus \$0.015116
Commercial Electric	Kilowatt Hour	\$2.75 plus \$0.16462	\$2.75 plus \$0.16462	\$2.75 plus \$0.16462	\$2.75 plus \$0.16462
Industrial Electric	Kilowatt Hour	\$2.75 plus \$0.11952	\$2.75 plus \$0.11952	\$2.75 plus \$0.11952	\$2.75 plus \$0.11952
Residential Gas (not to exceed \$4.00/month)	100 CCF	\$1.78 plus \$0.10091	\$1.78 plus \$0.10091	\$1.78 plus \$0.10091	\$1.78 plus \$0.10091
Commercial Gas – Small Volume	CCF	\$2.88 plus \$0.1739027	\$2.88 plus \$0.1739027	\$2.88 plus \$0.1739027	\$2.88 plus \$0.1739027
Commercial Gas – Large Volume	CCF	\$24.00 plus \$0.07163081	\$24.00 plus \$0.07163081	\$24.00 plus \$0.07163081	\$24.00 plus \$0.07163081
Commercial Gas – Industrial	CCF	\$120.00 plus \$0.011835	\$120.00 plus \$0.011835	\$120.00 plus \$0.011835	\$120.00 plus \$0.011835

For a complete listing of the City's taxes and fees, please see the City of Richmond Code of Ordinances at the following website:

<http://library.municode.com/index.aspx?clientId=16118&stateId=46&stateName=Virginia>

AVERAGE UTILITY RESIDENTIAL RATE CHANGES

Type	Unit	FY 2010 Adopted	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Average Monthly Residential Rate Changes					
Water	CCF	\$0.59 2.1%	\$0.15 0.5%	\$0.65 2.0%	\$1.24 4.0%
Wastewater	CCF	\$2.18 5.2%	\$0.22 0.5%	\$1.84 4.0%	\$1.88 4.0%
Gas	CCF	\$1.21 3.0%	\$0.83 2.0%	\$1.30 3.0%	\$1.31 3.0%

*Utility fees vary by end user, meter type and meter size, amongst other variables. The above describes only the average rate change for residential users. Utility average increases are on a monthly basis.

PERSONNEL OVERVIEW

The FY 2012 – FY 2013 Adopted Biennial Budget maintains all positions approved in the FY 2011 Adopted Budget and adds two full-time positions: one position is added to the Assessor’s office while the second new position is added to the City Clerk. The adopted budget fully funds all filled positions and select vacant positions expected to be filled during FY 2012.

Agency	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
General Fund Positions				
General Government				
Assessor	35.00	35.00	35.00	35.00
Budget and Strategic Planning	10.80	10.80	11.00	11.00
Chief Administrative Officer	8.00	8.00	12.50	12.50
City Attorney	24.25	24.25	24.25	24.25
City Auditor	14.00	14.00	15.00	15.00
City Clerk	7.00	7.00	7.00	7.00
City Council	18.00	18.00	18.00	18.00
City Treasurer	3.00	3.00	2.00	2.00
Council Chief of Staff	11.00	11.00	11.00	11.00
Economic and Community Development	15.12	22.49	24.84	24.84
Finance	115.20	108.20	111.00	111.00
General Registrar	11.70	11.70	11.70	11.70
General Services	112.45	-	-	-
Human Resources	33.00	31.00	33.00	33.00
Information Technology	83.00	91.00	90.00	90.00
Mayor's Office	9.00	9.00	9.00	9.00
Minority Business Development	4.00	5.04	7.04	7.04
Non-Departmental	-	43.00	19.00	19.00
Planning and Development Review	102.85	101.94	102.74	102.74
Press Secretary	6.00	6.00	6.00	6.00
Procurement Services	14.00	13.00	14.00	14.00
Real Estate Services	5.00	-	-	-
Subtotal: General Government	642.37	573.42	564.07	564.07
Public Safety & Judiciary				
Emergency Management	6.00	-	-	-
Fire and Emergency Services	428.00	431.00	430.00	430.00
Judiciary	123.50	123.50	122.50	122.50
Juvenile and Domestic Relations Court	2.00	2.00	2.00	2.00
Animal Care & Control			23.00	23.00
Police	915.50	914.50	927.50	927.50
Sheriff and Jail	466.00	466.00	473.00	473.00
Subtotal: Public Safety & Judiciary	1,941.00	1,937.00	1,978.00	1,978.00
Highways, Streets, Sanitation & Refuse				
Public Works	367.85	428.85	415.60	415.60
Subtotal: Highways, Streets, Sanitation & Refuse	367.85	428.85	415.60	415.60

BUDGET AT A GLANCE

Agency	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Human Services				
Deputy CAO for Human Services	16.00	15.00	14.67	14.67
Justice Services	130.60	130.60	138.00	138.00
Social Services	485.75	485.30	485.55	485.55
Subtotal: Human Services	930.33	928.88	638.22	638.22
Culture & Recreation				
Richmond Public Library	80.44	80.44	80.44	80.44
Parks, Recreation, and Community Facilities	217.54	217.54	200.68	200.68
Subtotal: Culture & Recreation	297.98	297.98	281.12	281.12
Subtotal General Fund Positions	3,881.55	3,868.15	3,877.01	3,877.01
Non-General Fund Positions				
Capital Budget	29.70	27.05	20.98	20.98
Enterprise Funds	33.00	28.00	25.00	25.00
Internal Service Funds	73.40	70.40	64.00	64.00
Public Utilities	768.00	742.00	746.50	746.50
Special Funds	207.28	208.61	194.42	194.42
Subtotal: Non-General Fund Positions	1,111.38	1,076.06	1,050.90	1,050.90
Total Positions All Funds*	4,992.93	4,944.21	4,927.91	4,927.91

*Personnel summary above does not include Richmond Public Schools. For a complete overview of Richmond Public Schools authorized positions, refer to the FY 2012 Richmond Public Schools Budget.

It should be noted that several departments have been reorganized over the years in order to increase the City's operating efficiency. In cases where the reorganization has led to the elimination of an agency, the positions related to that agency have typically been moved into departments that have taken responsibility for the positions' respective duties. Examples include: General Services, Real Estate Services, and Emergency Management.

CAPITAL IMPROVEMENT PLAN SUMMARY: SOURCES

The City's FY 2012 – FY 2016 Adopted five-year Capital Improvement Program utilizes a combination of cash transfers from the General Fund, other pay-as-you-go sources such as grants, low-interest Virginia Resource Authority debt granted to the City, and general obligation and revenue bonds. The general government portion of the five-year plan is funded with non-debt sources totaling approximately \$11.7 million or 11.1 percent. Non-debt sources for the total five-year capital improvement plan – general government and utility projects – account for 21.4 percent of all funding.

FY 2012 - FY 2016 Capital Improvement Program Funding Sources: Summary by Fund

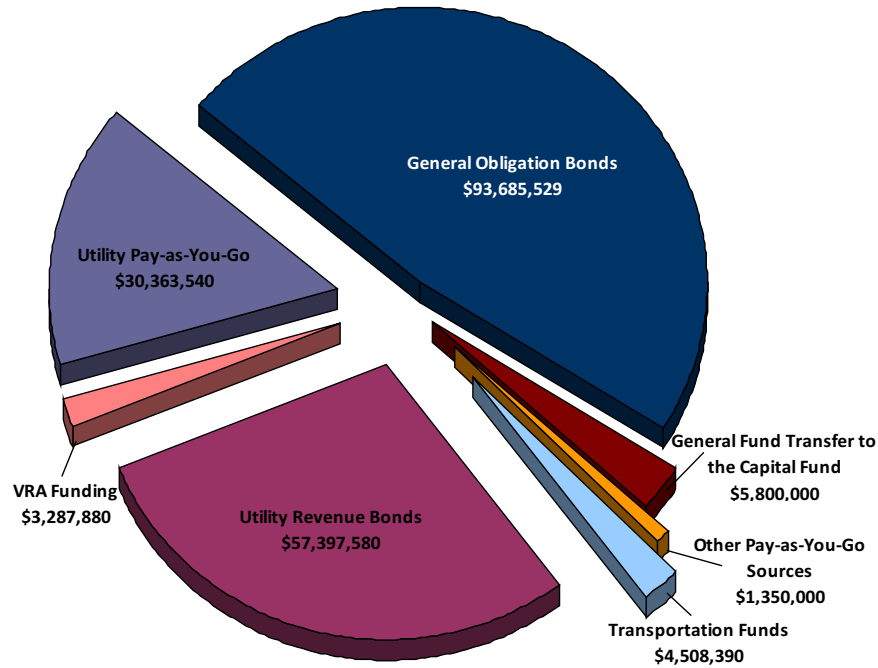
General Fund Sources of Funds	Adopted FY 2012	Planned				TOTAL
		FY2013	FY2014	FY2015	FY 2016	
General Obligation Bonds	93,685,529	88,742,698	54,300,000	30,126,261	17,345,000	284,199,488
Short-Term Debt	-	5,000,000	5,000,000	5,000,000	5,000,000	20,000,000
Transfers from General Fund	5,800,000	400,000	-	-	-	6,200,000
Other Pay-as-you-go Sources	1,350,000	200,000	-	-	-	1,550,000
Federal & State Transportation Funds	4,508,390	1,000,000	1,000,000	-	-	6,508,390
Other	-	-	-	-	-	-
Total - General Fund Capital Funding	105,343,919	95,342,698	60,300,000	35,126,261	22,345,000	318,457,878
Non-General Fund Sources of Funds	Adopted FY 2012	Planned				TOTAL
		FY2013	FY2014	FY2015	FY 2016	
Utility Revenue Bonds	57,397,580	69,959,540	71,630,140	50,685,460	51,155,040	300,827,760
Virginia Resource Authority Funds	3,287,880	3,304,680	3,785,280	2,951,880	2,474,520	15,804,240
Pay-as-you-go Cash Funding	30,363,540	36,681,780	42,543,580	31,123,660	31,304,440	172,017,000
Total - Non-General Fund Capital Funding	91,049,000	109,946,000	117,959,000	84,761,000	84,934,000	488,649,000
Grand Total: All Capital Funding	196,392,919	205,288,698	178,259,000	119,887,261	107,279,000	807,106,878

CAPITAL IMPROVEMENT PLAN SUMMARY: USES

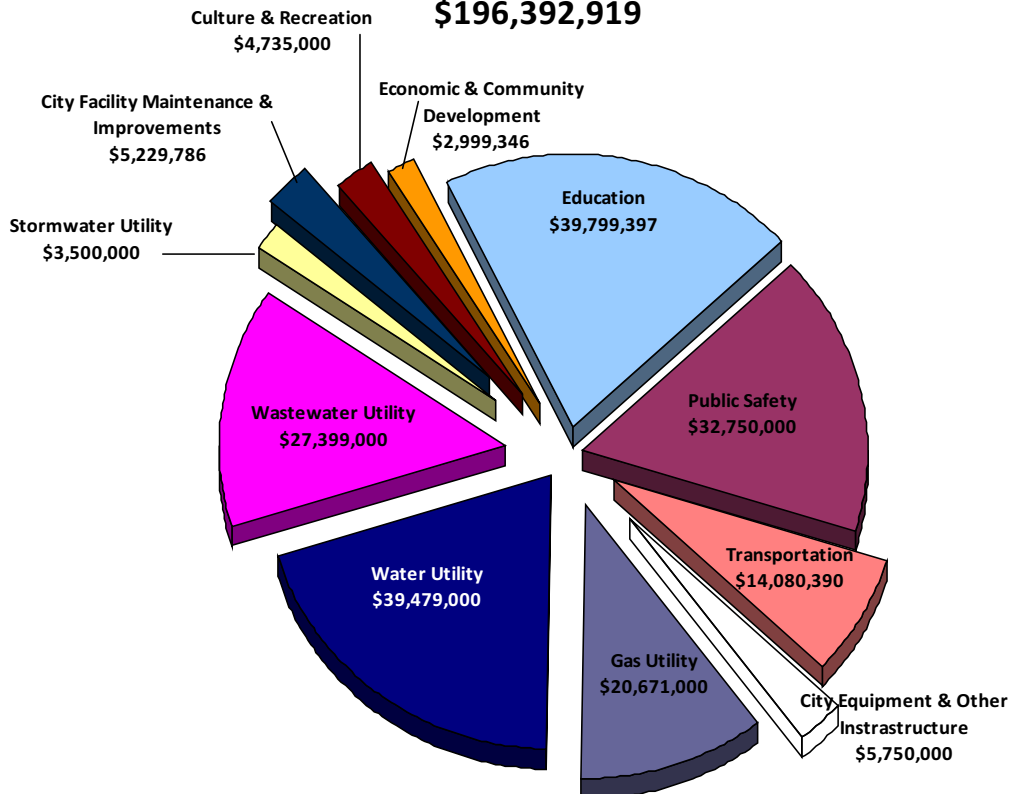
The City's Adopted FY 2012 – FY 2016 Capital Improvement Program continues funding allocations for the new Justice Center and four new schools. In addition to these major projects, which account for 58 percent of the total general government capital improvement program, the adopted five-year plan also continues transportation infrastructure improvements, renovations and upgrades to city schools, and several projects set to meet the goals and metrics of the City's seven focus areas.

FY 2012 - FY 2016 Adopted Capital Improvement Program						
Project Title	Adopted FY 2012	Planned				TOTAL
		FY2013	FY2014	FY2015	FY 2016	
General Fund Capital						
City Facility Maintenance & Improvements	5,229,786	4,577,171	2,900,000	2,400,000	7,250,000	22,356,957
Culture & Recreation	4,735,000	4,477,000	4,485,000	4,200,000	3,175,000	21,072,000
Economic & Community Development	2,999,346	3,129,346	300,000	800,000	300,000	7,528,692
Education	39,799,397	20,559,181	20,300,000	12,976,261	500,000	94,134,839
Public Safety	32,750,000	47,850,000	22,750,000	5,600,000	1,865,000	110,815,000
Transportation	14,080,390	9,550,000	4,565,000	4,150,000	4,255,000	36,600,390
City Equipment & Other Infrastructure Investments	5,750,000	5,200,000	5,000,000	5,000,000	5,000,000	25,950,000
Subtotal: General Fund Capital	105,343,919	95,342,698	60,300,000	35,126,261	22,345,000	318,457,878
Non-General Fund Capital						
Gas Utility	20,671,000	29,890,000	31,781,000	34,222,000	36,407,000	152,971,000
Water Utility	39,479,000	49,017,000	27,076,000	10,655,000	11,293,000	137,520,000
Wastewater Utility	27,399,000	27,539,000	31,544,000	24,599,000	20,621,000	131,702,000
Stormwater Utility	3,500,000	3,500,000	27,558,000	15,285,000	16,613,000	66,456,000
Total Non-General Fund Capital	91,049,000	109,946,000	117,959,000	84,761,000	84,934,000	488,649,000
Grand Total: FY 2012 – FY 2016 Capital Improvement Program	196,392,919	205,288,698	178,259,000	119,887,261	107,279,000	807,106,878

FY 2012 Capital Sources: All Funds
\$196,392,919



FY 2012 Capital Uses: All Funds
\$196,392,919



**READER'S GUIDE
TO THE BUDGET**

READER'S GUIDE TO THE BUDGET

The City of Richmond's budget serves as a financial management, performance management, and strategic planning tool that outlines the costs of providing services and key priorities and initiatives for the upcoming two years.

PURPOSE

The budget is a document that summarizes the City government's priorities and all public service programs provided by the City government. It is the biennial plan for coordinating revenues and expenditures to achieve specific outcomes. The budget presented covers the period from July 1, 2011 to June 30, 2013. The amounts for FY 2012 are adopted and appropriated by the City Council. The amounts for FY 2013 are approved by the City Council but not yet appropriated.

BUDGET AT A GLANCE

This section provides revenue and expenditure summaries, a discussion of major revenue sources, expenditures by use, selected tax rates and fees, and personnel staffing.

FOCUS AREAS – AN OVERVIEW

This section provides an overview of the City's seven focus areas, including definitions of each focus area and an outline of their respective metrics and related City Council strategic goals.

UNDERSTANDING THE BUDGET

This section provides an overview of the City of Richmond's basis of budgeting and accounting, fund structure, policies and practices, and the budget process.

FINANCIAL OVERVIEW - ECONOMIC BACKDROP

This section provides an overview of the current economic backdrop for the City of Richmond, the Commonwealth and the nation.

FINANCIAL OVERVIEW - FIVE-YEAR FORECAST

This section provides an overview of the forecast for the fiscal years 2012 through 2016. This information provides the backdrop from which estimates of resources available and financial needs are determined.

FINANCIAL OVERVIEW - FIDUCIARY INFORMATION

This section provides discussions of the City's General Fund balance reserves, net assets, internal service funds, transfers and city indebtedness.

GENERAL FUND REVENUE

A summary of estimated General Fund revenue from each source is provided in this section.

GENERAL FUND EXPENDITURES – AGENCY BUDGETS

This section provides detailed information on the budget for each department within the General Fund. Each departmental budget includes priorities, performance measures and programmatic expenditures.

CAPITAL IMPROVEMENT PROGRAM

This section provides detailed budget information on the five-year Capital Improvement Program.

DEBT FUND

This section conveys the City's Debt Fund budget

RICHMOND RETIREMENT SYSTEM FUND

This section conveys the City's Retirement System budget

ENTERPRISE AND INTERNAL SERVICE FUNDS

These sections provide detailed information on the budget related to the City's Special Revenue, Enterprise and Internal Service Funds.

EDUCATION

This section conveys the approved Richmond Public Schools operating budget.

SPECIAL REVENUE FUNDS

This section provides detailed information on the budget related to the City's Special Revenue Funds.

PERSONNEL COMPLEMENT

This section provides detailed information regarding personnel and positions by department and fund.

STATISTICAL/GENERAL INFORMATION

This section provides statistical/general information about the City such as an overview of the organization, services and selected functions. Statistical information, such as population figures and per capita income figures, are also included here.

GLOSSARY/INDEX

The glossary provides definitions of budget-related terms. The index contains an alphabetical reference of information contained in this document.

CITIZENS PARTICIPATION

Introduction

Mayor Dwight C. Jones and the City of Richmond's administrative staff held a series of "Community Conversations" entitled Priorities for City Spending on March 8, 10, 15, and 16, 2011. Each public forum was hosted by a Richmond Public School: Linwood Holton Elementary School, E.S.H. Greene Elementary School, George Mason Elementary School, and Southampton Elementary School. These public meetings were strategically dispersed to expand citizens' opportunities to access the forum. The City of Richmond advertised the events using traditional (print, radio, and television) and creative (web, social, and email) media outlets.

Three hundred twenty-eight (328) participants attended the four Town Hall meetings. Each meeting began at 6:00pm and concluded between 7:30pm and 8:00pm. The format began with presentations by Mayor Jones and Chief Administrative Officer Byron Marshall. Mayor Jones articulated his goal of hearing from the citizens about their preferences and priorities for City spending. The Mayor was followed by Mr. Marshall's presentation on the current budget picture. Following these presentations, participants were invited to spend 30 minutes exploring a Citizen Services Information Expo to gather information directly from City staff in each of nine Citizen Service areas. The nine Citizen Service areas include:

- City Services
- Crime and Safety
- Streets, Roadways, and Sidewalks
- Cultural Arts and Recreation
- Education, Training and Workforce Development
- Neighborhood Vitality
- Economic Development
- Human Services
- Transportation

After the Expo, a TMI consultant led the participants through a technologically facilitated voting process using an Audience Response System (ARS). Each individual participant used a handheld voting device to answer basic demographic information and to rank City spending priorities. All responses were anonymous. For those who could not attend a community forum, an online survey was created which duplicated the questions asked in the forums. 67 people completed the on-line survey. The following report is a qualitative and quantitative analysis of the data collected from the 328 participants from the four public forums and the online survey.

Methodology

This analysis consisted principally of two statistical tests used to determine whether differences in priority selection are in fact meaningful differences or random differences. The demographic characteristics were used as presented in the survey question, and additional variables were created to evaluate the impact of less granular categories of age and income.

First, the chi-squared test was used to determine whether various demographic characteristics had a meaningful impact on results. The chi-squared test evaluated whether actual results differ significantly from expected results.

Second, a probability regression was used to determine the impact of demographic characteristics on the likelihood of selecting certain issues as top priority, holding other characteristics constant. Whereas the chi-square test simply evaluated whether, for instance, differences in income produce statistically significantly different priorities in a given category, the probability regression looks at whether the impact of income holds true when controlling for gender, age, home ownership, and precinct.

In addition, a validity analysis was conducted to determine the representativeness of the sample. Again using the chi-squared distribution, the sample population for each demographic group was tested against expected values using data from the U.S. Census to determine whether the sample group was in fact representative of Richmond's population.

Sample Validity Analysis

The sample validity analysis is designed to determine how closely the population of Community Conversation participants and online survey respondents (hereafter referred to as Community Conversation participants or Community Conversation sample) reflects the population of the City of Richmond. A participant profile is available in Appendix B. The comparison data was taken from 2010 Census data.

Gender

The Community Conversation sample is more heavily female than the population of Richmond. The Community Conversation participants were 57% female; Richmond is 53% female. The difference, however, is not statistically significant.

Homeowners

The Community Conversation sample included a significantly higher proportion of homeowners than the actual population of the City of Richmond. Census data shows Richmond homeownership at 46%; the Community Conversation sample is 77% homeowners. This difference is statistically significant. The Community Conversation participants were not representative of overall Richmond population in terms of homeownership.

Wealth

The Community Conversation participants were significantly wealthier than the average Richmond resident. Precinct 3 is the wealthiest participant precinct. Precinct has a statistically significant impact on income level. The median annual household income in Richmond is \$37,000. Seventy percent (70%) of the Community Conversation participants earn more than \$50,000 annually. This difference is statistically significant. The Community Conversation sample is not representative of overall Richmond population in terms of income.

Precinct

Precinct 3 is most heavily represented, with one-third of the sample coming from that precinct. However, precinct representation is not statistically different than actual population, so the sample is representative.

Survey Results

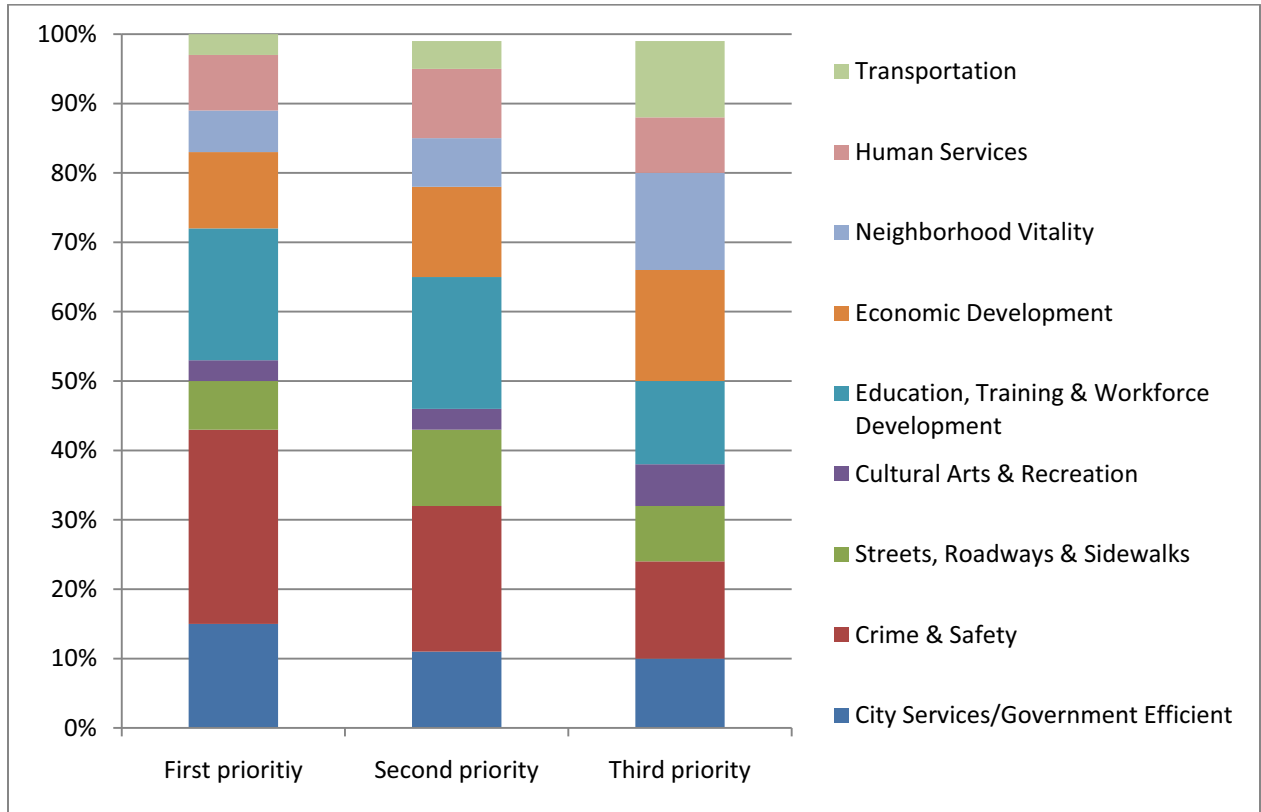
The following section includes the aggregate totals from the City budget priorities web survey and the four Community Conversations held on March 8, 10, 15, and 16, 2011. The data is presented in graphic format; the raw data is included in Appendix A.

Participants ranked their top three citizen service categories in order of importance to them.

Participants also ranked their top priority for services *within* each of the citizen service categories.

The following analysis reports citizens' highest ranked priorities and notes statistically significant demographic voting trends.

Category Priorities

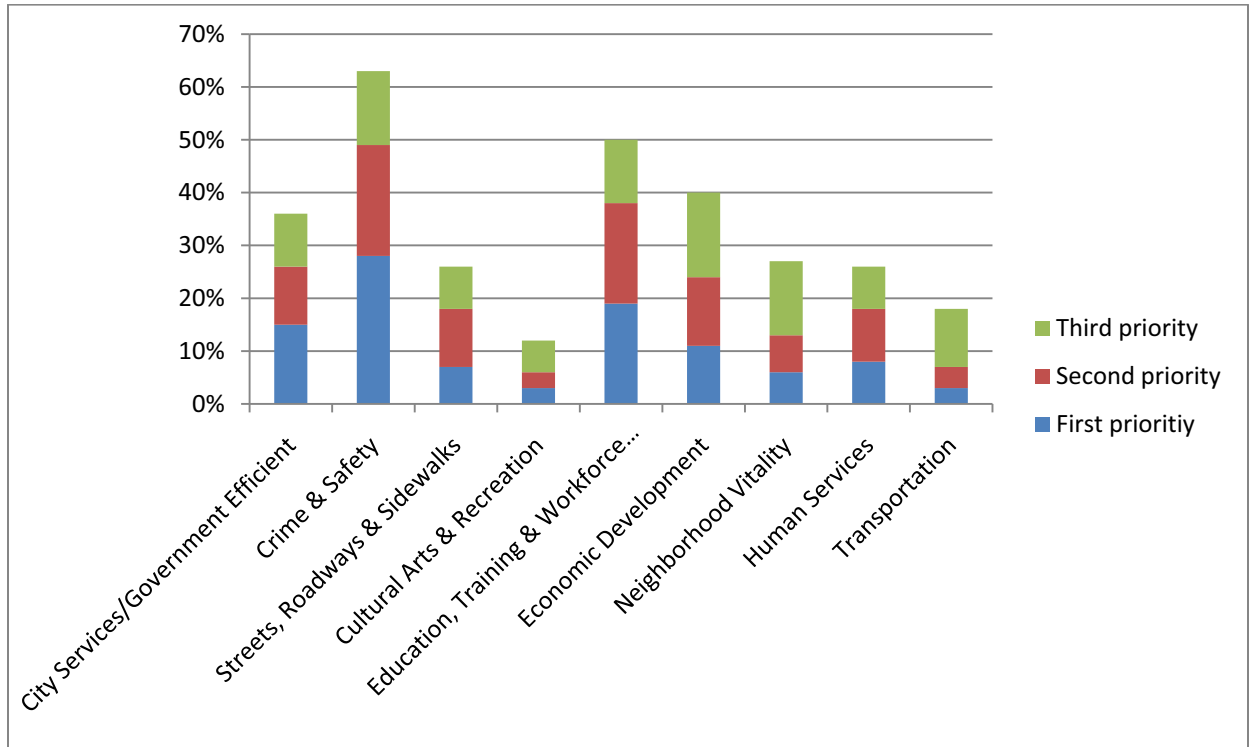


The most important categories to participants are ‘Crime and Safety’, and ‘Education, Training, and Workforce Development’.

Crime and safety was the clear priority across all demographics. None of the demographic characteristics showed a statistically significant impact on which category was selected as the top priority.

There are, however, surface differences in the answers between higher and lower income participants. Lower income (<\$50K) care equally about education/training/workforce, crime and safety, and city services. Higher income (>\$50K) care most about crime and safety.

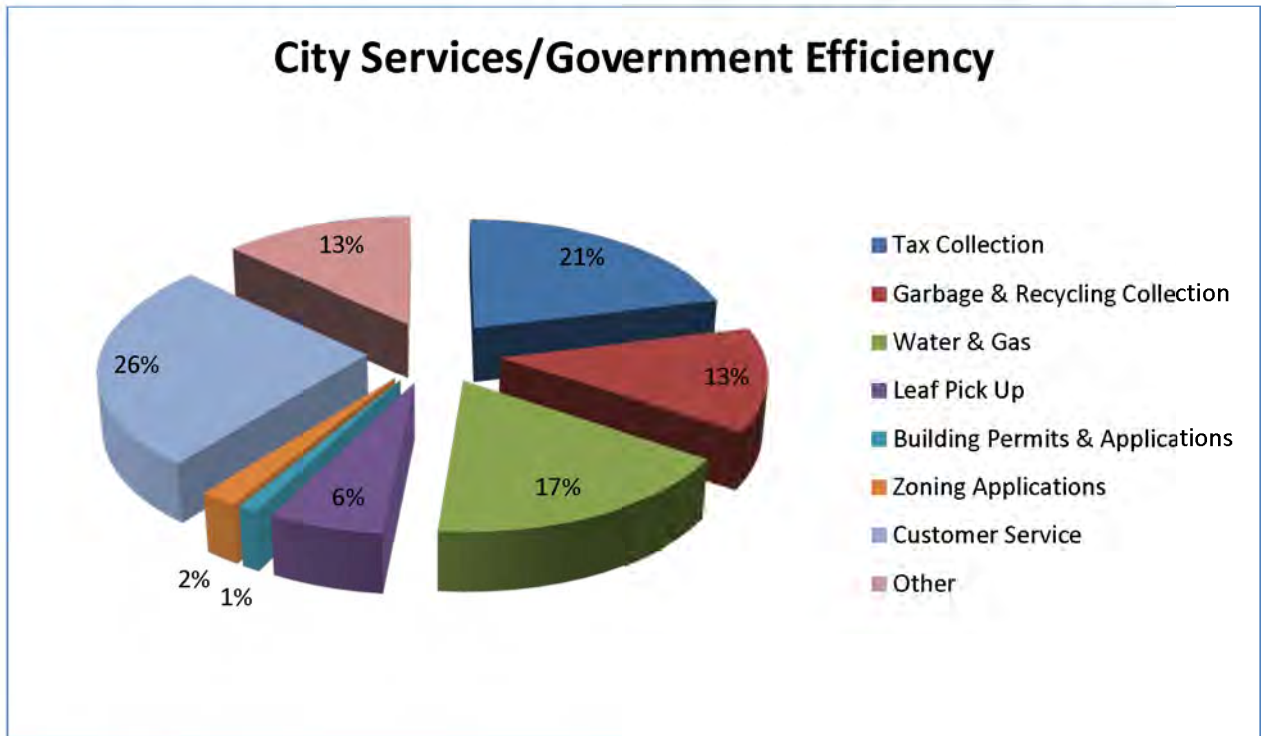
Category Priorities (continued)



Interestingly, participants' pick for top priority has an impact on what they pick for their second priority. For instance, if you picked 'Education, Training & Workforce Development' as the top category, then you were most likely to pick 'Human Services' as your second choice. If you picked 'City Services' as your first choice, then you were very likely to select 'Crime and Safety' as your second choice. For those who chose 'Transportation' as the top priority, none chose 'Crime and Safety' as even a second priority, even though that was overall considered most important (note: the sample size for the group that chose transportation is very small).

There is likely some statistically significant pattern when it comes to the type of people and the categories they pick as most important, but with the limited demographic information collected, the pattern was impossible to discern.

City Services/Government Efficiency



Customer Service earned 26% of the Community Conversation vote, followed by tax collection at 21%.

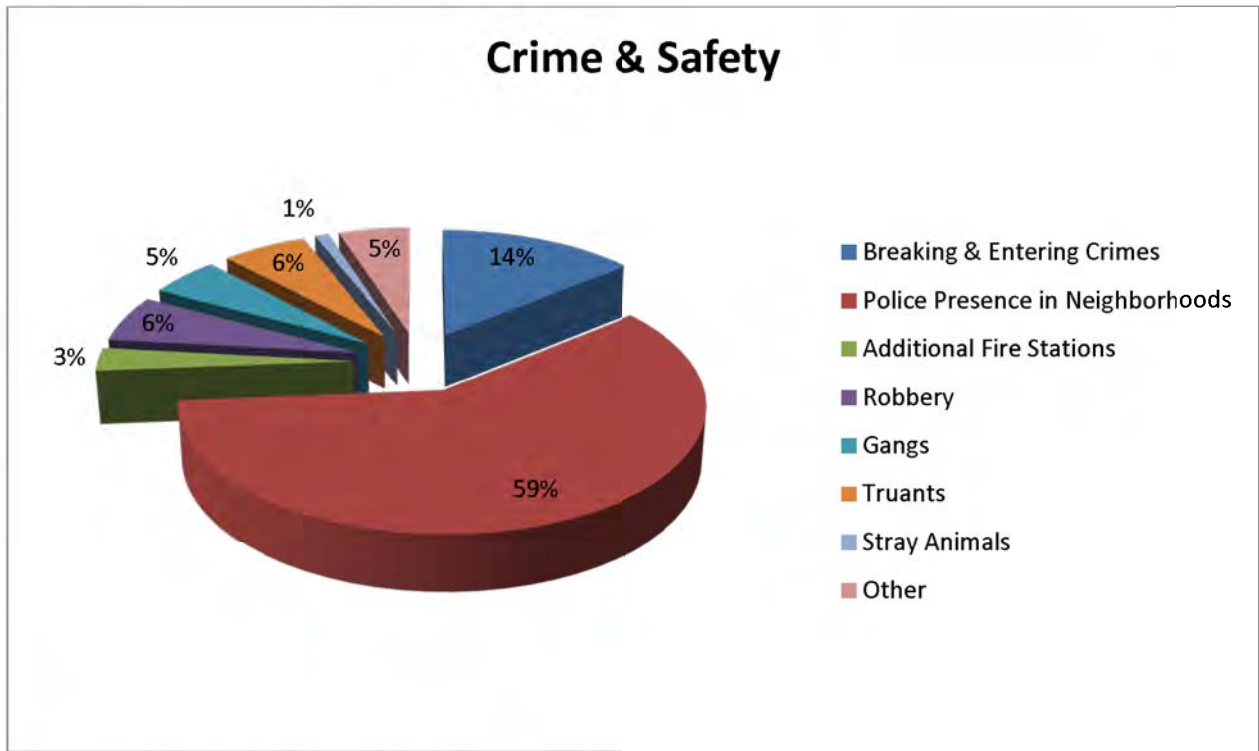
Differences in priorities existed among precincts as follows:

- Precinct 4 cares most about tax collection (29% of Precinct 4 participants)
- Precinct 2 cares most about customer service (27%)
- Precinct 1 cares most about water and gas (25%)

Homeowners care equally about tax collection, water and gas, and customer service (20% each). Renters care most about customer service (35%). The fact that renters care more than home owners about customer service is statistically significant at the .05 level.

Participants who do not live in Richmond had statistically different responses than those who do live in Richmond. 40% of non-city residents chose customer service as the top priority, compared with 23% of residents.

Crime and Safety

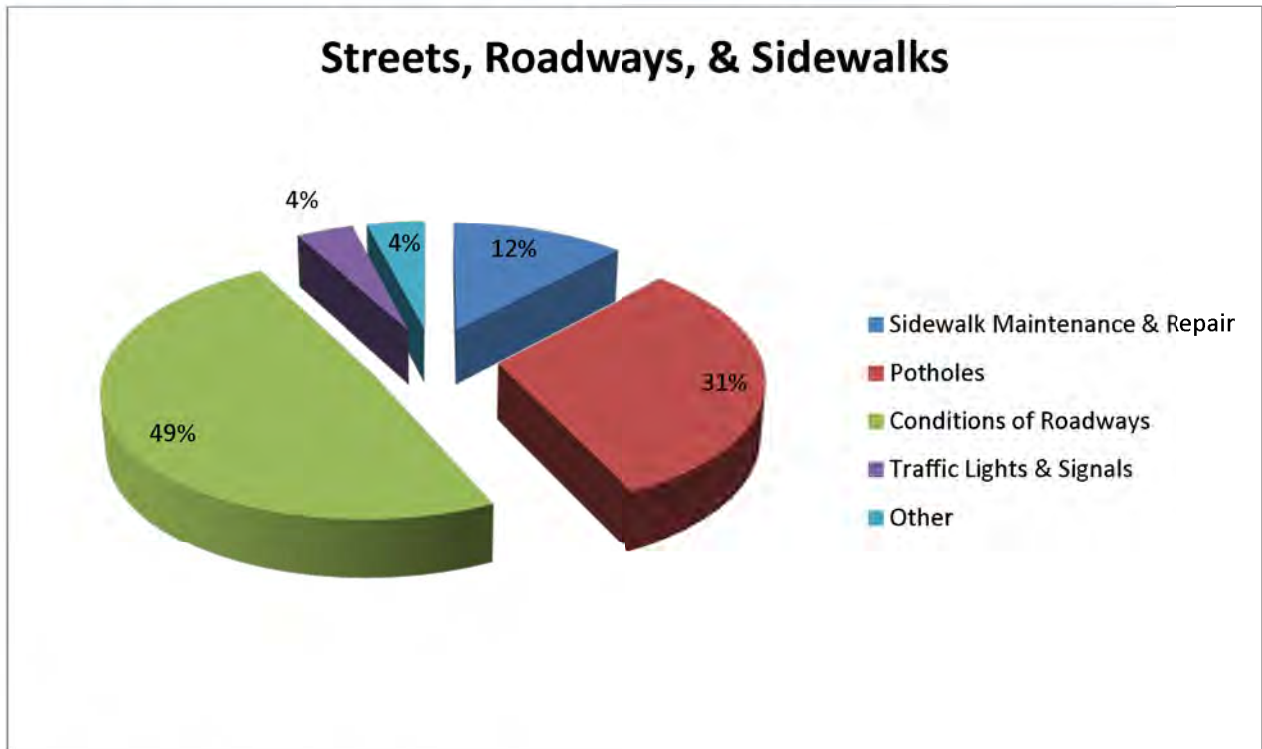


Police presence in neighborhoods was highest priority among all participants (59%).

Very little difference was found among different demographic groups.

Participants who do not live in Richmond had statistically different responses than those who do live in Richmond. Breaking and entering was a top priority for 17% of residents, compared with 0% of non-residents. Also, 22% of non-residents chose truants as their top priority, compared with just 4% of residents.

Streets, Roadways, and Sidewalks

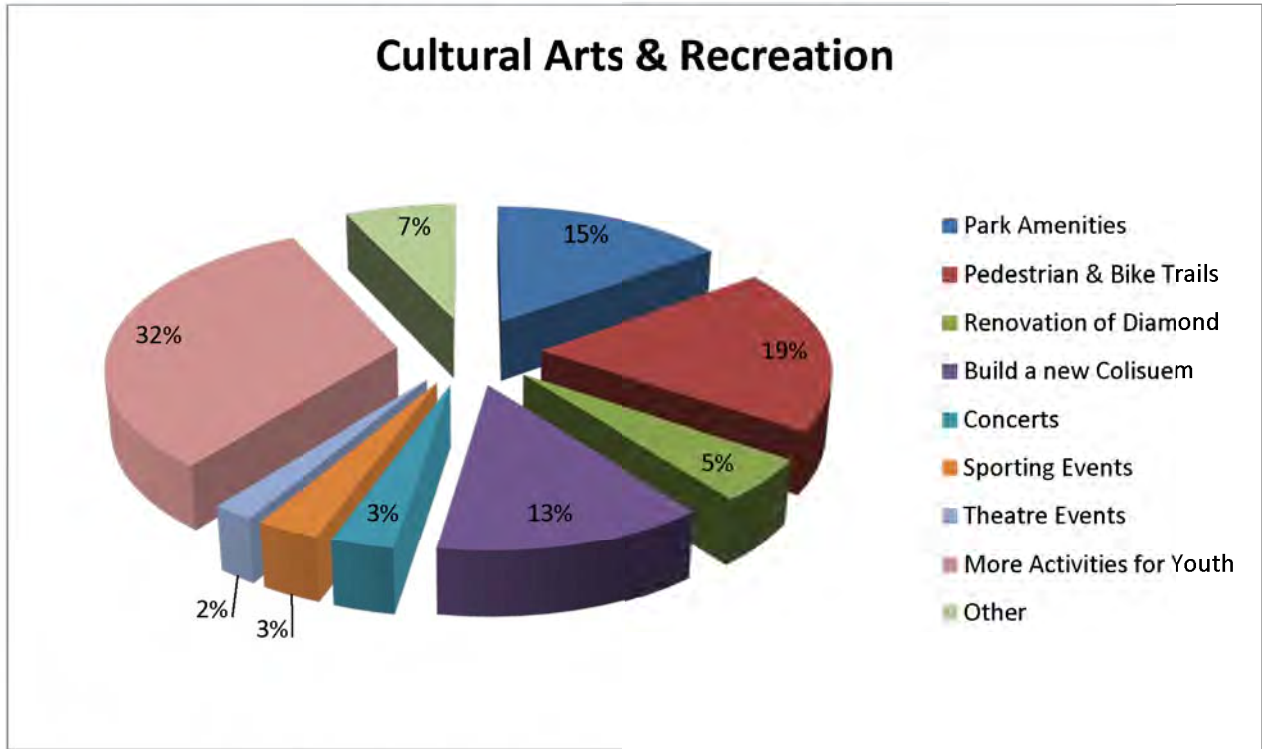


The condition of roadways is the highest priority for participants (49%).

Half of higher income participants prioritize 'Condition of Roadways' (50%). Lower income residents prioritized 'Conditions of Roadways' (41%) and 'Potholes' (35%). The effect of income is statistically significant.

Females were more likely to care most about potholes than men. This is statistically significant when controlling for income, age, precinct, homeownership.

Cultural Arts and Recreation



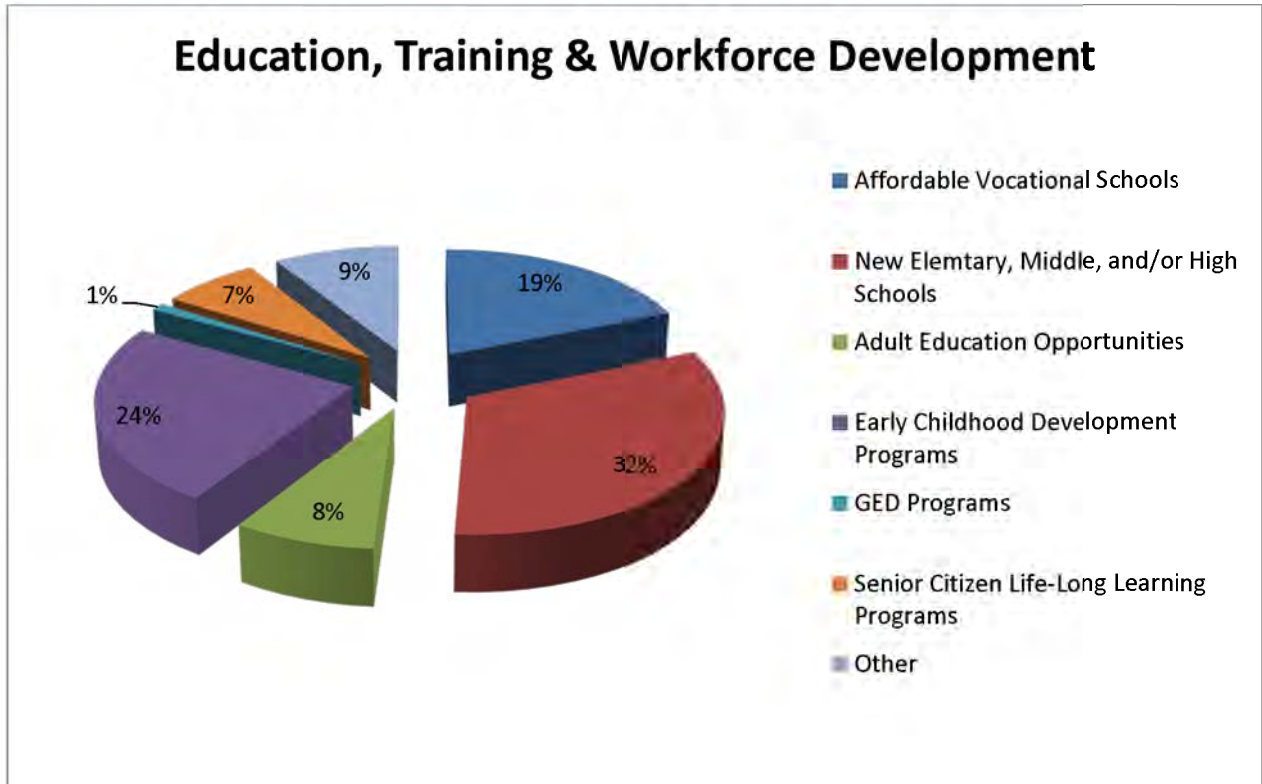
The highest number of participants prioritized more activities for youth (32%).

Precinct has a significant impact on priority. Precincts 3 and 4 care most about 'Pedestrian/Bike Trails', 31% and 29% respectively. Precinct 4 participants were significantly less likely to select 'More Activities for Youth' and to select 'Pedestrian/Bike Trails' (when controlling for age, income, homeownership, and gender). Only 15% of Precinct 4 participants selected 'More Activities for Youth' as most important, although this was the most popular choice in the sample overall. Precincts 1 and 2 care most about activities for youth.

Being under age 50 also significantly increases the likelihood of selecting 'Pedestrian/Bike Trails' as most important.

Higher income participants care about activities for youth, but also about pedestrian/bike trains and park amenities. Lower income participants care mostly about activities for youth. Overall, though, income does not have a statistically significant impact on Cultural Arts and Recreation priorities.

Education, Training, and Workforce Development



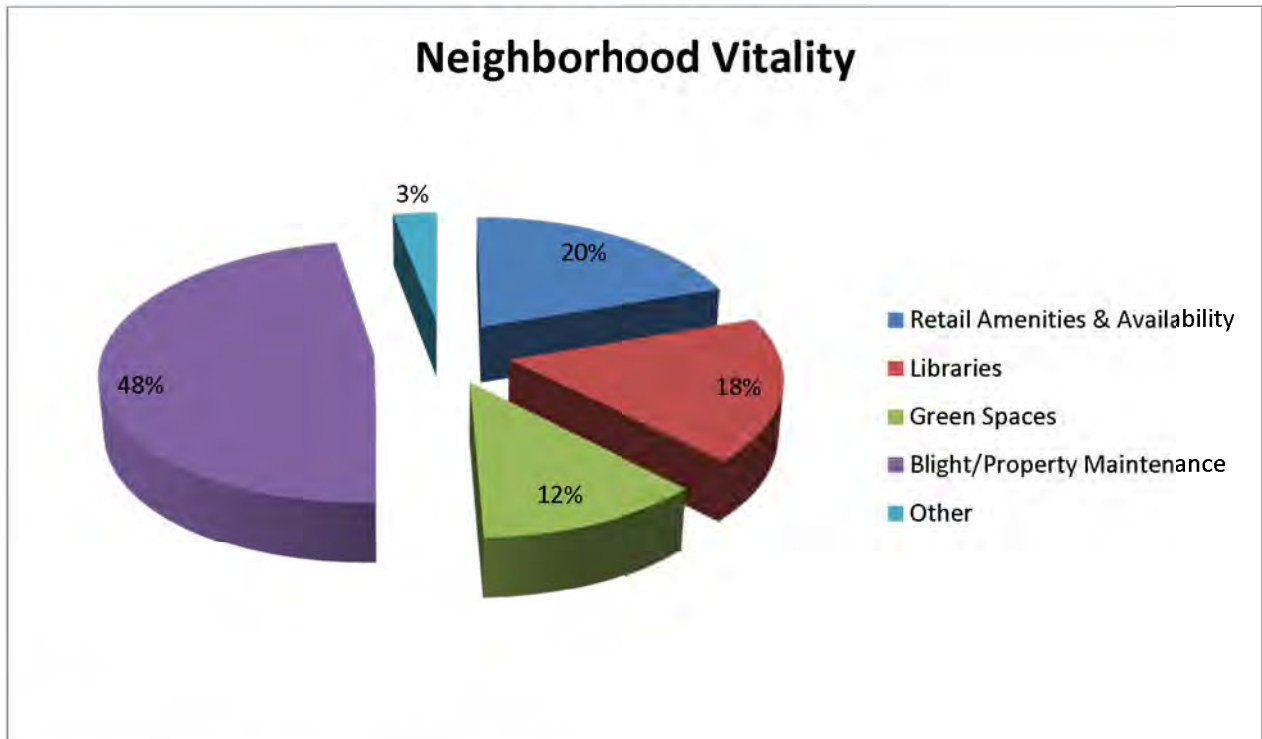
New elementary, middle, and/or high schools received the most prioritization across all four meetings and the web survey (32%).

Lower income participants cared more about early childhood programs than higher income participants, although the difference was not statistically significant.

Younger participants (<50) were more likely to care about new schools; older participants cared most about early childhood programs. The age-based results are statistically significant.

Priorities did not vary significantly by precinct.

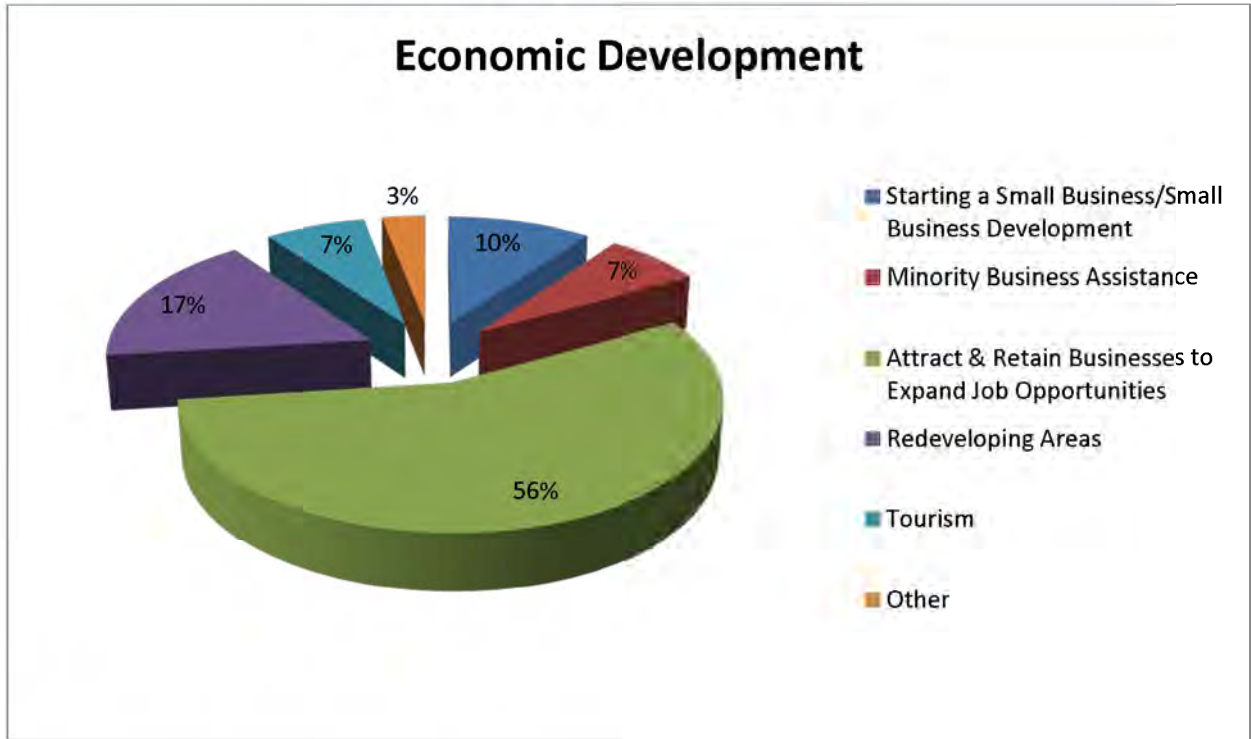
Neighborhood Vitality



Blight/property maintenance was the top Neighborhood Vitality spending priority for most participants (48%).

The precinct variable has an impact on neighborhood priorities. Precinct 3 participants cared equally about blight and about libraries. None of the other precincts prioritized libraries in a significant way. While blight was the first priority in all precincts, 30% of Precinct 2 participants chose 'Retail Amenities and Availability' as their top priority and 29% of Precinct 3 participants chose 'Libraries'.

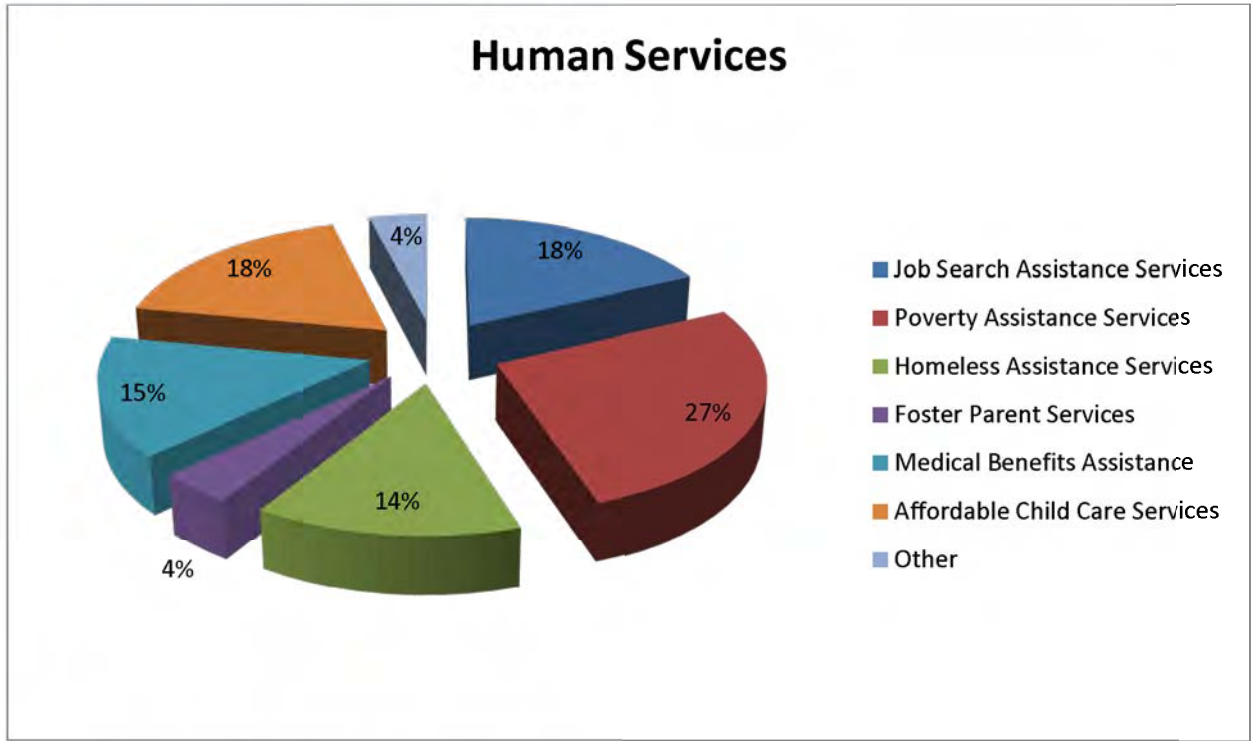
Economic Development



Participants selected ‘Attract and Retain Business to Expand Job Opportunities’ as their top Economic Development spending priority (56%).

Income level has a statistically significant impact on priorities in this category. Lower income participants were significantly less likely to select ‘Attract and Retain Business’ than high income participants (when controlling for age, gender, and precinct). Higher income participants were significantly more likely (63%) to care most about attracting and retaining businesses. A plurality of lower income participants prioritized this option as well (42%), but this group also cares about starting a small business and redeveloping areas.

Human Services



Participants selected ‘Poverty Assistance Services’ as their top Human Services spending priority (27%).

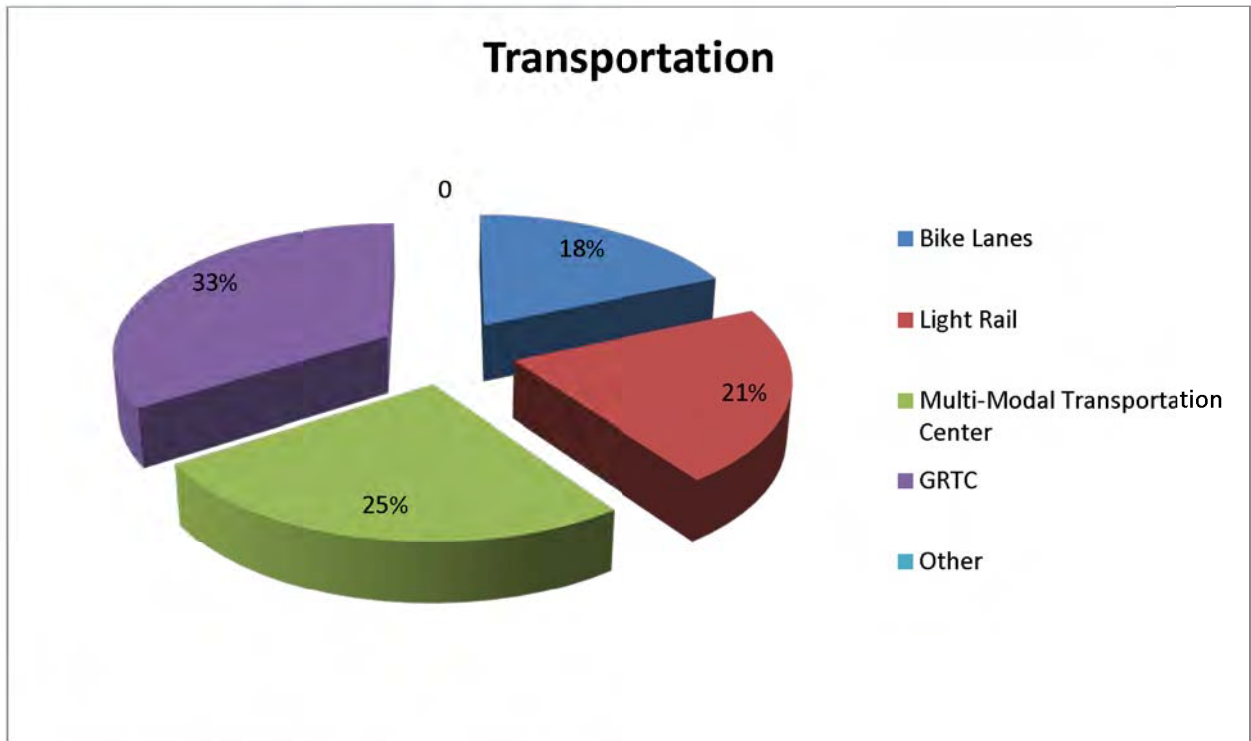
Precinct has an impact on human services priorities. Over 30% of participants in both Precincts 3 and 4 selected ‘Poverty Assistance Services’ as the highest priority (top choice in both precincts). However, Precinct 1 selected ‘Medical Benefits Assistance’ as top priority, and Precinct 2 chose ‘Homeless Assistance Services’.

Income also has a significant impact on participants’ Human Services priorities. Lower income participants are equally likely to select homeless assistance and medical benefits assistance. Higher income participants are most likely to select poverty assistance.

Age also has a significant impact on Human Services priorities. Older participants are more likely to select ‘Medical Benefits Assistance’ as their top priority, while younger participants are most likely to select poverty assistance.

When controlling for gender, income and precinct, age has the most significant impact - being under 50 increases the likelihood of selecting poverty assistance as the top priority by 45%.

Transportation



In the Transportation focus area, GRTC earned the greatest support from participants as a spending priority (33%).

The precinct variable has a statistically significant impact on transportation priorities. For instance, 33% of Precinct 3 participants chose ‘Bike Lanes’ as most important, compared with just 6% of Precinct 1 and 12% of Precinct 2 participants.

GRTC Public Transit Prioritization (#1 choice) by Precinct:

- 37% of Precinct 4
- 31% of Precinct 2
- 33% of Precinct 1

The full sample did not have the same choices throughout the conversation series; ‘Bus Rapid Transit’ was added for the final two sessions. In sessions with the ‘Bus Rapid Transit’ option, including the online survey, 7% of participants selected ‘Bus Rapid Transit’ as the highest priority. In those sessions, ‘GRTC public transit and ‘Multi-modal Transportation Center’ were tied for most important (31% each).

Conclusions

Crime and Safety, and Education, Training and Workforce Development are clear priorities among the citizen categories across all demographic groups and precincts. This represents the clear spending priority of the majority of citizens who chose to have their voices heard through this process.

Within Crime and Safety, again a clear priority across all demographic groups emerged: police presence in neighborhoods.

Within Education, Training, and Workforce Development there were two clear priorities: new school construction and early childhood development programs. Though some differences emerged between demographic groups on this question, all groups named one of those two categories as most important.

Clearly there is a mandate from this process to prioritize police presence, school construction, and early childhood development programs.

It is important to pay particular attention to groups which were under-represented in the community conversation participants compared to the City's population, namely lower-income citizens and renters.

Statistically significant differences emerged in the category of Streets, Roadways, and Sidewalks, where lower income participants prioritized potholes at a much higher rate than did their higher income peers. Differences also emerged within Economic Development, where higher income residents were much more focused on attracting and retaining jobs, while lower income residents had a more diverse set of priorities: attracting and retaining jobs as well as redeveloping areas and small business assistance. Likewise within the category of Human Services, higher income participants were more focused on poverty assistance services, while lower income participants were more likely to choose more specific services: homeless assistance services and medical benefits assistance.

Renters showed a different viewpoint within the category of City Services/Government Efficiency, where they chose Customer Service at a significantly higher rate than their home-owning peers.

It is likely that if the participants more closely reflected the City's population, those categories would have received more votes and emerged as higher priorities.

Appendix A – Survey Data

City Services	
Tax Collection	21%
Garbage & Recycling Collection	13%
Water & Gas	17%
Leaf Pick Up	6%
Building Permits/Applications	1%
Zoning Applications	2%
Customer Service	26%
Other	13%
Crime & Safety	
Breaking & Entering Crimes	14%
Police Presence in Neighborhoods	59%
Additional Fire Stations	3%
Robbery	6%
Gangs	5%
Truants	6%
Stray Animals	1%
Other	5%
Streets, Roadways & Sidewalks	
Sidewalk maintenance/ repair	12%
Potholes	31%

City Services	
Condition of Roadways	49%
Traffic Lights & Signals	4%
Other	4%
Cultural Arts & Recreation	
Park Amenities	15%
Pedestrian & Bike Trails	19%
Renovation of Diamond	5%
Build a New Coliseum	13%
Concerts	3%
Sporting Events	3%
Theatre Events	2%
More Activities for Youth	32%
Other	7%
Education, Training & Workforce	
Affordable Vocational Schools	19%
New Elementary, Middle, and/or High Schools	32%
Adult Education Opportunities	8%
Early Childhood Development Programs	24%
GED Programs	1%
Senior Citizen Life-Long Learning Programs	7%
Other	9%

City Services	
Neighborhood Vitality	
Retail Amenities & Availability	20%
Libraries	18%
Green Spaces	12%
Blight/Property Maintenance	48%
Other	3%
Economic Development	
Starting a Small Business/Small Business Assistance	10%
Minority Business Assistance	7%
Attract & Retain Businesses to Expand Job Opportunities	56%
Redeveloping Areas	17%
Tourism	7%
Other	3%
Human Services	
Job Search Assistance Services	18%
Poverty Assistance Services	27%
Homeless Assistance Services	14%
Foster Parent Services	4%
Medical Benefits Assistance	15%
Affordable Child Care Services	18%
Other	4%

City Services	
Transportation	
Bike Lanes	18%
Light Rail	21%
Multi-Modal Transportation Center	25%
GRTC – Public Transit	33%
Bus Rapid Transit	**
Other	3%

** This option was not offered in all sessions. When it was offered, 7% of respondents chose it.

Categories	Top Priority	Second Priority	Third Priority
City Services/ Government Efficiency	15%	11%	10%
Crime & Safety	28%	21%	14%
Streets, Roadways, & Sidewalks	7%	11%	8%
Cultural Arts & Recreation	3%	3%	6%
Education, Training, and Workforce Development	19%	19%	12%
Economic Development	11%	13%	16%
Neighborhood Vitality	6%	7%	14%
Human Services	8%	10%	8%
Transportation	3%	4%	11%

Appendix B – Participant Profile

Gender	
Female	57%
Male	43%

Precinct	
Precinct #1	18%
Precinct #2	17%
Precinct #3	33%
Precinct #4	17%
I do not reside in the City of Richmond	16%

Home Ownership	
Own	77%
Rent	23%

Age	
18 – 30	8%
31 - 49	37%
50 - 64	38%
65 and better	17%

Income	
Under \$24,999	10%
\$25,000 - \$49,999	20%
\$50,000 - \$74,999	21%
\$75,000 - 99,999	16%
\$100,000 or more	33%

Income by Gender	Under \$24,999	\$25,000 - \$49,999	\$50,000 - \$74,999	\$75,000 - 99,999	\$100,000 or more
Male	4%	8%	6%	7%	19%
Female	6%	12%	13%	9%	15%

Home Ownership by Gender	Rent	Own
	Male	10%
Female	13%	46%

Income by Precinct	Under \$24,999	\$25,000 - \$49,999	\$50,000 - \$74,999	\$75,000 - 99,999	\$100,000 or more
	Precinct #1	5%	9%	4%	1%
Precinct #2	3%	5%	5%	2%	5%
Precinct #3	1%	8%	9%	7%	16%
Precinct #4	2%	2%	4%	5%	7%

FOCUS AREA OVERVIEW

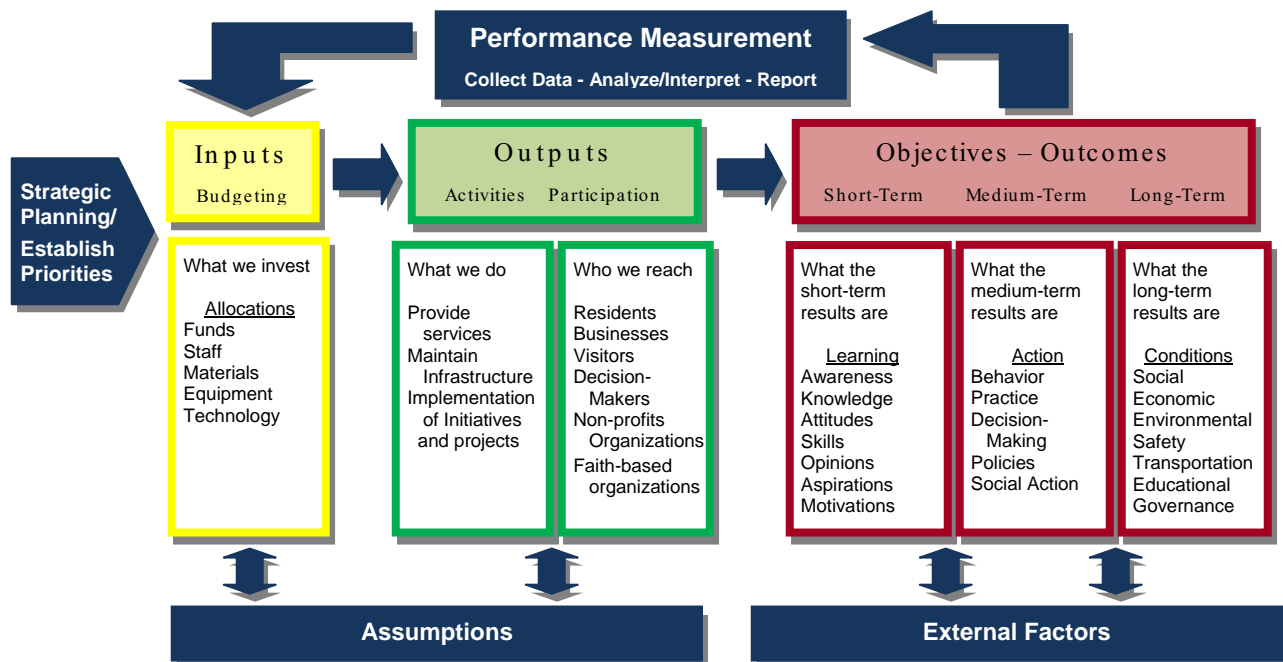
Introduction

The City of Richmond has begun a program to confront the inertia of business as usual, the persistent organizational resistance to change; the idea that it is safer and easier to do what we have always done simply because it is the way we have always done it. To this end the City is employing a set of mission-driven, outcome-oriented, and performance-based management tools that are elements of the Balanced Scorecard Strategic Management System, a model proven to be successful at improving local governance. Specifically, the tools include *strategic planning* to develop priority focus areas; *outcome-based budgeting* to guide investment to meet identified outcomes within each focus area; and *performance measurement* to evaluate success toward achieving objectives. This approach challenges City leaders and staff to identify the outcomes citizens value most, prioritize public funds to “purchase” those results, and reformulate the methods with which City agencies produce them. Taken together and implemented properly, the elements of the Balanced Scorecard Strategic Management System will help to achieve Mayor Jones’ vision of Richmond as a Tier One City with the corresponding mission of Building a Better Richmond.

The Balanced Scorecard Strategic Management System

The concept of Balanced Scorecard was introduced in 1992 and has been widely adopted in the private sector. The foremost practitioner of it in the public sector is the City of Charlotte, NC. The Balanced Scorecard Strategic Management System (henceforth Balanced Scorecard) being implemented by the City of Richmond is an approach to strategic management that links the City’s mission and vision to the development of strategies intended to achieve specific performance objectives. It takes a performance measurement approach that shows clear and cogent linkages between and among planning, spending, performing, and results. In this system, mission, vision and performance objectives are viewed through the prism of four perspectives: financial accountability, customer priorities, internal processes, and learning and growth.

Logic Model of the Balanced Scorecard Strategic Management system



Elements of the City's Balanced Scorecard approach include: strategic planning as the method to identify organizational objectives (both city-wide and departmental) and the steps to achieve them; outcome-based budgeting as the philosophy which guides the allocation of resources to the objectives identified by the strategic planning process; and performance measurement to evaluate the success toward achieving the identified objectives, identify opportunities to improve service delivery and help to inform future adjustments to resource allocation.

Strategic Planning

In its most distilled form, the definition of strategic planning is to determine where the City is going and how it is going to get there. During the summer of 2010, City leadership and key staff engaged in a strategic planning process organized around Mayor Jones's *vision* of Richmond as a Tier One City with the corresponding *mission* of Building a Better Richmond. Thus began the process of implementing the Balanced Scorecard. The strategic planning process resulted in the development of seven City-wide focus areas, which were then linked to specific initiatives necessary to achieve agreed-upon objectives. The seven focus areas are:

1. Unique, Healthy and Inclusive Communities and Neighborhoods
2. Economic Growth
3. Community Safety and Well-Being
4. Transportation
5. Education and Workforce Development
6. Sustainability and the Natural Environment
7. Well-Managed Government

Moving forward, these seven focus areas will guide the City's development of projects, programs, initiatives, and services.

Outcome-Based Budgeting

A central challenge to effective governance is the ability to finance necessary programs and service delivery with existing resources. How can limited financial resources be mobilized to address critical community needs and promote the larger objectives identified through strategic planning? The City has chosen to meet this challenge through implementation of outcome-based budgeting.

Outcome-based budgeting involves procedures and mechanisms intended to strengthen links between the City's existing resources and desired outcomes; it uses performance data analysis to inform resource allocation decision-making. Where traditional cost-based budgeting might respond to the question, 'What programs or line items can we cut to keep the budget in balance?', outcome-based budgeting responds to a different question, 'How can we increase the value we deliver to citizens with the resources available to us?' The City's outcome based-budgeting philosophy dictates that the budget should be:

- Zero-Based: After mandatory expenditures are taken into account, no program or expense is to be taken for granted. Every function is reviewed comprehensively and all expenditures must be approved, rather than automatically increased. No reference is made to the previous level of expenditure. This approach to budgeting requires the

budget request be justified in complete detail by each department; including alignment with the City's identified focus areas.

- **Outcome-Oriented:** Budget decisions are based on data projecting the end result of the service provided. Outcome-oriented requires that departments make budget requests that will lead to specific outcomes (NOT just outputs) and are guided by data-based assumptions. The key here is that desired outcomes drive budget decisions about which projects, programs, initiatives, or services should be funded.
- **Performance-Based:** Each project, program, initiative, and service undertaken by the City is to be evaluated based on the performance it delivers, not the activities it conducts. Evaluations must be data driven, quantifiable, and measured against achievement of desired outcomes in order to inform subsequent budget cycles.

In addition, an outcome-based budget process not only allows for more informed decision making, it also makes government more transparent to citizens. As the City continues to implement outcome-based budgeting, increased public accountability becomes a critical component of the effort. Ultimately, the City's public accountability process will involve first soliciting input on priorities from the community and then reporting strategic and operational results back to the community. Strengthening the City's engagement with residents on the issues that concern them will become an integral part of the budget development process.

Performance Measurement

Performance measures are critical to the success of the balanced scorecard system; if you can't measure it, you can neither manage it nor improve it. Performance measures allow the City to monitor implementation of projects, programs, initiatives, and services funded through outcome-based budgeting; measure their success in meeting the targeted performance; identify opportunities to improve service delivery; inform leadership as they make strategic adjustments; and provide data to support decisions for future resource allocation. Because so much is riding on performance measurement, it is absolutely essential that what is being measured and the methods used to measure and evaluate it are meaningful, appropriate and rigorous.

According to the Balanced Scorecard Institute, good performance measures:

- Provide a way to see if our strategies are working
- Focus employees' attention on what matters most to success
- Allow measurement of accomplishments, not just the amount of work that is performed
- Provide a common language for communication
- Are explicitly defined in terms of owner, unit of measure, collection frequency, data quality, expected value (targets), and thresholds
- Are valid, to ensure measurement of the right things
- Are verifiable, to ensure data collection accuracy

Next Steps

During FY 2011-2012, the City's strategic objectives and community priorities will be developed in a transparent setting that encourages input from all stakeholders, both within the government and the community. To solicit citizen input, the annual citizen survey will be enhanced to gather detailed information from citizens on the priorities and outcomes that are important to them. Other methods that will be used to gather citizen input include MPACT meetings and open forums hosted by the administration. City leadership can then use this information in conjunction with performance data to guide budget priorities and the allocation of resources to those priorities and desired outcomes.

The development of the FY 2012 and 2013 budgets will emphasize the seven focus areas and their associated metrics. During the remainder of FY 2011 and during FY 2012, the City will continue to implement the Balanced Scorecard. Significant activities include:

- Creation of an internal consulting group to systematically identify and implement opportunities to improve work process and performance
- Development of best practices for resource management
- Development of a city-wide inventory of services and associated performance measures
- Alignment of services to the focus areas identified through the Balanced Scorecard process
- Refinement of existing focus areas and their associated measures
- Introduction of the Balanced Scorecard perspectives (financial accountability, customer priorities, internal processes, and learning and growth) to all city employees
- Implementation of the Balanced Scorecard at the departmental level
- Support of a formal change management program geared toward educating leaders on strategic thinking and developing performance measures; facilitating clear and continuous communication on the role of the scorecard; and making Balanced Scorecard a part of the culture that is embedded into operations as a standard decision making tool
- Connect scorecard performance measures to annual performance planning and evaluation system

To fully implement the balanced scorecard, development of the overall system must continue. But the development of micro-level elements must also occur. The strategic intent identified through the development of the larger balanced scorecard system must cascade throughout the organization. This will require the development of performance measures at all organizational levels within the City for all identified objectives. This implies that departmental, divisional, team, and individual scorecards must be developed in order to link the day-to-day work with the larger City-wide objectives. This multi-tiered structure will allow City leadership to drill-down from the larger macro level through the departments, divisions, teams, to the individual level for each objective. This not only promotes accountability, but also provides clarity of mission and focus to each employee, ultimately engendering a sense of shared ownership among the workforce. Key elements to be developed at the micro level include a mechanism for monthly employee input and agency, division, and employee scorecards.

FOCUS AREA CABINETS

The FY 2012 & FY 2013 budget development process is underway, and the Administration is continuing the implementation of outcome-based budgeting. During summer 2010, the Administration spent time addressing the seven focus areas and the metrics and action items associated with each area. We are forming cabinets for each focus area to carry out the actions items and initiatives associated with each focus area.

The following pages list each focus area with its definition and cabinet members. Cabinets are comprised of the following members:

- **Champion** For each focus area, the champion is the CAO or a DCAO. The champion sets the vision for the focus area, and is responsible for communicating with the Administration, the City Council and the community.

- **Convener** The convener is the primary individual responsible for coordinating the activities under each focus area including, but not limited to, connecting specific initiatives to metrics (which connect to the focus areas and ultimately to budget allocations) and keeping team members on track in order to achieve the goals associated with the focus area.

- **Co-Convener** The co-conveners assist the convener with coordination of activities under each focus area.

- **Team Members** Team members are selected individuals from each of the departments who are involved in each focus area. They are responsible for the day-to-day tasks that enable the City to achieve its goals for each focus area.

Each cabinet will be supported by a technical support team and a technical writing team.

- **Technical Support Team** The technical support team includes core agencies which provide financial and administrative services for each of the focus areas. This team will assist the cabinet with cost estimates, personnel requirements, and other central functions.
 - *Budget & Strategic Planning*
 - *Finance*
 - *Human Resources*
 - *Information Technology*
 - *Procurement Services*

- **Technical Writing Team** The technical writing team includes key individuals who will assist the focus area teams in writing issue papers, as well as performing research and analysis for each focus area. The team will not be limited to the individuals listed below; each Champion, Convener and Co-Convener will designate subject matter experts for their respective focus areas who will form the technical writing team.

FOCUS AREA CABINETS

A series of Administration metrics and Council strategic goals are provided under each focus area cabinet. You may be familiar with each of the bold items under the focus areas (the Administration metrics); yet, you may be less familiar with the italicized items (the Council strategic goals).

1. Unique, Healthy and Inclusive Communities and Neighborhoods

Promote affordable and diverse housing options in livable neighborhoods. This would include a mix of different income levels and housing options available within a community that includes both residential and commercial properties and other services such as access to healthcare, libraries, schools and community service centers within a certain walking distance to the neighborhood.

Administration Metrics & Council Strategic Goals

- **Increase retail in selected neighborhoods**
- **Increase the number of people residing in targeted neighborhoods through development of more than 80 percent AMI, special population and market rate “rooftops” in targeted areas**
 - *Homes are occupied by owners (Neighborhood Vitality)*
 - *Housing opportunities for all income levels (Neighborhood Vitality)*
 - *Housing is accessible for middle and lower income workers (Economic & Business Opportunities)*
- **Increase mileage of bike and walking trails, and sidewalks and bike paths**
 - *Neighborhoods offer walkable access to retail and personal services (Neighborhood Vitality)*
- **Increase and diversify key amenities in targeted neighborhoods (e.g. libraries, recreational facilities, community gardens, health resource centers, and social services)**
- *Activities are in place for students during non-school hours (Educational Achievement)*

2. Economic Growth

Economic growth involves the development of a diverse environment that improves and enhances all aspects of life in Richmond: live, work, learn, play, visit, and shop.

Administration Metrics & Council Strategic Goals

- **Increase tax revenue (e.g. generated through real estate development, retail sales, and business expansions)**
- **Reduce the number of vacant and blighted properties and increase the number of tax-generating properties**
- **Expand technical assistance services, including access to certain forms of capital to primary, small, minority and disadvantaged firms**
 - *Economic vitality of businesses through the City is evident (Economic & Business Opportunities)*
 - *Efficiencies are in place for business development (Economic & Business Opportunities)*
- **Increase the number of jobs created and retained in the City**
 - *Employment opportunities are available to Richmond residents (Economic & Business Opportunities)*
 - *Economic vitality of businesses through the City is evident (Economic & Business Opportunities)*
 - *A growing number of citizens live above the poverty line (Prosperity for All)*
- **Increase median household income in targeted neighborhoods**
 - *A growing number of citizens live above the poverty line (Prosperity for All)*
- *Fewer individuals and families are homeless (Prosperity for All)*
- *Ex-offenders gain meaningful and long-term employment (Prosperity for All)*

FOCUS AREA CABINETS

3. Community Safety & Well-Being

Community Safety and Well Being involves the implementation of education focused community oriented governance that addresses policing, fire & emergency preparedness while providing the infrastructure and services that will ensure all Richmonders have the opportunity to experience an exceptional quality of life.

Administration Metrics & Council Strategic Goals

- **Reduce major crime incidents**
 - *Properties are safe, clean and well maintained (Neighborhood Vitality)*
 - *Streets are safe, clean and well maintained (Neighborhood Vitality)*
- **Improve citizen perception of safety**
 - *Properties are safe, clean and well maintained (Neighborhood Vitality)*
 - *Streets are safe, clean and well maintained (Neighborhood Vitality)*
- **Increase the number of citizens served by City health departments (physical and mental health); increase the number of lives saved by emergency medical systems (EMS) and the Richmond Ambulance Authority (RAA)**
- **Completion of City Emergency Plan in accordance with Federal Homeland Security guidelines**
- *Neighborhoods are safe and crime free (Neighborhood Vitality)*

4. Transportation

This focus area is broad and addresses all issues related to transportation opportunities and challenges, including maximizing public transit; implementing and maintaining roads, adopting and implementing land-use policies to support growth and transit goals; and ensuring adequate pedestrian and bicycle connections while meeting stringent federal air quality standards.

Administration Metrics & Council Strategic Goals

- **Develop programs in conjunction with GRTC to increase GRTC capacity utilization and carpool usage**
- **Establish Bus Rapid Transit along high-volume major corridors, such as Broad Street**
- **Work in conjunction with partners to increase tonnage through the Port of Richmond**
- **Improve transportation infrastructure (including expansion of Main Street Station)**
- **Increase City involvement in region- and state-wide transportation initiatives, such as Richmond Metropolitan Authority**
- *Transportation is accessible, efficient and affordable (Economic & Business Opportunities)*

FOCUS AREA CABINETS

5. Education and Workforce Development

This focus area addresses encouraging and supporting a high level of educational achievement in all of the City's population, both among children and adults. This focus area contributes to economic development by developing and maintaining a well educated, well-trained labor force that supports a prosperous economy.

Administration Metrics & Council Strategic Goals

- **Increase number of accredited preschools and daycare facilities and increase number of children entering kindergarten ready to learn**
 - *Students will achieve at the elementary, middle and high school levels (Educational Achievement)*
- **Increase proportion of eligible students that transition from 8th and 9th grade on time**
 - *Students will achieve at the elementary, middle and high school levels (Educational Achievement)*
 - *Students stay in school with the help of innovative programs (Educational Achievement)*
- **Increase high school graduation rate**
 - *Students will achieve at the elementary, middle and high school levels (Educational Achievement)*
 - *Students stay in school with the help of innovative programs (Educational Achievement)*
- **Increase awareness of opportunities for adult education and life-long learning and improve literacy rate**
 - *Residents have academic and training opportunities to prepare for employment (Educational Achievement)*
- **Increase opportunities for vocational and industry-specific training**
 - *Residents have academic and training opportunities to prepare for employment (Educational Achievement)*
- *Schools will be recognized for excellence (Educational Achievement)*

6. Sustainability & the Natural Environment

This focus area addresses safeguarding the environment, including protection of air and water quality, land preservation, and energy and resource conservation. Maintaining a healthy environment is key to ensuring human health as well as fiscal health in our City.

Administration Metrics & Council Strategic Goals

- **Maintain continuous compliance with all local, state and federal regulatory agencies with regard to drinking water, storm water and wastewater**
- **Reduce trash tonnage and increase recycling**
- **Implement the wise use of natural gas, water, electricity and fuel at all City facilities**
- **Expand riverfront park acreage**

FOCUS AREA CABINETS

7. Well-Managed Government

Providing effective and efficient City services that are accessible, transparent, responsive, accountable, fair and creative, to maintain a high level of customer satisfaction.

Administration Metrics & Council Strategic Goals

- Increase citizen satisfaction
- Provide services more efficiently and effectively
- Develop Policies & Practices that will assist in increasing bond ratings
- Increase workforce caliber, motivation and satisfaction
- Increase compliance and achieve performance benchmarks

The pages that follow provide a description of the initiatives that will ensure success in each Focus Area as well as the performance measures that will be used to monitor and track that success. The associated funding amounts, where applicable, are also provided. Listed below are key definitions and explanations of acronyms that you will see in this section.

DEFINITIONS

Initiatives--the projects and activities that drive strategic performance and help to ensure success of the overall Focus Area.

Focus Area Performance Measures—the specific quantitative or qualitative metrics of the work performed. They help to determine the level of success of each initiative.

Targets—identify the specific level of performance for each measure.

ACRONYMS

CDBG—Community Development Block Grant

CIP—Capital Improvement Program

ECD—Economic and Community Development

ESB—Emerging Small Business

GF—General Fund

OMBD—Office of Minority Business Development

MBE—Minority Business Enterprise

NEPA—National Environmental Policy Act

RPS—Richmond Public Schools

RRHA—Richmond Redevelopment and Housing Authority

SF—Special Fund

Focus Area 1: Unique, Healthy and Inclusive Neighborhoods and Communities

INITIATIVE	FY2012			FY2013		
	Adopted	Measure	Target	Approved	Measure	Target
<p>Public School Construction - design & construction of four new replacement schools: Broad Rock Elementary School, Oak Grove Elementary School, M. L. King Middle School & Huguenot High School planned for a total of 3,500 students</p>	\$34,081,869 (CIP)	<p>a) Start Broad Rock ES Project construction b) Start Oak Grove ES Project construction c) Start M. L. King MS Project construction d) Start Huguenot HS Project construction</p>	<p>a) Sept. 2011 b) Sept. 2011 c) Jan. 2012 d) Feb. 2012</p>	\$18,59,181 (CIP)	<p>a) Broad Rock ES opens for students b) Oak Grove ES opens for students c) M. L. King MS Project construction underway d) Huguenot HS Project construction underway</p>	<p>a) Jan. 2013 b) Jan. 2013 c)Ongoing d)Ongoing</p>
<p>Eastview Initiative - this inter-agency initiative will target the Eastview neighborhood, focusing on both the physical environment and human development</p>	\$750,000 (CIP & CDBG)	<p>a) Renovate and open Seven Hills building to provide human services b) Undertake and complete a blight study c) Acquire and rehab one house</p>	<p>a) by Jan. 2012 b) by Sept. 2011 c) by Feb. 2012</p>	\$450,000 (CIP & CDBG)	Renovate and convert the former cafeteria of Seven Hills into a new child development center	June 2013
<p>Blight abatement - expands the resources available to the city to address the most problematic and long-standing properties</p>	\$800,000 (CIP & CDBG)	<p>a) Demolish blighted structures b) Board up structures to remove vacant/open</p>	<p>a) 50 b) 225</p>	\$600,000 (CIP)	Same as FY12	Same as FY12

Focus Area 1: Unique, Healthy and Inclusive Neighborhoods and Communities

INITIATIVE	FY2012			FY2013		
	Adopted	Measure	Target	Approved	Measure	Target
		building safety hazards c) Acquire structures at a cost of \$100,000 per unit through the City's Spot Blight Program	c) 4			
Library Renovations - retrofits seven of the branch libraries and selected areas of the Main Library with state-of-the-art internet / communications services and equipment, facility interior renovations / upgrades, and exterior renovations / upgrades	\$1,000,000 (CIP)	a) Complete Belmont Ave. Branch Library Project b) Complete Hull St. Branch Library Project c) Start Broad Rock Branch Library Project d) Complete Broad Rock Branch Library Project	a) Sept. 2011 b) Sept. 2011 c) Oct. 2011 d) Apr. 2012	\$1,000,000 (CIP)	a) Start East End Branch Library Project construction b) Complete East End Branch Library Project c) Increase circulation of library materials by at renovated libraries d) Increase participation in library programs at renovated libraries	a) July 2012 b) Jan. 2013 c) 40% d) 30%

Focus Area 1: Unique, Healthy and Inclusive Neighborhoods and Communities

INITIATIVE	FY2012			FY2013		
	Adopted	Measure	Target	Approved	Measure	Target
Monroe Park Improvements - Public and private funds would be utilized to complete the project.	-	Release Invitation for bid for the construction of infrastructure improvements (paths, sidewalks, drainage, lighting, etc)	Sept 2011	\$435,000 (CIP)	Conservancy (a nonprofit org created to support Park development) completes Capital Campaign to raise remaining funds required to complete the project	Not specified until the Campaign is complete
Cannon Creek Improvements - leverages City funds with in-kind services from the National Guard. .	\$1,000,000 (CIP)	a) Complete construction for the first phase of Park improvements (.7 miles) b) Complete design of second phase of Park Improvements	a) March 2012 b) Dec. 2012	\$542,000 (CIP)	a) Complete Construction of the second phase of Park Improvements	a) June 2013
Pedestrian, Bicycle and Trails Initiative - begins the implementation of the recommendations from the Mayor's Pedestrian, Bicycle and Trails Planning Commission	\$100,000 (GF)	a) Hire a pedestrian, bike, and trails coordinator b) Establish education/safety program	a) End of July 2011 b) Develop program by end of 2011; implement by 2012	\$100,000 (GF)	Complete at least one educational venue for motorist, bicyclist, and pedestrian education around key streets in the city	TBD once the Coordinator has been hired

Focus Area 2: Economic Growth

INITIATIVE	FY2012			FY2013		
	Adopted	Measure	Target	Approved	Measure	Target
Enterprise Zone Funding - Full funding for the Enterprise Zone Program & Implementation of Enterprise Zone Tax Development Program	\$400,000 (GF)	a) Increase business attractions, retentions & expansions	a) 40 Businesses	\$250,000 (GF)	a) Increase business attractions, retentions & expansions	a) 25 Businesses
		b) Increase private investment leveraged	b) \$2 million		b) Increase private investment leveraged	b) 1,500,000
		c) New job creation and job retention	c) 75 new, 200 retained		c) New job creation and job retention	c) 50 new & 150 retained
		d) Establish draft of Enterprise Zone Tax Development Program (boundary, legislation, baseline, etc.)	d) Jan. 2012		d) Implement EZTDP	d) Dec 2012
		e) Submit application to the State for a new Enterprise Zone in the Southside	e) June 2012			
Marketing & Research- Comprehensive Marketing	\$137,000 (GF)	Issue RFP and hire firm for	Complete Procurement	-	-	-

Focus Area 2: Economic Growth

INITIATIVE	FY2012			FY2013		
	Adopted	Measure	Target	Approved	Measure	Target
and Outreach Plan		brand development Phase I: Undergo comprehensive brand research/analysis and develop marketing plan Phase II: Develop new world-class website and implement a coordinated partnership between ECD and OMBD to develop and produce complimentary marketing collateral Phase III: Implement final marketing strategies initiatives and begin tracking performance through defined metrics developed and identified through the	Process and firm by end of FY2011 Phase I: 1 st Quarter of FY2012 Phase II: 2 nd Quarter FY12 Phase III: Begin 3 rd Quarter FY12			

Focus Area 2: Economic Growth

INITIATIVE	FY2012			FY2013		
	Adopted	Measure	Target	Approved	Measure	Target
		marketing plan				
Commercial Area Revitalization Effort (CARE) & Extra CARE Renovations	\$200,000 (GF)	a) Number of program participants for Rebates b) Number of loans c) Increased private investment leveraged d) New job creation and job retention	a) 25 Businesses b) 2 loans c) \$900,000 - \$1,200,000 d) 30 new & 100 retained	\$200,000 (GF)	Same as FY12	Same as FY12
Priority Target Corridors - Façade Improvement Program	\$250,000 (CDBG)	a. Number of units with three to one match up to maximum of \$7,500 per unit	a. 33 units	-	-	-
Shockoe Bottom Revitalization - Advance Development of Shockoe Bottom	\$125,000 (CIP)	a) Decreased vacancies b) Increased property values c) New Private	TBD	TBD	TBD	TBD

Focus Area 2: Economic Growth

INITIATIVE	FY2012			FY2013		
	Adopted	Measure	Target	Approved	Measure	Target
		investment d) New private investment e) New job creation (permanent and construction) e) Participation in ECD and OMBD programs				
Establish a Coordinator of Tourism Position	\$100,000 (GF)	a) Hire Tourism Coordinator b) Establish work plan	a) July 2011 b) August 2011	\$100,000 (GF)	TBD	TBD
Strengthen MBE/ESB Programs and Resources - Strengthen MBE/ESB Technical & Capital Assistance	\$151,000 (GF)	a) Increase the Number of MBE/ESB Businesses and business opportunities with City b) Attract New MBE / ESB Businesses to the City of Richmond c) Expand participation in Technical Assistance Programs	June 30 th	\$151,000 (GF)	Same as FY12	Same as FY12

Focus Area 2: Economic Growth

INITIATIVE	FY2012			FY2013		
	Adopted	Measure	Target	Approved	Measure	Target
		d) Retain OMBD & ECD Business Clients e) Increase Size and Number of Loans Through Contractors' Assistance Loan Program (CAP) f) Leverage private investment g) Increase MBE / ESB Participation Rates h) Increase Compliance Monitoring and Reporting				

Focus Area 3: Community Safety and Well Being

INITIATIVE	FY2012			FY2013		
	Adopted	Measure	Target	Approved	Measure	Target
Emergency Response Infrastructure -Replacement of City's 800 Mhz Next Generation Radio System	\$ 500,000 (CIP)	Create Radio Replacement Plan in partnership with consultants.	Creation of Plan	-	-	-
Emergency Response Infrastructure - Replace Mobile Data Network for Fire and Police	\$284,000 (GF)	Install new mobile data network in all Police and Fire vehicles	100%	-	-	-
Eastview Initiative - Perform Irradiation Initiatives	\$66,923 (GF)	a) Identify areas of high violence driven by drug activity b) Increase the number of individuals contributing to the eradication of drug activity c) Increase the Deployment of Special Operations in targeted areas	a) Decrease by 10%. b) Increase by 15% c) Increase by 5%	\$66,923 (GF)	Same as FY12	Same as FY12
Eastview Initiative - Public Safety Education and Awareness Programs	\$1,200 (GF)	a) Increase Number of Community Education sessions on narcotics enforcement per quarter in targeted area. b) Increase Number of	a) 2 per quarter b) 10%	\$1,200 (GF)	Same as FY12	Same as FY12

Focus Area 3: Community Safety and Well Being

INITIATIVE	FY2012			FY2013		
	Adopted	Measure	Target	Approved	Measure	Target
		partnerships with community services providers within targeted area				
Establish Violence Free Zone Program at Armstrong H.S	\$360,000 (GF)	a) Program Established b) Reduce negative incidents	a) Yes b) 5% reduction	\$360,000 (GF)	a) Decrease negative incidents	a) 5% reduction
Maintain Violence Free Zone at George Wythe H.S.	\$110,000 (GF)	Reduce negative incidents	10% reduction	\$360,000 (GF)	Same as FY12	Same as FY12
Incarceration Alternatives- Jail Diversion Program	\$500,000 (GF)	a) Provide mental health assessments and screenings as an alternative to immediate confinement in the Richmond City Jail. b) Provide intensive residential and non-residential substance abuse services to offenders. c) Reduce the overall average daily population of the jail by 50 inmates.	a) 50 b) 75 c) 50	\$500,000 (GF)	Same as FY12	Same as FY12

Focus Area 3: Community Safety and Well Being

INITIATIVE	FY2012				FY2013		
	Adopted	Measure	Target		Approved	Measure	Target
Incarceration Alternatives- Home Electronic Monitoring	\$587,770 (GF)	Place offenders on Home Electronic Monitoring and reduce the Average Daily Population of the Richmond City Jail by 50	100		\$600,000	Same as FY12 (GF)	Same as FY12
Incarceration Alternatives- Mental Health Docket and Services	\$235,000 (GF)	a) Number of Mental Health screenings and evaluations completed b) Reduce Number of mentally ill people in Richmond City Jail, based on the 7-1-11 count of Mental Health offenders in the jail	a) 80 b) 50		\$235,000 (GF)	Same as FY12	Same as FY12

Focus Area 4: Transportation

INITIATIVE	FY2012			FY2013		
	Adopted	Measure	Target	Approved	Measure	Target
Main Street Station Phase 3 - Matching funds for \$3.8 million federal grant - replace funds revoked by state; will lose grant without matching funds.	\$479,346 (CIP)	a) Grant funding secured b) Construction of Main Street Station will begin in Spring 2012 and be completed in Spring 2014	a) Yes b) Yes	\$479,346 (CIP)	Same as FY12	Same as FY12
Resurface 150 lane miles of roadway each fiscal year	\$4,600,000 (CIP)	Number of Lane miles of roadway resurfaced	115	\$4,050,000 (CIP)	Number or Lane miles of roadway resurfaced	102
Sidewalk improvements - improve minimum of 6 miles/year - 5ft equivalent	\$600,000 (CIP)	Number of Miles of 5ft equivalent sidewalk improvements	2.5	\$750,000 (CIP)	Number of Miles of 5ft equivalent sidewalk improvements	3
Install 80 miles of two-way striping for "sharrow" (bike/vehicle lanes) – install bike racks in downtown and multi-use trails	\$250,000 (CIP & GF-Bike Racks)	a) Number of bike racks installed b) Number of miles of two-way striping for "sharrow" bike/vehicle lanes installed	a) 50 b) 36	\$250,000 (CIP & GF-Bike Racks)	Number of miles of two-way striping for "sharrow" bike/vehicle lanes installed	40
One-way street conversion to two-way streets	-	-	-	\$1,500,000 (CIP)	Complete Engineering assessment and design of one-way streets in Shockoe Bottom, Manchester and	Yes

Focus Area 4: Transportation

INITIATIVE	FY2012			FY2013		
	Adopted	Measure	Target	Approved	Measure	Target
					Downtown	
Support and participate with GRTC in the NEPA process for downtown bus transfer center and Bus Rapid Transit	N/A	Participate in GRTC Downtown Transfer Center and Bus Rapid Transit meetings	Yes	N/A	Participate in GRTC Downtown Transfer Center and Bus Rapid Transit meetings	Yes
Misc. Bridge Improvements	\$1,000,000 (CIP)	a) Complete design of Belvidere Bridge b) Number of bridge repairs.	a) Yes b) Repair Robert E. Lee and Forest Hill Bridges	\$1,000,000 (CIP)	Number of Bridge Repairs	-Westwood Bridge repairs complete -Begin construction on Belvidere Bridge
Complete Richmond Strategic Multimodal Transportation Plan and begin implementation of top priority recommendations.	N/A	Complete Richmond Strategic Multimodal Transportation Plan	Yes	N/A	Number of top priority recommendations implemented	Number of top priority recommendations implemented in FY13 will be determined by the outcome of the Plan.

Focus Area 5: Education and Workforce Development

INITIATIVE	FY2012			FY2013		
	Adopted	Measure	Target	Approved	Measure	Target
Coordinate all City of Richmond Workforce programs such that each has substantial outcomes with a minimum of duplicated efforts	\$371,679 (GF, RRHA, & CDBG)	Number of pathway participants added	88	\$246,679 (GF, RRHA)	Same as FY12	80
Improve young children's readiness for school through infrastructure, quality child care, & parenting & health program enhancements	\$ 628,005 (GF&SF)	a) Early Childhood Advisory Council appointed b) Early Childhood Strategic Plan Update: consultant hired c) Early Childhood Strategic Plan Update: completed d) Marshall Plaza Child Care Center: employee survey completed e) Marshall Plaza Child Care Center: determine operating structure f) Marshall Plaza Child Care Center: space renovation g) Parenting Center #1: opens h) Parenting workshops & activities - # of	a) Sept. 2011 b) Aug. 2011 c) Dec. 2011 d) Sept. 2011 e) Oct. 2011 f) Jan. – Jun. 2012 g) Jan 2012 h) 400 contacts	\$613,873 (GF)	a) Early Childhood Advisory Council meetings b) Marshall Plaza Child Care Center facility opens c) Parenting Center #2 opens d) Parenting workshops and activities – number of additional adult contacts through parenting education centers e) Number of child care providers receiving certificates for Quality Matters training	a) 3x/year b) Sept. 2012 c) Sept. 2012 d) 1,300 contacts e) 50

Focus Area 5: Education and Workforce Development

INITIATIVE	FY2012			FY2013		
	Adopted	Measure	Target	Approved	Measure	Target
(CONTINUED) Improve young children's readiness for school through infrastructure, quality child care, & parenting & health program enhancements		additional adult contacts through parenting education centers i) Number of child care providers receiving certificates for Quality Matters training j) Number of child care providers added to Virginia Star Quality Initiative	i) 50 providers j) 3 providers		f) Number of child care providers added to Virginia Star Quality Initiative	f) 3 (3 new plus 3 continuing from FY2012)
Establish a city-wide cross-functional strategy to reduce truancy & examine reasons for dropping out	\$ 415,000 (GF)	% Decrease in 9th Grade Truancy (Unexcused Absence) Rate at Armstrong High School	10%	\$350,000 (GF)	Same as FY12	Same as FY12
Expand Mayor's Youth Academy including Summer Works, Youth Gardeners & Life Stages programs & Future Leaders Council	\$372,218 (GF)	a) Number youth & emerging adults hired & assigned to work (includes Work Experience and Youth Gardeners programs)	a) 240 (Total # served through all \$ sources including foundation & other donations that do not flow through City appropriation process)	\$372,218 (GF)	Same as FY12	Same as FY12

Focus Area 5: Education and Workforce Development

INITIATIVE	FY2012			FY2013		
	Adopted	Measure	Target	Approved	Measure	Target
(CONTINUED) Expand Mayor's Youth Academy including Summer Works, Youth Gardeners & Life Stages programs & Future Leaders Council		b) Number youth gaining work force experience through Future Leaders Council	b) 50			
Expand Mayor's Youth Academy including Summer Works, Youth Gardeners & Life Stages programs & Future Leaders Council	\$100,000 (GF)	Number youth involved in cultural programs (Life Stages)	105	\$100,000 (GF)	Same as FY12	Same as FY12

Focus Area 6: Sustainability and the Natural Environment

INITIATIVE	FY2012			FY2013		
	Adopted	Measure	Target	Approved	Measure	Target
Implement Enterprise Asset Management (EAM) within the Department of Public Utilities.	\$275,000 (DPU)	Compliance rates, Lower DPU infrastructure lifecycle costs	-Award Contract to EAM consultant by January 7, 2012 -Complete Phase 1a & 1b by May 30, 2012	\$725,000 (DPU)	Compliance rates, Lower DPU infrastructure lifecycle costs	Complete Phase 1c (Gap Analysis) by May 30, 2013
Secure resources for Sustainability Office	\$80,000 (GF)	a) Hire a Management Analyst b) Develop Inter-Agency Green Teams c) Develop and Implement Sustainability Plan	a) yes b) December 31, 2011 c) July 2012	\$80,000 (GF)	Percent Energy and Fuel Savings in Calendar Year 2013 and beyond over 2008 baseline except where a different baseline is operationally necessary	1%
Enhanced Tree Maintenance Program	\$200,000 (GF)	Number of trees pruned / watered	-1,105 trees maintained per year-DPW -800 trees maintained per year-Tree Stewards	\$200,000 (GF)	Same as FY12	Same as FY12
Partner with GRTC and RPS to develop a conversion plan for integrating natural gas fueled buses into fleet (DPU)	\$3,009,000	Reduced Greenhouse Gas Emissions	Complete 30% Design for CNG Fueling Station and submit RFP package to DPS by October 10 2011	\$3,211,850 (DPU)	Reduced Greenhouse Gas Emissions	Achieve Substantial Completion on CNG Fueling Facility by April 22, 2013

Focus Area 6: Sustainability and the Natural Environment

INITIATIVE	FY2012			FY2013		
	Adopted	Measure	Target	Approved	Measure	Target
(CONTINUED) Partner with GRTC and RPS to develop a conversion plan for integrating natural gas fueled buses into fleet (DPU)		Reduced Greenhouse Gas Emissions	Advertise RFP (Design Build or Design Bid Build) for CNG Fueling Station by November 10 2011 Notice to Proceed for CNG Fueling Station by April 9 2012 Submit Bid documents for Upgrades to GRTC Maintenance Facility by October 10 2011 Notice to Proceed to Maintenance Facility contractor by March 21, 2012 Provide Short Term Fueling Facility (or Public Option) for GRTC by January 23, 2012		Reduced Greenhouse Gas Emissions	Achieve Greenhouse Gas Emissions of a % TBD based on additional of 15 CNG fueled mini-buses by July 1 2012

Focus Area 7: Well Managed Government

INITIATIVE	FY2012			FY2013		
	Adopted	Measure	Target	Approved	Measure	Target
Implement Enterprise Resource Planning (ERP) system	\$6,954,786 (GF, CIP & DPU)	ERP System implemented by Dec '13	Yes	\$2,936,610 (GF & CIP)	Same as FY12	Same as FY12
Enhance Annual Citizen Survey	\$50,000 (GF)	Completed Survey with demographic information, more information gathered on services used, and prioritization of these services.	100%	\$50,000 (GF)	Same as FY12	Same as FY12
Implement a Customer Relationship Management System	\$500,000 (DPU)	Complete a needs analysis and system requirements recommendation for completion during the next biennium.	100%	-	-	-
Introduce a Customer Service Initiative (CSI)	N/A	a) Identify behaviors for all jobs that enhance good customer service. b) Provide a variety of learning opportunities focused on customer service skills.	Yes	-	-	-

Focus Area 7: Well Managed Government

INITIATIVE	FY2012			FY2013		
	Adopted	Measure	Target	Approved	Measure	Target
(CONTINUED) Introduce a Customer Service Initiative (CSI)		c) Allow participants to earn credentials for individual professional development. d) Communicate examples and tips for successful service recovery. e) Provide recognition for performance that delivers service exceeding the norm. f) Make customer service an integral part of job performance evaluation. g) Incorporate customer feedback through an improved citizen survey, Mayor’s Participation, Action, and Communication Team (MPACT) & other avenues	Yes	-	-	-

Focus Area 7: Well Managed Government

INITIATIVE	FY2012			FY2013		
	Adopted	Measure	Target	Approved	Measure	Target
Internal Consulting Team	N/A	Team in place by July '11	100%	N/A	No less than five organizational or program reviews completed each year .	100%
Restructure Service Delivery	N/A	Establish performance benchmarks for identified areas (Parking, overlapping RPS/City functions, Fleet, payroll, DSS)	100%	N/A	Same as FY12	Same as FY12
Utilize a DIT Equipment Lifecycle Replacement Program and Strategy	\$530,000 (GF)	a) Standardize RFP language for vendors to price both lease and multi-year financing as well as pay-as-you-go alternatives. b) Internal evaluation team will develop a robust ROI methodology. c) RFP completed and vendor selected by Nov/Dec '11 d) Complete PHASE 1 (of 3) by June '12	100%	\$318,072 (GF)	Implement and complete PHASE II	100%

Focus Area 7: Well Managed Government

INITIATIVE	FY2012			FY2013		
	Adopted	Measure	Target	Approved	Measure	Target
Implement Learning Management System	N/A	<p>a) Introduce LMS by July 1, 2011 ; complete implementation and incorporation of use for delivery of online programs by Dec 31, 2011</p> <p>b) Develop and conduct employee satisfaction & engagement survey; create baseline for improvement measurement.</p> <p>c) % Increase in employee caliber, motivation, and satisfaction based on employee survey results</p> <p>d) % of respondents reporting overall satisfaction rating of 3.5 on a</p>	<p>a) Dec 31, 2011</p> <p>b) Phase 2 by September 30, 2011</p> <p>c) Overall employee satisfaction rating of 5.0 on a 6 point scale for questions related to HR Training on September 2012 Employee Survey</p> <p>d) (1). - 90% of respondents reporting overall satisfaction rating of 3.5 on</p>	N/A	<p>a) % Increase in employee caliber, motivation, and satisfaction based on employee survey results</p> <p>b) % of respondents reporting overall satisfaction rating of 3.5 on a 4-point scale on post-training evaluations</p> <p>c) % increase in overall knowledge as rated on post-training evaluations</p>	<p>a) Overall employee satisfaction rating of 5.4 on a 6 point scale for questions related to HR Training on September 2013 Employee Survey</p> <p>b) 93% of respondents reporting overall satisfaction rating of 3.5 on a 4 - point scale (Level 1 Evaluation)</p> <p>b) 75% of participants experiencing overall knowledge increase of 3.5 on a 4- point scale. (Level 2 Evaluation – Pre/Post Test)</p>

Focus Area 7: Well Managed Government

INITIATIVE	FY2012			FY2013		
	Adopted	Measure	Target	Approved	Measure	Target
(CONTINUED) Implement Learning Management System		4-point scale on post-training evaluations	a 4 - point scale (Level 1 Evaluation) d) (2). 70% of participants experiencing overall knowledge increase of 3.5 on a 4-point scale. (Level 2 Evaluation – Pre/Post Test) d) (3) 70% of respondents reporting overall performance improvement ratings of 3.5 on a 4-point scale. (Level 3 Evaluation for current year SLE graduates)		d) % increase in overall performance improvement as rated on post-training evaluations	d) 75% of respondents reporting overall performance improvement ratings of 3.5 on a 4-point scale. (Level 3 Evaluation)
Drive Executive Performance Planning and Evaluation	N/A	In FY2012 a committee will review the existing Performance Management System and prepare recommendations that will prompt	Yes	N/A	-	-

Focus Area 7: Well Managed Government

INITIATIVE	FY2012			FY2013		
	Adopted	Measure	Target	Approved	Measure	Target
(CONTINUED) Drive Executive Performance Planning and Evaluation		movement toward addressing executive accountability for outcomes.			-	-
Enhance Employee Wellness Programs (New position)	\$70,582 (GF)	Hire a full-time wellness coordinator to oversee the City's wellness efforts.	Yes	\$70,582 (GF)	Implement and monitor wellness program	100%
Create Dedicated Contract Management Positions within Departments	N/A	Key departments establish internal contract management positions (Finance, DIT, DPW, DPU, Justice Center, Schools)	Yes	N/A	a) % contracts delivered on time b) % defined goals of contract met	a) 100% b) 100%
Refresh Financial Policies and Procedures	N/A	FY12 -- Financial policies and procedures refreshed, documented, and implemented	100%	N/A	FY13 -- Improve bond rating	Yes
Ensure Financial Accountability at the Executive & Department Director levels	N/A	Approval sign-off for business transactions must reside at the director level.	100%	N/A	-	-

Focus Area 7: Well Managed Government

INITIATIVE	FY2012			FY2013		
	Adopted	Measure	Target	Approved	Measure	Target
Reinforce Importance of Code of Ethics	N/A	Provide employees an ethics overview as part of new employee orientation and consider requiring all employees to sign the Code of Ethics annually rather than at orientation only	100%	N/A	Provide annual refresher training.	Yes

Table of Departmental Responsibility for Focus Areas, and Initiatives

Legend

Direct Impact:

No or Low Impact: Blank

	CIP / Special Projects	Economic & Community Development	Finance	Fire & Emergency Services	Greater Richmond Transit Authority	Health District	Housing Authority	Human Resources	Human Services	Information Technology	Justice Services	Minority Business Development	Office of the Chief Administrative Officer
Focus Area 1: Unique, Healthy & Inclusive Neighborhoods													
Public School Construction	<input checked="" type="checkbox"/>												
Eastview Initiative		<input checked="" type="checkbox"/>							<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Blight Abatement		<input checked="" type="checkbox"/>											
Library Renovations	<input checked="" type="checkbox"/>												
Monroe Park Improvements	<input checked="" type="checkbox"/>												
Cannon Creek Improvements	<input checked="" type="checkbox"/>												
Pedestrian, Bike & Trails Initiative	<input checked="" type="checkbox"/>								<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
Focus Area 2: Economic Growth													
Enterprise Zone & Enterprise Zone tax Development		<input checked="" type="checkbox"/>											
Business Development Marketing Plan		<input checked="" type="checkbox"/>										<input checked="" type="checkbox"/>	
Fund CARE Program Benefits		<input checked="" type="checkbox"/>											
Revitalize Priority Target Corridors		<input checked="" type="checkbox"/>											
Development of Shockhoe Bottom		<input checked="" type="checkbox"/>											
Coordinator of Tourism Position		<input checked="" type="checkbox"/>											
Strengthen Access – Small & Minority Businesses		<input checked="" type="checkbox"/>										<input checked="" type="checkbox"/>	
Focus Area 3: Community Safety & Well Being													
Emergency Response Infrastructure- Replace 800 Mhz Radio System & Mobile Data Network	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>									
Eastview Initiative- Perform Irradiation Initiatives & Expand Public Safety Education & Awareness Programs													
Maintain & Expand Violence Free Zones at Armstrong & George Wythe High Schools													
Incarceration Alternatives- Jail Diversion Program, Home Electronic Monitoring, and Mental Health Docket & Services										<input checked="" type="checkbox"/>			

Table of Departmental Responsibility for Focus Areas, and Initiatives

Legend

Direct Impact:

No or Low Impact: Blank

	Parks, Recreation & Community Facilities	Planning & Development Review	Police	Procurement	Public Library	Public Utilities	Public Works	Richmond Ambulance Authority	Richmond Behavioral Health Authority	Richmond Public Schools	Sheriff's Department	Social Services	Sustainability
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Focus Area 1: Unique, Healthy & Inclusive Neighborhoods

Public School Construction										<input checked="" type="checkbox"/>			
Eastview Initiative		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>						<input checked="" type="checkbox"/>	
Blight Abatement		<input checked="" type="checkbox"/>											
Library Renovations					<input checked="" type="checkbox"/>								
Monroe Park Improvements	<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>						
Cannon Creek Improvements	<input checked="" type="checkbox"/>						<input checked="" type="checkbox"/>						
Pedestrian, Bike & Trails Initiative							<input checked="" type="checkbox"/>						

Focus Area 2: Economic Growth

Enterprise Zone & Enterprise Zone tax Development													
Business Development Marketing Plan													
Fund CARE Program Benefits													
Revitalize Priority Target Corridors													
Development of Shockhoe Bottom													
Coordinator of Tourism Position													
Strengthen Access – Small & Minority Businesses													

Focus Area 3: Community Safety & Well Being

Emergency Response Infrastructure- Replace 800 Mhz Radio System & Mobile Data Network			<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
Eastview Initiative- Perform Irradiation Initiatives & Expand Public Safety Education & Awareness Programs		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>						
Maintain & Expand Violence Free Zones at Armstrong & George Wythe High Schools			<input checked="" type="checkbox"/>						<input checked="" type="checkbox"/>				
Incarceration Alternatives- Jail Diversion Program, Home Electronic Monitoring, and Mental Health Docket & Services			<input checked="" type="checkbox"/>						<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	

Table of Departmental Responsibility for Focus Areas, and Initiatives

Legend

Direct Impact:

No or Low Impact: Blank

	Capital Projects	Economic & Community Development	Finance	Fire & Emergency Services	Greater Richmond Transit Authority	Health District	Housing Authority	Human Resources	Human Services	Information Technology	Justice Services	Minority Business Development	Office of the Chief Administrative Officer
Focus Area 4: Transportation													
Replace matching funds Main St. Station Phase 3	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>											
Resurface 150 lane miles each year	<input checked="" type="checkbox"/>												
Sidewalk improvements, minimum 6 miles/year	<input checked="" type="checkbox"/>												
Bike lanes, bike racks, multi-use trails	<input checked="" type="checkbox"/>												
Conversion of one-way streets to two-way	<input checked="" type="checkbox"/>												
Downtown bus transfer center, Bus Rapid Transit	<input checked="" type="checkbox"/>												
Miscellaneous bridge improvements	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>											
Complete Strategic Multi -Modal Transportation plan		<input checked="" type="checkbox"/>											
Focus Area 5: Education & Work Force Development													
Coordinate all City of Richmond Workforce Programs		<input checked="" type="checkbox"/>											
Strengthen Early Childhood Development Infrastructure					<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>					
Establish City-wide Strategy to Reduce Truancy and Drop-outs										<input checked="" type="checkbox"/>			
Expand the Mayor's Youth Academy								<input checked="" type="checkbox"/>					
Focus Area 6: Sustainability & the Natural Environment													
Implement Enterprise Asset Management in Public Utilities													
Secure Resources for the Sustainability Office													
Enhance the Tree Maintenance Program													
Develop a Compressed Natural Gas Conversion Plan for RPS & GRTC													
Focus Area 7: Well Managed Government													
Implement the Enterprise Resource Planning (ERP) Project	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>			
Enhance Annual Citizen Survey													<input checked="" type="checkbox"/>
Implement a Customer Service Initiative								<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>
Establish Internal Consulting Team													<input checked="" type="checkbox"/>
Restructure Service delivery – various functions													<input checked="" type="checkbox"/>
Enhance Wellness Program								<input checked="" type="checkbox"/>					
Retool Executive & Leadership Performance Management System								<input checked="" type="checkbox"/>					
Implement Learning Management System								<input checked="" type="checkbox"/>					
Dedicate Contract Management Positions within Departments													
Refresh Financial Policies and Procedures			<input checked="" type="checkbox"/>										
Ensure Financial Accountability			<input checked="" type="checkbox"/>										<input checked="" type="checkbox"/>
Implement Technology Lifecycle Replacement Program										<input checked="" type="checkbox"/>			

Table of Departmental Responsibility for Focus Areas, and Initiatives

Legend

Direct Impact:

No or Low Impact: Blank

	Parks, Recreation & Community Facilities	Planning & Development Review	Police	Procurement	Public Library	Public Utilities	Public Works	Richmond Ambulance Authority	Richmond Behavioral Health Authority	Richmond Public Schools	Sheriff's Department	Social Services	Sustainability
Focus Area 4: Transportation													
Replace matching funds Main St. Station Phase 3													
Resurface 150 lane miles each year							<input checked="" type="checkbox"/>						
Sidewalk improvements, minimum 6 miles/year							<input checked="" type="checkbox"/>						
Bike lanes, bike racks, multi-use trails	<input checked="" type="checkbox"/>						<input checked="" type="checkbox"/>						
Conversion of one-way streets to two-way							<input checked="" type="checkbox"/>						
Downtown bus transfer center, Bus Rapid Transit							<input checked="" type="checkbox"/>						
Miscellaneous bridge improvements							<input checked="" type="checkbox"/>						
Complete Strategic Multi -Modal Transportation plan							<input checked="" type="checkbox"/>						
Focus Area 5: Education & Work Force Development													
Coordinate all City of Richmond Workforce Programs			<input checked="" type="checkbox"/>									<input checked="" type="checkbox"/>	
Strengthen Early Childhood Development Infrastructure									<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
Establish City-wide Strategy to Reduce Truancy and Drop-outs									<input checked="" type="checkbox"/>				
Expand the Mayor's Youth Academy													
Focus Area 6: Sustainability & the Natural Environment													
Implement Enterprise Asset Management in Public Utilities						<input checked="" type="checkbox"/>							
Secure Resources for the Sustainability Office													<input checked="" type="checkbox"/>
Enhance the Tree Maintenance Program							<input checked="" type="checkbox"/>						
Develop a Compressed Natural Gas Conversion Plan for RPS & GRTC						<input checked="" type="checkbox"/>							
Focus Area 7: Well Managed Government													
Implement the Enterprise Resource Planning (ERP) Project													
Enhance Annual Citizen Survey													
Implement a Customer Service Initiative													
Establish Internal Consulting Team													
Restructure Service delivery – various functions													
Enhance Wellness Program													
Retool Executive & Leadership Performance Management System													
Implement Learning Management System													
Dedicate Contract Management Positions within Departments				<input checked="" type="checkbox"/>									
Refresh Financial Policies and Procedures													
Ensure Financial Accountability													
Implement Technology Lifecycle Replacement Program													

UNDERSTANDING BUDGET

THE BUDGET PROCESS

The City of Richmond utilizes a biennial financial plan that encompasses a two-year period with the first year being the even numbered year. The annual fiscal year begins July 1 and ends June 30. While the City Council approves a biennial budget, the adopted appropriation covers only one year of the biennium. The biennial financial plan included in this document is for July 1, 2011 – June 30, 2012 (FY 2012) and July 1, 2012 – June 30, 2013 (FY 2013).

The policies that govern the City of Richmond budget process are derived from Chapter 6 (Budgets) of the City Charter as amended through 2006 along with the Code of Virginia Chapter 25 – Budgets, Audits and Reports. The Following provides an overview of the City's budget process.

BUDGET FORMULATION

The annual budget process commences in the late summer/early fall, closely following the implementation of the current year's adopted budget, and continues through the final budget adoption in May. The budget calendar is the first step in the development process. It establishes the timelines for the budget formulation process, including dates for submission of focus area initiatives, agency expenditure requests and revenue estimate submissions, budget work sessions, and public hearings that will lead to final adoption of the budget.

The budget process is designed to incorporate a rigorous internal review of each agency's budget and to allocate resources across focus area initiatives and agency programs based on a thorough examination of program alternatives and justifications. Each initiative and program is reviewed by the City's budget staff, the Chief Administrative Officer, the Mayor, and the City Council.

On the date fixed by City Council, the Mayor submits a proposed biennial operating budget, or amendments to the existing, approved biennial plan for the fiscal year commencing July 1 to the City Council. The budget, delineated by fund, includes proposed expenditures and the revenue sources needed to finance them.

Following budget submission by the Mayor and public hearings held by City Council, the budget may be amended by Council within the limitations prescribed in the Charter. The budget is adopted by Council no later than May 31 and becomes effective on July 1.

Appropriations for the General, Public Schools, Internal Service Funds, and Enterprise Funds lapse at fiscal year end, except appropriations that have been encumbered in order to account for certain expenditure commitments. Appropriations for Capital Project Funds and Special Revenue Funds are continued until the completion of the applicable project or grant, even when the project or grant extends beyond the end of the fiscal year.

BALANCED BUDGET REQUIREMENT

For any fund, the total of proposed expenditures shall not exceed the total of estimated revenue plus carried forward fund balance. The same requirement applies to the budget adopted by City Council.

BASIS OF BUDGETING AND ACCOUNTING

A budget is a formal document that enables the City to plan for the future, measure the performance of City services, and help the public to understand where revenues come from and how they are spent on City services. The budget serves many purposes and addresses different needs depending on the “audience,” including City residents, federal and state regulatory authorities, elected officials, other local governments, taxpayers and City staff.

BASIS OF BUDGETING

Budgets are generally adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP) and in accordance with legal mandates. Adopted budgets for governmental funds utilize the modified accrual basis of accounting under which revenue and related assets are recorded when measurable and available to finance operations during the year. Fiduciary and proprietary funds use the full accrual basis of accounting which recognizes revenue when earned and expenses when incurred.

Annual operating budgets are adopted for all Governmental Funds except for the Capital Projects Fund in which effective budgetary control is achieved on a project-by-project basis when funding sources become available. Appropriations for the General, Public Schools, Internal Service Funds, and Enterprise Funds lapse at fiscal year end, except appropriations that have been encumbered in order to account for certain expenditure commitments. Appropriations for Capital Project Funds and Special Revenue Funds are continued until the completion of the applicable project or grant, even when the project or grant extends beyond the end of the fiscal year.

BASIS OF ACCOUNTING

The City of Richmond uses either the full accrual or the modified accrual basis of accounting, as appropriate for each fund type or activity, in accordance with GAAP.

In general, under the modified accrual basis of accounting, revenues are considered available only if the monies will be received within 60 days after the end of the accounting period and were due on or before the last day of the accounting period. Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. An exception to this general rule is principal and interest on general long-term debt which is recorded when due.

In applying the full accrual concept to revenues, the legal and contractual requirements of the individual programs are used as guidance. Certain revenue must be expended for a specific purpose and others are virtually unrestricted as to purpose of expenditure.

Under the full accrual basis of accounting, revenues are recorded when earned and expenses are recorded when liabilities are incurred, without regard to receipts or disbursements of cash. Unbilled accounts receivable are accrued when earned in the Enterprise Funds.

In most cases the basis of accounting conforms to how the City prepares its budget. Exceptions are as follows:

- Compensated absences are recorded as earned by employees (GAAP), as opposed to being expended when paid (Budget);
- Principal payments on long-term debt within the Proprietary Funds reduce the amount of debt remaining on a GAAP basis, as opposed to being expended on a Budget basis; and
- Capital outlay within the Proprietary Funds is recorded as assets on a GAAP basis and expended on a Budget basis.

FUND STRUCTURE

The City's governmental functions and accounting system are organized, controlled and operated on a fund basis. A fund is a grouping of related accounts used to maintain control over resources that have been segregated for specific activities or objects. Each fund is considered a separate accounting entity, with operations accounted for in a separate set of self-balancing accounts that are comprised of assets, liabilities, fund equity, revenue, and expenditures or expenses, as appropriate. The City's funds can be divided into three categories: governmental funds, proprietary funds, and fiduciary funds.

GOVERNMENTAL FUNDS

Governmental funds consist of the General Fund, Debt Service Fund, Capital Projects Fund, and Special Revenue Funds. Most governmental functions of the City are financed through these funds. The modified accrual basis of budgeting is used for all governmental funds.

General Fund – The General Fund is the City's primary operating fund. It is used to account for all revenue sources and expenditures which are not required to be accounted for in other funds. Revenues are derived primarily from real estate and personal property taxes as well as other local taxes, federal and state distributions, licenses, permits and fees, fines and forfeitures, and charges for goods and services. (See Glossary of Terms for definition of revenue terms).

Debt Service Fund – The Debt Service Fund accounts for the accumulation of financial resources for the payment of interest and principal on all governmental fund long-term debt, costs related to debt issuance, and other related costs on outstanding bonds and notes.

Capital Projects Fund – The Capital Projects Fund accounts for financial resources to be used for the acquisition, construction or renovation of capital facilities, or other equipment, that ultimately become City fixed assets.

Special Revenue Funds – These funds are used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. Special revenue funds include, but are not limited to, federal reimbursements, grants, and donations designated for a specific purpose.

PROPRIETARY FUNDS

Proprietary Funds consist of enterprise funds and internal service funds. These funds account for city activities that operate similarly to private sector businesses. Consequently, these funds measure net income, financial position, and changes in financial position. All assets, liabilities, equities, revenue, expenditures, and transfers related to the City's business and quasi-business activities are accounted for through proprietary funds. The full accrual basis of accounting is used for all Proprietary Funds.

Enterprise Funds – These funds are used to account for the operations (a) that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where periodic determination of revenue earned, expenses incurred, and/or net income is deemed appropriated for capital maintenance, public policy, management control, accountability, or other purposes. Example: Public Utilities

Internal Service Funds – These funds are used for the financing of goods or services provided by one city department or agency to other departments or agencies, or to other governments, on a cost-reimbursement basis. Example: Fleet Management

FIDUCIARY FUNDS

Fiduciary funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governments, and other funds. The City's fiduciary funds include: the City's Retirement System Trust Fund; and Agency Funds which are custodial in nature and do not present results of operations or have a measurement focus.

POLICIES AND PRACTICES

Financial policies and practices promote financial integrity and are an important priority in the City of Richmond. Improvement of financial policies and practices has been a key initiative within the Well-Managed Government focus area. The following financial policies, practices and guidelines establish the framework for the City's overall fiscal planning and management. These broad policies set forth guidelines against which current budgetary performance can be measured and proposals for future programs can be evaluated. The policies and practices help to protect the fiscal integrity of the City, and ensure that the City is poised for future growth.

BALANCED BUDGET

The City's budgetary policies are based upon guidelines and restrictions established by the State Code, the City Charter and Code, and generally accepted accounting principles for governmental entities. These provisions set forth the City's fiscal year, tax year, public hearing and advertising requirements, and restrictions on taxation. Included in these guidelines and restrictions is the requirement that the City must maintain a balanced budget. The budget is considered balanced if estimated revenues and resources meet planned expenditures.

The City prepares and approves a biennial budget. Annually, the City must adopt and execute a budget for such funds as is required in the guidelines and restrictions discussed above. The budget controls the levy of taxes and the expenditure of money for all City purposes during the ensuing fiscal year.

REVENUE POLICIES AND PRACTICES

Multi-year revenue and expenditure forecasts for all City funds will be included as a part of the Adopted Budget. The City will attempt to maintain a stable but diversified revenue base as a means of sheltering it from fluctuations in the economy.

While revenue and expenditures are monitored continually, a report is compiled quarterly that depicts current year trends, receipts and explains any unanticipated revenue variances.

Fund Balance – The City does not intend to use General Fund equity (Rainy Day/Unassigned Fund Balance) to finance current operations. The City's General Fund equity balance has been built over the years to provide the City with sufficient working capital to enable it to finance unforeseen emergencies without borrowing. To conserve General Fund equity and to avoid reliance on this balance, the City will not finance operations from the General Fund equity balance.

Status: *The City has not used General Fund equity to finance current operations.*

Revenue or Tax Anticipation Notes – The City does not intend to issue revenue or tax anticipation notes to fund government operations. The City intends to manage cash in a fashion that will prevent any borrowing to meet working capital needs. Short-term borrowing for this purpose was eliminated with the advent of twice-per-year real estate billing in January 2011.

Status: *No revenue or tax anticipation notes have been issued to fund government operations.*

Bond Anticipation Notes – The City does not intend to issue Bond Anticipation Notes (BANS) for a period of longer than two years. If the City issues a bond anticipation note for a capital project, the BAN will be converted to a long-term bond or redeemed at its expiration.

Status: *No Bond Anticipation Notes have been issued for periods longer than two years.*

Fees and Charges – All fees established by the City of Richmond for licenses, permits, fines, services, applications and other miscellaneous charges shall be set out to recover all or a portion of the City's expense in providing the attendant service.

Status: *The City has established fees that recover all or a portion of the City's expense.*

Restricted Revenue – Restricted revenue (such as Comprehensive Services Act funds, Asset Forfeiture funds, or Reserve Fund for Permanent Public Improvements (RFPPI)) will only be used for the purpose intended and in a fiscally responsible manner.

Status: *Categorical or restricted revenue is only used for the explicit purpose for which it is received or for which it was implemented.*

Revenue Collection – The City will strive to achieve an overall real property tax collection rate of 95.5 percent and a personal property tax collection rate of 87.1 percent. In addition, the City is enhancing its delinquent tax collections.

Status: *The City has implemented procedures and processes to collect tax revenue to achieve these tax collection rates. In FY 2010, the City collected 95.0 percent of real estate and 85.1 percent of personal property tax – the highest collection rates in four years.*

Structurally Balanced Budget – The City will strive to achieve a structurally balanced budget in which one-time revenue and/or one-time expenditure savings will be used for non-recurring or one-time expenditures.

Status: *The budget is structurally balanced. One-time revenues are matched with one-time expenditures.*

OPERATING BUDGET POLICIES AND PRACTICES

Unassigned (Undesignated) Fund Balance – The City will maintain a Rainy Day/Unassigned fund balance equal to at least seven percent (7%) of the budgeted General Fund expenditures. The purpose of this fund balance is to help mitigate current and future risks and to provide for temporary funding in the event that the City experiences an unusual, unanticipated and otherwise insurmountable hardship.

Status: *The undesignated fund balance, as of June 30, 2010, was 9.4 percent of budgeted general fund expenditures. With the implementation of GASB 54, the Rainy Day/Unassigned fund balance at June 30, 2010 would be restated to 8.3 percent.*

Revenue Stabilization Fund – The City will strive to build and maintain a revenue stabilization fund, totaling at least ten million dollars (\$10 million), for the purpose of mitigating current and future risks of unforeseen economic events, such as significant reductions in local and/or state revenue collections, or to respond immediately to significant one-time events, such as a blizzard or hurricane.

UNDERSTANDING THE BUDGET

Status: *The revenue stabilization reserve fund was initially established in September 2010 with a beginning balance of \$2 million. No appropriations from the fund have been made.*

Reserve	Purpose	Goal	FY 2012 Projected
Rainy Day/Unassigned (undesignated) General Fund Balance	Practices of a well managed government recommend the accumulation of unassigned fund to mitigate current and future risks and to prove for temporary funding of unforeseen emergency or catastrophic needs.	Post GASB 54 implementation, a Rainy Day/Unassigned fund balance of 8.0% will be maintained	\$52,400,000
Revenue Stabilization Reserve Fund	Reserve to abate the impact of short-term economic downturns, or other economic events, on the overall budget. This fund is intended to be used as needed.		\$2,000,000

Structurally Balanced – The City will strive to match current General Fund revenue with current expenditures so that ongoing operating costs are supported by ongoing, stable revenue.

Status: *Estimated general fund revenue for the biennium matches estimated general fund operating expenditures. Fund balances have not been used to support ongoing operations.*

Revenue and Expenditure Projections – The City will strive to prepare a five-year forecast annually in order to improve financial planning and decisions, and to assist in the preparation of the biennial budget or the biennial budget amendment.

Status: *The five-year forecast was first utilized during FY 2010. This practice was continued in FY 2011.*

Budgetary Surplus – The City will adopt a budget in which ongoing operating costs are supported by ongoing, stable revenue. The revenue and expenditure projections utilized in adopting the annual financial plan are estimates that will be strictly monitored. The Commonwealth of Virginia sets the benchmark goal of projected budget variance at 2 percent. It is the goal of the City to meet the Commonwealth’s benchmark.

Status: *Expenditure and revenue projections are developed and reviewed quarterly. Any necessary adjustments are brought before the City Council throughout the year.*

CAPITAL BUDGET POLICIES AND PRACTICES

Capital Improvement Program Preparation – The City will prepare a five-year capital improvement program in accordance with Section 6.19 of the Richmond City Charter. In addition to the guidance set forth by the City charter, the City uses several guiding principles and best practices to develop and manage the Capital Improvement Program. These principles are utilized to promote capital infrastructure that support the City’s vision and priorities by establishing a five-year capital implementation program.

Status: *Each year the City prepares and the City Council adopts a five-year Capital Improvement Program. The FY 2012 five-year program incorporates the goals and initiatives set forth in the City’s Focus Areas.*

Pay-As-You-Go Capital Improvement Funding – The City will strive to fund a portion of capital improvements with sources of financing that do not increase the City’s debt liability.

Status: *The City currently utilizes grants, state and federal funds, and cash, amongst other sources, to fund the capital budget. The FY 2012 adopted capital budget includes a direct cash contribution from the General Fund totaling \$5.4 million. An additional planned cash contribution is included in FY 2013.*

Debt Policies – It is the policy of the City that General Fund supported debt will be limited by any one of the following:

Debt Policy	Limitation	Status
Debt service, as a percent of the general fund budget, will not exceed 10 percent	10%	Met
Per capita General Fund supported debt general obligation debt, as a percent of per capita income, will not exceed 7 percent	7%	Met
General obligation debt, as a percent of the value of taxable real estate, will not exceed 7.5 percent (this Policy will be 5.0 percent beginning in FY 2012)	7.5%	Met

In addition to the policies listed above, debt will also be limited by the following:

- To the extent the limitations above are not exceeded, General Obligation debt may be used for enterprise fund capital projects in lieu of revenue bonds within the additional limitations that: coverage must be maintained, and provisions of capitalized interest will be met as though the bond held parity with outstanding revenue bonds; and
- The City will issue general fund supported debt with an average life that is consistent with the useful life of the project with a maximum maturity of 30 years.

Status: *The City’s adopted and planned capital improvement program is in compliance with all measures limiting the City’s General Fund supported debt.*

In line with best practices and benchmarks set by Triple-A rated counties and cities, the City continues to evaluate existing debt policies, presenting revisions when and where appropriate

and as need dictates. The following outlines the revisions included in the FY 2012 – FY 2016 Adopted Plan.

First, the City's Rainy Day/Unassigned fund balance is incorporated into the calculation of the ten percent debt capacity. Other localities use a broader budget definition – general government – to calculate their debt capacity, not just their general fund. Next, the current 7.5 percent total taxable real estate value measure will be reduced to 5 percent while the 7 percent per capita measure will remain unchanged. Lastly, the City will utilize a combination of 30-year, 25-year, and 20-year general obligation bonds to finance its CIP.

The proposed debt utilized in funding the FY 2012 – FY 2016 Capital Improvement Program is within each of the limitations described above.

CASH MANAGEMENT AND INVESTMENT POLICES AND PRACTICES

Cash Management and Investment – The City will invest public funds in a manner that places safety of the principal of the City's public investment as the highest priority. Secondary to safety is the maintenance of liquidity of the investment and optimization of the rate of return. Funds invested by the City are investment in accordance with the Code of Virginia, Investment of Public Funds Act, Chapter 45, Title 2.2, Sections 2.2-4500 through 2.2-4518 and the Virginia Security for Public Deposits Act, Chapter 44, Title 2.2, Sections 2.2-4400 through 2.2-4411.

Status: *The City is in compliance with all aspects of the cash management and investment policy.*

INTER-FUND POLICIES AND PRACTICES

Inter-Fund Transfers and Reimbursements - The General Fund will be reimbursed annually by the Enterprise and Internal Service Funds for general and administrative services provided, such as self-insurance, accounting, personnel, and administration.

Status: *The City's balanced General Fund budget includes the payment to and from funds in compliance with the practice described above.*

BIENNIAL BUDGET CYCLE

Month	Activity
August	The Department of Budget and Strategic Planning (DBSP) continues the process of implementing Outcome Based Budgeting with migration toward a Balanced Scorecard Strategic Management System. DBSP assists departments with the enhancement of department missions, program goals and activity performance measures.
September	DBSP issues instructions for the Multi-Year Forecast Process (expenditures and revenues). Departments are encouraged to submit information regarding regulatory requirements, legislative changes, demographic impacts and any other changes impacting revenues and expenditures. (The Multi-Year Forecast Process is driven by input from City departments as it relates to issues that could have an impact positively or negatively on revenues and expenditures.) DBSP formulates fiscal plans based on the results from the Multi-Year Forecast Process. DBSP formulates preliminary guidelines for Capital and Operating Budgets.
October	DBSP finalizes the budget guidelines and Operating and Capital Budget instructions. DBSP presents the results from the Multi-Year Forecast process to the Administration and City Council and prepares operating baseline budgets.
October - November	DBSP issues Operating Budget guidelines and Operating and Capital Budget instructions to the departments. DBSP facilitates departmental training on the BRASS budget preparation system.
November	Departments submit their Operating Budget and Capital Budget requests to DBSP for review and revision, after which the submissions are entered into BRASS.
December	DBSP reviews the Operating Budget submissions and makes recommendations to Citywide Stakeholders for funding decisions. DBSP reviews the Capital Budget submissions and provides preliminary Capital Budget funding recommendations for review by the DCAO for Finance and Administration and the DCAO for Operations.

BUDGET PROCESS TIMETABLE

Month	Activity
January	The Citywide Stakeholders formulate their Operating Budget funding recommendations for the Mayor's review. Work sessions are held with the Mayor to discuss major issues and make funding decisions for both the operating and capital budgets. DBSP enters the Mayor's funding decisions into BRASS. High-level budget sessions are presented in various Council Committee meetings.
February	Work sessions continue with the Mayor to discuss major issues and make funding decisions for both the Operating and Capital Budgets. High-level budget sessions are presented in various Council Committee meetings and final funding decisions are completed for both the Operating and Capital Budgets.
March - April	The Mayor presents the proposed Capital Budget to the City Planning Commission. The Mayor later presents the proposed Operating and Capital Budgets to the City Council. DBSP distributes proposed budget documents to City agencies and the public. The City Council facilitates the budget work sessions to provide budget briefings to review the Mayor's proposed budgets.
April - May	Public hearings are held on the Proposed Budget. City Council introduces amendments to the budgets and adopts the Special Fund, Enterprise Fund, and Internal Service Fund budgets. The City Council also adopts the Federal Funds budgets (CDBG, HOPWA and ESG.) The City Council then adopts the amended Capital Budget and General Fund budgets, and the Mayor's 28-day veto processing window begins.
June - July	DBSP completes final revisions to the budget documents and issues the Adopted Budget documents. City departments and agencies initiate the implementation of services, programs and projects in the adopted budgets.

ANNUAL AMENDMENT CYCLE (2ND YEAR OF THE BIENNIAL FISCAL PLAN)

August - September	DBSP and the Stakeholders review previous fiscal year Outcome Based Budgeting performance results in conjunction with expenditures trends to determine if adjustments are necessary during the amendment cycle.
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BUDGET PROCESS TIMETABLE

Month	Activity
October	Departments begin reviewing personnel-related costs, on-going contractual obligations, annual fleet changes, and other local, state, and federal government funding implications.
November	Capital Budget requests are loaded into the BRASS database by the requesting departments. Operating Budget kickoff: multi-year forecast and personnel corrections are requested from City Departments and Agencies.
December	DBSP enters all personnel changes into the BRASS Salary & Benefits Forecasting System (SBSF). Department of Finance completes debt affordability analysis. All Special Fund amendments are received from agencies. In addition, updated performance measures are received from agencies. DBSP begins collaborative the review of performance measures. Multi-year forecast submissions are reviewed by DBSP. DBSP receives the Operating Budget changes from agencies and loads them into BRASS.
January	Performance measures results are received by DBSP. Capital Budget recommendations are made to the Mayor. Budget and the DCAO for Finance and Administration review budget requests from agencies for consistency with Citywide priorities. Recommendations to balance budget are developed.
February	Final decisions on the Capital Budget are made by the Mayor. Preparation of the budget document by DBSP begins. A balanced Operating Budget is presented to the Mayor. Printing and binding of the CIP Budget summary completed.
March	The Mayor makes final decisions on changes to the current Operating Budget as approved at beginning of the biennium. The Operating and Capital Budget documents are prepared, printed, and bound. The Mayor presents the Capital Budget to the Planning Commission. The Mayor's Proposed Budgets are presented to the City Council and City Council budget work sessions begin.
April - May	The City Council work sessions continue. Public Hearings on the Mayor's proposed budget amendments are held. The City Council adopts the Special Fund, Enterprise Fund, Internal Service Fund and CIP budgets. The City Council also adopts the Federal Funds budgets (CDBG, HOPWA and ESG.) The City Council adopts the amended Capital and General Fund budgets and the 28-day veto window begins.
June - July	DBSP completes final revisions to budget documents and issues the Adopted Budget documents. City departments and agencies initiate the implementation of services, programs and projects in the adopted budgets.

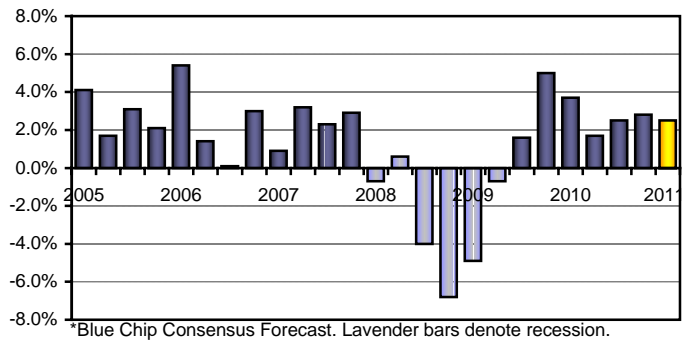
FINANCIAL OVERVIEW

ECONOMIC OVERVIEW

Having emerged from one of the deepest recessions on record, the national economy appears to be moving into recovery. Most national indicators suggest that economic growth should continue in the coming year, and in most cases, indicators also suggest that growth will be somewhat faster than gains made in 2010. With that being said, some constraints, particularly employment, consumer confidence and budgetary spending constraints at the state and local levels, are expected to keep the economic growth slower than has been experienced following previous recessions.

NATIONAL ECONOMIC INDICATORS

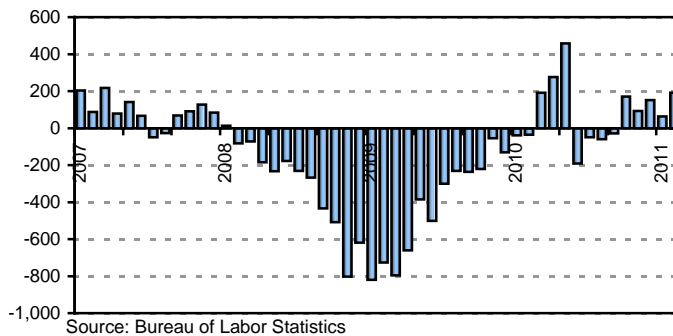
National Economy Poised for Continued Recovery in 2011
(Real GDP Annualized % Change from Prior Quarter)



The recession began in December 2007 and, according to the National Bureau of Economic Research, the official arbiter of U.S. recessions, ended in June 2009. In total, the deep recession of December 2007 – June 2009, saw real GDP decline in five of six quarters. Since that time real GDP has grown in six consecutive quarters and is anticipated to continue to grow and gain strength in 2011. Fears of a double dip recession have waned.

The labor market made modest gains during 2010 following deep losses in the previous two years. During the eighteen months encapsulating the December 2007 – June 2009 recession, non-farm employment declined by 7.5 million jobs. An additional 1.2 million jobs were lost in the last six months of 2009. During 2010, as the economy moved into recovery, non-farm employment saw net gains totaling nearly 1 million.

Job Growth is Expected to Continue in 2011
(Month-to-Month Change in Number of Jobs)



The trend is expected to continue in 2011. Following suit with total nonfarm employment, unemployment continued to worsen in the second half of 2009, hitting its peak of 10.1 percent in October 2009. However, net job growth, which started in 2010, has continued in 2011, helping the unemployment rate improve to a 22 month low of 8.9 percent in February 2011. However, as the total numbers indicate – 8.7 million jobs lost between December 2007 and December 2009 – sustained economic growth will be required to recover all jobs lost. Economists do not forecast that jobs will return in the same sectors as pre-recession.

The Conference Board’s index of leading economic indicators, a measure of the general direction of the economy, rose consistently through the last six months of 2010. As 2011 began, the gains continued with a slight increase in January 2011. The continued growth of the indicator points to economic expansion in coming months. Consumer confidence has seen similar trends of improvement through the end of 2010 and into 2011. Consumers’ assessment of the economy and their income prospects helped drive the Consumer Confidence Index to a three-year high of 70.4 in February 2011. Although lower than a 90-plus reading that would indicate a stable economy, the current reading of the index shows strong gains since falling to an all time low of 25.3 early in 2009.

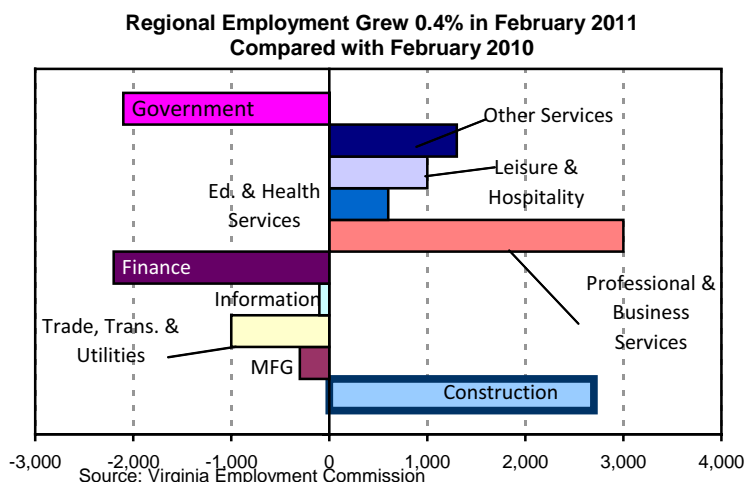
VIRGINIA ECONOMY

As compared to the same period last year, Virginia added jobs for the seventh consecutive month in January, growing 0.8 percent or by 27,900 jobs. On a seasonally adjusted basis, the unemployment rate improved to 6.5 percent in January, well below the national level and a 22 month low. As compared with the seasonally adjusted high of 7.2 percent reached in late 2009, Virginia’s January 2011 unemployment rate is 0.7 percentage points lower. Job gains were experienced in Northern Virginia while Hampton Roads and the Richmond region each experienced minimal declines in January.

The Virginia Leading Index, a forecast of the state’s near-term economic and business conditions, rose 0.3 percent in December 2010, and has increased in nine of the last twelve months. Nearly all components of the index improved. Building permits was the single component of the index that did not grow for the month. Throughout the state, all eleven Virginia metro areas except Lynchburg also saw growth in the Leading Index.

LOCAL & REGIONAL ECONOMY

Regionally, job losses have reversed course with a 0.5 percent increase in total nonfarm employment as indicated by the Metropolitan Statistical Area’s Current Employment Statistics (a measurement of where people are employed). Employment in Construction, Professional Services, Leisure and Hospitality, and Educational and Health Services were key drivers of the positive growth. Offsetting these gains were declines in Government, Finance and Trade employment.



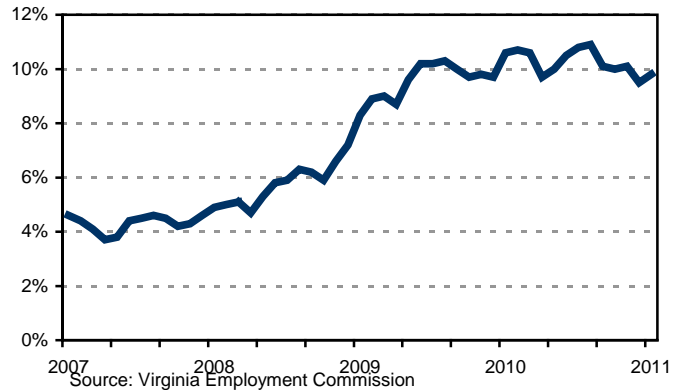
Since 2004, Richmond gained an average of 1,000 jobs per year. As in other localities, employment data (a measure of employment by where people live) began reflecting the economic downturn in the second half of 2008 with Richmond hitting its lowest employment level – 90,572 jobs – in December 2009. Six

months later, at the end of fiscal year 2010, Richmond gained a third of the jobs lost during the recession and was trending in a positive direction.

Seasonal reductions to employment in August and September offset some of the gains made during the summer. Despite these declines, employment continues to trend up on a year-over-year basis. January 2011 employment was 91,092. This level is 0.4 percent higher than the same period one year earlier.

The unemployment rate (not seasonally adjusted) for Richmond has hovered close to the national level throughout the recession, at times lower and at other times slightly higher. In January 2011, the City's unemployment rate fell 0.8 percentage points from January 2010, bringing the unemployment rate down to 9.8 percent. This decline followed a 20-month unemployment low achieved in December (9.5 percent).

Unemployment declined 0.8 percentage points year-over-year
(Richmond Unemployment Rate, Not Seasonally Adjusted)



FIVE-YEAR FORECAST

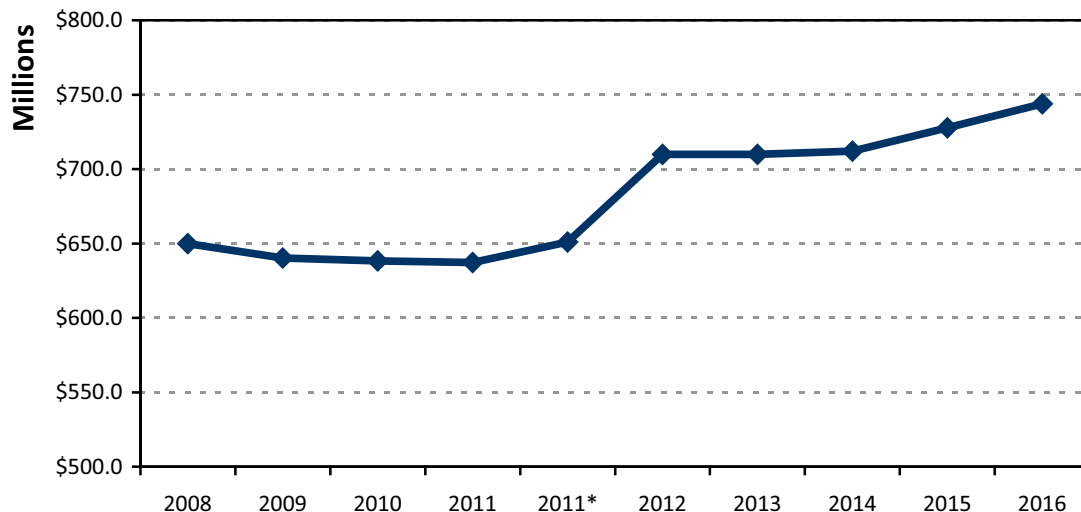
The information that follows constitutes the five-year forecast of the City's General Fund revenue for FY 2012 through FY 2016. FY 2011 data represents the estimate as of May 1, 2011. The FY 2012 and FY 2013 data represent the biennial budget adopted by City Council, while the FY 2014 through FY 2016 figures are included for planning purposes. Included in these values is the City's unassigned fund balance, which adds approximately \$52.4 million to the City's overall total available General Fund resources. This is the first year in which the unassigned fund balance is included as a resource available to the City. It should be noted that, while the adopted budget recognizes the resource, the adopted expenditures maintain the full unassigned fund balance in FY 2012 and increases the unassigned fund balance to \$52.7 million in FY 2013. The estimated rainy day/unassigned fund balance remains unspent at the end of each fiscal year.

The revenue forecasts for each source are formulated using a combination of statistical forecasting techniques, regional economic data, local government experience and estimates included in the Commonwealth's Adopted Budget. The forecast is based on the status quo and utilizes the assumption that there are no changes to existing policies, tax rates or fees.

In late fall, the City's annual financial audit is finalized. The previous year's revenue forecasts are compared against audited financial statements to determine if revenue model refinements are necessary. At that point, refined forecasts are prepared for the upcoming fiscal year and the official presentation to City Council in January.

Revised estimates are analyzed against a variety of forecasted economic data including, but not limited to, retail sales, building and construction activity, employment, wages, interest rates, preliminary estimates of the assessed value of taxable real property, and Federal/State funding estimates to ensure the forecast is consistent with future economic expectations. Continuing refinements are made through the spring and the Mayor's presentation of the proposed budget, until the budget is adopted by City Council.

**City of Richmond Five-Year Forecast
General Fund Revenue**



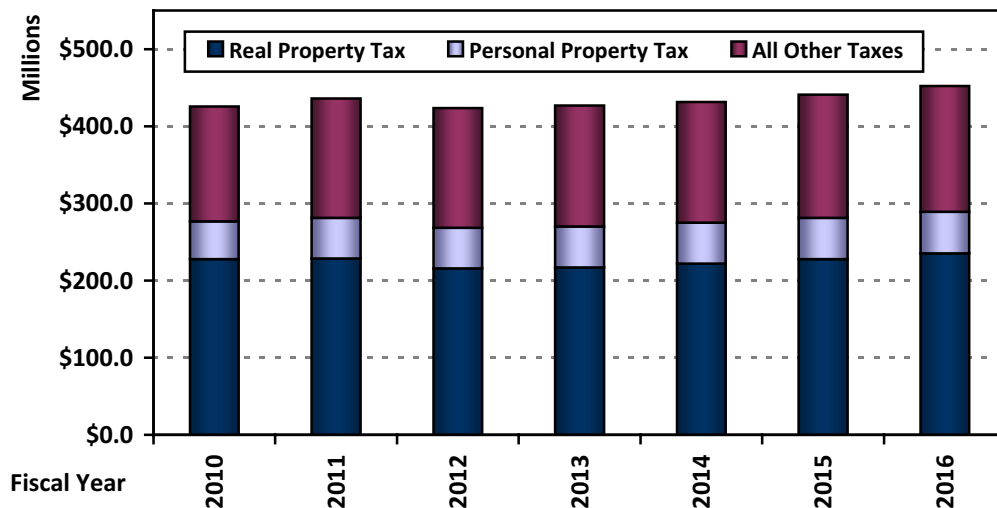
*Projected FY 2011 Revenue Collections

GENERAL FUND TAX REVENUE

Taxes are the primary source of revenue for the City's General Fund. Tax revenue consists primarily of general property taxes including real, personal and business property. Collectively, the City's tax revenue accounts for 65 percent of all general fund revenue. Of that total, approximately 42 percent comes from general property taxes. The City's other sources of tax revenue include consumer taxes (such as Local Option Sales Tax and Prepared Food Tax), utility taxes on electric and gas consumption, state distributed taxes (State Shared Sales Tax for Education and Communications Tax), and business and other taxes. Together, these other taxes account for approximately 23 percent of the City's General Fund.

Local tax revenue is anticipated to decline \$13.7 million to \$423.5 million in FY 2012. This is a 3.1 percent decline in FY 2012 as compared to the FY 2011 projection. This projected decline is primarily the result of an anticipated decline in the assessed value of real property, offset by modest growth in consumption taxes. For FY 2013, tax revenues are anticipated to grow slightly.

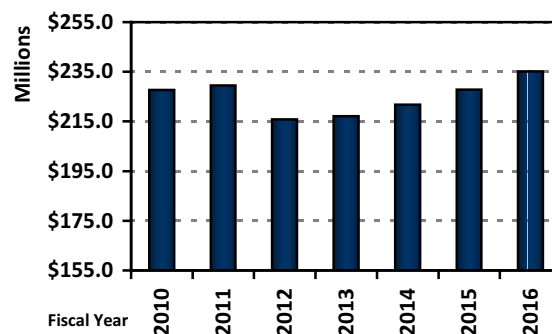
General Fund Tax Revenue



REAL PROPERTY TAXES

Real Property Taxes are levied on the assessed value of real property. Included in the category are taxes on residential and commercial property, property tax payment on public service corporations, area tax, the tax abatement for rehabilitation tax credits – a reduction to the source – and delinquent real estate taxes. Current real property taxes are estimated to generate \$208.8 million in FY 2012. This is a decrease of \$11.9 million or 5.4 percent

Real Property Tax Revenue



from the FY 2011 projection. In FY 2013, current real property taxes are anticipated to increase \$1.1 million, less than 1 percent, to \$209.9 million. These values include the recently signed into law tax abatement for 100 percent disabled veterans. The revenue reduction resulting from the tax abatement is estimated to be approximately \$0.7 million (included in the total estimate real estate tax revenue). Assessed values of real property are expected to grow at a modest pace, improving each year beginning in FY 2013. The adopted budget maintains a real estate tax rate of \$1.20 per \$100 assessed value.

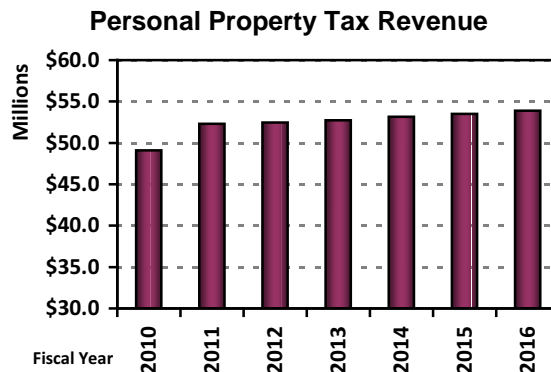
The City's Tax Compliance Plan, first implemented in FY 2010, has helped the City to successfully improve collection rates of current tax collections as well as delinquent tax collections. Projected delinquent real estate tax revenue is expected to add \$7.0 million to the General Fund in FY 2012 and \$7.2 million in FY 2013.

PERSONAL PROPERTY TAXES

Personal property taxes are expected to generate \$52.5 million in FY 2012 and \$52.7 million in FY 2013, including delinquent personal property tax collections. Personal property taxes are levied on the tangible property of individuals and businesses. For individuals, this tax is primarily on automobiles and recreational vehicles. Business personal property includes motor vehicles, furniture, computers, and fixtures. Business machinery and tools are taxed separately, as permitted by law. The tax rate on all personal property is maintained at \$3.70 per \$100 assessed value.

In 1998 the General Assembly enacted the Personal Property Tax Relief Act (PPTRA) to provide tax relief for qualifying vehicles. In 2004, the State capped the tax relief reimbursement payment made to localities. Based on that capped value, the City receives \$16.7 million each year with which it can provide tax relief to qualified vehicle owners. Since the City's payment from the State will remain constant, changes in personal property values or the number of qualifying vehicles will adjust the percentage of actual tax relief provided. Relief rates are determined and approved by Council during the year in which the relief is provided. For fiscal year 2011, the tax relief percentage is sixty percent (60%). The FY 2012 relief rate will be determined and approved by Council in late winter 2012.

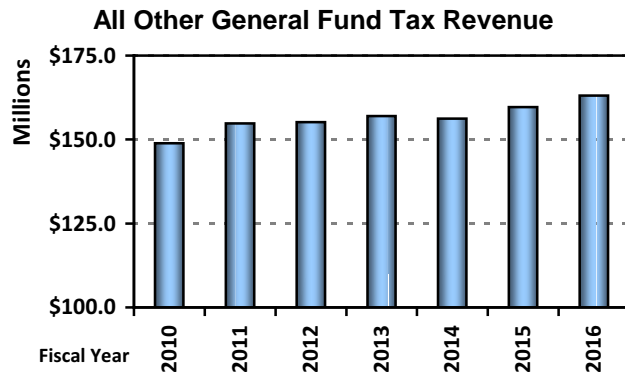
For City residents owning qualifying vehicles assessed at or below \$1,000, no personal property tax payment is due. For qualifying individual vehicles assessed between \$1,001 and \$20,000, the personal property tax bill reflects the 60 percent tax relief credit. For qualifying individual vehicles valued at \$20,001 or more, the 60 percent tax relief is applied to the first \$20,000 of value only. The PPTRA payments from the State are included in the projections for each year of the five-year forecast.



OTHER LOCAL TAXES

Other Property Taxes

Other property taxes primarily consist of Machinery and Tools Tax, with minimal revenue added by the Mobile Home Title Tax. The total revenue expected to be generated by other property taxes in FY 2012 is \$17.0 million. This projection is unchanged in FY 2013 as new equipment added by businesses is anticipated to be offset by machinery and tools that are retired in the same year.



Consumer Utility Taxes

Consumer Utility Taxes are taxes paid on consumption of electricity and gas by businesses and residents as well as utility pole and conduit taxes paid by utility and public service companies. The three sources of this revenue are relatively stable from year-to-year, with little growth anticipated. Consumer utility taxes are estimated to generate \$17.2 million in FY 2012 and \$17.7 million in FY 2013.

Consumer Taxes

Consumer Taxes, also known as excise taxes, are paid on goods and services consumed by individuals and businesses. These sources are elastic in nature because they are responsive to changes in the economy. As the economic recovery continues, these sources are anticipated to improve. However, the Local Option Sales & Use Tax, nearly 50 percent of the City's consumer tax revenue, continues to experience drag related to recent zip code changes at the Henrico County – City of Richmond border. Similar changes, albeit smaller in scale, are expected to occur with the pending changes to zip codes in Chesterfield County.

Consumer tax revenue is primarily generated by the Local Option Sales & Use Tax and the Prepared Food (Meals) Tax, which together account for 86 percent of all consumer taxes collected by the City. Other taxes in this category are Lodging (Hotel) Tax, the Admissions Tax, the Vehicle Rental Tax and the Short Term Rental Tax. This category is projected to generate \$58.3 million in FY 2012, growing 2.3 percent over FY 2011 projected collections. In FY 2013, consumption tax revenue is estimated to contribute \$59.8 million to the General Fund.

State Distributed Local Taxes

Unaffected by the zip code changes, State Shared Sales Tax for education is projected to grow to \$26.8 million in FY 2012, up 3.5 percent or \$0.9 million from FY 2011. This source is distributed based on a statewide distribution formula calculation and is directly passed through to Richmond Public Schools. Based on State estimates of sales tax growth, this source is estimated to increase 4.0 percent in FY 2013 to \$27.9 million.

Together, all State distributed local taxes forecasted total \$45.2 million in FY 2012. This is an increase of 2.3 percent or \$1.0 million. The growth is anticipated to accelerate in FY 2013 as payments for the Recordation Tax increase to a projected \$1.0 million.

Business Taxes

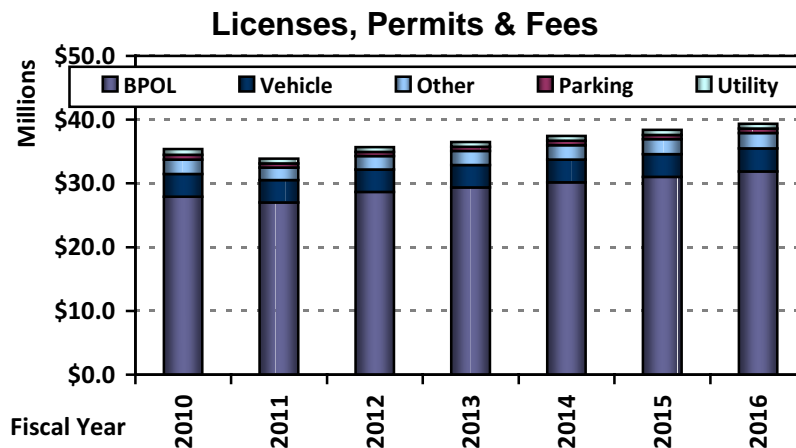
Business taxes consist primarily of the Bank Franchise Tax – more than 96 percent of the category’s total revenue. As a result of higher retained earnings, tightened lending practices, and retained Troubled Asset Relief Program (TARP) funds, the Bank Franchise Tax estimated for FY 2011 is \$13.6 million. As the economy improves, lending practices loosen and TARP funds are repaid, net capital, against which this tax is assessed, will also decline. It is anticipated Bank Franchise tax revenue will contribute \$11.6 million to the General Fund in FY 2012, down 15 percent from estimated FY 2011 payments. The trend is expected to continue into FY 2013 as the economic recovery continues and banks’ net capital returns to more sustainable (normal) levels.

All Other Taxes

Penalty and Interest on delinquent taxes is projected to generate \$5.5 million in FY 2012 and \$5.6 million in FY 2013 as the City’s Tax Compliance Plan implementation and enforcement continues.

GENERAL FUND LICENSES, PERMITS & FEES

Collectively, General Fund licenses, permits and fees are anticipated to generate approximately 5 percent of the total General Fund. In FY 2012, these sources are anticipated to grow to \$35.7 million.



Business, Professional, Occupational License

Business, Professional, Occupational License (BPOL) fees generate approximately 80 percent of all General Fund licenses, permits and fees. Growth in BPOL fees is determined primarily by existing economic conditions, much like the City’s consumer or excise tax revenue. In FY 2012, BPOL is expected to generate \$28.7 million. Growth is anticipated to continue in FY 2013 with BPOL reaching \$29.4 million.

Vehicle License

Vehicle license is the fee paid by vehicle owners for vehicles garaged within the City limits. Revenue derived by the source increases or decreases with the number and size of vehicles owned in the City. Limited growth is anticipated over the next five years. In FY 2012 and FY 2013, vehicle license is projected to generate \$3.5 million.

Parking Fees & Permits

Parking fees and permits consist of revenue from parking meter fees, parking permits in the Fan and Carver districts, and fees for parking in select parking lots. Rates for these fees are unchanged in the adopted budget. As such, growth is limited to increased enforcement. It should be noted that parking violations are included elsewhere in the General Fund budget and are therefore not reflected in the licenses, permits and fees revenue figure.

Utility Right-of-Way Fees

Utility right-of-way fees, derived primarily from construction projects requiring changes to existing utilities, are projected to remain relatively stable in FY 2012, as compared with the FY 2011 estimate. In FY 2013, as the economic recovery continues, growth is anticipated to increase slightly. Utility right-of-way fees revenue is approximately \$0.7 million.

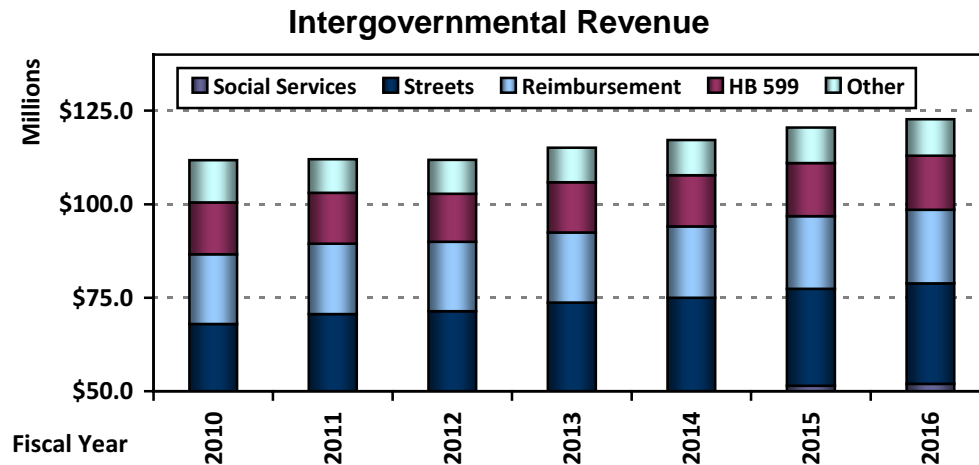
All Other Licenses, Permits & Fees

All other license, permits and fee revenue includes delinquent licenses, permits and fees as well as a number of activity specific licenses such as dog and cat licenses. In FY 2012, other revenue is expected to grow 5 percent to \$2.1 million. Growth is anticipated to continue in FY 2013 with total other licenses, permits and fees generating \$2.2 million.

GENERAL FUND INTERGOVERNMENTAL REVENUE

Intergovernmental revenue, primarily payments from the Commonwealth, is projected to remain virtually unchanged in FY 2012 and grow minimally in FY 2013. The FY 2012 forecasted contribution to the General Fund is \$111.9 million. Intergovernmental revenue is projected to grow 2.9 percent in FY 2013 to \$115.1 million.

Since the start of the December 2007 – June 2009 recession, this source of revenue has steadily declined, as the Commonwealth has continued to cut contributions to the localities. In FY 2012, intergovernmental revenue is expected to account for 17.2 percent of the City's total General Fund. As compared with the FY 2008 peak, when intergovernmental revenue totaled \$120.0 million and accounted for 18.5 percent of the City's General Fund revenue, payments to the City have declined approximately \$8.1 million.



State Payment for Social Services

State payments for social services are expected to remain unchanged at \$48.0 million in FY 2012 as compared with the FY 2011 estimate. In FY 2013, social services revenue is expected to grow 3.0 percent to \$49.4 million. This payment from the State is the City's third largest single revenue source in the General fund, third only to real estate and the City's personal property tax (including delinquent collections).

State House Bill 599 (Public Safety Revenue)

Projected State House Bill 599 payments are expected to decline to \$12.9 million. This is the fourth consecutive decline in this source. In FY 2013 HB 599 revenue is anticipated to increase 4.0 percent to \$13.4 million as State revenues begin to regain revenue lost during the recession.

Reimbursement for State Shared Expenses

Following suit with HB 599 funds, reimbursement for State Shared Expenses is also expected to decline in FY 2012 and begin growing in FY 2013. In FY 2012, this revenue source is expected to contribute \$18.5 million to the General Fund. In FY 2013 State Shared Expense revenue is anticipated to grow 1.5 percent to \$18.8 million.

Street Maintenance

Street maintenance revenue payments from the Commonwealth have been little affected by the reductions in State revenue. Expected to continue to grow, FY 2012 street maintenance revenue is projected to generate \$23.4 million. Utilizing an assumption of 3.5 percent inflationary growth (statewide growth is assumed at 4 percent), street maintenance is projected to be \$24.2 million in FY 2013.

All Other Intergovernmental Revenue

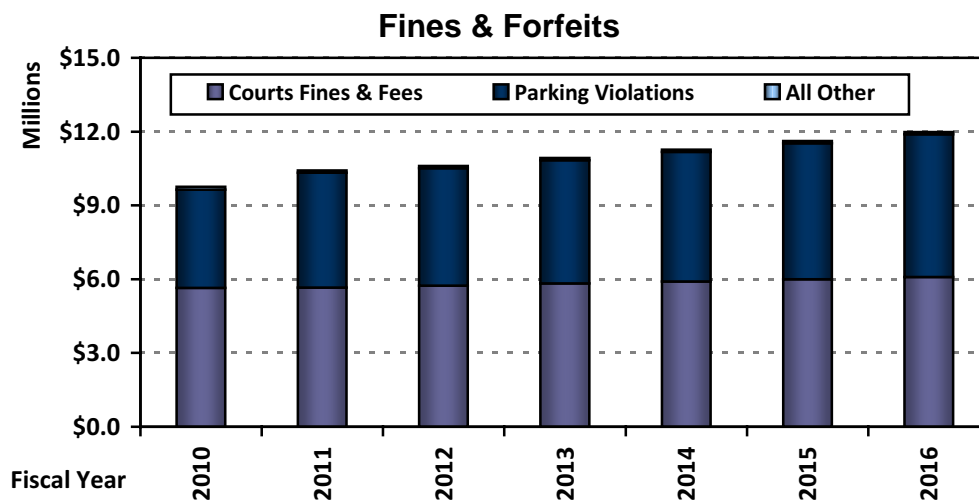
All other intergovernmental revenue, consisting primarily of the state block grant and the state payment in lieu of taxes, is projected to be \$9.1 million in FY 2012 and \$9.2 million in FY 2013.

GENERAL FUND FINES & FORFEITS

Fines and forfeits are anticipated to contribute \$10.6 million to the City's General Fund in FY 2012. In FY 2013, that number is expected to grow 2.8 percent to \$10.9 million. Courts fines and fees, consisting of fines and fees from the Circuit Court, General District Court, and the Juvenile and Domestic Relations Court, make up 53.8 percent, or \$5.7 million of all fines and forfeits revenue in FY 2012. In FY 2013 they are expected to grow 1.5 percent to \$5.8 million.

Parking violations, totaling 45.2 percent of all fines and forfeits in FY 2012, are expected to continue a trend of increase started in FY 2010 with the implementation of the City's tax compliance plan.

The remaining fines and forfeits consist of overdue book fines and other fines and charges, totaling \$0.1 million. Little change is anticipated in this source.

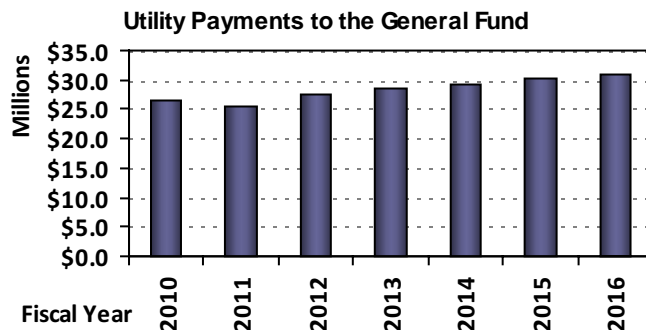


UTILITY PAYMENTS TO THE GENERAL FUND

Utility Payments to the General Fund are expected to generate \$27.4 million in FY 2012, or 4.2 percent of all General Fund revenue. As compared with the FY 2011 estimate, the FY 2012 estimate is an increase of 7 percent resulting from increases in each of the four utility payments. In FY 2013, utility payments to the General Fund are expected to grow 4.2 percent to \$28.6 million, driven primarily by an increase in the utility payment in lieu of taxes.

Utility Payment in Lieu of Taxes (Utility PILOT)

Utility payment in lieu of taxes (PILOT) is charged to the City's Utility Enterprise Funds in place of general property taxes and accounts for 75.9 percent of the total utility payment to the General Fund. The payment made to the City is a function of prior year's earnings, real estate values,



and personal property values. Following an estimated decline in FY 2011, Utility PILOT is anticipated to grow 7.5 percent in FY 2012 to \$20.8 million. The trend will be continued in FY 2013 with Utility PILOT reaching \$22.1 million.

Utility Dividend Payments

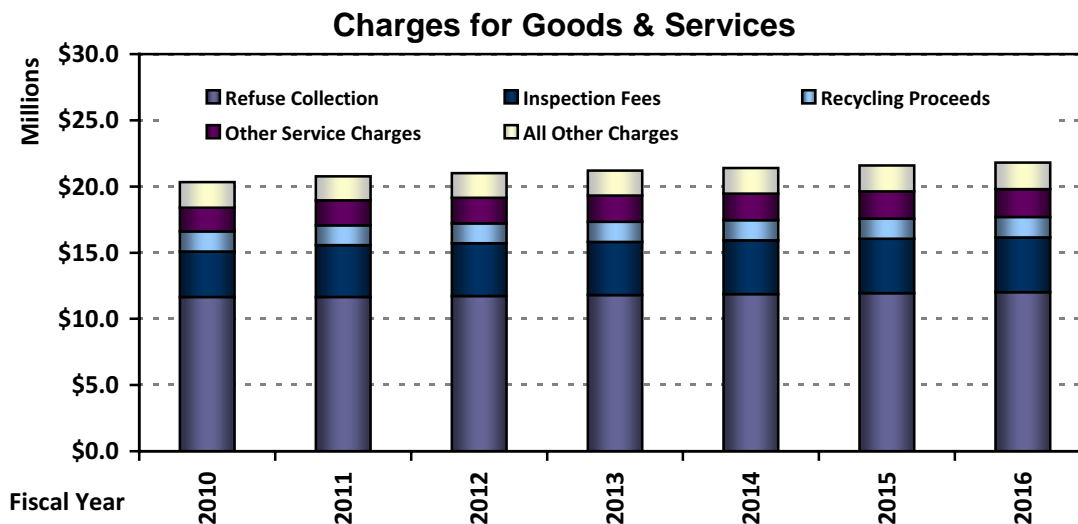
Utility dividend payments, determined by the City Charter as 30 percent of the year's net income transferred to the General Fund in the second succeeding fiscal year, is 11.3 percent of the total utility payments to the General Fund and 0.5 percent of the City's total General Fund revenue. The FY 2012 estimate for this payment is \$3.1 million, up slightly from the estimated FY 2011 payment. The dividend payment is anticipated to decline in FY 2013 based on preliminary estimates of FY 2011 utility net income.

Payment for Administration and Collection Services

The City's utility enterprises utilize a number of services supported by the General Fund, including accounting, collections, and information technology support services. The utilities, in turn, pay for the cost of the services they receive to the General Fund at the end of each fiscal year. In FY 2012, the payment for administration and collection services is estimated to be \$3.5 million, an increase of approximately \$0.3 million or 6.2 percent. In FY 2013, utility payments for administration and collection services are expected to remain unchanged.

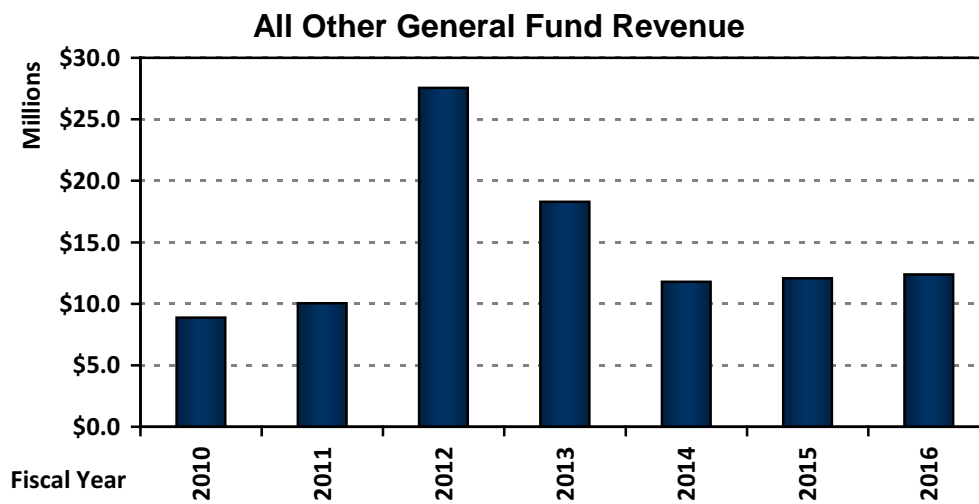
GENERAL FUND CHARGES FOR GOODS & SERVICES

Charges for goods and services consist primarily of refuse collection fees (55.9%), inspection fees (18.9%), recycling proceeds (7.2%), and other service charges (9.2%). All other charges for goods and services collectively make up the remaining 8.8 percent. Minimal growth is anticipated in this revenue group, as the largest portion of revenue collected (refuse collection services) is fairly stable from one year to the next. Collectively, General Fund charges for goods and services are expected to generate \$21.0 million in FY 2012, up 1.1 percent from the FY 2011 estimate of \$20.8 million. In FY 2013 total charges for goods and services are expected to grow 0.9 percent to \$21.2 million.



ALL OTHER GENERAL FUND REVENUE

All other General Fund revenue includes limited administrative payments from outside organizations, such as the Richmond Metropolitan Authority and the Richmond Redevelopment and Housing Authority, payments for administrative and data services, and one-time revenue such as prior year budgetary surplus (typically linked to a one-time expenditure in the structurally balanced budget). In FY 2012, all other revenue increases substantially with the utilization of a number of one-time revenue sources that were adopted to support the City's General Fund budgeted one-time expenditures in the FY 2012-2013 Adopted Biennial Fiscal Plan. Excluding one-time revenue, this revenue group is projected to grow approximately \$2 million as a result of the addition of parking revenue related to the former CDA parking garages. Subsequent growth is estimated at approximately 2.2 percent.



GENERAL FUND BALANCE RESERVES

The Governmental Accounting Standards Board (GASB) outlines how all municipalities must define their fund balances. Fund balance reserves and commitments are used to indicate that a portion of the fund balance is not available for expenditure or is legally segregated for future use and indicate plans for financial use in a future period. The remaining balance is commonly referred to as the undesignated fund balance and represents the City's equity in its General Fund.

The City last updated its undesignated fund balance policy in 2001 and established 7 percent of budgeted expenditures as the City's undesignated fund balance policy. As of June 30, 2010, the City's undesignated fund balance was \$59.4 million or 9.4 percent of the budgeted expenditures.

With fiscal year 2011, a new GASB requirement – GASB 54 – requires the City and all other municipalities to report fund balances differently. The terms, “reserved” and “unreserved” as well as “designated” and “undesignated”, will be replaced. The new terms include nonspendable, restricted, committed, assigned and unassigned.

The City expects that undesignated (unassigned) fund balance as of June 30, 2010, if defined under GASB 54 rules, would be 8.3% of FY 2010 adopted expenditures, or approximately \$52.4 million. Beginning with this adopted budget, this fund balance will be captured as resources available for spending each fiscal year within the constraints of a Rainy Day Fund, with the balance remaining unassigned at the end of each fiscal year. Therefore, for FY 2012, the total revenue budget of \$710.0 million includes the Rainy Day/ unassigned fund balance total of \$52.4 million.

The FY 2012-2014 fiscal plan, which was adopted prior to the end of fiscal year 2011, incorporates some GASB 54 components by identifying and committing \$13.6 million in expected budgetary surplus for use during the biennial period that will end June 30, 2013. These commitments include:

- \$5.4 million to purchase fleet equipment included in the Capital Improvement Plan
- \$6.4 million to fund future debt service for existing commercial paper
- \$0.8 million for demolition and blight abatement activity in the Capital Improvement Plan
- \$1.0 million to increase contribution to retirement system and address one-time costs of other council amendments

These changes in fund balance policy were approved as part of the budget process prior to June 30, 2011.

CITY INDEBTEDNESS

The Virginia Constitution and the Virginia Public Finance Act provide the City with the authority to issue general obligation debt secured solely by the pledge of its full faith and credit. Additionally, the City is provided with the authority to issue debt secured by the fee revenues generated by the system for which the bonds are issued, provided that the rates, rents, fees or other charges are sufficient to pay the cost of operation and administration and the principal and interest on the bonds when due. For the payment of general obligation bonds, the governing body of the City is required to levy an ad valorem tax on all property subject to local taxation to ensure debt service payment. The issuance of general obligation bonds is subject to a limit of 10 percent of the assessed value of taxable real property in the City.

In determining general obligation statutory debt limitations, certain classes of indebtedness may be excluded, including revenue anticipation notes maturing in one year or less; general obligation bonds payable from a specified revenue-producing undertaking, so long as the undertaking is self-supporting; capital leases; and revenue bonds. The City's enterprise operations for Water, Wastewater, and Gas bonded debt are completely self-supporting revenue bonds.

OVERLAPPING DEBT

The City of Richmond is autonomous and independent of any county or other political subdivision and is not subject to taxation by any county or school district, nor is it liable for any county or school district indebtedness. There is no overlapping debt.

STATEMENT OF NO PAST DEFAULT

The City has never defaulted on the payment of either principal or interest on any debt.

OUTSTANDING DEBT

Debt service for the City's General Capital Improvements is funded from the City's General Fund. The debt of the enterprise fee supported operations is paid from the enterprise fund revenues. The City's total estimated outstanding bonded (long-term) indebtedness at the end of FY 2011 is estimated to be \$460.2 million. The City also anticipates that \$75 million in commercial paper instruments will be outstanding at the end of the fiscal year.

GENERAL CAPITAL IMPROVEMENTS – AFFORDABILITY MEASURES

In 1991, the City Council updated its policies and guidelines for the planning, issuance and management of debt. These policies were put in place to ensure careful management of limited financial resources in line with the practices of a well-managed government. The following summarizes the policies:

- The amount of general fund supported debt service will not exceed ten percent (10%) of the total general fund budget.
- Per capita general fund supported debt will not exceed seven percent (7%) of per capita income.

- The City will not incur general obligation debt in excess of seven-and-a-half percent (7.5%) of its total taxable real estate value.

The proposed debt utilized in funding the FY 2012 – FY 2016 Capital Improvement Program is within each of the limitations described above.

As part of the debt management policy review, a number of changes have been incorporated into the CIP's debt management strategy. These strategies are in keeping with other well-managed governments within the Commonwealth; particularly those rated Triple A by the three rating agencies. First, the City's unassigned (undesignated) fund balance will be incorporated into the calculation of the ten percent debt capacity. Other localities use a broader budget definition – general government – to calculate their debt capacity not just their general fund. In addition, at least one Triple A Virginia locality uses the ten percent (10%) as a planning cap with an absolute ceiling of eleven percent (11%).

Next, the current 7.5% total taxable real estate value measure will be reduced to five percent while the 7 percent of per capita income policy will be maintained.

Lastly, the City will utilize a combination of 30-year, 25-year and 20-year general obligation bonds to finance its CIP. Again the review found that it is not uncommon for Triple A rated localities to issue bonds of different lengths with the deciding factor being the useful life of the building infrastructure.

The proposed debt utilized in funding the FY 2012 – FY 2016 Capital Improvement Program is within each of the limitations described above.

YEARLY MATURITY OF LONG-TERM DEBT

Fiscal Year	General Obligation*			Utilities		
	Principal	Interest	Total	Principal	Interest	Total
2012	45,511,189	28,464,201	73,975,390	12,473,934	24,453,581	36,927,515
2013	45,754,409	26,308,074	72,062,483	12,836,706	24,086,571	36,923,277
2014	44,345,353	24,545,902	68,891,255	13,246,445	23,684,820	36,931,265
2015	44,957,786	22,585,016	67,542,802	13,712,854	23,211,224	36,924,077
2016	46,440,349	20,414,810	66,855,159	14,240,982	22,687,845	36,928,827
2017	46,563,079	18,217,446	64,780,525	14,785,883	22,138,925	36,924,809
2018	48,290,988	15,919,541	64,210,529	15,377,611	21,550,647	36,928,259
2019	39,547,472	13,801,120	53,348,592	15,356,101	20,935,237	36,291,338
2020	39,133,335	11,930,265	51,063,600	15,322,807	20,332,285	35,655,092
2021	38,436,646	10,085,943	48,522,589	15,951,095	19,701,522	35,652,617
2022	32,810,066	8,428,454	41,238,520	19,405,257	19,049,256	38,454,512
2023	31,982,966	6,887,163	38,870,129	19,193,559	18,270,444	37,464,003
2024	28,308,675	5,421,306	33,729,981	19,431,308	17,432,149	36,863,457
2025	15,702,284	4,356,683	20,058,967	25,188,255	16,575,028	41,763,282
2026	13,733,884	3,606,471	17,340,355	26,341,187	15,422,395	41,763,582
2027	11,050,000	2,991,246	14,041,246	27,550,137	14,216,621	41,766,757
2028	9,430,000	2,487,046	11,917,046	28,805,135	12,955,098	41,760,232
2029	9,920,000	2,003,296	11,923,296	29,808,853	11,641,553	41,450,406
2030	25,395,000	1,113,398	26,508,398	30,726,292	10,272,800	40,999,092
2031	4,595,000	356,625	4,951,625	32,151,292	8,846,350	40,997,642
2032	4,835,000	120,875	4,955,875	33,651,292	7,353,175	41,004,467
2033	-	-	-	35,211,292	5,790,975	41,002,267
2034	-	-	-	15,301,292	4,155,750	19,457,042
2035	-	-	-	16,071,292	3,391,000	19,462,292
2036	-	-	-	12,556,292	2,587,750	15,144,042
2037	-	-	-	13,186,292	1,960,250	15,146,542
2038	-	-	-	8,261,292	1,301,250	9,562,542
2039	-	-	-	8,676,292	888,500	9,564,792
2040	-	-	-	9,106,292	455,000	9,561,292
2041	-	-	-	3,146	0	3,146
Total	626,743,481	230,044,881	856,788,362	553,930,467	395,348,001	949,278,468

* Of the total \$626.7 million outstanding general obligation principal, \$460.2 million is directly supported by the General Fund. The remaining \$166.5 million is supported by other City funds and the Richmond Ambulance Authority. This non-General Fund supported outstanding principal includes the following: utilities totaling \$165.5 million; the Fleet internal service fund totaling \$1.0 million; and Richmond Ambulance authority totaling \$40,262.

FIDUCIARY INFORMATION

YEARLY MATURITY OF LONG-TERM DEBT (CONTINUED)

Fiscal Year	Equipment Notes			Other Debt			Grand Total		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2012	3,240,000	263,034	3,503,034	2,383,067	1,140,767	3,523,834	63,608,190	54,321,582	117,929,773
2013	3,240,000	183,384	3,423,384	2,380,647	1,045,061	3,425,708	64,211,762	51,623,090	115,834,852
2014	2,200,000	103,420	2,303,420	2,470,230	945,159	3,415,389	62,262,028	49,279,301	111,541,329
2015	1,800,000	56,840	1,856,840	2,358,667	839,431	3,198,098	62,829,307	46,692,511	109,521,817
2016	1,300,000	22,620	1,322,620	1,878,345	741,266	2,619,611	63,859,676	43,866,541	107,726,217
2017	-	-	-	1,975,431	645,254	2,620,685	63,324,393	41,001,625	104,326,018
2018	-	-	-	2,075,056	542,948	2,618,004	65,743,655	38,013,136	103,756,791
2019	-	-	-	2,182,357	434,022	2,616,379	57,085,930	35,170,379	92,256,309
2020	-	-	-	2,292,478	319,526	2,612,004	56,748,620	32,582,077	89,330,697
2021	-	-	-	2,410,571	199,184	2,609,755	56,798,313	29,986,649	86,784,961
2022	-	-	-	1,340,000	101,000	1,441,000	53,555,323	27,578,710	81,134,032
2023	-	-	-	1,410,000	32,250	1,442,250	52,586,525	25,189,857	77,776,382
2024	-	-	-	-	-	-	47,739,983	22,853,455	70,593,438
2025	-	-	-	-	-	-	40,890,539	20,931,711	61,822,250
2026	-	-	-	-	-	-	40,075,071	19,028,866	59,103,938
2027	-	-	-	-	-	-	38,600,137	17,207,867	55,808,003
2028	-	-	-	-	-	-	38,235,135	15,442,144	53,677,278
2029	-	-	-	-	-	-	39,728,853	13,644,849	53,373,702
2030	-	-	-	-	-	-	56,121,292	11,386,198	67,507,490
2031	-	-	-	-	-	-	36,746,292	9,202,975	45,949,267
2032	-	-	-	-	-	-	38,486,292	7,474,050	45,960,342
2033	-	-	-	-	-	-	35,211,292	5,790,975	41,002,267
2034	-	-	-	-	-	-	15,301,292	4,155,750	19,457,042
2035	-	-	-	-	-	-	16,071,292	3,391,000	19,462,292
2036	-	-	-	-	-	-	12,556,292	2,587,750	15,144,042
2037	-	-	-	-	-	-	13,186,292	1,960,250	15,146,542
2038	-	-	-	-	-	-	8,261,292	1,301,250	9,562,542
2039	-	-	-	-	-	-	8,676,292	888,500	9,564,792
2040	-	-	-	-	-	-	9,106,292	455,000	9,561,292
2041	-	-	-	-	-	-	3,146	0	3,146
	11,780,000	629,298	12,409,298	25,156,849	6,985,868	32,142,717	1,217,610,797	633,008,047	1,850,618,844

GENERAL FUND REVENUE

GENERAL FUND REVENUE SUMMARY

GENERAL FUND REVENUE FY 2012 – FY 2013

FY 2012 revenue is projected to be \$709,978,500, including \$52,389,500 in the rainy day/unassigned fund balance. When this balance is subtracted, total revenue (\$657.6 million) is projected to be an increase of \$13,354,800 or 2.0 percent over the FY 2011 Adopted Budget. FY 2013 revenue is projected to be \$709,895,400, a decrease of \$83,100 or 0.01 percent from the FY 2012 Adopted Budget. Tax rates are unchanged from the FY 2011 Adopted Budget, although Real Estate tax revenue is anticipated to decline from FY 2011 to FY 2012 as a result of an estimated 5 percent decline in the assessed value of real property.

This is the first year in which the rainy day/unassigned fund balance is reflected as a resource available to the City in the budget. The adopted expenditures maintain the full rainy day/unassigned fund balance in FY 2012 and increase the rainy day/unassigned fund balance to \$52.7 million in FY 2013.

General Fund Revenue: Summary by Category & Source

Revenue Description	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
General Property Taxes				
Real Property Taxes				
Current	218,027,758	216,541,564	208,792,600	209,927,200
Delinquent Real Estate Tax	9,711,901	6,519,511	7,035,000	7,175,700
Subtotal: Real Property Taxes	227,739,659	223,061,075	215,827,600	217,102,900
Personal Property Taxes				
Personal Property Tax	28,991,717	28,630,336	29,105,451	29,334,451
Personal Property Tax Relief	15,090,280	16,708,749	16,708,749	16,708,749
Delinquent Personal Property Tax	5,023,503	6,593,927	6,659,900	6,793,100
Subtotal: Personal Property Tax	49,105,500	51,933,012	52,474,100	52,836,300
Other Property Taxes				
Machinery & Tools Tax	17,038,468	17,145,000	17,038,500	17,038,500
Mobile Home Title Tax	10,858	8,600	10,900	11,000
Subtotal: Other Property Tax	17,049,326	17,153,600	17,049,400	17,049,500
Total General Property Taxes	293,894,485	292,147,687	285,351,100	286,988,700
Other Local Taxes				
Consumer Utility Taxes				
Electric Consumer tax	12,283,135	12,537,451	12,000,000	12,504,000
Gas Consumer Tax	4,673,948	5,015,184	5,015,200	5,015,200
Utility Pole & Conduit Tax	156,478	96,164	156,500	156,500
Subtotal: Consumer Utility Taxes	17,113,561	17,648,799	17,171,700	17,675,700
Consumer Taxes				
Local Sales & Use Tax	26,093,786	27,367,500	25,949,200	26,727,700
Prepared Food (Meals) Tax	23,756,424	23,049,095	24,323,600	24,858,700
Lodging (Hotel) Tax	4,789,681	4,915,590	5,023,700	5,134,300
Admissions Tax	2,181,971	1,486,965	2,255,000	2,311,400
Vehicle Rental Tax	424,599	610,000	623,400	637,100
Short Term (1% Property) Rental Tax	101,748	121,534	101,700	101,700
Subtotal: Consumer Taxes	57,348,209	57,550,684	58,276,600	59,770,900

GENERAL FUND REVENUE SUMMARY

General Fund Revenue: Summary by Category & Source

Revenue Description	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
State Distributed Local Taxes				
Sales & Use Tax for Education	24,943,835	24,897,079	26,824,100	27,897,100
Communications Tax	17,526,368	17,811,926	17,693,300	17,781,700
Recordation Tax	759,637	670,000	683,400	1,000,000
Subtotal: State Dist. Local Taxes	43,229,840	43,379,005	45,200,800	46,678,800
Business Taxes				
Bank (Stock) Franchise Tax	8,247,534	4,000,000	11,553,200	9,820,200
Telephone Commissions tax	450,000	450,000	450,000	450,000
Subtotal: Business Taxes	8,697,534	4,450,000	12,003,200	10,270,200
Other Taxes				
Penalty & Interest on Delinquent Taxes	5,423,493	4,999,998	5,454,000	5,563,100
Subtotal: Other Taxes	5,423,493	4,999,998	5,454,000	5,563,100
Total Other Local Taxes	131,812,637	128,028,486	138,106,300	139,958,700
Total Taxes	425,707,122	420,176,173	423,457,400	426,947,400
Licenses, Permits & Fees				
Business License	27,904,888	30,767,048	28,672,000	29,360,100
Vehicle License	3,549,883	3,250,000	3,517,500	3,538,600
Parking Fees & Permits	736,882	675,970	653,300	659,800
Utility Right-of-Way Fees	878,932	679,878	739,800	747,200
Other Licenses, Permits & Fees	2,303,458	1,139,282	2,100,000	2,205,000
Total Licenses Permits & Fees	35,374,043	36,512,178	35,682,600	36,510,700
Intergovernmental Revenue				
Federal Revenue	1,036,366	1,002,484	1,012,500	1,022,600
State Payment for Social Services	46,172,514	51,553,460	48,000,000	49,440,000
State House Bill 599	13,890,457	13,619,602	12,889,800	13,405,300
Reimbursement for State Shared Expenses	18,611,482	19,400,600	18,512,300	18,790,000
Street Maintenance	21,830,900	21,974,461	23,418,800	24,238,500
State Block Grant	4,770,906	3,926,583	4,391,500	4,457,400
State Payment in Lieu of Taxes (PILOT)	4,890,333	2,841,000	2,855,200	2,898,000
All Other State Revenue	593,916	794,744	812,200	830,100
Total Intergovernmental Revenue	111,796,874	115,112,934	111,892,300	115,081,900
Fines and Forfeits				
Circuit Court Fines & Fees	3,895,659	4,446,804	3,953,400	4,012,700
General District Court Fines & Fees	1,748,559	1,459,943	1,776,300	1,802,900
Juvenile & Domestic Relations Court	8,308	7,742	8,400	8,600
Parking Violations	3,993,700	4,676,900	4,770,400	5,009,000
Overdue Book Fines	113,829	91,800	91,800	90,900
Other Fines & Charges	-	2,000	2,000	2,000
Total Fines & Forfeits	9,760,055	10,685,189	10,602,300	10,926,100

GENERAL FUND REVENUE SUMMARY

General Fund Revenue: Summary by Category & Source

Revenue Description	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Utility Payments to the General Fund				
Utility Payment in Lieu of Taxes	19,780,983	21,289,420	20,808,900	22,147,100
Payment for Collection Services	434,682	672,823	673,000	673,000
Payment for Administrative Services	2,879,490	2,879,490	2,817,200	2,817,200
Utility Dividend Payments	3,411,549	2,028,885	3,108,900	2,914,500
Total Utility Payments to the General Fund	26,506,704	26,870,618	27,408,000	28,551,800
Charges for Goods & Services				
Building Service Charges	641,737	815,695	664,300	678,900
Rental of Property	253,797	451,036	259,400	265,100
Safety Related Charges	385,496	620,703	408,800	417,800
Other Service Charges	1,782,579	1,894,582	1,936,300	1,978,900
Refuse Collection Fees	11,662,326	11,588,243	11,732,300	11,802,700
Commercial Dumping Fees	44,404	1,000,000	250,000	250,000
Recycling Proceeds	1,523,101	1,400,000	1,504,500	1,509,000
Inspection Fees	3,423,975	4,122,244	3,978,000	4,017,800
Health Related Charges	36,022	61,000	62,300	63,700
Other Sales	428,014	50,100	51,200	52,300
Printing and Telecommunication Charges	149,238	295,000	153,300	156,700
Risk Management	3,912,973	-	4,302,800	4,547,000
Total Charges for Goods & Services	24,243,662	22,298,603	25,303,200	25,739,900
Other General Fund Revenue & Resources				
Administrative Payments	3,611,534	2,857,915	2,920,800	2,985,000
Internal Service Fund Payments	349,397	341,502	349,000	356,700
Data Sharing & Other Transfers*	484,722	1,772,879	19,282,200	9,700,000
All Other Revenue	517,455	676,275	691,200	706,400
Total Other General Fund Revenue	4,963,108	5,648,571	23,243,200	13,748,100
Subtotal General Fund Revenue	638,351,568	637,304,266	657,589,000	657,505,900
All Other Resources				
Rainy Day/Unassigned Fund Balance	-	-	52,389,500	52,389,500
Total Unassigned Fund Balance	0	0	52,389,500	52,389,500
General Fund Revenue Grand Total	638,351,568	637,304,266	709,978,500	709,895,400

*Data Sharing & Other Transfers includes utilization of FY 2011 Budgetary Surplus assigned for one-time expenditures in FY 2012 and FY 2013.

**GENERAL FUND
EXPENDITURES**

GENERAL FUND EXPENDITURE SUMMARY

GENERAL FUND
EXPENDITURES

Agency	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Culture & Recreation				
Library	4,964,309	5,138,908	5,220,846	5,252,907
Parks, Rec., & Community Facilities	15,136,355	15,866,428	15,794,592	15,792,069
Education				
Richmond Public Schools	151,332,379	149,131,347	150,651,924	151,709,889
General Fund Contribution				
General Fund transfer to Debt Service	49,389,151	49,457,345	55,952,772	58,212,250
Mental Health & Mental Retardation	483,035	-	-	-
Richmond City Health District	3,111,470	3,210,906	3,210,906	3,210,906
General Government				
Assessor	2,860,193	2,966,830	3,028,610	3,061,633
Budget	984,646	1,126,002	1,176,395	1,185,771
Chief Administrative Office	1,072,921	1,015,211	1,391,570	1,397,594
City Attorney	2,311,047	2,389,939	2,275,423	2,222,027
City Auditor	1,732,844	1,588,791	1,825,747	1,769,586
City Clerk	740,281	752,921	812,745	818,460
City Council	1,194,798	1,177,300	1,305,199	1,263,083
City Treasurer	200,132	206,847	170,937	172,423
Council Chief of Staff	879,121	881,524	879,861	839,204
Economic & Community Development	1,718,523	3,848,841	3,140,178	3,034,008
Finance	8,184,646	8,363,056	22,344,249	21,668,230
General Registrar	1,159,105	1,350,631	1,580,650	1,573,083
Human Resources	2,754,445	2,620,755	2,903,254	2,792,167
Information Technology	14,388,706	17,591,518	18,924,841	16,985,419
Mayor's Office	1,025,130	1,038,697	1,108,404	1,117,459
Minority Business Development	328,730	448,564	789,037	719,810
Planning & Development Review	7,769,544	8,057,346	8,538,356	8,458,494
Press Secretary	433,722	485,506	483,357	487,072
Procurement Services	1,068,368	1,174,474	1,329,217	1,333,427
Self Insurance	16,428,629	9,449,127	-	-
Highways, Streets, Sanitation & Refuse				
Public Works	57,370,358	58,396,223	60,733,642	60,917,591

GENERAL FUND EXPENDITURE SUMMARY

GENERAL FUND
EXPENDITURES

Agency	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Human Services				
DCAO for Human Services	1,592,264	1,522,996	1,748,640	1,717,832
Justice Services	7,335,322	7,484,488	8,787,400	8,770,624
Social Services	60,938,394	70,803,214	65,472,058	65,206,318
Non-Departmental				
Non-Departmental	48,203,114	48,883,824	103,421,882	99,503,602
Public Safety & Judiciary				
Animal Control	-	-	1,391,368	1,303,978
Emergency Management	1,144,151	-	-	-
Fire & Emergency Services	39,688,356	40,034,228	39,731,279	42,009,141
Judiciary-Commonwealth Attorney	4,947,792	4,947,905	5,174,078	5,215,962
Judiciary - Other Courts	4,028,637	4,236,276	4,231,200	4,274,717
Juvenile & Domestic Relations Court	375,740	472,499	475,193	473,198
Police	79,382,849	80,053,441	82,843,541	84,516,947
Sheriff's Office	29,493,037	31,130,359	31,129,149	31,518,990
*Agency Not-Specific (Surplus/Savings)	-	-	-	(610,471)
General Fund Expenditures Grand Total	626,152,247	637,304,267	709,978,500	709,895,400

*Unexpended and unencumbered funds from the General Fund Budgets for Fiscal Years 2010-2011 and 2011-2012 used to ensure that the Fiscal Year 2012-2013 General Fund Budget is balanced.

Cultural and Recreation

Library

Parks, Recreation &
Community Facilities



MISSION STATEMENT

The mission of the Richmond Public Library is to inform, enrich, and empower Richmond's residents: to enrich lives and expand opportunities for all citizens by promoting reading and the active use of cultural, intellectual, and informational resources through a dedication to excellence and professional service.

DEPARTMENT OVERVIEW

Richmond residents of all ages will thrive and realize success in academic, professional, personal, cultural and economic pursuits, enhanced by relevant services and resources at Richmond Public Library. Children will enter school ready to learn, and will succeed academically, through resources and programs offered for them, their parents and caregivers at Richmond Public Library. Richmond residents will increase their technological knowledge, skills and competencies from technology, programs and resources available at Richmond Public Library.

BUDGET HIGHLIGHTS

City Council Action by Amendment:

This agency's budget was not amended by City Council.

Personnel:

The budget includes 100% funding for all filled positions and limited funding for vacant positions.

Operating:

The operating budget includes additional funding for landscaping services and fleet related expenses. An additional \$85,500 was added to the FY12 and FY13 budgets for library services, books and materials.

KEY STRATEGIC FOCUS AREA METRICS

Strategic Focus Area	Initiative(s) Action Plans	Metric Measure of Success
Education and Workforce Development	Continuation and improvement of computer lab and computer classes.	Number of additional individuals trained.
Unique and Inclusive Neighborhoods	Library renovations	Increase and diversify key amenities in targeted neighborhoods. Increased use of renovated libraries, reflecting impact of investment in library buildings.

KEY AGENCY PRIORITIES**Short-Term Priorities**

- Continue renovations of existing libraries as scheduled.
- Continue development of Richmond Learns programs and services to support job assistance, computer literacy and adult programming.
- Continue and expand the library's computer lab and computer classes to help Richmond residents develop basic computer and job skills.

Long-Term Priorities

- Complete renovations of all libraries; complete design and fund construction of new West End Library to replace current library building.
- Implement Master Facilities Plan for Richmond Public Library system.
- Expand and improve library materials, including e-books and new technologies.
- Expand hours of service at Richmond's public libraries to benefit Richmond's residents.
Develop business process efficiencies for Richmond Public Library, including e-commerce capabilities.

GENERAL FUND PROGRAM BUDGETS

Program	Services	FY 2012 Adopted	FY 2013 Approved
Library Administration	Develop and implement the Department's strategic plan, develop and monitor appropriate measures for departmental programs and services, and provide fiscal accountability for the Department's operation.	\$684,035	\$689,236
Adult & Family Services	Programs and services for Richmond residents of all ages so that they may thrive and realize success in academic, professional, personal, cultural and economic pursuits, enhanced by relevant services and resources at Richmond Public Library. Services provided include age-appropriate information and lifelong learning opportunities for the adult population (18 years and older) at nine locations.	2,703,651	2,711,463
Children & Family Services	Help children enter school ready to learn and succeed academically, through resources and programs offered for them, their parents and caregivers at Richmond Public Library. Services provided include age-appropriate information and technology to support children (0-11 years old) at nine locations.	957,554	969,364

Program	Services	FY 2012 Adopted	FY 2013 Approved
Youth & Family Services	Information and technology to support the educational needs of teens and young adults (12-21 years) at nine locations, ranging from middle school to high school to college, to develop and/or enhance their knowledge and skills. Age-appropriate resources and learning opportunities are provided.	723,505	729,754
City Records Center	Safe storage for all City departmental records pending their eventual disposition as required by law.	86,510	87,775
Neighborhood & Community Services	Serve as a community resource and information center; provide services to increase technology skills; promote and support partnerships and collaborations with community organizations and area agencies; encourage lifelong learning at nine locations.	65,591	65,315
	Total General Fund Program	\$5,220,846	\$5,252,907

GENERAL FUND BUDGET SUMMARY

General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	\$4,269,058	\$4,097,545	\$4,273,482	\$4,353,693	\$4,386,030
Operating	923,660	866,764	865,426	867,153	866,877
Total General Fund Expenditures	\$5,192,718	\$4,964,309	\$5,138,908	\$5,220,846	\$5,252,907

NON-GENERAL FUND BUDGET SUMMARY

Non-General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Special Fund	\$576,255	\$631,200	\$1,224,000	\$805,000	\$805,000
Capital Improvement Plan	4,327,000	2,925,000	2,207,143	1,500,000	1,000,000
Total Non-General Fund Expenditures	\$4,903,255	\$3,556,200	\$3,431,143	\$2,305,000	\$1,805,000

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	2012 Adopted	2013 Approved
Total General Fund Staffing	84.44	80.44	80.44	80.44	80.44

See Personnel Complement section for detailed information.

AGENCY ACCOMPLISHMENTS

The Library supports literacy for children, teens and adults. Examples of programs:

- Provides parenting education information and programs both separately and in cooperation with the City's Early Childhood Development Initiative.
- Provides training space at the Main Library for The READ Center's adult tutoring programs.
- Provides a job search center at the Main Library with computers, classes and trained Library staff and volunteers to give Richmond residents one-on-one assistance in searching and applying for jobs. 970 residents were assisted from July 1, 2010 – February 12, 2011.
- Provides financial literacy workshops at each library location in partnership with Virginia Credit Union. Includes a Money Camp workshop for teens.
- Supports student enrichment with a summer reading program to encourage children to continue to develop their reading skills during the summer school break. In 2011 a summer reading program partnership with the Department of Justice Services and the Richmond Redevelopment and Housing Authority was piloted to provide library activities for 3 RRHA summer camps serving children ages 6 – 13.
- In partnership with Richmond Public Schools provides Homework Help at two library locations to support school success.

The library system operates in 9 libraries located throughout Richmond's neighborhoods. Improvements to library buildings and operations include:

- Renovation of the North Avenue and Westover Hills branch libraries. Following renovation, circulation of library materials and use of these libraries increased 40% and 35% respectively.
- Renovation of the Main Library Auditorium included installation of a sound/microphone system and data/video projection equipment for facilitation of meetings by large groups.
- Received a \$25,521 grant from the Bill and Melinda Gates Foundation Opportunity Online Broadband grant fund, for improved broadband access at all libraries.
- Completed inventory of all branch library collections, resulting in removing outdated information from the library catalog.
- Improved the library's set-off debt collection process to streamline recovery of overdue fines/fees (estimated \$20,000 fine/fee recovery for FY2011).
- Landscaping improvements at the Main Library improved the downtown streetscape.

MISSION STATEMENT

To serve people of all ages and abilities by maximizing all available resources to deliver exceptional, clean, safe and accessible parks, inviting recreation facilities and programs that support the community needs and desires for a community to live, work and play.

DEPARTMENT OVERVIEW

Parks, Recreation, and Community Facilities (PRCF) oversees more than 57 major and minor parks and open spaces, 136 tennis courts, 60 playgrounds, 56 baseball/softball diamonds, 9 pools, numerous tot lots, picnic areas and exercise trails. The department is also the operator of the James River Parks system, the largest and most visible park in Richmond. The James River park system includes over 500 acres of shoreline and islands in the heart of the city, offering opportunities for whitewater and flat-water canoeing and kayaking, fishing, hiking, biking, jogging, and wildlife exploration. Additionally, the department cares for more than 22 major statues and monuments and over 50 minor plaques and memorials, 8 cemeteries, the Dogwood Dell Amphitheater and operates 19 City owned community centers while providing a full spectrum of recreational services for the youth, adults and the elderly. The department also operates 19 licensed After School sites throughout the city. The After School program assists students with their homework and social development.

BUDGET HIGHLIGHTS

City Council Action by Amendment:

City Council amended the FY2012 and FY2013 Parks, Recreation, and Community Facilities' expenditure budget by removing funding for Fridays at Sunset in the amount of \$125,000. A portion of the funding for Fridays at Sunset will be provided through the Non Departmental Economic Development Consortium budget in FY2012.

Personnel:

The proposed budget includes 100% funding for all filled positions and limited funding for vacant positions.

The proposed budget also reflects the addition of \$450,000 earmarked for temporary/seasonal expenses associated with recreational programming and an additional \$50,000 for overtime expenses.

The proposed budget also includes the addition of \$125,000 in funding for part time, personnel related expenses for the recreation division.

Operating:

The operating budget includes additional funding for utilities and fuel.

KEY STRATEGIC FOCUS AREA METRICS

Strategic Focus Area	Initiative(s) Action Plans	Metric Measure of Success
Unique, Healthy, Inclusive Communities and Neighborhoods	Monroe Park Improvements	Increase and diversify key amenities in targeted neighborhoods.
Unique, Healthy, Inclusive Communities and Neighborhoods	Cannon Creek Improvements	Increase mileage of bike and walking trails, sidewalks, and bike lanes/paths.

KEY AGENCY PRIORITIES

Short-Term Priorities

- Implement various policies and procedures to ensure effective operations.
- Systematically reduce overtime by instituting staggered hours throughout the fiscal year instead of (only) during the spring, summer, and fall.
- Implement accountability regarding time and attendance for all hourly & non-hourly staff.

Long-Term Priorities

- Implement and procure software to assist with client's registration and fee payments.
- Continue evaluating division managers' ability to manage labor and operating costs.
- Continue with implementation of document gathering to ensure accurate allocation of program costs.

GENERAL FUND PROGRAM BUDGETS

Program	Services	FY 2012 Adopted	FY 2013 Approved
Administration	Leadership, fiscal accountability and administrative oversight to enable department personnel to accomplish planned outcomes.	\$2,465,676	\$2,404,963
Infrastructure Maintenance	Systematic facilities maintenance that improves the department's facilities so that the department's infrastructure is maintained or enhanced.	1,409,344	1,393,487

Program	Services	FY 2012 Adopted	FY 2013 Approved
Hickory Hill Community Center	Service and support to youth, adults and seniors in programming, cultural, athletics, camps, special events and special initiatives so that citizens can have access to high-quality activities that enhance skill development, promote social enjoyment and provide opportunities for a healthy lifestyle.	159,247	160,733
Parks, Permits, and Scheduling	Booking, scheduling and event coordination services for the department and citizens using department facilities and equipment, so they may enjoy the amenities within the Parks and Recreation system.	202,484	204,416
Special Recreation Services	Comprehensive athletic, aquatic, senior citizen service, camps and special events and programs to citizens of the Richmond metropolitan area so that people can participate in high-quality activities that enhance skill development and promote social interaction.	2,097,861	2,092,855
James River Park System	Attractive, well-maintained and safe green spaces and park amenities for public use so that health, safety and aesthetics are enhanced along the James River Park system.	378,712	381,985
After School Programs	Provide youth in grades K-8 with the opportunity to participate in a safe and structured after school program in order to promote children's success in reading, enhance Standards of Learning scores, promote positive character development, and educate youth in constructive use of leisure.	1,263,225	1,272,326
Marketing	Make citizens aware of and encourage participation in the Department's various services and events through disseminating information via diverse communication outlets so that citizens can avail themselves of the Department's activities and programs.	301,141	302,627
Recreation	Service and support to youth, adults and seniors in the areas of athletics, aquatics, programming, camps, and special initiatives so that citizens can have access to high-quality activities that enhance skill development, promote social enjoyment and provide opportunities for a healthy lifestyle.	4,176,385	4,214,103
Parks Maintenance	Attractive, well-maintained and safe parks, open spaces and facilities to support the enjoyment of these areas by our citizens as well as support recreational programming provided to the area.	2,514,901	2,534,128
Cultural Arts	Comprehensive arts activities to citizens of the Richmond metropolitan area so that people can participate in high quality arts programs and entertainment with competitive pricing.	825,616	830,446
	Total General Fund Program	\$15,794,592	\$15,792,069

GENERAL FUND BUDGET SUMMARY

General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	\$11,141,824	\$11,173,393	\$10,731,985	\$10,830,227	\$10,867,256
Operating	4,946,340	3,962,962	5,134,443	4,964,365	4,924,813
Total General Fund Expenditures	\$16,088,164	\$15,136,355	\$15,866,428	\$15,794,592	\$15,792,069

NON-GENERAL FUND BUDGET SUMMARY

Non-General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Special Fund	\$1,450,941	\$1,687,751	\$2,736,000	\$2,816,000	\$2,816,000
Capital Improvement Plan	1,515,668	2,975,000	4,675,000	2,760,000	2,877,000
Total Non-General Fund Expenditures	\$2,966,609	\$4,662,751	\$7,411,000	\$5,576,000	\$5,693,000

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	2012 Adopted	2013 Approved
Total General Fund Staffing	217.95	217.54	217.54	200.68	200.68

See Personnel Complement section for detailed information.

AGENCY ACCOMPLISHMENTS

- More than 1,300 students in Grades K-5 have participated in the Before and After School Program. The program is geared towards assisting youths in developing positive character, life skills, performing and fine arts, health, fitness and nutrition, sports, homework assistance, community involvement, and cultural awareness.
- In 2009-2010 CarMax provided a \$48,000 grant and sponsored the CarMax Summer Basketball League.
- Forest Hill Park Lake Restoration Project was completed and rededicated for the citizens' enjoyment.
- The 54th Festival of Arts at the Dogwood Dell's amphitheatre showcased local, regional and national talent to over 65,000 people who gathered in Byrd Park.

AGENCY ACCOMPLISHMENTS

- For the first time in 20 years, the decorative fountain in the Azalea Gardens pond at Bryan Park was restored to a working fountain for residents' enjoyment.
- The Mayor's Youth Academy Life Stage became a newly revamped program of the Mayor's Youth Work Initiative. The program enrolled 176 youth ages 14-15 and offered learning opportunities in fashion, film, theater, dance, ecology, horticulture, poetry and creative writing, vocal music and percussion visual arts, maintenance and photography.
- The Colonial Athletic Association (CAA) agreed to extend the current agreement for the City to host the Men's Basketball championships from 2012-2014.
- The Department sponsored swim team Richmond Racers won the Virginia Community Swim League (VCSL) championship for 2010.

Richmond Public Schools



MISSION STATEMENT

The mission of the Richmond School Board is to provide our students with high quality educational experiences so that our public schools are the choice of all Richmonders; to ensure that parents, families, and the community-at-large are involved in the activities of students; to ensure that students master the essential skills of reading, writing, mathematics, and reasoning; grow creatively and physically in order to become life-long learners; and learn to appreciate diversity, become responsible citizens, and lead productive lives.

BUDGET HIGHLIGHTS

City Council Action by Amendment:

City Council amended the FY2012 expenditure budget by adding funds in the amount of: \$15,000 for the Chimborazo School IB Program Application, \$28,000 for a Chimborazo School Part-time CIS Volunteer Coordinator, and \$28,000 for a George Mason School Part-time CIS Volunteer Coordinator. City Council amended the FY2013 expenditure budget by adding funds in the amount of: \$28,000 for a Chimborazo School Part-time CIS Volunteer Coordinator and \$28,000 for a George Mason School – Part-time CIS Volunteer Coordinator in FY2013.

Operating:

The estimated revenue for FY2012 and FY2013 related to Richmond Public Schools' share of the 1% of applicable statewide sales is projected to be \$26,824,133 or \$1,927,054 more than FY2011 and \$27,897,098 or \$3,000,019 more than FY2011, respectively. This is based on information distributed by the Virginia Department of Education in March 2011.

The FY2012 and FY2013 allocations from City sources reflect a decrease of funding in the amount of \$477,477. This is due to the transfer of Schools' maintenance personnel to the City's Public Works Department. Accordingly, nine Richmond Public School employees are recommended to be transferred from Richmond Public Schools to the City. The removal of this funding reflects the transfer of those employees along with supplemental equipment and operating dollars.

This action is part of an ongoing commitment to merge some of the non-educational services with the City with a goal of efficiently streamlining common tasks that are performed by both RPS and the City.

KEY STRATEGIC FOCUS AREA METRICS

Strategic Focus Area	Initiative(s) Action Plans	Metric Measure of Success
Unique, Healthy, Inclusive Communities and Neighborhoods	Public School Construction	Increase and diversify key amenities in targeted neighborhoods.
Education and Workforce Development	Establish a City-wide, cross-functional strategy to reduce truancy and school drop-outs	Identify a risk assessment tool and evaluate students who have come to the attention of the Principal's Office or are being served by DSS; Reduce truancy rate by 1% per year and increase truancy sweeps by 50%, Reduce truancy rate by 3% per year in pilot schools.
Community Safety and Well-Being	Maintain and Expand Violence Free Zone at Armstrong and George Wythe High School	Establish the Violence Free Program in Armstrong High School and Maintain the Violence Free Program in George Wythe High School.

GENERAL FUND PROGRAM BUDGETS

Description	FY 2012 Adopted	FY 2013 Approved
State Sales Tax for Education	\$26,824,133	\$27,897,098
Other City Sources	123,827,791	123,812,791
Total City Appropriation	\$150,651,924	\$151,709,889

GENERAL FUND BUDGET SUMMARY

General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Operating	\$159,155,815	\$151,332,379	\$149,131,347	\$150,651,924	\$151,709,889
Total General Fund Expenditures	\$159,155,815	\$151,332,379	\$149,131,347	\$150,651,924	\$151,709,889

NON-GENERAL FUND BUDGET SUMMARY

Non-General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Capital Improvement Plan	\$25,318,645	\$24,093,022	\$36,600,070	\$39,799,397	\$20,559,181
Total Non-General Fund Expenditures	\$25,318,645	\$24,093,022	\$36,600,070	\$39,799,397	\$20,559,181

Note: The Capital amounts above include funding that will be directly disbursed to Schools for maintenance as well as funding that will be administered by the Department of Public Works. Please refer to the Capital Improvement Plan for more details.

General Fund Contribution

Debt Service

Richmond City Health
Initiative



MISSION STATEMENT

General Fund transfers to the Debt Service Fund and Capital Improvement Program provide General Fund support: to meet the debt service payments for both short- and long-term debt as authorized by ordinances adopted by City Council; and to cash fund a portion of the City's annual capital infrastructure investment.

DEPARTMENT OVERVIEW

The total FY 2012 general fund transfer to the Debt Service Fund and Capital Improvement Program is \$55,952,772. This proposed transfer is a \$6,495,426 increase over the FY 2011 Adopted Budget. This 13.1 percent increase is attributable to transfers of FY 2011 Committed General Fund budgetary surplus to cash fund \$5.4 million of the Capital Improvement Plan and a \$1.1 million increase in the general obligation principal and interest expense that is estimated to occur during FY 2012.

In FY 2013, the General Fund obligated debt service is estimated to increase \$7,659,478, or 15.2 percent, to \$58,212,250. This projected increase is primarily the result of new debt issuances related to the construction of the City's new Justice Center and four new schools. More details about the individual projects and debt management policies can be found in the Debt Service Fund overview and the Capital Improvement Plan.

GENERAL FUND PROGRAM BUDGETS

Program	Services	FY 2012 Adopted	FY 2013 Approved
General Fund Transfer to Debt Service Fund	General obligation principal and interest for bonds, notes, capital leases and commercial paper notes payable by the General Fund.	\$50,552,772	\$58,212,250
General Fund Transfer to the Capital Improvement Program	General Fund pay-as-you-go cash funding of the City's Capital Improvement Plan.	5,400,000	-
	Total General Fund Program	\$55,952,772	\$58,212,250

GENERAL FUND BUDGET SUMMARY

General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	-	-	-	-	-
Operating	49,834,125	49,389,151	49,457,346	55,952,772	58,212,250
Total General Fund Expenditures	\$49,834,125	\$49,389,151	\$49,457,346	\$55,952,772	\$58,212,250

MISSION STATEMENT

The mission of the Richmond City Health District (RCHD) is to promote healthy living, protect the environment, prevent disease and prepare the community for disasters.

DEPARTMENT OVERVIEW

The RCHD provides a comprehensive set of public health programs and services for the City of Richmond. RCHD efforts include clinic, field and community based efforts in the area of reproductive health, communicable disease control, various categorical public health programs, environmental health and disaster preparedness and response.

BUDGET HIGHLIGHTS

City Council Action by Amendment:

This agency’s budget was not amended by City Council.

Operating:

The operating budget includes level funding for the RCHD in FY2012 and FY2013.

KEY STRATEGIC FOCUS AREA METRICS

Strategic Focus Area	Initiative(s) Action Plans	Metric Measure of Success
<p>Education and Workforce Development</p>	<p>Improve young children's readiness for school through a strengthened early childhood infrastructure that fosters collaboration; increasing the quality and availability of child care in the city; and enhancing parenting and health programs that support sound child development</p>	<p>Increase in the percent of kindergarteners entering school ready to learn as measured by the Fall PALS-K score</p>

KEY AGENCY PRIORITIES

Short-Term Priorities

- Provide Local Leadership for Healthy Living and Wellness.
 - Create an obesity prevention initiative.
 - Increase the number of women breast feeding their babies.
 - Provide leadership in developing a dental health services safety net in Richmond.

Short-Term Priorities

- Promote chronic disease self-management.
- Incorporate volunteer fitness trainers into the Rock Richmond Program.
- Improve school immunization rates of kindergarten children to 90%.
- Educate and vaccinate hard to reach populations to reduce seasonal flu outbreaks.
- Enhance RCHD's ability to respond to Public Health Emergencies, and create resilient communities.
- Decrease rates of Gonorrhea, Chlamydia, Syphilis, and HIV by 5%.
 - Continue to engage the regional health department staff and central office experts in discussion and planning efforts to increase services/treatment opportunities for infected clients.
 - Provide information and education for local clinicians to increase testing and treatment options.
 - Hold focus groups in the community and on-line to get input regarding effective ways to reduce STI/HIV in Richmond.
 - Review functions of STI case contact investigation teams and restructure as needed to optimize productivity.
- Decrease teen pregnancy in the 15-17 age group to no higher than 25 teen pregnancies per 1000.
 - Staff the Richmond Campaign to Prevent Teenage Pregnancy (RCPTP) Executive Committee, Community Advisory Board and Teen Advisory Board.
 - Expand the Community of Caring Program.
 - Enhance adolescent focused services in Teen Clinic and Resource Centers.
- Non-Marital Birth Prevention: Decrease Non-marital births from 64% to 59% and increase percent of children raised by two parent families.
 - Create a Faith-Based F&F Summit in each sector of Richmond.
 - Provide Train the Trainer support to churches.
 - Hold a Third Annual Family and Fatherhood Forum.
- Reduce Infant Mortality Rate and Infant Mortality Racial Disparity.
 - Implement Centering Pregnancy.
 - Hold an Infant Mortality Summit in fall 2011.
 - Implement Folic Acid Distribution Plan in WIC clinics.
 - Increase participation for pregnant women in WIC by 10%.

Long-Term Priorities

- Consider school health programs as a major component of public health.
- Establish Community Health Centers associated with new school construction at Broad Rock Elementary School and Bellemeade Community Center/Oak Grove Elementary School.

GENERAL FUND PROGRAM BUDGETS

Program	Services	FY 2012 Proposed	FY 2013 Proposed
Public Health Services	Provide services in the areas of: Mobile Dental Health, Communicable Disease, Environmental Services, Chronic Disease Services, Lab & Pharmacy Services, Family Planning, Immunization Services, Home & Personal Care Services, Administrative Services, M.C.H. Services, Vital Records, Teen Pregnancy Prevention, Family & Fatherhood Initiatives, etc.	\$3,210,906	\$3,210,906
	Total General Fund Program	\$3,210,906	\$3,210,906

GENERAL FUND BUDGET SUMMARY

General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Proposed	FY 2013 Proposed
Operating	\$3,422,814	\$3,111,470	\$3,210,906	\$3,210,906	\$3,210,906
Total General Fund Expenditures	\$3,422,814	\$3,111,470	\$3,210,906	\$3,210,906	\$3,210,906

AGENCY ACCOMPLISHMENTS

- **Public Health Resource Centers:** Since 2008, RCHD has been establishing a set of Public Health Resource Centers in partnership with RRHA. The Resource Center model provides an easily accessible entry point to the health care system and exists to channel individuals into medical homes. Public Health Resource Centers are now open and operational at Fairfield Court (November 2009), Whitcomb Court (May of 2010), and Creighton Court (March 2, 2011). Mosby Court Resource Center is slated to open April 2011.
- **The relocation of RCHD Clinical Services:** October 2009, RCHD moved clinical services from the Richmond City Public Safety Building to the new location at 400 East Cary St. Richmond City now has the best public health facilities in the Commonwealth of Virginia.

AGENCY ACCOMPLISHMENTS

- **Preventing H1N1 Disease:** RCHD provided a total of 21,542 H1N1 vaccines to private schools, day care centers, colleges/universities, and to the general public at our public health clinic and through innovative outreach clinics and activities including 10,000 vaccines delivered to public school children in a flu vaccine campaign with RPS. A unique partnership with RRHA and Bon Secours of Richmond utilized the Bon Secours Care-A-Van to provide H1N1 vaccine to public housing residents.

General Government

Assessor
Budget
Chief Administrative Officer
City Attorney
City Auditor
City Clerk
City Council
City Treasurer
Council Chief of Staff
Economic & Community
Development
Finance
General Registrar
Human Resources
Information Technology
Mayor's Office
Minority Business
Development
Planning & Development Review
Press Secretary
Procurement Services



MISSION STATEMENT

The mission of the Office of the Assessor is to annually produce equitable assessments at fair market value for the City through teamwork, while encouraging citizen participation in the process; to produce an assessment roll in accordance with the state code; and to provide accurate information to the public; all in a courteous, efficient, and professional manner.

DEPARTMENT OVERVIEW

This office reassesses all real estate within the corporate limits to ascertain the market value each year. The reassessment objective is to maintain an equitable assessment-sales ratio on all classes of property, correct property descriptions, and include all new construction value. Additional responsibilities include: creating and maintaining the land book; administering the Rehabilitation Program; maintenance of property database information; maintenance of current property ownership files; and maintenance of GIS layer information.

BUDGET HIGHLIGHTS

City Council Action by Amendment:

City Council amended the FY12 and FY13 expenditure budget by adding \$24,000 for parking expenses.

Personnel:

The budget includes 100% funding for all filled positions.

Operating:

The operating budget reflects minor additions to operating expenses.

KEY AGENCY PRIORITIES

Short-Term Priorities

- Complete 2012 & 2013 general reassessment programs on schedule.
- Complete assessment review requests (office and Board of Review) in timely manner.
- Certify land book values to Department of Finance for billing cycle.

Long-Term Priorities

- Maintain field inspection and sales verification programs schedule.
 - Maintain acceptable assessment-sales ratio and dispersion measures.
 - Develop digital document storage system.
 - Identify and implement positive public relations programs.
-

GENERAL FUND PROGRAM BUDGETS

Program	Services	FY 2012 Adopted	FY 2013 Approved
Administrative Support	Specialized expertise in the administrative and clerical tasks required for the efficient day-to-day operation of the agency and general oversight of the assessment functions.	\$512,839	\$516,620
Technical Support and Customer Service	Disseminate information to the public and maintain appropriate assessment records; develop and maintain cadastral maps; develop and maintain the parcel layer of the City's Geographical Information System (GIS); train appraisal staff regarding the use of appropriate software; work with appraisal staff to develop appropriate computer models to value real property in the City; provide appropriate reports to the appraisal staff and the public; and provide appropriate liaison to the Department of Information Technology.	601,901	608,889
Property Appraisal	Provide equitable real estate assessments for real property owners to ensure the fair distribution of real estate property taxes.	1,869,412	1,891,666
Board of Review	Provide for an appeals process for real property owners who do not agree with the real estate assessment of their property.	44,458	44,458
	Total General Fund Program	\$3,028,610	\$3,061,633

GENERAL FUND BUDGET SUMMARY

General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	\$2,839,944	\$2,662,250	\$2,718,711	\$2,755,647	\$2,679,742
Operating	155,461	197,943	248,119	272,963	273,941
Total General Fund Expenditures	\$2,995,405	\$2,860,193	\$2,966,830	\$3,028,610	\$3,061,633

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	2012 Adopted	2013 Approved
Total General Fund Staffing	35.00	35.00	35.00	35.00	35.00

See Personnel Complement section for detailed information.

AGENCY ACCOMPLISHMENTS

- Field inspected approximately 25% of the 73,900 parcels of real estate in city.
- Received and completed 1,241 assessment appeals to office.
- Received and completed 541 assessment appeals to Board of Review.
- Completed 399 rehabilitation base values.
- Completed 770 rehabilitation final values.
- Prepared market studies for next general reassessment.
- Documented 5,869 ownership changes from deeds, wills and other conveyances.

MISSION STATEMENT

The mission of the Department of Budget and Strategic Planning is to coordinate the development of City budgets and provide long-range planning to balance the needs and resources of the community. The department also maintains corporate budgetary financial control and provides financial management and research assistance.

DEPARTMENT OVERVIEW

The Department of Budget and Strategic Planning monitors expenditures and revenues to ensure that the City is in alignment with its annual plan providing recommendations and financial management strategies for the administration, departments, and agencies. The Grants unit oversees citywide grant applications, ensures compliance with grant requirements, matching fund requirements, and the City's comprehensive grants process.

The Department of Budget and Strategic Planning is also making a significant contribution to the Mayor's goal of continuing to become a well managed government. This is being done by playing a central role in the implementation of a set of mission-driven, outcome-oriented, and performance-based management tools that are elements of the Balanced Scorecard Strategic Management System, a model proven to be successful at improving local governance.

Specifically, the tools include strategic planning to develop priority focus areas; outcome-based budgeting to guide investment to meet identified outcomes within each focus area; and performance measurement to evaluate success toward achieving its objectives. Taken together and implemented properly, the elements of the Balanced Scorecard Strategic Management System will help to achieve Tier One City status.

BUDGET HIGHLIGHTS

City Council Action by Amendment:

This agency's budget was not amended by City Council.

Personnel:

The budget includes 100% funding for all positions. The budget includes the transfer of a full-time Program Manager, which will be reclassified as a Senior Budget & Management Analyst position. The budget also includes a position swap with the Finance Department where Budget receives a Financial & Statistical Analyst for the City Economist. A Management Analyst II also transfers to the Chief Administrative Officer's Citywide Internal Consulting Team. There is no net change to the position count.

Operating:

The operating budget includes funding for the City's use of eCivis online grants tracking and reporting management software system for local governments, as well as funding for producing budget documents (Biennial, and Capital Improvement Plan) plus CD's for both versions.

KEY AGENCY PRIORITIES

Short-Term Priorities

- Work with the Administration and Agencies to implement the outcome-based budgeting component of Balanced Scorecard.
- Provide grant oversight and internal reporting application tool.
- Ensure budget analysts adhere to the standardized budget forecast guidelines.

Long-Term Priorities

- Provide internal and external training on the City's budget process.
- Help ensure that the City's government accounting and financial reporting is in compliance with the mission of GASB (Governmental Accounting Standards Board). Focus on educating the public, auditors, citizens, and other stakeholders who utilize those financial reports.

GENERAL FUND PROGRAM BUDGETS

Program	Services	FY 2012 Adopted	FY 2013 Approved
Budget Formulation & Analysis	Coordinate the development of City budgets and provide research assistance for internal and external customers in order to balance the needs and resources of the City.	\$665,728	\$670,359
Strategic Performance Planning & Evaluation	Provide guidance, research, and financial analysis for the organization and the City in order to position the City to take advantage of future opportunities.	289,720	291,432
Grants Writing Coordination	Assist agencies with their performance measures and provide grant related resources, technical assistance, and collaboration of grant initiatives to capitalize on funding opportunities.	220,947	223,980
	Total General Fund Program	\$1,176,395	\$1,185,771

GENERAL FUND BUDGET SUMMARY

General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	\$975,155	\$920,825	\$1,049,948	\$1,100,341	\$1,109,717
Operating	60,851	63,821	76,054	76,054	76,054
Total General Fund Expenditures	\$1,036,007	\$984,646	\$1,126,002	\$1,176,395	\$1,185,771

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	2012 Adopted	2013 Approved
Total General Fund Staffing	11.80	10.80	10.80	11.00	11.00

See Personnel Complement section for detailed information.

AGENCY ACCOMPLISHMENTS

- The Government Finance Officers' Associations (GFOA) of the United States presented the department with a "Certificate of Recognition" for being instrumental in our government unit in preparing the Fiscal Year 2010 budget according to program standards.
- Fifteen Departments utilized grant-related technical assistance in FY2010 including grant research, grant writing, significant rewriting, application submissions, document editing, grant budget development, O&R assistance, collaboration facilitation, and resolution of grant related conflicts.
- Wrote or significantly contributed to 18 grant applications in FY2010 that were subsequently awarded for a total of \$8,659,592, including one ARRA grant for \$3.5 million.

MISSION STATEMENT

The Chief Administrative Officer (CAO) under the general direction of the Mayor provides leadership, management and policy expertise, and oversight of the day to day and strategic matters of the government. This includes the administration and execution of policies, promulgated by the Mayor and City Council.

DEPARTMENT OVERVIEW

Consistent with the Mayor's priorities, the CAO's office provides leadership and vision to all City agencies and departments. It also promotes and nurtures the environment in which a well managed government can thrive, by among other things, ensuring sound fiscal planning and high levels of professionalism and integrity.

BUDGET HIGHLIGHTS

City Council Action by Amendment:

This agency's budget was not amended by City Council.

Personnel:

The budget includes 100% funding for all filled positions. Additionally, it reflects the transfer of direct oversight for four programs: (1) Community Assisted Public Safety or CAPS, (2) Internal Consulting Team, (3) Neighbor to Neighbor Initiative and (4) implementation of the Bike Trail Commission recommendations.

In an effort to enhance programming, the four managers will report directly to the Chief Administrative Officer and their success will be measured and reported through a series of targeted goals. The four existing manager positions will be transferred from the Departments of Planning and Development Review, Budget and Strategic Planning, the Office of Emergency Management (Fire) and Office of the Deputy Chief Administrative Officer for Human Services.

Operating:

The operating budget includes \$25,000 to support the City's annual comprehensive citywide survey and funding to support the transfer of oversight of (1) Community Assisted Public Safety or CAPS, (2) Internal Consulting Team, (3) Neighbor to Neighbor Initiative and (4) Bike Trail Commission.

KEY STRATEGIC FOCUS AREA METRICS

Strategic Focus Area	Initiative(s) Action Plans	Metric Measure of Success
Well Managed Government	Improve Annual Citizen Survey	Set benchmarks and improve citizen satisfaction with City services.
Well Managed Government	Create a dedicated internal consulting team	Provide services more efficiently and effectively; increase compliance and generate cost savings.

KEY AGENCY PRIORITIES

Short-Term Priorities

- Establish an internal consulting team which will ensure consistent return on investment, analyze work processes, document and facilitate change management in an effort to optimize service delivery.
- Redesign the annual citizen survey to include more detailed demographic comparisons of responses and solicit input from citizens' priorities, both city-wide and by individual neighborhood.
- Continue to implement and expand the Balanced Scorecard strategic management program.

Long-Term Priorities

- Implement a Senior Executive mentor program designed to address succession planning.
- Implement the Richmond 311/CRM system. The Richmond 311/CRM system will provide residents and visitors an easy way to connect with the City by simplifying the communication and focusing on a commitment to Customer Service. The system will offer sophisticated technology, a single point of contact, Web interface, enhanced work-order management, customized reporting that provides real-time feedback and attention to all non-emergency calls.
- Develop a strategic plan that will incorporate and address the long-range emergency communication needs (800MHz communication system) for the Department of Fire and Emergency Services, Richmond Police Department, and Richmond Ambulance Authority.
- Develop and implement a high quality, uniformed customer service model that focuses on bi-directional communication and concierge level interaction

GENERAL FUND PROGRAM BUDGETS

Program	Services	FY 2012 Adopted	FY 2013 Approved
Citywide Leadership, Administration and Management	Consistent with the Mayor's priorities, the CAO's office provides leadership and vision to all City agencies and departments. It also promotes and nurtures the environment in which a well managed government can thrive, by among other things, ensuring sound fiscal planning and high levels of professionalism and integrity.	\$1,065,493	\$1,071,517
Citywide Special Services	This division, under direction of the CAO, will oversee the following transferred programs, which impact the entire City: Community Assisted Public Safety (CAPS), an Internal Consulting Team, the Neighbor to Neighbor Initiative and the implementation of the Bike Trail Commission recommendations	326,077	326,077
	Total General Fund Program	\$1,391,570	\$1,397,594

GENERAL FUND BUDGET SUMMARY

General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	\$708,532	\$930,362	\$777,666	\$1,129,275	\$1,135,299
Operating	512,998	142,559	237,545	262,295	262,295
Total General Fund Expenditures	\$1,221,530	\$1,072,921	\$1,015,211	\$1,391,570	\$1,397,594

NON-GENERAL FUND BUDGET SUMMARY

Non-General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Special Fund	\$1,123	-	-	-	-
Total Non-General Fund Expenditures	\$1,123	-	-	-	-

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	2012 Adopted	2013 Approved
Total General Fund Staffing	8.00	8.00	8.00	12.50	12.50

See Personnel Complement section for detailed information.

AGENCY ACCOMPLISHMENTS

- In FY2011 the Administration implemented twice a year real estate tax collections, the consolidation of health benefits with the Richmond Public Schools system, and addressed the long term solvency of the Broad Street Community Development Authority.
- The Chief Administrative Officer worked with the Superintendent of Richmond Public Schools in identifying opportunities to save tax dollars by consolidating certain administrative functions. Grounds maintenance was successfully merged into the Department of Public Works. Additionally, under immediate consideration is the co-locating of both Procurement Departments on one floor of City Hall and the consolidation of fleet services, printing services, and managing construction activities related to schools.
- The City worked with the business community to determine the future of the Coliseum. Collectively, the group evaluated the options of renovating verses replacing the Coliseum and explored a regional approach to funding the Coliseum in the future.
- The administration focused on commercial corridor revitalization and developed actionable strategies that will encourage redevelopment and reinvestment. Corridors that are being focused on are: Hull Street, Nine Mile Road & 25th Street, and Broad Street.
- The Chief Administrative Officer and Deputy Chief Administrative Officers worked with the surrounding jurisdictions, as well as state, federal, and corporate partners to develop and advance a regional multi-modal transportation plan that will focus on the long term goal of implementing high speed rail in Richmond at Main Street Station.

AGENCY ACCOMPLISHMENTS

- The City held groundbreakings on two new elementary schools: one in the Bellemeade neighborhood and the other in the Broad Rock neighborhood. Designs of a new middle school and a new high school are underway and it is anticipated that two additional groundbreakings will occur before the end of calendar 2011.
- The office of Minority Business Development (OMBD) was strengthened and greater collaboration has been established between OMBD and the Departments of Procurement Services and Economic and Community Development. The desired outcome is to continue increasing the amount of City business done with minority owned and emerging business enterprises, particularly those based in Richmond.
- The Mayor's Participation, Action and Communication Team (MPACT) initiative became fully operational in July 2010. MPACT, which focuses on citizen engagement, customer service and service delivery, became the model for efficiently addressing service requests from residents, business owners and visitors. Since inception, MPACT has received over 10, 200 requests for service and has successfully resolved approximately 9,700 requests within 11 business days for a closure rate of 95.0%.
- The Chief Administrative Officer and Deputy Chief Administrative Officers worked to spearhead the administration's desire to move from a line-item budget approach to a balanced scorecard strategic management system, which incorporates outcome based budgeting. The Chief Administrative Officer appointed seven "Focus Areas Teams" which created issue papers that became the roadmap for developing the budget using the balanced scorecard strategic management system.
- Hired a program management firm to manage and oversee the construction of the City's new Justice Center/Jail.
- The Chief Administrative Officer and Deputy Chief Administrative Officers developed an "Alternative to Incarceration" plan that outlined best practice programs and initiatives that can be adopted to reverse overcrowding trends in the City Jail.
- An Enterprise Resource Planning system (ERP) was kicked off and branded RAPIDS.

MISSION STATEMENT

The Office of the City Attorney serves a key role in the Mayor's vision for the City of Richmond to become a Tier One City in the areas of: Timely and Competent Legal Services; Policy and Legal Compliance; Blight Removal and Neighborhood Improvement; Economic Development; Revenue Collection and Enhancements; Policy Development; and Human Services Delivery to Families.

DEPARTMENT OVERVIEW

Provide legal advice and services to the City Council, the Mayor, the Chief Administrative Officer and all departments, boards, commissions and agencies of the City in all matters affecting the City. Accept service of legal process on behalf of the City. Defend the City, the Council or any member thereof, or any officer or employee of the City, or any trustee or member of any board or commission appointed by the City Council in any legal proceeding where they may be named as a defendant. Render legal opinions in writing when requested. Participate in bond authorizations and bond issuances as authorized by ordinance. Prepare ordinances for introduction and to render legal opinions as to the form and legality thereof.

BUDGET HIGHLIGHTS

City Council Action by Amendment:

City Council amended the FY12 expenditure budget by adding \$30,250 in operating special legal services for redistricting expenses.

Personnel:

The budget includes 100% funding for all filled positions and limited funding for vacant positions.

Operating:

The operating budget includes funding for special legal services, attorney training, and legal periodicals.

KEY AGENCY PRIORITIES

Short-Term Priorities

- Implement office-wide file management system.
- Fully integrate staff as assigned following FY11 retirements of key personnel.
- Implement new collections services providers.

Long-Term Priorities

- Perform core duties and additional assignments at or below existing appropriation levels.
- Provide competent legal representation, directly and through staff, to all constituent parts of the City organization.
- Provide prompt and timely responses to requests for legal services.

GENERAL FUND PROGRAM BUDGETS

Program	Services	FY 2012 Adopted	FY 2013 Approved
Legal Counsel	The goals of the Legal Counsel program are: (1) to furnish written opinions and advice on a timely basis to City Council, the Mayor, the Chief Administrative Officer and all departments, boards, commissions and agencies of the City; (2) to prepare ordinances for introduction and to examine any ordinance as to its form and legality; (3) to draw or approve all forms of written agreements involving the City; (4) to represent the City in civil cases in which the City has an interest and in civil or criminal cases in which the constitutionality or validity of any ordinance is questioned; and (5) to institute and prosecute all legal proceedings the City Attorney deems necessary or proper to protect the interests of the City.	\$2,275,423	\$2,222,027
	Total General Fund Program	\$2,275,423	\$2,222,027

GENERAL FUND BUDGET SUMMARY

General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	\$2,167,846	\$2,171,306	\$2,194,280	\$2,065,514	\$2,042,368
Operating	203,945	139,741	195,659	209,909	179,659
Total General Fund Expenditures	\$2,371,791	\$2,311,047	\$2,389,939	\$2,275,423	\$2,222,027

NON-GENERAL FUND BUDGET SUMMARY

Non-General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Special Fund	\$1,001,782	\$1,002,126	\$1,382,777	\$1,390,012	\$1,392,012
Total Non-General Fund Expenditures	\$1,001,782	\$1,002,126	\$1,382,777	\$1,390,012	\$1,392,012

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	2012 Adopted	2013 Approved
Total General Fund Staffing	26.75	24.25	24.25	24.25	24.25

See Personnel Complement section for detailed information.

AGENCY ACCOMPLISHMENTS

- Provided legal assistance in preparation of the Hippodrome and Wyeth LLC (Pfizer) development agreements, and of the Contractor Assistance Loan Program, The Citywide Revolving Fund Loan Program and the Economic Development Revolving Fund Loan Program.
- Implementation of twice-a-year real estate tax billing and first-ever tax amnesty program by a locality in Virginia.
- Worked with MPACC / MPACT and on a daily basis with code enforcement officials, prosecuting 671 charges at 244 separate addresses; crafted one of the more creative remedies in recent memory, in which the Court ordered a local slumlord to serve his time residing in one of his own properties.
- Initiated process of re-codification of City Code.
- Provided legal advice in connection with preliminary aspects of the decennial redistricting process.
- Acquisition of the parking facilities owned by the Broad Street CDA and the subsequent dissolution of the Authority.
- Persuaded the Virginia Supreme Court to reject an appeal of Council's decision to approve the Oakwood Heights project.

MISSION STATEMENT

The mission of the City Auditor's Office is to provide independent auditing and investigative services to promote accountability over resources, efficiencies in operations, effectiveness of programs, and compliance with laws, regulations and policies. The objective of these services is to make City government transparent to the citizens through audit and investigative reports.

DEPARTMENT OVERVIEW

The department conducts performance, operational and information system audits to assess the accountability, controls, efficiency and integrity of business practices within City operations; conducts follow-up reviews to ensure the resolution of audit recommendations; conducts special analyses, investigations, and advisory projects requested by City Council and City Administration; serves as advisors to departments regarding system controls in the operation and development of policies, procedures and automation; staffs an Office of the Inspector General to investigate fraud, waste and abuse; and facilitates the annual audit of the City of Richmond's financial statements.

BUDGET HIGHLIGHTS

City Council Action by Amendment:

City Council amended the FY12 and FY13 expenditure budget by adding \$75,000 for an additional auditor position, and also amended the FY12 expenditure budget for \$2,000 in operating expenses for additional auditor position (computer and training).

Personnel:

The budget includes 100% funding for all filled positions and limited funding for vacant positions.

Operating:

The FY12 operating budget includes additional funding for an audit of retirement, and a follow-up information technology audit of computer security issues. The FY13 operating budget includes funding for professional consulting expertise on or more projects developed in the audit plan.

The operating budget includes reductions in both fiscal years for operating and field supplies, and other miscellaneous expenditures.

KEY AGENCY PRIORITIES -

Short-Term Priorities

- Continue to work with the administration to implement internal controls.
- To become an agent for continuous improvement.
Continue investigating fraud, waste and abuse in city government

Long-Term Priorities

- To increase recognition as a valued resource for city financial operations and control activities.
- To become an audit department on the leading edge.
- To protect city resources by becoming an agent for process improvement.

GENERAL FUND PROGRAM BUDGETS

Program	Services	FY 2012 Adopted	FY 2013 Approved
Internal Audit	To provide: (1) financial accountability, efficiency and effectiveness of operations and programs, and compliance with relevant laws and regulations; and (2) provide immediate short-term audit/consulting assistance to an agency or citizen while maintaining financial and operating integrity. Improve awareness about auditing, governance and ethics in cooperation with Human Resources. Perform real-time auditing through the installation of the network version of ACL software.	\$1,416,569	\$1,357,282
Administration of the External Audit Contract	To facilitate the annual audit of the City of Richmond's financial statements and ensure the production of an accurate financial document to the user.	224,000	219,000
Office of the Inspector General	Investigate allegations of fraud, waste and abuse through its Office of the Inspector General.	185,178	193,304
	Total General Fund Program	\$1,825,747	\$1,769,586

GENERAL FUND BUDGET SUMMARY

General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	\$1,202,815	\$1,260,829	\$1,253,047	\$1,382,158	\$1,352,425
Operating	575,572	472,015	335,744	443,589	417,161
Total General Fund Expenditures	\$1,778,387	\$1,732,844	\$1,588,791	\$1,825,747	\$1,769,586

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	2012 Adopted	2013 Approved
Total General Fund Staffing	14.00	14.00	14.00	15.00	15.00

See Personnel Complement section for detailed information.

AGENCY ACCOMPLISHMENTS

- Accountability Measures: Require a “Lessons Learned: session at the end of every audit to improve productivity and processes going forward.
- Building a Team: Developed a diverse staff of audit professionals encompassing varied backgrounds in Information Technology, Fraud Investigation, and including government as well as private enterprise auditing experience.
- Achievement: Awarded “Full Compliance” (the highest rating awarded) by the Association of Local Government Auditors Peer Review.
- Use of Technology in Auditing: Hired staff with skills sets to accommodate the City’s need for Information Technology Auditing; trained staff on software for automating the audit process in order to conduct more extensive and complete audits, contributing increased value to the City.
- Inspector General’s Office Outreach: Partnered with Human Resources in presenting at Leadership Training classes, introducing the role of the Inspector General concerning the investigation of fraud, waste and abuse.
- Hotline Initiative: Continual promotion of the City’s Fraud, Waste and Abuse Hotline.
- Website: Redesigned the City Auditor’s webpage for better access to information.
- Services Efforts and Accomplishments Report: Published 2nd annual report to gauge citizen satisfaction.
- Improved Communications: Established protocols to improve communication between the City Auditor’s Office and the City Administration.

MISSION STATEMENT

The mission of the Office of the Richmond City Clerk is to ensure the preservation, integrity and accessibility of the City's official record through the shared management of the legislative process, to provide administrative and technical support to the City Council, to create and disseminate accurate information concerning legislative decisions and policies, and to protect the City Seal.

DEPARTMENT OVERVIEW

The Office of the City Clerk is a user-friendly agency, committed to providing prompt, professional and courteous service. It is the duty of the City Clerk to: maintain the official record of legislation considered by Council; preserve an accurate and concise journal of all City Council proceedings; function as the filing officer for various regulations, protests, petitions, statements of economic interest; assure proper notification to citizens of impending legislation, traffic studies and agreements; perform Oaths of Office for designated City Officials; process Mayoral vetoes; facilitate board appointments and reappointments by maintaining comprehensive information on Boards, Authorities, Commissions and Committees, managing the database which contains information on various boards and timely processing board applications to aid Council and the Mayor in fulfilling appointments; certify official documents of the City.

BUDGET HIGHLIGHTS

City Council Action by Amendment:

City Council amended the FY12 and FY13 expenditure budget by adding \$56,000 to restore funding for one Council Administrative Project Analyst position. The expenditure budget was also amended by adding \$10,000 in FY12 and \$12,000 in FY13 (second year, staff costs) to implement the Security Plan developed by the City Security Supervisor for council meetings and offices that support them.

Personnel:

The budget includes 100% funding for all filled positions.

Operating:

The operating budget includes funding for advertising of all proposed ordinances, charter changes and special meetings as mandated by the State Code of Virginia.

KEY AGENCY PRIORITIES

Short-Term Priorities

- Convert ordinances and resolutions card catalogue to electronic format within the Clerks Tracking System.
- Convert electronic ordinances and resolutions prior to January 1995 to electronic format within the Clerks Tracking System.
- Convert all minute books to electronic format.

Long-Term Priorities

- Upgrade Council Chambers' audio-visual equipment to enhance meeting audio recordings and presentations.
- Upgrade Council Chambers to be more ADA accommodating for all citizens.
- Provide public access to SharePoint documents.

GENERAL FUND PROGRAM BUDGETS

Program	Services	FY 2012 Adopted	FY 2013 Approved
Office of the City Clerk	Maintain the official record of ordinances and resolutions considered by the Council, preserve an accurate and concise journal of Council proceedings and manage the database of the various authorities, boards, commissions and committees established by Council.	\$812,745	\$818,460
	Total General Fund Program	\$812,745	\$818,460

GENERAL FUND BUDGET SUMMARY

General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	\$504,497	\$496,328	\$490,048	\$539,872	\$543,587
Operating	246,105	243,953	262,873	272,873	274,873
Total General Fund Expenditures	\$750,602	\$740,281	\$752,921	\$812,745	\$818,460

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	2012 Adopted	2013 Approved
Total General Fund Staffing	7.00	7.00	7.00	7.00	7.00

See Personnel Complement section for detailed information.

AGENCY ACCOMPLISHMENTS

- Worked with Department of Information Technology to update the City Clerk website making it more user-friendly.
- Developed a “withdrawal of legislation” action and thereby streamlined the legislative process.
- Implemented digital recording and uploading of audio to City Clerk website giving users more immediate access to Council proceedings.
- Maintained exemplary support to Council (accurate recordkeeping, dissemination of information, timely public notices, and agenda development).
- Successfully tracked, filed and advertised 263 ordinances and 204 resolutions as required
- Immediately uploaded legislation so that citizens and other agencies were informed of changes.
- Provided staff support for boards to include coordinating the Greater Richmond Transit Company, City Planning Commission and Charter Review Commission appointments
- Coordinated process for filling 7th District Council seat vacancy (both for interim appointment and elected official).
- Supported newly created Commission of Architectural Review Task Force
- Renovated Council lounge.
- Increased SharePoint access requests (website which houses and stores documents distributed to Council).
- Worked with the City Attorney’s office in developing a procedural guide on notice requirements for special use permits and rezoning.
- Consulted with city and state librarians to assess record-keeping system and to develop a plan of action to ensure preservation of the City’s legislative records in the event of an emergency.
- Increased cost efficiencies: increased electronic communication thereby decreasing standard practice of e-mailing documents vs. postal mailing (i.e. board applications, board communications to applicants).
- Increased recycling efforts.

MISSION STATEMENT

The mission of Richmond City Council is to represent citizens in creating and amending local laws, providing government policy and oversight, and approving the City's budget.

DEPARTMENT OVERVIEW

The City Council governs through its legislative and financial authority over City functions, deriving its powers and authority from the City Charter. All powers vested in the City shall be exercised by City Council except as otherwise provided by the City's Charter. The Council levies taxes, enacts ordinances and resolutions, and exercises budgetary and policy control over the City. Ordinances are adopted by the Council for general management of the City, and resolutions are adopted for policy direction. City Council receives information through citizen inquiries, suggestions and complaints regarding City services and uses such information to help direct policy formulation.

The Council operates with several standing committees. They are the Public Safety, Land Use & Housing, Governmental Operations, Health, Human Services and Education, and Finance & Economic Development Standing Committees. Each standing committee consists of three Council members and an alternate member. Council also has an Organizational Development Committee consisting of all members of Council.

BUDGET HIGHLIGHTS

City Council Action by Amendment:

City Council amended the FY12 and FY13 expenditure budget by adding \$53,000 for re-instatement of Retirement Benefits for City Council, and amended the FY12 and FY13 expenditure budget by reducing \$14,029 in retirement funds that did not exist for prior City Council members.

Personnel:

The budget includes 100% funding for all filled positions and limited funding for vacant positions.

Operating:

The operating budget includes additional funding of \$45,000 or \$5,000 for each of the nine Council Districts.

KEY AGENCY PRIORITIES

Short-Term Priorities

- Ensure the 2011 redistricting process is completed efficiently, effectively and within all local, state and federal regulations and requirements.
- Ensure passage of a balanced outcome based budget which is responsive to short and long term needs of Richmond residents.

Long-Term Priorities

- Ensure structure and policies are in place to support outcomes and strategic alignment of initiatives, which improve services and quality of life for all Richmond citizens.
- Ensure processes are always in place to provide transparency and valuable information to citizens in a timely and respectful manner.
- Always maintain a sustainable budget that buffers the city from uncontrollable economic fluctuations.

GENERAL FUND PROGRAM BUDGETS

Program	Services	FY 2012 Adopted	FY 2013 Approved
Council Operations	Support central operations on behalf of the legislative body. The Council Chief of Staff or designee thereof is granted authority to use discretion in providing oversight and signoff on expenditures of these funds.	\$514,467	\$517,439
Council District Funds	Support individual district operations for each Council Member. The district amount is established by Council annually and funds unexpended at the end of the fiscal year lapse.	135,000	135,000
City Council & Liaisons	Adopt ordinances and resolutions for general management and policy direction of the City. Council Liaisons assist Council members in the receipt of citizen inquiries, suggestions and complaints regarding City services and policy needs.	655,732	610,644
	Total General Fund Program	\$1,305,199	\$1,263,083

GENERAL FUND BUDGET SUMMARY

General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	\$850,167	\$855,160	\$910,588	\$974,487	\$932,371
Operating	585,007	339,638	266,712	330,712	330,712
Total General Fund Expenditures	\$1,435,174	\$1,194,798	\$1,177,300	\$1,305,199	\$1,263,083

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	2012 Adopted	2013 Approved
Total General Fund Staffing	18.00	18.00	18.00	18.00	18.00

See Personnel Complement section for detailed information.

AGENCY ACCOMPLISHMENTS

- City Council Resolution No. 2010-R192-2011-6 adopted strategic priorities and outcome statements promoting economic and business opportunities, prosperity, neighborhood vitality and educational achievement.
- City Council Resolution No. 2010-R174-181 endorsed, for the City of Richmond, legislative proposals and priorities for the Virginia General Assembly. As a result, the General Assembly passed the City's proposal to permit funding for community revitalization activities. This will allow the City to establish an enhanced building rehabilitation process using a newly created community revitalization fund for derelict residential property to combat blight, crime, and neighborhood.
- City Council continually reviews and acts on all local ordinances and resolutions on behalf of Richmond citizens.
- Completed Stage 1- "Choosing Redistricting Criteria", Stage 2- "Public Hearing and Adoption of Redistricting Criteria" and Stage 3- "Receipt 2010 U.S. Census data for Richmond" of the 2011 Decennial Redistricting Process to ensure completion of local redistricting by December 2011.

MISSION STATEMENT

As a Constitutional Office of the Commonwealth of Virginia, the City Treasurer is committed to providing year-round practical and comprehensive tax services in a prompt, courteous, and professional manner to all Richmond taxpayers. With customer service as a strongly emphasized mantra, the focus is on ways to enhance services to the taxpayers.

DEPARTMENT OVERVIEW

The office prides itself on an underlying commitment to strong customer service as it performs its daily duties: collection of state income taxes (the primary focus); sales of hunting and fishing licenses; and notary public services.

BUDGET HIGHLIGHTS

City Council Action by Amendment:

This agency's budget was not amended by City Council.

Personnel:

The budget includes 100% funding for all positions. The budget reflects the elimination of a Deputy Treasurer position which is based on the Compensation Board reductions.

Operating:

The operating budget reflects no changes from the previously adopted FY2011 budget.

GENERAL FUND BUDGET SUMMARY

General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	\$186,571	\$196,694	\$202,847	\$166,937	\$168,423
Operating	2,972	3,438	4,000	4,000	4,000
Total General Fund Expenditures	\$189,543	\$200,132	\$206,847	\$170,937	\$172,423

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	2012 Adopted	2013 Approved
Total General Fund Staffing	3.00	3.00	3.00	2.00	2.00

See Personnel Complement section for detailed information.

MISSION STATEMENT

To support Richmond City Council in representing citizens in creating and amending local laws, providing government policy and oversight and, approving the City budget.

DEPARTMENT OVERVIEW

The Richmond City Council Office of the Chief of Staff supports Richmond City Council by providing general management and control over the affairs of City Council. Responsibilities include directing and managing day-to-day and ongoing Council operations; research, analysis and facilitation of proposed City and State legislation; monitoring compliance with established public policy and the City budget; delivery and management of Council public information, marketing and events; facilitation between Council, Mayor's Office and Chief Administrative Officer and other agencies; and, administrative oversight of other Council support offices.

BUDGET HIGHLIGHTS

City Council Action by Amendment:

This agency's budget was not amended by City Council.

Personnel:

The budget includes 100% funding for all filled positions and limited funding for vacant positions.

Operating:

The operating budget includes funding for operating supplies and services.

KEY AGENCY PRIORITIES

Short-Term Priorities

- Provide support activities including public awareness initiatives to ensure efficient and effective redistricting project.
- Assist City Council and City Administration in creation of outcome-based budget and subsequent evaluation for FY2012 and FY2013.

Long-Term Priorities

- Complete processes needed for video streaming of City Council's primary meeting.
 - Assist City Council and City Administration to ensure structure for continued outcome based budgeting and planning is in place.
 - Develop evaluative tools to determine the effectiveness of Council legislative processes and policies.
-

GENERAL FUND PROGRAM BUDGETS

Program	Services	FY 2012 Adopted	FY 2013 Approved
Administration	Effective and efficient management of Council's internal and external business needs.	\$135,401	\$137,409
Legislative Services Administration	Assistance with the facilitation of legislative processes and policy development and to ensure adopted ordinances and resolutions are effective in achieving Council's desired results.	240,136	241,401
Research & Analysis	Timely and accurate research and analysis for all members of Council to support informed and effective decision making.	426,637	381,964
Public Information	Effectively disseminate information on behalf of City Council.	77,687	78,430
	Total General Fund Program	\$879,861	\$839,204

GENERAL FUND BUDGET SUMMARY

General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	\$994,973	\$865,072	\$841,926	\$840,263	\$799,606
Operating	22,679	14,049	39,598	39,598	39,598
Total General Fund Expenditures	\$1,017,652	\$879,121	\$881,524	\$879,861	\$839,204

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	2012 Adopted	2013 Approved
Total General Fund Staffing	14.00	11.00	11.00	11.00	11.00

See Personnel Complement section for detailed information.

AGENCY ACCOMPLISHMENTS

Administration

- Completed Policy and Procedures Manuals for Council Operations.
- Completed Council Staff Orientation and Training Manual and held staff Fall retreat including Council Liaisons.
- Developed and Implemented Council Action Request Tracking (CART) system.

Legislative Services

- Provided coordination for all Council standing Committees, including work plan recommendations for all Standing Committees, coordination of participants and conducting pre-planning meetings.
- Coordinated City Council Fall Strategic Planning Session, resulting in the confirmation of City Council's four strategic priority areas.
- Provided recommendations for General Assembly Legislation 2011 Session.
- Provided background data and analysis and prepared Ordinance and Resolution Requests (O&R) for all City Council sponsored local legislation.
- Provided staff coordination for establishment of the Poverty Commission.
- Provided assistance to Economic Development Workforce Pipeline and WIB Coordination.
- Coordination of conversation on Homelessness Services.
- Developed classifications and reporting requirements for council boards and commissions.

Research and Analysis

- Completed baseline performance data collection for Council's strategic priorities.
- Conducted a survey to create a data base of characteristics and mapping of Afterschool programs.
- Completed comprehensive Report on Afterschool programs.
- Provided staff support for City Council's Architectural Review Committee.
- Provided staff support for Council Charter Review Commission.
- Prepared research and background for City Council sponsored legislation.
- Coordinated Jefferson Davis Corridor study with VCU Design class.
- Provided coordination research for cycling, pedestrian and trails commission (Rails to Trails initiative).
- Completed comprehensive staffing study of the Sheriff's Office and the Commonwealth Attorney's Office.

Public Information

- Developed consistent process for Council Awards and Proclamations Process.
- Revised City Council webpage for improved public information access.
- Provided photos for major City Council sponsored events and provided public access.
- Completed far reaching campaign of public awareness for decennial redistricting.
- Designed and implemented public web pages for the Slave Trail Commission and the Sister Cities Commission.
- Provided consistent public information announcements on behalf of City Council.

MISSION STATEMENT

The mission of Economic and Community Development (ECD) is to promote and stimulate economic growth by implementing strategies that create and retain jobs, stimulate investments in neighborhoods and businesses, generate revenues to fund vital municipal services and ensure a sound quality of life for city residents.

DEPARTMENT OVERVIEW

ECD is responsible for implementing programs and initiatives that stimulate the city's economy by encouraging a diverse employment base, improving per capita income for Richmond residents, and supporting the revitalization, growth, and expansion of the core retail and manufacturing/distribution business districts, as well as the city's neighborhood commercial corridors. ECD supports business development and economic growth by designing and implementing incentive programs and marketing strategies that attract and retain businesses with growth potential and a commitment to the community in which they conduct business.

BUDGET HIGHLIGHTS

City Council Action by Amendment:

City Council amended the FY2012 expenditure budget by adding funds in the amount of \$5,000 for studies to be performed (Jeff Davis Corridor and adjacent areas) by Virginia Commonwealth University's Planning Department with assistance and cooperation from the Departments of Planning and Development Review and Economic and Community Development.

City Council amended the FY2012 and FY2013 expenditure budget by adding funds in the amount of \$100,000 in FY2012 and \$150,000 in FY2013 to be appropriated to the Affordable Housing – Non CDBG Project Areas Special Fund.

Personnel:

The budget includes 100% funding for all filled positions and limited funding for vacant positions. Additionally, funds were included in the FY12 and FY13 budget to hire a Tourism Coordinator.

Operating:

The operating budget includes additional funding of \$250,000 for the Enterprise Zone and \$200,000 for the CARE programs.

KEY STRATEGIC FOCUS AREA METRICS

Strategic Focus Area	Initiative(s) Action Plans	Metric Measure of Success
Economic Growth	Fully Fund the Enterprise Zone Program & Establish an Enterprise Zone Tax Development Program	New jobs created New businesses established/located in an Enterprise Zone, Percentage of Enterprise Zone Benefits funded by the Tax Development Program.
Economic Growth	Fully fund CARE Program Benefits	Number of program participants, Increased property values, Private investment leveraged, and New job creation.
Unique, Healthy, Inclusive Communities and Neighborhoods	Eastview Initiative	Increase and diversify key amenities in targeted neighborhoods.

KEY AGENCY PRIORITIES

Short-Term Priorities

- Catalyze and support the revitalization of Richmond’s distressed commercial corridors.
- Provide access to capital for qualified businesses and development projects which do not qualify for traditional financing as commercial credit remains tight.
- Strategically leverage the City’s investment in partner organizations for economic and community development purposes.
- Improve ECD’s marketing program to increase program participation, attract private investment and create new jobs.
- Develop self-sustaining funding models for programs and projects.
- Implement new financing tools to encourage private investment, and to relieve pressure on existing public funding sources.
- Provide technical assistance and capacity building opportunities to internal staff, and private businesses, developers and organizational partners.
- Better connect the unemployed population to education, training and employment opportunities, and strengthen the City’s business workforce services.
- Establish a tourism focus within the City’s economic and community development portfolio.
- Begin implementation of the City’s new Comprehensive Economic Development Strategy (CEDS).
- Develop more rigorous return on investment and economic impact modeling practices to assess the value of projects and programs.

Long-Term Priorities

- Reduce unemployment and poverty rates to levels at or below the state and national average levels.
- Implement self-sustaining funding models for programs and projects.
- Make Richmond as competitive as possible in the economic and community development arena by improving the overall business climate and quality of life in the city.
- Reposition underinvested City assets to encourage private investment and new commercial development.
- Develop stronger public transportation, including high-speed rail and bus rapid transit.
- Grow ECD's revolving loan capital to provide more access to future qualified projects and businesses.

GENERAL FUND PROGRAM BUDGETS

Program	Services	FY 2012 Adopted	FY 2013 Approved
Administration/Executive Management	Leadership, fiscal accountability and program oversight for the overall department.	\$737,763	\$659,237
Business Development	Assist in creating and retaining jobs and fostering new investment in the City. Help diversify the local business community and seek new business opportunities through a target business approach.	679,429	685,215
DCAO for Economic and Community Development	The DCAO for Economic and Community Development oversees three agencies: ECD, Planning and Development Review, and the Office of Minority Business Development. Provides administrative support to the DCAO, including immediate staff and office operations.	265,933	268,967
Financial Strategies Group	Originates, analyzes, packages, closes and services new & existing loans in the portfolio. Responsible for ensuring that initial capital acquisition toolkit of approximately \$13 million is leveraged with clients and partners; thereby, stimulating economic and community development activities in the City.	323,334	290,315
Housing and Neighborhood Revitalization	Targets strategic investments of City and non-City resources (monetary and non-monetary) in support of construction or rehab of certain brick-and-mortar projects, the working capital needs of employers, and infrastructure improvements.	734,306	784,530
Real Estate Strategies	Transaction management and real estate advisory services to all City agencies, the Mayor, the Administration and City Council.	290,234	235,165

Program	Services	FY 2012 Adopted	FY 2013 Approved
Workforce Development	Aims to improve the quality of the region's workforce so that Richmond's businesses retain their competitiveness and, to assist the long-term unemployed population find sustained employment.	109,179	110,579
	Total General Fund Program	\$3,140,178	\$3,034,008

GENERAL FUND BUDGET SUMMARY

General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	\$1,154,620	\$1,037,182	\$1,961,027	\$2,046,046	\$1,895,619
Operating	700,865	681,340	1,887,814	1,094,132	1,138,389
Total General Fund Expenditures	\$1,855,485	\$1,718,522	\$3,848,841	\$3,140,178	\$3,034,008

NON-GENERAL FUND BUDGET SUMMARY

Non-General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Special Fund	\$1,050,555	\$14,166,621	\$36,966,079	\$32,669,416	\$31,597,123
Capital Improvement Plan	2,700,000	150,000	1,657,000	1,549,346	929,346
Total Non-General Fund Expenditures	\$3,750,555	\$14,316,621	\$38,623,079	\$34,218,762	\$32,526,469

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	2012 Adopted	2013 Approved
Total General Fund Staffing	15.12	15.12	22.49	24.84	24.84

See Personnel Complement section for detailed information.

AGENCY ACCOMPLISHMENTS

- Through the Richmond Business First Program, in 2010 ECD visited 94 existing businesses in the city, representing 2,606 jobs with outcomes including the retention of 421 jobs, 214 new jobs created and more than \$4.2 million in new private investment.
- In 2010 ECD spearheaded a public-private partnership between the City, Bon-Secours Health System, RRHA and the premier urban design firm Duany Plater-Zyberk to develop an urban revitalization plan for the East End's Nine Mile Road corridor. More than 2,000 community members attended the public forums, giving important input and feedback into their plan for the future of their community.
- Richmond was awarded \$2.4 million in Federal Neighborhood Stabilization Program funds to acquire and rehabilitate vacant and foreclosed properties. To date, more than 22 properties have been renovated in several targeted neighborhoods and will be available for sale to income-qualified households.
- Through the Commercial Area Revitalization Effort (CARE), ECD has maintained 96 CARE and Extra CARE rebates totaling approximately \$403,000, which stimulated the creation of approximately 125 new jobs, retained over 95 jobs and corresponded to \$9.9 million in private investment.
- ECD established a new Richmond Workforce Pipeline initiative aimed at supplying employers with skilled workers by training workers in the specific fields needed to be hired. In 2010, this initiative kicked off with trainings to be certified in OSHA 30 and a hiring fair which led to the hiring of several of the participants with local firms.
- ECD led the Hippodrome Project, drafting legislation to support the renovation of a historic landmark while also requiring the project include an affordable workforce housing component.
- In 2010 ECD coordinated the public-private partnership to develop and fund a Coliseum Study to determine the next best steps and funding requirements for the Richmond Coliseum.
- ECD initiated the Shockoe Bottom Revitalization Strategy, which was intended to develop an assessment of Shockoe Bottom's economic and demographic current and future projections as a means of generated targeted investment in the area.
- Utilizing Federal, State and local dollars, the City moved forward with Phase III of redevelopment efforts of the historic Main Street Station, targeting the Train Shed specifically.
- The City announced its intention to bid on the 2015 UCI World Road Cycling Championship.

MISSION STATEMENT

The mission of the Finance Department is to lead the City’s financial management efforts in keeping with becoming a Tier One City.

DEPARTMENT OVERVIEW

The Finance Department is responsible for the financial, risk management, taxation, cash management, and debt management policies and practices of the City. The Director of Finance is charged by State law with the duties mandated for the constitutional offices of the Treasurer and Commissioner of Revenue. Functions of the department include: assessing taxes and fees; collection of taxes and other payments; issuing licenses; managing the City’s debt; risk management, including the procurement of commercial insurance and administration of self-insurance activities; general accounting; cash management; financial audit and compliance; accounts payable/receivable; payroll; and financial reporting.

BUDGET HIGHLIGHTS

City Council Action by Amendment:

This agency’s budget was not amended by City Council.

Personnel:

The personnel budget includes 100% funding for all filled positions, limited funding for vacant positions, broad banding, and the elimination of one-on-one supervisory relationships.

Operating:

The operating budget includes funding for ongoing work activities and items consistent with well-managed government, including new equipment for collection activities, banking services, and financial advisory and debt management services. The operating budget also reflects the merging of Risk Management (formerly an Internal Service Fund) with the Finance Department (General Fund). Also incorporated is the recognition of the City’s Enterprise Print Governance savings

KEY STRATEGIC FOCUS AREA METRICS

Strategic Focus Area	Initiative(s) Action Plans	Metric Measure of Success
Well Managed Government	Implement the Enterprise Resource Planning (ERP) Project	Reduce process time and improve customer service with same or fewer resources.
Well Managed Government	Restructure service delivery (RPS/City functions, payroll)	Increase citizen satisfaction.

KEY AGENCY PRIORITIES

Short-Term Priorities

- Implement ERP system.
- Continue improvement in tax compliance, with the goal of a collection rate of 95.5% for real estate taxes and 87.1% for personal property taxes.
- Improve the knowledge base and training for Finance employees, as well as instituting broad banding and succession planning.
- Focus resources on improved communication with businesses and taxpayers, including creation of a business assistance group, and website and educational material redesign for taxpayer information.
- Improve access to Finance by serving citizens at service centers in addition to City Hall
- Conform the Finance Department's business hours to those of surrounding localities, except around tax due dates.
- Develop recommendations on the City's debt and financial management policies, including the use of alternative financing strategies and the undesignated fund balance policy.

Long-Term Priorities

- Achieve a triple AAA bond rating from each of the three rating agencies.
- Improve delinquent collection services.
- Implement ERP system.

GENERAL FUND PROGRAM BUDGETS

Program	Services	FY 2012 Adopted	FY 2013 Approved
Financial Management	Responsible for management and direction of the department's programs, management of the City's cash and debt, and guidance in the overall financial affairs of the City so that debt and cash management is optimized. Budgets funds for training, licensing, and other department-wide functions. The Director of Finance serves the constitutional functions of Treasurer and Commissioner of the Revenue.	\$2,351,394	\$1,264,784
General Accounting	Responsible for general accounting, special revenue and grant accounting, and financial reporting for City government in accordance with Generally Accepted Accounting Principles (GAAP).	1,547,765	1,564,018
Disbursements	Responsible for the processing of payments to employees, vendors, and citizens so that all City obligations are paid accurately and timely.	1,007,038	1,019,769

Program	Services	FY 2012 Adopted	FY 2013 Approved
Risk Management*	Responsible for the preservation and protection of the human, physical, and financial assets of the City, including administration of the safety & loss prevention and workers' compensation insurance programs, administration of claims against the City, and processing certificate of insurance requests.	13,141,339	13,664,653
Collections	Responsible for billing and collection of all local taxes and other revenues for City government as well as tax enforcement.	2,440,324	2,340,506
Licenses and Assessments	Responsible for assessment of City taxes, fees and licenses while also providing education of individuals and business customers in the matters of tax compliance.	1,143,954	1,098,009
Audit and Compliance	Responsible for the development of comprehensive fiscal policies and procedures, development of business process policies and procedures, oversight of tax compliance, and audit of businesses.	712,435	716,491
	Total General Fund Program	\$22,344,249	\$21,668,230

*Risk Management Fund was merged with the General Fund's Finance Department.

GENERAL FUND BUDGET SUMMARY

General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	\$6,587,976	\$7,209,741	\$6,993,800	\$7,698,451	\$7,584,737
Operating	1,906,301	974,905	1,369,256	14,645,798	14,083,493
Total General Fund Expenditures	\$8,494,277	\$8,184,646	\$8,363,056	\$22,344,249	\$21,668,230

NON-GENERAL FUND BUDGET SUMMARY

Non-General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Special Fund	\$2,269,218	\$345,980	\$2,159,280	\$798,873	\$803,232
Total Non-General Fund Expenditures	\$2,269,218	\$345,980	\$2,159,280	\$798,873	\$803,232

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Total General Fund Staffing	120.20	115.20	108.20	111.00	111.00

See Personnel Complement section for detailed information.

AGENCY ACCOMPLISHMENTS

- The City's bond rating was reaffirmed by the three rating agencies in October 2010 (Fitch Ratings: AA+ with stable outlook; Moody's Investor Services: Aa2 with stable outlook; Standard and Poor's: AA with stable outlook).
- Semi-annual real estate tax billing was successfully implemented, improving the City's cash flow, improving taxpayer compliance, and eliminating the need for an annual \$70 million revenue anticipation note.
- A revenue stabilization fund was established to help the City manage through unforeseen economic events, such as significant reductions in local and/or State revenue collections or extreme swings related to major budget drivers (such as health insurance, retirement benefits, etc.), and to respond immediately to significant one-time events, such as a hurricane or snowstorm. The City deposited \$2 million into the fund as part of the fiscal year 2010 close.
- The City's undesignated fund balance for FY 2010 increased to more than \$59.4 million or 9.4% of the FY 2010 general fund budget compared to \$48.6 or 7.4% of the FY 2009 budget.
- The City launched its first tax amnesty program in February 2011. This amnesty program waived all penalties on delinquent real estate taxes paid in full by April 15, 2011.
- The City adopted a new interest rate policy that mirrors the State's policy, allowing the City to reset the interest rate for delinquent payments each year based on the interest rate in the financial markets.
- The City's tax relief for the elderly and disabled program was simplified, allowing a greater number of people to qualify for the program and making the program easier to administer. Changes to the program included removing net worth as a determining factor in the amount of the real estate tax exemption and modifying the schedule of income ranges and exemption percentages used to determine the amount of the real estate tax exemption.
- The Broad Street Community Development Authority (CDA) was restructured, allowing the City to replace high interest rate bonds with lower interest rate City-issued general obligation bonds, resulting in savings of approximately \$1.3 million per year.
- Transfer of the CDA's parking assets to the City will also give the City better control over the management of public parking in downtown Richmond.

AGENCY ACCOMPLISHMENTS

- Implementation of MUNIS, the City's revenue system, was completed and the highest percentage of real estate and personal property tax was collected in four years and \$2.57 million more in delinquent taxes were paid for FY 2010 than expected.
- The City received a Certificate of Achievement for Excellence in Financial Reporting from the Government Officers Finance Association for the FY 2010 Comprehensive Annual Financial Report.

MISSION STATEMENT

The mission of the General Registrar's Office is to provide opportunities, in an equitable and courteous manner, for all qualified citizens of the City of Richmond to register to vote; to promote the integrity of the electoral process by maintaining accurate and current voter registration records used in elections; to coordinate elections so that they are conducted in a manner that secures the qualified citizen's right to vote and insures that the results accurately reflect the voters' will; and, to be an information resource for citizens regarding voter registration, elections, and elected officials.

DEPARTMENT OVERVIEW

The Constitution of Virginia provides that every locality in the state must have an Electoral Board that is responsible for the conduct of all elections to public office within its jurisdiction. The Electoral Board appoints and is assisted in most of these functions by the General Registrar. While all matters election falls within the purview of the Electoral Board, voter registration is the sole province of the General Registrar.

BUDGET HIGHLIGHTS

City Council Action by Amendment:

This agency's budget was not amended by City Council.

Personnel:

The budget includes 100% funding for all positions.

Operating:

The operating budget includes additional funding for the Presidential and other primary elections.

KEY AGENCY PRIORITIES

Short-Term Priorities

- Notify all voters affected by redistricting of their new election districts, precincts or polling place so that they may cast their vote in future elections if they are eligible to do so.

Long-Term Priorities

- Conduct all mandated elections in the City of Richmond such that all eligible voters are able to cast their vote.
 - Provide support services, such as voter registration for all elections in the City Richmond.
-

GENERAL FUND PROGRAM BUDGETS

Program	Services	FY 2012 Adopted	FY 2013 Approved
General Registrar	(1) provide voter registration opportunities at sites throughout the City of Richmond and to notify the voters of all changes concerning their voting status; and (2) provide assistance to the Electoral Board in all aspects of elections.	\$425,255	\$429,982
Electoral Board	The Electoral Board is to conduct all elections required by law in the City of Richmond.	1,155,395	1,143,101
	Total General Fund Program	\$1,580,650	\$1,573,083

GENERAL FUND BUDGET SUMMARY

General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	\$898,970	\$751,994	\$859,881	\$789,226	\$816,983
Operating	507,671	407,111	490,750	791,424	756,100
Total General Fund Expenditures	\$1,406,641	\$1,159,105	\$1,350,631	\$1,580,650	\$1,573,083

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	2012 Adopted	2013 Approved
Total General Fund Staffing	11.70	11.70	11.70	11.70	11.70

See Personnel Complement section for detailed information.

AGENCY ACCOMPLISHMENTS

- The Registrar's office successfully conducted the 2010 United States House of Representatives Election.
- The Registrar's office processed and filed 28,612 documents during the first 7 months FY 2010-2011. The documents included 3,900 confirmation notices, 2,185 new voter registration applications, and 1,181 denied applications.
- Successfully voted 1,360 by absentee ballot of which 651 voted in person on the voting machine.

MISSION STATEMENT

The Department of Human Resources works in partnership with City leadership and business units to provide a comprehensive human resources management program that is focused on person centered services that are policy compliant and delivered by a professionally competent team.

DEPARTMENT OVERVIEW

The Department of Human Resources provides leadership, development, and administration of the City's human resources program by: delivering effective and cost-efficient recruitment and selection consulting services; designing and administering classification, compensation, and performance evaluation systems; providing timely and comprehensive consultation, investigation, and resolution of grievances, disciplinary actions, and complaints; providing specialized services in the areas of policy development and administration, policy review and interpretation, and administration; creating and implementing employee development and recognition programs and services; and developing, administering, and communicating health, life, and supplemental benefit programs.

BUDGET HIGHLIGHTS

City Council Action by Amendment:

This agency's budget was not amended by City Council.

Personnel:

The budget includes 100% funding for all filled positions and limited funding for vacant positions. The budget includes additional funding for a Wellness Coordinator and Training Specialist positions.

Operating:

The operating budget includes additional funding for employee counseling and increased costs associated with employee drug testing.

KEY STRATEGIC FOCUS AREA METRICS

Strategic Focus Area	Initiative(s) Action Plans	Metric Measure of Success
Well Managed Government	Enhance Wellness Program	Increase workforce caliber, motivation and satisfaction.
Well Managed Government	Retool Executive & Leadership Performance Management System within existing resources	Increase workforce caliber, motivation and satisfaction.

KEY AGENCY PRIORITIES

Short-Term Priorities

- Improve employee well being and productivity, reduce healthcare costs, reduce absenteeism and injury through Disease Management and Wellness programs.
- Implement citywide recognition program. Establish mandatory participation in Service Awards program.
- Compile employee skill, training & education profile using “Wavelength” Learning Management System (LMS) program.
- Implement electronic document imaging of all employee files.

Long-Term Priorities

- Develop the citywide criminal background investigation/check program for all new hires.
- Centralize & expand city-wide professional development training.

GENERAL FUND PROGRAM BUDGETS

Program	Services	FY 2012 Adopted	FY 2013 Approved
HR Management	Provides leadership, policy direction, and consulting services to department directors and HR managers to ensure consistency in the delivery of HR services, policies and programs.	\$882,479	\$836,332
Recruitment, Selection and Retention	Provides effective and cost efficient recruitment and selection of consulting services to the organization to assist in the selection of employees capable of helping agencies meet their operational goals.	396,653	337,455
Benefits Administration	Develop, administer, and communicate health, life, and supplemental benefit programs to employees and retirees in order to provide a greater employee selection in benefits options and to provide a comprehensive and cost-effective benefits package to assist agencies in attracting and retaining competent employees.	187,664	189,707
Employee Relations	Provide timely and comprehensive consultation, investigation, and resolution of grievance, disciplinary actions, and complaints to the organization so that actions comply with laws, regulations, and policies.	452,460	454,222
Classification & Compensation	Design and administer classification, compensation, and performance evaluation systems that provide competitive and appropriate pay structures in order to improve employee performance, as well as attract and retain the most qualified individuals for the organization	233,916	236,350

Program	Services	FY 2012 Adopted	FY 2013 Approved
Administrative Support Services	Various administrative, financial, budgetary, and technical services in order to assist the departmental and organization with providing efficient and effective services.	405,672	392,391
Training & Development	Develop and implement employee development and recognition programs and services for City employees in order to equip them with the necessary skills required to provide the most effective services.	344,410	345,710
	Total General Fund Program	\$2,903,254	\$2,792,167

GENERAL FUND BUDGET SUMMARY

General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	\$2,446,212	\$2,320,256	\$2,186,605	\$2,431,604	\$2,320,517
Operating	542,940	434,189	434,150	471,650	471,650
Total General Fund Expenditures	\$2,989,152	\$2,754,445	\$2,620,755	\$2,903,254	\$2,792,167

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Total General Fund Staffing	36.00	33.00	31.00	33.00	33.00

See Personnel Complement section for detailed information.

AGENCY ACCOMPLISHMENTS

- o Facilitated joint healthcare contract between City Administration and Public Schools thereby avoiding a projected 22% increase in healthcare premiums.
- o Conducted the largest and most attended Health and Safety Fair in the City's history. Featured over 90 vendors, in the following areas: health screenings for blood pressure and cholesterol, vision screenings, HIV/AIDS testing, cooking shows, nutritional information, stress relief tips, fitness demonstrations and more. Over 2,000 City Employees attended this event.
- o Trained over 75 supervisors in the nine-week Supervisory Leadership classes.

MISSION STATEMENT

Consistently add value and provide service through the innovative use of information technology. The guiding values and principles that support our mission are: Respect; Integrity; Productive and Accountable; Innovation; Proactive; Lead by Example; Common Sense; Customer Focused; Empowerment; Commitment to Quality; Continuous Learning; and Positive Attitude.

DEPARTMENT OVERVIEW

The Department of Information Technology (DIT) is a service organization that develops, implements, supports, and operates complex information systems in support of the City's public service activities. DIT offers a variety of services and resources required to gain the competitive advantage needed to support the City's vision of becoming "Tier One City".

BUDGET HIGHLIGHTS

City Council Action by Amendment:

This agency's budget was not amended by City Council.

Personnel:

The budget includes 100% funding for all filled positions and limited funding for vacant positions. The department is eliminating a position in the recognition of the City's Enterprise Print Governance savings.

Operating:

The operating budget includes additional funding for the city's new Enterprise Resource Planning system, RAPIDS (Richmond Advancing Proven Innovative Direction Systems). Additional funding was also provided for Click Fix, an Enterprise Content Management System and staff training. The operating budget includes the removal of savings for the Verizon Mainframe Hosting, Personnel Management System (first phase of RAPIDS), recognition of the City's Enterprise Print Governance savings and other communications savings.

KEY STRATEGIC FOCUS AREA METRICS

Strategic Focus Area	Initiative(s) Action Plans	Metric Measure of Success
Well Managed Government	Implement the Enterprise Resource Planning (ERP) Project	Reduce process time and improve customer service with same of fewer resources.
Well Managed Government	Implement Technology Lifecycle Replacement Program	Reduce process time and improve customer service with same of fewer resources.

Strategic Focus Area	Initiative(s) Action Plans	Metric Measure of Success
Well Managed Government	Implement City Works/See Click Fix and Enterprise Content Mgmt System	Integration of applications to leverage department resources for improved service delivery.

KEY AGENCY PRIORITIES

Short-Term Priorities

- Enterprise Content Management System (ECMS)
- Contact Center Telephone Replacement
- Electronic Messaging
- Technology Training

Long-Term Priorities

- Enterprise Resource Planning (ERP)
- Enterprise Print Governance
- Technology Replacement Program
- Customer Relationship Manager (CRM)
- Safe Passages

GENERAL FUND PROGRAM BUDGETS

Program	Services	FY 2012 Adopted	FY 2013 Approved
Business Center	Budget Management, Payroll, Purchasing, and Human Resource services. Enterprise Services Billing - Responsible for the efficient and effective processing and billing of all citywide Telecommunications, Microsoft Enterprise Program, Mail and Printing Services expenses.	\$900,573	\$645,111
Applications Solutions	Software Development – Responsible for developing and/or maintaining software for City agencies. Technical Leadership – Utilize best practices approach to achieve results, utilizing strategies such as ITIL Processes for Delivering World Class IT Services. Business Process Management – Lead the automation of manual functions to improve business process efficiency and enhance data management. Customer Service – Provide efficient and effective processing of service requests to our published standards for performance.	5,647,042	5,063,767

Program	Services	FY 2012 Adopted	FY 2013 Approved
Infrastructure Services	<p>Network Team– Supports all connectivity and data circuits</p> <p>Security Team– Supports all security needs such as Internet monitoring, security tools, and policies.</p> <p>Systems Engineering Team– Supports server environment, including Microsoft Server, UNIX, and Linux platforms. Also supports Email, Web, and Storage environments.</p> <p>Database Administration Team– Supports Microsoft SQL, Oracle, and DB2 database environments.</p>	3,460,002	3,804,576
End User Services	<p>Citywide Service Center which provides uninterrupted access to systems, lifecycle management and is a central point of communications for IT services. Also provides Help Desk Services for a wide range of applications and services which serve as the “face of IT”.</p> <p>Desktop Support – Provides support for PCs citywide. Responsible for lifecycle planning to ensure that a computer is up to date to meet the needs of our customers.</p> <p>Customer Service – Provide efficient and effective processing of service requests to our published standards for performance.</p>	\$1,510,363	\$1,519,598
Telecommunications (Citywide)	Efficient and effective processing of all citywide telecommunications services and expenses.	3,621,227	3,617,482
City Printing & Copy Services	Provides a wide array of one-stop quality print and copy services and support functions.	570,076	574,044
Mail Room	Timely and accurate processing and distribution of all intra-city and U.S. mail.	182,488	184,717
Enterprise Resource Planning (ERP)	Efficient and effective tracking and management of all Enterprise Resource Planning expenses.	3,033,070	1,576,124
	Total General Fund Program	\$18,924,841	\$16,985,419

GENERAL FUND BUDGET SUMMARY *

General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	\$8,367,982	\$8,322,227	\$8,121,503	\$8,517,590	\$8,389,705
Operating	7,178,041	6,066,479	9,470,015	10,407,251	8,595,714

General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Total General Fund Expenditures	\$15,546,023	\$14,388,706	\$17,591,518	\$18,924,841	\$16,985,419

*In FY2010 General Services was dissolved and distributed to Public Works, DIT and Non-Departmental. The actuals for FY2009 & FY2010 include the actuals for the merged divisions.

NON-GENERAL FUND BUDGET SUMMARY

Non-General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Capital Improvement Plan	-	\$2,000,000	-	\$1,854,786	\$1,227,171
Total Non-General Fund Expenditures	-	\$2,000,000	-	\$1,854,786	\$1,227,171

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Total General Fund Staffing	95.00	83.00	91.00	90.00	90.00

See Personnel Complement section for detailed information.

AGENCY ACCOMPLISHMENTS

- Neighbor-to Neighbor Web Site Application
The Mayor's 'Neighbor-to-Neighbor' program is supported by this web site application developed by DIT. It is an on-line application that people can now use to become a City volunteer.
- MUNIS
Upgraded City's Revenue system, MUNIS to version 7.5 and Tyler Cashiering to version 2.1. Implemented Personal Property module into City's MUNIS revenue administration system to replace the City's mainframe legacy Personal Property application. Implemented Business License module into the City's MUNIS revenue administration system to replace the City's mainframe legacy Business License application.
- MPACT
Mayors Participation, Action & Communication Team - Richmond residents can now file priority service requests (Potholes, Non-functioning Traffic Lights, Trash/Bulk-ups, Abandoned Cars, Overgrown Lots, Illegal Dumping, Non-functioning Street Lights) not only through our web site, but also using smart phones, such as iPhone, Android and Blackberry.
- Asynchronous Transfer Mode (ATM) Circuit replacement.
Replaced 19 ATM circuits at various sites with less expensive and faster communications methods while providing a cost savings of \$159,600 per year.

AGENCY ACCOMPLISHMENTS

- Telecommunications billing analysis and upgrade to Voice over Internet Protocol
Completed the installation of VoIP to all major sites within the city and completed an analysis of the telephone billing resulting in a one time savings of \$53,675.81 and a recurring savings of over \$50,000.00 per year.
- Digital Government Achievement Awards 2010 and VA Governor Technology Awards 2010
The city received the DGAA awards for the following applications: Common Cents, Library Debt Set off, and Land Use Projects Parcel Mapper. The city also received the Honorable Mention for the following application: Traffic Accidents and Hazards Information Web Page with Enhanced Mapping.
- Digital Cities Survey Awards 2010
City of Richmond was named the top-ranked municipality in the 2010 Digital Cities Survey. The 10th annual survey, conducted by the Center for Digital Government and Government Technology, measures and assesses the use of Information Technology by Local Governments
- EECB Sharepoint Site
Established SharePoint section for tracking Energy Efficiency Conservation Block Grant (EECBG) projects. This enabled effective collaboration to occur among project members. Department of Energy(DOE) recognized City's usage of SharePoint for EECBG project tracking as one of the best practices that would be shared with other localities (who received grants from DOE).
- Internet Upgrade
Increased speed from 100Mbps to 200Mbps to provide better response for both business use and public use at the libraries at a cost savings of \$19,092 per year.

MISSION STATEMENT

The mission of the Mayor's Office is to provide vision and leadership in the creation of municipal policies and priorities. The Mayor is the elected head of City government and in conjunction with the Chief Administrative Officer and City Council formulates solutions to both long and short term issues, opportunities, and community problems. The Mayor provides general direction and policy guidance to the Chief Administrative Officer and works with the City Council and other elected officials to carry out the will of the voters.

DEPARTMENT OVERVIEW

The Mayor's Office provides leadership and vision to all City agencies and departments. It promotes the development of strategic plans utilizing sound fiscal management. The office also promotes the City's relationship with other governmental bodies, the private sector, and most importantly, the citizens and the communities.

BUDGET HIGHLIGHTS

City Council Action by Amendment:

This agency's budget was not amended by City Council.

Personnel:

The budget includes 100% funding for all filled positions.

Operating:

The operating budget reflects minor additions and adjustments to operating expenses.

KEY STRATEGIC FOCUS AREA METRICS

Strategic Focus Area	Initiative(s) Action Plans	Metric Measure of Success
Unique, Healthy, Inclusive Communities and Neighborhoods	Public School Construction	Increase and diversify key amenities in targeted neighborhoods (e.g. libraries, recreational facilities, community gardens, health resource centers, and social services).
Unique, Healthy, Inclusive Communities and Neighborhoods	Pedestrian, bicycle, and trails initiative	Increase mileage of bike and walking trails, sidewalks, and bike lanes/paths.

Strategic Focus Area	Initiative(s) Action Plans	Metric Measure of Success
Education and Workforce Development	Expand the Mayor's Youth Academy including the Summer Works Youth Gardens and Life Stages programs and the Future Leaders Council	<ol style="list-style-type: none"> 1. 345 youth and emerging adults hired and assigned to work in varied sectors 2. 100 youth ages 14-15 engaged in intensive cultural arts program 3. 30 youth working in Community Gardening / entrepreneurial initiative 4. 50 youth selected to serve on MYA Future Leadership Council

KEY AGENCY PRIORITIES

Short-Term Priorities

- Work with City Council to ensure the 2011 redistricting process is completed efficiently, effectively and within all local, state and federal regulations and requirements.
- Work with City Council to ensure passage of a balanced outcome based budget which is responsive to short and long term needs of Richmond residents.
- Work with City Council, the Virginia General Assembly and Congressional Delegation on the City's legislative package and priorities.

Long-Term Priorities

- Work with City Council to ensure structure and policies are in place to support outcomes and strategic alignment of initiatives, which improve services and quality of life for all Richmond citizens.
- Work with City Council to ensure processes are always in place to provide transparency and valuable information to citizens in a timely and respectful manner.
- Always maintain a sustainable budget that buffers the city from uncontrollable economic fluctuations.
- Provide executive oversight in the development and implementation of a high quality, uniformed customer service model that focuses on bi-directional communication and concierge level interaction.
- Work with City Council to ensure that Richmond becomes a Tier One city with a triple AAA bond rating.

GENERAL FUND PROGRAM BUDGETS

Program	Services	FY 2012 Adopted	FY 2013 Approved
Mayor's Office	The goal of the Mayor's Office program is to provide leadership and vision to all City agencies and departments, develop a strategic plan, provide sound fiscal management, prepare the biennial fiscal plans, promote the City's relationship with other governmental bodies, execute policies and procedures, recommend solutions to community problems for City Council consideration and promote collaboration and consensus building on key issues and concerns.	\$1,108,404	\$1,117,459
	Total General Fund Program	\$1,108,404	\$1,117,459

GENERAL FUND BUDGET SUMMARY

General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	\$884,697	\$936,449	\$951,197	\$990,904	\$999,959
Operating	106,188	88,681	87,500	117,500	117,500
Total General Fund Expenditures	\$990,885	\$1,025,130	\$1,038,697	\$1,108,404	\$1,117,459

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	2012 Adopted	2013 Approved
Total General Fund Staffing	9.00	9.00	9.00	9.00	9.00

See Personnel Complement section for detailed information.

AGENCY ACCOMPLISHMENTS

- Results of the City's first greenhouse gas emissions inventory were presented in conjunction with the announcement of the City's partnership with Earth Aid.
- Partnered with Bon Secours of Virginia, to host a public design workshop to revitalize the East End and Nine Mile Road corridor.

AGENCY ACCOMPLISHMENTS

- Led a regional law enforcement effort to update and implement a Regional Police Pursuit Policy.
- Established the Blue Ribbon Commission on Health Policy to identify social factors that give rise to the health care problems of Richmond's residents, and developed recommendations that can be implemented both in the short-term and long-term to ameliorate those disparities.
- Established the Pedestrian, Bicycle and Trails Planning Commission to provide advice on ways to incorporate bicycling and walking as viable methods of transportation in the city of Richmond.
- Secured the National League of Cities (NLC) selection for the City of Richmond. One of only four municipalities chosen nationwide, to join with the NLC in planning and hosting local "community conversations" on the topic of improving outcomes for young children by third grade.
- Secured the Cities of Service Leadership Grant to hire a Chief Service Officer who will develop and implement a comprehensive citywide service plan to promote volunteerism and coordinate with Mayor Dwight C. Jones' Neighbor-to-Neighbor initiative.
- Extended the contract with the Colonial Athletic Association to keep their men's basketball tournament at the Richmond Coliseum through 2014.
- Collaborated with county and corporate partners, to retain a Coliseum Study Group to evaluate the long-term options associated with the Coliseum and the Greater Richmond area.
- Secured a planning grant from the U.S. Department of Housing and Urban Development and the U.S. Department of Transportation, to help stimulate a new generation of sustainable and livable communities, connect housing, employment and economic development with transportation and other infrastructure improvements.
- Broke ground to begin construction of two new elementary schools in the City of Richmond.
- Secured funding for opening RVA On Ice, the city's new seasonal ice rink.

MISSION STATEMENT

The mission of the Office of Minority Business Development is to facilitate, produce and advance opportunities that enable minority, disadvantaged, and emerging small businesses to successfully participate in the full array of contracting opportunities available in the City of Richmond.

DEPARTMENT OVERVIEW

OMBD's programs and services are to ensure minority, emerging small and disadvantaged businesses have an equal opportunity to compete for city purchases where there is availability to help foster open and competitive procurement practices within the City. OMBD offers working capital through its contractor's assistance loan program as well as training seminars & technical assistance programs that promote minority growth and development on the local and regional levels.

BUDGET HIGHLIGHTS

City Council Action by Amendment:

This agency's budget was not amended by City Council.

Personnel:

The budget includes 100% funding for all filled positions and limited funding for vacant positions. The budget includes two additional full-time positions. The Deputy Director I position was added in October FY2011, the remaining one positions is part of the department's economic growth restructuring initiative.

Operating:

The operating budget includes additional funding for enhancements for a Comprehensive Business Development Marketing Plan as well as establishing a Technical Assistance Programming for Small & Minority Businesses.

KEY STRATEGIC FOCUS AREA METRICS

Strategic Focus Area	Initiative(s) Action Plans	Metric Measure of Success
Economic Growth	Implement a Comprehensive Business Development Marketing Plan	New Businesses established creating new jobs.
Economic Growth	Expanding Subcontractor Lending Program, establish Technical Assistance programming for Small & Minority Business	Established new Business Programs making sure Minority Contractors are registered.

KEY AGENCY PRIORITIES

Short-Term Priorities

- MBE/ESB participation in technical assistance programs
- Registration of MBEs & ESBs
- Size & number of business loans through Contractors' Assistance Loan Program
- Website activities through consistent messaging

Long-Term Priorities

- Retention of OMBD business clients
- New job creation & retention
- MBE/ESB participation rates (public & private)
- Target marketing/industry clusters

GENERAL FUND PROGRAM BUDGETS

Program	Services	FY 2012 Adopted	FY 2013 Approved
Minority Business Development	Provide leadership, fiscal accountability and program oversight for the overall department to accomplish Administration's goals and priorities.	\$507,937	\$473,125
Business/Project Development & Marketing	Make the utilization and recognition of minority, disadvantaged and emerging business enterprises in Richmond's procurement activities the usual course of practice. An added value is the Contractors Assistance Loan Program.	109,086	104,773
Contract Administration	Ensure that the goals established by OMBD on City contracts greater than \$50,000 are adhered to by prime and subcontractors vendors.	172,014	141,912
	Total General Fund Program	\$789,037	\$719,810

GENERAL FUND BUDGET SUMMARY

General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	\$391,057	\$319,816	\$423,823	\$658,485	\$589,258
Operating	16,671	8,914	24,741	130,552	130,552
Total General Fund Expenditures	\$407,728	\$328,730	\$448,564	\$789,037	\$719,810

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	2012 Adopted	2013 Approved
Total General Fund Staffing	5.00	4.00	5.04	7.04	7.04

See Personnel Complement section for detailed information.

AGENCY ACCOMPLISHMENTS

- Registered 135 new businesses during FY 2010 and serviced 347 walk-in clients.
- Sponsored 45 technical assistance workshops/seminars with approximately 445 participants in attendance. Workshop courses offered: Understanding Procurement Proposals/Bid Preparation, Developing an Effective Business Plan, Effective Business Financing Strategies, Commonwealth of Virginia SWAM Certification Training, etc.
- MBE spending in FY 2010 was \$16,411,568.00 (per Procurement Services).

MISSION STATEMENT

The Department of Planning & Development Review acts on the genuine belief that we care about creating and maintaining the best quality of life for Richmond's citizens, businesses, and visitors. To that end, we provide excellent planning and enforcement services to enhance our City's built and natural environments.

DEPARTMENT OVERVIEW

Planning & Development Review is responsible for the City's planning programs, zoning administration, and building permitting and inspections. This includes oversight of current and long-range land use planning, historic preservation, zoning, enforcement, building/trade permit intake, review, and inspection, and property maintenance code enforcement. The department also manages the Community Assisted Public Safety (CAPS) program.

BUDGET HIGHLIGHTS

City Council Action by Amendment:

City Council amended the FY2012 Capital Improvement Plan by removing \$816,978 for the Traffic Direction Conversions Project in FY2012.

Personnel:

The budget includes 100% funding for all filled positions and limited funding for vacant positions.

Operating:

The operating budget includes additional funding for the purchase of blight properties and demolition services.

KEY STRATEGIC FOCUS AREA METRICS

Strategic Focus Area	Initiative(s) Action Plans	Metric Measure of Success
Unique Healthy Inclusive Communities Neighborhood	Increasing the number of spot blight properties abated	Increase the number of blight properties available for acquisition.

KEY AGENCY PRIORITIES

Short-Term Priorities

- Identify studies and compare to current zoning.
- Apply current mixed-use zoning; create new zoning district, if needed.
- Adjust zoning regulations for parking, if needed. Collaborate with Public Works on multimodal options.
- Increase number of spot blight cases for abandoned properties (10 per year).
- Apply complete streets policy in review of street projects from conception to implementation.
- Continue to participate in GRTC/VDRPT application process.
- Appoint DPDR Deputy Director to MPO as alternate representative to link best practices in land use, economic development and transportation.
- Complete Riverfront Design Plan in collaboration with other agencies. Begin process of including \$5,000,000 per year in capital budget for acquisition of property.

Long-Term Priorities

- Convert to two-way traffic for entire Downtown Area.
- Implement BRT on Broad and Main Streets (from Willow Lawn) to Rocketts Landing.
- Implement recommendations found in Mayor's Bicycle and Pedestrian Commission Report.
- Implement Road Diet recommendations throughout Downtown.
- Renovate room G-12, City Hall.

GENERAL FUND PROGRAM BUDGETS

Program	Services	FY 2012 Adopted	FY 2013 Approved
Current Planning	Technical assistance and support with respect to current planning and development activities to neighborhood and civic groups, developers, and boards and commissions to ensure appropriate development.	\$486,140	\$491,421
Building Construction and Land Development Regulation	Process applications, review plans, and examine the completed construction at mandated intervals to verify that it conforms to the approved plans and applicable codes so that the citizens, business owners, contractors, and developers living and working in the City are assured of having a safe and healthy environment.	3,240,729	3,218,524
Program Support	Leadership, fiscal accountability and administrative oversight for department personnel to accomplish planned outcomes.	1,138,034	1,142,239
Codes Compliance	Inspections of existing properties to ensure compliance with State and City codes, in order to ensure a safe and healthy environment in which the citizens of Richmond can live and work.	2,419,397	2,345,821

Program	Services	FY 2012 Adopted	FY 2013 Approved
Housing & Neighborhood Preservation	Preserve and enhance housing and neighborhoods through the administration of federal funds and the provision of planning and technical services to community-based organizations and citizens, thus improving the quality of life in Richmond.	5,000	5,000
Planning and Preservation	Develop and implement plans and policies for the City of Richmond's land use and capital facilities that conserve, revitalize, and protect the economic, social and environmental resources and produce a well planned and high quality community.	518,661	517,926
Zoning Administration	Ensure compliance with the City's Zoning Ordinance and provides information to the public regarding zoning regulations. As part of its enforcement role, Zoning Administration investigates zoning violation complaints and participates in the City's Community Assisted Public Safety (CAPS) program. In addition, Zoning Administration provides services to small businesses seeking to obtain necessary approvals to begin operations and prepares documentation for the Board of Zoning Appeals.	730,395	737,563
	Total General Fund Program	\$8,538,356	\$8,458,494

GENERAL FUND BUDGET SUMMARY

General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	\$7,040,969	\$6,741,695	\$7,054,128	\$6,878,557	\$6,821,802
Operating	1,569,758	1,027,849	1,003,218	1,659,799	1,636,692
Total General Fund Expenditures	\$8,610,727	\$7,769,544	\$8,057,346	\$8,538,356	\$8,458,494

NON-GENERAL FUND BUDGET SUMMARY

Non-General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Special Fund	-	-	\$565,057	\$225,000	\$565,057
Capital Improvement Plan	-	1,330,000	1,200,000	700,000	2,200,000
Total Non-General Fund Expenditures	-	\$1,330,000	\$1,765,057	\$925,000	\$2,765,057

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	2012 Adopted	2013 Approved
Total General Fund Staffing	122.05	102.85	101.94	102.74	102.74

See Personnel Complement section for detailed information.

AGENCY ACCOMPLISHMENTS

- Began implementation of the Downtown Plan (approved in July 2009); two-way street conversion in Shockoe Bottom, new Form-Based Code Zoning Districts, rezoning of Manchester, pending-hire of a national firm to design the Riverfront Park Plan, hiring of a firm to develop downtown Wayfinding Signage Program, the planting of 250 new trees downtown, Shockoe Bottom Economic Revitalization Strategy, the rezoning of the Reynolds North Plant property, working with GRTC on the Bus Rapid Transit (BRT) application for Broad Street and Main Street.
- Completed neighborhood-wide rezoning and parking exempt overlay for Church Hill.
- Completed the renovation of Room 110 for the Bureau of Permits and Inspections.
- Produced a “how to” video for visitors to the permit center.
- Began implementation of grant from the National Fish and Wildlife Foundation to construct “green streets” around Capitol Square. Groundbreaking took place in July 2010.
- Expanded the Zoning Mapper and the Land Use Project Mapper on GIS, to include twenty years of additional zoning data from the 1970’s and 1980’s. The Land Use Project Mapper won a 2010 Best of the Web and Digital Government Achievement Award from the e.Republic Center for Digital Government.
- Collaboration with RRHA on Dove Court and Gilpin Court/North Jackson Ward Plans.
- Drafted revisions to “Richmond Residents Guide to Neighborhood Improvement”.
- Commercial corridor property maintenance code enforcement initiative conducted on E. Broad Street, Hull Street, Midlothian Turnpike, and Jefferson Davis Highway.
- Working with the Project for Public Spaces (PPS) to develop scope for a neighborhood plan for the Libbie and Grove area.
- Commission of Architectural Review (CAR) Task Force, which resulted in updates to the City Code and CAR Guidelines Updated the zoning ordinance for portable storage units, B-4 and B-5 zoning districts and liquor store locations (in anticipation of ABC privatization).
- Participated in the Mayor’s Bike and Pedestrian Commission. Arranged to bring national transportation expert to speak to citizens and public officials.

MISSION STATEMENT

The Office of the Press Secretary to the Mayor serves as the media relations conduit between the executive branch of City government and the public. The Office is the primary contact for the news media and serves as public relations advisor to the Mayor and Chief Administrative Officer.

DEPARTMENT OVERVIEW

In an ongoing attempt to keep residents informed of municipal operations, the Office produces a broad variety of communications materials that includes press releases, newsletters, brochures, annual reports and other publications. The Office also informs the public through the City's website www.RichmondGov.com and its government access cable channel (Channel 17).

BUDGET HIGHLIGHTS

City Council Action by Amendment:

This agency's budget was not amended by City Council.

Personnel:

The budget includes 100% funding for all filled positions and leaves a vacant position unfunded.

Operating:

The operating budget includes additional funding for training on recently installed graphic and print software.

KEY AGENCY PRIORITIES -

Short-Term Priorities

- Develop City's Facebook presence and enhance City's overall Social Media presence.
- Streamline all departmental Social Media activities.
- Re-design City's intranet site and enhance overall employee communications.
- Expand content for the city's website and develop new programming for government television channel.

Long-Term Priorities

- Determine location and construct Government Access TV Studio.
 - Upgrade office computer equipment to provide faster service to internal and external entities on web and television mediums.
 - Position the office for additional budget allocations to support human resources and operational needs to meet the increasing communications demand.
-

GENERAL FUND PROGRAM BUDGETS

Program	Services	FY 2012 Adopted	FY 2013 Approved
Press Secretary, Communications, Media Relations and Marketing	Promote (1) public awareness of issues relating to the City Administration; (2) make the public more aware of available municipal services and programs and how to access them, and (3) market the City's attributes as an organization and a community.	\$483,357	\$487,072
	Total General Fund Program	\$483,357	\$487,072

GENERAL FUND BUDGET SUMMARY

General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	\$369,252	\$378,780	\$398,204	\$394,441	\$398,156
Operating	67,067	54,942	87,302	88,916	88,916
Total General Fund Expenditures	\$436,319	\$433,722	\$485,506	\$483,357	\$487,072

NON-GENERAL FUND BUDGET SUMMARY

Non-General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Special Fund	-	\$13,117	\$250,000	\$400,000	\$400,000
Total Non-General Fund Expenditures	-	\$13,117	\$250,000	\$400,000	\$400,000

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	2012 Adopted	2013 Approved
Total General Fund Staffing	6.00	6.00	6.00	6.00	6.00

See Personnel Complement section for detailed information.

AGENCY ACCOMPLISHMENTS

- Distributed city information by facilitating television, radio and newspaper interviews, online newsletters, e-mail blast, and online channels.
- Facilitated local, state and national media inquires on a variety of topics related to city business.
- Assisted residents in need of public information.
- Coordinated numerous events, including recognition programs, press conferences, mayoral addresses, town hall meetings with residents, Mayor and City Administration.
- Developed brochures, press releases, fact sheets, position papers, and other printed items related to City initiatives.
- Wrote and produced "Richmond City Minute" public service announcements airing on WRIR and other media.
- Scheduled and produced "You Heard It First From the Mayor" which appears on a variety of Radio One of Richmond websites and airs on their variety of networks.
- Developed and produced "City Connections" television program that airs on Channel 17
- Created and distributed Mayor's monthly electronic e-mail newsletter, "Building a Better Richmond."
- Revamped look and usability of entire city website, www.Richmondgov.com
- Maintained and updated web content for city website.
- Prepared speeches, remarks and briefing papers for Mayor and key administration officials
- Prepared detailed informational publications as topical inserts into local area newspapers
- Coordinated external communication activities among various city departments.
- Liaison for city residents to the city's cable television providers.
- Managed City Hall lobby television monitor system.
- Managed City Voices, the City's primary speaker's bureau.

MISSION STATEMENT

The mission of the Department of Procurement Services is to provide the most efficient and effective services and resources to the citizens and agencies of the City of Richmond.

DEPARTMENT OVERVIEW

The Department of Procurement Services is responsible for the procurement support to customer agencies that assist them in achieving their missions. Procurement Services assists the customer agencies in acquiring services, commodities, and an array of outside resources, which allows them to provide direct and indirect services to the citizens of the City of Richmond.

BUDGET HIGHLIGHTS

City Council Action by Amendment:

This agency's budget was not amended by City Council.

Personnel:

The budget includes 100% funding for all filled positions and limited funding for vacant positions.

Operating:

The operating budget includes the reduction of advertising, training and temporary support.

KEY AGENCY PRIORITIES -

Short-Term Priorities

- Roll-out/Implement the "Procurement Action Tracking" System for use by Internal Departments.
- Secure approval from the State of Virginia to use the CM@Risk and Design/Build process for Construction projects.
- Continue Procurement Training for Agencies and continue "How to do business with City of Richmond" sessions for Business Community
- Redesign Procurement's website to make it "user-friendly".

Long-Term Priorities

- Develop/implement methods to assist with internal processing time for the various procurement methods i.e. IFB's, RFP's, etc.
- Continue review and updates to Chapter 74"Public Procurement" Code, and continue Procurement Policies and Procedures updates.

- Continue to collaborate with Office of Minority Business Department to increase the amount of business the City does with Minority and Emerging Businesses.
- Implement ERP Procurement Module.
- Develop strategic sourcing strategies for specific projects.

GENERAL FUND PROGRAM BUDGETS

Program	Services	FY 2012 Adopted	FY 2013 Approved
Procurement Services	Leadership, fiscal accountability, and administration oversight for the department.	\$447,934	\$446,516
Solicitation Processing	Prepare and disseminate bids and proposal documents from City Agencies so that goods and services can be obtained in a cost efficient and timely manner.	881,283	886,991
	Total General Fund Program	\$1,329,217	\$1,333,427

GENERAL FUND BUDGET SUMMARY

General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	\$1,128,796	\$1,024,007	\$1,083,266	\$1,242,487	\$1,250,277
Operating	104,800	44,361	91,208	86,730	83,150
Total General Fund Expenditures	\$1,233,596	\$1,068,368	\$1,174,474	\$1,329,217	\$1,333,427

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Total General Fund Staffing	16.00	14.00	13.00	14.00	14.00

See Personnel Complement section for detailed information.

AGENCY ACCOMPLISHMENTS

- Established a Forecast Calendar of future purchases and added to the Procurement Website
- Enhanced the current Procurement Web Page-The new web page is more user friendly and contains more direct contact information for vendors (ex. the Contract Specialist name is included with the bid information).
- Increased outreach to agencies to ensure we obtain at least one (1) quote from MBE, ESB or DBE for purchases up to \$50,000-*ongoing*.
- Improved Renewal Process with Compliance Monitoring-opportunity to ensure subcontracting goals are met-*ongoing*.
- Improved Renewal Process with Compliance Monitoring.
- Updated “Cooperative Procurement “ language in Chapter 74”Public Procurement” Code
- Reduced the number of Sole Source Procurements.
- Increase outreach efforts to Minority and Emerging Businesses.
- Created and implemented the “Procurement Forecast Calendar”.

Highway, Streets, Sanitation & Refuse

Public Works



MISSION STATEMENT

The Department of Public Works will deliver services in a responsive, cost efficient and effective manner to the citizens of the City of Richmond in support of the Mayor's strategic plan, by a workforce that is diverse, committed, motivated and empowered.

Our Vision is to maintain a nationally accredited Public Works Department that maintains the most cost efficient and timely services for the citizens of Richmond, Virginia by providing a safe, clean, and healthy environment by utilizing modern technology to ensure future growth and development throughout the city.

DEPARTMENT OVERVIEW

The Department of Public Works is organized into the following primary service units: Engineering & Technical Services, Operations Management, Administration and Support Services and General Services. Our primary responsibilities include providing services to the citizens of Richmond related to transportation and cleanliness.

BUDGET HIGHLIGHTS

City Council Action by Amendment:

City Council amended the FY 2012 Capital Improvement Plan by adding \$100,000 to bring funding for sidewalks, curbs and gutters (Bellemeade) forward from FY2014 to FY2012.

City Council also amended the FY2012 and FY2013 expenditure budget by delay tree inventory for \$183,000 until FY2013 and adding \$2,000 for the Providence Park Gateway Signage in FY2012.

Personnel:

The budget includes 100% funding for all filled positions and limited funding for vacant positions. Funding for 9 Richmond Public Schools Maintenance positions will be transitioned to DPW. Agency eliminated the following 23 vacant positions: Account Specialist II, Warehouse Technician, Engineer III, 3-Equipment Operators II, Survey Technician, Construction Inspector III, Traffic Operations Engineer, Engineer II, Engineer I, Refuse Collector, Light Equipment Mechanic, Lead Equipment Operator, Capital Project Manager, Traffic Signal Specialist II, Accountant II, Business Analysis Manager, 2-Administrative Program Support Assistants, Trades Supervisor II and 2-Custodians.

Operating:

The operating budget includes additional funding for monthly vehicle replacements, misc. operating expenses for Richmond Public Schools maintenance, purchase of fleet vehicles, fuel, landscaping equipment and tree maintenance,

KEY STRATEGIC FOCUS AREA METRICS

Strategic Focus Area	Initiative(s) Action Plans	Metric Measure of Success
Transportation	Resurface 150 lane miles of roadway	Number of lane miles resurfaced.
Transportation	Improve a minimum of 6 miles of sidewalks (5' equivalent) per year	Number of sidewalk miles improved per year.
Transportation	Install 80 miles of two-way striping for "sharrow" (bike/vehicle lanes) and install bike racks in downtown	Number of miles for two-way striping for "sharrow" installed and number of bike racks installed.

KEY AGENCY PRIORITIES

Short-Term Priorities

- Monitor and enhance MPACT Initiatives.
- Resurface 150 lane miles of roadways.
- Improve 6 miles of sidewalks (5' equivalent) in a year.

Long-Term Priorities

- Develop an integrated solid waste strategy for City.
- Design and implement an energy conservation program for city facilities.
- Utilize Energy Management computerized application to increase management efficiency for all HVAC, Electrical, Lighting and building control systems for city facilities.

GENERAL FUND PROGRAM BUDGETS

Program	Services	FY 2012 Adopted	FY 2013 Approved
Geographic Information Services	An organized information system that allows for implementing all forms of geographically-referenced models that is easily accessible and user friendly to all customers.	\$345,969	\$349,121
Urban Forestry	Care and upkeep of City trees so that people can benefit from an attractive and livable community.	3,532,309	3,873,435
Grounds Management	Care and upkeep of Richmond's urban landscape.	4,208,671	4,178,420
Finance & Administration	Managerial guidance and oversight that will enhance the effectiveness and efficiency of the department in implementing its organization and strategic plan.	13,382,917	13,826,760

Program	Services	FY 2012 Adopted	FY 2013 Approved
Facilities Management	Safe, comfortable, and well-maintained facilities that meets the needs of our customers.	10,527,144	10,459,384
Solid Waste Management	Collection and disposal services so that customers can dispose of their trash safely, economically and conveniently.	13,038,307	12,652,632
Surface Cleaning	Keep Richmond unspoiled and litter-free.	3,450,274	3,375,078
Right of Way-Permits and Surveys	Helpful services, products, and professional guidance to our clients in land surveying, geographic information systems, mapping, record data, property information, development and infrastructure coordination, and roadway development permits, construction, inspections, and regulations.	\$1,298,494	\$1,314,756
CIP Infrastructure Administration	Deliver environmentally sound, on-time and on-budget multi-modal transportation infrastructure projects for the Richmond region so that people, goods and services can move safely, seamlessly, economically & efficiently.	430,520	431,987
Transportation Administration/Signs/Pave/Signals	Manage the public rights-of-way and transportation infrastructure for Richmond to facilitate economic development and enhance safety, mobility and quality of life.	3,417,523	3,436,571
City of the Future	Services provided by City of the Future have been transitioned to CIP Facility Construction.	-	-
Roadway Maintenance	Provide for the flow of traffic and the upkeep of transportation infrastructure so that people, goods and services can travel safely and economically.	5,912,168	5,828,230
CIP Facility Construction	Deliver facility capital improvement projects for the City of Richmond efficiently and within budget allocations. This program is in charge of major maintenance outside the general operations maintenance handled by the Facilities Management Program. Includes funding for City of the Future Programs.	439,891	436,753
Bridge Maintenance & Asset Management	Provide Asset Management, Maintenance Engineering, Bike Coordination, Harbormaster Services, Claims Investigation, Pavement Management, Contract Resurfacing and Sealing, Bridge Inspection, Bridge Maintenance, Inlet Maintenance, Guardrail Maintenance and Miscellaneous Structure Maintenance.	749,455	754,464
	Total General Fund Program	\$60,733,642	\$60,917,591

GENERAL FUND BUDGET SUMMARY

General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	\$18,608,507	\$18,975,004	\$22,218,022	\$23,244,242	\$22,820,008
Operating	25,281,903	29,088,098	36,178,201	37,489,400	38,097,583
Total General Fund Expenditures	\$43,890,410	\$48,063,142	\$58,396,223	\$60,733,642	\$60,917,591

NON-GENERAL FUND BUDGET SUMMARY

Non-General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Special Fund	*\$3,802,279	\$5,122,941	\$10,635,668	\$10,651,269	\$5,062,493
Internal Service Fund	1,771,890	1,782,741	1,782,741	1,719,145	1,768,484
Capital Improvement Plan	36,496,112	19,640,656	25,104,743	25,880,390	16,650,000
Total Non-General Fund Expenditures	\$42,070,281	\$26,546,338	\$37,523,152	\$38,250,804	\$23,480,977

*\$2,517,772 in Adopted FY 2009 Department of General Services Special Funds from 800 MHZ System Maintenance and Emergency Telephone transferred to the Department of Public Works Special Fund.

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	2012 Adopted	2013 Approved
Total General Fund Staffing	400.55	367.85	428.85	415.60	415.60

See Personnel Complement section for detailed information.

AGENCY ACCOMPLISHMENTS

- The Mayor's Participation and Communication Team (MPACT) is a newly created service driven initiative.
- Overgrown Lots – 924 request to cut; 896 completed.
- Potholes – 639 requests; 579 completed.
- Trash/Bulk pick up – 4,222 requests; 4,146 completed.
- Purchased twenty five new CNG refuse trucks.
- Paving Program: Paved 180 lane miles (117 Slurry and 63 Milled & Overlay) at a cost of \$6,000,000.
- Libby Hill Park Restoration - \$302k
- NIB Church Hill Streetscape Implementation
- Installed 283 curb ramps (Paving, CPM, Traffic) totaling \$566,000.00

AGENCY ACCOMPLISHMENTS

- Bridge Maintenance Program inspected 41 bridge structures, meeting the requirements of the State Compliance Reports.
- Completion of 24 traffic calming projects (\$400K) distributed throughout City.
- Installed LED lights at about 125 signalized intersections.
- Completed 95% of multimodal traffic signal system design.
- Refuse Collection: 62,909 tons.
- East Richmond Road Convenience Center: 4,887.03 gallons hazardous waste material.
- Bulk & Brush: 351,384 total tonnage.
- Planted 940 public trees in the City of Richmond (removed 826 Stumps, 1,063 dead or dying trees, pruned 1,241 trees).
- Awarded a competitive Urban and Community Forestry Assistance Grant through the Virginia Department of Forestry and are in the process of installing a Tree Management program.
- Assisted with the Alliance for Community Trees and volunteers from CSX, Virginia Union University, Richmond Tree Stewards, and the National City Year-Care Force program to plant 76 trees in Gillies Creek Park.
- Assisted with the Virginia Department of Forestry to secure an Urban Tree Canopy assessment, which evaluates the City's canopy coverage including both private and public trees.
- Developed a Standard Operating Procedure with the Department of Public Utilities for Protecting City Trees and Utility Assets.
- Completed 795 private property Graffiti requests.
- Completed 317 public property Graffiti requests.
- Assisted VDOT with maintaining Ramps/ Right of Ways for local interstate access.
- Completed negotiating process with Sprint-Nextel for the regional radio system reconfiguration.
- Completed 80% of the 800 MHz regional radio template fleet mapping.
- Broad Rock Road (Route 10) Sidewalk between S Belt Boulevard and N Belt Boulevard.
- Broad Street Corridor Improvement between 5th Street and Adams Street – \$500k.

Human Services

DCAO for Human Services
Justice Services
Social Services



MISSION STATEMENT

The mission of the Office of the Deputy Chief Administrative Officer for Human Services (DCAO for HS) is to provide executive policy direction and support to those agencies that are under its span of control. Specifically, it oversees the policy formulation of those agencies, and ensures program accountability for meeting the health and human service needs of the City of Richmond's residents and visitors.

DEPARTMENT OVERVIEW

The DCAO for HS oversees and coordinates the direction and focus of the following City departments: Justice Services, Social Services, and Parks, Recreation and Community Facilities. It serves as the liaison to the Richmond City Health District, Richmond Behavioral Health Authority and the Richmond Public Library – quasi independent and State Agencies with a Richmond City focus. The DCAO for HS works to align implementation and funding strategies across human service departments and non-departmental agencies. Focus is placed on improving the health, education and well-being indicators for children, youth and emerging young adults through comprehensive social services, sporting and outdoor activities, employment and youth leadership opportunities, and early childhood development. Family stability and the needs of seniors and person with disabilities are also areas of focus for the DCAO for HS.

BUDGET HIGHLIGHTS

City Council Action by Amendment:

This agency's budget was not amended by City Council.

Personnel:

The budget includes 100% funding for all filled positions and limited funding for vacant positions. An additional \$100,000 was added to the FY12 and FY13 budget to expand the Mayor's Youth Academy Initiative.

The FY12 and FY13 proposed budget includes funding for one new position in the Hispanic Liaison Office.

Operating:

The operating budget includes additional funding for utilities.

KEY STRATEGIC FOCUS AREA METRICS

Strategic Focus Area	Initiative(s) Action Plans	Metric Measure of Success
Education and Workforce Development	Expand the Mayor's Youth Academy including the Summer Works, Youth Gardeners, and Life Stages programs and the Future Leaders Council	Hire 345 youth and emerging adults. Engage 100 youth, ages 14 – 15, in an intensive cultural arts program, Engage 30 youth in the Community Gardening/Entrepreneurial Initiative, Select 50 youth to serve on the MYA Future Leadership Council.
Unique, Healthy, Inclusive Communities and Neighborhoods	Eastview Initiative	Increase and diversify key amenities in targeted neighborhoods.

KEY AGENCY PRIORITIES

Short-Term Priorities

- Improve Service Delivery through the establishment of an "Eastview" Community Center.
- Systemic implementation of "Alternative to Incarceration" service delivery.
- Implement the establishment of Day Care Services for government employees.

Long-Term Priorities

- Implement establishment of Housing Assistance Center & Transportation for the homeless.
- Implement assessment Treatment Center as the point of triage for Substance Abusers.
- Implement recommendation to improve pedestrian and bicycle trails within the City.

GENERAL FUND PROGRAM BUDGETS

Program	Services	FY 2012 Adopted	FY 2013 Approved
Human Services/Management Services	Coordinate and oversee Health and Human Service agencies and implement a wide range of strategies designed to improve operations, address service gaps, and better coordinate service delivery to City residents.	\$90,958	\$91,701
Hispanic Liaison Office	Comprehensive services to the Latino population.	244,941	226,227

Program	Services	FY 2012 Adopted	FY 2013 Approved
Youth and Workforce Development	Access to resources that cultivate employability, facilitate economic vitality and independence, and promote professional growth and development.	721,421	706,576
Teen Pregnancy and Prevention	Services to reduce or prevent teen pregnancy.	201,706	202,971
Senior and Special Needs	Coordinate and provides services to assist senior citizens.	117,496	118,239
Mayor's Youth Academy	Employment to over 500 youths that will otherwise have no place to work.	372,118	372,118
	Total General Fund Program	\$1,748,640	\$1,717,832

GENERAL FUND BUDGET SUMMARY

General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	\$913,055	\$1,070,057	\$1,207,157	\$1,472,127	\$1,441,319
Operating	516,117	522,207	315,839	276,513	276,513
Total General Fund Expenditures	\$1,429,172	\$1,592,264	\$1,522,996	\$1,748,640	\$1,717,832

NON-GENERAL FUND BUDGET SUMMARY

Non-General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Special Fund	\$190,636	\$151,804	\$385,496	\$294,624	\$172,341
Total Non-General Fund Expenditures	\$196,636	\$151,804	\$385,496	\$294,624	\$172,341

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	2012 Adopted	2013 Approved
Total General Fund Staffing	17.00	16.00	15.00	14.67	14.67

See Personnel Complement section for detailed information.

AGENCY ACCOMPLISHMENTS

- Developed & implemented Mayor's Youth Academy, a program which placed over 500 youths ages 14-19 in summer jobs with state and local government and private and non-profit organizations.
- Secured a grant from the National League of Cities to further align the city's early childhood development efforts to ensure that providers work to get children ready to learn when they enter school.
- Neighbor-to-Neighbor, the city's volunteer initiative, helped secure a Rockefeller and Bloomberg grant in the amount of \$200,000. The grant allowed the City to employ the first Chief Services Officer whose sole mission is to increase volunteer capacity in the City.
- Developed a comprehensive policy to advance the city's commitment to becoming a pedestrian friendly community by redesigning city streets and sidewalks into safe thoroughfares for pedestrians and cyclists. Recommendations were also developed to integrate the city's trail systems into part of a larger multi-modal system of transportation.
- Partnered with the Community Criminal Justice Board to develop an "Alternatives to Incarceration" policy agenda for the city. The Board's plan was adopted by the Administration as a blueprint for enhanced community-based services for individuals. The plan's provisions should reduce the jail population by approximately 400 individuals over the next two years.
- Developed the City's comprehensive health policy designed to identify and address key social factors that give rise to poor health outcomes.

MISSION STATEMENT

The mission of the Richmond Department of Justice Services is to promote a safe and healthy City, break negative cycles, and encourage education through a continuum of services that empowers all participants to achieve measurable success.

DEPARTMENT OVERVIEW

The Department of Justice Services provides a variety of services to youth, adults and their families who are either at risk of involvement in the justice system or have been formally processed by the courts. The services provided to youth are court diversion, secure confinement, and interventions for youth and their families.

The Division of Adult Programs offers community-based pre-trial supervision, local probation, and reentry services for Richmond offenders over the age of eighteen.

BUDGET HIGHLIGHTS

City Council Action by Amendment:

This agency's budget was not amended by City Council.

Personnel:

The budget includes 100% funding for all filled positions and limited funding for vacant positions. An additional \$50,000 was added for a Mental Health Probation Officer in FY12 and FY13.

Operating:

The operating budget includes additional funding of \$355,000 in FY12 for Mental Health Assessment Center for adult offenders. The FY13 budget includes an additional \$355,000 which is part the cost (estimated at \$2.5m) for a Mental Health Crisis Stabilization Unit for adult incarceration alternatives. The FY12 and FY13 budget includes and additional \$200,000 for expanded substance abuse services for adult offenders.

KEY STRATEGIC FOCUS AREA METRICS

Strategic Focus Area	Initiative(s) Action Plans	Metric Measure of Success
Community Safety & Well Being	Incarceration Alternatives: Home Electronic Monitoring	Expand range of electronic monitoring for adult offenders.
Education & Work Force Development	Establish a city-wide, cross-functional strategy to reduce truancy and school drop-outs	Reduce truancy rate by 1% per year and increase truancy sweeps by 50%, Reduce truancy rate by 3% per year in pilot schools.

KEY AGENCY PRIORITIES

Short-Term Priorities

- Increase “Truancy Roving Coaches” by 7 positions in an effort to increase sweeps of truants from a ½ day to full day service and provide additional case management to further identify and address chronic needs and services.
- Establish short-term (6 months), “Post Dispositional” Program at the Detention Center for male youth who have been committed to the program rather than being committed to the state system. After successful completion of the program youth will be transitioned into the community
- Implement “Restorative Justice/Truancy Abatement” Program in a targeted middle school. Restorative justice achieves true accountability by bringing together those affected by harm to collaboratively determine what is needed to repair the harm, reconcile those involved and restore the well-being of the community.

Long-Term Priorities

- Sustain Mental Health services through Division of Adult Programs.
- Establish community-based services for eligible adult offenders and thereby reduce the average daily population of the Richmond City Jail.
- Expand in-home services to include low income at risk families eligible for Medicaid reimbursable case management services.

GENERAL FUND PROGRAM BUDGETS

Program	Services	FY 2012 Adopted	FY 2013 Approved
Administration	Provide leadership, fiscal accountability, and administrative oversight for department personnel and programs to accomplish planned outcomes.	\$976,995	\$989,804
Secure Detention Operations	Ensure public safety and provide a safe, secure and learning environment for juveniles waiting determination of guilt or innocence and/or sentencing so the community and the juvenile are protected.	3,461,210	3,409,739
In-Home Services	Ensure that the youth remains in the home setting instead of commitment to the Department of Juvenile Justice (State Correctional Center). Justice Services will provide the youth and family with an individualized service plan and work to stabilize the family unit.	253,094	256,209

Program	Services	FY 2012 Adopted	FY 2013 Approved
Functional Families	Provide intensive in home counseling and case management to first time high risk juvenile offenders and their families so their needs can be met in the community and their placement in either the detention center or a state correctional center is avoided.	255,808	257,816
Juvenile Drug Court	Eliminate the use of drugs and to reduce criminal activity by juveniles in the community.	209,638	211,503
Community Monitoring	Pre & post-dispositional supervision as a community-based intervention for juvenile offenders to deter future involvement with the Juvenile Justice System by minimizing the opportunity for delinquent behavior while improving functioning in school, home and the community.	145,542	147,550
Outreach Program	Monitoring and supervision for juveniles before the court on delinquent charges so they appear at their next court date without any new offenses or charges, and the detention home facility does not exceed its rated bed capacity.	444,832	449,219
Community Services	Post-dispositional supervision for less serious offenders to deter future delinquency so they have improved functioning in school, home, and the community.	74,942	75,128
Truancy & Diversion Programs	Multi-agency, individual, group and family interventions to young people and their families so they are diverted from the juvenile justice system, and so school attendance and family function are improved.	1,749,583	1,771,013
Community Corrections	Facilitate local involvement and flexibility in responding to the problem of crime in the City of Richmond; by conducting pretrial investigations, providing court-ordered supervision, and offering rehabilitative opportunities to defendants/offenders considered an adult at the time initial court appearance or conviction.	1,045,756	1,036,064
Specialized Services	Clinical services for juveniles before the court so they are provided with the tools to become more law abiding and socially acceptable in their behavior.	170,000	166,579
	Total General Fund Program	\$8,787,400	\$8,770,624

GENERAL FUND BUDGET SUMMARY

General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	\$6,193,217	\$6,286,817	\$6,470,053	\$7,116,110	\$7,099,334
Operating	1,021,310	1,048,505	1,014,435	1,671,290	1,671,290
Total General Fund Expenditures	\$7,214,527	\$7,335,322	\$7,484,488	\$8,787,400	\$8,770,624

NON-GENERAL FUND BUDGET SUMMARY

Non-General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Special Fund	\$1,654,937	\$1,448,165	\$1,679,003	\$1,954,793	\$1,624,466
Capital Improvement Plan	380,000	-	-	-	-
Total Non-General Fund Expenditures	\$2,034,937	\$1,448,165	\$1,679,003	\$1,954,793	\$1,624,466

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	2012 Adopted	2013 Approved
Total General Fund Staffing	127.76	130.60	130.60	138.00	138.00

See Personnel Complement section for detailed information.

AGENCY ACCOMPLISHMENTS

The following are the major accomplishments of the Department of Justice Services by Division:

Truancy Division

- Truant Officer positions expanded their focus. The position is now referred to as “Roving Coach” placing emphasis on not only enforcing truancy laws, but more importantly identifying the chronic needs and services for truant.
- Truancy rate for the 2009-2010 school year was reported at 8.44% compared to a truancy rate of 22% in the 2003-2004 school year. (Truancy is defined as 10 or more unexcused absences in an academic year.)

In-Home Services Division

- On June 3, 2010 The Virginia Department of Behavioral Health and Developmental Services issued a license to the Richmond Department of Justice Services to provide intensive in-home services to children, adolescents and their families.

AGENCY ACCOMPLISHMENTS

The following are the major accomplishments of the Department of Justice Services by Division:

Richmond Juvenile Detention Center

- Successfully came into compliance with 46 of 53 BJJ standards that had previously been found in Non-Compliance. By the June 9th BJJ meeting that number was reduced to three Non-Compliance findings.
- Hired a new Superintendent on March 29, 2010.

Division of Adult Programs

- Assisted the Richmond Sheriff's Office and OAR in securing a \$450,000 Prisoner Reentry Grant
- Pretrial Services maintained an 89% successful closure rate on a total of 376 misdemeanor cases closed in FY10. A total of 607 cases yielded a 77% successful closure rate for felony placements.

Administration

- There was an orderly transition of leadership in the Department when Ms. Moseley was named Director of the City of Richmond Department of Social Service and Charles Kehoe was named Director of the Department of Justice Services.
- The Director and Managers actively participated in the Balanced Score Card Initiative.

Administration

- There was an orderly transition of leadership in the Department when Ms. Moseley was named Director of the City of Richmond Department of Social Service and Charles Kehoe was named Director of the Department of Justice Services.
- The Director and Managers actively participated in the Balanced Score Card Initiative

MISSION STATEMENT

The mission of the Department of Social Services (DSS) is to strengthen families, assure safety, promote self-sufficiency, and improve the quality of life for all citizens of the City of Richmond through community engagement.

DEPARTMENT OVERVIEW

The Department of Social Services provides financial assistance and/or social assistance to individuals and families in need. The focus of the department is to meet essential human needs; increase their capacity to function independently and provide protection for abused and/or neglected children, the aged and the disabled.

BUDGET HIGHLIGHTS

City Council Action by Amendment:

This agency's budget was not amended by City Council.

Personnel:

The budget includes 100% funding for all filled positions and limited funding for vacant positions.

Operating:

The operating budget includes additional funding for utilities and fuel as well as the removal of funding in recognition of the City's Enterprise Print Governance savings.

KEY STRATEGIC FOCUS AREA METRICS

Strategic Focus Area	Initiative(s) Action Plans	Metric Measure of Success
Well Managed Government	Restructure Service Delivery	Increase citizen satisfaction.
Unique, Healthy, Inclusive Communities and Neighborhoods	Eastview Initiative	Increase and diversify key amenities in targeted neighborhoods.
Education and Workforce Development	Improve young children's readiness for school through transitioning the Early Childhood Development Initiative into an Office for Early childhood and by appointing an Early Childhood Leadership Council	Increase in percent of kindergarteners entering school ready to learn as measured by the Fall PALS-K score and by increasing the leveraging and increasing the number of collaborative early childhood projects.

KEY AGENCY PRIORITIES

Short-Term Priorities

- Out-stationing of staff in community service centers.
- Agency-wide business process review.
- Implementation of competency based recruitment and selection practices.

Long-Term Priorities

- Implementation of an Electronic Case Records/Document Management System.
- Implementation of strategies to improve the outcomes of youth upon exit from the foster care system.
- Implementation of strategies identified in the business process review for improvements in the service delivery process.

GENERAL FUND PROGRAM BUDGETS

Program	Services	FY 2012 Adopted	FY 2013 Approved
Administration	Oversight and leadership to the offices of the Department of Social Services to ensure the provision of quality and timely services for the citizens of Richmond.	\$4,646,566	\$4,653,882
Customer Support Services	Intake and telephone support services to external and internal customers so that requests for information and service will be routed in a timely manner.	913,406	907,814
Benefits Administration	Temporary cash assistance; employment related services; medical assistance and nutritional supplements to low-income adults and families with children in an effort to enable sufficiency.	7,238,308	7,210,418
General Relief	Assistance, either maintenance or emergency, that cannot be provided through other means. General Relief is targeted to individuals/families that are ineligible for federal assistance, are residents of the City of Richmond and are U.S. citizens or eligible undocumented citizens. Depending on the circumstances customers may receive maintenance (multiple months depending on the qualifying component) and/or emergency (one month only) assistance.	818,838	818,838
Auxiliary Grants-Aged, Blind & Disabled	Financial assistance to supplement the cost of residential care for City residents who are age 65 or over, or blind, disabled, as well as to provide personal care allowances and full Medicaid coverage.	3,411,694	3,413,923

Program	Services	FY 2012 Adopted	FY 2013 Approved
Emergency Assistance	Short-term, limited financial assistance to individuals and families with children when a fire or other natural disaster has destroyed those things necessary for taking care of the household.	4,305	4,305
Refugee Assistance	Addresses the particular needs of refugees in order to help them transition to life in the United States and achieve self-sufficiency.	12,000	12,000
Services Administration	Oversight and coordination to core services provided by the agency.	2,225,580	2,217,148
Foster Care/Child Welfare Services	Coordinates treatment and community resources for foster children to ensure a beneficial placement for children committed to the agency's custody so that children may obtain permanency within established guidelines.	8,545,508	8,550,995
Child Protective/Family Services	Investigation and assessment of alleged child abuse and/or neglect of children under 18 years of age so that further abuse and/or neglect is prevented.	1,441,536	1,425,271
Adult Services	Supportive services and interventions to eligible adults so that out of home placements are prevented.	540,161	543,313
Adoption	A full range of case management services to children committed to the agency's custody so that permanency through adoption is achieved.	7,121,630	7,130,284
Adult Protective Services	Timely and accurately investigations of reports of abuse, neglect, or exploitation of adults, age 18 or older, so that the safety and health of adults in the community are protected.	682,644	689,691
Family Stabilization	Supportive services and interventions designed to help families alleviate crises that might lead to out-of-home placements of children because of abuse, neglect, or parental inability to care for their children.	2,622,643	2,519,889
Virginia's Initiative for Employment Not Welfare (V.I.E.W)	An opportunity for low-income families with children for self sufficiency through the provision of employment related activities, education, training and needed supportive services (transportation and child care).	4,581,109	4,450,251
Food Stamp Employee/Training	Case management through education, training and community resources to Food Stamp recipients so that they can move towards self-sufficiency by obtaining employment.	101,949	101,949
Hospital Based Eligibility	Opportunity to apply for Medicaid and determine eligibility while receiving medical services at designated hospitals and clinics in Virginia.	517,364	524,753
Healthy Start	Outreach, health education, and case management to citizens to reduce infant mortality in the city.	154,919	154,919

Program	Services	FY 2012 Adopted	FY 2013 Approved
Child/Fee Day Care	Provides low-income families with financial resources to find and afford quality child care for low income children.	10,358,443	10,256,803
Southside Community Services Center	Facility that provides needed local DSS services to persons living in the south Richmond community.	941,426	962,691
Foster Parent Training	Pre-and in-service training, recruitment, support, approval and maintenance of foster/adoption parents in order to provide children in foster care with safe, nurturing and stable family-based placements and/or permanency.	426,266	434,015
Financial Support Services and Payment Center	Financial support services to DSS for processing vendor payments, fraud prevention, internal IT and records retention management.	2,128,477	2,144,080
Early Childhood Development	Implements strategies for public awareness, parenting education, quality child care, home visiting and evaluation to ensure that children ages prenatal through five are healthy, well cared for and reach school ready to learn.	361,292	403,092
Family Preservation Services	Funding to develop, establish, expand, and operate coordinated community-based programs and cover certain costs for conducting face-to-face contacts with children in foster care. The four definitive community-based service types are: Family Preservation, Family Support, Time-limited Family Reunification, and Adoption Promotion and Support.	254,473	254,473
Comprehensive Services Act	Provides funding for appropriate family-focused and child-centered services for at-risk youth that will help the youth to adjust within their families and communities; to cultivate proper life skills; and to develop Independent Living Skills for those who are able to become self-sufficient.	5,421,521	5,421,521
	Total General Fund Program	\$65,472,058	\$65,206,318

GENERAL FUND BUDGET SUMMARY

General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	\$25,371,783	\$25,579,948	\$26,035,658	\$25,474,144	\$25,177,489
Operating	45,610,145	35,358,446	44,767,556	39,997,914	40,028,829
Total General Fund Expenditures	\$70,981,928	\$60,938,394	\$70,803,214	\$65,472,058	\$65,206,318

NON-GENERAL FUND BUDGET SUMMARY

Non-General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Special Fund	\$28,099,843	\$21,121,741	\$42,990,367	\$26,072,404	\$26,072,404
Total Non-General Fund Expenditures	\$28,099,843	\$21,121,741	\$42,990,367	\$26,072,404	\$26,072,404

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	2012 Adopted	2013 Approved
Total General Fund Staffing	484.10	485.75	485.30	485.55	485.55

See Personnel Complement section for detailed information.

AGENCY ACCOMPLISHMENTS

- Processed 97.6% of SNAP (Supplemental Nutrition Assistance Program), formally Food Stamps, expedited applications timely; the state target is 97%. Processed 97.6% of TANF (Temporary Assistance to Needy Families) applications timely; the state target is 95%.
- Received recognition for the Second Responders Program as one of the Top 50 Government programs in the country for 2009. The Second Responders Program began in 1996 and is a collaborative initiative with the Richmond Police Department.
- Reduced the number of youth in Foster Care from 470 to 375, which reflects a 20% reduction. Team Decision Making (TDM) staff held over 300 meetings and as a result of their efforts, the number of youth prevented from entering the Foster Care System was 109 and 55 youth were returned home to prior custodians.
- Provided shelter for 8,921 Richmond City residents through the City's Overflow Shelter during the winter months.

Non-Departmental

Non-Departmental



DEPARTMENT OVERVIEW

The Non-Departmental budget includes funding for quasi-governmental and other non-departmental programs and activities that either span departments or are not department specific. This budget also includes funds for Tax Relief for the Elderly and Disabled and Reserve for Contingencies.

The 311 Call Center is proposed to be funded in FY2012 at \$878,347 and FY2013 at \$892,241, which is an increase from the amount funded in FY2011. The fund will fill positions at 100% along with some operating funds as before.

The Master Lease is proposed to be funded at \$1,000,000 for FY2012 and FY2013 which is a reduction from FY2011 as we continue to address infrastructure issues with computer replacement and server upgrades.

The convention bureau (RMCVB) is proposed to receive \$937,180 for FY2012, which is level with the amount appropriated for FY2011 but is proposed to increase to \$965,295 for FY2013.

The Other Non Departmental Programs and Activities category includes those agencies and organizations which enhance the quality of life in the City of Richmond and region. The majority of the organizations in this group, have been proposed to remain flat, thus remaining consistent with the FY2011 approved budget. There are also some organizations that are receiving City funds for the first time. Within the human services group, the proposed budgets are based upon recommendations from a committee under the supervision of the Deputy Chief Administrative Officer for Human Services.

The Quasi-governmental category represents funding to state, local, and regional governments that provide services to the City of Richmond. Several of the agencies funded in this category reflect the City's contribution in regional efforts with the surrounding counties. This category include funds for GRTC Transit System, Richmond Metropolitan Convention and Visitors Bureau (RMCVB), Richmond Ambulance Authority (RAA), Greater Richmond Convention Center Authority (GRCCA), salary adjustments for City employees, retiree healthcare, and any cross-agency budgets.

Proposed funding for GRTC is \$11,000,000 in FY2012 and FY2013 which is a reduction from the FY2011 appropriation. Additional funding amounts include \$175,000 for Senior Rate Break for fiscal years 2012 and 2013; and capital funds of \$468,357 and 473,422 for FY2012 and FY2013 respectively. The Richmond Ambulance Authority is proposed for funding of \$4,450,000 for 2012 and 2013.

Retiree Expenses are composed of Retiree Healthcare and Retiree COLA and is proposed to be funded at \$2.21 million for FY2012 and \$2.81 million for FY2013. Monthly expenses average \$136,000.

BUDGET HIGHLIGHTS

City Council Action by Amendment:

City Council amended the FY2012 and/or FY2013 expenditure budget by:

- adding \$8,000 in new funding for the Partnership for Smarter Growth (matching grant)
- increasing the funding for the North Richmond YMCA by \$5,000
- adding \$25,000 in new funding for the Passages Ex-Offender Program
- increasing the funding for Capital Area Partnership Uplifting People, Inc (CAPUP) by \$50,000
- increasing the funding for Vernon J Harris Health Clinic in FY13 by \$10,000
- adding \$25,000 in funding for Storefront for Community Design

City Council Action by Amendment:

- adding \$13,750 in funding for “To the Bottom and Back” (match grant)
- adding \$83,000 in funding for the Day Warming Services for the Homeless (funds to be administered by Richmond Social Services Department)
- increasing the funding for Freedom House by \$10,000 (Transportation – Conrad Center)
- increasing the in funding for the Economic Development Consortium by \$50,000 for Fridays at Sunset
- eliminating the \$7,500 in funding for the Fan Party Patrol
- increasing the funding for the City’s contribution to the Richmond Retirement System by \$493,529
- increasing the funding for Maymont by \$30,000
- increasing the funding for the Memorial Child Guidance (CHILDSAVERS) by \$10,000.

Operating:

Proposed funding for the FY2012 and FY2013 budgets exclude some previously funded entities however, there are several new entities that have been recommended for funding. New entities are as follows:

- ACORN-Marketing discontinued its operations during FY2011 therefore, zero funding has been proposed for the FY2012 and FY2013 budgets.
- Animal Control has been converted to a standalone City agency and funding has been transferred to that agency.
- Art 180, an after school art program for youth, with proposed funding for FY2012 and FY2013 of \$10,000 for both years.
- Better Housing Coalition with proposed funding for FY2012 and FY2013 of \$25,000 for both years.
- Boys & Girls Clubs of Metro Richmond with proposed funding for FY2012 at \$37,500.
- Capital Region Workforce Partnership with funding for FY2012 and FY2013 of \$20,000.
- Center for High Blood Pressure with proposed funding for FY2012 and FY2013 of \$10,000.
- Emergency Communications funding has been transferred to the Police Department Budget.
- VCU Clark-Hill Institute for Positive Youth Development with proposed funding for FY2012 and FY2013 of \$17,500 for both years.
- Virginia Local Initiatives Support Corporation with proposed funding for FY2012 and FY2013 of \$150,000 for both years.
- 1,000,000 was added to FY2012 and FY2013 as a fuel reserve for GRTC.

GENERAL FUND PROGRAM BUDGETS

Non-Departmental Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Expenses: (Shaded and italicized entities were amended.)					
311 Call Center	\$862,947	\$842,612	\$812,449	\$878,347	\$892,241
Appropriation For Pay Adjustments	-	-	-	3,121,850	-
ACORN-Marketing Old Richmond Neighborhoods	30,000	20,000	45,000	-	-
Airport Commission	1,000	-	-	-	-
Animal Control Funds	1,240,889	1,218,271	1,336,396	-	-

Non-Departmental Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Expenses: (Shaded and italicized entities were amended.)					
ARC of Richmond	29,750	29,750	29,750	29,750	29,750
Art 180	-	-	-	10,000	10,000
Arts Consortium	455,000	365,000	360,000	360,000	360,000
Better Housing Coalition	-	-	-	35,000	35,000
Boaz & Ruth	45,000	36,000	36,000	70,000	70,000
Boys & Girls Club of Metro Richmond	-	-	-	37,500	-
<i>Capital Area Partnership Uplifting People, Inc. (RCAP)</i>	<i>145,000</i>	<i>116,000</i>	<i>116,000</i>	<i>166,000</i>	<i>29,000</i>
Capital Regional Workforce	-	-	-	20,000	-
Career & Technical Education Project	1,663	-	-	-	-
CARITAS	35,000	35,000	35,000	35,000	35,000
Carytown Parking	70,259	71,525	65,405	63,425	70,310
CDA	812,500	2,065,018	162,500	-	-
Center for High Blood Pressure	-	-	-	10,000	10,000
Central Virginia Health Planning Agency	-	8,000	8,000	8,000	-
Central Virginia Legal Aid Society	59,400	49,500	59,400	59,400	-
Clean & Safe Partnership	700,000	700,000	700,000	700,000	700,000
Crime Stoppers – Graffiti & Dumping Tips	-	-	5,000	5,000	5,000
Daily Planet	25,000	20,000	20,000	20,000	-
<i>Day Warming Services for the Homeless</i>	-	-	-	<i>83,000</i>	-
East End Teen Center	25,000	-	25,000	25,000	25,000
<i>Economic Development Consortium</i>	<i>1,058,000</i>	<i>883,400</i>	<i>883,400</i>	<i>933,400</i>	<i>883,400</i>
Emergency Communication Supplemental Costs	-	-	2,500,000	-	-
Extension Services	38,000	18,390	38,000	38,000	38,000
Family Advocacy Center	43,750	35,000	35,000	35,000	35,000
Family Resource Center	80,000	50,000	50,000	50,000	50,000
Fan Free Clinic	53,064	53,940	53,940	53,940	53,940
<i>Fan Party Patrol</i>	-	<i>7,500</i>	<i>7,500</i>	-	-
Feedmore Inc.	100,000	145,000	145,000	145,000	175,000
<i>Freedom House</i>	<i>25,000</i>	<i>20,000</i>	<i>20,000</i>	<i>30,000</i>	<i>20,000</i>
Fuel Cost Reserve	-	-	-	1,000,000	1,000,000
GRCCA Operating Subsidy	6,505,008	6,835,169	7,010,833	7,010,833	7,010,833
Greater Richmond Partnership	390,000	370,000	370,000	370,000	370,000
GRTC Equipment Note	750,000	425,000	500,000	468,357	473,422

Non-Departmental Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Expenses: (Shaded and italicized entities were amended.)					
GRTC Senior Rate Break	200,000	175,000	175,000	175,000	175,000
GRTC Transit Corp	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000
Healing Place	100,000	80,000	80,000	80,000	80,000
Healthcare Outstanding Liabilities	-	732,175	-	-	-
Homeward	50,000	50,000	50,000	50,000	37,500
J Sargent Reynolds CC (Capital)	352,245	182,645	181,857	187,065	187,065
J Sargent Reynolds CC (Oper)	57,390	58,841	58,577	60,255	60,255
James River Advisory Council	-	10,000	-	5,000	5,000
James River Development Corporation	16,621	-	-	-	-
Local Initiatives Support Corporation	-	-	-	150,000	150,000
Marriott Parking	335,000	250,000	-	-	-
Master Lease	1,011,769	1,003,241	1,450,000	1,000,000	1,000,000
<i>Maymont Contribution</i>	<i>400,000</i>	<i>390,000</i>	<i>390,000</i>	<i>420,000</i>	<i>420,000</i>
MeadWestvaco Economic Development Grant	2,000,000	-	350,000	350,000	350,000
Med-Flight	6,100	\$6,100	6,100	6,100	6,100
<i>Memorial Child Guidance Clinic – Childsavers</i>	<i>37,500</i>	<i>30,000</i>	<i>30,000</i>	<i>40,000</i>	<i>40,000</i>
Neighborhood Resource Center – Fulton	-	\$30,000	\$30,000	30,000	30,000
NonDepartmental Performance Results Contingency Fund	-	-	-	-	298,740
Offender Aid and Restoration	138,600	124,340	124,340	124,340	80,000
<i>Partnership for Smarter Growth Match</i>	-	-	-	8,000	-
<i>Passages Ex-Offender Program</i>	-	-	-	25,000	-
Peumansend Regional Jail	1,440,331	1,296,568	1,430,066	1,291,023	1,291,023
Philip Morris RE Grant	-	1,250,000	1,250,000	1,250,000	1,250,000
Reserve for Healthcare Adjustments	-	-	-	750,000	-
<i>Retirees Expenses</i>	<i>4,397,678</i>	<i>3,362,844</i>	<i>1,679,640</i>	<i>2,711,273</i>	<i>2,814,485</i>
Richmond Ambulance Authority	3,800,000	4,300,000	4,450,000	4,450,000	4,450,000
Richmond Behavioral Health Authority (RBHA)	1,835,500	1,743,725	1,743,725	1,808,725	1,808,725
Richmond Metropolitan Convention and Visitors Bureau (RMCVB)	1,007,142	1,065,149	937,180	937,180	965,295
Richmond Regional Planning	117,180	115,380	117,938	119,835	119,835

Non-Departmental Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Expenses: (Shaded and italicized entities were amended.)					
District Commission (RRPDC)					
Ridefinders	7,500	7,500	7,800	7,500	7,500
RMA – The Diamond	95,000	-	75,000	121,000	121,000
RPAC Matching Funds	500,000	500,000	500,000	500,000	500,000
RRHA – Old Manchester Debt	2,879,623	2,849,698	2,904,805	2,905,765	2,905,460
RRHA 6 th Street Marketplace	149,533	100,000	-	-	-
RRHA – Property Maintenance and Insurance	175,542	175,000	175,000	175,000	175,000
Rubicon	-	10,000	10,000	10,000	-
Senior Connections	52,455	59,985	59,985	59,985	59,985
Sister Cities	-	1,863	4,000	4,000	4,000
Slave Trail Commission Support	5,124	2,810	6,000	10,000	10,000
South Richmond Adult Day Care Services	-	10,000	10,000	10,000	10,000
Sports Opportunities & Literacy Enhancement-SOLE	-	10,000	30,000	30,000	30,000
<i>Storefront for Community Design</i>	-	-	-	25,000	-
Stormwater Management	1,865,456	-	-	-	-
Tax Relief – Elderly/Disabled	2,777,917	2,531,014	3,383,238	3,383,238	3,383,238
<i>To the Bottom & Back Match</i>	-	-	-	13,750	-
Transition Costs New Administration	110,367	41,300	-	-	-
VCU Clark-Hill Institute for Positive Youth Dev	-	-	-	17,500	17,500
VHA/RNH Subsidy	47,898	57,361	-	60,000	60,000
Virginia High Speed Rail	10,000	10,000	10,000	10,000	10,000
Virginia Supportive Housing	60,000	40,500	54,000	54,000	54,000
Virginia Treatment Center for Children	-	-	-	60,000	60,000
Vision 2020 / Comprehensive Strategy	(1,650)	-	-	-	-
<i>VJ Harris Health Clinic</i>	150,000	80,000	80,000	80,000	80,000
William Byrd Community House	26,224	20,000	20,000	20,000	20,000
Williams Mullen Econ Dev Grant (Formerly Armada Hoffler)	-	-	550,000	550,000	300,000
<i>YMCA North Richmond Teen Center</i>	20,000	20,000	20,000	25,000	20,000
Subtotal Non-Departmental	\$50,815,275	\$48,203,114	\$48,883,824	51,032,336	46,827,602

Non-Departmental Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Expenses: (Shaded and italicized entities were amended.)					
Maintain Rainy Day Unassigned General Fund Balance	-	-	-	52,389,546	52,676,000
Grand Total Non-Departmental	\$50,815,275	\$48,203,114	\$48,883,824	\$103,421,882	\$99,503,602

GENERAL FUND BUDGET SUMMARY

General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	*\$4,500,839	*\$3,930,649	\$3,438,554	\$7,483,227	\$2,752,865
Operating	*46,314,436	*44,272,465	45,445,270	95,938,655	96,750,737
Total General Fund Expenditures	*\$50,815,275	*\$48,203,114	\$48,883,824	\$103,421,882	\$99,503,602

* In FY2010 General Services was dissolved and distributed to Public Works, DIT and Non-Departmental. The actual for FY09 and FY10 include the actual for the merged divisions.

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	2012 Adopted	2013 Approved
Total General Fund Staffing	-	-	43.00	19.00	19.00

See Personnel Complement section for detailed information.

Public Safety & Judiciary

Animal Control
Fire & Emergency Services
Judiciary-Commonwealth Attorney
Judiciary- Other Courts
Juvenile & Domestic Relations Court
Police
Sheriff's Office



MISSION STATEMENT

To provide and maintain a safe and humane community for the City of Richmond residents and their pets; and to administer and ensure humane care of lost, injured, stray, abandoned, abused, neglected and unwanted animals.

DEPARTMENT OVERVIEW

The Office of Animal Care & Control provides humane care for stray, lost, injured, abandoned and neglected animals. The Office of Animal Care & Control also provides care for animals seized from participation in illegal activities. The Office of Animal Care & Control enforces animal laws, investigates animal cruelty cases, responds to service calls for injured animal, enforces licensing/rabies laws, provides housing for stray and dangerous animals, and conducts pet lost and found services and animal adoption.

BUDGET HIGHLIGHTS

City Council Action by Amendment:

This agency's budget was not amended by City Council.

Personnel:

The Office of Animal Care & Control was established as a stand alone department in 2011. The budget includes 100% funding for all filled positions and limited funding for vacant positions.

Operating:

The operating budget includes additional funding for training, security services and veterinarian services.

KEY AGENCY PRIORITIES

Short-Term Priorities

- Decrease the rate of euthanasia and increase the number of pets adopted.
- Protect the health and safety of animals and residents by implementing new policies, training procedures, and programs that leverage community resources.
- Upgrade the shelter facility and operating procedures to protect the health and well-being of shelter animals in the care of the Office of Animal Care & Control staff.
- Increase community partnerships and humane education among residents and city leaders to enhance department effectiveness.

Long-Term Priorities

- Continue to place all healthy animals and reduce the number of treatable animals euthanized in the City of Richmond.

Long-Term Priorities

- Improve the public image of the Office of Animal Care & Control and educate the Richmond community of the Office of Animal Care & Control services, resources and the importance of humane treatment of animals.
- Create and track revenue streams for the division.
- Obtain grants funding to expand services.
- Establish partnerships with nonprofit organizations and local businesses.

GENERAL FUND PROGRAM BUDGETS

Program	Services	FY 2012 Adopted	FY 2013 Approved
Animal Care & Control	Provide humane care for stray, injured, lost abandoned and unwanted animals. The Office of Animal Care & Control will enforce animal related laws, protect the safety of city residents and their companion animals and implement the adoption of healthy animals.	\$1,391,368	\$1,303,978
	Total General Fund Program	\$1,391,368	\$1,303,978

GENERAL FUND BUDGET SUMMARY

General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	-	-	-	\$982,779	\$934,336
Operating	-	-	-	408,589	369,642
Total General Fund Expenditures	-	-	-	\$1,391,368	\$1,303,978

- In FY2010 General Services was dissolved and distributed to Public Works, DIT and Non-Departmental. The actual for FY09 & FY10 include the actual for the merged divisions.

NON-GENERAL FUND BUDGET SUMMARY

Non-General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Capital Improvement Plan	\$872,000	-	-	-	-
Total Non-General Fund Expenditures	\$872,000	-	-	-	-

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	2012 Adopted	2013 Approved
Total General Fund Staffing	22.00	*-	*-	23.00	23.00

See Personnel Complement section for detailed information.

**In FY2010 Animal Care & Control was merged with the Department of Public Works. In FY2011 Animal Care & Control was moved to Non-Departmental.*

AGENCY ACCOMPLISHMENTS

- o Provided compassionate care for 4,584 animals.
- o Provided adoption for 2,930 animals.
- o Increased live release rate by four percent over last year with more than 2800 animals rehomed.
- o Transferred 1,319 animals to RSPCA for adoption.
- o Provided community outreach information and services to 6,000 city residents.
- o Sponsored or co-sponsored more than 24 off-site promotional events to city residents.
- o 3,600 volunteer hours were provided by citizens to assist in the care of animals at the Office of Animal Care & Control facility.
- o Secured community resources for the medical treatment of 100 animals.
- o Obtained convictions in high profile dog fighting investigation.

MISSION STATEMENT

The mission of the Department of Fire and Emergency Services is to provide safe and exceptional care through quality, innovative service by listening and responding to the needs of our City of Richmond family and visitors.

DEPARTMENT OVERVIEW

Richmond Fire and Emergency Services is responsible for providing a broad range of services to the citizens of Richmond through its Prevention, Suppression, Training and Administration divisions and the Office of Emergency Management. Services Include: Providing the First Responder component to the City's Emergency Medical Services (EMS) system; Providing firefighting and suppression management for all structures, open areas, equipment, vehicles and apparatus within the City of Richmond and on a cooperative basis as a regional fire suppression team; Conducting specialized water and heavy duty rescues; Managing hazardous chemical/material emergencies; Providing planning, coordination, response and recovery to natural and man-made disasters; Providing fire investigations; Conducting code enforcement inspections and issuing permits; Providing fire employee training and development; Providing fire safety education and emergency preparedness through several training programs; Providing community programs through collaborative efforts within the community.

BUDGET HIGHLIGHTS

City Council Action by Amendment:

This agency's budget was not amended by City Council.

Personnel:

The budget includes 100% funding for all filled positions and limited funding for vacant positions. Funding was reduced by \$952,000 in FY12 and \$482,000 in FY13 for 17 new fire recruits and will be supported by special fund revenue received from the Staffing for Adequate Fire and Emergency Response (SAFER) grant. One Project Management Analyst transferred to the Chief Administrative Office.

Operating:

The operating budget includes funding for software maintenance and fleet related expenses. Savings were recognized for the City's Enterprise Print Governance systems.

KEY STRATEGIC FOCUS AREA METRICS

Strategic Focus Area	Initiative(s) Action Plans	Metric Measure of Success
Community Safety and Well Being (CSWB)	Conduct Community Risk Reduction Outreach (CRRO)	Expand 5 th grade fire safety education program; Implement a Comprehensive neighborhood canvassing for smoke alarms and home safety surveys; Increase code requirements for fire protection features into buildings.
Community Safety and Well Being (CSWB)	Integrate Emergency Response Agencies into RHD Initiatives and Programs	Identify target areas and population using GIS analysis of call volume and outcome; Isolated specific disparate disease diagnosis outcomes for CRRO screening/education; Reciprocal conduit for CRRO opportunities.
Community Safety and Well Being (CSWB)	Implement Enhancements to Richmond Emergency Medical Services (EMS) System	Analyze current system demand and reconfigure existing resources and personnel to minimize or eliminate duplicate costs; Evaluate feasibility of both a "Tiered response system" and "Optimized Fire First Response" Contain Escalating Costs.
Community Safety and Well Being (CSWB)	Consolidate ECC/EOC	Coordinated EMS coverage; Elimination of transfer 911 callers; Improve priority dispatch.

KEY AGENCY PRIORITIES

Short-Term Priorities

- Replace Self Contained Breathing Apparatus (SCBA).
- Implement Standard of Cover recommendations/Initiate Accreditation Process.
- Increase civilian (Full Time Equivalents) FTE Count to address: (Information Technology) IT, (Human Resource) HR, Project Management, Community Risk Reduction Outreach (CRRO).
- Continue National Incident Management System (NIMS) Training/Development & Revision of Citywide Emergency Operations Plan (EOP).

Long-Term Priorities

- Pursue wholesale Fleet replacement.
- Pursue selected Station Replacement.
- Pursue consolidated ECC/EOC addressing 800 MHz radio, P25 interoperability and Next Generation 911 (NG911) enhancements.
- Continue Community Risk Reduction Outreach (CRRO) initiatives.

GENERAL FUND PROGRAM BUDGETS

Program	Services	FY 2012 Adopted	FY 2013 Approved
Office of the Fire Chief	Sound leadership through communication, cooperation, and regional collaboration to meet the agency's strategic plans.	\$615,774	\$625,329
Fire Administration	Leadership, fiscal accountability and administrative oversight for department personnel and programs to accomplish the agency's strategic plans.	1,750,834	1,768,845
Fire Operations	A constant state of readiness to respond and protect against injury, lost of life, and/or property damage caused by fire, medical, and emergencies when needed.	33,530,623	35,737,032
EMS Safety Unit	Enhance the health and safety of the firefighters within the department through a program of comprehensive analysis, collaborative incident briefings and the Implementation of NFPA 1500 (Occupational Safety and Health Programs), NFPA 1583 (Health Related Fitness Programs) and NFPA 1584 (Standards on Rehabilitation).	1,012,910	1,019,748
Fire Prevention	Inspect property, issue permits, enforce life safety codes, investigate fire and educate the public to reduce loss of life and property damage.	1,956,932	1,982,854
Fire Training	Establish and maintain training programs that meet mandated Federal and State certifications, develop and deliver programs that address regional training needs, ensure training is relevant and current to sustain an accurate Records Management System, and provide developmental training opportunities for firefighters and officers.	635,215	643,933
Emergency Management	Plan, prepare for, and militate against emergencies; educate the public on preparedness; coordinate and support responses to and recovery from emergencies; collect and disseminate critical information; and seek and obtain funding and other aid in support of overall preparedness.	228,991	231,400
	Total General Fund Program	\$39,731,279	\$42,009,141

GENERAL FUND BUDGET SUMMARY

General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	\$36,654,038	\$34,478,743	\$35,648,736	\$35,608,905	\$36,744,762
Operating	5,833,669	5,209,613	4,385,492	4,122,374	5,264,379
Total General Fund Expenditures	\$42,487,707	\$39,688,356	\$40,034,228	\$39,731,279	\$42,009,141

NON-GENERAL FUND BUDGET SUMMARY

Non-General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Special Fund	\$1,160,927	\$1,395,229	\$4,977,752	\$5,447,508	\$2,853,375
Capital Improvement Plan	800,000	-	950,000	900,000	800,000
Total Non-General Fund Expenditures	\$1,960,927	\$1,395,229	\$5,927,752	\$6,347,508	\$3,653,375

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	2012 Adopted	2013 Approved
Total General Fund Staffing	428.00	428.00	431.00	430.00	430.00

See Personnel Complement section for detailed information.

AGENCY ACCOMPLISHMENTS

- Regional Fire School – The Richmond Fire Department partnered with the Virginia Department of Fire Programs (VDFP) to conduct its first annual regional fire academy in the Metro Richmond area. Approximately 225 firefighters from the Commonwealth of Virginia attended multiple training sessions. This event provided excellent training for the region.
- “Big Box” Training Program- During the past few years, fire departments from the City of Richmond and the Counties of Chesterfield, Hanover and Henrico have been developing training courses that will enhance our response and mitigation of emergencies at both a local and regional level. The “Big Box” training program was geared to responses to incidents in large square foot commercial structures. Incidents at these type structures are very resource intensive and in past national history have resulted in multiple fire fatalities. Training was delivered to over 1,500 firefighters from 11 fire departments.
- The Fire Department was awarded approximately 2.5 million dollars in grant money. Listed below are some of the key grant awards:

AGENCY ACCOMPLISHMENTS

- AFG SAFER Grant - 1.9 million dollars to fund the hiring of 17 new fire fighters which will bring our staffing levels back to optimal levels.
- AFG Grant - \$250,000 on top of the 3.2 million dollars awarded in 2009 for construction of a new fire station 17.
- AFG Grant - \$166,027 for Tactical Rescue Equipment.
- AFG Prevention Grant - \$104,636 for essential computer equipment for the fire prevention division.
- State Homeland Security Grant Program - \$15,000 grant for the purchase of chemical detectors.
- *Be Fire Smart Program* – Liberty Mutual Insurance Company sponsored a two month long, nationwide contest for fire departments to win one of six \$10,000 fire safety grants. By going to the Liberty Mutual website, citizens took a ten question quiz and then could vote for their favorite fire department. Fire departments were divided by their size for purposes of the contest. Richmond garnered enough votes to win in the large division. The money is being used to purchase NFPA “Risk Watch” kits for each public and private elementary school in the city.
- Reactivation of the 4th Battalion – The fire department implemented an operational reorganization of fire companies that reactivated the 4th Battalion (eliminated in budget reduction in 1995). This action improved span of control ratios of fire stations under Battalion (district) Chiefs both administratively and operationally to provide better supervision in daily activities and greater safety on emergency scenes as well as alignment with current fire service best practices and the National Incident Management System (NIMS).
- Historic Battalion Chief Promotions - The fire department promoted 6 members to the position of Battalion Chief. This culminated in the promoting of the first females to the position of operational fire battalion chief in the history of the Richmond Fire Department.
- The Office of Emergency Management secured \$625,000 in grant funding. These funds will enhance Marine Domain Awareness through a project that addresses command and control, communications and enhanced intelligence sharing via a state-of-art mobile command unit.
- The Office of Emergency Management increased outreach efforts by speaking at civic groups, churches and other community organizations, partnering with WRIR to produce Richmond Ready, a series of monthly preparedness radio chats, and launching a Twitter account.
- The Office of Emergency Management increased individual and family preparedness efforts by offering 2 Community Emergency Response Team (CERT) Basic Training opportunities, Pet First Aid, Adult CPR/First Aid/AED and Medical Triage courses and partnering with the Hispanic Liaisons Office to present, Spanish Survivor Day

MISSION STATEMENT

The Commonwealth's Attorney's Office prosecutes all levels of criminal and traffic offenses committed in the City of Richmond, with prosecutors and staff dispersed among the Manchester, John Marshall and Oliver Hill Courthouses. Our jurisdiction includes all adult offenses, as well as those committed by and against juveniles. We prioritize investigations of violent offenders and attempt to strategically prosecute them whenever possible. Through strong collaborations with our Federal partners, VCU, and the Department of Probation and Parole, the Office utilizes a multi-agency approach to target violent predators for immediate removal from the community.

DEPARTMENT OVERVIEW

In the second term of the current administration, we are intensifying our efforts to identify viable models for alternatives to incarceration for certain non-violent offenders capable of rehabilitation. Our current focus is primarily on drug offenders, with the hope of reducing the number of newly convicted felons. Working closely with the CCJB, RBHA and DJS in particular, we are exploring various initiatives such as formal pre and post trial diversion and a mental health docket dedicated to offenders with underlying mental illness. Each of these measures could reduce the jail population and result in more community based treatment and supervision for low level offenders.

BUDGET HIGHLIGHTS

City Council Action by Amendment:

City Council amended the FY12 and FY13 expenditure budget by adding \$100,000 for salary supplement for Commonwealth Attorney's Office staff for a total of \$740,088, respectively.

Personnel:

The budget includes 100% funding for all filled positions and limited funding for vacant positions. Additional funding of \$119,797 was added in FY12 & FY13 for one attorney and one paralegal position for the Mental Health Docket initiative. The FY12 & FY13 budget also includes \$640,088 to supplement salaries for members of the office.

Operating:

The operating budget includes funding in the amount of \$131,000 in FY12 and FY13 for staff salary supplements to support the State funded Victim Witness Program. Savings were recognized for the City's Enterprise Print Governance systems.

KEY AGENCY PRIORITIES

Short-Term Priorities

- Adjust staffing to handle increased Exile caseload.
- Pursue intensive collaboration with Federal partners for HIDTA initiative.
- Formalize a Gang Practice Area.

Long-Term Priorities

- Increase use of Alternative forums like Diversion and Mental Health Docket.
- Retain middle and senior attorneys for complex cases.
- Improve ability to present cases digitally and visually in various courtrooms.

GENERAL FUND PROGRAM BUDGETS

Program	Services	FY 2012 Adopted	FY 2013 Approved
Administration	Prosecute cases relating to the following activities: all felonies, including homicides, narcotics, aggravated assaults, robberies, sexual assaults, burglaries, economic crimes, Exile gun offenses, and Gang offenses. A separate team of veteran lawyers handles matters related to juvenile and domestic violence. The office also provides sector prosecutors throughout the City in an effort to address distinct community issues. Various initiatives, described below, are undertaken at area schools.	\$5,165,578	\$5,207,462
Criminal Law Seminars	Provide lawyers to RPS High Schools to teach criminal law as a sanctioned elective. We would like to expand to an additional high school in the Fall.	1,000	1,000
Youth Court	Collaborate with the Richmond Bar Foundation to establish Youth Court as a sanctioned alternative diversionary forum for certain juvenile offenders. This effort will require considerable resources and man hours from RPS and local attorneys. The University of Richmond Law School has committed to assist us.	7,500	7,500
	Total General Fund Program	\$5,174,078	\$5,215,962

GENERAL FUND BUDGET SUMMARY

General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	\$5,099,499	\$4,720,273	\$4,704,991	\$4,939,223	\$4,981,107
Operating	247,122	227,519	242,914	234,855	234,855
Total General Fund Expenditures	\$5,346,621	\$4,947,792	\$4,947,905	\$5,174,078	\$5,215,962

NON-GENERAL FUND BUDGET SUMMARY

Non-General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Special Fund	\$619,027	\$470,419	\$543,350	\$543,611	\$547,611
Total Non-General Fund Expenditures	\$619,027	\$470,419	\$543,350	\$543,611	\$547,611

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	2012 Adopted	2013 Approved
Total General Fund Staffing	72.00	63.00	63.00	62.00	62.00

See Personnel Complement section for detailed information.

AGENCY ACCOMPLISHMENTS

- **The Office continues to handle one of the highest volumes of violent crimes and narcotics offenses, as compared to other offices throughout the State.**
- In 2010, the office concluded thirty **Homicide** cases in Circuit Court, with offense dates from 2004 through 2010. Convictions were won in 93% of the cases.
- In 2010, the Office concluded 127 **Aggravated Assault** cases in circuit court, an 11% increase from 2009. When victims and witnesses cooperated with the prosecution of a case, the office had an overall conviction rate of 87%.

AGENCY ACCOMPLISHMENTS

- There were a number of significant developments in **Narcotics** prosecution during 2010. Among them was an increase in the average sentences for drug dealers with violent criminal convictions. We have also continued our efforts to implement diversion programs for a limited group of non-felon, non-violent defendants arrested for lower-level drug dealing. The Office enjoyed a 79% conviction rate in circuit court for the prosecution of heroin or cocaine distribution cases.
- The Richmond Office of the Commonwealth's Attorney processed over 430 potential **Project Exile** gun cases with 299 cases closed in 2010. The defendant was found guilty of a criminal offense in 51% of these cases, a 5% increase in convictions from 2009.
- In 2010, the Office initiated 276 **Economic** crime cases and concluded 119. Thus 157 cases opened in 2010 are still actively pending in courts.
- Twenty Seven (27) adult, non-domestic, **Sexual Assault** cases were initiated for prosecution. 6 remain pending. 13 were resolved by some form of guilty plea. 5 were not prosecuted. Of the 9 that went to trial, 8 resulted in convictions.
- The office handled 88 **Gang** cases, resulting in 65 convictions and 26 probation violations. New felony convictions resulted in an average sentence of 55.3 months.

MISSION STATEMENT

The mission of the Judiciary is to contribute to an orderly society by providing speedy and equitable justice to individuals charged with offenses against State and City laws, and by encouraging respect for law and the administration of justice.

DEPARTMENT OVERVIEW

The Judiciary City courts aim is to assure that disputes are resolved justly, promptly, and economically through a court system unified in its structures and administration in accordance with federal, state, and local laws within the jurisdiction of the Special Magistrate's Office, the Circuit Courts, Criminal and General District Courts, Traffic Courts, Civil Courts, and Adult Treatment Drug Courts.

BUDGET HIGHLIGHTS

City Council Action by Amendment:

This agency's budget was not amended by City Council.

Personnel:

The budget includes 100% funding for all filled positions. An additional \$52,807 was added in FY12 and FY13 to the Circuit Court's budget for one Law Clerk.

Operating:

The operating budget includes additional funding for special legal services for Manchester Courthouse and the recognition of the City's Enterprise Print Governance savings.

KEY AGENCY PRIORITIES

Richmond Magistrate Office

- 13th Judicial District will persist to serve as a communication center and hub serving specific magistrates office through the use of Video Conferencing Technology.
- 13th Judicial District will continue to perform magisterial services to off site locations using advance technology as well as staffing, deployment of magistrates and training.

Richmond Circuit Court

- The Circuit Court Clerk will continue to utilize and expand the file-less case system inaugurated in January 2011 to include off-site secure access for members of the bar.
- The Circuit Court will further enhance its service to the judges of the court by expanding the number of law clerks to four.

Richmond General District Court/Manchester

- This division of the General District Court will continue to strive and empower their staff in collecting fines and fees, and hopefully this move will increase and fill the city coffers.

KEY AGENCY PRIORITIES

Richmond Traffic Court

- General District Court will resume to focus on offering the best of public services and to accomplish this without the benefit of our full complement of regular judges.

Richmond Civil Court

- The General District Court – Civil Division will continue to provide customer service training to it court personnel.
- Legislation was passed increasing the jurisdiction from \$15,000 to \$25,000 in General District court which will make it more cost efficient for users of the court. Civil Court will focus on ways to accommodate the extra case load in a more valuable and well-organized manner.

Richmond Adult Treatment Drug Court

- The Richmond City Adult Drug Treatment Court reduces drug use and drug related crime by providing a comprehensive program of substance abuse services, intensive probation supervision, and judicial monitoring for non-violent addicted defendants.
- There are many factors highlighting the need for these services in Richmond: high incidence of addiction; high demand on publicly-funded treatment services; and inadequate funding to purchase needed services from the existing community organizations.

GENERAL FUND PROGRAM BUDGETS

Program	Services	FY 2012 Adopted	FY 2013 Approved
Special Magistrate	Special Magistrate's Office issues warrants, subpoenas, and summonses in all criminal cases and issues bonds for persons charged with felonies and misdemeanors.	\$43,335	\$43,335
Circuit Courts	The Clerk of the Circuit Court ensures that all filings, recordings, practices and procedures of the Court are processed and maintained as prescribed by law. The Clerk is responsible for maintaining and reporting accurate and reliable information to judges, jurors, witnesses, lawyers, and law enforcement agencies, as well as to the public.	3,515,508	3,555,765
Criminal Courts	The Richmond General District Court endeavors to provide the best customer service to the citizens of Richmond, as well as the numerous agencies that utilize our court records. Additionally, we strive to collect all the monies due to the City of Richmond that are garnered from convictions in our court, and disburse them to the City in a timely manner.	16,094	15,639
Manchester Court	The Richmond General District Court is to provide security and justice to all the citizens of the Commonwealth of Virginia. Our service is for the public safety as well as equal justice for all the citizens.	58,400	58,400

Program	Services	FY 2012 Adopted	FY 2013 Approved
Traffic Court	The Richmond General District Court is responsible for the trial of misdemeanors, infractions, and preliminary hearings for felonies in violation of the Richmond City Code and the Code of Virginia, Parking Regulations of the City of Richmond and college campuses therein. The court hears and grants petitions granting restricted driving privileges and restoration of driving privileges in applicable cases.	52,248	52,248
Civil Court	The Richmond General District Court are responsible for criminal cases and matters, traffic violations, matters of contract, tort, garnishment, landlord-tenant issues, and other matters within the jurisdiction of these courts.	\$67,576	\$67,576
Adult Drug Court	The Richmond Adult Drug Court is an intensive, three-phased approach to substance abuse treatment that uses a team approach to providing supervision and intense monitoring of treatment services to defendants of the Circuit and General District Courts.	478,039	481,754
	Total General Fund Program	\$4,231,200	\$4,274,717

GENERAL FUND BUDGET SUMMARY

General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	\$3,477,721	\$3,450,821	\$3,493,572	\$3,524,863	\$3,568,835
Operating	556,602	577,816	742,704	705,145	704,690
Total General Fund Expenditures	\$4,034,323	\$4,028,637	\$4,236,276	\$4,231,200	\$4,274,717

NON-GENERAL FUND BUDGET SUMMARY

Non-General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Special Fund	\$667,588	\$579,204	\$1,189,000	\$1,395,616	\$935,308
Capital Improvement Plan	300,000	-	-	250,000	250,000
Total Non-General Fund Expenditures	\$967,588	\$579,204	\$1,189,000	\$1,645,616	\$1,185,308

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	2012 Adopted	2013 Approved
Total General Fund Staffing	61.50	60.50	60.50	60.50	60.50

See Personnel Complement section for detailed information.

AGENCY ACCOMPLISHMENTS

Richmond Magistrate Office

- 13th Judicial District's strategic plan used a simplified strategy for its service structure that consists of recruiting dynamic personnel in FY2010 who possess the knowledge, skills and fairness to perform their duties in a judicial manner.
- Chief Magistrate has partnered with other city government agencies to ensure that communication and understanding is always running effectively and efficiently.

Richmond Circuit Court

- The Circuit Court Clerk initiated a file less system whereby all new cases are scanned once received in the Clerk's Office. The files are viewed from pc's in the Clerk's Office as well as in the courtroom..
- The Circuit Court Clerk remitted revenue in the sum of \$3,895,659.39 to the City of Richmond in 2010 generated from Clerk's fees collected
- The Circuit Court Clerk's Office received and processed:
 - 8584 commenced criminal cases and 8467 concluded criminal cases
 - 5015 commenced civil cases and 4992 concluded civil cases
 - 899 wills/estates
 - 24599 judgments/admin. liens/notices
 - 24061 deed recordings
 - 125 financing statements
 - 1206 fictitious name recordings
 - 1703 marriage licenses
 - 960 notary qualifications
 - 685 Concealed Handgun Permits

Richmond General District Court/Manchester

- This particular court has continually strived to collect fines and fees for criminal, traffic and toll tickets whiling promoting public safety for the citizens of this city.

Richmond Traffic Court

- With a small staff and one clerk and twelve deputies, the Richmond General District Traffic Court processed approximately 55,000 cases in FY2010.
- Provided excellent customer service to citizens and user agencies and remitted \$1,357,513 to the City of Richmond in fines and fees.

Richmond Civil Court

- Provide continuous training in customer service skills ensuring service that is offered to the citizens of Richmond is in accordance the General District Court policies and procedures.
- Modification plans to the front counter making it ADA compliant for a more efficient service and presentation to customers who are seeking Court assistance.

AGENCY ACCOMPLISHMENTS

Richmond Adult Treatment Drug Court

- The Richmond City Adult Drug Treatment Court aims to strengthen, enhance and expand the array of treatment, supervision and recovery support services to promote sustained recovery and self-sufficiency among the offenders seeking recovery from substance use disorders and substance use with co-occurring mental health disorders. This will include comprehensive psychiatric services, clinical supervision, counseling, and medication management to meet the unique needs of all participants. The enhancement of services was made available through grant funds from Bureau of Justice Assistance and Substance Abuse and Mental Health Services Administration.
- The Richmond Adult Drug Treatment Court's operations are essential to the City's crime reduction policies. The program promotes abstinence, and helps offenders develop a lifestyle free of criminal behavior.

MISSION STATEMENT

The mission of the Juvenile Domestic and Relations District Court (JDRC) is to provide an independent forum to: (1) resolve juvenile and domestic relations disputes and other legal matters in a fair, efficient, and effective manner, and (2) protect the rights of all parties before the Court pursuant to the laws of Virginia, Constitution of Virginia, and the United States. The Court will advance the best interests of youth and families, and serve and protect the citizens of the Commonwealth of Virginia, by holding individuals accountable for their actions.

The mission of the 13th Judicial District Court Services Unit (CSU) is to protect the public through a balanced approach of accountability and comprehensive services that prevent and reduce delinquency through partnerships with families, schools, communities, law enforcement, and others, while providing opportunities for delinquent youth to become responsible and productive citizens.

DEPARTMENT OVERVIEW

The JDRC handles cases involving: delinquents, juveniles accused of traffic violations, children in need of services and supervision, children who have been subjected to abuse or neglect, family or household members who have been subjected to abuse, adults accused of child abuse, neglect, or of offenses against members of their own family, and adults involved in disputes concerning the support, visitation, parentage or custody of a child. Additionally, the Court also handles cases involving the abandonment of children, foster care and entrustment agreements, court-ordered rehabilitation service and court consent for medical treatment.

BUDGET HIGHLIGHTS

City Council Action by Amendment:

This agency's budget was not amended by City Council.

Personnel:

The budget includes 100% funding for all filled positions.

Operating:

The operating budget includes additional funding for utilities and fuel. Additionally, funding for fleet operating expenses was reduced in FY12 and FY13.

The proposed budget maintains \$60,000, which was added in FY2011, for rent related expenses for the Court Services Unit located at Southside Plaza. Additionally, funding for a projected 1.74% and a 1.76% rent increase was added in the FY12 and FY13 proposed budgets respectively.

KEY AGENCY PRIORITIES

Short-Term Priorities

- Develop a continuity of operations plan (COOP) for court-related functions.
- Implement evidence-based, cognitive-behavioral programming within primary programs for youth used by the CSU.
- Undertake necessary facility enhancements, upgrades, and repairs, especially those that support enhanced courthouse security.
- Evaluate and enhance the juvenile arraignment process.
- Develop and deliver a training session for substitute judges.

Long-Term Priorities

- Continue to strive for efficient and effective court administration and operations.
- Increase accessibility to the Court, timeliness, fairness, and customer service.
- Achieve effective outcomes.
- Collaborate with partners.

GENERAL FUND PROGRAM BUDGETS

Program	Services	FY 2012 Adopted	FY 2013 Approved
Court Functions	Hear and adjudicate all matters before the Court.	\$163,770	\$163,770
Probation Services (CSU)	Provide intake and juvenile probation & parole.	216,359	213,621
Dispute Resolution/ Mediation	Conduct mediation sessions in all custody, visitation, and support matters and provide other specialized mediation services as requested (truancy, child dependency, etc.).	95,064	95,807
	Total General Fund Program	\$475,193	\$473,198

GENERAL FUND BUDGET SUMMARY

General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	\$134,155	\$141,569	\$143,289	\$140,640	\$142,126
Operating	271,845	234,171	329,210	334,553	331,072
Total General Fund Expenditures	\$406,000	\$375,740	\$472,499	\$475,193	\$473,198

NON-GENERAL FUND BUDGET SUMMARY

Non-General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Capital Improvement Plan	\$400,000	\$150,000	-	-	-
Total Non-General Fund Expenditures	\$400,000	\$150,000	-	-	-

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	2012 Adopted	2013 Approved
Total General Fund Staffing	2.00	2.00	2.00	2.00	2.00

See Personnel Complement section for detailed information.

AGENCY ACCOMPLISHMENTS

- The Court is current on the expungement of all records as required by law (*Code of Virginia* § 16.1-306). A dedicated domestic violence review docket (adult criminal) was implemented in 2010. The juvenile drug treatment court, in place since 1999, continues to function in partnership with numerous state and local agencies. On a weekly basis during the academic year, the Court welcomes students from area schools and provides them with an opportunity to speak to a judge(s) and probation officer(s).
- In calendar year 2010, 17,216 new cases were filed in the JDRC, and 41,021 hearings were held; caseload composition was 45% juvenile and 55% adult.
- As of November 2010, 719 youth were on the CSU caseload for supervision as follows: diversion/case management/investigation = 300; probation = 285; and parole = 134.

MISSION STATEMENT

The mission of the Police Department is to recognize that citizen involvement is the cornerstone of community policing. We dedicate ourselves to becoming part of the community by way of improved communication and access, mutual setting of goals and priorities, and a shared commitment to the crime prevention responsibility. We recognize and value the diverse and unique contributions made by both citizens and employees alike to the common goal of excellence in public safety.

DEPARTMENT OVERVIEW

The Richmond Police Department is dedicated to its mission of reducing and preventing crime and criminal victimization. The department is committed to maintaining a timely response to emergency calls for service; maintaining a clearance rate for burglaries and all violent crimes that exceeds the national average and enhances the sense of safety and security in public spaces while insisting that offenders account for their crimes.

BUDGET HIGHLIGHTS

City Council Action by Amendment:

This agency's budget was not amended by City Council.

Personnel:

The budget includes 100% funding for all filled positions and sworn vacancies. Limited funding has been provided for civilian vacant positions. The Richmond Police Department has transferred 22 FTE's from the Division of Emergency Communications Special Fund to the Police Department General Fund. Additionally, the Police Department has civilianized 6 sworn positions and reorganized the department into 3 Bureaus headed by Deputy Chiefs. In addition 9 FTE's from the Truancy Organization have been transitioned to the Department of Justice Services.

Operating:

The operating budget includes additional funding for the Division of Emergency Communications, monthly vehicle replacement and fuel. Additional funding for Violence Free Zone at Armstrong High School.

KEY STRATEGIC FOCUS AREA METRICS

Strategic Focus Area	Initiative(s) Action Plans	Metric Measure of Success
Community Safety and Well Being	Violence Free Zone-George Wythe High School and Armstrong High School	Maintain VFZ program at George Wythe High School. Implementation of VFZ at Armstrong High School.

Strategic Focus Area	Initiative(s) Action Plans	Metric Measure of Success
Community Safety and Well Being	Perform Drug Eradication Initiatives	Identify areas of high violence driven by drug activity.
Community Safety and Well Being	Replace Mobile Data Radio Network Protocol for Police Department	Transition to new Mobile Data Radio Network Protocol.

KEY AGENCY PRIORITIES -

Short-Term Priorities

- Engage in Eastview Initiative.
- Maintain and expand the Violence Free Zone Initiative.
- Create a Downtown 5th Precinct.
Expand Police Homeless Unit.

Long-Term Priorities

- Develop Emergency Response Infrastructure.

GENERAL FUND PROGRAM BUDGETS

Program	Services	FY 2012 Adopted	FY 2013 Approved
Administration Services	Executive leadership and management support for key support functions of the Department. Human Resources, Policy, Financial Management Services, planning, research, and technical support are provided so that the Department has sound and legally defensible policies and procedures. Administration Services also maintains the Department's law enforcement accredited status.	\$16,449,669	\$17,169,511
Office of Professional Integrity	Ensure all employees maintain the highest degree of both professional and personal conduct and integrity toward citizens and department members in performing their duties and responsibilities.	4,120,495	4,042,014
Office of the Chief of Police	Leadership to Police Department personnel, inspections of personnel and facilities and provide customer service to the community and the media. It is our goal to maintain safe and healthy communities through partnerships with the citizens, local businesses, other governmental agencies, and the youth within our City by using a community based approach.	1,634,418	1,688,356

Program	Services	FY 2012 Adopted	FY 2013 Approved
Support Services	Investigative follow-up of reported major crimes and other selected offenses committed in the City of Richmond so that the citizens of and visitors to the City feel reasonably secure in their homes and neighborhoods. In addition, Support Services conducts investigations into acts of prostitution, narcotics trafficking, gang activity, and other vice offenses on behalf of the citizens, as well as the Special Events section which includes the Mounted, Traffic and K-9 units.	16,716,152	17,238,280
Areas I	24-hour police coverage, response to citizens' calls for service, investigation of property crimes, enforcement of the laws, and maintaining safe, healthy and secure communities in which we live. Officers in these areas also enhance partnerships with both businesses and citizens and foster a relationship with the youth throughout the City. Area I includes the First and Second Precincts, encompassing the south and eastern areas of the City.	21,018,575	21,269,977
Areas II	24-hour police coverage, response to citizens' calls for service, investigation of property crimes, enforcement of the laws, and maintaining safe, healthy and secure communities in which we live. Officers in these areas also enhance partnerships with both businesses and citizens and foster a relationship with the youth throughout the City. Area II consists of the Third and Fourth Precincts, encompassing the north and western areas of the City.	19,898,703	20,336,494
Division of Emergency Communications	Timely, accurate, competent, and courteous services to the Citizens of Richmond who are in need of emergency assistance and other services, as well as to provide Communications Services to the Richmond Fire Department, Police Department, the Richmond Ambulance Authority, the Department of Public Works, and other Governmental agencies in a manner that assists those entities in carrying out their public safety duties and responsibilities.	3,005,529	2,772,315
	Total General Fund Program	\$82,843,541	\$84,516,947

GENERAL FUND BUDGET SUMMARY

General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	\$71,900,117	\$69,602,265	\$72,485,186	\$73,918,838	\$75,605,796
Operating	11,280,482	9,780,584	7,568,255	8,924,703	8,911,151
Total General Fund Expenditures	\$83,180,599	\$79,382,849	\$80,053,441	\$82,843,541	\$84,516,947

NON-GENERAL FUND BUDGET SUMMARY

Non-General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Special Fund	\$7,766,475	\$9,800,572	\$14,568,756	\$10,011,400	\$9,946,000
Capital Improvement Plan	-	-	-	500,000	1,000,000
Total Non-General Fund Expenditures	\$7,766,475	\$9,800,572	\$14,568,756	\$10,511,400	\$10,946,000

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	2012 Adopted	2013 Approved
Total General Fund Staffing	931.50	915.50	914.50	*927.50	*927.50

See Personnel Complement section for detailed information.

**22 FTE's transferred to General Fund from the Division of Emergency Communications. 9 FTE's for Truancy transitioned to the Department of Justice Services.*

AGENCY ACCOMPLISHMENTS

- The City of Richmond had the fewest number of violent crimes since the department started keeping detailed records 40 years ago. Violent crimes dropped by 9 percent in 2010 compared to the year before while major crimes overall were down 1 percent.
- The Department was recognized by not one, but two, of the most prestigious police-accrediting agencies – one national, one international, joining the elite 10% of law enforcement agencies nationwide.
- Became a 2010 National Night Out recipient – ranked #9 in Category 2 (100,000-299,000 population).

MISSION STATEMENT

The Richmond City Sheriff's Office strives to maintain a secure and safe jail facility and courtroom environment by deploying highly trained professionals to perform these sworn duties. With unwavering integrity and care, we preserve the human dignity of those in our system; and resolve to uphold the laws of our city and state when carrying out our public safety role.

DEPARTMENT OVERVIEW

The Richmond City Sheriff's Office operates and secures the Richmond City Jail and all courthouses in the City. The Office maintains compliance with state and local laws and ordinances through accreditation with the Virginia Law Enforcement Professional Standards Commission.

BUDGET HIGHLIGHTS

City Council Action by Amendment:

This agency's budget was not amended by City Council.

Personnel:

The budget includes 100% funding for all filled positions and limited funding for vacant positions. Additional funding for 7FTE's to expand the Home Electronic Monitoring Program.

Operating:

The operating budget includes a reduction of funding for medical services and additional funding for fuel, electric and water services.

KEY STRATEGIC FOCUS AREA METRICS

Strategic Focus Area	Initiative(s) Action Plans	Metric Measure of Success
Community Safety and Well Being	Home Electronic Monitoring	Expand HEM program.

KEY AGENCY PRIORITIES

Short-Term Priorities

- Staff key internal and external committees and teams working on the jail construction and alternative program initiatives.
- Continue the organization's practice of fiscal sound policies to end the year within current budget allocation.

Long-Term Priorities

- HEI program which is a part of the City's Alternative to Incarceration initiative.
- Prepare and lead organization through operational and organizational changes necessary for success in operating a new jail facility.
- Collaborate with City and State leaders on the fundamental changes necessary in public safety and the criminal justice system to reduce the numbers of incarcerated persons and identify, and implement successful recidivism strategies.

GENERAL FUND PROGRAM BUDGETS

Program	Services	FY 2012 Adopted	FY 2013 Approved
Jail Administration	The goals of the Sheriff's Organization are to provide executive leadership in policy development and execution that fosters and promotes efficiency, excellence, safety and security in the Jail and Courts.	\$2,976,252	\$3,003,178
Court Administration	The goals of the Court Administration Program are to provide quality service, leadership, and policy development that supports the Code of Virginia and City Ordinances as it pertains to providing security to all Circuit, District and General Courts in Richmond to ensure the legal and timely service of civil processes.	4,583,829	4,652,858
Jail Operations	The goals of the Jail Operations Program are to carry out the policies and procedures that ensure the proper care of those in custody, and focuses on the safety and security of all who enter, and work in the Jail.	3,301,558	3,347,036
Jail Human Services	The goal of Human Resources is to promote the organization's emphasis on employee development, retention and commitment to excellence in hiring, training, and promotions.	20,267,510	20,515,918
	Total General Fund Program	\$31,129,149	\$31,518,990

GENERAL FUND BUDGET SUMMARY

General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	\$24,555,398	\$23,866,645	\$24,590,853	\$24,874,846	\$25,259,291
Operating	6,057,027	5,626,392	6,539,506	6,254,303	6,259,699
Total General Fund Expenditures	\$30,612,425	\$29,493,037	\$31,130,359	\$31,129,149	\$31,518,990

NON-GENERAL FUND BUDGET SUMMARY

Non-General Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Special Fund	\$410,000	\$34,243	\$1,409,500	\$945,265	\$430,265
Capital Improvement Plan	890,000	2,250,000	8,250,000	29,250,000	46,000,000
Total Non-General Fund Expenditures	\$1,300,000	\$2,284,243	\$9,659,500	\$30,195,265	\$46,430,265

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	2012 Adopted	2013 Approved
Total General Fund Staffing	466.00	466.00	466.00	*473.00	*473.00

See Personnel Complement section for detailed information.

*7FTE's to expand the Home Electronic Monitoring Program

AGENCY ACCOMPLISHMENTS

- Initiated and received a comprehensive Jail and Criminal Justice System study and report from the National Institute of Corrections (NIC).
- Increased the number of video conference arraignments which provided a substantial reduction in the number of jail transports to the courts.
- Received more than three quarters of a million dollars in combined federal grant funds to initiate Jail Re-entry programs.
- Assisted more than two hundred children of jail residents with back-to-school supplies and clothing.

CAPITAL IMPROVEMENT PROGRAM

BACKGROUND

The City continues to emphasize the importance of addressing its infrastructure needs while also investing in economic development projects and improvements that will make a return on investment to the City's coffers. The City uses the Capital Improvement Program (CIP) to strategically invest in and develop capital projects. A project that is included in the City's capital budget is broadly defined as requiring the expenditure of public funds, for the purchase, construction, enhancement or replacement of physical infrastructure/assets.

To be included in the CIP, the project should cost more than \$25,000 and must have an expected useful life greater than the life-span of any debt used to fund the project. Projects include construction and major renovations of buildings; economic development activities; acquisition of property; repairs and improvements to roadways, bikeways, and sidewalks; and the efficient operation of the water, sewage and gas systems. Other costs associated with the capital budget include, but are not limited to, architectural and engineering fees and site development.

The City, in line with the practices of a well-managed government and city charter requirements, uses a long range planning process to develop a five-year CIP. Each capital project included in the five-year program has been recommended (and approved upon adoption) for additional or new funding in the first fiscal year of the plan and/or included as a planned project in the subsequent four fiscal years. Because of the multi-year nature of the CIP, it is a "living" document that outlines a project's past and future. For example, as a project is developed, the amount and timing of expenditures may allow budget appropriations to be moved out in the CIP or require that the appropriations be accelerated and the budget size increased or decreased. Therefore, each year, detailed analysis is conducted to ensure that the appropriate levels of spending and types of spending by project are understood and captured in the CIP.

GUIDING PRINCIPLES

For the CIP included in this budget, the City employed the fundamentals of outcome based budgeting in evaluating and recommending projects and funding. These basic principles include:

- Begin the process with departments closing and/or updating prior year capital projects and identifying new capital or funding needs;
- Identification and development of other capital needs based on citizen, legislative, and administration priorities and regional issues;
- Recommend a CIP that completes existing projects and appropriately funds new projects or costs within available funding levels;
- Implementation of fiscal processes to require that pay-as-you go revenues or other bond facilities are budgeted in a manner that maximizes their use first;
- Assure management of assets in keeping with best practices while preserving the existing tax base; and
- Position the City for the future through good financial stewardship and by outlining a realistic CIP plan within existing resources.

To guide the CIP decision-making process, projects, both new and existing, were evaluated on the degree to which they meet the following objectives or criteria:

- Address health concerns, safety or emergency needs;
- Ensure basic infrastructure is maintained and improved so that the useful life is maximized;
- Meet a legal or contractual obligation or federal or state mandate;
- Leverage outside funding including federal, state, regional or private funding;
- Result in unacceptable outcomes if the project is deferred;
- Enjoy broad community support; and
- Support the priority initiatives included in one or more of the City's seven focus areas.

SUMMARY OF CIP FUNDING AND MAJOR CIP PROJECTS

The Adopted General Fund CIP totals \$318.5 million in new budget appropriations during the five years. Of that amount, \$105.3 million is included in fiscal year 2012 and another \$95.3 million is planned for fiscal year 2013.

The major CIP projects driving this historic funding level are five (5) projects that are consuming sixty-two (64%) of the total appropriations in the first two years of the CIP – the new Justice Center and the four new schools. These five projects will be in design and construction during the next three years (2012-2014); therefore they are driving both the CIP budget appropriations and issuance of general obligation bonds. For the entire five year period, these five project consume fifty-eight (58%) of the planned general fund CIP.

The other major CIP project areas adopted and planned over the next five years, from a funding perspective, are transportation infrastructure with \$36.6 million and buildings and central systems funded with an additional \$22.4 million. Culture and Recreation projects, which consist primarily of parks and libraries, are another \$21.1 million.

DEBT MANAGEMENT POLICIES

A key component of the CIP is the availability of general obligation debt capacity to finance CIP projects. The focus of the fiscal year 2010 budget was on improving the City's well-managed government practices. One of the identified areas was a review of the City's debt management policies, last updated in 1991. These policies and guidelines establish parameters for the planning, issuance, and management of debt. The following summarizes the policies:

- The amount of general fund supported debt service will not exceed ten percent (10%) of the total general fund budget.
- Per capita general fund supported debt will not exceed seven percent (7%) of per capita income.
- The City will not incur general obligation debt in excess of seven and one-half percent (7.5%) of its total taxable real estate value.

- The City will issue general fund supported debt with an average life that is consistent with the useful life of the project with a maximum maturity of 30 years.

As part of the debt management policy review, a number of changes have been incorporated into the CIP's debt management strategy. These strategies are in keeping with other well-managed governments within the Commonwealth; particularly those rated Triple A by the three rating agencies. First, the City's undesignated fund balance will be incorporated into the calculation of the ten percent debt capacity. Other localities use a broader budget definition – general government – to calculate their debt capacity not just their general fund. In addition, at least one Triple A Virginia locality uses the ten percent (10%) as a planning cap with an absolute ceiling of eleven percent (11%).

Next, the current 7.5% total taxable real estate value measure will be reduced to five percent while the 7 percent of per capita remains unchanged.

Lastly, the City will utilize a combination of 30-year, 25-year and 20-year general obligation bonds to finance its CIP. Again the review found that it is not uncommon for Triple A rated localities to issue bonds of different lengths with the deciding factor being the useful life of the building infrastructure.

The proposed debt utilized in funding the FY 2012 – FY 2016 Capital Improvement Program is within each of the limitations described above.

FUNDING THE CAPITAL IMPROVEMENT PROGRAM

Bonds (Debt) – The City's debt is defined by the sources of repayment: general fund supported debt service and non-general fund supported debt. General fund supported debt is pledged to be repaid from tax revenue and are referred to as general obligation or G.O. bonds. Non-general fund debt, which is typically issued for utilities projects, is intended to be repaid from revenue derived from other sources, such as fees or user charges.

Prior Appropriations – These dollars represent debt appropriations formerly allocated to other Capital Projects that have either been (1) completed under budget, or (2) discontinued.

Transfer from General Fund – Direct cash contribution to the CIP from the General Fund.

Richmond Redevelopment & Housing Authority (RRHA) Contribution – Direct cash contribution to the CIP from RRHA for economic and community development related projects.

Reserve for Permanent Public Improvements (RPPI) – This source is a reserve that results from the transfer of funds from the General Fund, sales of capital assets, and other governmental capital grants, that may only be used as funding for the Capital Projects Fund.

State Urban Funds – Funds provided by the Commonwealth for the construction and maintenance of streets and highways including paving, bridge maintenance, etc. Projects supported by these funds are managed by the locality. These funds are administered through the State's Urban Construction Initiative.

Federal Urban Funds – Funds provided by the Federal Government on a reimbursement basis, distributed by the state, for the construction and maintenance of streets and highways. These funds are administered through the State's Urban Construction Initiative.

Regional Surface Transportation Funds (RSTP) – Federal funds allocated on a competitive basis by the Commonwealth through the Metropolitan Planning Organization for major construction projects. Distribution is based on reimbursement for expenditures incurred.

Congestion Mitigation and Air Quality Improvement Program (CMAQ) – Federal grant program for transportation projects with an aim to improve air quality passed through the State to the municipality via a statutory formula based on population and air quality classification as designated by the EPA. These funds are budgeted to specific projects through the federally-mandated regional metropolitan planning organization or MPO.

Tea-21 Safety Projects – Transportation Equity Act for the 21st Century. Federal funds under this program are designated for surface transportation projects with an emphasis on measures to improve safety and the environment. Funding is passed through the Virginia Department of Transportation to the City.

VDOT Revenue Sharing Funds – State revenue used to match locality funds for improvement, construction, or reconstruction of highway systems within a county, city or town, including the primary, secondary and urban systems of highways. These funds are intended to provide funding for relatively small, immediately needed improvements or supplement funding for larger projects and should ideally be used in the same fiscal year they are received. The required City's match to these funds is 50 percent.

Stormwater Revenue – Revenue derived by stormwater fees allocated as a direct cash contribution to the non-general fund CIP for utility related projects.

Other – These dollars represent other sources of cash contributions to the CIP such as grants, donations, other state or federal aid, and other funding reprogramming.

PROJECT CATEGORY DESCRIPTIONS

General Fund Supported Projects:

Education – Enhance the educational infrastructure of the City to improve instructional service delivery. These projects are most likely to be school related activities, but can be any educational capital-type project. This area would include construction projects to improve, replace, and/or build new elementary, middle, and high school facilities. Related funds for acquisition of property and designs are also included.

Transportation – Improve the City's roadway infrastructure system and satisfy the Commonwealth of Virginia's mandate regarding the Urban Roadways Program. This would encompass improvements to primary and secondary vehicular passageways, bridges, sidewalks, street lighting, signalizations, safety, and other street and/or highway related projects.

Economic & Community Development – Improve the City's infrastructure systems, encourage the City's continued economic vitality, and preserve and enhance the City's taxable real estate base. These projects may provide funds for public infrastructure improvements designed to enhance and support private sector investments in a variety of neighborhood and commercial areas of the City.

Culture & Recreation – Enhance the City's recreational and cultural facilities, including libraries, that provide opportunities for improved quality of life, cultural enrichment and promote tourism. These projects often have ties to other CIP projects by improving access to cultural and recreational opportunities for residents and visitors.

Public Safety – Enhance the City’s public safety related infrastructure by providing adequate maintenance and construction of new and updated facilities.

City Facility Maintenance & Improvements – Improve the City’s public buildings infrastructure by providing adequate maintenance and construction of new and updated facilities.

City Equipment & Other – Usually, activities of this category are special in nature and do not fall within the other defined categories of the CIP Budget.

Non-General Fund (Utility) Supported Projects:

Gas Utility – Improve the City’s gas infrastructure system and perpetuate the City’s economic vitality.

Water Utility – Improve the City’s water infrastructure and perpetuate the City’s economic vitality.

Wastewater Utility – Improve the City’s wastewater infrastructure system, including the operation and maintenance of collection sewers, pump stations, and sewer force mains.

Stormwater Utility – Improve the City’s stormwater infrastructure system, including miscellaneous drainage improvements, system repairs and rehabilitation, system cleaning and drainage studies in neighborhoods citywide.

Stores Division – Support the City’s stores division which, in turn, supports city utility entities and general operations.

PROJECT INFORMATION

Capital Improvement Program Funding Sources – Lists the sources of revenue the City uses to fund capital projects.

Capital Improvement Program Uses of Funds – Lists the projects adopted in the first year of the five-year plan.

Capital Improvement Program Five-Year Program Summary – A summary of the five-year plan including all projects planned and/or approved in the adopted year and the four planned years.

Project Detail by Project Category – Projects shown on the five-year plan are listed individually with a description, history and key milestones, and a detailed financial breakdown,

Project Title – Provides a descriptive name for the project.

Category – Identifies the category in which the project is grouped.

Focus Area – Identifies which focus area(s) the project supports. The following acronyms/abbreviations are utilized for each respective Focus Area: Unique, Healthy and Inclusive Communities and Neighborhoods (UHICN); Economic Growth (EG); Community Safety and Well-Being (CSWB); Transportation (Trans.); Education and Workforce Development (EWD); Sustainability and the Natural Environment (SNE); and Well-Managed Government (WMG).

Location – Identifies the physical location of the project by council district. For generalized projects impacting all council districts the location is identified as “Citywide”.

Est. Completion Date – The date by which the project is expected to be completed.

Department – Identifies the City department that functions as the key liaison for the project.

Department Priority – Identifies the departmental priority level for the project as compared to the department’s other capital improvement program projects. This detail is primarily utilized during the budget deliberation and recommendation process to ensure alignment of key administrative and departmental priorities with capacity to fund projects.

Fund – Identifies the fund supporting the project, such as the general fund or the water utility fund.

Project (#) Number – Identifies the financial account the City uses to track project expenditures.

Description & Scope – Provides a brief and informative description of the project.

Purpose – Provides a brief and informative description of the purpose the project serves.

History & Key Milestones – Provides a brief and informative overview of the project’s history and key milestones that will be used to measure the progress of the project.

Financial Summary – The financial summary provides detailed information on the amounts appropriated for the project. This section includes the following:

- **FY 2012 Adopted** – Indicates the proposed amounts for the project. Amounts listed in FY 2013 – FY 2014 are planned amounts for the project in the upcoming years.
- **FY 2011 Adopted** – Indicates amounts which were approved for the project when the budget was authorized in the previous fiscal year.
- **Operating Budget Impact** – Indicates an on-going operating budget expense once the project is complete. These expenses will not be paid from the capital budget.
- **Prior Year Funding** – Indicates the dollars previously contributed to this project through previous budget appropriations.
- **Prior Year Available** – Indicates the portion of funding remaining from the prior year funding as of DATE.
- **Remaining Need** – Indicates the additional amount of capital funding needed to complete the project beyond the prior year funding, and the sum of the five-year proposed funding.
- **FY 2012 Budget Distribution** – Amounts indicated are a projection of how funds will be spent in the first year of funding.
- **TBD: A “To be Determined” (TBD)** is a placeholder and used for projects that have been identified as priorities based on the City’s guiding principles and project areas. Costs for these projects will be determined at a later time. These TBD costs may be located in either the first year of the FY 2012 budget year or in the out-years of the five-year CIP.

OPERATING IMPACT OF MAJOR CIP PROJECTS

The imminent impact of a capital improvement program project on the operating budget is a key factor in considering the inclusion of a project in the five-year plan. The operating costs of a project, and any savings resulting from the project, are captured in the Operating Budget. The City carefully considers all potential operating impacts before including a project in the five-year plan. These considerations are also included in the City’s five-year forecast.

FY 2012 - FY 2016 Capital Improvement Program Funding Sources: All Funds Summary

All Funds Sources of Funds	Adopted FY 2012	Planned				TOTAL
		FY2013	FY2014	FY2015	FY 2016	
Bonds	151,083,109	158,702,238	125,930,140	80,811,721	68,500,040	585,027,248
Short-Term Debt	-	5,000,000	5,000,000	5,000,000	5,000,000	20,000,000
Pay-as-you-go Sources	37,513,540	37,281,780	42,543,580	31,123,660	31,304,440	179,767,000
Other	7,796,270	4,304,680	4,785,280	2,951,880	2,474,520	22,312,630
Total: All Funds	196,292,919	205,288,698	178,259,000	119,887,261	107,279,000	807,106,878

FY 2012 - FY 2016 Capital Improvement Program Funding Sources: Summary by Fund

General Fund Sources of Funds	Adopted FY 2012	Planned				TOTAL
		FY2013	FY2014	FY2015	FY 2016	
General Obligation Bonds	93,685,529	88,742,698	54,300,000	30,126,261	17,345,000	284,199,488
Short-Term Debt	-	5,000,000	5,000,000	5,000,000	5,000,000	20,000,000
Transfers from General Fund	5,800,000	400,000	-	-	-	6,200,000
Other Pay-as-you-go Sources	1,350,000	200,000	-	-	-	1,550,000
Federal & State Transportation Funds	4,508,390	1,000,000	1,000,000	-	-	6,508,390
Other	-	-	-	-	-	-
Total - General Fund Capital Funding	105,343,919	95,342,698	60,300,000	35,126,261	22,345,000	318,457,878
Non-General Fund Sources of Funds	Adopted FY 2012	Planned				TOTAL
		FY2013	FY2014	FY2015	FY 2016	
Utility Revenue Bonds	57,397,580	69,959,540	71,630,140	50,685,460	51,155,040	300,827,760
Virginia Resource Authority Funds	3,287,880	3,304,680	3,785,280	2,951,880	2,474,520	15,804,240
Pay-as-you-go Cash Funding	30,363,540	36,681,780	42,543,580	31,123,660	31,304,440	172,017,000
Total - Non-General Fund Capital Funding	91,049,000	109,946,000	117,959,000	84,761,000	84,934,000	488,649,000
Grand Total: All Capital Funding	196,392,919	205,288,698	178,259,000	119,887,261	107,279,000	807,106,878

Capital Improvement Program

Sources & Uses Overview

FY 2012 - FY 2016 Capital Improvement Program Funding Sources Detail

General Fund Sources of Funds	Adopted FY 2012	Planned				TOTAL
		FY2013	FY2014	FY2015	FY 2016	
Bonds & Short-Term Debt						
General Obligation Bonds	93,685,529	88,742,698	54,300,000	30,126,261	17,345,000	284,199,488
Short-Term Debt	-	5,000,000	5,000,000	5,000,000	5,000,000	20,000,000
Subtotal: Bonds	93,685,529	93,742,698	59,300,000	35,126,261	22,345,000	304,199,488
Other Pay-as-you-go Sources						
Transfers from the General Fund	5,800,000	400,000	-	-	-	6,200,000
Grants	1,000,000	-	-	-	-	1,000,000
Special Revenue Funds	350,000	200,000	-	-	-	550,000
RRHA Contribution	-	-	-	-	-	-
Reserve for Permanent Public Improvements (RPPI)	-	-	-	-	-	-
Subtotal: Other Pay-as-you-go Sources	7,150,000	600,000	-	-	-	7,750,000
Federal & State Transportation Funds						
State/Federal Urban Funds	55,038	-	-	-	-	55,038
Regional Surface Transportation Funds (RSTP)	3,816,352	1,000,000	1,000,000	-	-	5,816,352
VDOT Revenue Sharing Funds	-	-	-	-	-	-
CMAQ	637,000	-	-	-	-	637,000
Subtotal: Federal & State Transportation Funds	4,508,390	1,000,000	1,000,000	-	-	6,508,390
Other Funding Sources						
Other Source	-	-	-	-	-	-
Total Prior Appropriations	-	-	-	-	-	-
Total: General Fund Capital Funding	105,343,919	95,342,698	60,300,000	35,126,261	22,345,000	318,457,878
Non-General Fund						
Non-General Fund Supported Sources	Adopted FY 2012	Planned				TOTAL
		FY2013	FY2014	FY2015	FY 2016	
Utility Revenue Bonds	57,397,580	69,959,540	71,630,140	50,685,460	51,155,040	300,827,760
Virginia Resource Authority (VRA) funds	3,287,880	3,304,680	3,785,280	2,951,880	2,474,520	15,804,240
Pay-as-you-go Funds (Cash)	30,363,540	36,681,780	42,543,580	31,123,660	31,304,440	172,017,000
Total: Non-General Fund Capital Funding	91,049,000	109,946,000	117,959,000	84,761,000	84,934,000	488,649,000
Grand Total: All Capital Funding	196,392,919	205,288,698	178,259,000	119,887,261	107,279,000	807,106,878

Capital Improvement Program: FY 2012 Uses of Funds

Project Title	Page	Adopted FY 2012
General Fund		
City Facility Maintenance & Improvements		
City Hall Emergency Generator/Electrical Upgrades	10-16	500,000
City Hall Major Building Electrical Upgrades	10-17	-
City Hall Replacement of Boilers & Systems	10-18	200,000
Coliseum Restoration	10-19	425,000
Conserve Energy & Improve Sustainability	10-20	-
Finance ERP System	10-21	1,854,786
John Marshall Court Building	10-22	250,000
Major Buildings Renovations	10-23	2,000,000
Subtotal: City Facility Maintenance & Improvements		5,229,786
Culture & Recreation		
Cannon Creek Gateway Improvements	10-24	1,000,000
Church Hill Youth Development Center	10-25	150,000
Community Schools, Parks, and Libraries	10-26	900,000
East End Library	10-27	-
Library Renovations	10-28	500,000
Library Retrofit	10-29	1,000,000
Major Parks Renovations	10-30	250,000
Monroe Park	10-31	-
Neighborhood Park Renovations	10-32	435,000
Parks and Recreation Building Maintenance	10-33	250,000
Swimming Pools Projects	10-34	250,000
Subtotal: Culture & Recreation		4,735,000
Economic & Community Development		
Carytown Gateway Improvements	10-35	220,000
Corridor/Gateway Blight Abatement	10-36	200,000
Demolition & Blight Abatement	10-37	400,000
Dove Street Redevelopment	10-38	-
Eastview Initiative	10-39	750,000
Intermediate Terminal Riverfront Public Access	10-40	750,000
Main Street Station Multi-Modal	10-41	479,346
Neighborhoods in Bloom	10-42	100,000
Slave Trail	10-43	100,000
Subtotal: Economic & Community Development		2,999,346
Education		
School CIP Planning & Const.	10-44	34,081,869
School Maintenance	10-45	1,217,528
Schools ADA Compliance	10-46	4,500,000
Subtotal: Education		39,799,397
Public Safety		
800 MHz	10-47	500,000
City Jail	10-48	250,000
New City Justice Center	10-49	29,000,000
Fire Station Renovations	10-50	500,000

Capital Improvement Program: FY 2012 Uses of Funds		
Project Title	Page	Adopted FY 2012
Juvenile Detention Center	10-51	100,000
Police Firing Range/Caroline Co.	10-52	500,000
RAA Buildings and Property Improvements	10-53	-
Replacement of Fire Station 12	10-54	-
Replacement of Fire Station 17	10-55	400,000
Richmond Animal Shelter	10-56	1,500,000
Subtotal: Public Safety		32,750,000
Transportation		
Bike Lanes (Sharrows)	10-57	250,000
Commonwealth Gateway Interstate Landscaping	10-58	250,000
Curb Ramps for the Mobility Impaired	10-59	100,000
East Broad Street Gateway - Broad Street & Historic Slave Burial Ground	10-60	1,250,000
Forest Hill Avenue: Hathaway Road to East Junction (VDOT)	10-61	6,201,105
German School Road: Glenway to Warwick Road (VDOT)	10-62	94,000
Hull St.: Dixon Dr. to Elkhardt-Urban (VDOT)	10-63	(764,281)
Jahnke Road: Blakemore Road to Forest Hill Ave (VDOT)	10-64	(2,300,000)
Major Bridge Improvements	10-65	1,000,000
Matching Funds for Federal Grants	10-66	-
Midlothian Turnpike: Belt Blvd to Chippenham Pkwy (VDOT)	10-67	954,281
Park Road Improvements	10-68	-
Regional Surface Transportation Program (RSTP)	10-69	415,247
Richmond Signal Sys Improvements (CMAQ)	10-70	455,000
Sidewalk Projects	10-71	600,000
Street Lighting: General	10-72	300,000
Street, Sidewalks & Alley Improvements	10-73	200,000
Traffic Calming	10-74	200,000
Traffic Control Installation	10-75	200,000
Traffic Direction Conversion Downtown Program Implementation (DTPI)	10-76	-
Transportation Projects	10-77	4,600,000
Urban Funded New Pavement Rehabilitation	10-78	75,038
Subtotal: Transportation		14,080,390
City Equipment & Other Infrastructure Investment		
Broad Street CDA Parking Facilities	10-79	
Replace Parking Equipment	10-80	350,000
Fleet Replacement	10-81	5,400,000
Subtotal: City Equipment & Other Infrastructure Investment		5,750,000
Total: General Fund		105,343,919
Non-General Fund		
Gas Utility		
Gas Utility New Business	10-82	1,723,000
System Replacement	10-83	18,948,000
Subtotal: Gas Utility		20,671,000
Stormwater Utility		
Stormwater Facilities Improvements	10-84	3,500,000
Subtotal: Stormwater Utility		3,500,000

Capital Improvement Program: FY 2012 Uses of Funds		
Project Title	Page	Adopted FY 2012
Wastewater Utility		
City of Richmond Floodwall	10-85	-
Combined Sewer Overflow	10-86	6,300,000
Sanitary Sewers	10-87	16,099,000
Wastewater Treatment	10-88	5,000,000
Subtotal: Wastewater Utility		27,399,000
Water Utility		
Distribution System Improvements	10-89	8,547,000
Major Plant & Pumping Improvements	10-90	21,631,000
Transmission Main Improvements	10-91	9,301,000
Subtotal: Water Utility		39,479,000
Total: Non-General Fund		91,049,000
Grand Total: Capital Improvement		196,392,919

Capital Improvement Program

Sources & Uses Overview

FY 2012 - FY 2016 Adopted Capital Improvement Program

Project Title	Pg	Originally Planned FY 2012	Adopted FY 2012	Planned				TOTAL
				FY2013	FY2014	FY2015	FY 2016	
General Fund Capital								
City Facility Maintenance & Improvements								
City Hall Emergency Generator/Electrical Upgrades	10-16	500,000	500,000	500,000	500,000	-	-	1,500,000
City Hall Major Building Electrical Upgrades	10-17	-	-	-	-	-	1,000,000	1,000,000
City Hall replacement of Boilers & Systems	10-18	200,000	200,000	200,000	-	-	-	400,000
Coliseum Restoration	10-19	425,000	425,000	400,000	400,000	400,000	-	1,625,000
Conserve Energy & Improve Sustainability	10-20	-	-	-	-	-	1,000,000	1,000,000
Finance ERP System	10-21	-	1,854,786	1,227,171	-	-	-	3,081,957
John Marshall Court Building	10-22	250,000	250,000	250,000	-	-	-	500,000
Major Buildings Renovations	10-23	5,000,000	2,000,000	2,000,000	2,000,000	2,000,000	5,250,000	13,250,000
Subtotal: City Facility Maintenance & Improvements		6,375,000	5,229,786	4,577,171	2,900,000	2,400,000	7,250,000	22,356,957
Culture & Recreation								
Cannon Creek Gateway Improvements	10-24	-	1,000,000	542,000	-	-	-	1,542,000
Church Hill Youth Development Center	10-25	150,000	150,000	200,000	-	-	-	350,000
Community Schools/Parks/ Libraries	10-26	1,800,000	900,000	1,000,000	1,000,000	1,000,000	800,000	4,700,000
East End Library	10-27	-	-	-	-	-	-	-
Library Renovations	10-28	500,000	500,000	-	-	-	-	500,000
LIBRARY RETROFIT	10-29	1,942,479	1,000,000	1,000,000	1,000,000	1,200,000	-	4,200,000
Major Parks Renovations	10-30	750,000	250,000	250,000	500,000	1,000,000	1,000,000	3,000,000
Monroe Park	10-31	-	-	435,000	1,235,000	-	-	1,670,000
Neighborhood Park Renovations	10-32	750,000	435,000	550,000	250,000	500,000	750,000	2,485,000
Parks and Recreation Building Maintenance	10-33	375,000	250,000	250,000	250,000	250,000	375,000	1,375,000
Swimming Pools Projects	10-34	250,000	250,000	250,000	250,000	250,000	250,000	1,250,000
Subtotal: Culture & Recreation		6,517,479	4,735,000	4,477,000	4,485,000	4,200,000	3,175,000	21,072,000
Economic & Community Development								
Carytown Gateway Improvements	10-35	-	220,000	-	-	-	-	220,000
Corridor/Gateway Blight Abatement	10-36	100,000	200,000	200,000	200,000	200,000	200,000	1,000,000
Demolition & Blight Abatement	10-37	-	400,000	400,000	-	-	-	800,000

Capital Improvement Program

Sources & Uses Overview

FY 2012 - FY 2016 Adopted Capital Improvement Program

Project Title	Pg	Originally Planned FY 2012	Adopted FY 2012	Planned				TOTAL
				FY2013	FY2014	FY2015	FY 2016	
Dove Street Redevelopment	10-38	1,000,000	-	1,500,000	-	500,000	-	2,000,000
Eastview Initiative	10-39	-	750,000	450,000	-	-	-	1,200,000
Intermediate Terminal Riverfront Public Access	10-40	750,000	750,000	-	-	-	-	750,000
Main Street Station Multi-Modal	10-41	-	479,346	479,346	-	-	-	958,692
Neighborhoods in Bloom	10-42	300,000	100,000	100,000	100,000	100,000	100,000	500,000
Slave Trail	10-43	100,000	100,000	-	-	-	-	100,000
Subtotal: Economic & Community Development		2,250,000	2,999,346	3,129,346	300,000	800,000	300,000	7,528,692
Education								
School CIP Planning & Const.	10-44	34,081,869	34,081,869	18,559,181	19,800,000	9,776,261	-	82,217,311
School Maintenance	10-45	400,550	1,217,528	500,000	500,000	500,000	500,000	3,217,528
Schools ADA Compliance	10-46	3,000,000	4,500,000	1,500,000	-	2,700,000	-	8,700,000
Subtotal: Education		37,482,419	39,799,397	20,559,181	20,300,000	12,976,261	500,000	94,134,839
Public Safety								
800 MHz	10-47	-	500,000	-	-	-	865,000	1,365,000
City Jail	10-48	250,000	250,000	-	-	-	-	250,000
New City Justice Center	10-49	30,000,000	29,000,000	46,000,000	22,000,000	5,000,000	-	102,000,000
Fire Station Renovations	10-50	250,000	500,000	500,000	500,000	500,000	500,000	2,500,000
Juvenile Detention Center	10-51	100,000	100,000	-	-	100,000	-	200,000
POLICE FIRING RANGE/CAROLINE CO.	10-52	-	500,000	1,000,000	-	-	-	1,500,000
RAA Buildings and Property Improvements	10-53	-	-	50,000	250,000	-	-	300,000
Replacement of Fire Station 12	10-54	-	-	-	-	-	500,000	500,000
Replacement of Fire Station 17	10-55	400,000	400,000	300,000	-	-	-	700,000
Richmond Animal Shelter	10-56	-	1,500,000	-	-	-	-	1,500,000
Subtotal: Public Safety		31,000,000	32,750,000	47,850,000	22,750,000	5,600,000	1,865,000	110,815,000
Transportation								
Bike Lanes (Sharrows)	10-57	-	250,000	250,000	-	-	-	500,000
Commonwealth Gateway Interstate Landscaping	10-58	-	250,000	-	-	-	-	250,000
Curb Ramps for the Mobility Impaired	10-59	-	100,000	-	-	-	-	100,000
East Broad Street Gateway - Broad Street & Historic Slave Burial Ground	10-60	-	1,250,000	-	-	-	-	1,250,000

Capital Improvement Program

Sources & Uses Overview

FY 2012 - FY 2016 Adopted Capital Improvement Program

Project Title	Pg	Originally Planned FY 2012	Adopted FY 2012	Planned				TOTAL
				FY2013	FY2014	FY2015	FY 2016	
Forest Hill Avenue: Hathaway Road to East Junction (VDOT)	10-61	-	6,201,105	-	-	-	-	6,201,105
German School Road: Glenway to Warwick Road (VDOT)	10-62	20,000	94,000	-	-	-	-	94,000
Hull St.: Dixon Dr. to Elkhardt-Urban (VDOT)	10-63	-	(764,281)	-	-	-	-	(764,281)
Jahnke Road: Blakemore Road to Forest Hill Ave (VDOT)	10-64	200,000	(2,300,000)	1,000,000	1,000,000	-	-	(300,000)
Major Bridge Improvements	10-65	1,000,000	1,000,000	1,000,000	750,000	1,000,000	750,000	4,500,000
Matching Funds For Federal Grant	10-66	70,000	-	-	-	-	70,000	70,000
Midlothian Turnpike: Belt Blvd to Chippenham Pkwy (VDOT)	10-67	110,000	954,281	100,000	-	-	-	1,054,281
Park Road Improvements	10-68	-	-	-	-	-	50,000	50,000
Regional Surface Transportation program (RSTP)	10-69	-	415,247	-	-	-	-	415,247
Richmond Signal Sys Improvements (CMAQ)	10-70	-	455,000	-	-	-	-	455,000
Sidewalk Projects	10-71	500,000	600,000	750,000	650,000	750,000	750,000	3,500,000
Street Lighting/General	10-72	500,000	300,000	300,000	300,000	300,000	300,000	1,500,000
Street, Sidewalks & Alley Improvements (Emergency Repairs)	10-73	450,000	200,000	200,000	200,000	200,000	200,000	1,000,000
Traffic Calming	10-74	300,000	200,000	200,000	200,000	200,000	200,000	1,000,000
Traffic Control Installation	10-75	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000
Traffic Direction Conversion DTPI	10-76	1,500,000	-	1,500,000	-	-	-	1,500,000
Transportation Projects	10-77	3,750,000	4,600,000	4,050,000	1,265,000	1,500,000	1,735,000	13,150,000
Urban Funded New Pavement Rehabilitation	10-78	-	75,038	-	-	-	-	75,038
Subtotal: Transportation		8,600,000	14,080,390	9,550,000	4,565,000	4,150,000	4,255,000	36,600,390
City Equipment & Other Infrastructure Investments								
Broad Street CDA	10-79	-	-	-	-	-	-	-
Replace Parking Equipment	10-80	-	350,000	200,000	-	-	-	550,000
Fleet Replacement	10-81	5,000,000	5,400,000	5,000,000	5,000,000	5,000,000	5,000,000	25,400,000
Total City Equipment & Other Investments		5,000,000	5,750,000	5,200,000	5,000,000	5,000,000	5,000,000	25,950,000
Total General Fund Capital		97,224,898	105,343,919	95,342,698	60,300,000	35,126,261	22,345,000	318,457,878

Capital Improvement Program

Sources & Uses Overview

FY 2012 - FY 2016 Adopted Capital Improvement Program

Project Title	Pg	Originally Planned FY 2012	Adopted FY 2012	Planned				TOTAL
				FY2013	FY2014	FY2015	FY 2016	
Non-General Fund Capital								
Gas Utility								
Gas Utility New Business	10-82	9,001,000	1,723,000	10,309,000	11,544,000	13,309,000	14,796,000	51,681,000
System Replacement	10-83	19,056,000	18,948,000	19,581,000	20,237,000	20,913,000	21,611,000	101,290,000
Subtotal: Gas Utility		28,057,000	20,671,000	29,890,000	31,781,000	34,222,000	36,407,000	152,971,000
Stormwater Utility								
Stormwater Facilities Improvements	10-84	3,500,000	3,500,000	3,500,000	27,558,000	15,285,000	16,613,000	66,456,000
Subtotal: Stormwater		3,500,000	3,500,000	3,500,000	27,558,000	15,285,000	16,613,000	66,456,000
Wastewater Utility								
City of Richmond Floodwall	10-85	-	-	266,000	1,950,000	-	-	2,216,000
Combined Sewer Overflow	10-86	6,300,000	6,300,000	-	-	-	-	6,300,000
Sanitary Sewers	10-87	15,999,000	16,099,000	15,112,000	15,344,000	15,700,000	20,242,000	82,497,000
Wastewater Treatment	10-88	-	5,000,000	12,161,000	14,250,000	8,899,000	379,000	40,689,000
Subtotal: Wastewater		22,299,000	27,399,000	27,539,000	31,544,000	24,599,000	20,621,000	131,702,000
Water Utility								
Distribution System Improvements	10-89	9,987,000	8,547,000	9,664,000	10,024,000	10,377,000	10,743,000	49,355,000
Major Plant & Pumping Improvements	10-90	30,184,000	21,631,000	32,916,000	16,399,000	-	-	70,946,000
Transmission Main Improvements	10-91	9,301,000	9,301,000	6,437,000	653,000	278,000	550,000	17,219,000
Subtotal: Water Utility		49,472,000	39,479,000	49,017,000	27,076,000	10,655,000	11,293,000	137,520,000
Total Non-General Fund Capital		103,328,000	91,049,000	109,946,000	117,959,000	84,761,000	84,934,000	488,649,000
Total Capital Improvement Program		200,552,898	196,392,919	205,288,698	178,259,000	119,887,261	107,279,000	807,106,878

CITY HALL EMERGENCY GENERATOR/ELECTRICAL UPGRADES

CATEGORY: CITY FACILITIES
FOCUS AREA: WMG
LOCATION: CITYWIDE
EST. COMPLETION DATE: FY 2016

DEPARTMENT: PUBLIC WORKS
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 230-8140

DESCRIPTION & SCOPE: This project replaces the existing electrical systems, and installs and upgrades the emergency lighting (egress lighting system) in City Hall. This project also includes improvements to the S-buss, panels, gear and other electrical systems in the building.



PURPOSE: To maintain the function and operational efficiency of City Hall and prolong the useful life of the building and its systems.

HISTORY & KEY MILESTONES: Through FY 2011, fifty percent of the Standby (Emergency) Electrical Power (SEP) system has been replaced. The generator and switch gear were installed in 2008 through 2011. The FY 2012 proposed and future allocations will fund the replacement and upgrade of the SEP distribution system.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	500,000	500,000	500,000	-	-	1,500,000
FY 2011 ADOPTED	-	500,000	1,000,000	-	-	N/A	1,500,000
CHANGE	N/A	-	(500,000)	500,000	-	-	-

OPERATING IMPACT THE REPLACEMENT OF OLDER EQUIPMENT WILL RESULT IN OPERATION COST EFFICIENCIES.

TOTAL PROJECT COST 1,655,000
 PRIOR YEAR FUNDING 155,000
 PRIOR YEAR AVAILABLE -
 FY 2012 ADOPTED 500,000
 FY 2013 – FY 2016 PLANNED 1,000,000
REMAINING NEED -

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	250,000
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	250,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	500,000

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

CITY HALL MAJOR BUILDING ELECTRICAL UPGRADES

CATEGORY: CITY FACILITIES
FOCUS AREA: WMG
LOCATION: CITYWIDE
EST. COMPLETION DATE: FY 2016

DEPARTMENT: PUBLIC WORKS
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 230-8130

DESCRIPTION & SCOPE: This project enables critical maintenance to operational electrical systems at City Hall. Included in critical maintenance is the replacement of the existing electrical panel boards on each floor of City Hall and replacement of approximately 3,000 linear feet of main electrical buss duct.



PURPOSE: To maintain the function and operational efficiency of City Hall, prolonging the useful life of the building and systems.

HISTORY & KEY MILESTONES: Through FY 2011, forty percent of the existing main electrical system has been replaced. FY 2016 planned funding will be utilized to continue the maintenance of the electrical system on a systematic, floor-by-floor basis.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	-	-	-	-	1,000,000	1,000,000
FY 2011 ADOPTED	1,700,000	-	1,000,000	-	-	N/A	1,000,000
CHANGE	N/A	-	(1,000,000)	-	-	1,000,000	-

OPERATING IMPACT THE REPLACEMENT OF OLDER EQUIPMENT WILL RESULT IN OPERATION COST EFFICIENCIES.

TOTAL PROJECT COST	4,560,000
PRIOR YEAR FUNDING	3,560,000
PRIOR YEAR AVAILABLE	2,182,675
FY 2012 ADOPTED	-
FY 2013 – FY 2016 PLANNED	1,000,000
REMAINING NEED	-

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	-
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	-

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

CITY HALL REPLACEMENT OF BOILERS AND SYSTEMS

CATEGORY: CITY FACILITIES
FOCUS AREA: WMG
LOCATION: CITYWIDE
EST. COMPLETION DATE: FY 2020

DEPARTMENT: PUBLIC WORKS
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 230-8223

DESCRIPTION & SCOPE: This project provides improvements of and replacements to the City Hall Boiler and related systems. The specific scope of work includes steam piping and chill water system replacement, ensuring continued adequate heating and cooling of the building



PURPOSE: To maintain the function and operational efficiency of City Hall, prolong the useful life of the building and systems, and maintain adequate heating and cooling of the building.

HISTORY & KEY MILESTONES: Prior appropriations for this project funded limited replacement of steam piping and chill water systems. The FY 2012 proposed and future appropriations will fund additional pipe replacements.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	200,000	200,000	-	-	-	400,000
FY 2011 ADOPTED	200,000	200,000	200,000	-	-	N/A	400,000
CHANGE	N/A	-	-	-	-	-	-

OPERATING IMPACT THE REPLACEMENT OF OLDER EQUIPMENT WILL RESULT IN OPERATION COST EFFICIENCIES.

TOTAL PROJECT COST	1,096,000
PRIOR YEAR FUNDING	696,000
PRIOR YEAR AVAILABLE	663,475
FY 2012 ADOPTED	200,000
FY 2013 – FY 2016 PLANNED	200,000
REMAINING NEED	-

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	200,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	200,000

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

COLISEUM RESTORATION

CATEGORY: CITY FACILITIES
FOCUS AREA: WMG
LOCATION: 6
EST. COMPLETION DATE: FY 2019

DEPARTMENT: PUBLIC WORKS
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 230-8103

DESCRIPTION & SCOPE: This project improves mechanical, electrical, and other building systems in the Richmond City Coliseum. The improvements ensure continue operational functionality of the building.



PURPOSE: To maintain the function and operational efficiency of the Coliseum, prolonging the useful life of the building and systems. Funding for this project also ensures the continued presence of the Colonial Athletic Association tournament, as well as revenue generating entertainment.

HISTORY & KEY MILESTONES: Through FY 2011, twenty percent of the Coliseum’s mechanical piping system has been replaced. FY 2012 proposed and planned appropriations funds improvements to the building’s hot water system, boiler system and HVAC system.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	425,000	400,000	400,00	400,000	-	1,625,000
FY 2011 ADOPTED	1,258,000	425,000	400,000	400,000	400,000	N/A	1,625,000
CHANGE	N/A	-	-	-	-	-	-

OPERATING IMPACT THE REPLACEMENT OF OLDER EQUIPMENT WILL RESULT IN OPERATION COST EFFICIENCIES.

TOTAL PROJECT COST	30,000,000
PRIOR YEAR FUNDING	3,611,882
PRIOR YEAR AVAILABLE	166,461
FY 2012 ADOPTED	425,000
FY 2013 – FY 2016 PLANNED	1,200,000
REMAINING NEED	24,763,118

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	0
ACQUISITION/RELOCATION	0
SITE IMPROVEMENTS	0
CONSTRUCTION	425,000
FURNITURE/FIXTURES/EQUIPMENT	0
OTHER	0
TOTAL	425,000

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

CONSERVE ENERGY & IMPROVE SUSTAINABILITY

CATEGORY: CITY FACILITIES
FOCUS AREA: WMG, SNE
LOCATION: CITYWIDE
EST. COMPLETION DATE: ONGOING

DEPARTMENT: PUBLIC WORKS
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: NEW

DESCRIPTION & SCOPE: This project will create energy savings and improved sustainability through various projects. These projects include, but are not limited to, improved lighting systems, implementation of a building management automation system, complete energy efficiency and weatherization retrofits in existing facilities, and install energy efficient equipment in city buildings and facilities.



PURPOSE: To reduce the use of limited resources; address recommendations of the City's Green City Commission; improve the quality of life for residents; increase the health of the environment; and enhance economic development and job creation opportunities citywide.

HISTORY & KEY MILESTONES: This project is new to the Capital Improvement Program. However, through FY 2011, some building management automation systems have been implemented. Planned appropriations for this project will continue the automation efforts as well as the conservation and sustainability projects listed above.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	-	-	-	-	1,000,000	1,000,000
FY 2011 ADOPTED	-	-	-	-	-	N/A	-
CHANGE	N/A	-	-	-	-	1,000,000	1,000,000

OPERATING IMPACT THE REPLACEMENT OF OLDER EQUIPMENT AND REDUCTION IN USE OF LIMITED RESOURCES WILL RESULT IN OPERATIONAL COST EFFICIENCIES.

TOTAL PROJECT COST	6,000,000
PRIOR YEAR FUNDING	-
PRIOR YEAR AVAILABLE	-
FY 2012 ADOPTED	-
FY 2013 – FY 2016 PLANNED	1,000,000
REMAINING NEED	5,000,000

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	-
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	-

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

FINANCE ERP SYSTEM

CATEGORY: CITY FACILITIES

FOCUS AREA: WMG

LOCATION: CITYWIDE

EST. COMPLETION DATE: OCTOBER 2012

DEPARTMENT: INFORMATION TECHNOLOGY

DEPARTMENT PRIORITY:

FUND: 040

PROJECT #: 230-8222

DESCRIPTION & SCOPE: The proposed enterprise resource planning (ERP) system will modernize and integrate the City's resource management systems, improve transparency and enable better management and reporting. The scope of this solution shall include all City agencies and Richmond Public Schools.



PURPOSE: To modernize the City's payroll, personnel, financial, procurement, inventory and asset management systems.

HISTORY & KEY MILESTONES: The ERP will be implemented utilizing a phased approach. The planned phases are as follows: Payroll System in Jan 2012; Financial & Budgeting Systems in July 2012; Grants, Projects and Debt Management Systems in October 2012.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL
FY 2012 ADOPTED	N/A	1,854,786	1,227,171	-	-	-	3,081,957
FY 2011 ADOPTED	2,000,000	-	-	-	-	N/A	-
CHANGE	N/A	1,854,786	1,227,171	-	-	-	3,081,957

THE CITY'S FY2011 GENERAL FUND OPERATING BUDGET FUNDED \$1,000,000 AND AN ADDITIONAL \$3,000,000 IN FY2012 IS PROPOSED. THERE WILL BE AN ON-GOING MAINTENANCE COST WILL BE PARTIALLY OFFSET BY THE MAINTENANCE FOR THE SYSTEMS THE ERP WILL REPLACE.

OPERATING IMPACT

TOTAL PROJECT COST	5,081,957
PRIOR YEAR FUNDING	2,000,000
PRIOR YEAR AVAILABLE	-
FY 2012 ADOPTED	1,854,786
FY 2013 – FY 2016 PLANNED	1,227,171
REMAINING NEED	-

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	-
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	1,854,786
TOTAL	1,854,786

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

JOHN MARSHALL COURTS BUILDING

CATEGORY: CITY FACILITIES
FOCUS AREA: WMG
LOCATION: CITYWIDE
EST. COMPLETION DATE: FY 2014

DEPARTMENT: PUBLIC WORKS
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 230-8104

DESCRIPTION & SCOPE: This project continues replacement of the existing mechanical and electrical infrastructure systems related to building heating and cooling supply systems at the John Marshall Courts Building.



PURPOSE: To maintain the function and operational efficiency of the John Marshall Courts Building, prolonging the useful life of the building and systems.

HISTORY & KEY MILESTONES: Through FY 2011, fifty percent of the John Marshall Courts Building's mechanical systems have been replaced. FY 2012 proposed and planned funding continue the HVAC system replacement.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	250,000	250,000		-	-	500,000
FY 2011 ADOPTED	-	250,000	250,000	-	-	N/A	500,000
CHANGE	N/A	-	-	-	-	-	-

OPERATING IMPACT THE REPLACEMENT OF OLDER EQUIPMENT WILL RESULT IN OPERATION COST EFFICIENCIES.

TOTAL PROJECT COST	4,540,000
PRIOR YEAR FUNDING	4,040,000
PRIOR YEAR AVAILABLE	1,259,897
FY 2012 ADOPTED	250,000
FY 2013 – FY 2016 PLANNED	250,000
REMAINING NEED	-

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	250,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	250,000

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

MAJOR BUILDING RENOVATIONS

CATEGORY: CITY FACILITIES
FOCUS AREA: WMG
LOCATION: CITYWIDE
EST. COMPLETION DATE: ONGOING

DEPARTMENT: PUBLIC WORKS
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 230-8156

DESCRIPTION & SCOPE: This project provides renovations, structural improvements and remediation of health, safety and building code issues in existing city buildings. Renovations include roof replacements, heating, plumbing and electrical upgrades, as well as ADA upgrades.



PURPOSE: To maintain the function and operational efficiency of over 100 city buildings, prolonging the useful life of the structures and systems and ensuring safety for facility users.

HISTORY & KEY MILESTONES: Work completed within this project has included, but not been limited to, roof replacements, HVAC improvements, electrical upgrades and ADA upgrades. FY 2012 Adopted and future planned appropriations funds similar improvements throughout City facilities.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	2,000,000	2,000,000	2,000,000	2,000,000	5,250,000	13,250,000
FY 2011 ADOPTED	4,935,500	5,000,000	2,250,000	2,080,000	2,000,000	N/A	11,330,000
CHANGE	N/A	(3,000,000)	(250,000)	(80,000)	-	5,250,000	1,920,000

OPERATING IMPACT THE REPLACEMENT OF OLDER EQUIPMENT WILL RESULT IN OPERATION COST EFFICIENCIES.

TOTAL PROJECT COST	144,405,000
PRIOR YEAR FUNDING	38,973,967
PRIOR YEAR AVAILABLE	3,160,893
FY 2012 ADOPTED	2,000,000
FY 2013 – FY 2016 PLANNED	11,250,000
REMAINING NEED	92,181,033

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	200,000
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	1,800,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	2,000,000

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

CANNON CREEK GATEWAY IMPROVEMENTS

CATEGORY: CULTURE & RECREATION

DEPARTMENT: PUBLIC WORKS

FOCUS AREA: TRANS., SNE

DEPARTMENT PRIORITY:

LOCATION: 3, 6

FUND: 040

EST. COMPLETION DATE: SEPTEMBER 2013

PROJECT #: 291-8505

DESCRIPTION & SCOPE: This project leverages assistance and resources provided by the National Guard to install a 1.9 mile, 10 foot wide recreational trail for pedestrian and bicyclists along the Richmond Henrico Turnpike from Valley Road to East Ladies Mile Road.



PURPOSE: To connect downtown communities to the North Side Richmond area by increasing mileage of City sidewalks and bike lanes. This trail, which is a part of East Coast Greenway, will benefit the neighboring residents and the citizens of the City of Richmond with the creation of an alternative transportation route where none currently exists.

HISTORY & KEY MILESTONES: This project is a multi-use, non-motorized trail, located within the East Coast Greenway Route, through the City of Richmond. Phase I of the project installs the first 3,000 feet of trail from

Valley Road to Dove Street. Phase II continues the trail from Dove Street to East Brookland Park Boulevard. Phase III completes the trail at East Ladies Mile Road.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	1,000,000	542,000	-	-	-	1,542,000
FY 2011 ADOPTED	-	-	-	-	-	N/A	-
CHANGE	N/A	1,000,000	542,000	-	-	-	1,542,000

OPERATING IMPACT MAINTENANCE COSTS WILL BE EXPECTED EACH YEAR IN THE FUTURE YEARS.

TOTAL PROJECT COST	1,692,000
PRIOR YEAR FUNDING	150,000
PRIOR YEAR AVAILABLE	-
FY 2012 ADOPTED	1,000,000
FY 2013 – FY 2016 PLANNED	542,000
REMAINING NEED	-

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	150,000
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	850,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	1,000,000

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

CHURCH HILL YOUTH DEVELOPMENT CENTER

CATEGORY: CULTURE & RECREATION
FOCUS AREA: UHICN
LOCATION: 7
EST. COMPLETION DATE: TBD

DEPARTMENT: PARKS & RECREATION
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 130-8906

DESCRIPTION & SCOPE: This project funds planning and design of a youth development center in the Church Hill area and will be used to leverage and attract additional resources from non-profit and other joint partnerships to join in the development of a teen center facility.



PURPOSE: To develop a youth development center in the Church Hill area to accommodate various teen oriented programs and special projects.

HISTORY & KEY MILESTONES: The Church Hill Youth Development Center project has been previously funded. Adopted and future allocations will be utilized for planning, design and site improvements.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	150,000	200,000	-	-	-	350,000
FY 2011 ADOPTED	200,000	150,000	200,000	-	-	N/A	-
CHANGE	N/A	-	-	-	-	-	350,000
OPERATING IMPACT	MAINTENANCE COSTS WILL BE EXPECTED EACH YEAR IN THE FUTURE YEARS.						

TOTAL PROJECT COST
 PRIOR YEAR FUNDING
 PRIOR YEAR AVAILABLE
 FY 2012 ADOPTED
 FY 2013 – FY 2016 PLANNED
REMAINING NEED

ONGOING
 426,357
 200,000
 150,000
 200,000
ONGOING

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	150,000
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	-
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	150,000

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

COMMUNITY SCHOOLS, PARKS & LIBRARIES

CATEGORY: CULTURE & RECREATION
FOCUS AREA: UHICN
LOCATION: CITYWIDE
EST. COMPLETION DATE: ONGOING

DEPARTMENT: PUBLIC WORKS
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 230-8105

DESCRIPTION & SCOPE: The Community Schools, Parks & Libraries project provides funds for the development and implementation of joint, multi-purpose facilities.



PURPOSE: To implement joint, multi-purpose facilities that leverage the assets of schools, libraries, parks and recreational facilities in order to provide a full service facility to communities throughout the city at a lower cost.

HISTORY & KEY MILESTONES: This project was initially adopted in the FY 2011 five-year capital plan. Community meetings were conducted in early FY 2011 to identify which facilities should be considered for multi-purpose utilization and which services community

members would most like to see implemented in the facilities. The City's four new schools will be the first to leverage these funds.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	900,000	1,000,000	1,000,000	1,000,000	800,000	4,700,000
FY 2011 ADOPTED	200,000	1,800,000	1,000,000	1,000,000	323,739	N/A	4,123,739
CHANGE	N/A	(900,000)	-	-	676,261	800,000	676,261

OPERATING IMPACT

TOTAL PROJECT COST	5,000,000
PRIOR YEAR FUNDING	200,000
PRIOR YEAR AVAILABLE	200,000
FY 2012 ADOPTED	900,000
FY 2013 – FY 2016 PLANNED	3,800,000
REMAINING NEED	-

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	900,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	1,000,000

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

EAST END LIBRARY

CATEGORY: CULTURE & RECREATION
FOCUS AREA: UHICN
LOCATION: 7
EST. COMPLETION DATE: ONGOING

DEPARTMENT: PUBLIC WORKS
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 230-8300

DESCRIPTION & SCOPE: This project will provide funds for the planning, design and/or land acquisition costs related to a new East End Library. Retrofit and technology upgrades for the existing East End Library are funded in a separate CIP project.



PURPOSE: The project was identified by the Nine Mile Road/25th Street visioning sessions. These sessions revealed strong stakeholder support for a new library in the East End.

HISTORY & KEY MILESTONES: This project is ongoing. In FY 2011, the project was funded through the re-appropriation and transfer of funds from three completed CIP projects – Wastepad Upgrades, Riverfront Development Area and Hickory Hill Roof improvements.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	-	-	-	-	-	-	-
FY 2011 ADOPTED	300,000	-	-	-	-	N/A	300,000
CHANGE	N/A	-	-	-	-	-	-
OPERATING IMPACT	THE REPLACEMENT OF OLDER EQUIPMENT WILL RESULT IN OPERATION COST EFFICIENCIES.						

TOTAL PROJECT COST \$300,000
 PRIOR YEAR FUNDING 300,000
 PRIOR YEAR AVAILABLE 300,000
 FY 2012 ADOPTED -
 FY 2013 – FY 2016 PLANNED -
REMAINING NEED -

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	-
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	-

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

LIBRARY RENOVATIONS

CATEGORY: CULTURE & RECREATION
FOCUS AREA: WMG
LOCATION: CITYWIDE
EST. COMPLETION DATE: ONGOING

DEPARTMENT: PUBLIC WORKS
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 230-8135

DESCRIPTION & SCOPE: This project provides funding for facility improvements at the City's Main Library and the branch libraries. Improvements include, but are not limited to, roof replacement, mechanical, electrical and HVAC system upgrades, elevator improvements and other structural repairs, as necessary.



PURPOSE: To provide funding for system improvements and, where necessary, replacements, improving performance, reducing utility costs, and ensuring continued functionality of each of the City's library buildings.

HISTORY & KEY MILESTONES: Through FY 2011, forty percent of the city libraries' roofing, electrical and mechanical systems has been replaced. FY 2012 proposed funding

will continue systematic replacement as specific building needs arise.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	500,000	-	-	-	-	500,000
FY 2011 ADOPTED	389,500	500,000	-	-	-	N/A	500,000
CHANGE	N/A	-	-	-	-	-	-

OPERATING IMPACT THE REPLACEMENT OF OLDER EQUIPMENT WILL RESULT IN OPERATION COST EFFICIENCIES.

TOTAL PROJECT COST 20,000,000
 PRIOR YEAR FUNDING 4,091,500
 PRIOR YEAR AVAILABLE 722,287
 FY 2012 ADOPTED 500,000
 FY 2013 – FY 2016 PLANNED -
REMAINING NEED 15,408,500

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	500,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	500,000

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

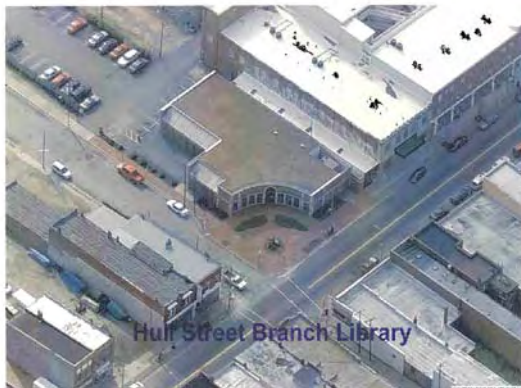
NOTES:

LIBRARY RETROFIT

CATEGORY: CULTURE & RECREATION
FOCUS AREA: UHICN, EWD
LOCATION: CITYWIDE
EST. COMPLETION DATE: MARCH 2015

DEPARTMENT: PUBLIC WORKS
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 230-8196

DESCRIPTION & SCOPE: This project retrofits seven of the City's branch libraries and selected areas of the City's Main Library with state-of-the-art internet/communications service, equipment upgrades, and facility interior upgrades/renovations. Selective exterior work such as lighting and signage is also included as necessary.



PURPOSE: To provide children and adults citywide with state-of-the-art computer and communication services in a modern, pleasant and efficient environment.

HISTORY & KEY MILESTONES: The Library Retrofit project began in FY 2008. Through FY 2011, the North Avenue and Westover Hills Branches & the Main Library Auditorium Lower Level have been completed. Belmont and Hull Street Branch Projects are expected to be completed during FY 2012. FY 2012 proposed and planned appropriations fund the remainder of the planned branch improvements.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	1,000,000	1,000,000	1,000,000	1,200,000	-	4,200,000
FY 2011 ADOPTED	1,617,643	1,942,479	1,396,852	870,553	-	N/A	4,209,884
CHANGE	N/A	(942,479)	(396,852)	129,447	1,200,000	-	(9,884)

OPERATING IMPACT THE BRANCH LIBRARY FACILITY UPGRADES & RENOVATIONS, INCLUDING ADDITIONAL WORK WITH FACILITIES MGMT., WILL RESULT IN OPERATING & MAINTENANCE COST EFFICIENCIES AT EACH FACILITY.

TOTAL PROJECT COST	9,945,680
PRIOR YEAR FUNDING	5,745,680
PRIOR YEAR AVAILABLE	53,179
FY 2012 ADOPTED	1,000,000
FY 2013 – FY 2016 PLANNED	3,200,000
REMAINING NEED	-

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	150,000
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	850,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	1,000,000

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

MAJOR PARKS RENOVATIONS

CATEGORY: CULTURE & RECREATION
FOCUS AREA: UHICN
LOCATION: CITYWIDE
EST. COMPLETION DATE: ONGOING

DEPARTMENT: PARKS & RECREATION
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 130-8908

DESCRIPTION & SCOPE: This project funds long-term renovations to the City's major parks including Forest Hill, Bryan, James River, Chimborazo, Kanawha Plaza and Byrd Parks. Improvements and renovations include replacement of and repairs to park grounds, sidewalks, trails, drainage structures, decorative park lighting, lake walls and other park amenities.



PURPOSE: To maintain the function and operational efficiency of the City's major parks and facilities within the existing park system.

HISTORY & KEY MILESTONES: Major improvements funded through this project have included the lake restoration at Forest Hill Park, wall restoration at Young's Pond, restoration of the Azalea Garden Fountain at Bryan Park, and the completed construction of the Landing restroom and concession facility at Fountain Lake in Byrd Park.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	250,000	250,000	500,000	1,000,000	1,000,000	3,000,000
FY 2011 ADOPTED	750,000	750,000	750,000	500,000	-	N/A	2,000,000
CHANGE	N/A	(500,000)	(500,000)	-	1,000,000	1,000,000	1,000,000

OPERATING IMPACT MAJOR IMPROVEMENTS TO EXISTING PARK INFRASTRUCTURE CAN REDUCE PREVENTATIVE MAINTENANCE COSTS OVER TIME.

TOTAL PROJECT COST **ONGOING**
 PRIOR YEAR FUNDING 3,888,366
 PRIOR YEAR AVAILABLE 425,984
 FY 2012 ADOPTED 250,000
 FY 2013 – FY 2016 PLANNED 2,750,000
REMAINING NEED **ONGOING**

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	250,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	250,000

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

MONROE PARK – RENOVATIONS & RESTORATION

CATEGORY: CULTURE & RECREATION
FOCUS AREA: UHICN
LOCATION: 2
EST. COMPLETION DATE: FY 2016

DEPARTMENT: PARKS & RECREATION
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 130-8117

DESCRIPTION & SCOPE: This project renovates and restores Monroe Park, incorporating design plans based on the Monroe Park Master Plan. Improvements include, but are not limited to, public park infrastructure improvements such as lighting, roadways and walkways, as well as utility updates for improved stormwater drainage.



PURPOSE: To continue to support the renovation and restoration of the park area, leveraging grants and donations.

HISTORY & KEY MILESTONES: Established by City Council action in 1851, Monroe Park is the oldest park in the City. Beginning in 2006, the City, working in close affiliation with the Monroe Park Advisory Council, developed the Monroe Park Master Plan. Funding previously appropriated to Monroe Park was used for various park improvements and for the development of construction documents. The FY 2012 – FY 2016 adopted and planned appropriations fund the continuation of the park improvements described in the scope of work above.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	-	435,000	1,235,000	-	-	1,670,000
FY 2011 ADOPTED	-	-	-	-	-	N/A	-
CHANGE	N/A	-	435,000	1,235,000	-	-	1,670,000

OPERATING IMPACT THE PARK IMPROVEMENTS WILL NECESSITATE CONTINUED APPROPRIATIONS FOR MAINTENANCE IN THE FUTURE.

TOTAL PROJECT COST	2,770,000
PRIOR YEAR FUNDING	1,100,000
PRIOR YEAR AVAILABLE	285,807
FY 2012 ADOPTED	-
FY 2013 – FY 2016 PLANNED	1,670,000
REMAINING NEED	-

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	-
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	-

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

NEIGHBORHOOD PARK RENOVATIONS

CATEGORY: CULTURE & RECREATION
FOCUS AREA: UHICN
LOCATION: CITYWIDE
EST. COMPLETION DATE: ONGOING

DEPARTMENT: PARKS & RECREATION
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 130-8907

DESCRIPTION & SCOPE: This project funds urgent and safety related renovations in the City's neighborhood parks and play fields. This project also funds building renovations and site improvements as necessary.



PURPOSE: To provide funding to improve the City's numerous neighborhood parks, ensuring safe and functional play field equipment, hard surface areas lighting, fencing, backstops, restrooms, park houses, park amenities, and green space including turf reconditioning and grading.

HISTORY & KEY MILESTONES: Since FY 2008 improvements have included upgrades and replacement of playgrounds at neighborhood park sites, and upgrades to the tennis, basketball and ball fields throughout the City of Richmond

which resulted in the City's "Best Tennis Town" award in September 2010. FY 2012 five-year plan appropriations will fund continued infrastructure improvements throughout the City's neighborhood parks.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	435,000	550,000	250,000	500,000	750,000	2,485,000
FY 2011 ADOPTED	750,000	750,000	750,000	750,000	750,000	N/A	3,000,000
CHANGE	N/A	(315,000)	(200,000)	(500,000)	(250,000)	750,000	(515,000)

OPERATING IMPACT MAJOR IMPROVEMENTS TO EXISTING PARK INFRASTRUCTURE CAN REDUCE PREVENTATIVE MAINTENANCE COSTS OVER TIME.

TOTAL PROJECT COST	ONGOING
PRIOR YEAR FUNDING	4,632,740
PRIOR YEAR AVAILABLE	1,863,466
FY 2012 ADOPTED	435,000
FY 2013 – FY 2016 PLANNED	2,050,000
REMAINING NEED	ONGOING

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	435,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	435,000

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

PARKS AND RECREATION BUILDING MAINTENANCE

CATEGORY: CULTURE & RECREATION
FOCUS AREA: UHICN
LOCATION: CITYWIDE
EST. COMPLETION DATE: ONGOING

DEPARTMENT: PARKS & RECREATION
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 130-8115

DESCRIPTION & SCOPE: This project funds the capital maintenance, repairs and improvements to the parks and recreation facility buildings throughout the city. Improvements include roof repair and replacement, HVAC repair and replacement, plumbing, safety improvements and other general infrastructure improvements as necessary.



PURPOSE: To repair, improve and maintain the City's existing parks and recreation building facilities throughout the City.

HISTORY & KEY MILESTONES: This project has historically funded significant maintenance, repairs and improvements to each of the City's parks and recreation facilities. FY 2012 proposed and planned appropriations will fund continued maintenance of the facilities.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	250,000	250,000	250,000	250,000	375,000	1,375,000
FY 2011 ADOPTED	450,000	375,000	300,000	250,000	150,000	N/A	1,075,000
CHANGE	N/A	(125,000)	(50,000)	-	100,000	375,000	300,000

OPERATING IMPACT MAJOR IMPROVEMENTS TO EXISTING PARK INFRASTRUCTURE CAN REDUCE PREVENTATIVE MAINTENANCE COSTS OVER TIME.

TOTAL PROJECT COST	5,409,801
PRIOR YEAR FUNDING	4,034,801
PRIOR YEAR AVAILABLE	127,090
FY 2012 ADOPTED	250,000
FY 2013 – FY 2016 PLANNED	1,125,000
REMAINING NEED	-

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	250,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	250,000

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

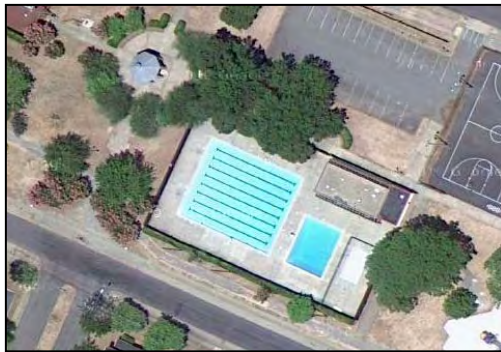
NOTES:

SWIMMING POOLS PROJECTS

CATEGORY: CULTURE & RECREATION
FOCUS AREA: UHICN
LOCATION: CITYWIDE
EST. COMPLETION DATE: ONGOING

DEPARTMENT: PARKS AND RECREATION
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 130-8180

DESCRIPTION & SCOPE: This capital project consists of extensive repairs and renovations to the outdoor swimming pools. It will provide updated equipment for the lifeguards as well as an aesthetically pleasing environment for participants and staff.



PURPOSE: To renovate the City's outdoor swimming pools. These renovations will include the pool house, equipment room and all associated equipment, pool deck, pool tank, and lifeguard equipment.

HISTORY & KEY MILESTONES: This project has been funded continuously over time. Because of the corrosive nature of swimming pools, their high use and associated vandalism of these facilities, it is imperative that renovations be ongoing. Currently underway is a major engineering project to renovate Battery Park and

Fairmount Pools. Additional funding will assist in addressing future needs and improvement at these and other sites including the introduction of spray pad facilities.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	250,000	250,000	250,000	250,000	250,000	1,250,000
FY 2011 ADOPTED	-	250,000	250,000	250,000	250,000	N/A	1,000,000
CHANGE	N/A	-	-	-	-	250,000	250,000

OPERATING IMPACT MAJOR IMPROVEMENTS TO EXISTING POOLS WILL REDUCE MAINTENANCE COSTS BY PROVIDING NEWER AND UPDATED FACILITIES AND EQUIPMENT.

TOTAL PROJECT COST	5,867,300
PRIOR YEAR FUNDING	4,617,300
PRIOR YEAR AVAILABLE	641,566
FY 2012 ADOPTED	250,000
FY 2013 – FY 2016 PLANNED	1,000,000
REMAINING NEED	-

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	150,000
FURNITURE/FIXTURES/EQUIPMENT	100,000
OTHER	-
TOTAL	250,000

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

CARYTOWN GATEWAY IMPROVEMENTS

CATEGORY: ECONOMIC & COMMUNITY DEVELOPMENT
FOCUS AREA: EG
LOCATION: 5
EST. COMPLETION DATE: DECEMBER 2011

DEPARTMENT: ECONOMIC & COMMUNITY DEV
DEPARTMENT PRIORITY:
FUND: 010
PROJECT #: 500-8906

DESCRIPTION & SCOPE: This project is a two phase project that creates a new and improved Carytown Gateway at the Thompson and Cary Streets intersection. The work includes: clearing of the land; grading the site; and installing landscaping, retaining walls and sidewalk improvements.



PURPOSE: To create and complete a gateway that improves a premier commercial district, retains and attracts businesses thereby securing the City's sales tax in this district.

HISTORY & KEY MILESTONES: The first phase of this project, design, fabrication and installation of the Carytown gateway sign, was funded in FY 2011. The FY 2012 proposed appropriation funds the completion of the project.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	220,000	-	-	-	-	220,000
FY 2011 ADOPTED	100,000	-	-	-	-	N/A	-
CHANGE	N/A	220,000	-	-	-	-	220,000

OPERATING IMPACT Ongoing maintenance of the gateway will be necessary upon completion of the project.

TOTAL PROJECT COST	458,212
PRIOR YEAR FUNDING	238,212
PRIOR YEAR AVAILABLE	98,248
FY 2012 ADOPTED	220,000
FY 2013 – FY 2016 PLANNED	-
REMAINING NEED	-

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	220,000
CONSTRUCTION	-
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	220,000

FUNDING SOURCE(s): GENERAL OBLIGATION BONDS

NOTES:

CORRIDOR/GATEWAY BLIGHT ABATEMENT

CATEGORY: ECONOMIC & COMMUNITY DEVELOPMENT
FOCUS AREA: UHICN
LOCATION: CITYWIDE
EST. COMPLETION DATE: ONGOING

DEPARTMENT: PLANNING & DEV REVIEW
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 500-8177

DESCRIPTION & SCOPE: This project provides physical improvements within the existing public right-of-way and on adjacent properties in distressed corridors throughout the City, such as Nine Mile Road, North 25th Street, Jefferson Davis Highway. Other areas, such as Broad Street, Hull Street and North Boulevard are also included in this project.



PURPOSE: To address and remediate blight along distressed and under-invested corridors and gateways, creating highly-visible physical improvements and providing a more conducive environment for commerce and economic growth.

HISTORY & KEY MILESTONES: Project funding was initially adopted by City Council in FY 2010. This project is a key priority in the City's Unique and Inclusive Neighborhoods Focus Area.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000
FY 2011 ADOPTED	100,000	100,000	100,000	100,000	200,000	N/A	500,000
CHANGE	N/A	100,000	100,000	100,000	-	200,000	500,000

OPERATING IMPACT ANY PHYSICAL IMPROVEMENTS WITHIN THE PUBLIC RIGHT-OFWAY WILL REQUIRE PERIODIC MAINTENANCE.

TOTAL PROJECT COST **1,200,000**
 PRIOR YEAR FUNDING 200,000
 PRIOR YEAR AVAILABLE 200,000
 FY 2012 ADOPTED 200,000
 FY 2013 – FY 2016 PLANNED 800,000
REMAINING NEED -

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	200,000
SITE IMPROVEMENTS	-
CONSTRUCTION	-
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	200,000

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

DEMOLITION & BLIGHT ABATEMENT

CATEGORY: ECONOMIC & COMMUNITY DEVELOPMENT
FOCUS AREA: UHICN
LOCATION: CITYWIDE
EST. COMPLETION DATE: ONGOING

DEPARTMENT: ECON. & COMM. DEV/RRHA
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 500-8766

DESCRIPTION & SCOPE: This project provides funds to remove, demolish and/or board buildings that are blighted and or uninhabitable and create safety issues for the community and adjacent structures.



PURPOSE: To remove blighted and/or uninhabitable buildings or structures and to address and remediate blight, creating highly-visible physical improvements, increasing community safety and providing a more conducive environment for commerce and economic growth.

HISTORY & KEY MILESTONES: Project has previously been funded in the capital project utilizing General Obligation Bonds. The FY 2012 Adopted and planned project amounts are funded with pay-as-you-go cash committed from FY 2011 budgetary surplus.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	400,000	400,000	-	-	-	800,000
FY 2011 ADOPTED	-	-	-	-	-	N/A	-
CHANGE	N/A	400,000	400,000	-	-	-	800,000

OPERATING IMPACT ANY PHYSICAL IMPROVEMENTS WITHIN THE PUBLIC RIGHT-OFWAY WILL REQUIRE PERIODIC MAINTENANCE.

TOTAL PROJECT COST **ONGOING**
 PRIOR YEAR FUNDING 5,600,000
 PRIOR YEAR AVAILABLE 471,615
 FY 2012 ADOPTED 400,000
 FY 2013 – FY 2016 PLANNED 400,000
REMAINING NEED **ONGOING**

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	-
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	400,000
TOTAL	-

FUNDING SOURCE(S): PAY-AS-YOU-GO CASH

NOTES:

DOVE STREET REDEVELOPMENT

CATEGORY: ECONOMIC & COMMUNITY DEVELOPMENT
FOCUS AREA: UHICN
LOCATION: 6
EST. COMPLETION DATE: 2015

DEPARTMENT: ECON. & COMM. DEV/RRHA
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 500-8108

DESCRIPTION & SCOPE: This project develops street, alley, water, sewer, and drainage infrastructure improvements necessary in support of the redevelopment of the Dove Street area.



PURPOSE: To create a high-quality mixed-income community on one of the largest development opportunity sites in the north side of the city in support of the City's Unique and Inclusive Neighborhoods Focus Area.

HISTORY & KEY MILESTONES: This project is a coordinated effort between the City, the Richmond Redevelopment and Housing Authority and several other entities. The Dove Street redevelopment project area is approximately 52 acres. Through FY 2011, work has included demolition of Carrington Gardens-Northridge apartment complex and master planning. RRHA has a master development agreement with

Crosland, LLC to undertake redevelopment.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	-	1,500,000	-	500,000	-	2,000,000
FY 2011 ADOPTED	500,000	1,000,000	1,000,000	-	-	N/A	2,000,000
CHANGE	N/A	(1,000,000)	500,000	-	500,000	-	-

OPERATING IMPACT INCREASED REAL ESTATE TAX REVENUE IS ANTICIPATED UPON COMPLETION OF THE DOVE STREET REDEVELOPMENT PROJECT.

TOTAL PROJECT COST	3,500,000
PRIOR YEAR FUNDING	1,500,000
PRIOR YEAR AVAILABLE	455,657
FY 2012 ADOPTED	-
FY 2013 – FY 2016 PLANNED	2,000,000
REMAINING NEED	-

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	-
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	-

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

EASTVIEW INITIATIVE

CATEGORY: ECONOMIC & COMMUNITY DEVELOPMENT
FOCUS AREA: UHICN
LOCATION: TBD
EST. COMPLETION DATE: TBD

DEPARTMENT: ECONOMIC & COMMUNITY DEV
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 230-8234

DESCRIPTION & SCOPE: This project provides funds to design and construct renovations and improvements to the Seven Hills Nursing facility for the purpose of creating a centralized source for city services that increases and diversifies key amenities in targeted neighborhoods.



PURPOSE: To repurpose existing facilities in order to provide library, recreational, health, and social services, amongst others, to targeted neighborhoods.

HISTORY & KEY MILESTONES: This is a new project that will be completed in multiple phases. Major milestones include, but are not limited to, provision of renovations to existing city facilities to make the existing facility suitable for use as a one-stop satellite office with various city services.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	750,000	450,000	-	-	-	1,200,000
FY 2011 ADOPTED	-	-	-	-	-	N/A	-
CHANGE	N/A	750,000	450,000	-	-	-	1,200,000

OPERATING IMPACT

		FY 2012 BUDGET DISTRIBUTION	
		AMOUNT	
TOTAL PROJECT COST	1,200,000		
PRIOR YEAR FUNDING	-	PLANNING/DESIGN	--
PRIOR YEAR AVAILABLE	-	ACQUISITION/RELOCATION	-
FY 2012 ADOPTED	750,000	SITE IMPROVEMENTS	-
FY 2013 – FY 2016 PLANNED	450,000	CONSTRUCTION	750,000
REMAINING NEED	-	FURNITURE/FIXTURES/EQUIPMENT	-
		OTHER	-
		TOTAL	750,000

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES: The Eastview initiative is a new project that was added to reflect the incorporation of focus area initiatives into the City’s recommended capital improvement plan.

INTERMEDIATE TERMINAL RIVERFRONT PUBLIC ACCESS

CATEGORY: ECONOMIC & COMMUNITY DEVELOPMENT
FOCUS AREA: EG
LOCATION: 7
EST. COMPLETION DATE: ONGOING

DEPARTMENT: ECONOMIC & COMMUNITY DEV
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 500-8001

DESCRIPTION & SCOPE: This project improves the riverfront access through structural improvements to existing infrastructure.



PURPOSE: To enhance existing public access to the City's Riverfront through the development of City-owned land.

HISTORY & KEY MILESTONES: Providing increased public access to the riverfront is one of the goals in the City's Downtown Master Plan. The Intermediate Terminal Dock has been host to several nautical festivals to include the celebration of the 400th anniversary of Jamestown and exploration of the area that would become Richmond VA. The site has also been used by Eagle Cruises, as well as local fishermen.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	750,000	-	-	-	-	750,000
FY 2011 ADOPTED	350,000	750,000	-	-	-	N/A	750,000
CHANGE	N/A	-	-	-	-	-	-

OPERATING IMPACT

TOTAL PROJECT COST 1,100,000
 PRIOR YEAR FUNDING 350,000
 PRIOR YEAR AVAILABLE 350,000
 FY 2012 ADOPTED 750,000
 FY 2013 – FY 2016 PLANNED -
REMAINING NEED -

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	100,000
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	650,000
CONSTRUCTION	-
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	750,000

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

MAIN STREET STATION MULTIMODAL TRANSPORTATION CENTER

CATEGORY: ECONOMIC & COMMUNITY DEVELOPMENT
FOCUS AREA: TRANS., EG
LOCATION: 6
EST. COMPLETION DATE: FY 2014

DEPARTMENT: ECONOMIC & COMMUNITY DEV
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 210-8612

DESCRIPTION & SCOPE: To complete the full restoration of Main Street Station Multimodal Transportation Center serving Amtrak, GRTC and alternative modes in downtown. Restoration efforts include the shed and seaboard buildings, passenger platforms, and extension of Franklin Street.



PURPOSE: To complete the full restoration of the Main Street Station Multimodal Transportation Center building.

HISTORY & KEY MILESTONES: Main Street Station and high speed rail have been high priority projects for the City and Richmond region for almost two decades. The station's opening in 2003 brought passenger train service back to Richmond after a 28 year hiatus. \$63.5 million in federal and state funding has been secured for the entire project through FY 2011. The FY 2012 proposed and planned appropriations match a \$3.8 million federal grant. The project will be completed in FY 2014.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	479,346	479,346	-	-	-	958,692
FY 2011 ADOPTED	-	-	-	-	-	N/A	-
CHANGE	N/A	479,346	479,346	-	-	-	958,692

OPERATING IMPACT OPERATIONS ARE BUDGETED IN GENERAL FUND. STATION DEVELOPMENT WILL OFFSET EXPENSES.

TOTAL PROJECT COST 58,160,630
 PRIOR YEAR FUNDING 57,201,944
 PRIOR YEAR AVAILABLE 16,680,166
 FY 2012 ADOPTED 479,346
 FY 2013 – FY 2016 PLANNED 479,346
REMAINING NEED -

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	479,346
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	479,346

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

NEIGHBORHOODS IN BLOOM

CATEGORY: ECONOMIC & COMMUNITY DEVELOPMENT
FOCUS AREA: UHICN, EG
LOCATION: CITYWIDE
EST. COMPLETION DATE: ONGOING

DEPARTMENT: ECONOMIC & COMMUNITY DEV
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 500-8105

DESCRIPTION & SCOPE: The project supports ongoing revitalization efforts, enhancing pedestrian and vehicular safety, funding infrastructure projects such as sidewalks, curbs, lighting, and street improvements.



PURPOSE: To provide infrastructure investment in select neighborhoods in order to increase neighborhoods attractiveness to private investments and create opportunities for residential development.

HISTORY & KEY MILESTONES: Street and sidewalk infrastructure improvements have been funded with this project over a number of years. The FY

2012 proposed and planned appropriations will fund continued improvements throughout targeted areas of the City.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	100,000	100,000	100,000	100,000	100,000	500,000
FY 2011 ADOPTED	300,000	300,000	400,000	400,000	400,000	N/A	1,500,000
CHANGE	N/A	(200,000)	(300,000)	(300,000)	(300,000)	100,000	(1,000,000)

OPERATING IMPACT

TOTAL PROJECT COST **ONGOING**
 PRIOR YEAR FUNDING 5,051,125
 PRIOR YEAR AVAILABLE 839,717
 FY 2012 ADOPTED 100,000
 FY 2013 – FY 2016 PLANNED 400,000
REMAINING NEED **ONGOING**

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	--
CONSTRUCTION	100,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	100,000

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

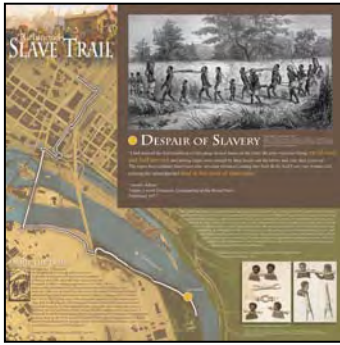
NOTES:

SLAVE TRAIL

CATEGORY: ECONOMIC & COMMUNITY DEVELOPMENT
FOCUS AREA: UHICN, EWD, EG
LOCATION: 6, 7
EST. COMPLETION DATE: ONGOING

DEPARTMENT: ECONOMIC & COMMUNITY DEV
DEPARTMENT PRIORITY:
FUND: 010
PROJECT #: 500-8118

DESCRIPTION & SCOPE: This project installs trail markers to improve the identification of the path between the historic marker locations, construct improvements to the trail at stream bed crossings in the Manchester area, and bridge structure for improved, continue and safe access along the trail. The project also includes the design and construction of a protective building enclosure for the Lumpkin's Jail archeological excavation and the design and construction of structural improvements for the Negro Burial Ground memorial and commemorative landscape features.



PURPOSE: To educate the global community regarding slavery, provide a more inclusive history of the city, advance cultural tourism and increase the city's tourism tax base.

HISTORY & KEY MILESTONES: Through FY 2011, the Slave Trail marker project will be completed at a total cost of approximately \$150,000. The Slave Trail Commission has also contracted with a museum development consultant to advance the conceptual design of the Slavery Museum. FY 2012 Adopted and planned appropriations will fund renovations to the Winfree Slave Cottage, continued improvements to the trail and design and construction of the slave museum.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	100,000	-	-	-	-	100,000
FY 2011 ADOPTED	200,000	100,000	-	-	-	N/A	100,000
CHANGE	N/A	-	-	-	-	-	-

OPERATING IMPACT

TOTAL PROJECT COST 1,560,000
 PRIOR YEAR FUNDING 1,460,000
 PRIOR YEAR AVAILABLE 156,446
 FY 2012 ADOPTED 100,000
 FY 2013 – FY 2016 PLANNED -
REMAINING NEED -

FY 2012 BUDGET DISTRIBUTION

	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	100,000
CONSTRUCTION	-
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	100,000

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

SCHOOL PLANNING & CONSTRUCTION

CATEGORY: EDUCATION
FOCUS AREA: EWD
LOCATION: CITYWIDE
EST. COMPLETION DATE: MAY 2015

DEPARTMENT: PUBLIC WORKS
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 230-8198

DESCRIPTION & SCOPE: This project funds the design and construction of four new schools: Broad Rock Elementary School, Oak Grove Elementary School, Martin Luther King, Jr. Middle School, and Huguenot High School. Combined, these four school will serve approximately 3,500 Richmond students.



PURPOSE: To replace four existing school facilities with modern facilities that will also serve as assets to the community at large.

HISTORY & KEY MILESTONES: The schools selected for replacement date back as far as 1937. Through FY 2011, ground has been broken on both elementary schools. Design is underway on Martin Luther King, Jr. Middle School and Huguenot High School. Groundbreaking for both the middle school and high school are planned for FY 2012. The elementary schools are anticipated to open to students in FY 2013. Opening of the middle and high schools are planned for September 2013 and September 2014, respectively.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	34,081,869	18,559,181	19,800,000	9,776,261	-	82,217,311
FY 2011 ADOPTED	29,777,590	34,081,869	18,559,181	19,800,000	9,776,261	N/A	82,217,311
CHANGE	N/A	-	-	-	-	-	-

OPERATING IMPACT THE REPLACEMENT OF THESE OUTDATED SCHOOLS WILL RESULT IN SUBSTANTIAL OPERATIONAL AND MAINTENANCE COST EFFICIENCIES AT EACH FACILITY.

TOTAL PROJECT COST	149,707,647
PRIOR YEAR FUNDING	67,490,336
PRIOR YEAR AVAILABLE	49,908,585
FY 2012 ADOPTED	34,081,869
FY 2013 – FY 2016 PLANNED	48,135,442
REMAINING NEED	-

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	520,287
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	28,466,653
FURNITURE/FIXTURES/EQUIPMENT	1,222,260
OTHER	3,808,669
TOTAL	34,081,869

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

SCHOOL MAINTENANCE

CATEGORY: EDUCATION
FOCUS AREA: CSWB, EWD
LOCATION: CITYWIDE
EST. COMPLETION DATE: ONGOING

DEPARTMENT: RICHMOND PUBLIC SCHOOLS
DEPARTMENT PRIORITY:
FUND: 010
PROJECT #: 780-8111

DESCRIPTION & SCOPE: This project provides improvements to maintain and upgrade the City's educational facilities. Improvements include: replacement of cooling towers, boilers, rooftop and air handling units; the addition of energy efficient lighting; upgraded power infrastructure to support 21st Century technology; replacement of roofs, asbestos flooring, ceiling tiles, and single-pane windows; and replacement and repair of asphalt surfaces, playgrounds, and running tracks.



PURPOSE: To maintain a learning environment that supports the highest quality educational standards available to the students of the City of Richmond. Additionally, these projects will improve the function and operational efficiency of over 60 school facilities, prolonging the useful life of their structures and systems.

HISTORY & KEY MILESTONES: Through FY 2011, this project has provided numerous improvements to building and facilities throughout the school system, including, but not limited to, roof repairs and replacement, boiler and cooling tower repair and replacement, HVAC repair and replacement and electrical modifications to enable the buildings to support changing information technology infrastructure. FY 2012 proposed and planned funding will continue to fund similar projects in the future.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	1,217,528	500,000	500,000	500,000	500,000	3,217,528
FY 2011 ADOPTED	2,960,000	400,550	500,000	500,000	500,000	N/A	1,900,550
CHANGE	N/A	816,978	-	-	-	500,000	1,316,978

OPERATING IMPACT FACILITY UPGRADES WILL PROVIDE QUALITY LEARNING ENVIRONMENTS FOR THE STUDENTS OF THE CITY OF RICHMOND WITH THE ADDED BENEFIT OF ACHIEVING OPERATIONAL COST EFFICIENCIES.

TOTAL PROJECT COST	ONGOING
PRIOR YEAR FUNDING	62,828,593
PRIOR YEAR AVAILABLE	3,253,331
FY 2012 ADOPTED	1,217,528
FY 2013 – FY 2016 PLANNED	2,000,000
REMAINING NEED	ONGOING

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	
ACQUISITION/RELOCATION	
SITE IMPROVEMENTS	
CONSTRUCTION	1,217,528
FURNITURE/FIXTURES/EQUIPMENT	
OTHER	
TOTAL	1,217,528

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

SCHOOLS ADA COMPLIANCE

CATEGORY: EDUCATION
FOCUS AREA: CSWB, EWD
LOCATION: CITYWIDE
EST. COMPLETION DATE: ONGOING

DEPARTMENT: RICHMOND PUBLIC SCHOOLS
DEPARTMENT PRIORITY:
FUND: 010
PROJECT #: 780-8103

DESCRIPTION & SCOPE: Per a Settlement Agreement entered into as of January 2006, Richmond Public Schools (RPS) is obligated to remediate various schools to comply with disability laws (Americans with Disabilities Act [ADA] of 1990). In the remaining years of the project, RPS will remediate approximately 115 projects, consisting of elevators, auditorium lifts or ramps, toilets, fire alarm systems and playgrounds.



PURPOSE: To ensure that persons with disabilities have access to all RPS programs, services and activities and to meet all Federal ADA mandates.

HISTORY & KEY MILESTONES: The ADA assures persons with disabilities access to all programs and services provided by state and local government agencies. In FY2009, the City of Richmond began allocating funding, via ordinance, specifically for ADA remediation projects. RPS completed approximately 125 projects during the first two years of the agreement. Completion of all remaining projects is anticipated by the close of FY 2015.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	4,500,000	1,500,000	-	2,700,000	-	8,700,000
FY 2011 ADOPTED	3,112,480	3,000,000	3,000,000	500,000	400,000	N/A	6,900,000
CHANGE	N/A	1,500,000	(1,500,000)	(500,000)	2,300,000	-	1,800,000
OPERATING IMPACT	FACILITY RENOVATIONS WILL RESULT IN COMPLIANCE WITH FEDERAL MANDATES AND THE PENDING LAW SUIT UNDER THE AMERICANS WITH DISABILITIES ACT.						

TOTAL PROJECT COST 25,272,717
 PRIOR YEAR FUNDING 16,572,717
 PRIOR YEAR AVAILABLE 4,761,868
 FY 2012 ADOPTED 4,500,000
 FY 2013 – FY 2016 PLANNED 4,200,000
REMAINING NEED -

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	450,000
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	4,050,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	4,500,000

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

800 MHz RADIO SYSTEM UPDATE AND EQUIPMENT REPLACEMENT

CATEGORY: PUBLIC SAFETY
FOCUS AREA: CSWB
LOCATION: CITYWIDE
EST. COMPLETION DATE: FY 2016

DEPARTMENT: PUBLIC WORKS
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 230-8302

DESCRIPTION & SCOPE: This project funds the coordinated updates to and replacement of the City's existing 800 MHz radio system.



PURPOSE: To complete a needs assessment in coordination with the Chesterfield and Henrico Counties followed by a system upgrade and replacement that will address the City's public safety communication needs as the current system reaches the end of its useful life. Replacement of the existing, older, unsupported equipment will result in the City of Richmond's ability to provide mission critical voice communications to its public safety users.

HISTORY & KEY MILESTONES: The current radio network was purchased in the late 1990s as part of a regional initiative to improve regional cooperation and interoperability among Richmond-area public safety users. FY 2012 proposed appropriations will enable to City to fund the initial replacement efforts, including a complete needs assessment, with Henrico and Chesterfield Counties.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	500,000	-	-	-	865,000	1,365,000
FY 2011 ADOPTED	N/A	N/A	N/A	N/A	N/A	N/A	N/A
CHANGE	N/A	500,000	-	-	-	865,000	1,365,000

OPERATING IMPACT

TOTAL PROJECT COST	TBD
PRIOR YEAR FUNDING	-
PRIOR YEAR AVAILABLE	-
FY 2012 ADOPTED	500,000
FY 2013 – FY 2016 PLANNED	865,000
REMAINING NEED	TBD

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	500,000
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	-
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	500,000

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

CITY JAIL

CATEGORY: PUBLIC SAFETY
FOCUS AREA: CSWB, SNE, WMG
LOCATION: CITYWIDE
EST. COMPLETION DATE: FY 2012

DEPARTMENT: PUBLIC WORKS
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 230-8157

DESCRIPTION & SCOPE: This project will replace and upgrade critical building systems at the City Jail, including the electrical system, egress lighting, freight elevator system, sprinkler system, fire alarm system, cooling system, and plumbing system.



PURPOSE: To maintain the function and operational efficiency of the City Jail.

HISTORY & KEY MILESTONES: Construction of the City Jail was completed in 1965. The age of the current facility presents serious operating and infrastructure maintenance problems. Thirty percent of the mechanical piping systems has been replaced; continued funding is required to complete the project.

The process for design and construction of a new City Jail facility is underway. However, replacements of and upgrades to the building systems of the current facility are needed to meet code requirements and maintain operational functionality of the current facility until construction of the new facility is completed.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	250,000	-	-	-	-	250,000
FY 2011 ADOPTED	250,000	250,000	-	-	-	N/A	250,000
CHANGE	N/A	-	-	-	-	-	-

OPERATING IMPACT THE REPLACEMENT OF OLDER EQUIPMENT WILL RESULT IN OPERATION COST EFFICIENCIES.

TOTAL PROJECT COST	13,304,219
PRIOR YEAR FUNDING	13,054,219
PRIOR YEAR AVAILABLE	234,146
FY 2012 ADOPTED	250,000
FY 2013 – FY 2016 PLANNED	-
REMAINING NEED	-

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	250,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	250,000

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

NEW CITY JUSTICE CENTER

CATEGORY: PUBLIC SAFETY
FOCUS AREA: CSWB, SNE, WMG
LOCATION: CITYWIDE
EST. COMPLETION DATE: SUMMER 2014

DEPARTMENT: PUBLIC WORKS
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 230-8221

DESCRIPTION & SCOPE: This project includes the design and construction of a comprehensive new City Justice Center at the existing city jail site. A Public-Private Education and Infrastructure Act (PPEA) process is currently underway for the design/build that will be used for the project.

PURPOSE: To provide a modern and comprehensive Justice Center facility that is properly sized for city jail population requirements. There is severe overcrowding with the average daily population ranging from 1300-1500 inmates. The age of the current facility presents serious operating and infrastructure maintenance problems.



HISTORY & KEY MILESTONES: Construction of the current City Jail was completed in 1965 with a 100 bed women's addition in 1992 providing an overall rated capacity of 882 beds. The City has received approval from the State Department of Corrections to proceed with the improvement project. The PPEA process for design/build delivery of the project is in the detail phase/proposal request development stage. Design is projected

to begin in Summer 2011 with completion of the project targeted for Summer 2014.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	29,000,000	46,000,000	22,000,000	5,000,000	-	102,000,000
FY 2011 ADOPTED	15,600,000	30,000,000	45,000,000	22,000,000	5,000,000	N/A	102,000,000
CHANGE	N/A	(1,000,000)	1,000,000	-	-	-	-

OPERATING IMPACT

THE REPLACEMENT OF THE OUTDATED & SEVERELY OVERCROWDED CURRENT CITY JAIL FACILITY WILL RESULT IN SUBSTANTIAL OPERATING & MAINTENANCE COST EFFICIENCIES.

TOTAL PROJECT COST	134,600,000
PRIOR YEAR FUNDING	32,600,000
PRIOR YEAR AVAILABLE	31,432,360
FY 2012 ADOPTED	29,000,000
FY 2013 – FY 2016 PLANNED	73,000,000
REMAINING NEED	-

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	8,000,000
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	17,000,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	3,000,000
TOTAL	29,000,000

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

FIRE STATION RENOVATIONS

CATEGORY: PUBLIC SAFETY
FOCUS AREA: CSWB, SNE, WMG
LOCATION: CITYWIDE
EST. COMPLETION DATE: FY 2020

DEPARTMENT: PUBLIC WORKS
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 230-8929



DESCRIPTION & SCOPE: This project includes remodeling and renovation of fire stations throughout the City. Work will be completed in living spaces, bunk areas, restrooms, kitchens, and other spaces within the stations.

PURPOSE: To address code compliance issues related to gender and privacy requirements as well as maintain the function and operational efficiency of the buildings and systems.

HISTORY & KEY MILESTONES: Eighteen percent of the projects have been funded. Continued funding is required to complete the projects.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	500,000	500,000	500,000	500,000	500,000	2,500,000
FY 2011 ADOPTED	250,000	250,000	250,000	250,000	150,000	N/A	900,000
CHANGE	N/A	250,000	250,000	250,000	350,000	500,000	1,600,000

OPERATING IMPACT THE REPLACEMENT OF OLDER EQUIPMENT WILL RESULT IN OPERATION COST EFFICIENCIES.

TOTAL PROJECT COST 10,000,000
 PRIOR YEAR FUNDING 3,200,000
 PRIOR YEAR AVAILABLE 1,207,476
 FY 2012 ADOPTED 500,000
 FY 2013 – FY 2016 PLANNED 2,000,000
REMAINING NEED 4,300,000

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	500,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	500,000

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

JUVENILE DETENTION CENTER

CATEGORY: PUBLIC SAFETY
FOCUS AREA: CSWB, SNE, WMG
LOCATION: CITYWIDE
EST. COMPLETION DATE: ONGOING

DEPARTMENT: PUBLIC WORKS
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 230-8931



DESCRIPTION & SCOPE: This project addresses the replacement of the existing security and heating and cooling systems at the Juvenile Detention Center. Renovations will include kitchen equipment, electrical systems, mechanical systems and other operational units.

PURPOSE: To maintain the function and operational efficiency Juvenile Detention Center, while prolonging the useful life of the building and systems.

HISTORY & KEY MILESTONES: Twenty percent of the mechanical and/or electrical systems have been replaced. Continued funding is required to complete the project.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	100,000	-	-	100,000	-	200,000
FY 2011 ADOPTED	-	100,000	-	-	-	N/A	100,000
CHANGE	N/A	-	-	-	100,000	-	100,000

OPERATING IMPACT THE REPLACEMENT OF OLDER EQUIPMENT WILL RESULT IN OPERATION COST EFFICIENCIES.

TOTAL PROJECT COST 1,040,003
 PRIOR YEAR FUNDING 940,003
 PRIOR YEAR AVAILABLE 129,410
 FY 2012 ADOPTED 100,000
 FY 2013 – FY 2016 PLANNED 100,000
REMAINING NEED **TBD**

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	100,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	100,000

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

POLICE FIRING RANGE – CAROLINE COUNTY

CATEGORY: PUBLIC SAFETY
FOCUS AREA: CSWB, SNE, WMG
LOCATION: CITYWIDE
EST. COMPLETION DATE: FY 2016

DEPARTMENT: PUBLIC WORKS
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 230-8303

DESCRIPTION & SCOPE: This project addresses remediation and site improvements of the existing Police outdoor firing range in Caroline County. This site has years of build-up related to contamination and requires remediation of all such materials and/or hazards. Once the site is cleaned, a new training facility and range would be required to meet the Police departments training programs.



PURPOSE: To remediate contamination at and maintain the function and operational efficiency of the outdoor firing range facility.

HISTORY & KEY MILESTONES: The firing range has been in use since the 1960s and was purchased “as is” several years ago. Remediation of contamination at the site is required and the Department of Environmental Quality is providing guidance and direction. The project will be completed in four phases: Phase 1: Site evaluation and testing; Phase 2: Site remediation and clean up; Phase 3:

Design of a new facility; and Phase 4: Construction of a new firing range. Studies for Phase 1 and Phase 2 are underway and an architect is under contract for Phase 3.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	500,000	1,000,000	-	-	-	1,500,000
FY 2011 ADOPTED	N/A	N/A	N/A	N/A	N/A	N/A	N/A
CHANGE	N/A	500,000	1,000,000	-	-	-	1,500,000

OPERATING IMPACT UPGRADING THE FACILITY WILL RESULT IN OPERATION COST EFFICIENCIES.

TOTAL PROJECT COST	1,500,000
PRIOR YEAR FUNDING	-
PRIOR YEAR AVAILABLE	-
FY 2012 ADOPTED	500,000
FY 2013 – FY 2016 PLANNED	1,000,000
REMAINING NEED	-

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	500,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	500,000

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

RAA BUILDINGS AND PROPERTY IMPROVEMENTS

CATEGORY: PUBLIC SAFETY
FOCUS AREA: CSWB, SNE, WMG
LOCATION: CITYWIDE
EST. COMPLETION DATE: JUNE 2013

DEPARTMENT: PUBLIC WORKS
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: NEW

DESCRIPTION & SCOPE: This project will provide renovations to existing City-owned buildings utilized by the Richmond Ambulance Authority (RAA) at 2400 Hermitage Road. Renovations will address the remediation of health, safety and building code issues. Proposed renovations include extending the ambulance canopy, adding a walkway and rear canopy, extending the existing parking lot and addressing drainage issues, HVAC improvements in the vehicle bay and improving a decontamination restroom.



PURPOSE: To address the remediation of health, safety, and building code issues at the City-owned buildings utilized by RAA.

HISTORY & KEY MILESTONES: RAA submitted this project to adhere to the requirements guiding ambulance service and to address the need of a properly designed decontamination restroom and shower for its employees. The addition of a walkway and rear canopy was removed from the original design of the building as a cost saving measure. Extending the parking lot in the rear of the operations building would

address parking issues and drainage issues.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	-	50,000	250,000	-	-	300,000
FY 2011 ADOPTED	N/A	N/A	N/A	N/A	N/A	N/A	N/A
CHANGE	N/A	-	50,000	250,000	-	-	300,000

OPERATING IMPACT THESE IMPROVEMENTS WILL RESULT IN OPERATION COST EFFICIENCIES FOR BOTH THE CITY AND THE RICHMOND AMBULANCE AUTHORITY.

TOTAL PROJECT COST	300,000
PRIOR YEAR FUNDING	-
PRIOR YEAR AVAILABLE	-
FY 2012 ADOPTED	-
FY 2013 – FY 2016 PLANNED	300,000
REMAINING NEED	-

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	-
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	-

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

REPLACEMENT OF FIRE STATION 12

CATEGORY: PUBLIC SAFETY
FOCUS AREA: CSWB, SNE, WMG
LOCATION: 5
EST. COMPLETION DATE: TBD

DEPARTMENT: PUBLIC WORKS, FIRE
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: NEW

DESCRIPTION & SCOPE: This project will replace the current Fire Station 12 located on West Cary Street in the Fan District with a new station located at a site yet to be determined.



PURPOSE: To design and construct a modern facility that will allow for improved service delivery and provide safe and healthy accommodations for a diverse workforce of full-time resident firefighters. The existing Fire Station 12 was built in 1908 for horse-drawn equipment. Due to the age and condition of the building it is unable to meet the needs of the agency.

HISTORY & KEY MILESTONES: The age, maintenance issues, and configuration of Fire Station 12 hinder the Fire Department's ability to provide a full range of life, safety and basic customer services to citizens who visit the station. Even with modernization over forty years ago, the building does not meet current code requirements. Renovating the existing building is not feasible due to the size of the current site. A new site will be sought for construction of the new station.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	-	-	-	-	500,000	500,000
FY 2011 ADOPTED	N/A	N/A	N/A	N/A	N/A	N/A	N/A
CHANGE	N/A	-	-	-	-	500,000	500,000

OPERATING IMPACT THE REPLACEMENT OF OLDER EQUIPMENT WILL RESULT IN OPERATION COST EFFICIENCIES AND A SAFE ENVIRONMENT FOR CITY EMPLOYEES TO WORK AND RESIDE IN.

TOTAL PROJECT COST	6,339,402
PRIOR YEAR FUNDING	-
PRIOR YEAR AVAILABLE	-
FY 2012 ADOPTED	-
FY 2013 – FY 2016 PLANNED	500,000
REMAINING NEED	5,839,402

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	-
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	-

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

REPLACEMENT OF FIRE STATION 17

CATEGORY: PUBLIC SAFETY
FOCUS AREA: CSWB, SNE, WMG
LOCATION: 5
EST. COMPLETION DATE: SEPTEMBER 2012

DEPARTMENT: PUBLIC WORKS, FIRE
DEPARTMENT PRIORITY: 1
FUND: 040
PROJECT #: 230-8798

DESCRIPTION & SCOPE: This project will replace the current Fire Station 17 located on Bainbridge Street with a new station located at 2211 Semmes Avenue (adjacent to Canoe Run Park).



PURPOSE: To design and construct a modern facility that will allow for improved service delivery and provide safe and healthy accommodations for a diverse workforce of full-time resident firefighters. The existing Fire Station 17 was built in 1917 and designed for horse-drawn equipment. It has significant operational deficiencies and substantial ongoing facility maintenance problems.

HISTORY & KEY MILESTONES: The Canoe Run Park site was determined to be the most advantageous site for construction of the new station. Fire & Emergency Services has agreed to make improvements that will enhance the safety, functionality and user experience of Canoe Run Park. In addition to the funding described here, Federal Stimulus funds for the construction of the facility, totaling approximately \$3.5 million, are appropriated in the City's special fund, S11.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	400,000	300,000	-	-	-	700,000
FY 2011 ADOPTED	700,000	400,000	300,000	N/A	N/A	N/A	700,000
CHANGE	N/A	-	-	-	-	-	-

OPERATING IMPACT PROJECT WILL RESULT IN OPERATION COST EFFICIENCIES AND A SAFE ENVIRONMENT FOR FIREFIGHTERS.

TOTAL PROJECT COST	1,450,000
PRIOR YEAR FUNDING	750,000
PRIOR YEAR AVAILABLE	667,704
FY 2012 ADOPTED	400,000
FY 2013 – FY 2016 PLANNED	300,000
REMAINING NEED	-

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	400,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	400,000

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS AND FEDERAL STIMULUS FUNDS

NOTES: FUNDING FOR CONSTRUCTION IS INCLUDED IN THE CITY'S SPECIAL FUND, S11.

RICHMOND ANIMAL SHELTER

CATEGORY: PUBLIC SAFETY
FOCUS AREA: CSWB
LOCATION: CITYWIDE
EST. COMPLETION DATE: FY 2012

DEPARTMENT: PUBLIC WORKS
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 230-8928

DESCRIPTION & SCOPE: This project will complete the State-mandated expansion of the City's Animal Care and Control facility, including replacement of existing infrastructure and improvements to the existing building.



PURPOSE: To expand and remodel the current Animal Care and Control facility, resulting in improved function and operational efficiency of the facility while ensuring that it meets the requirements set by the State Office of Veterinary Services. Due to limited space and a growing population of animals, the current facility does not adequately meet the City's needs.

HISTORY & KEY MILESTONES: The City has funded improvements to the facility's electrical system, HVAC system, and roofing over the past two years. The additional funding requested will be used for improvements and expansion of the facility so that it will meet State code requirements.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	1,500,000	-	-	-	-	1,500,000
FY 2011 ADOPTED	N/A	N/A	N/A	N/A	N/A	N/A	N/A
CHANGE	N/A	1,500,000	-	-	-	-	1,500,000

OPERATING IMPACT THE EXPANSION AND REMODELING OF THE FACILITY WILL RESULT IN OPERATION COST EFFICIENCIES AND ENSURE THAT THE CITY IS IN COMPLIANCE WITH STATE REQUIREMENTS.

TOTAL PROJECT COST	2,645,000
PRIOR YEAR FUNDING	1,145,000
PRIOR YEAR AVAILABLE	-
FY 2012 ADOPTED	1,500,000
FY 2013 – FY 2016 PLANNED	-
REMAINING NEED	-

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	1,500,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	1,500,000

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

“SHARROW” BIKE LANES

CATEGORY: TRANSPORTATION
FOCUS AREA: TRANS.
LOCATION: CITYWIDE
EST. COMPLETION DATE: ONGOING

DEPARTMENT: PUBLIC WORKS
DEPARTMENT PRIORITY:
FUND: 042
PROJECT #: 290-8222



DESCRIPTION & SCOPE: This project includes the design and construction of “sharrow” bike lanes throughout the City.

PURPOSE: To create safe, bicycle friendly “sharrow” lanes throughout the City that will encourage increased, safe bicycle transportation utilization.

HISTORY & KEY MILESTONES: This is a new project that will increase number bike lanes throughout the City. Approximately 80 miles of two-way striping for “sharrow” lanes will be added to existing City streets.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	250,000	250,000	-	-	-	500,000
FY 2011 ADOPTED	N/A	N/A	N/A	N/A	N/A	N/A	N/A
CHANGE	N/A	250,000	250,000	N/A	N/A	N/A	500,000

OPERATING IMPACT

TOTAL PROJECT COST	500,000
PRIOR YEAR FUNDING	-
PRIOR YEAR AVAILABLE	-
FY 2012 ADOPTED	250,000
FY 2013 – FY 2016 PLANNED	250,000
REMAINING NEED	-

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	250,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	250,000

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES: “SHARROW” BIKE LANES IS A NEW PROJECT THAT WAS ADDED TO REFLECT THE INCORPORATION OF FOCUS AREA INITIATIVES INTO THE CITY’S RECOMMENDED CAPITAL IMPROVEMENT PLAN.

COMMONWEALTH GATEWAY INTERSTATE LANDSCAPING

CATEGORY: TRANSPORTATION
FOCUS AREA: EG, TRANS.
LOCATION: 2, 6
EST. COMPLETION DATE: MARCH 2012

DEPARTMENT: PUBIC WORKS
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 291-8364

DESCRIPTION & SCOPE: This project will provide landscaping improvements to the Commonwealth Gateway, from Broad Street to north of the City. The first phase of the project includes landscaping of the I-95/Broad Street interchange and the I-64/Nine Mile Road interchange.



PURPOSE: To provide landscaping enhancements to the gateway area that will improve the appearance of the Commonwealth Gateway. The sections of I-95 and I-64 within the City of Richmond are the major gateway into the capital of the Commonwealth of Virginia. Large portions of this gateway in the downtown area have little or no roadside landscaping, resulting in an unattractive approach to the capital area.

HISTORY & KEY MILESTONES: The City of Richmond and VDOT submitted a joint application for federal ISTE A Enhancement funds in 1993-1994 and received funding for the project. Design of the interstate/VDOT portion of the project is complete but funding is

needed for construction. VDOT will administer the project. The City will provide the matching portion of the maintenance fund.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	250,000	-	-	-	-	250,000
FY 2011 ADOPTED	N/A	N/A	N/A	N/A	N/A	N/A	N/A
CHANGE	N/A	250,000	-	-	-	-	250,000

OPERATING IMPACT MAINTENANCE COSTS OF \$150,000 TO \$200,000 ARE EXPECTED EACH YEAR AND WILL BE REQUESTED AS CAPITAL MAINTENANCE FUNDS.

TOTAL PROJECT COST	250,000
PRIOR YEAR FUNDING	-
PRIOR YEAR AVAILABLE	-
FY 2012 ADOPTED	250,000
FY 2013 – FY 2016 PLANNED	-
REMAINING NEED	-

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	250,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	250,000

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

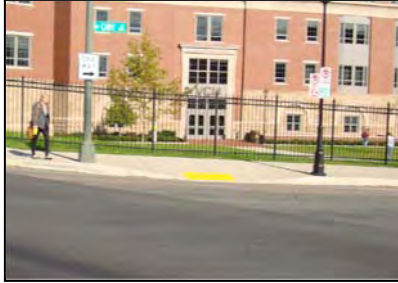
NOTES:

CURB RAMPS FOR THE MOBILITY IMPAIRED

CATEGORY: TRANSPORTATION
FOCUS AREA: TRANS.
LOCATION: CITYWIDE
EST. COMPLETION DATE: ONGOING

DEPARTMENT: PUBLIC WORKS
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 291-8507

DESCRIPTION & SCOPE: This project includes the design and installation of curb ramps at all street intersections within the City where curbing exists.



PURPOSE: To install curb ramps at City intersections where curbing exists. The Americans with Disabilities Act (ADA) addresses equal opportunity in public accommodation, employment, transportation, state and local government services, and telecommunications for individuals with disabilities. The ADA requires the City to provide accessible routes for persons with mobility impairments. While all new construction includes installation of curb ramps, the City must identify and correct deficiencies in existing street intersections where curbing exists. Curb ramps installed will meet specifications established by VDOT.

HISTORY & KEY MILESTONES: This project is ongoing. Prior year funding has been provided through the City's CIP budget and the VDOT Revenue Sharing Program (RSP). In FY 2011, the project was funded entirely by the VDOT RSP. The FY 2012 request provides the mandatory 100% City match to the FY 2011 VDOT RSP allocation.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	100,000	-	-	-	-	100,000
FY 2011 ADOPTED	100,000	-	-	-	-	N/A	-
CHANGE	N/A	100,000	-	-	-	-	100,000
OPERATING IMPACT	NO IMPACT.						

TOTAL PROJECT COST	2,000,000
PRIOR YEAR FUNDING	1,125,000
PRIOR YEAR AVAILABLE	106,681
FY 2012 ADOPTED	100,000
FY 2013 – FY 2016 PLANNED	-
REMAINING NEED	775,000

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	15,000
ACQUISITION/RELOCATION	0
SITE IMPROVEMENTS	0
CONSTRUCTION	85,000
FURNITURE/FIXTURES/EQUIPMENT	0
OTHER	0
TOTAL	100,000

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS,
VDOT REVENUE SHARING PROGRAM FUNDS

NOTES: RECOMMENDED ALLOCATION PROVIDES FUNDING FOR MANDATORY MATCH.

EAST BROAD STREET GATEWAY – ENHANCEMENT TO BROAD STREET & HISTORIC SLAVE BURIAL GROUND

CATEGORY: TRANSPORTATION
FOCUS AREA: UHICN
LOCATION: 6
EST. COMPLETION DATE: TBD

DEPARTMENT: ECONOMIC & COMMUNITY DEV.
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 291-8365

DESCRIPTION & SCOPE: This project provides funding for the enhancement of the East Broad Street Corridor from 14th Street to 19th Street. Included in the enhancement are improvements to the existing streetscape and the recently granted Historic Slave Burial Ground.



PURPOSE: To leverage state funds in order to enhance and improve Broad Street and surrounding areas between 14th Street and 19th Street in collaboration with improvements to the Historical Slave Burial Ground.

HISTORY & KEY MILESTONES: This is a new project that will be funded primarily by a state transportation funding grant. Improvements will include improved streetscaping, lighting and historical markers. Development of the historic and tourism site will also be expedited with this project.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	1,250,000	-	-	-	-	1,250,000
FY 2011 ADOPTED	N/A	N/A	N/A	N/A	N/A	N/A	N/A
CHANGE	N/A	1,250,000	-	-	-	-	1,250,000

OPERATING IMPACT

TOTAL PROJECT COST	1,250,000
PRIOR YEAR FUNDING	-
PRIOR YEAR AVAILABLE	-
FY 2012 ADOPTED	1,250,000
FY 2013 – FY 2016 PLANNED	-
REMAINING NEED	-

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	1,250,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	1,250,000

FUNDING SOURCE(s): VDOT TRANSPORTATION
 ENHANCEMENT FUNDS & GENERAL OBLIGATION BONDS

NOTES: THIS IS A NEWLY REQUESTED PROJECT IN RESPONSE TO STATE GRANT FUNDS AVAILABLE FOR ENHANCEMENT OF BROAD STREET BETWEEN 14TH AND 19TH STREET AND THE NEWLY GRANTED BURIAL GROUNDS.

FOREST HILL AVENUE: HATHAWAY ROAD TO EAST JUNCTION

CATEGORY: TRANSPORTATION
FOCUS AREA: CSWB, TRANS.
LOCATION: 4
EST. COMPLETION DATE: FALL 2013

DEPARTMENT: PUBLIC WORKS
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 291-8950

DESCRIPTION & SCOPE: The project will provide a 5-lane section with curb & gutter, sidewalks, bike lanes, closed storm sewer system, street lighting and landscaping from Powhite Parkway to Melbourne Drive.



PURPOSE: To improve safety and provide multimodal transportation improvements to the corridor.

HISTORY & KEY MILESTONES: The project is funded through the Regional Surface Transportation Program (RSTP) Funds and Urban Funds. RSTP is 100% reimbursable by the State while Urban Funds require a 2% City match. \$3.5 million was transferred to the project from the Jahnke Road project and \$500,000 in CMAQ funds are allocated for FY 2012.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	6,201,105	-	-	-	-	6,201,105
FY 2011 ADOPTED	55,246	-	-	-	-	N/A	-
CHANGE	N/A	6,201,105	-	-	-	-	6,201,105

OPERATING IMPACT MINIMAL LANDSCAPE MAINTENANCE WILL BE REQUIRED – APPROXIMATELY \$2,000 PER YEAR.

TOTAL PROJECT COST	11,481,351
PRIOR YEAR FUNDING	5,280,246
PRIOR YEAR AVAILABLE	3,852,341
FY 2012 ADOPTED	6,201,105
FY 2013 – FY 2016 PLANNED	-
REMAINING NEED	518,649

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	6,201,105
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	6,201,105

FUNDING SOURCE(S): REGIONAL SURFACE TRANSPORTATION PROGRAM FUNDS, CMAQ FUNDS

NOTES:

GERMAN SCHOOL ROAD: GLENWAY TO WARWICK ROAD

CATEGORY: TRANSPORTATION

DEPARTMENT: PUBLIC WORKS

FOCUS AREA: TRANS.

DEPARTMENT PRIORITY:

LOCATION: 9

FUND: 040

EST. COMPLETION DATE: MAY 2012

PROJECT #: 291-8183

DESCRIPTION & SCOPE: This project will provide improvements to German School Road from Glenway Drive to Warwick Road, including a center turn lane, curbs, gutters, sidewalks, drainage improvements, and bicycle lanes. The project will complement the improvements over Reedy Creek and minimize the instances of flooding at the intersection with Midlothian Turnpike.



PURPOSE: To enhance the neighborhood by eliminating deep ditches on each side of the road. The improved roadway will efficiently carry traffic resulting in a safer facility and accommodate future growth in the area.

HISTORY & KEY MILESTONES: This project is included in VDOT's Six Year Improvement Program. The exact funding is based on VDOT's actual allocation in any given year and the City's share may vary depending on VDOT's allocations. The estimated total cost of the project is \$19 million with the City being responsible for a 2% match plus administrative costs.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	94,000	-	-	-	-	94,000
FY 2011 ADOPTED	-	20,000	-	-	-	N/A	20,000
CHANGE	N/A	74,000	-	-	-	-	74,000

OPERATING IMPACT VDOT MAINTENANCE FUNDING WILL ALLOW FOR NO SIGNIFICANT IMPACT TO OPERATING BUDGET.

TOTAL PROJECT COST	454,000
PRIOR YEAR FUNDING	360,000
PRIOR YEAR AVAILABLE	171,383
FY 2012 ADOPTED	94,000
FY 2013 – FY 2016 PLANNED	-
REMAINING NEED	-

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	94,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	94,000

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

HULL STREET: DIXON DRIVE TO ELKHARDT ROAD - URBAN

CATEGORY: TRANSPORTATION

DEPARTMENT: PUBLIC WORKS

FOCUS AREA: TRANS.

DEPARTMENT PRIORITY:

LOCATION: 8, 9

FUND: 040

EST. COMPLETION DATE: ONGOING

PROJECT #: 294-8185

DESCRIPTION & SCOPE: This project will widen Hull Street between Dixon Drive and Elkhardt Road from four lanes to six lanes, and includes the installation of curbs, gutters, sidewalks, bike lanes, raised medians and landscaping where none exists. Traffic signals will be also be upgraded.



PURPOSE: To provide added lanes to this heavily traveled road for improved traffic flow and safety. Curb and gutter installation will improve channelization, turning movements, and drainage.

HISTORY & KEY MILESTONES: The latest traffic count for this corridor was 24,000 vehicles per day. In addition to this project, VDOT has a project to address the Hull Street-Chippenham Parkway interchange, and the widening of Hull Street in Chesterfield County.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	(764,281)	-	-	-	-	(764,281)
FY 2011 ADOPTED	(2,977,125)	-	-	-	-	N/A	-
CHANGE	N/A	(764,281)	-	-	-	-	(764,281)
OPERATING IMPACT	REDUCTION OF ACCIDENTS AND MAINTENANCE COSTS.						

TOTAL PROJECT COST	14,000,000
PRIOR YEAR FUNDING	5,504,033
PRIOR YEAR AVAILABLE	5,498,820
FY 2012 ADOPTED	(764,281)
FY 2013 – FY 2016 PLANNED	-
REMAINING NEED	9,260,248

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	(764,281)
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	-
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	(764,281)

FUNDING SOURCE(S): URBAN STATE FUNDS

NOTES: REDUCTIONS IN ALLOCATIONS FOR THIS PROJECT ARE DIRECTLY RELATED TO REDUCTIONS IMPOSED BY VDOT IN ORDER TO REPROGRAM THE FUNDS FOR STREETS PROJECTS ELSEWHERE IN THE CITY. IN THIS CASE, FUNDING IS REPROGRAMMED TO MIDLOTHIAN TURNPIKE.

JAHNKE ROAD: BLAKEMORE ROAD TO FOREST HILL AVE.

CATEGORY: TRANSPORTATION
FOCUS AREA: TRANS.
LOCATION: 4
EST. COMPLETION DATE: ONGOING

DEPARTMENT: PUBLIC WORKS
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 291-8949

DESCRIPTION & SCOPE: This project will improve Jahnke Road between Blakemore Road and Forest Hill Avenue through the installation of a median with left turn lanes, curbs, gutters, sidewalks, shared use paths, and an underground drainage system. The roadway will remain two travel lanes with landscaping and the existing traffic signals will be upgraded.



PURPOSE: To provide an improved corridor for future traffic demand while minimally impacting the surrounding neighborhood. The project will provide facilities for pedestrians and bicyclists that are not currently available in the existing corridor.

HISTORY & KEY MILESTONES: This project has been a part of the master plan since the early 1970s and was the target of a 1993-1995 safety study. The project is funded with Regional Surface Transportation Program (RSTP) funds (80% federal and 20% state) through the Richmond Metropolitan Planning Organization.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	(2,300,000)	1,000,000	1,000,000	-	-	(300,000)
FY 2011 ADOPTED	-	200,000	-	-	-	N/A	200,000
CHANGE	N/A	(2,500,000)	1,000,000	1,000,000	-	-	(500,000)

OPERATING IMPACT VDOT MAINTENANCE FUNDING WILL ALLOW FOR NO SIGNIFICANT IMPACT TO THE OPERATING BUDGET.

TOTAL PROJECT COST	14,000,000
PRIOR YEAR FUNDING	7,816,000
PRIOR YEAR AVAILABLE	5,938,882
FY 2012 ADOPTED	(2,300,000)
FY 2013 – FY 2016 PLANNED	2,000,000
REMAINING NEED	6,484,000

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	(2,300,000)
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	(2,300,000)

FUNDING SOURCE(S): REGIONAL SURFACE TRANSPORTATION PROGRAM FUNDS

NOTES: RSTP FUNDS INITIALLY ALLOCATED TO THIS PROJECT HAVE BEEN REPROGRAMMED BY VDOT TO THE FOREST HILL AVENUE PROJECT.

MAJOR BRIDGE IMPROVEMENTS

CATEGORY: TRANSPORTATION
FOCUS AREA: TRANS.
LOCATION: CITYWIDE
EST. COMPLETION DATE: ONGOING

DEPARTMENT: PUBLIC WORKS
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 292-8750

DESCRIPTION & SCOPE: This project includes the repair of several bridges and the replacement of a number of deteriorated and structurally and functionally deficient bridges. The intent of this project is to improve the safety of bridges that have fallen into a state of disrepair.



PURPOSE: To maintain and restore the structural and functional conditions of deficient City-maintained bridge structures with the intent of extending their service lives. This project is crucial to the overall safety of the community.

HISTORY & KEY MILESTONES: The bridges included in this project were constructed at least 40 years ago.

Common distresses included deteriorated bridge decks and superstructures, leaking expansion joints, steel corrosion, paint deterioration, and various concrete spalls and cracking. These issues need to be addressed to avoid more costly repairs and accelerated structural deterioration in the future. \$1.4 million of FY 2011 and FY 2012 funds are being used to make repairs to the Robert E. Lee Bridge.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	1,000,000	1,000,000	750,000	1,000,000	750,000	4,500,000
FY 2011 ADOPTED	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	N/A	4,000,000
CHANGE	N/A	-	-	(250,000)	-	750,000	500,000

OPERATING IMPACT PERFORMING NEEDED RESTORATION WILL BE LESS EXPENSIVE THAN DEFERRING THOSE COSTS UNTIL SUCH TIME AS MORE SERIOUS STRUCTURAL REPAIRS MAY BE NECESSARY.

TOTAL PROJECT COST	14,500,000
PRIOR YEAR FUNDING	2,559,120
PRIOR YEAR AVAILABLE	1,739,280
FY 2012 ADOPTED	1,000,000
FY 2013 – FY 2016 PLANNED	3,500,000
REMAINING NEED	7,440,880

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	100,000
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	900,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	1,000,000

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

MATCHING FUNDS FOR FEDERAL/STATE GRANTS (VDOT)

CATEGORY: TRANSPORTATION
FOCUS AREA: TRANS.
LOCATION: CITYWIDE
EST. COMPLETION DATE: ONGOING

DEPARTMENT: PUBLIC WORKS
DEPARTMENT PRIORITY:
FUND: 010
PROJECT #: 291-8122

DESCRIPTION & SCOPE: This project provides funds for ineligible expenses and matching funds associated with federal and state grant programs. These programs include grants from TEA-21, SAFETEA-LU, CMAQ, Enhancement, Safety, Revenue Sharing, and State Urban funds. Eligible programs include various street improvements, traffic signals, intersection improvements, and minor maintenance.



PURPOSE: To provide required matching funds that range from 0.2 percent to 50 percent, depending on the type of grant. The City administers the design, acquisition, and construction of these projects.

HISTORY & KEY MILESTONES: Each year, the City submits an application to VDOT for the various grant programs that offer funds for transportation improvements. These programs are funded with

federal and state funds and require matching funds from the recipient. The estimated City match and ineligible project expenses cost approximately \$70,000 each year, depending upon the number of successful applications.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	-	-	-	-	70,000	70,000
FY 2011 ADOPTED	70,000	70,000	70,000	70,000	-	N/A	210,000
CHANGE	N/A	(70,000)	(70,000)	(70,000)	-	70,000	(140,000)

OPERATING IMPACT EIGHTY TO NINETY PERCENT OF THE PROJECT COSTS ARE PAID BY VDOT ON A REIMBURSEMENT BASIS.

TOTAL PROJECT COST	ONGOING
PRIOR YEAR FUNDING	1,001,000
PRIOR YEAR AVAILABLE	810,694
FY 2012 ADOPTED	-
FY 2013 – FY 2016 PLANNED	70,000
REMAINING NEED	ONGOING

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	-
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	-

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

MIDLOTHIAN TURNPIKE: BELT BLVD. TO CHIPPENHAM PKWY.

CATEGORY: TRANSPORTATION

DEPARTMENT: PUBLIC WORKS

FOCUS AREA: TRANS.

DEPARTMENT PRIORITY:

LOCATION: 8, 9

FUND: 040

EST. COMPLETION DATE: NOVEMBER 2012

PROJECT #: 291-8182

DESCRIPTION & SCOPE: This project provides improvements to Midlothian Turnpike from Belt Boulevard to Chippenham Parkway, including the installation of curbs, gutters, sidewalks, turn lanes, landscaping, lighting, storm drainage, and pavement reconstruction. Traffic signals will be upgraded and new signals installed where warranted. This project complements the German School Road project and will help minimize the instances of flooding at the intersection of Midlothian Turnpike and German School Road.



PURPOSE: To improve infrastructure and traffic flow through the corridor. Roadway closures caused by flooding will be minimized. Traffic flow will improve through installation of bus pullouts for public transit and a facility for pedestrians. This project is VDOT administered.

HISTORY & KEY MILESTONES: VDOT approved the project for construction on October 21, 2010 and construction is projected to be completed in November 2012. Improvements will foster economic growth and revitalization of the areas adjacent to the corridor. The estimated total

cost of the project is \$42.0 million with the City being responsible for a 2% match plus administrative costs.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	954,281	100,000	-	-	-	1,054,281
FY 2011 ADOPTED	-	110,000	-	-	-	N/A	110,000
CHANGE	N/A	844,281	100,000	-	-	-	944,281

OPERATING IMPACT VDOT MAINTENANCE FUNDING WILL ALLOW FOR NO SIGNIFICANT IMPACT TO OPERATING BUDGET.

TOTAL PROJECT COST	1,734,281
PRIOR YEAR FUNDING	680,000
PRIOR YEAR AVAILABLE	240,834
FY 2012 ADOPTED	954,281
FY 2013 – FY 2016 PLANNED	100,000
REMAINING NEED	-

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	954,281
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	954,281

FUNDING SOURCE(S): STATE URBAN FUNDS, GENERAL OBLIGATION BONDS

NOTES:

PARK ROAD IMPROVEMENTS

CATEGORY: TRANSPORTATION
FOCUS AREA: UHICN, TRANS.
LOCATION: CITYWIDE
EST. COMPLETION DATE: ONGOING

DEPARTMENT: PARKS & RECREATION
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 130-8903

DESCRIPTION & SCOPE: This project provides funding for maintenance of park roadways and parking lots within the City’s park and cemetery system, which are not part of either the VDOT or DPW Highway system. Maintenance includes remedial repairs and chip seal resurfacing of these areas on an annual basis.



PURPOSE: To continue work on repairing and restoring park and cemetery roadways and parking areas Citywide.

HISTORY & KEY MILESTONES: This is an annual request for roadway and parking area maintenance funds at major and minor parks and cemeteries, including Riverview, Maury/Mt. Olivet Cemeteries and Forest Hill, James River, Byrd and Bryan Parks.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	-	-	-	-	50,000	50,000
FY 2011 ADOPTED	25,000	-	25,000	-	-	N/A	25,000
CHANGE	N/A	-	(25,000)	-	-	50,000	25,000

OPERATING IMPACT MINOR MAINTENANCE OPERATIONS ARE BUDGETED IN THE GENERAL FUND AS NECESSARY.

	ONGOING	FY 2012 BUDGET DISTRIBUTION	
			AMOUNT
TOTAL PROJECT COST			
PRIOR YEAR FUNDING	300,000	PLANNING/DESIGN	-
PRIOR YEAR AVAILABLE	16,281	ACQUISITION/RELOCATION	-
FY 2012 ADOPTED	-	SITE IMPROVEMENTS	-
FY 2013 – FY 2016 PLANNED	50,000	CONSTRUCTION	-
REMAINING NEED	-	FURNITURE/FIXTURES/EQUIPMENT	-
		OTHER	-
		TOTAL	-

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

REGIONAL SURFACE TRANSPORTATION PROGRAM (RSTP)

CATEGORY: TRANSPORTATION
FOCUS AREA: TRANS.
LOCATION: CITYWIDE
EST. COMPLETION DATE: ONGOING

DEPARTMENT: PUBLIC WORKS
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 290-8137

DESCRIPTION & SCOPE: This federally funded project provides for the upgrade and enhancement of the existing Richmond Traffic Signal System along with software upgrades, hardware replacement, Intelligent Transportation System (ITS) equipment and the installation of closed-circuit television (CCTV) equipment for traffic monitoring.



PURPOSE: To upgrade the obsolete centralized traffic signal control center to a state-of-the-art system. The access of approximately 300 to 470 signalized intersections from the control center will provide commuters with a better transportation signalized network.

HISTORY & KEY MILESTONES: The Richmond Traffic Signal System was installed in 1992 and it has become obsolete. A feasibility study was conducted in 2009 and a design for the system upgrade is underway. Construction is expected to start by summer 2011.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	415,247	-	-	-	-	415,247
FY 2011 ADOPTED	2,090,753	-	-	-	-	N/A	-
CHANGE	N/A	415,247	-	-	-	-	415,247
OPERATING IMPACT	AN ADDITIONAL AMOUNT UNDER THE OPERATIONAL ACCOUNT SHOULD BE ADDED ON FUTURE YEARS FOR MAINTENANCE AGREEMENT SUPPORT (\$25,000 PER YEAR).						

TOTAL PROJECT COST	ONGOING
PRIOR YEAR FUNDING	4,472,753
PRIOR YEAR AVAILABLE	3,801,688
FY 2012 ADOPTED	415,247
FY 2013 – FY 2016 PLANNED	-
REMAINING NEED	ONGOING

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	415,247
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	415,247

FUNDING SOURCE(S): FEDERAL (RSTP) AND STATE REIMBURSABLE FUNDS

NOTES:

RICHMOND SIGNAL SYSTEM IMPROVEMENTS (CMAQ)

CATEGORY: TRANSPORTATION
FOCUS AREA: TRANS.
LOCATION: CITYWIDE
EST. COMPLETION DATE: ONGOING

DEPARTMENT: PUBLIC WORKS
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 290-8138

DESCRIPTION & SCOPE: This federally funded project provides for the re-timing of the existing signal system along with software upgrades, hardware replacement, vehicle detection equipment and the installation of additional video monitoring equipment.



PURPOSE: To minimize stops, delays, fuel consumption and air pollution emissions on the signalized intersections, and to maximize the progressive movement throughout the signalized network system.

HISTORY & KEY MILESTONES: The City began receiving CMAQ funds via Congress enacting the Inter-modal Surface Transportation Efficiency Act (ISTEA) of the 1990s (now the Transportation Equity Act for the 21st Century (TEA-21) enacted in 1998). In 2006 and 2009, a major traffic signal retiming project covered most of the City but several corridors still need retiming. A project scoping for the installation of new technologies for these remaining corridors is underway and will improve progression and timing.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	455,000	-	-	-	-	455,000
FY 2011 ADOPTED	1,035,800	-	-	-	-	N/A	-
CHANGE	N/A	455,000	-	-	-	-	455,000

OPERATING IMPACT NO DIRECT IMPACT TO THE OPERATIONAL ACCOUNT.

TOTAL PROJECT COST ONGOING
PRIOR YEAR FUNDING 4,159,000
PRIOR YEAR AVAILABLE 2,636,060
FY 2012 ADOPTED 455,000
FY 2013 – FY 2016 PLANNED -
REMAINING NEED ONGOING

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	455,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	455,000

FUNDING SOURCE(S): FEDERAL (CMAQ) AND STATE REIMBURSABLE FUNDS; CITY MATCH.

NOTES:

SIDEWALK PROJECTS

CATEGORY: TRANSPORTATION
FOCUS AREA: TRANS.
LOCATION: CITYWIDE
EST. COMPLETION DATE: ONGOING

DEPARTMENT: PUBLIC WORKS
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 291-8516



DESCRIPTION & SCOPE: This project covers the repair of hazardous sidewalk and addition of new sidewalk as requested by citizens. Repairs or additions of handicap ramps, repair of damaged curb & gutter, and repairs to damaged drainage facilities will be made during the installation of new sidewalk or repairs to existing sidewalk.

PURPOSE: To maintain safety for pedestrians by removing trip hazards and providing improved accessibility as required by the Americans with Disabilities Act. The locations of sidewalk repairs and new sidewalk installations are determined by a technical ranking system established by the Department of Public Works.

HISTORY & KEY MILESTONES: This project was established in 2008 and is funded yearly. Sidewalk Projects was initially a City funded program but was changed to a VDOT revenue sharing program in 2010.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	600,000	750,000	650,000	750,000	750,000	3,500,000
FY 2011 ADOPTED	1,000,000	500,000	500,000	250,000	-	N/A	1,250,000
CHANGE	N/A	100,000	250,000	400,000	750,000	750,000	2,250,000

OPERATING IMPACT THE REPAIR OF HAZARDOUS SIDEWALK WILL REDUCE FUTURE MAINTENANCE.

TOTAL PROJECT COST	ONGOING
PRIOR YEAR FUNDING	3,159,987
PRIOR YEAR AVAILABLE	1,025,144
FY 2012 ADOPTED	600,000
FY 2013 – FY 2016 PLANNED	2,900,000
REMAINING NEED	ONGOING

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	600,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	600,000

FUNDING SOURCE(S): VDOT REVENUE SHARING FUNDS

NOTES: OF THE \$600,000 FY12 APPROPRIATION, CITY COUNCIL DESIGNATED \$100,000 FOR THE BELLEMEADE AREA.

STREET LIGHTING - GENERAL

CATEGORY: TRANSPORTATION
FOCUS AREA: CSWB, TRANS., SNE
LOCATION: CITYWIDE
EST. COMPLETION DATE: ONGOING

DEPARTMENT: PUBLIC UTILITIES
DEPARTMENT PRIORITY:
FUND: 046
PROJECT #: 974-1602



DESCRIPTION & SCOPE: This project provides for installation of new street lights at various locations, based on requests of citizens, the Police Department, and the Department of Public Works Traffic Engineering Division. This project provides for an upgrade to the electric distribution system, upgrades to three electric sub-stations, and ancillary electric work required due to CIP projects undertaken by other departments within the City of Richmond.

PURPOSE: To increase public safety at night and potentially reduce the crime rate through the installation of new street lights.

HISTORY & KEY MILESTONES: Prior funds for system upgrades for a phased upgrade program accumulated over time have been decreased. This funding is still required to facilitate the electric infrastructure upgrade program.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	300,000	300,000	300,000	300,000	300,000	1,500,000
FY 2011 ADOPTED	500,000	500,000	500,000	500,000	500,000	N/A	2,000,000
CHANGE	N/A	(200,000)	(200,000)	(200,000)	(200,000)	300,000	(500,000)

OPERATING IMPACT THE TOTAL COST OF STREET LIGHTING IS A GENERAL FUND EXPENDITURE.

TOTAL PROJECT COST **ONGOING**
 PRIOR YEAR FUNDING 32,541,390
 PRIOR YEAR AVAILABLE 13,153,312
 FY 2012 ADOPTED 300,000
 FY 2013 – FY 2016 PLANNED 1,200,000
REMAINING NEED **ONGOING**

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	300,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	300,000

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

STREETS, SIDEWALKS, AND ALLEY IMPROVEMENTS

CATEGORY: TRANSPORTATION
FOCUS AREA: TRANS.
LOCATION: CITYWIDE
EST. COMPLETION DATE: ONGOING

DEPARTMENT: PUBLIC WORKS
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 291-8128

DESCRIPTION & SCOPE: This project funds smaller scale construction improvements resulting from permits and petitions, unforeseen circumstances and emergency conditions. This project also funds certain street and utility improvements for commercial or industrial development as allowed by City Code.



PURPOSE: To fund small scale emergency and unanticipated construction projects and required unbudgeted infrastructure improvements that stimulate private development as provided by City Code.

HISTORY & KEY MILESTONES: This project was established in 1994 and has been funded every year.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000
FY 2011 ADOPTED	450,000	450,000	450,000	350,000	250,000	N/A	1,500,000
CHANGE	N/A	(250,000)	(250,000)	(150,000)	(50,000)	200,000	(500,000)

OPERATING IMPACT A SMALL INCREASE IN MAINTENANCE COST IS EXPECTED.

TOTAL PROJECT COST **ONGOING**
 PRIOR YEAR FUNDING 19,528,363
 PRIOR YEAR AVAILABLE 1,401,905
 FY 2012 ADOPTED 200,000
 FY 2013 – FY 2016 PLANNED 800,000
REMAINING NEED **ONGOING**

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	200,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	200,000

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

TRAFFIC CALMING

CATEGORY: TRANSPORTATION
FOCUS AREA: UHICN, TRANS.
LOCATION: CITYWIDE
EST. COMPLETION DATE: ONGOING

DEPARTMENT: PUBLIC WORKS
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 290-8910

DESCRIPTION & SCOPE: This project provides for the installation of traffic calming devices including residential circles, chokers, speed cushions, splitters and raised crosswalks.



PURPOSE: To reduce cut-through traffic and speeding on certain neighborhood streets through the installation of physical traffic calming devices.

HISTORY & KEY MILESTONES: A neighborhood traffic management program was adopted by City Council in 2004. In 2009, sixteen projects were completed at a cost of \$197,664. During FY 2010 eight projects were completed at an estimated cost of \$397,000. In FY 2011 twelve projects are under design at an estimated cost of \$182,000.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012 - 2016
FY 2012 ADOPTED	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000
FY 2011 ADOPTED	800,000	300,000	300,000	300,000	300,000	N/A	1,200,000
CHANGE	N/A	(100,000)	(100,000)	(100,000)	(100,000)	200,000	(200,000)

OPERATING IMPACT

TOTAL PROJECT COST	ONGOING
PRIOR YEAR FUNDING	2,600,000
PRIOR YEAR AVAILABLE	861,683
FY 2012 ADOPTED	200,000
FY 2013 – FY 2016 PLANNED	800,000
REMAINING NEED	ONGOING

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	30,000
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	170,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	200,000

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS, REVENUE SHARING AND PRIOR YEAR FUNDING

NOTES:

TRAFFIC CONTROL INSTALLATION

CATEGORY: TRANSPORTATION
FOCUS AREA: TRANS.
LOCATION: CITYWIDE
EST. COMPLETION DATE: ONGOING

DEPARTMENT: PUBLIC WORKS
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 290-8122



DESCRIPTION & SCOPE: This project provides improvements to existing traffic signals through the upgrading of aged and damaged equipment. Improvements range from converting span wire designs to mast arms for improved visibility and maintenance to installing new vehicle detectors for improved operations (such as fewer unnecessary stops and less delay and vehicle emissions).

PURPOSE: To restore the functionality of damaged traffic signals and improve the overall safety and operations at signals by replacing old outdated equipment.

HISTORY & KEY MILESTONES: This project has been providing ongoing installation of traffic signals and equipment for more than 20 years to improve traffic controls

throughout the City. Funding for the project also covers emergency contingencies, such as knockdowns, and pays half of the salary for the traffic signal controls inspector.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	200,000	200,000	200,000	200,000	200,000	1,000,000
FY 2011 ADOPTED	200,000	200,000	200,000	200,000	200,000	N/A	800,000
CHANGE	N/A	-	-	-	-	200,000	200,000

OPERATING IMPACT THE INSTALLATION OF NEW SIGNAL EQUIPMENT AND THE REPLACEMENT OF THE OLD WILL RESULT IN OPERATIONAL COST EFFICIENCIES.

TOTAL PROJECT COST	ONGOING
PRIOR YEAR FUNDING	6,178,858
PRIOR YEAR AVAILABLE	14,080
FY 2012 ADOPTED	200,000
FY 2013 – FY 2016 PLANNED	800,000
REMAINING NEED	ONGOING

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	30,000
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	170,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	200,000

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

TRAFFIC DIRECTION CONVERSIONS

CATEGORY: TRANSPORTATION
FOCUS AREA: UIHCN
LOCATION: CITYWIDE
EST. COMPLETION DATE: TBD

DEPARTMENT: PLANNING & DEVELOPMENT REVIEW
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 210-8131



DESCRIPTION & SCOPE: The project will implement traffic direction conversions for streets identified for conversion to two-way traffic in the Downtown Plan and the Shockoe Bottom Transportation Plan 2020. The first phase of the project will focus on the feasibility, design and implementation of the streets in Shockoe Bottom and the east-west streets between Cowardin Avenue and the James River in the Manchester area. Additional streets Downtown would be considered following the first phase. Funding for the project also includes hiring a consultant to complete due diligence, engineering, and design work and to assist the City with other related tasks, as necessary.

PURPOSE: To convert one-way streets identified in the Downtown Plan and Shockoe Bottom Transportation Plan 2020 to two-way streets. The streets and intersections selected for conversion will coincide with successful commercial and residential districts and locations most in need of better access and visibility, such as corridors with existing vacant or underutilized buildings. Conversion will continue into additional areas as new infill development and redevelopment occurs.

HISTORY & KEY MILESTONES: This is the third year of project funding request.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	-	1,500,000	-	-	-	1,500,000
FY 2011 ADOPTED	500,000	1,500,000	816,978	-	-	N/A	2,316,978
CHANGE	N/A	(1,500,000)	683,022	-	-	-	(816,978)

OPERATING IMPACT IMPACTS TO THE OPERATING BUDGET WILL BE CONTINGENT UPON HOW THE OPEN SPACE IS PROGRAMMED.

TOTAL PROJECT COST	2,916,978
PRIOR YEAR FUNDING	600,000
PRIOR YEAR AVAILABLE	593,609
FY 2012 ADOPTED	-
FY 2013 – FY 2016 PLANNED	1,500,000
REMAINING NEED	816,978

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	-
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	-

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

TRANSPORTATION PROJECTS

CATEGORY: TRANSPORTATION
FOCUS AREA: TRANS.
LOCATION: CITYWIDE
EST. COMPLETION DATE: ONGOING

DEPARTMENT: PUBLIC WORKS
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 291-8515

DESCRIPTION & SCOPE: The project provides the asphalt restoration of various streets throughout the City. The scope of work includes the milling and asphalt resurfacing of major arterial streets and the application of slurry seal to minor arterial and collector streets as determined by visual pavement condition surveys. Improvements also include curb and gutter repairs, pavement patching, and the installation of handicap ramps as needed.



PURPOSE: To maintain the function and operating condition of over 1,900 lane miles of City-owned streets while prolonging the useful life of paved surfaces.

HISTORY & KEY MILESTONES: This project has been funded continuously over an historical period of time but only to the extent to be reactive to emergency situations. Recent funding has been on a more proactive basis as many City streets have reached operating limitations because of their poor functional conditions.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	4,600,000	4,050,000	1,265,000	1,500,000	1,735,000	13,150,000
FY 2011 ADOPTED	3,750,000	3,750,000	3,750,000	1,750,000	1,300,000	N/A	10,550,000
CHANGE	N/A	850,000	300,000	(485,000)	200,000	1,735,000	2,600,000

OPERATING IMPACT THE RESTORATION OF OLDER STREETS WILL RESULT IN OPERATION COST EFFICIENCIES.

TOTAL PROJECT COST	60,000,000
PRIOR YEAR FUNDING	14,078,903
PRIOR YEAR AVAILABLE	1,609,925
FY 2012 ADOPTED	4,600,000
FY 2013 – FY 2016 PLANNED	8,550,000
REMAINING NEED	32,421,097

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	500,000
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	4,100,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	4,600,000

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

URBAN FUNDED NEW PAVEMENT REHABILITATION

CATEGORY: TRANSPORTATION
FOCUS AREA: TRANS., EG, CSWB
LOCATION: CITYWIDE
EST. COMPLETION DATE: ONGOING

DEPARTMENT: PUBLIC WORKS
DEPARTMENT PRIORITY:
FUND: 042
PROJECT #: 294-8189



DESCRIPTION & SCOPE: This project provides additional funding for pavement rehabilitation, resurfacing, and sealing and preventive maintenance of streets.

PURPOSE: To improve street surface condition, appearance and upgraded pavement markings.

HISTORY & KEY MILESTONES: Funding for this program comes from monies received from State Urban Funds received under the City of Richmond's 1st Cities Agreement with the State. These funds require a 2% City match which is budgeted in the "Matching Funds for Federal Grant" program.

FY 2012 funds are FY 2009-2010 interest earned from the State's quarterly payment from VDOT.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	75,038	-	-	-	-	75,038
FY 2011 ADOPTED	827,625	-	-	-	-	N/A	-
CHANGE	N/A	75,038	-	-	-	-	75,038

OPERATING IMPACT THE PROJECT WILL REDUCE OPERATING COSTS.

TOTAL PROJECT COST	ONGOING
PRIOR YEAR FUNDING	7,884,639
PRIOR YEAR AVAILABLE	753,548
FY 2012 ADOPTED	75,038
FY 2013 – FY 2016 PLANNED	-
REMAINING NEED	2,040,323

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	75,038
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	75,038

FUNDING SOURCE(S): URBAN STATE FUNDS

NOTES:

BROAD STREET CDA PARKING FACILITIES

CATEGORY: CITY EQUIPMENT AND OTHER
FOCUS AREA: WMG
LOCATION: 6
EST. COMPLETION DATE: ONGOING

DEPARTMENT: PUBLIC WORKS
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 230-8117

DESCRIPTION & SCOPE: This project was established in FY 2011 for the acquisition of the five parking facilities and other assets of the Broad Street Community Development Authority.



PURPOSE: The Broad Street Community Development Authority debt for the facilities was to be supported by a variety of revenue streams including payments from the City. Projections indicated that parking revenues from the facilities would not be sufficient to cover the costs of the high-interest debt service and facility operations.

HISTORY & KEY MILESTONES: The City acquired the parking facilities on December 1, 2010. The Broad Street Community Development Authority was dissolved in February 2011.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	-	-	-	-	-	-
FY 2011 ADOPTED	69,896,245	-	-	-	-	-	-
CHANGE	N/A	-	-	-	-	-	-
OPERATING IMPACT	THE REPLACEMENT OF OLDER EQUIPMENT WILL RESULT IN OPERATION COST EFFICIENCIES.						

TOTAL PROJECT COST 69,896,245
PRIOR YEAR FUNDING 69,896,245
PRIOR YEAR AVAILABLE -
FY 2012 ADOPTED -
FY 2013 – FY 2016 PLANNED -
REMAINING NEED -

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	-
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	-

FUNDING SOURCE(S): GENERAL OBLIGATION BONDS

NOTES:

REPLACE PARKING EQUIPMENT IN CITY PARKING FACILITIES

CATEGORY: CITY EQUIPMENT & OTHER
FOCUS AREA: EG, CSWB, TRANS., WMG
LOCATION: CITYWIDE
EST. COMPLETION DATE: SEPTEMBER 2013

DEPARTMENT: FINANCE
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 029-3101



DESCRIPTION & SCOPE: This project will provide funds for the acquisition and installation of new, state of the art parking equipment at 5th & Marshall and 7th & Marshall parking facilities, resulting in the reduction of ongoing maintenance costs.

PURPOSE: To install new parking equipment at 5th & Marshall and 7th & Marshall parking facilities, as the current equipment is not in line with industry standards and requires constant maintenance. The equipment replacement will reduce maintenance costs, allow for better ingress and egress, and improve revenue tracking.

HISTORY & KEY MILESTONES: Parking Equipment Replacement is a new project. The appropriation of funds for this project will be utilized to purchase new equipment for 5th & Marshall in FY 2012. Equipment for 7th & Marshall parking facility will be purchased in FY 2013. Equipment installation will take approximately 30-45 days.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	350,000	200,000	-	-	-	550,000
FY 2011 ADOPTED	-	-	-	-	-	N/A	N/A
CHANGE	N/A	350,000	200,000	-	-	-	550,000

OPERATING IMPACT ALLOCATION WILL REDUCE ON-GOING MAINTENANCE COSTS.

TOTAL PROJECT COST	550,000
PRIOR YEAR FUNDING	-
PRIOR YEAR AVAILABLE	-
FY 2012 ADOPTED	350,000
FY 2013 – FY 2016 PLANNED	200,000
REMAINING NEED	-

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	-
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	350,000
TOTAL	350,000

FUNDING SOURCE(S): PARKING REVENUE

NOTES:

FLEET REPLACEMENT PROGRAM

CATEGORY: CITY EQUIPMENT & OTHER
FOCUS AREA: SNE, WMG
LOCATION: CITYWIDE
EST. COMPLETION DATE: ONGOING

DEPARTMENT: PUBLIC WORKS (FLEET MGMT)
DEPARTMENT PRIORITY:
FUND: 040
PROJECT #: 029-3102

DESCRIPTION & SCOPE: This project allows for the purchase of replacement vehicles and equipment used to provide services throughout the City. The City's Fleet consists of approximately 2,300 vehicles and pieces of equipment.



PURPOSE: To replace vehicles and equipment that are beyond their useful life, which are typically the most costly to maintain. In line with the objectives of a well-managed government, the City has established a fleet replacement process that will, in time, set the vehicle replacement cycle in line with best practices, minimizing operating and maintenance costs.

HISTORY & KEY MILESTONES: The goal of the fleet replacement program is to strike a balance for minimizing replacement costs versus maintenance and fuel costs. The FY 2012 proposed allocation will be utilized for the purchase of four new fire trucks, 11 new pieces of heavy equipment for the Department of Public Works including two new flushers, two new street sweepers, and two new pothole patchers, and 40 new police vehicles.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	5,400,000	5,000,000	5,000,000	5,000,000	5,000,000	25,400,000
FY 2011 ADOPTED	-	-	-	-	-	N/A	N/A
CHANGE	N/A	5,400,000	5,000,000	5,000,000	5,000,000	5,000,000	25,400,000

OPERATING IMPACT THE REPLACEMENT OF OLDER EQUIPMENT WILL RESULT IN OPERATION COST EFFICIENCIES.

TOTAL PROJECT COST	ONGOING
PRIOR YEAR FUNDING	5,000,000
PRIOR YEAR AVAILABLE	5,000,000
FY 2012 ADOPTED	5,400,000
FY 2013 – FY 2016 PLANNED	20,000,000
REMAINING NEED	ONGOING

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	-
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	5,400,000
TOTAL	5,400,000

FUNDING SOURCE(S): PAY-AS-YOU-GO CASH

NOTES: PRIOR YEAR DEBT AUTHORIZATION APPROVED BY COUNCIL IS DEDICATED TO THE PURCHASE OF SEVEN NEW FIRE TRUCKS ORDERED DURING FY 2011, EXPECTED FOR DELIVERY IN OCTOBER-NOVEMBER 2011. THE ORDER-TO-DELIVERY TIME PERIOD FOR FIRE TRUCKS IS ESPECIALLY LENGTHY DUE TO THE COMPLEXITY OF THE EQUIPMENT INVOLVED.

GAS UTILITY NEW BUSINESS

CATEGORY: UTILITIES
FOCUS AREA: SNE
LOCATION: CITYWIDE
EST. COMPLETION DATE: ONGOING

DEPARTMENT: PUBLIC UTILITIES
DEPARTMENT PRIORITY:
FUND: 043
PROJECT #: 971-1402

DESCRIPTION & SCOPE: This project provides for the ongoing installation of new gas mains, services, meters, and regulators to serve new customers in the City of Richmond and Henrico County. It is estimated that 50,000 feet of new mains and 1,045 new services will be installed in FY 2012.



PURPOSE: For each request to provide gas service, a determination is made whether the project provides a positive return to the gas utility. Projects where net revenue exceeds the estimated cost of construction will be completed. In addition, projects may be completed where it is determined that subject to the Department of Public Utilities' Main Extension Policy, those projects will provide future profitable gas sales.

HISTORY & KEY MILESTONES: This project has been funded continuously over an historical period of time, but only to the extent to be reactive to opportunities to serve new customers. A new natural gas fueling facility will be completed at Hopkins Road in January 2011.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	1,723,000	10,309,000	11,544,000	13,309,000	14,796,000	51,681,000
FY 2011 ADOPTED	-	9,001,000	11,866,000	12,018,000	12,488,000	N/A	45,373,000
CHANGE	N/A	(7,278,000)	(1,557,000)	(474,000)	821,000	14,796,000	6,308,000

OPERATING IMPACT THE FUNDS REQUESTED FOR THESE PROJECTS WILL RESULT IN A NET INCREASE TO GAS UTILITY'S NET REVENUES.

TOTAL PROJECT COST	ONGOING
PRIOR YEAR FUNDING	231,422,207
PRIOR YEAR AVAILABLE	38,080,033
FY 2012 ADOPTED	1,723,000
FY 2013 – FY 2016 PLANNED	49,958,000
REMAINING NEED	ONGOING

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	1,723,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	1,723,000

FUNDING SOURCE(S): CASH, UTILITY BONDS

NOTES:

GAS UTILITY SYSTEM REPLACEMENT

CATEGORY: UTILITIES
FOCUS AREA: SNE
LOCATION: CITYWIDE
EST. COMPLETION DATE: ONGOING

DEPARTMENT: PUBLIC UTILITIES
DEPARTMENT PRIORITY:
FUND: 043
PROJECT #: 971-1403 & 971-1430

DESCRIPTION & SCOPE: This project provides for the replacement of gas mains, services, meters, and regulators. The primary projects included in this program are replacement of old gas mains, replacement or renewal of old gas services and response to water infiltration. Also included are ancillary projects to renew or replace mains in conjunction with projects being done by other City agencies or the State. It is estimated to replace 100,000 feet of main and 2,600 services in FY 2012.



PURPOSE: Much of the gas distribution system is over 40 years old and is deteriorating due to its age. This project replaces and/or renews old gas facilities as maintenance costs begin to exceed replacement costs. This program, along with the cathodic protection program (Project 1430), reduces gas leakage and revenue losses.

HISTORY & KEY MILESTONES: A federal USDOT mandate requires the City to complete a 40 year project to replace all cast iron gas mains. This project is in its 19th year. New federal regulations requiring Distribution Integrity Management programs are effective on August 2, 2011.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	18,948,000	19,581,000	20,237,000	20,913,000	21,611,000	101,290,000
FY 2011 ADOPTED	21,684,000	19,056,000	19,817,000	20,589,000	21,412,000	N/A	80,874,000
CHANGE	N/A	(108,000)	(236,000)	(352,000)	(499,000)	21,611,000	20,416,000

OPERATING IMPACT THE FUNDS REQUESTED FOR THESE PROJECTS WILL RESULT IN A NET INCREASE TO GAS UTILITY'S NET REVENUES.

TOTAL PROJECT COST	ONGOING
PRIOR YEAR FUNDING	222,995,319
PRIOR YEAR AVAILABLE	35,882,074
FY 2012 ADOPTED	18,948,000
FY 2013 – FY 2016 PLANNED	82,342,000
REMAINING NEED	ONGOING

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	18,948,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	18,948,000

FUNDING SOURCE(S): CASH, UTILITY BONDS

NOTES:

STORMWATER FACILITIES IMPROVEMENTS

CATEGORY: UTILITIES
FOCUS AREA: SNE
LOCATION: CITYWIDE
EST. COMPLETION DATE: ONGOING

DEPARTMENT: PUBLIC UTILITIES
DEPARTMENT PRIORITY:
FUND: 048
PROJECT #: 978-1940



DESCRIPTION & SCOPE: This project provides for Citywide maintenance and upgrade of stormwater sewers and associated facilities, inspection and replacement programs, miscellaneous stormwater extensions, and emergency replacements.

PURPOSE: To complete the necessary repairs of and upgrades to the stormwater facilities.

HISTORY & KEY MILESTONES: This project has been funded to repair and/or replace drainage structures, ditches and culverts throughout the city. Development and use of “Green” technology has proven to be a positive step

toward the reduction of untreated urban runoff into the City’s rivers and streams. A proactive approach is being taken to meet federal, state and local regulations.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	3,500,000	3,500,000	27,558,000	15,285,000	16,613,000	66,456,000
FY 2011 ADOPTED	3,500,000	3,500,000	3,500,000	27,558,000	15,285,000	N/A	49,843,000
CHANGE	N/A	-	266,000	1,950,000	-	-	16,613,000

OPERATING IMPACT THE FUNDS REQUESTED IN THIS PROJECT ARE NECESSARY TO REDUCE MAINTENANCE COSTS AND ORDINARILY KEEP RATE INCREASES TO A MINIMUM.

TOTAL PROJECT COST	ONGOING
PRIOR YEAR FUNDING	7,177,915
PRIOR YEAR AVAILABLE	4,706,803
FY 2012 ADOPTED	3,500,000
FY 2013 – FY 2016 PLANNED	62,956,000
REMAINING NEED	ONGOING

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	3,500,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	3,500,000

FUNDING SOURCE(S): CASH, UTILITY BONDS

NOTES:

CITY OF RICHMOND FLOODWALL

CATEGORY: UTILITIES

FOCUS AREA: SNE

LOCATION: 6

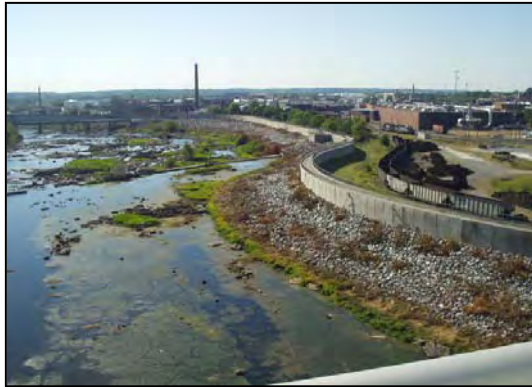
EST. COMPLETION DATE: ONGOING

DEPARTMENT: PUBLIC UTILITIES

DEPARTMENT PRIORITY:

FUND: 045

PROJECT #: NEW



DESCRIPTION & SCOPE: This project provides for capital improvements, corrective and preventive maintenance for the dams, canals, levees and floodwalls as well as the flood control systems on both the north and south interior drainage areas. The operation and maintenance of these facilities protect residential and business properties in the City and are required to meet the regulations of the Secretary of the Army and permits issued by the US Army Corps of Engineers Norfolk District and the Virginia Department of Environmental Quality.

PURPOSE: To make necessary improvements, repairs and upgrades needed for the sustainability of the James River infrastructure including dams, canals and flood protection facilities.

HISTORY & KEY MILESTONES: These types of projects have been continuously funded over decades in the City's general or enterprise fund. Beginning in 2009 all the project costs are centralized in the DPU, an enterprise fund.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	-	266,000	1,950,000	-	-	2,216,000
FY 2011 ADOPTED	-	-	-	-	-	N/A	-
CHANGE	N/A	-	266,000	1,950,000	-	-	2,216,000

OPERATING IMPACT THIS PROJECT WILL ENSURE RELIABLE OPERATION AND REDUCE MAINTENANCE COSTS OF EXISTING FLOOD PREVENTION FACILITIES. THIS WILL AID IN THE PROTECTION OF PROPERTIES AND SUSTAINING THE EXISTING THE TAX BASE.

TOTAL PROJECT COST	ONGOING
PRIOR YEAR FUNDING	-
PRIOR YEAR AVAILABLE	-
FY 2012 ADOPTED	-
FY 2013 – FY 2016 PLANNED	2,216,000
REMAINING NEED	ONGOING

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	-
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	-

FUNDING SOURCE(S): CASH , VRA & UTILITY BONDS

NOTES:

COMBINED SEWER OVERFLOW

CATEGORY: UTILITIES

FOCUS AREA: SNE

LOCATION: CITYWIDE

EST. COMPLETION DATE: ONGOING

DEPARTMENT: PUBLIC UTILITIES

DEPARTMENT PRIORITY:

FUND: 045

PROJECT #: 973-1701-1750

DESCRIPTION & SCOPE: This project implements the City of Richmond's Combined Sewer Overflow (CSO) Plan. The program includes design engineering and construction of CSO conveyance facilities on the north and south sides of the James River, increases the wet weather treatment capacity at the Wastewater Treatment Plant, expansion of the Shockoe Retention Basin and other smaller CSO control projects. In addition, this project includes \$22.7 million for the Canal Redevelopment Project.



PURPOSE: As part of its Virginia Pollution Discharge Elimination System Permit, CSO Special Order by Consent and the Regional Water Quality Management Plan (2008 Plan), the City is required to develop and implement a plan to control CSO discharges and meet Virginia water quality standards, as well as an ongoing CSO monitoring program and financial status review.

HISTORY & KEY MILESTONES: The City completed Phase 1 of the CSO Control Program in the 1990s. Phase 2 was completed in 2003. The first set of Phase 3 CSO projects began in 2007

and will be continuing over the next 20 plus years.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	6,300,000	-	-	-	-	6,300,000
FY 2011 ADOPTED	3,100,000	6,300,000	3,869,000	-	-	N/A	10,169,000
CHANGE	N/A	-	(3,869,000)	-	-	-	(3,869,000)

OPERATING IMPACT THE FUNDS REQUESTED IN THIS PROJECT ARE NECESSARY TO REDUCE MAINTENANCE COSTS AND EXTEND THE LIFE OF THE ASSETS.

TOTAL PROJECT COST	ONGOING
PRIOR YEAR FUNDING	196,202,760
PRIOR YEAR AVAILABLE	27,512,282
FY 2012 ADOPTED	6,300,000
FY 2013 – FY 2016 PLANNED	-
REMAINING NEED	ONGOING

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	6,300,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	6,300,000

FUNDING SOURCE(S): CASH, VRA & UTILITY BONDS

NOTES:

SANITARY SEWERS

CATEGORY: UTILITIES

FOCUS AREA: SNE

LOCATION: CITYWIDE

EST. COMPLETION DATE: ONGOING

DEPARTMENT: PUBLIC UTILITIES

DEPARTMENT PRIORITY:

FUND: 045

PROJECT #: 973-1701-1760

DESCRIPTION & SCOPE: This project provides for maintenance and upgrade of sanitary sewers, inspection and replacement programs, miscellaneous sewer extensions, and emergency replacements. This project includes the Shockoe Bottom Drainage Projects (SBD 1-7) and the Battery Park Drainage Project. Also included are ancillary projects to renew or replace sewers in conjunction with projects being done by other City agencies or the State. Various Stormwater Drainage projects totaling \$4,521,725 were added as a Council Budget Amendment to the Capital Improvement Plan for FY2009-2013 (Ordinance 2008-73-105, Attachment II).



PURPOSE: To provide necessary repairs of and upgrades to the sanitary sewer facilities.

HISTORY & KEY MILESTONES: This project has been funded continuously over an extended period of time. In the 2005 time frame, the annual sewer rehabilitation budget was ramped up from about \$4 million per year to the current level of approximately \$10 million year. Project scheduling and rehabilitation has taken a more proactive role in bringing the sanitary sewers in rehabilitated areas an additional 50-100 years of life expectancy.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	16,099,000	15,112,000	15,344,000	15,700,000	20,242,000	82,497,000
FY 2011 ADOPTED	11,099,000	15,999,000	13,012,000	13,344,000	13,700,000	N/A	56,055,000
CHANGE	N/A	100,000	2,100,000	2,000,000	2,000,000	20,242,000	26,442,000

OPERATING IMPACT THE FUNDS REQUESTED IN THIS PROJECT ARE NECESSARY TO REDUCE MAINTENANCE COSTS AND EXTEND THE LIFE OF THE ASSETS.

TOTAL PROJECT COST	ONGOING
PRIOR YEAR FUNDING	188,102,724
PRIOR YEAR AVAILABLE	68,380,524
FY 2012 ADOPTED	16,099,000
FY 2013 – FY 2016 PLANNED	66,398,000
REMAINING NEED	ONGOING

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	16,099,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	16,099,000

FUNDING SOURCE(S): CASH , VRA & UTILITY BONDS

NOTES:

WASTEWATER TREATMENT

CATEGORY: UTILITIES

FOCUS AREA: SNE

LOCATION: CITYWIDE

EST. COMPLETION DATE: ONGOING

DEPARTMENT: PUBLIC UTILITIES

DEPARTMENT PRIORITY:

FUND: 045

PROJECT #: 973-1701

DESCRIPTION & SCOPE: This project provides for the upgrading of equipment and process control systems at the Wastewater Treatment Plant. The wastewater system serves approximately 58,000 customers in the City, Henrico, northern Chesterfield and Goochland counties.



PURPOSE: To improve the operational processes of the Wastewater Treatment Plant.

HISTORY & KEY MILESTONES: This project has been funded continuously to replace systems have reached or surpassed their useful service lives and to maintain compliance with water quality regulations. In 2009, construction began on a \$156 million series of projects to upgrade the treatment plant to remove more nitrogen and phosphorus pollutants as part of the Chesapeake Bay Restoration Program.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	5,000,000	12,161,000	14,250,000	8,899,000	379,000	40,689,000
FY 2011 ADOPTED	-	-	-	-	-	N/A	-
CHANGE	N/A	5,000,000	12,161,000	14,250,000	8,899,000	379,000	40,689,000

OPERATING IMPACT THE FUNDS REQUESTED IN THIS PROJECT ARE NECESSARY TO REDUCE MAINTENANCE COSTS AND EXTEND THE LIFE OF THE ASSETS.

TOTAL PROJECT COST	ONGOING
PRIOR YEAR FUNDING	178,516,299
PRIOR YEAR AVAILABLE	108,516,727
FY 2012 ADOPTED	5,000,000
FY 2013 – FY 2016 PLANNED	35,689,000
REMAINING NEED	ONGOING

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	5,000,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	5,000,000

FUNDING SOURCE(s): CASH , VRA & UTILITY BONDS

NOTES:

WATER UTILITY DISTRIBUTION SYSTEM IMPROVEMENTS

CATEGORY: UTILITIES
FOCUS AREA: SNE
LOCATION: CITYWIDE
EST. COMPLETION DATE: ONGOING

DEPARTMENT: PUBLIC UTILITIES
DEPARTMENT PRIORITY:
FUND: 044
PROJECT #: 971-1502

DESCRIPTION & SCOPE: This project provides for installation of water mains to serve new customers, also meter programs and the rehabilitation of existing water mains and services. It is estimated to replace or retire 18,700 feet of main and 800 services in FY 2012. An estimated 61,000 feet of water main will be cleaned and lined in FY 2012. Also included are ancillary projects to renew or replace mains in conjunction with projects being done by other City of Richmond agencies or the State.



PURPOSE: Rehabilitation and replacement of water mains are done on a systematic basis, with cost effectiveness and quality of water service in specific areas determining the projects to be completed. New water mains and services are installed as requested, with the customer paying for all work beyond a minimum amount per customer.

HISTORY & KEY MILESTONES: This project has been funded continuously over an historical period of time, but only to the extent to be reactive to emergency situations. However, recent funding has been on a more proactive basis as many of the water mains have reached or surpassed their useful lives.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	8,547,000	9,664,000	10,024,000	10,377,000	10,743,000	49,355,000
FY 2011 ADOPTED	9,475,000	9,987,000	10,317,000	10,722,000	11,147,000	N/A	42,173,000
CHANGE	N/A	(1,440,000)	(653,000)	(698,000)	(770,000)	10,743,000	7,182,000

THE FUNDS REQUESTED IN THIS PROJECT ARE NECESSARY TO SERVE ADDITIONAL CUSTOMERS OR TO REDUCE MAINTENANCE COSTS AND REDUCE WATER LOSSES. THIS WILL NORMALLY RESULT IN AN INCREASE IN REVENUE IN THE WATER UTILITY.

OPERATING IMPACT

TOTAL PROJECT COST	ONGOING
PRIOR YEAR FUNDING	135,344,907
PRIOR YEAR AVAILABLE	22,120,386
FY 2012 ADOPTED	8,547,000
FY 2013 – FY 2016 PLANNED	40,808,000
REMAINING NEED	ONGOING

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	8,547,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	8,547,000

FUNDING SOURCE(S): CASH, UTILITY BONDS

NOTES:

MAJOR PLANT & PUMPING IMPROVEMENTS

CATEGORY: UTILITIES

FOCUS AREA: SNE

LOCATION: CITYWIDE

EST. COMPLETION DATE: JANUARY 2017

DEPARTMENT: PUBLIC UTILITIES

DEPARTMENT PRIORITY:

FUND: 044

PROJECT #: 972-1503

DESCRIPTION & SCOPE: A comprehensive study of the City of Richmond's water purification plant and pumping system indicated that substantial improvements were needed to meet projected water demand and to comply with the requirements of the Safe Drinking Water Act and State Health Department regulations. The program for accomplishing these improvements began in the mid-1970s. The plant's present certified capacity is 132 million gallons per day (MGD).



PURPOSE: To make improvements to the City of Richmond's water purification plant and pumping system to meet projected water demand and to comply with the requirements of the Safe Drinking Water Act and State Health Department regulations.

HISTORY & KEY MILESTONES: This project has been funded continuously to replace systems that have reached or surpassed their useful service lives, maintain compliance with new drinking water quality regulations, and to meet county wholesale water contract capacity requirements.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	21,631,000	32,916,000	16,399,000	-	-	70,946,000
FY 2011 ADOPTED	8,454,000	30,184,000	54,543,000	15,000,000	3,500,000	N/A	103,227,000
CHANGE	N/A	(8,553,000)	(21,627,000)	1,399,000	(3,500,000)	-	(32,281,000)

OPERATING IMPACT THE FUNDS REQUESTED IN THIS PROJECT ARE NECESSARY TO MAINTAIN COMPLIANCE WITH WATER QUALITY REGULATIONS AS WELL AS REDUCE OPERATING AND MAINTENANCE COSTS AND INCREASE EFFICIENCY.

TOTAL PROJECT COST	ONGOING
PRIOR YEAR FUNDING	273,445,475
PRIOR YEAR AVAILABLE	136,655,644
FY 2012 ADOPTED	21,631,000
FY 2013 – FY 2016 PLANNED	49,315,000
REMAINING NEED	ONGOING

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	21,631,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	21,631,000

FUNDING SOURCE(S): CASH, UTILITY BONDS

NOTES:

TRANSMISSION MAIN IMPROVEMENTS

CATEGORY: UTILITIES

FOCUS AREA: SNE

LOCATION: CITYWIDE

EST. COMPLETION DATE: JANUARY 2017

DEPARTMENT: PUBLIC UTILITIES

DEPARTMENT PRIORITY:

FUND: 044

PROJECT #: 972-1503

DESCRIPTION & SCOPE: This project provides for construction of water transmission mains and tanks, to provide service to the City of Richmond as well as Henrico, Hanover, and Chesterfield Counties, to maximize the use of the City of Richmond’s water purification plant.



PURPOSE: All projects undertaken for the exclusive benefit of Henrico, Hanover, and Chesterfield Counties are paid for 100 percent by each County. This maximizes efficiencies of usage of the City of Richmond’s water purification plant and lowers the cost of service for all customers of the Water Utility.

HISTORY & KEY MILESTONES: Past projects have included new transmission mains to facilitate increased water sales to Henrico, Chesterfield and Hanover Counties, as well as the soon to be completed Hioaks Elevated Water Tank in the southwestern portion of the City. DPU is currently in the process of replacing a large section of the 36” Korah 3 transmission main in the Kanawha Canal.

FINANCIAL SUMMARY

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL FY 2012-2016
FY 2012 ADOPTED	N/A	9,301,000	6,437,000	653,000	278,000	550,000	17,219,000
FY 2011 ADOPTED	350,000	9,301,000	6,437,000	653,000	278,000	N/A	16,669,000
CHANGE	N/A	-	-	-	-	550,000	550,000

OPERATING IMPACT THE MAJORITY OF THE PROJECTS IN THIS AREA SHOULD MAINTAIN OR INCREASE THE WATER SALES TO HENRICO, CHESTERFIELD AND HANOVER COUNTIES AND WILL BE FUNDED EXCLUSIVELY BY EACH COUNTY

TOTAL PROJECT COST	103,614,169
PRIOR YEAR FUNDING	84,209,169
PRIOR YEAR AVAILABLE	48,744,851
FY 2012 ADOPTED	9,301,000
FY 2013 – FY 2016 PLANNED	7,918,000
REMAINING NEED	2,186,000

FY 2012 BUDGET DISTRIBUTION	
	AMOUNT
PLANNING/DESIGN	-
ACQUISITION/RELOCATION	-
SITE IMPROVEMENTS	-
CONSTRUCTION	9,301,000
FURNITURE/FIXTURES/EQUIPMENT	-
OTHER	-
TOTAL	9,301,000

FUNDING SOURCE(S): CASH & UTILITY BONDS

NOTES:

**CAPITAL IMPROVEMENT PLAN
FY2012-FY2016:**

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PROJECT STATUS REPORT AS OF 3/31/11	94-103

FY 2012 - FY 2016 Capital Improvement Plan: General Fund Uses of Funds by District

General Fund Project Title	Council District	Adopted FY 2012	Planned				TOTAL
			FY2013	FY2014	FY2015	FY 2016	
RAA Buildings and Property Improvements	2	-	50,000	250,000	-	-	300,000
Richmond Animal Shelter	2	1,500,000	-	-	-	-	1,500,000
Monroe Park	2	-	435,000	1,235,000	-	-	1,670,000
Second District Total		1,500,000	485,000	1,485,000			3,470,000
Forest Hill Avenue: Hathaway Road to East Junction (VDOT)	4	6,201,105	-	-	-	-	6,201,105
Jahnke Road: Blakemore Road to Forest Hill Avenue	4	(2,300,000)	1,000,000	1,000,000	-	-	(300,000)
Fourth District Total		3,901,105	1,000,000	1,000,000			5,901,105
Carytown Gateway Improvements	5	220,000	-	-	-	-	220,000
Replacement of Fire Station 12	5	-	-	-	-	500,000	500,000
Replacement of Fire Station 17	5	400,000	300,000	-	-	-	700,000
Fifth District Total		620,000	300,000			500,000	1,420,000
Cannon Creek Gateway Improvements	6	1,000,000	542,000	-	-	-	1,542,000
Dove Street Redevelopment	6	-	1,500,000	-	500,000	-	2,000,000
East Broad Street Gateway - Broad Street & Historic Slave Burial Ground	6	1,250,000	-	-	-	-	1,250,000
Eastview Initiative	6	750,000	450,000	-	-	-	1,200,000
Main Street Station Multi-Modal	6	479,346	479,346	-	-	-	958,692
Traffic Direction Conversion DTPI	6	-	1,500,000	-	-	-	2,316,978
Sixth District Total		3,479,346	4,471,346		500,000		8,450,692
Church Hill Youth Development Center	7	150,000	200,000	-	-	-	350,000
Intermediate Terminal Riverfront Public Access	7	750,000	-	-	-	-	750,000
Slave Trail	7	100,000	-	-	-	-	100,000
Seventh District Total		1,000,000	200,000				1,200,000
German School Road: Glenway to Warwick Road (VDOT)	9	94,000	-	-	-	-	94,000
Midlothian Turnpike: Belt Blvd to Chippenham Pkwy	9	954,281	100,000	-	-	-	1,054,281
Hull St.: Dixon Dr. to Elkhardt (VDOT)	9	(764,281)	-	-	-	-	(764,281)
Ninth District Total		284,000	100,000				384,000
800Mhz	CW	500,000	-	-	-	865,000	1,365,000
Bike Lanes (Sharrows)	CW	250,000	250,000	-	-	-	500,000
City Hall Emergency Generator/Electrical Upgrades	CW	500,000	500,000	500,000	-	-	1,500,000
City Hall Major Building Electrical Upgrades	CW	-	-	-	-	1,000,000	1,000,000
City Hall replacement Of Boilers & Systems	CW	200,000	200,000	-	-	-	400,000
New Justice Center	CW	250,000	-	-	-	-	250,000
City Jail Improvement Project	CW	29,000,000	46,000,000	22,000,000	5,000,000	-	102,000,000
Coliseum Restoration	CW	425,000	400,000	400,000	400,000	-	1,625,000
Commonwealth Gateway Interstate Landscaping	CW	250,000	-	-	-	-	250,000
Community Schools, Parks & Libraries	CW	900,000	1,000,000	1,000,000	1,000,000	800,000	4,700,000

FY 2012 - FY 2016 Capital Improvement Plan: General Fund Uses of Funds by District

General Fund Project Title	Council District	Adopted FY 2012	Planned				TOTAL
			FY2013	FY2014	FY2015	FY 2016	
Corridor/Gateway Blight Abatement	CW	200,000	200,000	200,000	200,000	200,000	1,000,000
Curb Ramps for the Mobility Impaired	CW	100,000	-	-	-	-	100,000
Demolition & Blight Abatement	CW	400,000	400,000	-	-	-	800,000
Energy Savings Program	CW	-	-	-	-	1,000,000	1,000,000
Finance ERP System	CW	1,854,786	1,227,171	-	-	-	3,081,957
Fire Station Renovations	CW	500,000	500,000	500,000	500,000	500,000	2,500,000
Fleet Replacement	CW	5,400,000	5,000,000	5,000,000	5,000,000	5,000,000	25,400,000
John Marshall Court Building	CW	250,000	250,000	-	-	-	500,000
Juvenile Detention Center	CW	100,000	-	-	100,000	-	200,000
Library Renovations	CW	500,000	-	-	-	-	500,000
LIBRARY RETROFIT	CW	1,000,000	1,000,000	1,000,000	1,200,000	-	4,200,000
Major Building Renovations	CW	2,000,000	2,000,000	2,000,000	2,000,000	5,250,000	13,250,000
Major Bridge Improvements	CW	1,000,000	1,000,000	750,000	1,000,000	750,000	4,500,000
Major Parks Renovations	CW	250,000	250,000	500,000	1,000,000	1,000,000	3,000,000
Matching Funds For Federal Grants	CW	-	-	-	-	70,000	70,000
Neighborhood Park Renovations	CW	435,000	550,000	250,000	500,000	750,000	2,485,000
Neighborhoods in Bloom	CW	100,000	100,000	100,000	100,000	100,000	500,000
Park Road Improvements	CW	-	-	-	-	50,000	50,000
Parks and Recreation Building Maintenance	CW	250,000	250,000	250,000	250,000	375,000	1,375,000
Police Firing Range	CW	500,000	1,000,000	-	-	-	1,500,000
Regional Surface Transportation program (RSTP) (VDOT)	CW	415,247	-	-	-	-	415,247
Replace Parking Equipment	CW	350,000	200,000	-	-	-	550,000
Richmond Signal Sys Improvements (CMAQ)	CW	455,000	-	-	-	-	455,000
School CIP Planning & Construction	CW	34,081,869	18,559,181	19,800,000	9,776,261	-	82,217,311
School Maintenance	CW	1,217,528	500,000	500,000	500,000	500,000	3,217,528
Schools ADA Compliance	CW	4,500,000	1,500,000	-	2,700,000	-	8,700,000
Sidewalk Projects	CW	600,000	750,000	650,000	750,000	750,000	3,500,000
Street Lighting/General	CW	300,000	300,000	300,000	300,000	300,000	1,500,000
Street, Sidewalks & Alley Improvements	CW	200,000	200,000	200,000	200,000	200,000	1,000,000
Swimming Pools Projects	CW	250,000	250,000	250,000	250,000	250,000	1,250,000
Traffic Calming	CW	200,000	200,000	200,000	200,000	200,000	1,000,000
Traffic Control Installation	CW	200,000	200,000	200,000	200,000	200,000	1,000,000
Transportation Projects	CW	4,600,000	4,050,000	1,265,000	1,500,000	1,735,000	13,150,000
Urban Funded New Pavement Rehab.	CW	75,038	-	-	-	-	75,038
City Wide Total		94,559,468	88,786,352	57,815,000	34,626,261	21,845,000	297,632,081
Capital Improvement Plan Total		105,343,919	95,342,698	60,300,000	35,126,261	22,345,000	318,457,878

City of Richmond, Virginia
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FY 2011 - FY 2015 Capital Improvement Plan:										
LFGS #	Project Name	Council District	FY Amend	Construction Beginning Date	Construction Completion Date	Life-to-Date Appropriations @3/31/11	Life-to-Date Expenditures @3/31/11	FY2011 Appropriations @3/31/11	FY2011 YTD Expenditures 6/30/10-3/31/11	COMMENTS
Capital Improvement Plan: General Fund										
2308219	West End Library Expansion	1	11	TBD	TBD	500,000	73,757	200,000	63,328	Design initial Phase I complete with decision to proceed with new facility. Design Phase II ready to start. Construction funding needed.
2918191C	Windsor Farms Neighborhood Improvement	1	10	3/1/2010	8/1/2010	520,900	521,352	-	2,812	Construction Complete
2918491	Patterson Westbound, Willow Lawn East	1	10	10/15/2011	11/15/2011	150,000	-	-	-	Pending utility projects
2918517	Paving 5900 Kensington Avenue	1	09	TBD	TBD	-	-	-	-	-
2918518	5800 St. Christopher's Lane Steel Plate in Road	1		Spring 2007	Spring 2007	-	-	-	-	Completed By Operations
2918821	Council District project - District 1	1		2005	TBD	368,753	363,268	-	-	All Projects complete
2918838	Grove Avenue Sidewalk Improvement	1	10	8/30/2010	11/30/2010	191,315	153,399	-	55,032	Construction Complete
291C010	Radford Avenue - 4700 Block	1		10/6/2008	1/23/2009	51,273	52,107	-	-	Construction Complete
2938155	100 Tuckahoe Drop Inlet	1		6/1/2008	9/30/2008	21,048	21,047	-	-	Project complete.
2938156	500 Tuckahoe Avenue Drainage Improvements	1		6/1/2011	9/15/2011	400,000	76,404	-	-	Contract is with the vendor. Anticipate construction start May/June 2011.
2938157	5800 St. Christopher's Lane Drainage Improvements	1		N/A	N/A	-	-	-	-	Drainage problem was resolved by homeowners. Funding Reallocated
Subtotal: Council District 1						2,203,289	1,261,334	200,000	121,172	
1308117	Monroe Park	2		Ongoing	TBD	1,100,000	625,432	-	107,777	3 North Architects selected to prepare construction documents for various improvements. Additional work regarding sustainability components has been added to the work program. Work is 95 percent complete on CDs.
1308120	Carver Community Center	2		TBD	TBD	100,000	80,399	-	-	Study complete. AKA Old Moore Street School Study. No additional data
2108665	2nd Street Streetscape (Jackson Ward)	2		Ongoing	Ongoing	2,399,783	2,291,388	-	-	-
2308113	Main Library Renovations	2		9/1/2008	On-going	1,065,200	938,266	-	384	Switch Gear Replacement project - Under construction 10%, Elevator Project A/E Design process. Replacement of HW HX systems 30%
2918188	Commonwealth Gateway Landscaping Project	2		7/18/2011	10/18/2011	610,640	530,458	-	12,611	Design of Belvidere St. at Cary St. Intersection is in process.
2308191	4TH Police Precinct	2	10	12/18/2007	1/2/2009	6,575,000	6,558,926	-	(7,025)	Project complete.
2308220	Moore Street School Stabilization	2	10	TBD	TBD	380,000	25,900	-	25,900	Roofing Completed; windows and doors in progress
2908005	Rosedale Signage	2	09	10/28/2009	5/30/2010	25,000	22,971	-	2,993	Project is completed.
2918492	Alley Improvements Between Randolph & Brunswick	2	10	7/1/2009	Aug 2009	25,000	24,776	-	-	Construction complete.
2918493	Meadow Street and Lombardy Paving	2	10	9/15/2010	11/30/2010	124,000	-	-	-	Project Completed. Awaiting final payment.
2918494	Carver Assessment - Sidewalk Improvements	2	10	8/15/2009	5/15/2010	25,000	13,779	-	-	Project Completed.
2918822	Council District Project - District 2	2		2005	TBD	297,649	247,648	-	-	All Projects complete except Moore Street School (Parks & Rec)
291C021	Fan Lighting Expansion	2	09	Dec-06	Dec-10	369,900	369,900	-	-	General Fund portion is complete - DPU's CIP includes a total \$1.5M for this project. DPU began construction of the blocks designed by DGA Consultants in March 2011. Work will continue over the next 2 years to complete as many of the 18 blocks on East Grace and Mulberry as funding will allow
2938158	1700 Oakdale & 1900 Maple Shade Drainage	2		TBD	TBD	-	-	-	-	Funds were withdrawn. Project is in the Scoping Phase and has been added to the Stormwater Utility Active projects list. RRHA has now completed an updated NJW Redevelopment Plan that incorporates the land-uses include in the NJW Master Plan. It is slated to be presented to Council in the coming month. In addition, RRHA has completed a Phase 1 Environmental as well as an infrastructure and utility Analysis for the entire NJW project area. Strategic property acquisitions continue.
5008109	North Jackson Ward Study Area	2		5/31/2012	1/31/2020	1,750,000	1,510,703	-	466,709	
1308120	Carver Community Center	2								
Subtotal: Council District 2						14,847,172	13,240,546	-	609,349	

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LFGS #	Project Name	Council District	FY Amend	Construction Beginning Date	Construction Completion Date	Life-to-Date Appropriations @3/31/11	Life-to-Date Expenditures @3/31/11	FY2011 Appropriations @3/31/11	FY2011 YTD Expenditures 6/30/10-3/31/11	COMMENTS
1308905	Customer Service Zone - Pine Camp	3		40644	40735	210,575	64,074	-	4,385	Bids received for repairing the roof; contract awarded, work underway.
1308910	Young's Pond Restoration	3		Spring 09	May 2010	50,000	50,000	-	-	Est. Completion date - 90 days.
2308928	Richmond Animal Shelter	3								- Project is Complete
2918136	Brookland Park Boulevard Lighting	3	09	Jul-09	TBD	168,347	168,346	-	-	Project on-hold pending Economic Development consultant's report on business plan and strategy for streetscape improvements. Additional funding required to move project forward.
2918284	Chamberlayne Ave. and Claremont Brick Pavers	3	11	TBD	TBD	200,000	-	200,000	-	- Project scoping in progress
2918316	MacArthur Avenue Streetscape	3	09	N/A	N/A	-	-	-	-	- Funding Reallocated
2918495	Gateway Improvements - North Ave. and Laburnum	3	10	4/1/2011	5/28/2011	50,000	6,789	-	4,173	Construction started
2918496	Brookland Park Blvd. Brooke to Chamberlayne Paving	3	10	9/15/2010	11/30/2010	96,000	96,000	-	96,000	Project Completed.
2918497	Seminary Avenue Sidewalk Improvements	3	10	3/1/2010	6/30/2010	563	562	-	-	- Project Completed by Operations
2918521	3400 Block Cliff Ave. Paving, Curb & Lighting Improvement	3	09	N/A	N/A	-	-	-	-	- Funding Reallocated
2918522	Washington Park Improvements	3	10	8/1/2010	10/15/2010	204,000	204,000	-	204,000	Construction completed
2918523	Providence Park Improvements	3	10	9/15/2010	10/15/2010	75,000	75,000	-	75,000	Construction completed
2918823	Council District Project - District 3	3		2005	2010	186,074	168,607	-	-	- All Projects complete except for Battery Park Improvements (Parks & Rec)
2918839	Lombardy to Admiral St. - Phase II	3		5/20/2011	12/30/2011	1,003,000	180,953	-	10,259	Contract has been awarded. Construction to begin in May
5008008	Hermitage Road Historic District Freeman Marker	3	09	N/A	N/A	-	-	-	-	- Funding Reallocated
Subtotal: Council District 3						2,243,559	1,014,331	200,000	393,817	
2308797	Westover Hills Library renovation	4		Ongoing	39995	12,090	5,896	-	-	Project Complete.
2308799	Oliver Hill Crts. & Juv. Det. Ctr. Repair & Main	CW	10	7/1/2008	On-going	2,086,741	1,172,385	-	187,142	Boiler/Generator Design - Project being Bid.
2918498	Riverside Drive Improvements	4	10	40422	10/1/2010	78,000	78,000	-	78,000	Project Completed.
2918824	Council District Project - District 4	4		6/27/1905	1/15/2009	372,494	340,319	-	-	- All Projects complete
2918949	Jahnke Road: Blakemore Road to Forest Hill Avenue	4	11	4/30/2012	4/30/2014	7,816,000	1,126,537	(200,000)	220,374	Design Started- Construction Date dependent on level of State/Federal Funding for construction phase.
2918950	Forest Hill Avenue: Hathaway Road to East Junct.	4	11	6/1/2013	41609	5,280,246	872,594	55,246	93,037	Design at 30% in process of obtaining UDC approval.
2938760	Staffordshire Drainage Plan	4		Summer 2011	Winter 2012	491,159	441,158	-	61,392	Intent to Award sent to Director DPS and CAO for approval. Anticipate st
Subtotal: Council District 4						16,136,730	4,036,889	(144,754)	639,945	
1308109	Pumphouse in Byrd Park	5		January 09	Ongoing	240,000	73,845	-	24,000	Electric feed to building completed. Lighting installed for tours. Consultant study completed to determine feasibility of renovation of the facility for future use.
1308191	Maymont Park Improvements	5		Ongoing	Ongoing	740,681	740,681	-	-	
2308798	Replacement of Fire Station 17	5	11	June 2011	Sept. 2012	750,000	54,541	700,000	3,747	Design Construction Documents Phase 99% complete. Construction bidding in RFQ phase.
2308798	Replacement of Fire Station 17 ARRA Funds	5	10/11	June 2011	Sept. 2012	3,520,109	362,045	255,999	342,742	Design Construction Documents Phase 99% complete. Construction bidding in RFQ phase.
2918321	Sunset Street Improvements	5	09	N/A	N/A	-	-	-	-	- Funding Reallocated
2918499	Semmes Avenue Sidewalk Improvements	5	10	4/19/2010	6/15/2010	16,000	16,000	-	11,994	Project Completed.
2918499	Semmes Avenue Sidewalk Improvements	5	10	4/19/2010	6/15/2010	28,600	26,427	-	26,427	Project Completed.
2918825	Council District Project - District 5	5		2005	2007	14,625	11,025	-	-	- Projects complete
2918951	Oregon Hill Public Improvements	5	10	July 2009	11/30/2010	860,408	775,452	-	1,509	Project Completed.
291C011	Randolph West Lighting	5	10	Dec-08	Apr-10	483,240	483,240	-	8,490	Developer completed installation of solar lights April 2010
291C030	Allen Street Repavement	5		7/15/2011	8/15/2011	125,000	-	-	-	- Awaiting utility installation
5008148	Randolph Redevelopment & Conservation	5	10	3/8/2010	6/30/2010	7,187,462	7,187,462	-	-	- Infrastructure improvements complete
5008906	Carytown Gateway Improvements	5	11	7/1/2011	7/1/2012	238,212	139,963	100,000	1,752	Sign scale model under construction, site development around sign being requested in FY 2012 to complete project 7/1/2012.
Subtotal: Council District 5						14,204,337	9,870,681	1,055,999	418,909	

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1308118	Coliseum Fire Suppression upgrades	6		ongoing	ongoing	780,000	447,150	-	268,110	Work to include Electric upgrades
1308122	Ann Hardy Park Family Life Center	6	10	TBD	TBD	215,928	36,964	-	-	Insufficient Funding. Tasking order for a park/facility plan being developed
1308445	Kanawha Plaza Park/RMA Superstructure Repairs	6	11	6/27/2011	11/25/2011	2,900,000	153,526	2,500,000	50,895	IFB Advertised, Procurement Processing
2108200	Jackson Place	6		9/1/2011	6/15/2015	9,869,000	9,288,533	-	260,199	RRHA is continuing to manage the Jackson Commons development project which consists of the construction of approx. 100 high-quality homes. Construction has begun on a 41-unit multi-family building in Phase III. RRHA is also in negotiations with a hotel developer for the 5 acre mixed-use site just west of 3rd Street.
2108125	Greater Richmond Center Area Improvements	6		Ongoing	Ongoing	1,121,526	825,861	-	166,062	Various minor projects ongoing
2108208	Riverfront Development Area	6		Ongoing	Ongoing	9,318,801	9,304,822	(32,790)	747	
2108612	Main Street Station Multi Modal Center	6		Ongoing	Ongoing	56,264,368	38,306,792	-	517,139	ongoing, completion near 2020 if funding for rail stimulus is awarded
2308930	Hydroplant (Riverside on the James)	6	11	4/30/2009	6/30/2009	4,144,807	3,844,804	(625,849)	-	Project Complete
230NEW	North Highland Park Youth Development and GRIP Resource Center	6	09	N/A	N/A	-	-	-	-	Funding Reallocated
2908131	Shockoe Bottom Operations Improvements	6	11	7/30/2011	10/30/2011	700,000	121,286	398,280	43,103	Study and design 90% complete
2908134	Hull St Signal System	6		1/15/2010	1/31/2011	607,420	495,733	-	185,430	Construction is underway. Completion by January 2011.
2908154	Meade Westvaco Area Transportation Improvements	6		3/30/2010	6/10/2010	450,000	183,773	-	3,812	Project under construction
2908909	Duval Street Circulation	6		Ongoing	Ongoing	250,000	70,030	-	-	
2918099	Green Streets Project	6	10	TBD	TBD	162,761	-	-	-	Project Scoping in Progress
2918139	Browns Island Enhancement	6		10/19/2009	4/30/2010	837,750	829,881	-	277	Project is complete.
2918180	Belle Isle Trail System	6		8/2/2010	2/28/2011	287,500	159,346	-	106,843	Project Completed.
2918189	Hull Street Passenger Station	6		9/15/2009	10/23/2010	656,000	538,735	-	76,838	Project Completed. ODC applied for additional VDOT Enhancement Grant funding 12/2010 to add another phase to the project. Waiting on decision by VDOT for approval.
2918330	Old Manchester/Hull St. Gateway Planning & Design	6	09	N/A	N/A	-	-	-	-	Funding Reallocated
2918500	4th Avenue Lighting	6	10	8/1/2010	12/31/2010	200,000	155,619	-	155,619	Current Phase of the project complete. Evaluating whether or not there are sufficient funds to complete additional blocks with current appropriations.
2918501	Dill Avenue Improvements	6	10	11/15/2010	12/15/2010	80,000	80,000	-	80,000	Project Completed.
2918505	Cannon Creek Improvements	6	10	6/30/2011	10/30/2011	150,000	95,073	-	90,072	Obtained Phase I alignment approval. National Guard/Procurement Processing.
2918513	Cathedral Walk	6		9/15/2011	10/15/2011	125,000	26,824	-	12,472	Under design
2918520	Brick Sidewalk on Main - Visual Arts Center	6	09	12/14/2009	1/20/2010	125,000	68,324	-	-	Construction completed on 1/20/10
2918524	Gunn Street Repaving and Improvements	6	09	N/A	N/A	-	-	-	-	Funding Reallocated
2918525	Hull Street Blight Control - Improvements	6		N/A	N/A	-	-	-	-	Funding Reallocated
2918526	Richmond-Henrico Turnpike Improvements	6		TBD	TBD	45,000	142	-	142	Project will be implemented with Phase I of the Cannon Creek project. Paving locations to be determined working with stakeholders.
2918528	Blackwell Community Project	6	09	6/1/2011	10/1/2011	100,000	-	-	-	Postponed due to ongoing utility work.
2918529	Highland Park Six Points Pedestrian Lighting	6		Jan-09	Dec-09	-	-	-	-	Project complete using Utilities Funding
2918532	Bellemeade Gateway Sign Project	6	09	2/26/2009	3/13/2009	22,130	22,129	-	-	Project is Completed
2918826	Council District Project - District 6	6		2005	1/15/2009	260,595	244,485	-	-	All Projects complete including for Highland Park Roundabout
2918944	Broad Street Bus Lanes – STP Funded	6		8/27/2010	6/30/2011	1,220,000	846,884	-	617	Phase I of Project is Complete- Phase II of project will begin in Spring 2011
2918960	Biotech Research Park	6	11	2/23/2011	2/17/2012	4,399,000	900,679	183,000	35,802	Construction is underway.
291C012	Bellemeade Area Sidewalks	6	09	9/20/2010	3/15/2011	249,957	148,659	-	-	Minefee Street 1300 block sidewalk improvements - Project Complete.
2108200C	Jackson Place	6							25,564	
291C025	Highland Park Roundabout	6	10	7/28/2008	2/27/2009	585,000	507,209	-	-	Construction Completed - funds reallocated
291C026	Martin Agency - Shockoe Slip Subsurface	6	10	11/15/2008	4/21/2009	1,422,859	1,311,897	-	-	Construction & Street light Installation Complete - Funds reallocated
5008106	Mathew Heights Planning and Redevelopment	6							-	
2958101	Major Bridge Painting - Manchester - Urban	6		5/9/2011	3/19/2013	8,900,000	61,732	-	14,731	Contract awarded. Procurement Processing.
2958835	Mayo Bridge Conceptual Study - Urban	6	11	7/19/2010	10/19/2011	1,801,000	550,036	83,000	469,922	Phase II in progress. Study is on schedule.
5008106	Mathew Heights Planning and Redevelopment	6		9/5/2009	9/30/2010	50,000	33,100	-	33,100	Project completed
5008108	Dove Street Redevelopment Plan	6	11	8/1/2011	10/1/2014	1,500,000	942,464	500,000	286,914	RRHA has contracted with Crosland, a Developer from Charlotte North Carolina for the role of Master Developer for the Dove Street Project. RRHA and Crosland are conducting pre-development activities.
5008116	Highland Park CARE	6		Jul-08	Dec-09	205,000	205,000	-	-	Funds were transferred to EDA.

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5008118	Slave Trail	6	11	Jan-11	Apr-11	1,460,000	1,212,515	200,000	126,753	Historic Marker installation completed. Project dedicated 4/10/11
5008125	Southern Barton Heights Redevelopment	6		4/15/2008	6/1/2009	1,025,000	1,024,999	-	-	Infrastructure completed in 6/2009
5008177	Corridor/Gateway Blight Abatement	CW	11	TBD	TBD	200,000	-	100,000	-	Scope Being Determined
5008178	Hull Street Redevelopment & Conservation	6	9	TBD	TBD	200,000	-	-	-	Scope Being Determined
5008910	North Avenue CARE	6		Jul-08	Jul-09	100,000	100,000	-	-	Funds were transferred to EDA.
Subtotal: Council District 6						112,991,402	73,145,006	3,305,641	3,011,163	
1308906	Church Hill Teen Center	7	11	TBD	TBD	426,357	226,356	200,000	-	Scope still unknown
130C301	Jefferson & Taylor Park Hillside	7		5/16/2011	8/15/2011	730,000	212,892	-	26,806	Pre-Const Meeting done. Work to commence in May 2011
2308300	East End Library	7	11	TBD	TBD	300,000	-	300,000	-	Funding for planning, initial design work &/or land acquisition
2918135	25th Street Gateway Improvements	7		39884	39973	1,094,000	964,603	-	467	Ornamental Lights Between Clay & Broad -- Construction is completed.
2918194	Tobacco Row Development	7		Ongoing	Ongoing	3,169,000	3,124,092	-	-	Power Plant at Lucky Strike in construction.
2918502	Q Street Sidewalk Improvements	7	10	40132	40162	56,000	30,004	-	-	Construction Completed on 12/15/2009
2918827	Council District Project - District 7	7		6/27/1905	6/29/1905	150,000	144,642	-	-	All Projects Complete
291C013	Virginia Capital Trail	7	11	7/20/2009	3/30/2011	2,633,000	1,747,695	690,000	193,679	Phase I complete. Phase III is in the scoping process. Phase II will be paid for and constructed with the Echo Harbor Development.
291C016	Libbie Hill Park Slope Repairs	7		40679	40770	800,000	431,574	-	862	Phase I Construction completed on April 6, 2010. Phase II Construction to
291C017	Chimborazo Park Hill Slope Stabilization	7		N/A	N/A	10,544	10,543	-	-	Funding Reallocated
291C023	Ornamental Lights 25th & M Street	7		39887	39963	472,492	418,491	-	-	Project complete.
291C031	Percent for the Arts	7		FY2010	FY2010	9,000	9,000	-	-	Artwork installed at Virginia Capital Trail and project is closed out.
2938161	South Kinsley Avenue Drainage Improvements	7	09	Fall 2011	Winter 2012	125,000	122,236	-	347	Phase 1 RFQ process is complete. Awaiting IFB advertisement. Anticipate
2948751	Route 5 Relocation - Urban	7		10/30/2011	3/30/2012	12,092,833	290,426	-	430	Construction start based on negotiations between CSX and developer
5008001	Intermediate Terminal Riverfront Public Access	7	11	TBD	TBD	350,000	-	350,000	-	Scope being determined
5008122	25th Street Development	7		2/15/2013	2/15/2018	2,415,000	2,331,812	-	380,842	Funds will allow RRHA to continue acquisition, relocation, and demolition of blighted properties in the redevelopment boundaries along the 25th Street/Nine Mile Road commercial corridor and residential blocks adjacent to Nine Mile Road. The ongoing redevelopment efforts are associated with the creation of a viable commercial and residential corridor along 25th Street and Nine Mile Road.
Subtotal: Council District 7						24,833,226	10,064,366	1,540,000	603,433	
1308119	Hickory Hill Roof Improvements	8		Complete	8/30/2009	215,724	215,434	(239)	2,927	Completed
2918503	Dinwiddie Avenue Area Improvements	8	10	9/1/2009	10/31/2009	50,000	50,000	-	27,309	Construction complete.
2918504	Newkirk Drive Sidewalk Improvements	8	10	On-hold	On-hold	13,772	-	-	-	Insufficient funding
2918527	Haden Avenue and Ritter Street Improvements	8	09	6/1/2011	11/1/2011	575,000	52,916	-	13,244	Advertised 10/10/10, Contractor delay for bonds
2918752	Jefferson Davis Hwy (US 1-301): Chesterman Ave.	8		TBD	TBD	773,000	266,330	-	4,130	Pending Construction Funding - On Hold.
2918828	Council District Project - District 8	8		2005	11/25/2008	341,376	341,375	-	-	All Projects complete
291C009	Broad Rock Road (Rt. 10) Sidewalk			2/1/2010	5/14/2010	224,759	224,759	-	71,239	Construction Completed.
2928755	Midlothian Turn/Belt Blvd Bridge Interchange Imp	8		9/30/2010	9/31/2012	300,000	6,782	-	5,314	Feasibility Study Only; scope being developed for study.
2938115	Hope VI Regional Storm Water Management Basin	8		TBD	TBD	37,612	37,611	-	-	Project Dependant on Jefferson Davis Highway VDOT Construction
2938159	Glennan Drive Drainage Improvements	8	09	1/15/2011	3/15/2011	350,000	176,479	-	109,573	Funding
2938160	Cherry Gardens Drainage Improvements	8	09	Apr-11	Jun-11	-	-	-	-	Project completed March 2011.
293C106	Davee Gardens Drainage	8		Fall 2011	Winter 2012	1,720	1,719	-	-	General Fund budget was insufficient to complete this project and the funds were withdrawn in FY08. Project is being programmed using Stormwater Utility Funds (see below).
2948181	Commerce Rd.: Bellemeade to 450 ft - Urban	8		6/1/2013	10/1/2014	5,908,000	42,266	-	12,099	Design Stage - Working on consultant selection.
2948835	Deepwater Terminal Road - Urban	8	11	6/13/2011	6/29/2012	2,116,000	345,281	500,000	46,479	Procurement Process
5008101	Blackwell HOPE VI Conservation & Redevelopment Program	8	11	7/1/2007	12/31/2014	6,050,892	5,581,043	425,849	460,581	Construction in progress on 3 of 4 phases in Blackwell to support the infrastructure needs. Additional funding will be requested in FY11-12 to support the final phase.
Subtotal: Council District 8						16,957,855	7,341,995	925,610	752,895	

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2918182	Midlothian Turnpike: Belt Blvd to Chippenham Pkw.	9		11/30/2010	11/15/2012	680,000	364,616	-	35,202	VDOT awarded project - under construction.
2918183	German School Road: Glenway to Warwick Road	9		11/30/2010	8/15/2012	360,000	159,470	-	6,439	VDOT awarded project - under construction.
2918530	Glendale Subdivision Streetlights	9	09	Sep-09	Jan-10	-	-	-	-	Project complete using Utilities Funding
2918829	Council District Project - District 9	9		2005	TBD	205,252	153,887	-	-	Drainage Project Remaining
2938049	Deter/Republic Replace Drainage Flow Pipes	9	09	N/A	N/A	-	-	-	-	General Fund budget was insufficient to complete this project and the funds were withdrawn in FY08. Project is being programmed using Stormwater Utility Funds (see below).
2948185	Hull St.: Dixon Dr. to Elkhardt - Urban	9	11	TBD	TBD	5,504,033	5,212	(2,997,125)	100	Project Scoping - State Funding Pending
Subtotal: Council District 9						6,749,285	683,185	(2,997,125)	41,741	
1308115	Parks and Recreation Building Maintenance	CW		ongoing	ongoing	4,034,801	3,711,345	450,000	414,191	Various projects underway or completed, i.e. roof replacement projects complete at Humphrey Calder Community Center
1308131	Percent for the Arts	CW		7/1/1994	Ongoing	606,470	409,661	7,000	162	Manchester public art project being re-evaluated. Initial scoping for Fire Station 17 public art project underway.
1308180C	Swimming Pools Projects	CW		ongoing	ongoing	4,617,300	3,952,361	-	107,270	Various projects underway or completed; consultant has been selected to prepare design documents for renovation at three City pool sites. Construction document 90% complete for Battery Park and Fairmont pools.
1308186C	Cemetery Improvements	CW		ongoing	ongoing	3,461,764	3,224,821	-	195,095	Various projects underway or completed; Maury Cem. Roadway expansion complete
1308187	Replace Lighting at Rec Areas	CW		ongoing	ongoing	2,103,085	2,103,855	-	-	Various projects underway or completed
1308189	Misc. Neighborhood Parks	CW		ongoing	ongoing	7,013,088	6,997,183	-	30,183	old funding category; replaced by CFP 1308907
1308800	Major Parks Improvements	CW		ongoing	ongoing	5,663,097	5,457,547	-	84,863	old funding category; replaced by CFP 1308908
1308903	Park Road Improvements	CW		ongoing	ongoing	300,000	271,214	25,000	33,750	Various projects underway or completed
1308907	Neighborhood Park Renovations	CW		November-07	ongoing	4,632,740	2,265,310	750,000	361,627	Multiple projects completed and underway; James River Park Visitor's Center renovations to be completed within 30 days
1308908	Major Park Renovations	CW		May-07	ongoing	3,888,366	3,263,772	750,000	615,993	Multiple projects completed and underway; Young's Pond wall restoration project completed; installation of the pedestrian bridge @ Forest Hill Park is complete
130C300	James River Park System	CW		July-06	ongoing	237,000	229,972	-	11,317	Various projects underway
2108130	James River Detailed Design Plan	CW		TBD	TBD	500,000	-	-	-	Consultants have been interviewed. Contract negotiations pending.
210NEW	Open Space Acquisition	CW		TBD	TBD	-	-	-	-	Future Years Appropriation
2108131	Traffic Direction Conversions	CW		TBD	TBD	600,000	6,391	500,000	6,391	RFP for consultant services has been drafted. Finalizing scope of work.
2308103	Richmond Coliseum Renovations	CW		July-10	On-going	3,611,882	2,804,257	1,258,000	450,377	Generator Project 95% - Seating and Flooring Project 15% and others on g
2308104	John Marshall Court Building Renovations	CW		8/1/2008	On-going	4,040,000	2,738,994	-	18,090	Boiler & Generator project Bidding / also design of Fire alarm system
2308111	ADA Deficiencies - Branch Libraries	CW				-	-	-	-	
2308105	Community Schools/Parks/Libraries	CW		40664	41791	200,000	-	200,000	-	Currently planned projects are supporting the Bellemeade Community Ce
2308117	CDA Parking Facilities	CW		11/30/2010	11/30/2010	69,896,246	69,896,245	69,896,246	69,896,245	On Nov. 30, 2010, the City issued General Obligation Bonds and transferred \$69,896,245 to the CDA to acquire the five CDA Parking Facilities and to pay off all outstanding CDA bond debt. Title to the CDA parking assets have been transferred to the City. The remaining CIP budgeted authority for this project was cancelled by Ordinance.
2308125	City Hall Sprinkler System	CW		7/1/2009	On-going	1,850,000	448,143	-	390,065	RFQ Phase
2308130	City Hall Major Building Electrical Upgrades	CW		7/1/2009	On-going	3,560,000	886,183	1,700,000	266,347	RFQ Phase
2308135	Library Renovations	CW		ongoing	ongoing	4,091,500	2,289,904	389,500	738,769	Several Projects underway - on-going
2308140	City Hall Emergency Generator Replacement	CW		11/1/2008	6/30/2011	155,000	131,663	-	-	Phase 1 Completed (Generator) - Phase 2 Design of Egress Light Underway
2308145	City Hall Exterior Renovations	CW		8/1/2008	5/1/2011	115,000	11,109	-	-	Project under construction - 80% complete
2308150	City Hall Fall Protection System	CW		3/1/2009	6/1/2011	550,000	217,811	-	217,811	Design 95% complete
2308153	Technology/Vocational School Improvements	CW		TBD	TBD	1,100,000	-	750,000	-	Project scope needs to be determined.
2308154	City Hall HVAC Valve Replacement	CW		7/1/2008	On-going	2,210,000	455,570	500,000	455,570	AHU 20 replaced - AHU 4 design phase
2308155	Lehigh Acquisition	CW		TBD	TBD	2,200,000	65,000	-	-	Pending Ongoing Negotiations
2308156C	Major Building Renovations	CW		7/1/2008	On-going	38,973,967	32,826,914	4,935,500	2,805,440	Projects under construction (several)
2308157C	City Jail Maintenance	CW		7/1/2008	On-going	13,054,219	12,199,290	250,000	574,334	Projects under construction (several) Boiler/Generator complete
2308167	Landmark Theater Renovations	CW		Ongoing	Ongoing	8,779,601	8,779,600	-	-	

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2308196	Library Technology Upgrades & Renovations Program	CW		May 2010	Dec. 2014	5,745,680	3,673,052	1,617,643	1,833,482	North Ave. Br. Lib., Main Lib. Auditorium Area and Westover Hills Br. Lib. Projects are complete. Belmont Ave. & Hull St. Br. Lib. Projects in construction phase. Remaining program projects are in final design. Construction dates are current projections for overall program.
2308198	School CIP Planning & Construction	CW		Nov. 2010	March 2015	67,490,336	8,720,554	29,777,590	6,651,769	Multi-project program - four Phase I projects: Broad Rock ES, Oak Grove ES, M.L. King MS & Huguenot HS - early site/utility const. underway for both ES projects - in final prime construction procurement for both ES projects - MS & HS Projects in final design Construction Documents Phase - construction dates are currently projected overall program dates for all four projects.
2308199	City Hall Building HVAC Upgrades	CW		1/1/2009	5/1/2011	644,500	624,608	-	2,500	Project under construction
2308221	City Jail Improvement Project	CW		Nov. 2011	May 2014	32,600,000	723,948	15,600,000	694,942	PPEA process continues with Detail Phase II RFP proposals from four teams under review - construction dates are preliminary projected dates.
2308222	Finance ERP System	CW		7/1/2009	4/30/2014	2,000,000	404,630	-	72,374	
2308224	City Hall Fire Alarm System	CW		3/1/2009	9/1/2011	3,000,000	-	1,500,000	-	RFQ Phase
2308223	City Hall Replacement of Boilers and Related Systems	CW		3/31/2009	9/1/2011	696,000	32,525	200,000	32,525	Project Complete this phase
2308501	City Hall Renovations	CW		7/1/2008	On-going	26,940,000	26,843,304	-	1,700	Projects under construction (renovations)
2308792	City Hall Elevator Systems	CW		5/2011	12/2012	4,800,000	1,200,000	3,600,000	-	RFQ Phase
2308794	ADA Improvements	CW		1/1/2009	12/1/2011	350,000	273,499	-	34,889	Funding for Elevators ADA Main Library - under design
2308795	Carpenter Center	CW		12/20/2004	9/9/2009	25,000,000	25,000,000	-	-	City project funding of \$25M for the Carpenter Center portion of the project has been completed/disbursed.
2308800	City Hall Major Electrical Renovations	CW		3/1/2009	5/1/2011	1,385,000	1,378,292	-	2,204	Projects under construction (several)
2308927	New Courts Facility	CW		6/23/2008	Dec. 2010	26,504,000	26,338,198	-	219,966	Manchester Courthouse reopened 1/5/10 on schedule - all primary project work complete - addition of protection structure in Judges Parking Lot complete - adding two flagpoles at request of judges.
2308929	Fire Station Renovations	CW		On-going	On-going	3,200,000	1,951,816	250,000	28,644	2 stations remodeling - Engineer Selected - starting design
2308931	Juvenile Detention center	CW		7/1/2008	On-going	940,003	568,522	-	76,373	Projects under construction (several)
2308933	City Hall Interior Renovations	CW		On-going	On-going	631,000	368,563	-	6,171	Projects under construction (several)
2308935	Landmark Theater Renovations	CW		1/5/2009	4/30/2010	3,850,000	3,803,630	-	42,373	Phase I Loading Dock and Phase IIA&B Performance & Performer Infrastructure Projects complete - fire protection service water line upgrade completed - Phase III in preliminary planning & schematic design (RPAC funding Schematic Phase Design work)
2908020	Bicycle and Pedestrian Enhancements	CW		1/2/2011	1/2/2013	30,000	29,519	-	29,519	City-standard bike rack approved.
2908122C	Misc Traffic Control Installations	CW		Ongoing	Ongoing	6,178,858	6,036,303	200,000	411,808	Two intersections were upgraded: Adams St @ Clay St and Adams St @ Marshall St. Belt Blvd & Southside Plaza intersection is in the design phase for signal upgrade.
2908123	Street Name Sign Program	CW		Ongoing	Ongoing	668,976	622,270	-	-	
2908130	TEA-21 Safety Improvements	CW		3/15/2008	Ongoing	19,012,442	8,266,114	774,664	839,572	Cary St @ Thompson St - 95% completed; Harrison St (Grace St and Franklin St) construction underway; Grace St (1st and 2nd St) construction underway; Westover Hills @ New Kent Rd construction underway; Broad St (Roseneath Rd and Thompson Rd) construction underway; Patterson Ave @ Maple Ave construction underway; Jefferson Davis Hwy @ Bells Rd construction underway; Jefferson Davis Hwy @ Castlewood Rd construction underway. Cary Street Curb Extension Project construction 95% completed; Midlothian Tpk Curb Extension project construction 100% completed. Brookland Park Blvd Traffic Project will start construction by July 2011; Forest Hill (Cherokee-Kenmore)-Lights Project will start construction in May 2011; 17th, 18th, Main and Cary St. Curb Extension Project will start construction in July 2011; Broad, 6th, and Adams St. Pedestrian Countdown Indicators Project construction is completed; 5th, 7th, Leigh and Clay St. will start construction in May, 2011; Broad Rock Blvd @ Belt Blvd and Bells Rd @ Commerce Rd Pedestrian Countdown Indicators Projects will start construction in August, 2011
2908135	Safety Improvement Contingency	CW		Ongoing	Ongoing	454,406	217,801	100,000	2,695	Several projects
2908136	Parking Meter Enhancement Program	CW		Ongoing	Ongoing	75,000	74,997	-	-	

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2908137	Richmond Signal System Improvements (RSTP)	CW		10/31/2009	12/31/2013	4,472,753	658,564	2,090,753	391,769	Design drawings 100% completed. Waiting for VDOT's approval for construction. Award for the purchase of software and controllers is underway.
2908138	Richmond Signal System Improvements (CMAQ)	CW		Ongoing	Ongoing	4,159,000	1,522,940	1,035,800	-	Waiting for VDOT's approval to start Phase II of this project.
2908152	Overhead Traffic Sign Structure Enhancements	CW		Ongoing	Ongoing	75,000	74,518	-	-	
2908153	Citywide Sign Replacement Program	CW		Ongoing	Ongoing	175,000	56,064	-	32,750	
2908910	Citywide Traffic Calming	CW		Ongoing	Ongoing	2,600,000	1,249,699	800,000	484,402	Noble Ave, Moss Side Ave. Chimborazo Blvd, Fonticello Park, Highland Park and Lombardy Pl. Project construction completed - Feb. 2010. Boroughbridge Rd, Dundee and Crutchfield, Overbrook Rd and Parkwood Ave. Project construction completed - October 2010. Westbrook Ave. Project construction completed - October 2010. 47th St and Reedy Ave - construction completed - March 2011. Granite Ave - construction completed - March 2011. Noble Ave, Montrose Ave, Edgewood Ave. - Construction underway. New Kent Rd and Prince Arthur Rd - construction completed - April 2011. Ladies Mile Rd and Brookland Blvd - will start construction in April 2011. Chimborazo School, Clay St and 29th St, Clay St and 31st St, Marshall St
2918122C	Matching Funds For Federal Grants	CW		Ongoing	Ongoing	1,001,000	141,525	70,000	8,929	
2918128C	Streets, Sidewalks, Alley Extensions and Improvements	CW		Ongoing	Ongoing	19,728,363	17,859,279	650,000	518,024	
2918129	Misc Urban Aid	CW		Ongoing	Ongoing	1,403,062	1,332,198	-	815	
2918186	ISTEA Projects	CW		Ongoing	Ongoing	1,543,895	775,021	-	58	
2918210	Project Planning and Programming	CW		Ongoing	Ongoing	472,000	474,642	-	-	
2918290	Streets/Sidewalks/Bikeways/Trails/Ramps	CW		TBD	TBD	1,250,000	-	1,250,000	-	Projects and Scope being determined
2918507	Curb Ramps for the Mobility Impaired	CW		Ongoing	Ongoing	1,125,000	997,998	100,000	79,059	2010 Project complete. Preparing for 2011 project.
2918510	Neighborhood Sidewalk Improvements	CW		Ongoing	Ongoing	2,500,000	2,094,868	-	-	Several project underway
2918515	Transportation Projects	CW		3/10/2008	ongoing	14,078,903	11,493,852	3,750,000	3,343,576	Multiple projects completed and underway. +/- 9 contracts completed in 2010.
2918516	Sidewalk projects	CW		ongoing	ongoing	3,159,987	2,044,295	1,000,000	221,113	Multiple projects completed and underway. Projects to be bid within two months.
2918755	Council District Project	CW		Ongoing	Ongoing	5,258,677	5,258,676	-	-	
2918938	Pavement Rehabilitation	CW		Ongoing	Ongoing	3,942,362	3,927,991	-	-	Resurfacing, paving, and slurry seal throughout the city.
291C014	Alley Repair - Gaston Storm Damage	CW		4/30/2009	6/30/2009	350,000	321,869	-	612	Phase I Complete; Phase II Project Scoping (work to be performed in-house) Phase I Complete; Phase II under construction (work to be performed in-house) Remaining funds to be used for the Chimborazo Park Hill Slope Stabilization project.
291C015	Misc. gaston Expenses and Matching Funds	CW		4/30/2009	6/30/2011	500,000	147,601	-	2,896	No work to date and eliminated from current/future CIP Budget
291C020	Gateway Beautification	CW		TBD	TBD	-	-	-	-	Ongoing
2928750	Major Bridge Improvements	CW		Ongoing	Ongoing	2,559,120	222,778	1,000,000	45,533	Project complete.
2938162	Drainage Maintenance Projects	CW		Dec-08	Jun-10	174,645	174,558	-	-	Funds will be used for various city-wide emergency stormwater replacement projects
2938753	Misc. Sewer Extensions	CW		Ongoing	Ongoing	11,614,308	11,531,367	-	929	Project complete.
2938908	Storm Drainage Basin Replacement Citywide	CW		Nov-08	Jun-10	350,668	350,667	-	-	Funds will be used for various city-wide emergency stormwater replacement projects
293C100	Storm Sewer Repairs	CW		Ongoing	Ongoing	500,000	417,944	-	-	Various Projects are at different stages of implementation
2948186	New Curb & Gutter Program - Urban	CW		Ongoing	Ongoing	2,228,000	136,244	-	29,891	Various Projects are at different stages of implementation
2948187	New Sidewalk Program - Urban	CW		Ongoing	Ongoing	1,300,000	510,350	-	92,326	Various Projects are at different stages of implementation
2948188	Sidewalk Improvement Program - Urban	CW		Ongoing	Ongoing	2,245,509	1,024,400	-	97,501	Resurfacing, paving, and slurry seal throughout the city. Jefferson Davis Highway paving is scheduled for 7/15/11
2948189	Pavement Rehabilitation - Urban	CW		Ongoing	Ongoing	7,884,639	6,252,304	827,625	750,285	Several locations.
2948190	Traffic Control Modernization - Urban	CW		10/31/2009	12/31/2013	2,300,000	1,199,573	-	300,728	
2948791	4R Capital projects - Urban	CW		Ongoing	Ongoing	1,665,000	672,983	-	123,675	
2958836	Urban Bridge Maintenance	CW		Ongoing	Ongoing	100,000	-	100,000	-	
5008105C	Citywide Neighborhood Improvements	CW		7/1/2000	Ongoing	5,051,125	3,860,413	300,000	240,240	Ongoing
5008107	CARE Programs	CW		Jul-08	Jul-09	80,000	80,000	-	30,000	O&R has been approved and funds were transferred to EDA.
5008176	Economic Development Investment Fund	CW		Ongoing	Ongoing	2,687,158	2,660,280	-	281,000	
5008350	Enterprise Zone Incentives	CW				-	-	-	-	
2108123	Citywide Wayfinding Signage	CW		Ongoing	Ongoing	1,695,000	688,717	900,000	-	Contract signed with Wayfinding Signage Program firm in January.
5008652	Planning and Pre-Development	CW		Ongoing	Ongoing	1,641,069	1,058,787	-	51,022	Ongoing
5008766	Building Demolition	CW		7/1/1998	Ongoing	5,600,000	4,901,559	400,000	194,166	Ongoing
7808103	School ADA Compliance	CW		Ongoing	Ongoing	16,572,717	11,753,718	3,112,480	2,120,895	Ongoing; Various Projects are at different stages of implementation
7808107	Renovation of Elementary Schools	CW		Ongoing	Ongoing	18,559,289	18,289,834	-	102,931	

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7808108	Renovation of High Schools	CW		Ongoing	Ongoing	5,186,401	5,156,321	-	698,810	
7808111	School Maintenance	CW		Ongoing	Ongoing	62,828,593	59,328,706	2,960,000	3,664,230	
9741603	Special Street Lighting	CW		On-going	On-going	11,052,101	9,277,847	-	460,987	Various projects under design and construction throughout the City.
9741602	Street Lighting/General	CW		On-going	On-going	32,541,390	18,062,886	500,000	321,438	Various projects under design and construction throughout the City.
Subtotal: Citywide Projects						688,453,061	490,840,096	156,827,801	103,347,986	
General Fund Capital Improvement Plan Total						899,619,916	611,498,429	160,913,172	109,940,410	
Capital Improvement Plan: Utilities										
1402	Gas Utility New Business	CW		Various	Various	231,422,207	189,548,009	-	5,363,381	
1403	Gas Utility System Replacement	CW		Various	Various	222,995,319	205,470,880	21,684,000	13,649,447	
1502	Water Distribution System Improvements	CW		Various	Various	135,344,907	117,934,434	9,475,000	5,212,972	
1503	Water Transmission Main Improvements	CW		Various	Various	84,209,169	42,413,543	350,000	2,076,329	
1590	Water Plant and Pumping Improvements	CW		Various	Various	273,445,475	148,576,217	8,454,000	3,723,700	
1940	Stormwater Facilities Improvements	CW		Various	Various	11,699,915	3,922,532	3,500,000	1,565,143	
New	Stormwater Special Improvements	CW		Various	Various		-		-	Work began in September 2008 on multiple engineering & construction projects; invoices pending.
1701	Wastewater Treatment	CW		Various	Various	178,516,299	67,573,459	-	10,501,309	
1760	Wastewater Sanitary Sewer Upgrades	CW		Various	Various	183,580,724	138,552,516	11,099,000	3,809,754	
1750	Wastewater Combined Sewer Overflow	CW		Various	Various	196,202,760	177,852,346	3,100,000	4,185,786	
1840	Stores - DPU Operations Center	CW							-	
Total Public Utilities						1,517,416,775	1,091,843,936	57,662,000	50,087,821	
Total Capital Improvement Plan						2,417,036,691	1,703,342,365	218,575,172	160,028,231	

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Stormwater Detail										
1940	4800 Charmian Road Drainage Improvements	1		TBD	TBD	50,000	-	-	-	Project may be placed on hold if easements cannot be acquired from affected residents. This project is being funded as part of a group of projects.
1940	5700 Franklin St. & Granite Ave. Drainage Improvements	1		Summer 2011	Fall 2011	30,000	20,000	-	-	Scheduling meeting with residents to present design changes. Anticipate presentation during their next neighborhood meeting.
1940	601 St. Christopher's Road & Henri Road Improvements	1		TBD	TBD	250,000	62,196	-	52,741	St. Christopher's Road final design is due February 2011. Henri Road Improvements ready for assignment to annual contractor after public meeting with affected residents.
Subtotal: Council District 1 Stormwater						330,000	82,196	-	52,741	
1940	Monroe Park Drainage Improvements	2		TBD	TBD	-	-	-	-	Anticipated grant funding was not awarded.
Subtotal: Council District 2 Stormwater						-	-	-	-	
1940	Bryan Park Dredging of Ponds	3	11	TBD	TBD	200,000	-	200,000	-	Project waiting on additional funding through US ACOE grant.
Subtotal: Council District 3 Stormwater						200,000	-	200,000	-	
1940	Hathaway & Wallowa Drainage Improvements	4	11	Spring 2011	Fall 2011	550,000	19,816	350,000	665	Pre-Construction Meeting Scheduled for April 19, 2011. Anticipate construction start within 2-weeks after this meeting.
1940	Rattlesnake Creek Drainage Improvements	4		TBD	TBD	TBD	-	TBD	-	Maintenance continues to keep culvert clean; project on hold pending identification of scope.
1940	Staffordshire Ph. 3 & 4 Drainage Improvements	4	11	Winter 2010	Fall 2011	991,159	170,000	500,000	8,773	All Projects complete
Subtotal: Council District 4 Stormwater						1,541,159	189,816	850,000	9,438	
1940	Dogwood Dell Drainage Improvements	5		Late Summer 2011	Fall 2011	300,000	64,102	-	22,825	Design is complete. Project to be advertised so that construction will start after end of Dell season in August 2011. Funding provided by Parks & Recs.
1940	Pump House Road Drainage Improvements	5	11	Spring 2011	Summer 2011	550,000	39,743	300,000	-	Contractor is in the process of securing bonds for construction. Anticipate construction start May/June 2011.
Subtotal: Council District 5 Stormwater						850,000	103,845	300,000	22,825	
1940	12th Street Green Alley	6	11	Winter 2010	Summer 2011	200,000	9,495	200,000	9,495	Green Alley phase of project to be assigned to annual contractor after the SS rehab and street light work is complete. SS Rehab work is complete. Verizon is currently relocating their duct bank, Streetlight construction to follow.
1940	5th Street Green Alley	6		N/A	N/A	200,000	191,326	-	-	Project completed July 2010.
Subtotal: Council District 6 Stormwater						400,000	200,821	200,000	9,495	
1940	31st Street & Marshall Drainage Improvements	7		Spring 2011	Summer 2011	85,000	11,430	-	-	Project to be assigned to annual contractor for construction in Spring 2011.
1940	33rd Street @ R Street Drainage Improvements	7	11	Fall 2011	Winter 2012	250,000	10,000	200,000	-	Project design at 90%. Project will need to be advertised for IFB.
1940	411 N. 23rd Street Drainage Improvements	7		Spring 2011	Summer 2011	75,000	5,000	-	-	Project to be assigned to annual contractor for construction in Spring 2011.
Subtotal: Council District 7 Stormwater						410,000	26,430	200,000	-	
1940	Cheatham Street Drainage Improvements	8	11	TBD	TBD	60,000	45,846	60,000	45,846	City reviewing 90% plans.
2938160	Cherry Gardens Drainage Improvements	8	09	Jul-11	Oct-11	142,000	93,401	142,000	93,401	60% Plans due to City late February 2011
293C106	Davee Gardens Drainage	8	11	Fall 2011	Winter 2012	92,000	59,412	92,000	59,412	Plans are being developed toward 60%. Public meeting in the planning for residential input. Easements will be required prior to construction.
1940	Chesco & Walmsley Drainage Improvements	8	11	Late Summer 2011	Winter 2012	1,100,000	100,015	76,000	85,649	Final design under way. RFQ is under way. IFB for construction advertisement anticipated in May 2011.
1940	Haden & Ritter Stormwater Improvements	8	11	TBD	TBD	30,000	-	30,000	-	Assignment to be made to design consultant for the purpose of performing drainage analysis over neighborhood. Appropriation for engineering only.
1940	South Kinsley Drainage Improvements	8	11	Fall 2011	Winter 2012	470,000	138,300	400,000	13,061	Funding Reallocated
1940	Toledo Avenue Drainage Improvements	8		Summer 2011	Winter 2012	70,000	5,000	-	-	
1940	Woodstock (Jarvis Road) Drainage Improvements	8		TBD	TBD	50,000	38,746	-	31,940	Design complete. Appropriations for design only.
Subtotal: Council District 8 Stormwater						2,014,000	480,719	800,000	329,309	
1940	Deter Road Drainage Improvements Phase I & II @ Reedy Creek	9	11	Fall 2011	Spring 2012	151,000	113,951	200,000	113,951	Phase 1: 60% Plans under review by the City. Phase 2: 60% Plans under review by the City.
1940	Whitehead Ave. at Elkhart Sidewalk & Drainage Improvements	9		TBD	TBD	50,000	-	-	-	Working with DPW to develop conceptual plan for sidewalk.
Subtotal: Council District 9 Stormwater						201,000	113,951	200,000	113,951	
1940	Emergency CIP projects	CW	11	Ongoing	Ongoing	1,000,000	367,739	500,000	55,910	
1940	Engineering Services for various projects	CW	11	Ongoing	Ongoing		781,872		466,103	
1940	Other Citywide Drainage projects	CW	11	Ongoing	Ongoing	4,503,756	1,575,143	-	505,371	

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1940	Stormwater Master Plan	CW	11	N/A	N/A	250,000		250,000	-	SW Master Plan has begun with Task 1: VSMP in February 2011. This task is scheduled to be complete within 6 months. Tasks 2-5 to follow as kick-off meetings are held.
Subtotal: Citywide Stormwater						5,753,756	2,724,754	750,000	1,027,384	
Total Stormwater Utility						11,699,915	3,922,532	3,500,000	1,565,143	

SCHOOLS & OTHER SPECIAL
FUNDS

MISSION STATEMENT

The Debt Service Fund will ensure that the City's debt service is paid in a timely manner and in accordance with the City's charter, State Public Finance Act, and the City's self-imposed debt policies.

DEPARTMENT OVERVIEW

The Debt Service Fund manages the City's short- and long-term debt. Revenue for the Debt Service Fund's expenditures comes largely from the General Fund transfer to the Debt Service Fund as well as payments made by other entities for debt obligations incurred on their behalf.

BUDGET HIGHLIGHTS

The total FY 2012 Debt service revenue and expenditures is estimated to be \$53,998,726. This is a \$1,785,835, or 3.4 percent increase over the FY 2011 Adopted Budget. In FY 2013, Debt Service Fund revenue and expenditures are estimated to increase \$7,654,715, or 14.2 percent, to \$61,653,441. This projected increase is primarily the result of new long-term debt issuances related to the construction of the City's new Justice Center and four new schools. More information on the City's CIP and debt policies can be found in the Capital Improvement Plan section of the budget.

KEY STRATEGIC FOCUS AREA METRICS

Strategic Focus Area	Initiative(s) Action Plans	Metric Measure of Success
Well-Managed Government	Establish and achieve financial policies and practices consistent with moving toward a Triple AAA bond rating from all three rating agencies	Achieve and maintain a strong AA bond rating from all three rating agencies.

KEY AGENCY PRIORITIES

Short-Term Priorities

- Update debt policies
- Achieve an AA+ from two rating agencies (currently have one rating that is one step below Triple AAA)

Long-Term Priorities

- Achieve a Triple AAA bond rating from all three rating agencies
-

REVENUE SUMMARY

Debt Service Fund Revenue Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Transfer from the General Fund*	\$49,834,125	\$49,389,151	\$49,457,346	\$50,552,772	\$58,212,250
Richmond Ambulance Authority	56,659	61,586	66,598	21,677	20,597
Reimbursement from Federal Government	-	-	501,547	1,368,155	1,368,155
Transfer in from Special Fund 388 – 800MHz	1,394,966	1,463,078	1,460,525	1,460,357	1,460,525
Transfer in from RRHA & CDBG	798,257	711,737	726,876	595,765	591,914
Revenue from Component Units**	1,721,790	-	-	-	-
Other Revenue	-	-	-	-	-
Total Debt Service Fund Revenue	\$53,805,797	\$51,625,552	\$52,212,892	\$53,998,726	\$61,653,441

* FY 2013 transfer from the General Fund includes \$6.4 million committed FY 2011 budgetary surplus.

** In FY 2009, revenue from the RMA Expressway Deck, Theater Row Building and Coliseum Parking Garage was accounted for in Debt Service Fund. In FY 2010 and beyond this revenue is reported as General Fund Revenue.

EXPENDITURE BUDGET SUMMARY

Debt Service Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	-	-	-	-	-
Operating	\$53,837,169	\$51,749,423	\$52,212,891	\$53,998,726	\$61,653,441
Total Debt Service Fund Expenditures	\$53,837,169	\$51,749,423	\$52,212,891	\$53,998,726	\$61,653,441

DEBT SERVICE FUND BUDGET

Program	Services	FY 2012 Adopted	FY 2013 Approved
Long-Term Debt: Principal & Interest	General Obligation Bonds and Notes Payable	\$51,110,309	\$58,253,377
Other Debt: Principal & Interest	Certificates of Participation, HUD Section 108 Notes, and Capital Leases Payable	2,358,417	2,050,064
Short Term Debt: Commercial Paper Instrument Payments	General Obligation Bond Anticipation Notes providing interim financing for Capital Improvement Plan Projects	530,000	1,350,000
	Total General Fund Program	\$53,998,726	\$61,653,441

AGENCY ACCOMPLISHMENTS

- The City's bond rating was reaffirmed by the three rating agencies in October 2010 (Fitch Ratings: AA+ with stable outlook; Moody's Investor Services: Aa2 with stable outlook; and Standard and Poor's: AA with stable outlook).
- The Broad Street Community Development Authority was restructured, allowing the City to replace high interest rate CDA debt with lower interest rate City-issued general obligation bonds, resulting in debt service savings of approximately \$1.3 million per year.
- The City was the recipient of \$45.0 million in American Recovery and Reinvestment Act (ARRA) bond authorizations and loan programs for needed infrastructure. \$37.5 million of this debt has been issued at below market interest rates and the remainder will be issued in FY2012.

MISSION STATEMENT

The Richmond Retirement System administers two separate retirement plans for two participating employers: 1) an employer/employee cost-sharing defined benefit plan and; 2) an employer non-contributory defined contribution plan. The City of Richmond and Richmond Behavioral Health Authority are both participating employers who provide pension benefits for their full-time permanent employees. The System's Board of Trustees governs and invests its assets through the leadership of an Executive Director with professional actuaries, investment managers and consultants to deliver retirement benefits for employees with service, early service, disability and deferred vested retirement eligibility for benefits.

DEPARTMENT OVERVIEW

The City of Richmond Retirement System (System) was initially established by City Council enactment on February 1, 1945. The Virginia General Assembly Legislative Acts of 1998 2005 and 2010 reestablished the Retirement System for City employees in the City of Richmond Charter (Chapter 5B).

OTHER FUND PROGRAM BUDGETS

Program		FY 2012 Adopted	FY 2013 Approved
Richmond Retirement System	Total Other Fund Program	\$1,319,100	\$1,346,995

EXPENDITURE BUDGET SUMMARY

Richmond Retirement Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	\$780,289	\$924,958	\$993,375	\$995,120	\$1,022,275
Operating	321,788	198,282	311,377	323,980	324,720
Total Retirement Expenditures	\$1,102,077	\$1,123,240	\$1,304,752	\$1,319,100	\$1,346,995

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	2012 Adopted	2013 Approved
Total Retirement Fund Staffing	12.00	13.00	13.00	13.00	13.00

See Personnel Complement section for detailed information.

Enterprise Funds



MISSION STATEMENT

The mission of the Department of Parks, Recreation, and Community Facilities (PRCF) is to serve people of all ages and abilities by maximizing all available resources to deliver exceptional, clean, safe and accessible parks, inviting recreation facilities and programs that support the community needs and desires for a community to live, work and play.

Cemeteries Overview – PRCF operates eight municipal cemeteries: Maury Cemetery, Mt. Olivet Cemetery, Oakwood Cemetery and Oakwood “Paupers” cemetery (inactive), Riverview Cemetery, Shockoe Hill Cemetery, Barton Heights Cemetery (inactive), and St. John’s Cemetery. Although all of the cemeteries have historical interest, the three that are particularly noteworthy are the following:

Shockoe Hill Cemetery

Located in the downtown area of Richmond on Hospital Street. Within its grounds are buried such luminaries as John Marshall, the revered U.S. Supreme Court Justice; Elimire Shelton, said to be Edgar Allen Poe’s fiancé and inspiration for his poem the “Lost Lenore”; John Allan, Poe’s boyhood friend; Peter Francisco, the Revolutionary War Hero; 220 confederate and 577 Union soldiers; and Elizabeth VanLew, the Union spy who operated a “safe” house during the War Between the States. This cemetery is on the Virginia Landmarks Register and National Register of Historic Places. For more information, contact the Cemetery Operations Division at 646-1401 or visit the Friends of Shockoe Hill Cemetery at: <http://www.enrichmond.org/partners/friends-of-shockoe-hill-cemetery/>

Oakwood Cemetery

Located at 3101 E. Nine Mile Rd. It is the final resting place of 17,000 Confederate soldiers, casualties from several battles fought in the Richmond area during the War Between the States. According to information in the book entitled, “The Dahlgren Affair” by Duane Schultz, Yankee Colonel Dahlgren was buried in a secret grave in Oakwood Cemetery in March 1864 after his failed raid on Richmond and removed by Elizabeth VanLew under cover of night on April 6, 1864. The body was taken out of Richmond by VanLew under a wagonload of peach trees and reburied the next day on a farm at Hungary Station in Henrico County. His body was returned to Philadelphia in October 1865 for burial in North Hill Cemetery. For more information call (804) 646-1028.

Historic St. John’s Church Cemetery

Located on the grounds of St. John’s Church, in Richmond’s oldest neighborhood, Church Hill, at 24th and Broad Streets. The City owns the Broad Street side of the cemetery. The cemetery is the resting place of Elizabeth Arnold Poe, the mother of the famous poet, Edgar Allan Poe and George Wythe, one of the signers of our nation’s Declaration of Independence. The church is the site of Patrick Henry’s rousing, “Give me liberty or give me death!” speech. The dates and times for reenactments of Patrick Henry’s famous speech can be obtained by calling St. John’s Church at (804) 649-0263.

BUDGET HIGHLIGHTS**City Council Action by Amendment**

This agency's budget was not amended by City Council.

Personnel:

The FY2012 and FY2013 budget includes funding for all filled positions.

KEY AGENCY PRIORITIES***Short-Term Priorities***

- Operate the City's Cemetery assets in a clean, efficient and well maintained fashion.
- Offer burial services to the public at a reasonable price with an emphasis on excellent customer service.

Long-Term Priorities

- Development of the cemetery properties to include mausoleums to extend their service life.
- Develop a program of set asides to establish a "Perpetual Care Trust Fund" for the long term maintenance of the cemeteries.

ENTERPRISE FUND PROGRAM BUDGETS

Program	Services Provided	FY 2012 Adopted	FY 2013 Approved
Maury Cemetery	Funeral Service set up including grave digging, tent and chair set up/completion of internment after services, coordination with Funeral home Directors, lot sales, grounds & roadway maintenance and family history research for individuals and families.	\$182,029	\$181,174
Mount Olivet Cemetery	Funeral Service set up including grave digging, tent and chair set up/completion of internment after services, coordination with Funeral home Directors, lot sales, grounds & roadway maintenance and family history research for individuals and families.	52,058	52,058
Oakwood Cemetery & Oakwood "Paupers" Cemetery	Funeral Service set up including grave digging, tent and chair set up/completion of internment after services, coordination with Funeral home Directors, lot sales, grounds & roadway maintenance and family history research for individuals and families.	508,218	507,073
Riverview Cemetery	Funeral Service set up including grave digging, tent and chair set up/completion of internment after services, coordination with Funeral home Directors, lot sales, grounds & roadway maintenance and family history research for individuals and families.	518,416	515,786
Shockoe Cemetery	Grounds & roadway maintenance and family history research for individuals and families. Coordination with the Friends of Shockoe Hill Cemetery.	30,607	33,245

Program	Services Provided	FY 2012 Adopted	FY 2013 Approved
Barton Heights Cemetery	Grounds maintenance and family history research for individuals and families.	36,402	36,402
St. John's Cemetery	Coordination with the Church Grounds Committee, some family history research for individuals and families.	12,811	14,803
	Total Enterprise Fund Program	\$1,340,541	\$1,340,541

REVENUE BUDGET SUMMARY

Cemeteries Fund Revenue Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Administrative Fees	\$40	\$1,555	\$7,565	\$1,805	\$1,805
Single Graves	438,710	412,557	378,483	419,997	419,997
Family Lots	29,323	35,406	51,928	35,506	35,506
Interments	753,647	750,115	773,190	761,115	761,115
Foundations	130,657	112,133	126,821	113,134	113,134
Other	16,211	8,484	12,013	8,984	8,984
City Subsidy	67,051	60,714	-	-	-
Total Cemeteries Revenue	\$1,435,639	\$1,380,964	\$1,350,000	\$1,340,541	\$1,340,541

EXPENDITURE BUDGET SUMMARY

Cemeteries Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	\$1,029,723	\$994,380	\$1,019,224	\$1,009,765	\$1,009,765
Operating	443,002	405,113	330,776	330,776	330,776
Total Cemeteries Expenditures	\$1,472,725	\$1,399,493	\$1,350,000	\$1,340,541	\$1,340,541

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	2012 Adopted	2013 Approved
Total Cemeteries Fund Staffing	28.00	28.00	24.00	25.00	25.00

See Personnel Complement section for detailed information.

AGENCY ACCOMPLISHMENTS

- In FY10 the Cemeteries Division performed 857 Interments and sold 544 graves, 17 Lots and 536 Foundations,
- The Oakwood Cemetery Unit had some of its roadways repaved and had street signage added to roads,
- The Maury Cemetery Unit had a new burial ground site surveyed and mapped along with its roads repaved,
- The Riverview Cemetery Unit had its land cleared of woods and had low land areas filled.
- The Colored Paupers Cemetery at Oakwood was cleared of brush and trees. A monument was erected and dedicated to the significance of the site and the memory of persons buried there.
- In cooperation and in keeping with the Mayor's vision, Cemetery staff worked with the Sons of Confederate Veterans on the installation of a new decorative, historically accurate fence around the Soldiers Monument at the Oakwood Cemetery.

TRANSITION

As of March 31, 2011 the City of Richmond is negotiating a lease of the Port facility with the Virginia Port Authority. Ordinance number 2011-32 authorizes the Chief Administrative Officer to execute a Deed of Facilities Lease Agreement. Due to this ongoing negotiation, budgets for FY2012 and FY2013 are not available.

ENTERPRISE FUND BUDGET

Port of Richmond Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Revenues:					
Operating	\$954,643	\$656,000	\$734,200	-	-
Non-Operating	85,465	320,000	272,000	-	-
Total Revenue	\$1,040,108	\$976,000	\$1,006,200	-	-
Expenses:					
Administration	606,654	600,500	582,000	-	-
Operations & Engineering	46,750	531,000	1,312,000	-	-
Total Operating Expense Before Depreciation	\$653,404	\$1,131,500	\$1,894,000	-	-
Depreciation	762,635	800,000	750,000	-	-
Operating Income (Loss)	(\$376,131)	(\$955,500)	(\$1,637,800)	-	-

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	2012 Adopted	2013 Approved
Total Fund Staffing	5.00	5.00	4.00	-	-

See Personnel Complement section for detailed information.

MISSION STATEMENT

The mission of the Department of Public Utilities (DPU) is to provide superior utility service while creating exceptional value. DPU provides natural gas, water, wastewater, stormwater and electric street lighting services in an environmentally and financially responsible way with respect to the role of government in protecting the public's interest. The fulfillment of our mission is intended to benefit both our customers and employees, and enrich the quality of life in the City of Richmond and beyond.

DEPARTMENT OVERVIEW

Organizational Development

The Department of Public Utilities continues to progress in its major restructuring of each utility as a comprehensive business unit, providing full autonomy of decision making relative to the production and provision of service to our customer base.

Regional Provider of Service

The Department of Public Utilities is a major regional provider of utility services. This objective represents a regional cooperative ventures successfully operating in the metropolitan area. Our ability to provide continued and enhanced services betters the economic forecast for the City as well as the region. DPU will continue to seek opportunities to meet the ever-changing demands of this growing metropolitan area through the provision of quality utility services.

Homeland Security

DPU is prepared to implement heightened security measures when the national security threat level is elevated. The utility has implemented a security alert system that is based on the U.S. Department of Homeland Security's (DHS) recommended protective measures for each sector. Security upgrades at field facilities are continuing in order to protect our critical infrastructures.

Regulatory

Regulatory requirements at the Federal and State levels represent one of the drivers for continued escalating capital investment and improvement projects. These are major factors in the Water, Stormwater and Wastewater Utilities and are significant for the Gas Utility. The Safe Drinking Water Act, the State Health Department requirements and the Enhanced Surface Water Treatment Rules regulates the Water Utility. The Stormwater Utility is regulated by the Clean Water Act and the Chesapeake Bay Protection Act, the Erosion and Sediment Control Regulations, and the Municipal Separate Storm Sewer System Permit all regulated by the Commonwealth's Department of Conservation and Recreation. The Wastewater Utility is regulated by the Clean Water Act, Virginia State Water Control Law and the Department's Virginia Pollutant Discharge Elimination System permit with the Commonwealth's Department of Environmental Quality and the implementation of the Environmental Protection Agency's requirements to reduce Combined Sewer Overflow (CSO) discharges to the James River. For the Natural Gas Utility, compliance with the U.S. Department of Transportation's Pipeline and Hazardous Materials Safety Administration (PHMSA) new regulations for Distribution Integrity Management Programs (DIMP) will affect Operations & Maintenance and capital requirements for several years.

Infrastructure

Richmond, like other older urban communities throughout the country, has an aging infrastructure. One hundred-year-old gas mains, water mains, storm sewer lines, and sewer lines serve many areas of the City. Because DPU must ensure that it can continue to safely provide reliable and quality utility services, it has the responsibility to continue to actively invest in the maintenance, upgrade and replacement of the facilities, distribution and collection systems.

Commitment to the Community

The Department of Public Utilities continues its community education program to enhance customer understanding of key aspects of utility services and provide information that will help them manage their utility bills. As part of its community outreach efforts, DPU created a mascot, named Utility Buddy, to be visible in schools, civic meetings and other community events. In 2010, DPU's MetroCare Program distributed \$60,000 for heating assistance to more than 151 families throughout the Richmond metropolitan area.

DEPARTMENT SERVICES

The Department of Public Utilities is composed of five separate utilities: Gas, Water, Wastewater, Stormwater, and Electric. Each utility operates on a self-sustaining basis, as required by the Charter of the City of Richmond.

Gas Utility

The gas utility is a municipally owned local distribution company that provides gas service to the City of Richmond, Henrico County, and portions of Chesterfield and Hanover counties. The utility serves approximately 108,000 residential, commercial and industrial customers via approximately 1,865 miles of pipeline. Of the 1,865 miles of gas mains, about 25% are cast iron and ductile iron, 26% are steel and the remaining 913 miles, or 49%, are polyethylene plastic. In addition to supplying gas to customers, the utility purchases the gas from national suppliers, operates and maintains the eight custody transfer facilities connected to the interstate pipelines, installs and maintains gas mains as well as provides routine and emergency services.

A major infrastructure need exists in the Gas Utility. Many sections of the cast iron gas distribution system are over 100 years old. In the Gas Utility Master Plan there is a 40 year program (1992-2032) underway to replace all of the old cast iron mains in the system with high-density polyethylene (HDPE) pipe and coated steel welded pipe. The Gas Utility began in the early 1850's when manufactured gas, created from heating coal at the 15th and Dock Streets facility, was distributed through cast iron pipes to the downtown area for streetlights.

Because of the age of the cast iron mains, DPU has seen an increase in the number of leaks that occur in the system. DPU repairs or eliminates approximately 1,000-1,300 gas leaks (Classes 1, 2, and 3) annually; however, DPU has an annual backlog of approximately 200-400 Classes 2 leaks that will be scheduled for repair. (Class 1 leaks are leaks that represent an existing or probable hazard to life or property and require immediate repair. Class 2 leaks are leaks that are recognized as non-hazardous at the time of detection, but justify a scheduled repair. Class 3 leaks are leaks that are non-hazardous at the time of detection and can be reasonably expected to remain non-hazardous.)

Water Utility

The water utility provides retail water service to approximately 61,700 customers in the City of Richmond and wholesale water service directly to Henrico, Chesterfield and Hanover counties and indirectly to Goochland and Powhatan counties. Current rating capacity for the Water Treatment Plant is 132 MGD;

average consumption is 58 MGD with summer peaks of approximately 90 MGD. The distribution system consists of approximately 1,031 miles of mains and nine pumping stations. This service includes the treatment and distribution of water. In addition to supplying water to customers, the water utility provides water for fire protection throughout the City, installs and maintains fire hydrants and water mains as well as provides routine and emergency services. The distribution and storage systems in Henrico, Hanover and Chesterfield counties are owned and maintained by the respective counties.

Some of Richmond's water mains date back to the 1840's. The city has about 400 to 500 miles of older mains (more than 50 years old), mostly in areas surrounding the core of the city. Where possible, DPU renews and upgrades these pipes to improve water pressure, water fire protection, and water quality through a "cleaning and lining" process. DPU relines approximately 10 miles of water main each year, mostly in the core residential areas of the city. Unfortunately, in some cases, the mains are so deteriorated that relining is impractical and the mains must be replaced with new pipes. DPU replaces approximately 1-3 miles of water main each year.

Wastewater Utility

The Wastewater Utility provides wastewater collection and treatment for approximately 58,700 customers in the City of Richmond, County of Goochland and for a small portion of Henrico and Chesterfield counties. The wastewater system consists of a 45 MGD dry weather / 70+ MGD wet weather main treatment plant that provides tertiary treatment, three pumping stations, a network of over 47 miles of intercepting sewer lines, and roughly 1,500 miles of sewer lines. In addition to treating wastewater for customers, the Wastewater Utility operates the Combined Sewer Overflow control facilities, installs and maintains wastewater mains as well as provides routine and emergency services. The floodwall and levee system along with the canal system are operated and maintained in this utility. Also, the Wastewater Utility administers the federally mandated industrial source control and pollution prevention program.

The sewer collection system (the 1,500 miles referred to above) is another major piece of infrastructure found in the Wastewater Utility. As the city's water system grew in the 1800's, so did the need for sewers. These early sewers were constructed with various materials; i.e., clay pipes, segmented block, slab granite, cobblestone and brick. Until the first wastewater treatment plant was built in 1958, all the pipes emptied into creeks and into the James River. The sewer system now consists of laterals from homes and businesses, which are hooked to sewer mains that connect to the larger interceptor pipes. The interceptors were built along both riverbanks beginning in 1950. DPU is faced with the need to rehabilitate a significant amount of its 1,500-mile sewer system, particularly in the older core areas of the city.

Our standard is consistent compliance with all regulations that allow the treated water from the City, that is released back into the James River, and the bio-solids (treated sewage sludge), applied to agricultural lands, to be reused.

Stormwater Utility

The Department implemented a Stormwater Utility in July 2009 to manage the stormwater that runs off the properties of city residents and business owners. Funding is used to implement a comprehensive stormwater quality management plan to comply with federal and state mandates. The Utility also provides design and construction of new and replacement infrastructure for the aging storm sewer system.

The Stormwater Utility maintains approximately 22,000 catch basins, 600 miles of ditches and 180 miles of storm sewer pipe. The goals of the Stormwater Utility are to protect people and property from flood hazards, prevent infrastructure failures, improve water quality by reducing non-point source pollution, prevent stream bank erosion, and collect, transport and treat stormwater runoff in the separate storm sewer and combined sewer systems. In addition, the Erosion and Sediment Control Program, Chesapeake Bay Protection Program, and mosquito control programs for the city are within the Stormwater Utility.

Electric Utility

The Electric Utility purchases electricity from Virginia Power and distributes it to over 37,000 streetlights in the municipal system. The Electric Utility installs, maintains and operates the streetlight infrastructure and 5 substations throughout a majority of the city. It contracts with Virginia Power to operate and maintain approximately 5,100 streetlights in the southwest area of Richmond.

UTILITIES RATES

The following rate increases were adopted for FY2012 and FY2013:

Gas Utility – FY12 = 3.0%, FY13 = 3.0%

The average monthly residential gas bill will increase \$1.30 in FY2012 and \$1.31 in FY2013.

Water Utility – FY12 = 6.0% Average, 2.0% Residential; FY13 = 8.0% Average, 4.0% Residential

The average monthly residential water bill will increase \$0.65 in FY2012 and \$1.24 in FY2013.

Wastewater Utility – FY12 = 6.0% Average, 4.0% Residential; FY13 = 6.0% Average, 4.0% Residential

The average monthly residential wastewater bill will increase \$1.84 in FY2012 and \$1.88 in FY2013.

City Council Action by Amendment

This agency's budget was not amended by City Council.

KEY AGENCY PRIORITIES

Short-Term Priorities

- Natural gas cast iron renewal for reliability
- Street lighting reliability
- Water treatment and distribution reliability
- Wastewater treatment to remove nutrients for James River environmental health
- Storm water reduction of runoff quantity and improved water quality

Long-Term Priorities

- Water supply planning
- Increase customer base in revenue utilities
- AAA bond rating in support of a Tier 1 City goal
- Financial stability

FUND PROGRAM BUDGETS

Program	Services	FY 2012 Adopted	FY 2013 Approved
Natural Gas	The goal of the Natural Gas Program is to provide wholesale and retail natural gas services to users in the City of Richmond, Henrico County, and portions of Chesterfield and Hanover counties in order that they may receive safe and dependable natural gas services at competitive rates.	\$170,415,230	\$179,492,613
Water	The goal of the Water Utility is to provide the Central Virginia Region dependable and efficient customer service with a product meeting all regulatory requirements at competitive cost, while continuing to expand into new demand areas. Provides wholesale water service directly to Henrico, Chesterfield and Hanover counties and indirectly to Goochland and Powhatan counties.	62,117,760	64,227,037
Wastewater	The goal of the Wastewater Program is to provide wholesale and retail wastewater services to users in the City of Richmond and wholesale wastewater treatment services directly to Goochland, Henrico, and Chesterfield counties in order that they may receive dependable wastewater services at competitive prices. Operates the floodwall and levee system to prevent flooding to areas of the city served by this protection.	66,740,262	70,763,890
Electric Light	The goal of the Electric Program is to provide street lighting services to citizens in the City of Richmond in the service area in order to provide safe, efficient and reliable streetlights to enhance public safety and revitalize neighborhoods through streetscape improvements at the lowest competitive costs.	8,771,062	8,683,634
Stormwater	The goal of the Stormwater Program is to improve health and safety by reducing and controlling flooding. The Stormwater Program must also comply with state and federal guidelines designed to improve impaired waters and reduce the runoff of pollutants into Virginia's waterways.	7,042,110	8,420,108
Stores	The Stores Agency is an Internal Service Fund that procures and maintains inventory supplies of materials needed for the construction and maintenance of Gas, Water, Wastewater, Stormwater and Electric infrastructure.	3,839,249	4,076,054
	Total General Fund Program	\$318,925,673	\$335,663,336

GENERAL FUND BUDGET

Department of Public Utilities Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Revenues:					
Gas Recover Revenue	\$160,575,412	\$103,246,599	\$126,800,000	\$103,200,000	\$110,500,000
City Revenues	172,810,034	186,218,483	189,214,484	206,866,654	214,904,709
County Revenues (Contracts)	19,104,997	18,756,055	19,493,516	18,705,659	19,226,313
Interest Income & Other	5,600,847	1,060,118	3,090,104	1,625,461	1,544,922
Total Revenue	\$358,091,290	\$309,281,255	\$338,598,104	\$330,397,774	\$346,175,944
Expenses:					
Gas Costs	160,575,412	103,246,599	126,800,000	103,200,000	110,500,000
O&M Expense	98,260,644	102,225,594	105,330,549	110,670,455	111,333,408
Depreciation	32,669,447	35,513,778	37,409,998	41,578,100	45,443,900
Taxes	21,164,370	22,251,762	21,845,651	23,664,212	24,948,498
Interest Expense & Other	35,431,784	33,774,192	35,184,230	39,812,906	43,437,530
Total Expenditures	\$348,101,657	\$297,011,925	\$326,570,428	\$318,925,673	\$335,663,336
Construction In Aid Revenue	8,379,161	12,654,158	23,850,928	2,347,480	2,308,564
Net Income	\$18,368,794	\$24,923,488	\$35,878,604	\$13,819,581	\$12,821,172

NON-GENERAL FUND BUDGET SUMMARY

Other Fund Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Capital Gas	\$19,408,000	\$21,905,000	\$21,684,000	\$20,671,000	\$29,890,000
Capital Water	52,285,000	32,663,000	18,279,000	39,479,000	49,017,000
Capital Wastewater	48,124,725	83,154,000	14,199,000	27,399,000	27,539,000
Capital Stormwater	-	3,500,000	3,500,000	3,500,000	3,500,000
Capital Electric	1,450,000	500,000	500,000	300,000	300,000
Total Other Fund Expenses	\$121,267,725	\$141,722,000	\$58,162,000	\$91,349,000	\$110,246,000

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

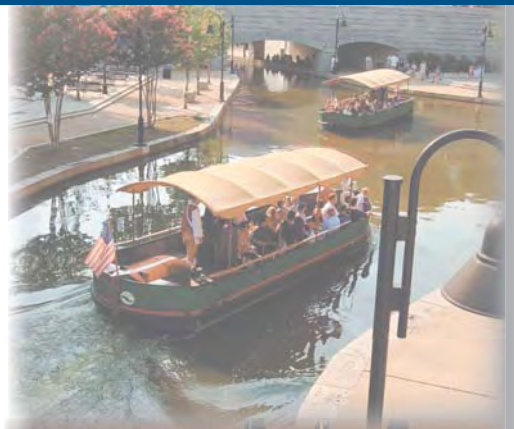
Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	2012 Adopted	2013 Approved
Total Enterprise Fund Staffing	691.00	768.00	742.00	746.50	746.50

See Personnel Complement section for detailed information.

AGENCY ACCOMPLISHMENTS

- Water Plant received the Bronze Performance Award for Optimized Filtration from the Virginia Department of Public Health and recognition from City Council for outstanding water quality.
- Wastewater Treatment Plant achieved an E3 status (Exemplary Environmental Enterprise) from the Virginia Department of Environmental Quality (DEQ) for the Environmental Excellence Program.
- Battery Park Emergency Sewer Response Project was selected as an award winner in the American Association of Environmental Engineering (AAEE) Excellence Awards competition.
- Substantially completed Nutrient Reduction Program #1 at the Wastewater Plant required to meet stricter plant effluent limitations for nitrogen and phosphorous as part of the multi-state Chesapeake Bay Restoration program.
- Completed the installation of “green alley” utilizing pervious paver system in alley bound by S. 4th Street, S. 5th Street, E. Cary Street and E. Main Street.
- Reduced the backlog of non-hazardous gas leaks by 65% through aggressive repair and renewal.
- Completed 37 major Stormwater projects, closed over 1,065 customer request tickets, and cleaned 5.4 miles of storm sewers, 2,871 catch basins and 28 miles of drainage ditches.
- Merged the 311 Call Center into the DPU Call Center.

Internal Service Funds



MISSION STATEMENT

The mission of the Advantage Richmond Corporation is to assist the City in the acquisition, management, and maintenance of public facilities.

DEPARTMENT OVERVIEW

Advantage Richmond Corporation (ARC) was established in 2005 to acquire, construct, renovate, equip, operate and maintain public buildings and other public structures and properties for or on behalf of the City and to, when appropriate, providing financing for such activities. To date, the City of Richmond leases Marshall Plaza from ARC.

BUDGET HIGHLIGHTS

City Council Action by Amendment

This agency's budget was not amended by City Council.

The budget includes funding for day-to-day operations and maintenance of the facility, including security, service and repair calls, grounds and landscape expense, and utilities. In addition, the rent paid to ARC provides funding for capital repair projects.

REVENUE BUDGET SUMMARY

Revenue Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Rental Revenues	2,592,091	2,400,600	2,409,000	2,408,400	2,408,400
Total Revenue	2,592,091	2,400,600	2,409,000	2,408,400	2,408,400

EXPENDITURE BUDGET SUMMARY

Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Operating Expenses	\$861,914	\$989,605	\$982,347	\$733,753	\$733,753
Capital Expenses	-	-	-	303,500	303,500
Long-Term Debt Service	1,157,354	1,156,921	1,165,379	1,165,379	1,165,379
Total Expenditures	\$2,019,268	\$2,146,526	\$2,147,726	\$2,202,632	\$2,202,632

Note: The FY2012 and FY2013 proposed budget is subject to the approval of the ARC Board.

Note: The FY2012 and FY2013 proposed budget is subject to the approval of the ARC Board.

AGENCY ACCOMPLISHMENTS

- Installed the HVAC system in Marshall Plaza in FY2010-11.
- Improved building lighting for more energy efficiency.
- Renovations to 1st and portions of the second floor were completed.

MISSION STATEMENT

Fleet Management shall continually strive to be recognized as a team of Fleet professionals who provide quality maintenance and fueling services to all customers, whether internal or external; to ensure safe, operable vehicles and equipment in support of City programs; and to use City resources in the most efficient way possible.

DEPARTMENT OVERVIEW

Fleet Management reports directly to the Director of Public Works. Key responsibilities are vehicle maintenance and repair, fueling, specification review, acquisition, new vehicle preparation, and disposal.

BUDGET HIGHLIGHTS

City Council Action by Amendment

This agency's budget was not amended by City Council.

Personnel:

The budget includes 100% funding for all positions.

Operating:

Starting in FY2012 Fleet replacement purchases are being funded in the CIP's equipment project with the repayment of the debt budgeted in the Fleet Replacement budget. The fuel budget is based on a three year average consumption and the Department of Energy's forecast.

PROGRAM BUDGETS

Program	Services	FY 2012 Adopted	FY 2013 Approved
Maintenance Operations	Performs preventative maintenance and repair service, towing and road service, tire repair, accident and body repair for over 2,400 vehicles and pieces of equipment, specification review, acquisition, registration, capitalization, and disposal.	\$9,298,692	\$9,290,192
Fuel	Provides fueling capabilities for internal and external customers twenty-four hours per day, seven days a week, during all inclement weather and emergencies.	6,905,876	6,905,876
Vehicle Replacement	Repays the short term notes payables and interest for replacement vehicles.	4,615,648	5,230,354
	Total Program	\$20,820,216	\$21,426,422

BUDGET SUMMARY

Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	\$2,977,022	\$2,941,967	\$2,991,878	\$2,844,554	\$2,844,554
Operating	6,449,354	6,779,555	7,340,429	6,454,138	6,445,638
Fuel	5,003,642	5,404,592	7,654,523	6,905,876	6,905,876
Vehicle Replacement	5,719,970	5,258,948	8,849,592	4,615,648	5,230,354
Total Expenditures	\$20,149,988	\$20,385,062	\$26,836,422	\$20,820,216	\$21,426,422

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Total Staffing	56.00	56.00	56.00	56.00	56.00

See Personnel Complement section for detailed information.

AGENCY ACCOMPLISHMENTS

- Implementation of a new fleet maintenance management database (M5).
- Replaced 25 diesel Refuse Collection Trucks with 25 CNG(natural gas) Trucks for fuel efficiency and environmental purposes.
- Supported the MPACT Program.
- Supported the Snow Program.
- Supported the Leaf Collection Program.

MISSION STATEMENT

Radio Shop strives to consistently exceed our customer's expectations by utilizing a proactive approach to problem solving while identifying more efficient processes with measurable goals, thereby reducing the cost to the citizens of Richmond. We foster a positive atmosphere in which staff members can reach their fullest potential while encouraging accountability, integrity, respect, quality, and leadership.

DEPARTMENT OVERVIEW

The Radio Shop is charged with the installation and maintenance of electronic equipment used by City, State, and Federal agencies. This includes installing and maintaining mobile and portable radio subscribers, pagers, system infrastructure, 911 dispatch consoles, antenna tower sites, mobile data computers, emergency vehicle lights and sirens, public address systems, fire station alerting and other wireless communications equipment and networks.

BUDGET HIGHLIGHTS

City Council Action by Amendment:

This agency's budget was not amended by City Council.

Personnel:

The budget includes 100% funding for all filled positions and limited funding for vacant positions.

KEY AGENCY PRIORITIES

Short-Term Priorities

- Initiate the Rebanding process and deploy the new consolidated radio templates.
- *Continue standardizing the vehicle installation process*
- Disassemble the ReFLEX two-way messaging network and dispose of equipment
- *Complete the installation of the PSIC Grant funded regional microwave network.*
- *Complete the second phase of the IECGP grant funded interoperability project.*

Long-Term Priorities

- Replace the 800MHz system and transition with the Region in 2015.
- Complete the Rebanding of the regional 800MHz radio network.

PROGRAM BUDGETS

Program	Services Provided	FY 2012 Adopted	FY 2013 Approved
Radio Shop	Administrative support for activities at the Radio Shop.	\$1,470,385	\$1,551,857
Radio Shop- Cost of Goods Sold	Performs preventative maintenance and repair service for 4,600 radio subscribers and network management for the 3 radio tower sites.	248,760	216,627
	Total Program	\$1,719,145	\$1,768,484

BUDGET SUMMARY

Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	\$407,874	\$570,179	\$463,010	\$409,598	\$458,108
Operating	1,754,870	3,179,704	1,890,744	1,309,547	1,310,376
Total Expenditures	\$2,162,744	\$3,749,883	\$2,353,754	\$1,719,145	\$1,768,484

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	2012 Adopted	2013 Approved
Total Staffing	8.00	8.00	8.00	8.00	8.00

See Personnel Complement section for detailed information.

AGENCY ACCOMPLISHMENTS

- Completed a system wide radio asset inventory with system alias updates
- Continue to reduce the number of vehicle repairs by improving installation quality
- Reducing the time required per vehicle repair by more effectively documenting the process
- Completed the installation of radio signal boosters in all DPU tunnels and underground facilities.
- Completed the installation of radio signal boosters in the Police Training Academy

BUDGET HIGHLIGHTS

The FY 2012 budget for the Internal Service Fund Risk Management is \$0. The function has been reorganized under the General Fund's Finance department to align similar functions across the City.

BUDGET SUMMARY

Budget Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Approved
Personnel Services	\$688,292	\$306,238	\$396,406	-	-
Operating	18,017,291	16,501,755	13,480,695	-	-
Total Expenditures	\$18,705,583	\$16,807,993	\$13,877,101	-	-

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	2012 Adopted	2013 Approved
Total Staffing	4.00	4.00	3.00	-	-

Positions have been moved as part of the reorganization. See pages for the Finance Department.

DEPARTMENT OVERVIEW (STORES HAS TRANSITIONED TO DPW GENERAL FUND)

The Public Works Store provides bulk materials in timely manner to the Department of Public Works and other City departments. All purchases are made through City contracts.

BUDGET HIGHLIGHTS

The Public Works Stores has transitioned to the Department of Public Works General Fund.

The Public Works Store provides for the purchase and inventory of bulk materials utilized by the Department of Public Works and other City departments.

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	2009 Adopted	2010 Adopted	2011 Adopted	2012 Adopted	2013 Approved
Total Staffing	3.40	3.40	3.40	-	-

See Personnel Complement section for detailed information.

Richmond Public Schools





SCHOOL BOARD OF THE CITY OF RICHMOND

301 NORTH NINTH STREET RICHMOND, VA 23219-1927

KIMBERLY M. BRIDGES
DISTRICT ONE
School Board Chair

telephone: (804) 780-7716
fax: (804) 780-8133
email: kbridges@richmond.k12.va.us

June 6, 2011

Honorable Mayor Dwight C. Jones and Members of City Council
City of Richmond, Virginia

Ladies and Gentlemen:

Each year the School Board dedicates considerable time and energy to determine the appropriate level of educational services needed to ensure that our students can reach their full potential. Because our children represent the future of the City, all members of the School Board take this responsibility very seriously and work tirelessly to that end. Through extensive deliberation, the School Board's focus, in concert with the administration and key stakeholders, is on "educating the whole child." This budget continues the process of aligning resources to support classroom initiatives which hold such promise for our students and community.

As we developed the spending plan for FY2012, our discussions centered on moving the district from demonstrating competence to achieving competitiveness and excellence; preparing students for the 21st Century; and limiting the impact on programs and employees that are instrumental to achieving these goals. Additionally, this fiscal plan directly supports the goals and objectives outlined in the District's Balanced Scorecard.

The School Board and the Richmond City Council share the goal of becoming more efficient in our respective operations. To enhance cooperation and operational efficiency, Schools and City completed the process of procuring joint health benefits for employees. Further enhancing efficiencies, the two entities are combining grounds maintenance services for FY2012. The School Board will continue to work jointly with the City Council to identify and review other areas where services may be combined and provided more efficiently.

In summary, the School Board is determined to offer high expectations of success and exemplary academic opportunities to every child attending Richmond Public Schools. Despite economic conditions impacting this year's budget, the School Board remains determined do all that we can to position the district for positive academic and operational results every day of the year.

Thank you for the opportunity to demonstrate our ability to be a participant in the growth and advancement of the City of Richmond.

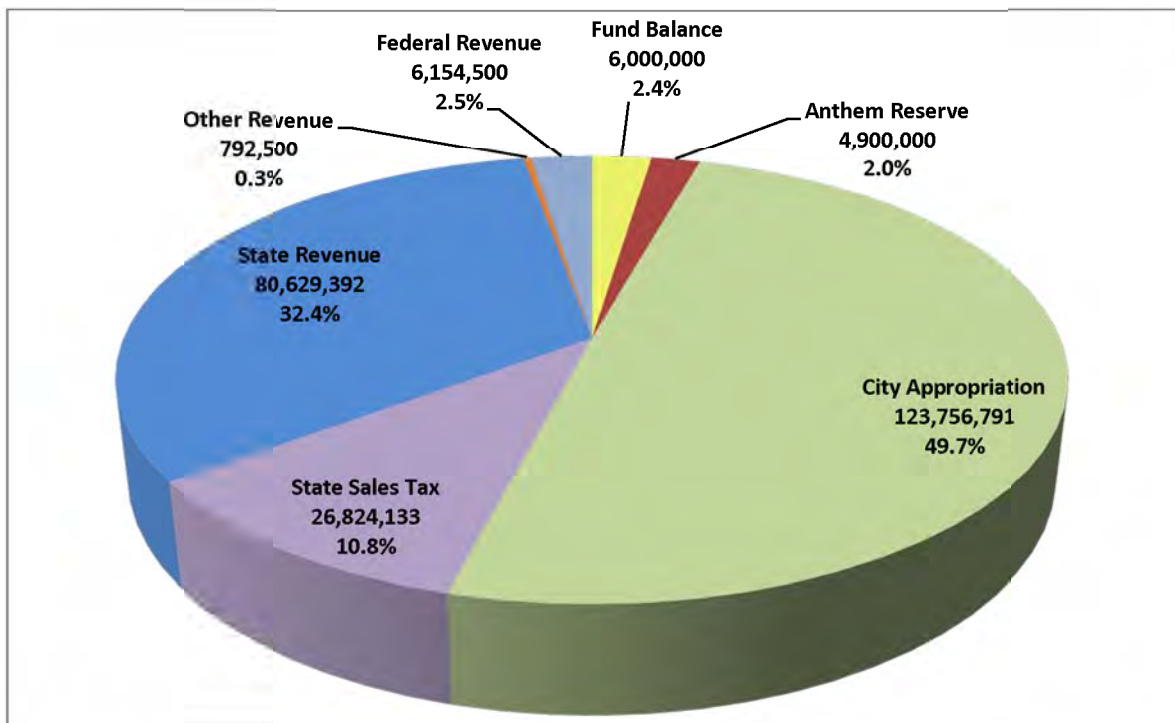
Sincerely,

Kimberly M. Bridges

Kimberly M. Bridges
Chairman, School Board

**RICHMOND PUBLIC SCHOOLS
GENERAL FUND OPERATING BUDGET REVENUES (SOURCE RPS)**

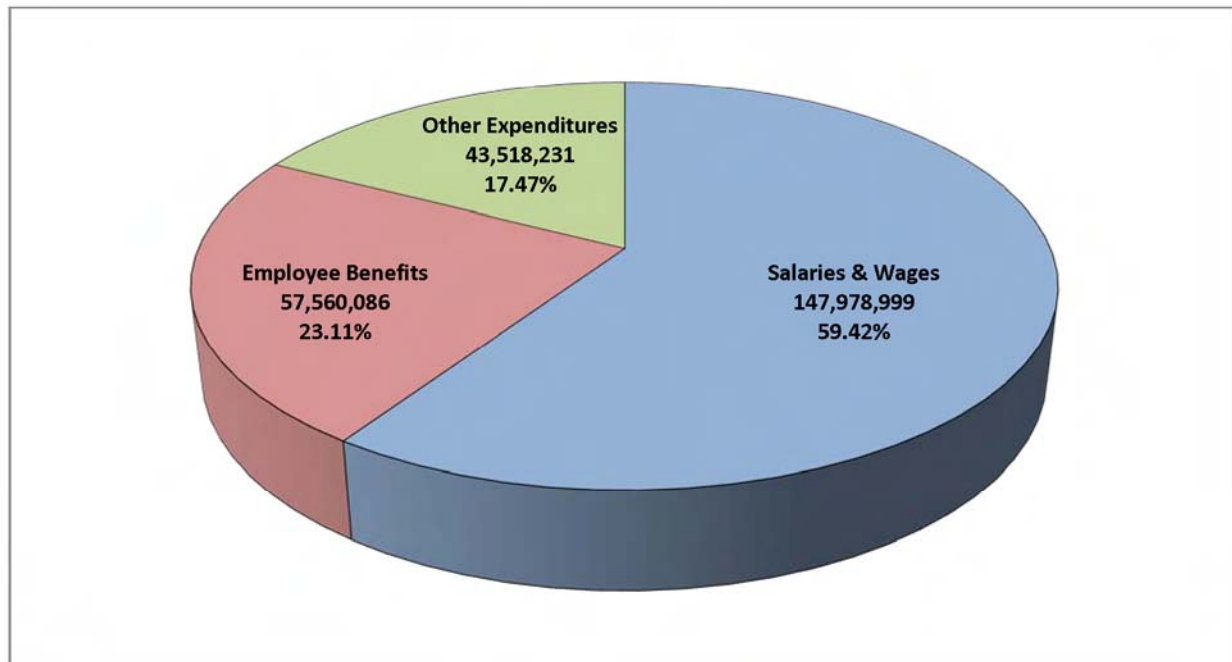
	Actuals FY2009	Actuals FY2010	Budget FY2011	Budget FY2012	\$ Change	% Change
Prior Year Fund Balance	0	0	4,200,000	6,000,000	1,800,000	-100.0%
Anthem Reserve	0	0	0	4,900,000	4,900,000	-100.0%
City Appropriation*	131,334,130	127,102,268	124,234,268	123,756,791	-477,477	-0.4%
State Sales Tax	25,851,905	24,662,206	24,897,079	26,824,133	1,927,054	7.2%
State Revenue	106,811,770	100,343,453	87,024,267	80,629,392	-6,394,875	-7.9%
Other Revenue	991,492	1,358,617	792,500	792,500	0	0.0%
Federal Revenue	715,686	737,855	654,500	6,154,500	5,500,000	89.4%
Total Revenues	265,704,982	254,204,399	241,802,614	249,057,316	7,254,702	3.0%



**Note: As a result of City Council adopting the Richmond Public Schools budget prior to the adoption of the General Fund budget; the FY2012 City Appropriation amount, listed in this section, does not include City Council's general fund amendments of an additional \$71,000. The amended City Appropriation can be found in the General Fund Expenditures section on the Richmond Public Schools page and in the City Council Amendments – Summary of Adopted General Fund Amendments section of this budget document.*

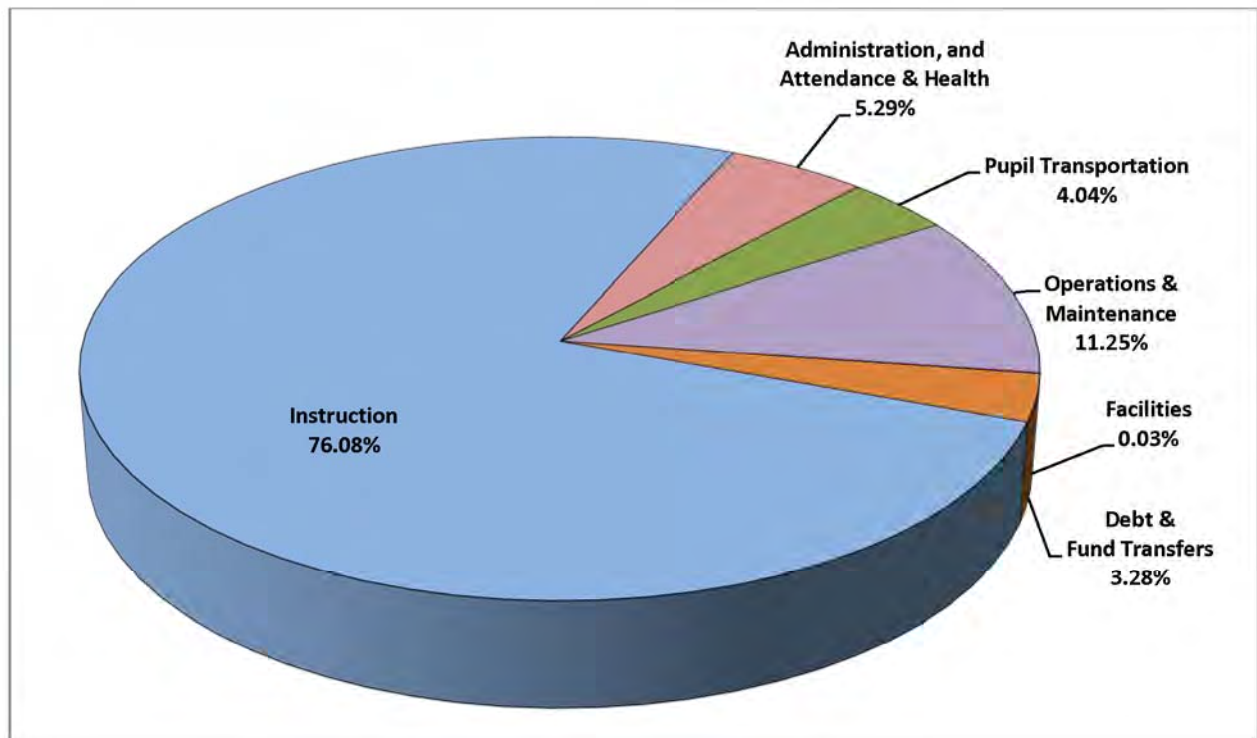
**RICHMOND PUBLIC SCHOOLS
GENERAL FUND OPERATING BUDGET - EXPENDITURES BY OBJECT GROUP (SOURCE RPS)**

	Actuals FY2009	Actuals FY2010	Budget FY2011	Budget FY2012	\$ Change	% Change
Salaries & Wages	157,526,970	154,249,899	148,506,268	147,978,999	-527,269	-0.36%
Employee Benefits	55,438,727	54,345,586	49,169,990	57,560,086	8,390,096	17.06%
Other Expenditures	46,589,543	44,617,956	44,126,356	43,518,231	-608,125	-1.38%
Total Object Group	259,555,240	253,213,441	241,802,614	249,057,316	7,254,702	3.00%



**RICHMOND PUBLIC SCHOOLS
GENERAL FUND OPERATING BUDGET - SUMMARY BY STATE FUNCTION CODES (SOURCE RPS)**

	Actuals FY2009	Actuals FY2010	Budget FY2011	Budget FY2012	\$ Change	% Change
Instruction	195,614,602	193,947,443	181,730,036	189,486,088	7,756,052	4.3%
Administration, and Attendance & Health	13,279,369	13,131,630	13,033,822	13,171,443	137,621	1.1%
Pupil Transportation	10,667,999	10,044,866	10,299,326	10,062,632	-236,694	-2.3%
Operations & Maintenance	31,255,884	28,802,564	28,898,332	28,026,934	-871,398	-3.0%
Facilities	83,013	78,913	111,964	78,095	-33,869	-30.2%
Debt Service & Fund Transfers	8,654,372	7,208,023	7,729,134	8,232,124	502,990	6.5%
Total Function	259,555,239	253,213,439	241,802,614	249,057,316	7,254,702	3.0%



RICHMOND PUBLIC SCHOOLS GENERAL FUND OPERATING REVENUES (SOURCE RPS)

	Actuals FY2009	Actuals FY2010	Budget FY2011	Budget FY2012	\$ Change	% Change
LOCAL REVENUE						
Anthem Reserve	0	0	0	4,900,000	4,900,000	100.0%
Prior Year Fund Balance	0	0	4,200,000	6,000,000	1,800,000	42.9%
Sub-Total Reserves	0	0	4,200,000	10,900,000	6,700,000	159.5%
Operations - City Funds	131,334,130	127,102,268	124,234,268	123,756,791	(477,477)	-0.4%
Total City Appropriation	131,334,130	127,102,268	124,234,268	123,756,791	(477,477)	-0.4%
SOQ PROGRAMS						
Basic Aid SOQ	60,699,869	52,667,446	41,062,043	41,037,699	(24,344)	-0.1%
Sales Tax	25,851,905	24,662,206	24,897,079	26,824,133	1,927,054	7.7%
Textbooks (Split funded FY11)	1,463,646	649,060	167,306	8,747	(158,559)	-94.8%
Vocational Education-SOQ	1,148,490	1,130,262	882,605	896,277	13,672	1.5%
Gifted Education -SOQ	568,071	559,054	478,521	485,933	7,412	1.5%
Special Education-SOQ	11,312,014	11,144,630	10,357,320	10,517,755	160,435	1.5%
Remedial Education-SOQ	3,309,628	3,257,100	2,871,126	2,915,599	44,473	1.5%
VRS Retirement	4,853,298	3,560,934	1,924,718	2,980,390	1,055,672	54.8%
Social Security	3,754,205	3,694,621	3,243,309	3,293,547	50,238	1.5%
Group Life	160,542	97,227	116,972	118,784	1,812	1.5%
Sub-Total SOQ Revenues	113,121,668	101,422,540	86,000,999	89,078,864	3,077,865	3.58%
INCENTIVE PROGRAMS						
Composite Index Hold Harmless* (split funded)	0	0	11,094,552	3,396,966	(7,697,586)	-69.4%
Supplemental Support	0	1,403,104	0	1,399,704	1,399,704	100.0%
Turnaround Specialist	18,688	0	0	0	0	0.0%
Sub-Total Incentive Revenues	18,688	1,403,104	11,094,552	4,796,670	(6,297,882)	-56.8%
CATEGORICAL PROGRAMS						
Spec Educ: Homebound	403,014	344,119	320,391	82,273	(238,118)	-74.3%
Visually Handicapped	14,880	14,336	15,100	15,100	0	0.0%
Sub-Total Categorical Revenues	417,894	358,455	335,491	97,373	(238,118)	-71.0%
SCHOOL FACILITIES						
School Construction	360,034	0	0	0	0	0.0%
Sub-Total School Facilities Revenues	360,034	0	0	0	0	0.0%

LOTTERY FUNDED PROGRAMS

Foster Care Children	169,361	144,313	161,831	219,364	57,533	35.6%
Composite Index Hold Harmless* (split funded)	0	0	0	466,597	466,597	100.0%
At-Risk	6,057,120	5,390,175	4,174,857	4,248,673	73,816	1.8%
Enrollment Loss	600,579	387,109	0	0	0	0.0%
Virginia Preschool Initiative	3,027,821	3,027,821	4,661,721	2,673,000	(1,988,721)	-42.7%
Construction & Operating Costs	2,452,953	0	0	0	0	0.0%
K-3 Class Size Reduction	5,599,379	5,439,028	4,348,965	4,604,478	255,513	5.9%
SOL Algebra Readiness	362,598	358,782	298,855	319,357	20,502	6.9%
English As A Second Language	412,274	488,613	452,681	519,908	67,227	14.9%
Other State Agencies	63,305	51,390	0	0	0	0.0%
Textbooks (Split funded)	0		391,394	429,241	37,847	9.7%
Sub-Total Lottery Funded Programs	18,745,390	15,287,231	14,490,304	13,480,618	(1,009,686)	-7.0%
Sub-Total State Revenue	132,663,675	118,471,330	111,921,346	107,453,525	(4,467,821)	-4.0%

FEDERAL STIMULUS FUNDS

Federal Stimulus Funds	0	6,534,329	0	0	0	0.0%
Total State Revenue	132,663,675	125,005,659	111,921,346	107,453,525	(4,467,821)	-4.0%

OTHER REVENUE

Building Rental Permit	220,233	222,750	200,000	200,000	0	0.0%
Testing Fees	217		0	0	0	0.0%
Student Fees	1,578	1,597	1,000	1,000	0	0.0%
Cobra Administrative Fees	2,674	2,194	2,500	2,500	0	0.0%
Library Fines	2,138	3,112	1,900	1,900	0	0.0%
Textbook Fines	6,289	5,074	3,000	3,000	0	0.0%
Attorney's Fees	1,412	1,016	1,000	1,000	0	0.0%
Restitution	2,610	5,205	0	0	0	0.0%
Tuition	352,262	301,126	300,000	300,000	0	0.0%
Operating Expense Recovery	1,991	10	600	600	0	0.0%
Sale Of Surplus Property	38,753	14,148	5,000	5,000	0	0.0%
Insurance Adjustments	1,954	2,565	0	0	0	0.0%
Interest/Dividends/Gains Invest	2,683	2,683	100	100	0	0.0%
Damages Recovery	6,660	8,636	0	0	0	0.0%
Richmond Sch / Math-Science	42,351	42,351	42,400	42,400	0	0.0%
Indirect Cost Recovery	304,788	344,573	235,000	235,000	0	0.0%
Miscellaneous	2,900	401,577	0	0	0	0.0%
Total Other Revenue	991,492	1,358,617	792,500	792,500	0	0.0%

FEDERAL REVENUE

Advanced Placement 84.330	0	0	4,500	4,500	0	0.0%
Air Force	55,027	58,384	70,000	70,000	0	0.0%
Impact Aid PL 103-382, Title VIII	253,010	237,446	200,000	200,000	0	0.0%
Army Reserve	407,649	442,025	380,000	380,000	0	0.0%
Education Jobs Fund	0	0	0	5,500,000	5,500,000	100.0%
Total Federal Revenue	715,686	737,855	654,500	6,154,500	5,500,000	840.3%
Total General Fund Revenue	265,704,982	254,204,399	241,802,614	249,057,316	7,254,702	3.0%

RICHMOND PUBLIC SCHOOLS GENERAL FUND OPERATING BUDGET - SUMMARY BY OBJECT CLASS (SOURCES RPS)

DESCRIPTION	F-T-E's FY2011	F-T-E's FY2012	Actuals FY2009	Actuals FY2010	Budget FY2011	Budget FY2012	\$ Change	% Change
Administration	8.0	8.0	806,877	834,671	998,371	956,305	-42,066	-4.21%
Instructional Administration	124.0	128.0	10,927,459	10,355,795	10,153,187	10,327,408	174,221	1.72%
Instructional Class Staff	1,902.6	1,941.6	103,150,526	101,112,848	96,913,873	97,471,376	557,503	0.58%
Other Professionals	161.7	159.9	9,708,390	9,546,874	9,676,313	9,488,798	-187,515	-1.94%
Technical	295.0	295.0	7,990,321	7,754,880	7,742,210	7,651,600	-90,610	-1.17%
Clerical	157.7	154.7	6,859,539	6,779,177	6,442,604	6,200,335	-242,269	-3.76%
Support & Crafts	53.0	50.0	2,708,903	2,850,371	2,739,764	2,635,160	-104,604	-3.82%
Operative	164.0	161.0	5,046,932	4,849,555	4,178,818	4,131,540	-47,278	-1.13%
Laborer	348.0	331.5	10,210,421	10,044,274	9,540,163	8,995,876	-544,287	-5.71%
State Employee	2.0	2.0	117,602	121,454	120,965	120,601	-364	-0.30%
SUBTOTAL SALARIES AND WAGES	3,216.0	3,231.7	157,526,970	154,249,899	148,506,268	147,978,999	-527,269	-0.36%
Health Insurance			13,999,189	19,649,476	17,726,280	23,709,738	5,983,458	33.75%
VRS Life Insurance			1,649,700	1,275,363	397,393	396,872	-521	-0.13%
Social Security - FICA			11,548,281	11,301,463	11,305,382	11,258,758	-46,624	-0.41%
Retirement			26,424,269	20,192,213	18,036,029	20,338,993	2,302,964	12.77%
Deferred Annuity			403,241	400,275	365,000	400,276	35,276	9.66%
Compensation-type Insurance			1,401,082	1,505,983	1,319,906	1,421,449	101,543	7.69%
Other Benefits			12,969	20,813	20,000	34,000	14,000	70.00%
SUBTOTAL EMPLOYEE BENEFITS			55,438,727	54,345,586	49,169,990	57,560,086	8,390,096	17.06%
TOTAL PERSONNEL SERVICES			212,965,697	208,595,485	197,676,258	205,539,085	7,862,827	3.98%
Service Contracts			1,783,864	2,074,325	2,099,019	2,016,869	-82,150	-3.91%
Professional Services			2,243,608	1,927,904	1,844,391	1,961,233	116,842	6.33%
Tuition			5,302,290	7,223,899	4,996,962	5,934,582	937,620	18.76%
Temporary Services			204,948	237,964	268,025	226,550	-41,475	-15.47%
Non-Professional Services			3,494,499	3,237,505	3,616,819	3,645,533	28,714	0.79%
Repairs & Maintenance			2,022,114	2,064,763	1,677,127	1,815,362	138,235	8.24%
SUBTOTAL PURCHASED SERVICES			15,051,321	16,766,358	14,502,343	15,600,129	1,097,786	7.57%

Advertising	113,943	96,245	91,100	95,075	3,975	4.36%
Student Transportation	867,090	978,940	631,234	660,421	29,187	4.62%
Insurance System-wide	2,135,002	3,106,470	2,016,058	2,020,680	4,622	0.23%
Miscellaneous Insurance	72,020	68,950	71,002	71,002	0	0.00%
Utilities	8,026,246	5,348,485	7,185,000	6,685,000	-500,000	-6.96%
Communications	1,479,288	1,969,571	1,650,153	1,522,203	-127,950	-7.75%
Rentals	555,553	510,770	439,219	368,980	-70,239	-15.99%
SUBTOTAL OTHER CHARGES	13,249,142	12,079,431	12,083,766	11,423,361	-660,405	-5.47%
Materials / Supplies	5,483,447	4,521,801	4,952,029	4,641,694	-310,335	-6.27%
Printing & Binding	168,609	175,569	211,962	175,879	-36,083	-17.02%
Meals	14,644	22,990	21,176	19,626	-1,550	-7.32%
Books & Periodicals	353,216	357,429	314,168	294,319	-19,849	-6.32%
Media Supplies	80,837	92,698	69,142	56,690	-12,452	-18.01%
Textbooks	1,808,628	1,634,252	601,700	501,500	-100,200	-16.65%
Permits & Fees	15,359	14,975	17,670	20,450	2,780	15.73%
Food	1,211	813	1,150	1,150	0	0.00%
SUBTOTAL SUPPLIES / MATERIALS	7,925,951	6,820,527	6,188,997	5,711,308	-477,689	-7.72%
Staff Development	383,965	375,093	410,435	440,629	30,194	7.36%
Dues & Fees	187,273	212,457	222,759	225,303	2,544	1.14%
Travel	253,261	218,078	269,283	238,136	-31,147	-11.57%
Commencement Cost	68,430	49,824	49,595	53,736	4,141	8.35%
Awards	52,930	51,817	33,135	33,990	855	2.58%
Claims & Judgments	925	2,261	45,000	45,000	0	0.00%
Garage Services	1,896,602	2,136,370	2,010,981	2,410,981	400,000	19.89%
Warehouse Service	1,197,181	1,264,709	1,200,000	1,200,000	0	0.00%
Other Operating Expenses	58,309	28,873	73,355	86,200	12,845	17.51%
SUBTOTAL OTHER OPERATING EXPENSE	4,098,877	4,339,482	4,314,543	4,733,975	419,432	9.72%
Buildings	0	625	4,250	1,500	-2,750	-64.71%
Equipment Additional	192,439	374,385	953,767	968,905	15,138	1.59%
Equipment Replacement	323,538	269,347	518,860	491,008	-27,852	-5.37%
Capitalized Leases	500,000	504,178	505,000	0	-505,000	100.00%
SUBTOTAL CAPITAL OUTLAY	1,015,977	1,148,535	1,981,877	1,461,413	-520,464	-26.26%

Debt Service (Energy Efficiency Pilot)	914,333	0	0	500,000	500,000	100.00%		
Transfer to Other Funds	7,740,039	7,208,023	7,729,134	7,732,124	2,990	0.04%		
VHSL Supplement	303,503	295,991	262,446	255,921	-6,525	-2.49%		
Reserve for Contingencies	0	0	463,250	0	-463,250	100.00%		
Expense Refund (Warehouse & Field Trips)	-3,709,600	-4,040,391	-3,400,000	-3,900,000	-500,000	14.71%		
SUBTOTAL OTHER USES OF FUNDS	5,248,275	3,463,623	5,054,830	4,588,045	-466,785	-9.23%		
TOTAL NON-PERSONNEL EXPENSES	46,589,543	44,617,956	44,126,356	43,518,231	-608,125	-1.38%		
TOTAL GENERAL FUND	3,216.0	3,231.7	259,555,240	253,213,440	241,802,614	249,057,316	7,254,702	3.00%

RICHMOND PUBLIC SCHOOLS GENERAL FUND OPERATING BUDGET - DETAIL BY STATE FUNCTION CODES (SOURCE RPS)

	Actuals FY2009	Actuals FY2010	Budget FY2011	Budget FY2012	\$ Change	% Change
INSTRUCTION						
Classroom Instruction	145,801,142	145,267,298	134,666,833	142,092,850	7,426,017	5.51%
Guidance Services	5,942,789	5,623,015	5,594,454	5,927,359	332,905	5.95%
Social Work Services	2,328,480	2,190,504	2,251,900	2,332,344	80,444	3.57%
Homebound Instruction	1,078,293	779,255	1,127,744	832,910	-294,834	-26.14%
Improvement of Instruction	11,606,730	11,657,950	11,303,842	10,948,747	-355,095	-3.14%
Media Services	4,762,516	4,690,038	4,405,913	4,459,737	53,824	1.22%
Office of the Principal	18,286,510	16,897,751	16,457,531	16,807,750	350,219	2.13%
Technology Instructional Support	5,808,142	6,841,632	5,921,819	6,084,391	162,572	2.75%
Total Instruction	195,614,602	193,947,443	181,730,036	189,486,088	7,756,052	4.27%
ADMINISTRATION, AND ATTENDANCE & HEALTH						
Board Services	802,409	657,929	673,922	761,040	87,118	12.93%
Executive Administrative Services	47,126	659,220	356,894	351,944	-4,950	-1.39%
Information Services	508,208	508,613	512,505	563,184	50,679	9.89%
Personnel Services	1,714,928	1,667,303	1,805,794	1,677,656	-128,138	-7.10%
Planning Services	163,136	163,795	159,336	165,457	6,121	3.84%
Fiscal Services	2,767,172	2,499,672	2,687,392	2,603,934	-83,458	-3.11%
Purchasing Services	509,449	515,111	465,516	469,874	4,358	0.94%
Technology Administration	249,537	244,233	237,497	243,665	6,168	2.60%
Attendance Services	774,081	639,304	780,242	786,715	6,473	0.83%
Health Services	3,899,537	3,686,942	3,546,477	3,676,031	129,554	3.65%
Psychological Services	1,619,554	1,591,421	1,518,793	1,573,247	54,454	3.59%
Speech/Audiology Services	224,232	298,087	289,454	298,696	9,242	3.19%
Total Administration, and Attendance & Health	13,279,369	13,131,630	13,033,822	13,171,443	137,621	1.06%
PUPIL TRANSPORTATION						
Management & Direction	1,462,810	2,417,891	1,171,405	1,188,142	16,737	1.43%
Vehicle Operating Services	4,535,472	4,199,291	4,407,964	3,993,881	-414,083	-9.39%
Monitoring Services	1,012,540	982,356	847,266	1,010,386	163,120	19.25%
Vehicle Maintenance Services	2,948,966	1,941,150	3,367,691	3,870,223	502,532	14.92%
School Bus Purchases	500,000	504,178	505,000	0	-505,000	-100.00%
Other Vehicle Purchases	208,211	0	0	0	0	0.00%
Total Pupil Transportation	10,667,999	10,044,866	10,299,326	10,062,632	-236,694	-2.30%

OPERATIONS & MAINTENANCE

Management & Direction	237,346	260,278	247,486	254,804	7,318	2.96%
Building Services	25,855,335	23,726,250	24,047,482	23,370,103	-677,379	-2.82%
Grounds Services	407,127	343,688	228,391	0	-228,391	-100.00%
Equipment Services	175,318	124,500	140,421	195,000	54,579	38.87%
Vehicle Services	696,960	596,171	623,419	489,985	-133,434	-21.40%
Security Services	3,538,926	3,412,415	3,245,313	3,337,107	91,794	2.83%
Warehouse Services	344,872	339,262	365,820	379,935	14,115	3.86%
Total Operations & Maintenance	31,255,884	28,802,564	28,898,332	28,026,934	-871,398	-3.02%

FACILITIES

Site Acquisitions	0		0	0	0	0.00%
Site Improvements	0	0	37,085	0	-37,085	-100.00%
Architecture & Engineering Services	79,640	76,669	74,879	78,095	3,216	4.29%
Building Improvements Services	3,373	2,244	0	0	0	0.00%
Total Facilities	83,013	78,913	111,964	78,095	-33,869	-30.25%

DEBT SERVICES & FUND TRANSFERS

Debt Service	914,333	0	0	500,000	500,000	0.00%
Fund Transfers	7,740,039	7,208,023	7,729,134	7,732,124	2,990	0.04%
Total Debt Services & Fund Transfers	8,654,372	7,208,023	7,729,134	8,232,124	502,990	6.51%

TOTAL GENERAL FUND FUNCTION	259,555,239	253,213,439	241,802,614	249,057,316	7,254,702	3.00%
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Special Funds

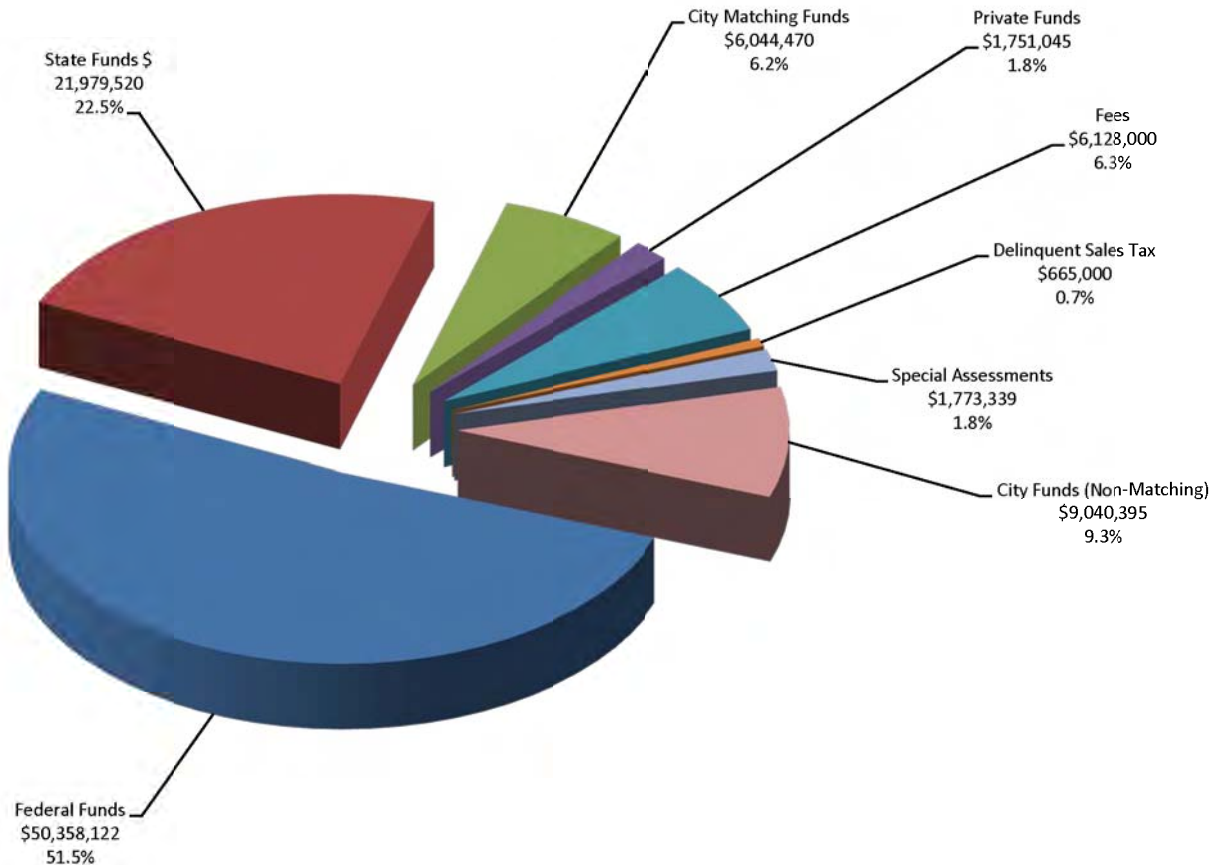


SPECIAL FUND BUDGET

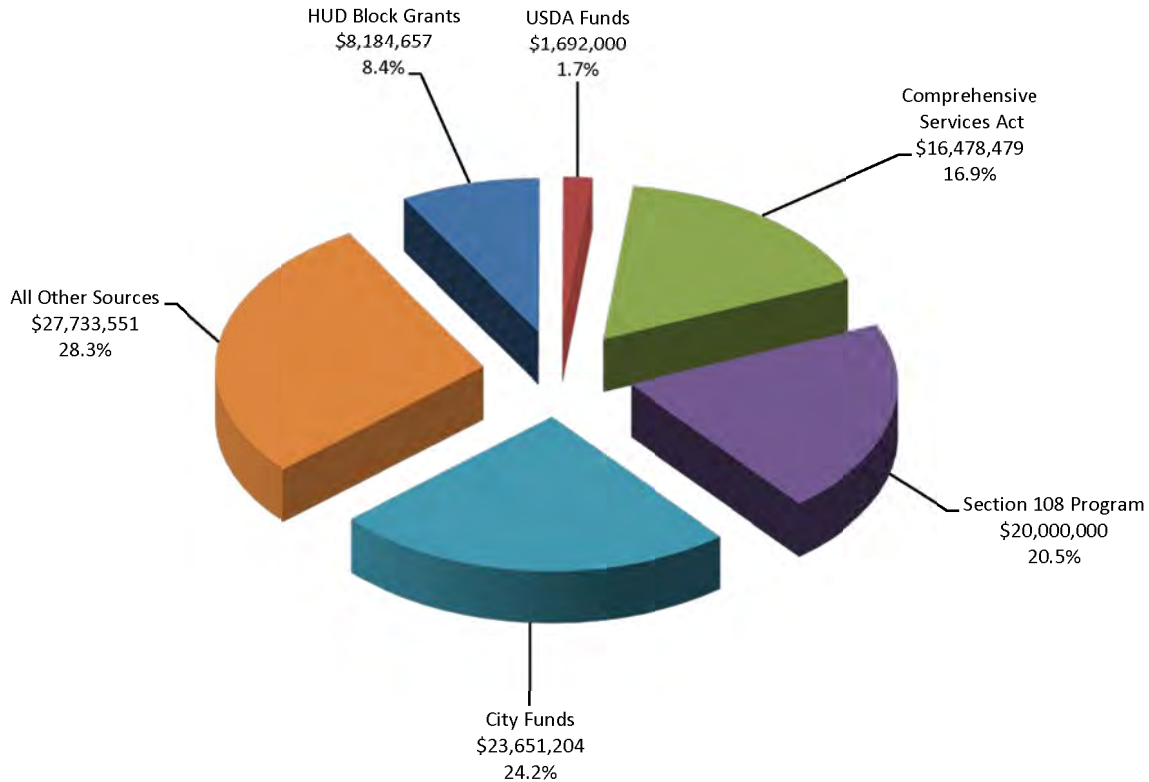
One of the major elements that comprise the City's Fiscal Plan is the *Special Fund Budget*. Special Funds are designed to account for revenues appropriated for a specified purpose, that generally are restricted in some way, and that require segregation into separate funds for accounting purposes, with the exception of major capital projects. Special Funds are primarily derived from user fees, assessments, and grants, rather than property taxes, and are appropriated either at the time the Fiscal Plan is adopted by City Council or through mid-year ordinances approved by City Council. The fiscal year (FY) 2012 Special Funds that follow have been appropriated through City Council's adoption of the Fiscal Plan, and the FY2013 Special Funds approved have been approved.

Each City agency or department was provided an opportunity to prepare a Special Fund budget and submit it to the Department of Budget and Strategic Planning for inclusion in this document. The City's total proposed FY2012 Special Fund Budget is \$97,739,891. The chart below identifies all FY2012 Special Fund funding sources as proposed, the one that follows identifies the major funding sources, and the final chart shows the relative size of the Special Fund Budget by agency.

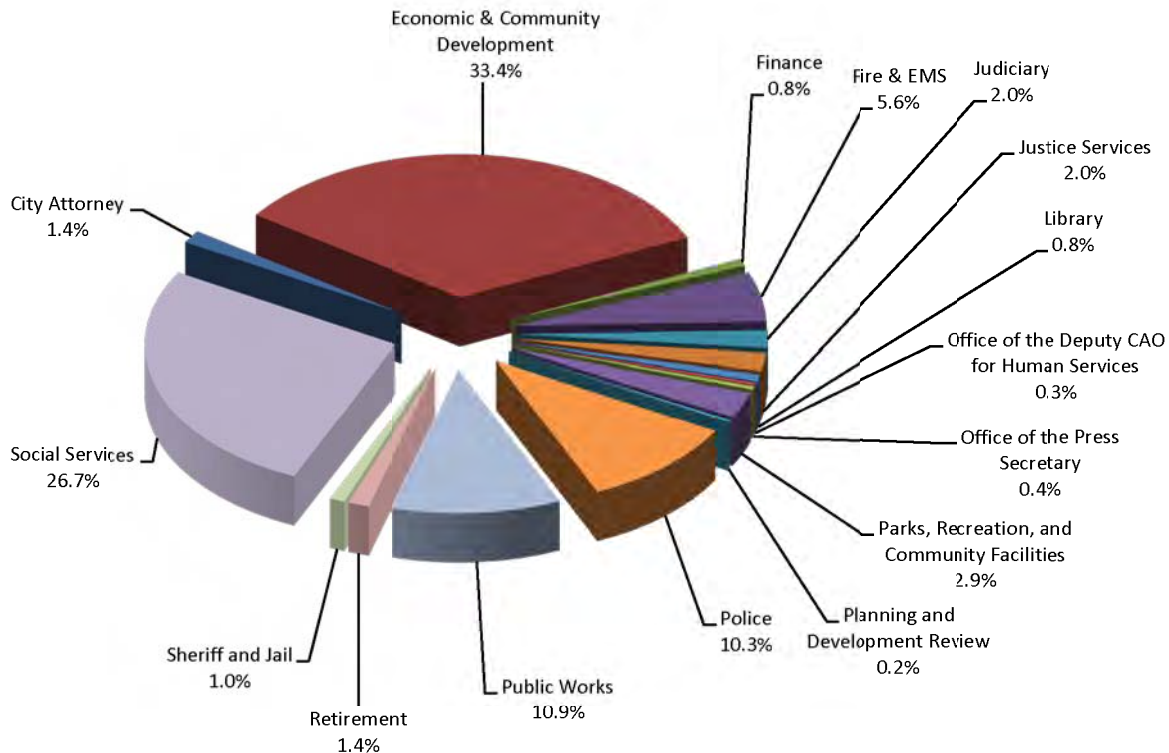
FY2012 Special Funds by all Funding Sources



2012 Special Funds by Major Funding Source



Special Funds by City Agency



SPECIAL FUND SUMMARY

SPECIAL FUNDS

Fund	Agency	2010 Actual	2011 Adopted	2012 Adopted	2013 Approved
	City Attorney	1,002,126	1,382,777	1,390,012	1,392,012
	Economic and Community Development	14,166,621	36,966,079	32,669,416	31,597,123
	Finance	345,980	2,159,280	798,873	803,232
	Fire & EMS	1,395,229	4,977,752	5,447,508	2,853,375
	Judiciary	1,049,623	1,732,350	1,939,227	1,482,919
	Justice Services	1,448,165	1,679,003	1,954,793	1,624,466
	Library	631,200	1,224,000	805,000	805,000
	Office for the DCAO- Human Services	151,804	385,496	294,624	172,341
	Office of the Press Secretary	13,117	250,000	400,000	400,000
	Parks, Recreation and Community Facilities	1,687,751	2,736,000	2,816,000	2,816,000
	Planning and Development Review	-	565,057	225,000	565,057
	Police	9,800,572	14,568,756	10,011,400	9,946,000
	Public Works	5,122,941	10,635,668	10,651,269	5,062,493
	Retirement	1,123,240	1,304,752	1,319,100	1,346,995
	Richmond City Health District	35,054	-	-	-
	Sheriff and Jail	34,243	1,409,500	945,265	430,265
	Social Services	21,121,741	42,990,367	26,072,404	26,072,404
	Total Special Fund	\$ 59,129,408	\$ 124,966,837	\$ 97,739,891	\$ 87,369,682

SPECIAL FUND AGENCY DETAIL

SPECIAL FUNDS

Fund	Agency	2010 Actual	2011 Adopted	2012 Adopted	2013 Approved
City Attorney					
221	Delinquent Tax Sales	328,933	665,000	665,000	665,000
563	Juvenile & Domestic Relations - Legal Services	673,194	717,777	725,012	727,012
	Total Agency Special Funds	\$ 1,002,126	\$ 1,382,777	\$ 1,390,012	\$ 1,392,012
Economic and Community Development					
022	Workforce Investment Act (WIA)	599,130	-	-	-
025	CDBG	6,452,447	6,300,000	5,136,000	5,136,000
026	HOME	2,998,794	3,165,000	2,060,000	2,060,000
027	Section 108 Loan Program	-	20,000,000	20,000,000	20,000,000
028	ESG	221,145	214,488	214,488	214,488
029	HOPWA	788,313	874,169	774,169	774,169
236	Special Assessment Districts	1,200,000	-	1,337,466	1,337,466
238	Brownfield Site Assessment	65,554	446,000	-	-
531	USEDA Economic Strategy Grant	-	125,666	-	-
560	17th Street Farmers Market	41,150	75,000	75,000	75,000
S20	Recovery HPRP	546,688	1,957,696	972,293	-
S21	Recovery CDBG	315,611	1,318,060	-	-
TBD	Small Business Development Pilot Program	-	390,000	-	-
TBD	Neighborhood Stabilization Program	937,790	2,000,000	2,000,000	2,000,000
N/A	Affordable Housing - Non CDBG Project Areas	-	100,000	100,000	-
	Total Agency Special Funds	\$14,166,621	\$ 36,966,079	\$ 32,669,416	\$ 31,597,123
Finance					
223	Riverfront Special Assessment	345,980	458,814	435,873	440,232
236	Downtown Special Assessment	-	1,337,466	-	-
700	Special Parking Districts	-	363,000	363,000	363,000
	Total Agency Special Funds	\$ 345,980	\$ 2,159,280	\$ 798,873	\$ 803,232
Fire & EMS					
375	State Fire Programs	519,883	1,045,000	1,190,000	625,000
376	MMRS	193,723	975,243	660,000	660,000
384	Rescue Squad Assistance Fund	32,951	0	26,820	0
385	Four for Life	232,259	376,000	210,000	210,000
443	HAZMAT Team Equipment	16,600	9,300	21,000	15,000
444	AFG Health & Wellness	103,015	-	-	-
444	AFG Equipment Grant	-	-	182,239	-
444	SAFER Grant Program	-	-	952,000	482,000
565	Port Security Grant Program	-	1,315,409	1,315,000	-
588	CERT (Citizen Corps)	-	40,000	40,000	40,000
588	Local Emergency Management Performance Grant	163,023	37,900	91,849	64,875
588	Outreach Preparedness Program for Private Citizens	-	45,000	-	-
S10	ARRA Port Security Grant	133,776	133,900	-	-
TBD	EOC Grant	-	1,000,000	750,000	750,000
TBD	Donations	-	-	3,000	3,000
TBD	Radiological Emergency Grant	-	-	5,600	3,500
	Total Agency Special Funds	\$ 1,395,229	\$ 4,977,752	\$ 5,447,508	\$ 2,853,375

SPECIAL FUND AGENCY DETAIL

SPECIAL FUNDS

Fund	Agency	2010 Actual	2011 Adopted	2012 Adopted	2013 Approved
Judiciary					
243	Courthouse Maintenance	350,000	400,000	400,000	400,000
246	Technology Trust Fund	88,169	400,000	160,000	160,000
251	Asset Forfeiture	9,877	-	65,000	69,000
252	Victim Witness	425,206	478,600	478,611	478,611
343	Drug Treatment Court Grant	-	232,000	-	-
343	RADTC- Step Up and Out Program	141,036	157,000	150,000	-
S31	Recovery-Victim Witness	35,336	64,750	-	-
TBD	RADTC Enhancement/Expansion Project	-	-	139,716	84,858
TBD	CSAT -Enhancement of Richmond Adult Drug Court	-	-	545,900	290,450
	Total Agency Special Funds	\$ 1,049,623	\$ 1,732,350	\$ 1,939,227	\$ 1,482,919
Justice Services					
240	Supervision Fees	22,448	112,624	60,000	60,000
240	Community Corrections	1,048,869	1,033,848	1,033,848	1,033,848
260	USDA	44,085	92,000	92,000	92,000
264	Title II Formula Grant	63,312	63,964	63,964	-
342	Drug Treatment Court Grant	126,926	133,000	133,000	133,000
470	Title IV E	13,669	55,000	50,853	45,000
514	JAIBG	98,241	97,686	97,686	97,868
514	JAIBG Systems Change	-	50,000	46,500	46,500
564	Detention Center Donations	2,853	5,000	5,000	10,000
566	Title II Juvenile Detention/Post Dispositional Program	-	-	56,250	37,500
595	Justice and Mental Health Collaboration Program	-	-	224,680	-
596	Lipman	27,762	35,881	26,012	20,000
TBD	Restorative Justice	-	-	65,000	48,750
	Total Agency Special Funds	\$ 1,448,165	\$ 1,679,003	\$ 1,954,793	\$ 1,624,466
Library					
200	Gifts to the Library	101,429	125,000	100,000	100,000
209	Verizon-Erate USF Grant	38,997	619,000	200,000	200,000
241	Public Law Library	255,117	310,000	310,000	310,000
570	Bill & Melinda Gates Foundation	109,497	5,000	30,000	30,000
571	Library Foundation	98,619	110,000	110,000	110,000
572	Friends of the Library	27,542	55,000	55,000	55,000
	Total Agency Special Funds	\$ 631,200	\$ 1,224,000	\$ 805,000	\$ 805,000
Office of the Deputy CAO for Human Services					
468	Special Needs Registry	150	-	-	-
535	Richmond Americorp Grant	99,870	306,896	194,624	172,341
545	Smart Beginnings Partnership	2,805	-	-	-
578	Cities of Service	-	-	100,000	-
555	ARRA AmeraCorps	48,978	78,600	-	-
	Total Agency Special Funds	\$ 151,804	\$ 385,496	\$ 294,624	\$ 172,341
Office of the Press Secretary					
450	Cable Communications	13,117	250,000	400,000	400,000
	Total Agency Special Funds	\$ 13,117	\$ 250,000	\$ 400,000	\$ 400,000

Fund	Agency	2010 Actual	2011 Adopted	2012 Adopted	2013 Approved
Parks, Recreation, and Community Facilities					
405	Sports & Athletics	11,297	40,000	35,000	35,000
406	James River Park	-	1,000	1,000	1,000
425	Carillon Renovation	70,151	45,000	55,000	55,000
431	Swimming Classes(Aquatics)	67,912	115,000	110,000	110,000
433	Camps	13,303	70,000	50,000	50,000
434	Fee Based Activities	584,772	700,000	750,000	750,000
439	Summer Food Program	767,347	1,000,000	1,000,000	1,000,000
440	Child & Adult Care Food Program	172,970	600,000	600,000	600,000
TBD	Community Cultural Arts	-	75,000	75,000	75,000
TBD	Recreation - CarMax Youth Summer League	-	50,000	50,000	50,000
TBD	Recreation - National Football League (LISC)	-	-	50,000	50,000
TBD	Recreation - Send-A-Kid to Camp	-	40,000	40,000	40,000
Total Agency Special Funds		\$ 1,687,751	\$ 2,736,000	\$ 2,816,000	\$ 2,816,000
Planning and Development Review					
228	Greening of Capital Square	-	175,000	-	175,000
255	Permitting & Inspections Technology Renewal Fund	-	390,057	225,000	390,057
Total Agency Special Funds		\$ -	\$ 565,057	\$ 225,000	\$ 565,057
Police					
282	Systems Improvement	-	420,000	475,000	475,000
283	BJA Congressionally Mandated Award	31,777	-	-	-
289	Justice Assistance Grant Program	77,478	925,660	697,200	510,000
351	Federal Asset Forfeiture	379,419	500,000	500,000	500,000
353	State Asset Forfeiture	676,206	100,000	200,000	300,000
395	Internet Crimes Against Children	2,008	-	150,000	150,000
451	Violent Crime	251,563	420,000	575,000	575,000
454	Edward Byrne Justice Assistance Grant (JAG)	57,403	40,300	306,000	306,000
489	Urban area Security Initiative (UASI)	286,700	350,212	500,000	500,000
493	Local Law Enforcement Block Grant	2,385	-	-	-
494	DMV Traffic Enforcement & Safety Initiative	116,982	165,000	185,000	120,000
507	Bulletproof Vest Partnership	27,508	65,469	130,000	130,000
510	Emergency Communications	5,861,696	7,200,146	3,500,000	3,500,000
525	Community Based Prevention	-	300,000	450,000	500,000
542	The G.R.E.A.T. Program	-	120,000	-	-
582	TRIAD	-	2,200	5,000	5,000
591	Homeland Security	419,241	2,150,000	1,713,200	1,700,000
592	Universal Hiring	6,403	-	-	-
593	Central VA Training Alliance	893	-	-	-
S30	Recovery Justice Assistance Grant	1,590,269	1,590,269	-	-
S32	Recovery Internet Crimes Against Children	12,641	39,500	50,000	-
TBD	Gang Prevention & Intervention	-	-	225,000	225,000
TBD	Gang Prevention & Intervention	-	-	150,000	150,000
TBD	Community Based Prevention	-	180,000	200,000	300,000
Total Agency Special Funds		\$ 9,800,572	\$ 14,568,756	\$ 10,011,400	\$ 9,946,000

Fund	Agency	2010 Actual	2011 Adopted	2012 Adopted	2013 Approved
Public Works					
229	Sample Street Tree Inventory STRATUM Analysis	2,365	-	-	-
311	Litter Control Act Grant	24,654	35,850	30,000	30,000
334	GRCCA	-	44,765	-	-
338	Richmond Employee Trip Generation Reduction	247,961	500,000	310,941	300,000
338	Strategic Master Plan	75	415,200	250,000	0
339	Parking Management	682	150,000	200,000	100,000
388	911 Emergency Telephone	2,264,171	5,828,816	7,264,033	2,849,033
456	Greyhound Bus Terminal	165,343	-	-	-
534	Winter Storm Events	1,720,638	750,000	750,000	700,000
557	Main Street Station Operating	456,752	992,153	546,295	583,460
570	Energy Efficiency & Conservation BG	240,302	1,918,884	1,300,000	500,000
	Total Agency Special Funds	\$ 5,122,941	\$ 10,635,668	\$ 10,651,269	\$ 5,062,493
Retirement					
218	Richmond Retirement System	1,123,240	1,304,752	1,319,100	1,346,995
	Total Agency Special Funds	\$ 1,123,240	\$ 1,304,752	\$ 1,319,100	\$ 1,346,995
Richmond City Health District					
476	CDC Lead Program	339	-	-	-
482	Teen Pregnancy TPP	34,716	-	-	-
	Total Agency Special Funds	\$ 35,054	\$ -	\$ -	\$ -
Sheriff and Jail					
555	Grip Offender Re-entry Program	6	-	-	-
556	The Richmond City Second Chance Reentry Model	8,888	1,037,500	750,000	375,000
558	Asset Forfeiture - Investigative Division	5,580	7,000	10,000	10,000
559	Criminal Justice Records Improvement Program	19,770	-	-	-
TBD	State Criminal Alien Assistance Program (SCAAP)	-	-	45,265	45,265
TBD	Financial Assistance for EMS	-	50,000	-	-
TBD	Prisoner Reentry Initiative	-	315,000	140,000	-
	Total Agency Special Funds	\$ 34,243	\$ 1,409,500	\$ 945,265	\$ 430,265
Social Services					
276	Healthy Families	124,432	130,871	120,000	120,000
301	IL Administration & Purchased Services	80,998	99,000	139,205	139,205
303	Shelter Plus Care	900,533	1,015,656	1,020,840	1,020,840
304	Supportive Housing	80,959	80,000	60,480	60,480
309	Richmond Healthy Start Initiative	775,282	990,000	900,000	900,000
458	CSA	18,960,397	39,490,000	21,900,000	21,900,000
459	Child Care Quality Initiative	78,192	70,000	68,750	68,750
466	IL Education & Training	54,168	60,000	71,049	71,049
548	Housing First	42,381	745,200	745,200	745,200
549	APTS - A Place to Start	24,398	298,080	298,080	298,080
TBD	Training Services for Local Child Care Providers	-	11,560	-	-
TBD	Shelter Plus Care-APTS	-	-	299,520	299,520
TBD	Shelter Plus Care-Expansion	-	-	449,280	449,280
	Total Agency Special Funds	\$ 21,121,741	\$ 42,990,367	\$ 26,072,404	\$ 26,072,404
	Total Special Fund	\$ 59,129,408	\$ 124,966,837	\$ 97,739,891	\$ 87,369,682

CITY ATTORNEY

Fund	Description
221	<p>Delinquent Tax Sales</p> <p>The purpose of this program is to significantly reduce the amount of real estate tax delinquency through collection efforts and to return delinquent properties to productive use via the tax sale process, and by the use of both collection and sale efforts to realize as much revenue to the City as possible.</p>
563	<p>Juvenile & Domestic Relations - Legal Services</p> <p>This fund was established through an agreement between the Department of Social Services and the City Attorney's Office to provide adequate legal representation to the Department of Social Services in five different courtrooms of the Richmond Juvenile and Domestic Relations District Court.</p>

ECONOMIC AND COMMUNITY DEVELOPMENT

Fund	Description
022	<p>Workforce Investment Act (WIA)</p> <p>The Workforce Investment Act is a federal act that provides workforce investment activities, through statewide and local workforce investment systems, that increase the employment, retention, earnings and occupational skills of participants.</p>
025	<p>Community Development Block Grant</p> <p>Created in 1974, the CDBG program is funded with an annual entitlement, which is awarded to Richmond from the U.S. Department of Housing and Urban Development. Activities must benefit low and moderate income persons or aid in the prevention of, or elimination of, slums and blight.</p>
026	<p>HOME Investment Partnership</p> <p>The HOME program was created in 1990 by the National Affordable Housing Act to develop affordable low-income housing by: expanding the supply of decent and affordable housing for low and moderate income persons; providing coordinated assistance to carry out affordable housing programs; and providing coordinated assistance to participants in the development of affordable housing.</p>
027	<p>Section 108 Loan Program</p> <p>This project will enhance the economic vitality of Richmond's business community by providing loans for any and /or all of the allowable Section 108 activities. This program will benefit specific projects.</p>
028	<p>Emergency Shelter Grant</p> <p>Authorized in 1987, the purpose of the ESG program is to: help improve the quality of existing emergency shelters for the homeless; make available additional shelters; meet the costs of operating shelters; provide essential social services to the homeless; help prevent homelessness, and assist with implementing the Continuum of Care.</p>
029	<p>Housing Opportunities for Persons with AIDS</p> <p>The HOPWA program was authorized by the National Affordable Housing Act in November 1990 to provide states and localities with resources and incentives to devise long-term strategies to meet the housing needs of persons with AIDS and related diseases.</p>
236	<p>Downtown Special Assessment</p> <p>This fund accounts for the special assessment tax for improvements along the riverfront.</p>
238	<p>Brownfield Pilot Site Assessment</p> <p>The funding of this grant is provided by the U.S. Environmental Protection Agency (EPA) for the site assessment of vacant and underutilized commercial and industrial properties contaminated by petroleum products.</p>

ECONOMIC AND COMMUNITY DEVELOPMENT

Fund	Description
531	USEDA Economic Strategy Grant The purpose of this grant is to assist the Department of Economic Development with development of an economic strategic plan for the City of Richmond.
560	17th Street Farmers Market The 17th Street Farmers' Market Special Fund supports marketing initiatives and special programs from fees generated through Parking, ATM and Vendors.
S20	ARRA Rapid Re-Housing and Homelessness Prevention (HPRP) This American Recovery and Reinvestment Act funded project will provide funding to stimulate job creation. Funds will be used to support homelessness prevention projects.
S21	Recovery- Community Development Block Grant (R-CDB) This American Recovery and Reinvestment Act funded project will provide funding to stimulate job creation and economic growth to improve neighborhood revitalization efforts. Activities must also benefit low and moderate income persons or aid in the prevention of, or elimination of, slums and blight.
TBD	Neighborhood Stabilization Program Through the Stabilization Program, the City will acquire 24 foreclosed properties in three designated areas. After rehabilitation, eighteen houses will be sold for home ownership and six will be used for rental.
TBD	Small Business Development Pilot Program The Pilot Program will provide resources to clients of Richmond incubators, community of small businesses and emergent entrepreneurship companies to improve their chance for success. This Program is designed to help relieve stress on the existing workforce development and social welfare programs in the Richmond area and target dislocated workforce and encourage entrepreneurship through programs and resources.
TBD	Affordable Housing - Non CDBG Project Areas Funds will be used for the Affordable Housing Trust Fund, the purpose of which is to aid in meeting the needs of low-income households in the city by providing loans and grants to for-profit and non-profit housing developers for the acquisition, capital and other related costs necessary for the creation of affordable rental and owner-occupied housing in the city.

FINANCE

Fund	Description
223	Riverfront Special Assessment The Downtown Special Assessment Fund raises funds from owners of real property in the Downtown area to support the promotion and development of downtown commerce.
280	Community Development Authority This fund accounts for the special assessment tax for CDA improvements in downtown Richmond.
700	Special Parking Districts Funds for this account are from additional revenue generated in special parking districts by total parking ticket fees of \$50.00.

FIRE AND EMERGENCY SERVICES

Fund	Description
375	<p>State Fire Programs</p> <p>The Special Fund objective of the Department's Fire Suppression Program is to leverage City funds in an effort to purchase new and additional equipment for all emergencies and specialized training for Fire Dept. Personnel.</p>
376	<p>MMRS</p> <p>The Federal Emergency Management Agency awarded a grant to the City of Richmond to sustain the MMRS Program. The purpose of this grant to allow preparedness to manage the medical, public health, population protection and environmental health impacts of a radiological release/nuclear detonation by terrorists; compliance with the National Incident Management System (NIMS) including operational planning materials; and helps to ensure readiness to establish and enforce quarantine/isolation for a very large number of persons and sizeable geographic areas.</p>
384	<p>Rescue Squad Assistance Fund (RSAF)</p> <p>The RSAF program funded through the Virginia Department of Health provides grant funding to purchase medical equipment and training. The objectives of the grant are to obtain CPR manikins, a 4x2 Off Road Rescue Vehicle and Airway Training for EMS personnel.</p>
385	<p>Four for Life</p> <p>The Four-for-Life Funds are collected pursuant to Section 46.2-694, Code of Virginia, and shall be used only for emergency medical services. Such funds shall be in addition to any local appropriations and therefore cannot be used to supplant local funds. The four-for-Life monies are generated as a result of charges collected at the time of registration of each passenger vehicle, pickup, and panel truck in the Commonwealth.</p>
443	<p>HAZMAT Team Equipment</p> <p>The Special fund objective is to purchase HAZMAT equipment that will allow the Richmond HAZMAT team to detect and categorize hazardous materials. The funds were awarded by The Virginia Department of Emergency Management through the 2008 State Homeland Security Grant.</p>
444	<p>AFG Equipment Grant</p> <p>The objective of the Assistance to Firefighters (AFG) Equipment Grant is to provide the department with technical rescue equipment. The equipment will be utilized during responses to building and trench collapses.</p>
	<p>SAFER Grant Program</p> <p>The Staffing for Adequate Fire and Emergency Response SAFER Special fund objective is to fully fund 17 Firefighting positions for a two year period. It will address the staffing shortages the department has experienced by rehiring firefighters to fill operational voids. It will assure the community will have adequate protection from fire and fire-related hazard.</p>
565	<p>Port Security Grant Program</p> <p>The Port Security Grant Program (PSGP) provides grant funding to port areas for the protection of critical port infrastructure from terrorism. PSGP funds are primarily intended to assist ports in enhancing maritime domain awareness, enhancing risk management capabilities to prevent, detect, respond to and recover from attacks. The Office of Emergency Management has partnered with the Port of Richmond and the Richmond Police Department to enhance security at and around the Port. The funding from this grant will support three initiatives: 1) procurement of a police patrol boat 2) procurement of a new camera system for the Port 3) support of a interagency exercise at the port. This funding requires a 25% soft match that will be met with in-kind services</p>

FIRE AND EMERGENCY SERVICES

Fund	Description
588	<p>CERT (Citizen Corps) The Citizens Corps along with the Community Emergency Response Team (CERT) funds provide resources for states and local communities to 1)bring together the appropriate leadership to form and sustain a Citizens Corps Council; 2)develop and implement a plan for the community to engage all citizens in hometown security, community preparedness, and family safety, and incorporate citizen participation in existing plans and activities; 3)conduct public education and outreach in order to inform the public about their role in crime prevention, mitigation, emergency preparedness for all hazards, and public health measures; 4)develop and implement Citizens Corps programs offering training and volunteer opportunities to support emergency management and emergency responders, disaster relief organization and community safety efforts; and 5)enable citizens to participate in exercises and receive training and equipment.</p>
	<p>Local Emergency Management Performance Grant The objective of the Local Emergency Management Performance Grant (LEMPG) is to enhance the capability of localities to develop and maintain a Comprehensive Emergency Management Program by providing financial and advisory resources. This program is supported by federal pass-through funding requiring localities to complete work elements in the following four areas: 1) Planning: identify and record a suitable site used for federal/state distribution center, staging resources, or used as a Disaster Recovery Center; 2) Training: all local coordinator are required to attend or complete required courses and certifications; 3) Exercises: to develop an exercise program in accordance with Homeland Security Exercise and Evaluation Program; and 4) Capability Reporting: to conduct an annual review of the City's Local Capability Assessment of Readiness (LCAR) and to incorporate capabilities gained from other sources.</p>
	<p>Outreach Preparedness Program for Private Citizens This Program aims to ensure that planning, preparedness, response, recovery, and mitigation are not just actions taken by public safety officials and private partners, but also by private citizens. There are certain preparations that everyone should make to ensure that they and their loved ones are safe and self-sufficient until help can arrive or normal conditions resume. This four-hour program is designed to prepare citizens with information and planning tools in the event of a widespread disruption of public services, commerce, and transportation due to a local emergency.</p>
S10	<p>ARRA Port Security Grant The American Recovery and Reinvestment Act (ARRA) Port Security Grant Program provided grant funding to port areas for the protection of critical port infrastructure from terrorism. ARRA - PSGP funds are primarily intended to assist ports in enhancing maritime domain awareness, enhancing risk management capabilities to prevent, detect, respond to and recover from attacks.</p>
TBD	<p>EOC Grant This Project involves the renovation and equipping of an Emergency Operations Center (EOC). Project investment funds are intended to address significant deficiencies associated with both the existing EOC facility itself and the facility sharing arrangement between the City of Richmond and the Richmond Ambulance Authority (RAA). A self-assessment of Richmond's existing EOC reveals a serious concern for the facility's ability to adequately accommodate a coordinated response to a large scale emergency event. Not only must the Richmond EOC meet the needs of localized emergencies, it must be able to meet the needs of a regional, state, and, national emergencies: as the geographical center and capital of Virginia; as the-50 miles fall back zone for Washington D.C. and Surry Nuclear Plant in the event of a mass evacuation and casualties; and as the designated Hurricane evacuation locality for the Tidewater Region.</p>
TBD	<p>Donations This fund will provide funding support for various fire prevention and suppression activities.</p>

FIRE AND EMERGENCY SERVICES

Fund	Description
TBD	<p>Radiological Emergency Grant</p> <p>The Radiological Emergency Preparedness program is funded through the Virginia Department of Emergency Management. The grant provides The City of Richmond with funding to aid in the planning and preparedness for a possible incident at the North Anna Nuclear Power Plant.</p>

JUDICIARY

Fund	Description
243	<p>Courthouse Maintenance Fund</p> <p>This fund is supported by a \$2 fee assessed on each case in the General District Court, Circuit Court, and Juvenile and Domestic Relations Court. The fees collected are intended to help defray costs for renovations, utilities, maintenance, and construction of courthouses. Currently, \$350,000 is transferred annually to the Department of General Services general fund revenue budgets with any excess balance to be used for courthouse renovations.</p>
246	<p>Technology Trust Fund</p> <p>The Technology Trust Fund is funded by recording fees and clerk's fees collected by Circuit Court Clerks. The State Compensation Board reimburses localities from the Fund for technology expenses of the Circuit Court Clerks used to achieve this goal.</p>
251	<p>Asset Forfeiture</p> <p>This fund was established to permit the Richmond Commonwealth Attorney's Office to participate in the Department of Criminal Justice Services' program to share assets seized as a result of investigations of drug related crimes. Funds are distributed on a percentage basis to local or state agencies participating in the investigations. These funds are used to finance training and certain alternative program initiatives.</p>
252	<p>Victim Witness</p> <p>Since 1989, the Department of Criminal Justice Services has awarded the Richmond Commonwealth Attorney's Office a grant to promote the sensitive treatment of victims and witnesses to crime. The Victim Witness Grant also assists victims and witnesses in dealing with the criminal justice system, while improving the efficiency of the criminal justice process to increase the number of successful prosecutions.</p>
343	<p>RADTC- Step Up and Step Out</p> <p>Project Step Up and Out objective is to provide nonviolent, multiple offense addicts a supported, stepped transition from jail to the street, stabilizing RADTC participants economically and socially before beginning the RADTC out-patient program. With no lapse in treatment during the transition process, project participants will spend more time and have more contact with treatment professionals, with less time in risky, unstable surroundings. The anticipated outcomes will include longer spans in treatment, lowered recidivism rates, and increased RADTC graduation rates for Project Step Up & Out participants.</p>
S31	<p>Recovery-Victim Witness</p> <p>This American Recovery and Reinvestment Act funded program will employ two part-time program assistants in the Richmond Victim/Witness Program, with each working no more than 20 hours per week for a two year period. The program assistants will work five hours per day, four days a week in providing direct services to victims, covering heavy morning court dockets in two of the General District courtrooms, and performing administrative activities including case management, maintaining program and statistical records, and coordinating delivery of services.</p>

JUDICIARY

Fund	Description
TBD	<p>BJA- Enhancement of Richmond Adult Drug Court The objective of the RADTC Enhancement Project is to expand the Aftercare Phase of Drug Court Program by addressing issues that act as barriers upon program completion. This phase will be geared at transitioning clients from the program back into the community with additional services and community involvement. Enhancement also provides RADTC staff additional trainings and cross trainings needed to adapt to new trends in implementing treatment services.</p>
TBD	<p>CSAT -Enhancement of Richmond Adult Drug Court The objective of the RADTC Enhancement/Expansion Project is to enhance the RADTC program by providing additional services such as psychiatric assessments, counseling, and medication supply and monitoring for participants with co-occurring mental illness.</p>

JUSTICE SERVICES

Fund	Description
240	<p>Community Corrections and Supervision Fees The objective of the Community Corrections Program is to offer community-based options to assure court appearance, reduction of risk to public safety, reduction in recidivism, and a reduction of jail crowding. Through Pretrial, local Probation and Reentry Services participants receive individual evidence-based case management to address criminogenic risk factors.</p>
260	<p>Juvenile Detention Home USDA The objective of the Juvenile Detention Home USDA program is to provide the National School Lunch Program to school age children and to encourage the domestic consumption of nutritious agricultural commodities.</p>
264	<p>Evening Reporting Center This program serves as a valuable detention alternative program for appropriate juvenile offenders under probation supervision. It provides the youth with character and leadership development, education and career development, health and life skills, arts, sports, fitness and recreation. Not only will the crime rate be reduced, it will also provide a safe environment for youths.</p>
343	<p>Juvenile Drug Treatment Court Program The objective of the Drug Treatment Court Program grant is to reduce recidivism and drug related crimes.</p>
470	<p>Title IV E The objective of the Title IV E program is to prevent out of home placement. Provide alternatives to Detention and temporary shelter.</p>
514	<p>Juvenile Accountability Block Grant The objective of the Juvenile Accountability Block Grant program is to provide case-management for adjudicated delinquents and to provide an educational program for youth on short term school suspension.</p>
	<p>Juvenile Accountability Block Grant Systems Change The objective of the Juvenile Accountability Block Grant System Change program is to conduct a comprehensive study of the local juvenile justice system in the City of Richmond, to determine if the case management and service delivery system known as the Graduated Interventions Level Systems or "GILS" meet industry standards and best practices.</p>

JUSTICE SERVICES

Fund	Description
564	Detention Center Donations Donations from various organizations; civic, church and private donors to supplement the purchase of education/recreational equipment for youth housed at the Detention Center.
566	JJDP Title II Juvenile Detention/Post Dispositional Program The objective of the Post Dispositional Program is to implement a short term residential program at the Detention Center for males to address issues that led to court involvement. After successful completion of the program youth will be transitioned into the community with skills and knowledge that will aid them in success.
595	Justice and Mental Health Collaboration Program The City of Richmond Department of Justice Services (DJS) is partnering with Richmond Behavioral Health Authority (RBHA) for use in planning and implementing an alternative sentencing program for approximately 160 non-violent mentally ill offenders. As of February 2011 the program is still in the planning stages. Program implementation is expected to begin April 1, 2011.
596	Lipman Foundation monies are used to support therapeutic family engagement activities and clothing and self care needs for at risk youth and their families
TBD	Restorative Justice The objective of this fund is to reduce the number of school disciplinary incidents, and the incidence of truancy and to increase the academic performance of the students.

LIBRARY

Fund	Description
200	Gifts to the Library The purpose of this special fund is to accept miscellaneous donations from patrons for the purchase of books, publications, equipment, planning and management services, and other designated purposes.
209	Verizon-Erate USF Grant The purpose of this grant is accept funds for the reimbursement costs related to the eligible telecommunication services, internet access, and network upgrades.
241	Public Law Library The purpose of this special fund is to make payments for the acquisition of law books and periodicals; compensate staff who maintain the collection of legal materials; assist the public in the use of the library, and cover the cost of other operating expenditures.
570	Bill and Melinda Gates Foundation The purpose of this grant is for the purchase of personal computers and/or broadband access at the eligible libraries.
571	Library Foundation The purpose of this special fund is to accept donations for the purchase of books and other library materials, furniture and equipment, planning and management services, and the costs for library programs and activities.
572	Friends of the Library The purpose of this special fund is to accept donations for the purchase of books and other library materials, furniture and equipment, planning and management services, and the costs for library programs and activities.

OFFICE OF THE DEPUTY CAO FOR HUMAN SERVICES

Fund	Description
468	<p>Special Needs Registry In an effort to address the needs of Richmond’s special needs population during an emergency, disaster, or extreme weather, a Special Needs Registry will assist citizens to voluntarily register themselves or family members. This will allow public safety personnel to know ahead of time the location and situation of a person who may need assistance in extreme conditions such as an evacuation.</p>
535	<p>Richmond AmeriCorps Program The goal of the AmeriCorps program is support the development of an Office of Civic Engagement that increases citizen participation through volunteerism, service learning, voter registration, and access to City volunteer opportunities by 25%; (2) recruit a minimum of 500 volunteers through the coordinated efforts of the Volunteer Office; and (3) provide 200 referrals for service projects through the development and utilization of a volunteer directory.</p>
545	<p>Smart Beginnings Partnership Funded by a grant from the United Way of Greater Richmond and Petersburg, this fund supports the Healthy Families Richmond Program for home visiting services for at-risk Richmond families.</p>
555	<p>ARRA-AmeriCorps Volunteers With this stimulus funding, the city's AmeriCorp program will support the Richmond Public Library and its staff by providing AmeriCorps members to help recruit and work with volunteers for service at the Main Library and branches. The Volunteers will assist job-seeking patrons with limited or no computer experience in utilizing library resources for employment searches and applying for unemployment benefits.</p>

OFFICE OF THE PRESS SECRETARY

Fund	Description
468	<p>Cable Communications This special fund provides for the City's Public, Educational, and Governmental (PEG) cable television program. The funding is provided by a PEG fee paid by cable television providers in the City, and supports operation of a City television studio facility and associated equipment. This facility may be used by the local government; local public school system; local junior colleges, colleges, and universities; and the local citizens. Cable Communication funds can only be used for public, educational and government television access capital purchases.</p>

PARKS, RECREATION, AND COMMUNITY FACILITIES

Fund	Description
405	<p>Sports and Athletics Funds are donated by community athletic groups to cover the costs of youth insurance and physicals, which are required to participate in City sponsored athletics. Admission fees from sporting events are also included within this account. Funds are also used to purchase awards, equipment, supplies, sponsorship, trophies and uniforms for citywide sports events.</p>
406	<p>James River Park Funds are donated for the support and improvement of the James River Park System.</p>

PARKS, RECREATION, AND COMMUNITY FACILITIES

Fund	Description
425	<p>Carillon Renovation Fund</p> <p>Fees are collected at events held at the Carillon facility and grounds. The funds are used for improvements to the Carillon building and grounds.</p>
431	<p>Swimming Classes(Aquatics)</p> <p>Funds are collected from fee based classes, of which 70% are used to pay instructors and 30% used to defray other expenses such as registration fees for swim meets, music for water aerobics and materials for classes.</p>
433	<p>Camps</p> <p>Funds are collected from participants in summer camps in order to defray cost to the department for providing camps with comprehensive environments and recreational programs for youth in designated areas.</p>
434	<p>Fee Based Activities</p> <p>Donations and fees are collected for activities, classes and events sponsored by the department. It also includes funds donated by tournaments and event sponsors. For class fees, 70% collected are for instructors and 30% used to defray other expenses.</p>
439	<p>Summer Food Program</p> <p>This is a federally funded program established to provide nutritious meals to eligible youth at departmental sites and other locations in the City of Richmond.</p>
440	<p>Child & Adult Care Food Program - After School</p> <p>This is a federal program established to provide nutritious meals to eligible youth at the Department's after-school program sites.</p>
TBD	<p>Community Cultural Arts</p> <p>The National Arts Foundation, the Pennsylvania Arts Foundation, the Ford Foundation, the Carpenter Foundation, Phillip Morris USA, the Jackson Foundation, the National Endowment for the Arts, the Va. Foundation for the Humanities and the Virginia Commission for the Arts provides funding for community-based Cultural Arts programs.</p>
TBD	<p>Recreation - CarMax Youth Summer League</p> <p>This grant is through the CarMax Youth Foundation and funds the summer youth basketball league. The funds provide Recreation Equipment, Uniforms, Supplies, Security and Game Officials for approximately 300 youth participants. The youth summer league teaches youth the value of teamwork, dedication and discipline. It helps participants improve their skills and provides a positive program alternative for youth involvement.</p>
TBD	<p>Recreation - National Football League (LISC)</p> <p>This grant provides funds through the NFL Grassroots Program, for field renovations, bleachers, scoreboards, and player benches at various recreation facilities.</p>
TBD	<p>Recreation - Send-A-Kid to Camp</p> <p>These funds are generated through a partnership with Radio One through a radio-a- thon, to raise funds to send Richmond City children to summer camp. The Send-A-Kid to Camp program is a nine week program designed to provide Richmond youth with safe, life-skill building activities that are fun and constructive.</p>

PLANNING AND DEVELOPMENT REVIEW

Fund	Description
228	Greening of Capital Square Grants through the Department of Conservation and Recreation will allow for the implementation of stormwater management measures on a portion of 9th and 10th Streets.
	Fairmount Survey and National Register Nomination Grants from the Virginia Department of Historic Resources funded a revision of the <i>Richmond Old and Historic District Handbook and Design Guidelines</i> and a survey and National Register nomination for the Fairmount neighborhood.
231	DHR & APV Preservation Conference The Department of Historic Resources provided funding for the statewide historic preservation conference that was held in Richmond in October 2008. The conference attracted preservationists from across Virginia and provided a showplace for highlighting the success of preservation in Richmond and the wealth of historic resources in Richmond.
255	Permitting and Inspections Technology Renewal Fund This program is funded through a 5% permit fee for the purpose of upgrading or replacing permitting and inspection applications and other relevant technology.
552	VHDHCD 2005 Disaster Recovery Grant The Broad Rock Creek Floodway Mitigation Project acquired and demolished five homes in the floodway of Broad Rock Creek, relocated affected households, and provided housing rehabilitation for homes owned or occupied by low/moderate income households that were storm or flood damaged by Hurricane Isabel or the remnants of Tropical Storm Gaston.
553	VHDHCD 2005 Disaster Recovery Grant The Scattered-Site Housing Rehabilitation Project provided housing rehabilitation for homes owned and occupied by low/moderate income households that were storm or flood damaged the remnants of Tropical Storm Gaston.

POLICE

Fund	Description
282	Systems Improvement Improve technology as it relates to internal systems to track incidents and crime trends within the Richmond Police Department. The purpose of this program is to improve the functions of the criminal justice system through strategies that promote better system coordination. Funding will supplement the RPD efforts within the Crime Analysis Unit through information gathering and sharing with local, state and federal partners. Funding will also be used to upgrade predictive analytics, cross references and information gathering capabilities. While the funding will emphasize overall improvement and upgrades, some concentration will be given to violent crime including homicides, aggravated assaults and crimes involving firearms.
	BJA Congressionally Mandated Award The United States Department of Justice, Bureau of Justice Assistance has awarded RPD funds to implement youth programs, purchase equipment for alternative policing efforts, crime analysis, and for programs to be determined by the Chief of Police. RPD will leverage community resources and continue to utilize department programs to complement this grant program.

POLICE

Fund	Description
289	<p>Justice Assistance Grant Program</p> <p>The Justice Assistance Grant Program allows the RPD the flexibility to use funding to support a broad range of range of activities to support crime reduction and intervention efforts. Funding can support law enforcement efforts, prosecution and courts, prevention and education, corrections and community corrections programs, drug treatment programs and technology improvements. The Recovery/Stimulus JAG funding will be used to cover officer salaries. Apply funding to officers salaries would lessen the deficit, allow RPD to keep patrol officers on the streets full time without interruption and give the citizens of Richmond the continued level of public safety that has become the standard.</p>
351	<p>Federal Asset Forfeiture</p> <p>This fund was established to permit the Richmond Police Department to participate in the United States of Justice Program to share assets seized as a result of investigations of drug related crimes. Funds are distributed on a percentage basis to the Richmond Police Department, federal law enforcement and any other local or state agencies participating in the investigations.</p>
353	<p>State Asset Forfeiture</p> <p>This fund was established to permit the Richmond Police Department to participate in the Virginia Department of Criminal Justice Service Program to share assets seized as a result of investigations of drug related crimes. Funds are distributed on a percentage basis to the Richmond Police Department, federal law enforcement and any other local or state agencies participating in the investigations.</p>
395	<p>Internet Crimes Against Children</p> <p>Assist local, state and federal partners with locating, arresting and prosecuting those who commit crimes against children. Funds will be used for equipment purchases and overtime as they directly relate to the apprehension and prosecution of crimes against children through the internet.</p>
451	<p>Violent Crime</p> <p>This fund support work with local, state and federal partners to bring about a reduction of targeted violent crimes. Additional equipment, technology upgrades, training, and various crime reduction initiatives – with the focus on violent crime in selected target areas will be the foundation of the project.</p>
454	<p>Edward Byrne Justice Assistance Grant (JAG)</p> <p>The Edward Byrne Memorial Justice Assistance Grant Program (JAG) allows states, tribes, and local governments to support a board range of activities to prevent and control crime based on their own local needs and conditions. Grant funds can be used for state and local initiatives, technical assistance, training, personnel, equipment, supplies, contractual support, and information systems for criminal justice for any one or more of the following purpose areas: 1)law enforcement programs; 2)prosecution and court programs; 3)prevention and education programs; 4)corrections and community corrections programs; 5)drug treatment programs; and 6)planning, evaluation, and technology improvement programs.</p>
489	<p>Urban area Security Initiative (UASI)</p> <p>The Urban Area Security Initiative assists local, state and federal partners with prevention and response to acts of terrorism within the Richmond region. The funding will provide training and equipment to RPD that assist local, state and federal partners in proactive security efforts and response to acts of terrorism in the Richmond region (thru mutual aid agreements). Equipment includes bomb detection and disposal equipment, mobile command vehicles, etc. The RPD and its partners have identified both hard and soft targets that may be prone to an attack.</p>

POLICE

Fund	Description
494	<p>DMV Traffic Enforcement & Safety Initiative</p> <p>The Virginia Department of Motor Vehicles provides funding to assist the RPD in special initiatives including DUI checkpoints, driver safety awareness campaigns, overtime to check car seat compliance, etc. The funding also allows for the RPD to purchase equipment such as radar sets and crash investigation related items.</p>
507	<p>Bulletproof Vest Partnership</p> <p>The United States Department of Justice Services awarded funds in support of the Bulletproof Vest Partnership Grant. The Richmond Police Department is to purchase bulletproof vests. The new vests will provide additional protection to law enforcement personnel.</p>
510	<p>Emergency Communications</p> <p>The purpose of this fund is to collect revenue earmarked for the installation, ongoing maintenance and certain personnel costs associated with the Enhanced 911 System. In FY2001, the City of Richmond Ordinance #2001-73-80 transferred the special revenue funds from the Department of Public Works to the Department of Police to offset the costs associated with the Emergency Communication operations. Ordinance #94-76-107 provides for a \$2.00 surcharge on each monthly residential telephone bill to support E911. As provided by state law, this charge can only be used for certain capital, installation, maintenance and personnel costs of the Enhanced 911 telephone service and other ancillary control central communications equipment. In FY99, this charge was increased by \$1.00 under ordinance 98-44-164, adopted May 26, 1998 and effective July 1, 1998. This portion of the revenue will be budgeted to the 800 MHz account in the Department of Public works Emergency Telephone Service special fund budget. Starting in FY12 twenty-seven FTE's have been moved from the Emergency Communications special funds to the general funds of the Richmond Police Department.</p>
525	<p>Community Based Prevention</p> <p>Funding received from the Commonwealth of Virginia/USDOJ will be used to assist with crime prevention, intervention and reduction in targeted areas in the City. Funding will also assist in providing support to various youth and young adult service providers, community events and RPD initiatives.</p>
542	<p>The G.R.E.A.T. Program</p> <p>RPD partnered with the Richmond Public Schools to implement the Gang Resistance Education And Training (G.R.E.A.T.) program in RPS schools. The program targets the middle schools within the system.</p>
582	<p>TRIAD</p> <p>The Department of Criminal Justice Service provided funding to RPD for crime prevention activities. The activities include monthly meetings, field trips, training and dissemination of literature for seniors.</p>
591	<p>Anti-Terrorism Assistance/Homeland Security</p> <p>The purpose of this fund is to assist local, state and federal partners with prevention and response to acts of terrorism within the Richmond region. The funding will provide training and equipment to the RPD that assist local, state and federal partners in proactive security efforts and response to acts of terrorism in the Richmond region (thru mutual aid agreements). Equipment includes bomb detection and disposal equipment, mobile command vehicles, etc. The RPD and its partners have identified both hard and soft targets that may be prone to an attack.</p>

POLICE

Fund	Description
S30	<p>Recovery Justice Assistance Grant</p> <p>Funded by the American Recovery and Reinvestment Act of 2009, the purpose of this fund is to create safer environments through educational outreach to reduce domestic violence, reduction in special events crimes and increased intake of field reports. ARRA funding covered officer salaries, which allowed RPD to keep patrol officers on the streets full time without interruption and give the citizens of Richmond the continued level of public safety that has become the standard.</p>
S31	<p>Recovery Internet Crimes Against Children</p> <p>Funded by the American Recovery and Reinvestment Act of 2009, the purpose of this fund is to assist local, state and federal partners with locating, arresting and prosecuting those who commit crimes against children. Funds will be used for equipment purchases and overtime as they directly relate to the apprehension and prosecution of crimes against children through the internet.</p>
TBD	<p>Gang Prevention and Intervention</p> <p>This fund will allow RPD to continue partnering with the Richmond Public Schools to implement the Gang Resistance Education And Training (G.R.E.A.T.) program in RPS schools. The program targets middle schools within the system.</p>
TBD	<p>Community Based Prevention</p> <p>Funding received from the Commonwealth of Virginia/USDOJ will be used to assist with crime prevention, intervention and reduction in targeted areas in the City. Funding will also assist in providing support to various youth and young adult service providers, community events and RPD initiatives.</p>

PUBLIC WORKS

Fund	Description
229	<p>Sample Street Tree Inventory STRATUM Analysis</p> <p>A FY2009 Grant Sample Street Tree Inventory STRATUM Analysis project conducted a 10% random street tree segment sample inventory of the city's estimated 75,000 trees. The project resulted in data and cost-benefit analysis reports that will be the first step toward reaching long-term City of Richmond Urban Forestry Division goals. A FY2010 grant funded the Tree Restoration Project, which created a broad cross section demonstration area to help inform and educate the public on the importance of selecting the appropriate tree species for specific sites. A FY2011 grant funded the purchase Tree Inventory/Management software.</p>
311	<p>Litter Control Grant</p> <p>The purpose of this grant is to address the problem of litter in the city. Funding is based on city population and used for in-school education, citywide promotional activities and neighborhood cleanups. The City used grant funds to schedule a Compost Bin Sale in FY09 and FY10 that was a great success. Grant terms limit carryover to 25% of prior year award. Since amount varies due to allocation formula, we are estimating a need for \$30,000 for FY12 and FY13.</p>
338	<p>Employee Trip Reduction Program</p> <p>Grant funds provide GRTC transit passes as well as vanpool subsidies for City of Richmond employees in an effort to reduce congestion and the need for parking. Employee participation is 19%. The program is funded 100% by grants until the last quarter of FY13 which accounts for the local request.</p>

PUBLIC WORKS

Fund	Description
	<p>Strategic Master Plan for Transportation This project will update the transportation element of the City Master Plan and create a new Richmond Strategic Multimodal Transportation Plan, an all inclusive plan that will provide the basis for present and future planning efforts in the city. The plan will get underway in the 4th quarter of FY10 and is estimated to be completed in January 2012.</p>
339	<p>Parking Management This special fund continues to receive revenue from Standard Parking for the VA Biotech Deck to cover the costs of the meter installation and maintenance and expansion of the meter inventory. In FY09 we purchased a boot van. Going forward we intend to use these funds to purchase needed meter mechanisms and cases to expand and maintain meter inventory and maintenance of the 5 CDA parking decks. We are averaging approximately \$100,000 in annual revenue.</p>
388	<p>Emergency Communications Emergency 911 Telephone The objective of the special fund is to provide funding to pay off the debt service for financing the 800 MHz radio system and to provide funds for a maintenance budget and operating funds for the 800 MHz operations manager. Funds come from a \$1.00 phone tax and tower leases from those communication companies who rent space on the 800 MHz tower. The planned replacement of the current 800MHz system is 2015. This date is synchronized with the Counties of Henrico and Chesterfield. The planning phase will begin in the FY13 budget starting with identifying system requirements and developing system engineering. In FY11 (by mid-year ordinance) we will be receiving a grant via NEXTEL totaling \$1,196,132 for a 800mhz rebanding project. As soon as the pending agreement is signed, \$600,000 in revenue will be recognized; over the next 4 years, the remainder will be received as certain milestones are accomplished.</p>
456	<p>Greyhound Terminal and Signal Improvements This grant provides for Greyhound bus terminal improvements and the installation of a traffic signal at the entrance to the Boulevard. Grant funding is supplemented by a \$100,000 contribution from Greyhound. Project will be completed in the spring of FY10; there will be no rollover nor new request for FY11.</p>
534	<p>Winter Storm Events The objective of this special fund is to provide funding for costs associated with a full snow response during winter storms. Public Works is the key department to clear the right of way after a storm and treat streets with sand and salt during ice storms. The general fund is the source of revenue funds. Note: In FY09 the general fund support was cut to \$300,000 by amendment. However, due to the numerous storms in FY10 the prior year surplus was spent thus our future year request requires full funding.</p>
557	<p>Main Street Station Operations The objective of this special fund is to provide funding assistance for the security and operation of Main Street Station. The management is provided by RMA. VCU rents the station parking resulting in \$23,000/month in revenue. The funding levels reflect state funding reductions from VDRPT in FY09-FY11. Funding for future years is being requested but is uncertain due to state priorities.</p>
570	<p>ARRA - Energy Efficiency and Conservation Block Grant (EECBG) The objective of this special fund is to increase energy efficiency and energy conservation through the development of an “energy efficiency and conservation strategy” and a “climate sustainability plan”, and by implementing projects that increase energy efficiency and energy conservation. Projects include LEED workforce training, more efficient equipment at the wastewater treatment plant, energy efficiency audit and rebate programs, and LED traffic light retrofits at selected intersections and the purchase of trash compactors/recycling units.</p>

RETIREMENT

Fund	Description
218	<p>Richmond Retirement System</p> <p>The Richmond Retirement System administers two separate retirement plans for two participating employers: 1) an employer/employee cost-sharing defined benefit plan and; 2) an employer non-contributory defined contribution plan. The City of Richmond and Richmond Behavioral Health Authority are both participating employers who provide pension benefits for their full-time permanent employees. The System's Board of Trustees governs and invests its assets through the leadership of an Executive Director with professional actuaries, investment managers and consultants to deliver retirement benefits for employees with service, early service, disability and deferred vested retirement eligibility for benefits.</p>

SHERIFF AND JAIL

Fund	Description
556	<p>The Richmond City Second Chance Reentry Model</p> <p>The goal of the Richmond Second Chance Reentry Model special fund is to reduce crime by implementing a seamless plan of services and supervision developed with each offender beginning at the time of incarceration in the City of Richmond Jail and continuing with reintegration and aftercare in the community. The Model will use evidence based principles to increase returning offender success rates through effective criminogenic risk management, treatment programming, accountability, community/victim participation and employment readiness and job creation.</p>
558	<p>Asset Forfeiture - Investigative Division</p> <p>The special fund objective of the Sheriff's Office Asset Forfeiture is to seize assets from illegal activity and utilize the confiscated assets for law enforcement purposes.</p>
559	<p>Criminal Justice Records Improvement Program</p> <p>Funded by a Byrne Memorial Grant, the special fund objective of the Criminal Justice Records Improvement Program is to implement and develop information systems designed to facilitate the detection, apprehension, prosecution, adjudication, detention and rehabilitation of offenders.</p>
TBD	<p>Assessing/Responding to the Mentally Ill in City Jail</p> <p>The special fund objective of this initiative is to assess the impact of and respond to the mentally ill in the criminal justice system. Funds will be used to cross-train deputies in assessing whether inmates require mental health services.</p>
TBD	<p>Criminal Justice Systems Improvement</p> <p>The special fund objective of this program is to improve the accuracy, timeliness and completeness of criminal justice data and to obtain and use integration technologies.</p>
TBD	<p>RSO Recruitment and Retention Program</p> <p>The special fund objective of this program is to examine current policy and practices and make changes to improve the recruitment and retention of deputies within the Sheriff's Office.</p>
TBD	<p>RSO Family Literacy Program</p> <p>The objective of the Family Literacy Program is to break the intergenerational cycle of illiteracy, incarceration, recidivism in the City of Richmond.</p>

SHERIFF AND JAIL

TBD	<p>State Criminal Alien Assistance Program (SCAAP) SCAAP provides federal payments to states and localities that incurred correctional officer salary costs for incarcerating undocumented criminal aliens with at least one felony or two misdemeanor convictions for violations of state or local law, and incarcerated for at least four consecutive days during the reporting period.</p>
TBD	<p>Financial Assistance for EMS Special funding for EMS equipment, computers, EMS management programs, courses/classes and projects benefiting the recruitment and retention of our first responders.</p>
TBD	<p>Prisoner Reentry Initiative The purpose of this demonstration project special fund is to reduce crime by implementing a seamless plan of services and supervision developed for special needs male and female inmates from the time of their incarceration, reintegration, and aftercare in the community.</p>

SOCIAL SERVICES

Fund	Description
276	<p>Healthy Families This broad based federally funded initiative is designed to reduce infant mortality and improve maternal and child health. Healthy Families is a home visitor/family support program. In Richmond, services target parents whose children reside in the East District</p>
301	<p>IL Administration & Purchased Services This program's various components are funded by the federal government to local social service agencies through the Virginia Department of Social Services. The Administration and Purchased Services component provides funding for program administration and services to assist eligible children (ages 16 and over) to make a transition from foster care to independent living. The Education and Training component provides financial assistance for enrollment in post-secondary educational or vocational programs. Funding may include, but is not limited to, tuition, books, supplies, and day care.</p>
303	<p>Shelter Plus Care The Shelter Plus grant from the Virginia Department of Housing & Community Development provides rental subsidies to homeless individuals and families from the City of Richmond who have mental health and/or substance abuse issues.</p>
304	<p>Supportive Housing The Supportive Housing grant from the Virginia Department of Housing & Community Development provides outreach and needs assessment services for the City of Richmond's homeless population</p>
309	<p>Richmond Healthy Start initiative This federal grant was awarded from the Department of Health and Human Services to provide educational, counseling, monitoring and specialized services to pregnant women, and women of child bearing age, to reduce infant mortality in the City of Richmond. At the request of the City administration, Health and Human Services transferred this grant from the Richmond Department of Public Health to the Department of Social Services beginning in FY 2007.</p>

SOCIAL SERVICES

Fund	Description
458	<p>CSA The Department of Social Services serves as the fiscal agent for the Comprehensive Services Act (CSA), a collaborative system of services and funding that is child-centered, family-focused, and community based. CSA funds are used to provide services to severely emotionally and behaviorally disturbed children, and to children in foster care. Services purchased include: emergency shelter, regular foster care maintenance, in-home mentoring, and residential treatment services. The Special Education and Foster Care components are federally mandated.</p>
459	<p>Child Care quality Initiative This grant enables the implementation of initiatives to develop, enhance, and strengthen the quality of care delivered to children. These funds are allocated by the Virginia Department of Social Services based upon the number of children in poverty and the number of children receiving Temporary Assistance to Needy Families. Contractors operate these initiatives</p>
466	<p>IL Education and Training This program's various components are funded by the federal government to local social service agencies through the Virginia Department of Social Services. The Administration and Purchased Services component provides funding for program administration and services to assist eligible children (ages 16 and over) to make a transition from foster care to independent living. The Education and Training component provides financial assistance for enrollment in post-secondary educational or vocational programs. Funding may include, but is not limited to, tuition, books, supplies, and day care.</p>
548	<p>Housing first Housing First, part of the Shelter Plus Care program, provides rental assistance and supportive services for 15 chronic homeless individuals and families with a disability (co-occurring disorders).</p>
549	<p>APTS – A Place to Start A Place To Start, part of the Shelter Plus Care program, provides rental assistance and supportive services for 6 chronic homeless individuals and families with a disability (co-occurring disorders).</p>
TBD	<p>Shelter Plus Care-APTS The “Continuum of Care” grant from the Virginia Department of Housing and Urban Development provide services to homeless men, women, and children through their local planning efforts and through direct housing and service programs. The Continuum of Care (CoC) homeless Assistance grant from the Virginia Department of Housing and Urban Development provides outreach and needs assessment services for the City of Richmond's homeless population.</p>
TBD	<p>Shelter Plus Care – Expansion Shelter Plus Care – Expansion provides rental assistance and supportive services for 6 chronic homeless individuals and families with a disability (co-occurring disorders).</p>

PERSONNEL COMPLEMENT

POSITION SUMMARY ALL FUNDS

PERSONNEL
COMPLEMENT

GENERAL FUND SUMMARY

	2010 Actual	2011 Adopted	2012 Adopted	2013 Approved
Animal Care and Control	-	-	23.00	23.00
Assessor	35.00	35.00	35.00	35.00
Budget and Strategic Planning	10.80	10.80	11.00	11.00
Chief Administrative Officer	8.00	8.00	12.50	12.50
City Attorney	24.25	24.25	24.25	24.25
City Auditor	14.00	14.00	15.00	15.00
City Clerk	7.00	7.00	7.00	7.00
City Council	18.00	18.00	18.00	18.00
City Treasurer	3.00	3.00	2.00	2.00
Council Chief of Staff	11.00	11.00	11.00	11.00
Deputy CAO for Human Services	16.00	15.00	14.67	14.67
Economic and Community Development	15.12	22.49	24.84	24.84
Emergency Management (Agency merged with Fire & EMS)	6.00	-	-	-
Finance	115.20	108.20	111.00	111.00
Fire and Emergency Services	428.00	431.00	430.00	430.00
General Registrar	11.70	11.70	11.70	11.70
General Services (No longer a standalone agency in FY11)	112.45	-	-	-
Human Resources	33.00	31.00	33.00	33.00
Information Technology	83.00	91.00	90.00	90.00
Judiciary	123.50	123.50	122.50	122.50
Justice Services	130.60	130.60	138.00	138.00
Juvenile and Domestic Relations Court	2.00	2.00	2.00	2.00
Library	80.44	80.44	80.44	80.44
Mayor's Office	9.00	9.00	9.00	9.00
Minority Business Development	4.00	5.04	7.04	7.04
Non-Departmental	-	43.00	19.00	19.00
Parks, Recreation, and Community Facilities	217.54	217.54	200.68	200.68
Planning and Development Review	102.85	101.94	102.74	102.74
Police	915.50	914.50	927.50	927.50
Press Secretary	6.00	6.00	6.00	6.00
Procurement Services	14.00	13.00	14.00	14.00
Public Works	367.85	428.85	415.60	415.60
Real Estate Services (Merged with ECD)	5.00	-	-	-
Sheriff and Jail	466.00	466.00	473.00	473.00
Social Services	485.75	485.30	485.55	485.55
Total General Fund	3,881.55	3,868.15	3,877.01	3,877.01

OTHER FUNDS SUMMARY

	2010 Actual	2011 Adopted	2012 Adopted	2013 Approved
Capital Budget	29.70	27.05	20.98	20.98
Enterprise Funds	33.00	28.00	25.00	25.00
Internal Service Funds	73.40	70.40	64.00	64.00
Public Utilities	768.00	742.00	746.50	746.50
Special Funds	207.28	208.61	194.42	194.42
Total Other Funds	1,111.38	1,076.06	1,050.90	1,050.90
Total All Positions Except Schools	4,992.93	4,944.21	4,927.91	4,927.91
Total School Board	3,309.80	3,216.00	3,231.70	3,231.70
Total All Positions - All Funds	8,302.73	8,160.21	8,159.61	8,159.61

GENERAL FUND DETAIL

	2010 Actual	2011 Adopted	2012 Adopted	2013 Approved
Animal Care and Control				
Administrative Program Support Assistant	-	-	1.00	1.00
Administrative Project Analyst	-	-	2.00	2.00
Animal Control Officer I	-	-	6.00	6.00
Animal Control Officer II	-	-	2.00	2.00
Animal Control Supervisor	-	-	1.00	1.00
Animal Shelter Supervisor	-	-	1.00	1.00
Customer Service Representative II	-	-	1.00	1.00
Kennel Assistant	-	-	8.00	8.00
Operations Manager	-	-	1.00	1.00
Animal Care and Control Total	-	-	23.00	23.00
Assessor				
Administrative Project Analyst	1.00	1.00	1.00	1.00
Appraiser II	4.00	4.00	5.00	5.00
Appraiser III	14.00	14.00	14.00	14.00
Appraiser IV	1.00	1.00	1.00	1.00
Business Analysis Manager	1.00	1.00	1.00	1.00
City Assessor	1.00	1.00	1.00	1.00
Customer Service Representative III	2.00	2.00	2.00	2.00
Deputy Director I	1.00	1.00	1.00	1.00
Geographic Information Systems Project Manager	1.00	1.00	1.00	1.00
Geographic Information Systems Technician	1.00	1.00	1.00	1.00
Project Management Analyst	1.00	1.00	1.00	1.00
Real Property Manager	1.00	1.00	1.00	1.00
Senior Customer Service Representative	1.00	1.00	-	-
Supervising Appraiser	3.00	3.00	4.00	4.00
Title Examiner I	1.00	1.00	-	-
Title Examiner II	1.00	1.00	1.00	1.00
Assessor Total	35.00	35.00	35.00	35.00
Budget and Strategic Planning				
City Economist	0.80	0.80	-	-
Budget Manager	-	1.00	1.00	1.00
Director of Budget and Strategic Planning	1.00	1.00	1.00	1.00
Financial and Statistical Analyst	1.00	1.00	2.00	2.00
Grant Coordinator	1.00	1.00	1.00	1.00
Grant Writer	2.00	1.00	1.00	1.00

GENERAL FUND BY AGENCY

PERSONNEL
COMPLEMENT

	2010 Actual	2011 Adopted	2012 Adopted	2013 Approved
Management Analyst II	2.00	2.00	1.00	1.00
Senior Budget and Management Analyst	3.00	3.00	4.00	4.00
Budget and Strategic Planning Total	10.80	10.80	11.00	11.00
Chief Administrative Officer				
Assistant to CAO for Legislation	-	1.00	-	-
Chief Administrative Officer	1.00	1.00	1.00	1.00
Chief Financial Officer	1.00	-	-	-
Deputy Chief Administrative Officer	1.00	-	-	-
Deputy Director I	-	-	1.00	1.00
Executive Assistant I	-	1.00	1.00	1.00
Executive Assistant II	1.00	1.00	1.00	1.00
Executive Assistant III	-	1.00	1.00	1.00
Executive Assistant IV	1.00	-	-	-
Executive Staff Assistant	-	-	1.00	1.00
Management Analyst II	1.00	-	1.00	1.00
Operations Manager	-	-	0.50	0.50
Planner III	-	-	1.00	1.00
Project Management Analyst	-	-	1.00	1.00
Senior Assistant to the Chief Administrative Officer	2.00	3.00	3.00	3.00
Chief Administrative Officer Total	8.00	8.00	12.50	12.50
City Attorney				
Assistant City Attorney I	8.00	8.00	5.00	5.00
Assistant City Attorney II	1.00	1.00	5.00	5.00
City Attorney	1.00	1.00	1.00	1.00
Executive Assistant III	1.00	1.00	1.00	1.00
Executive Assistant IV	1.00	1.00	1.00	1.00
Paralegal	5.25	5.25	6.25	6.25
Senior Assistant City Attorney	3.00	3.00	2.00	2.00
Senior Legal Secretary	4.00	4.00	3.00	3.00
City Attorney Total	24.25	24.25	24.25	24.25
City Auditor				
Auditor	-	8.00	9.00	9.00
Auditor II	2.00	-	-	-
Auditor III	5.00	-	-	-
Auditor IV	1.00	-	-	-
Auditor Investigator	2.00	2.00	2.00	2.00
Audit Manager	1.00	1.00	1.00	1.00

GENERAL FUND BY AGENCY

PERSONNEL
COMPLEMENT

	2010 Actual	2011 Adopted	2012 Adopted	2013 Approved
City Auditor	1.00	1.00	1.00	1.00
Deputy Director I	1.00	1.00	1.00	1.00
Executive Assistant III	1.00	1.00	1.00	1.00
City Auditor Total	14.00	14.00	15.00	15.00
City Clerk's Office				
City Clerk	1.00	1.00	1.00	1.00
Council Administrative Project Analyst	1.00	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00	1.00
Executive Assistant I	1.00	1.00	1.00	1.00
Executive Assistant II	2.00	2.00	2.00	2.00
Executive Assistant III	1.00	1.00	1.00	1.00
City Clerk's Office Total	7.00	7.00	7.00	7.00
City Council				
Council Liaison	9.00	9.00	9.00	9.00
Council Member	7.00	7.00	7.00	7.00
Council President	1.00	1.00	1.00	1.00
Council Vice President	1.00	1.00	1.00	1.00
City Council Total	18.00	18.00	18.00	18.00
City Treasurer				
City Treasurer	1.00	1.00	1.00	1.00
Deputy Treasurer	2.00	2.00	1.00	1.00
City Treasurer Total	3.00	3.00	2.00	2.00
Council Chief of Staff				
Council Administrative Project Analyst	1.00	1.00	1.00	1.00
Council Chief of Staff	1.00	1.00	1.00	1.00
Council Fiscal Analyst	3.00	2.00	2.00	2.00
Council Policy Analyst	4.00	4.00	3.00	3.00
Council Public Information Manager	1.00	1.00	1.00	1.00
Deputy Council Chief of Staff	-	1.00	1.00	1.00
Executive Assistant I to City Council	1.00	1.00	2.00	2.00
Council Chief of Staff Total	11.00	11.00	11.00	11.00
Deputy CAO for Human Services				
Administrative Program Support Assistant	2.00	2.00	2.00	2.00
Administrative Services Manager	1.00	-	-	-
Administrator of Community Programs	1.00	1.00	0.67	0.67

GENERAL FUND BY AGENCY

PERSONNEL
COMPLEMENT

	2010 Actual	2011 Adopted	2012 Adopted	2013 Approved
Bilingual Interpreter	1.00	1.00	2.00	2.00
Business Management Officer	-	-	1.00	1.00
Community Services Representative	4.00	3.00	1.00	1.00
Deputy Chief Administrative Officer	-	1.00	1.00	1.00
Early Childhood Development Manager	1.00	-	-	-
Executive Assistant III	-	1.00	2.00	2.00
Human Services Administrator	1.00	-	-	-
Human Services Coordinator I	2.00	2.00	3.00	3.00
Human Services Coordinator II	1.00	1.00	1.00	1.00
Management Analyst II	-	2.00	1.00	1.00
Office Support Specialist II	1.00	-	-	-
Outreach Counselor	-	1.00	-	-
Youth & Workforce Development Division Chief	1.00	-	-	-
DCAO for Human Services Total	16.00	15.00	14.67	14.67

Economic and Community Development

Administrative Program Support Assistant	-	-	1.50	1.50
Administrative Project Analyst	3.80	3.75	2.75	2.75
Commercial Development Coordinator	0.40	-	-	-
Deputy Chief Administrative Officer	-	0.17	0.17	0.17
Deputy Director I	1.00	-	-	-
Deputy Director II	-	0.95	0.95	0.95
Director of Economic Development	1.00	0.95	0.95	0.95
Econ Development Programs Administrator	1.00	1.15	3.75	3.75
Executive Assistant III	-	1.00	1.00	1.00
Executive Staff Assistant	-	1.00	1.00	1.00
Office Support Specialist II	1.00	1.00	-	-
Planner I	-	0.50	0.50	0.50
Planner II	-	1.15	1.00	1.00
Planner III	-	1.15	1.15	1.15
Project Development Manager	5.92	5.72	6.12	6.12
Project Management Analysis	-	1.00	2.00	2.00
Real Estate/Marketing Specialist	-	1.00	1.00	1.00
Real Estate Project Development Manager	1.00	1.00	-	-
Tourism Coordinator	-	-	1.00	1.00
Youth & Workforce Development Division Chief	-	1.00	-	-
Economic and Community Development Total	15.12	22.49	24.84	24.84

Emergency Management

Administrative Program Support Assistant	1.00	-	-	-
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GENERAL FUND BY AGENCY

PERSONNEL
COMPLEMENT

	2010 Actual	2011 Adopted	2012 Adopted	2013 Approved
Administrative Project Analyst	1.00	-	-	-
Coordinator of Emergency Management	1.00	-	-	-
Deputy Director	1.00	-	-	-
Executive Assistant III	1.00	-	-	-
Project Management Analyst	1.00	-	-	-
Emergency Management Total	6.00	-	-	-

Finance (Risk Management Fund was merged with the General Fund's Finance Department)

Account Investigator	1.00	-	-	-
Account Specialist II	3.00	3.00	3.00	3.00
Accountant I	1.00	1.00	1.00	1.00
Accountant II	12.00	10.00	11.00	11.00
Accountant III	4.00	4.00	4.00	4.00
Accounting Manager	4.00	4.00	4.00	4.00
Administrative Program Support Assistant	2.00	2.00	1.00	1.00
Administrative Project Analyst	9.00	8.00	7.00	7.00
Assistant Controller	2.00	2.00	3.00	3.00
Budget Manager	-	-	1.00	1.00
Business Analysis Manager	4.00	4.00	5.00	5.00
Chief of Revenue Administration	1.00	-	-	-
Chief of Risk Management	-	-	1.00	1.00
Chief of Tax Enforcement	1.00	1.00	1.00	1.00
City Economist	0.20	0.20	-	-
City Occupational Safety & Health Specialist	-	-	1.00	1.00
Controller	1.00	1.00	1.00	1.00
Customer Service Manager	1.00	1.00	1.00	1.00
Customer Service Representative II	11.00	9.00	9.00	9.00
Customer Service Representative III	6.00	-	-	-
Customer Service Supervisor	2.00	2.00	2.00	2.00
Deputy Chief Administrative Officer	-	1.00	1.00	1.00
Deputy Director II	1.00	1.00	1.00	1.00
Director of Finance	-	1.00	1.00	1.00
Executive Assistant III	1.00	1.00	1.00	1.00
Field Auditor	-	2.00	2.00	2.00
Financial Pre-Auditor	1.00	2.00	1.00	1.00
Financial and Statistical Analyst	2.00	2.00	1.00	1.00
Information Services Manager	1.00	1.00	1.00	1.00
Investigative Coordinator	6.00	7.00	7.00	7.00
Investment and Debt Portfolio Manager	1.00	1.00	1.00	1.00
License and Tax Auditor	4.00	4.00	4.00	4.00
Management Analyst II	-	2.00	2.00	2.00

GENERAL FUND BY AGENCY

PERSONNEL
COMPLEMENT

	2010 Actual	2011 Adopted	2012 Adopted	2013 Approved
Office Support Specialist II	3.00	2.00	2.00	2.00
Operations Manager	1.00	2.00	2.00	2.00
Payroll Manager	1.00	1.00	1.00	1.00
Project Management Analyst	1.00	1.00	2.00	2.00
Revenue Manager	4.00	4.00	4.00	4.00
Senior Customer Service Representative	5.00	5.00	6.00	6.00
Tax Assistance/Assessment Supervisor	5.00	4.00	4.00	4.00
Tax Enforcement Officer I	3.00	1.00	1.00	1.00
Tax Representative	10.00	11.00	10.00	10.00
Finance Total	115.20	108.20	111.00	111.00

Fire and Emergency Services

Accountant I	1.00	1.00	-	-
Accountant II	-	-	1.00	1.00
Administrative Program Support Assistant	3.00	3.00	2.00	2.00
Administrative Project Analyst	6.00	6.00	6.00	6.00
Business Analysis Manager	1.00	1.00	1.00	1.00
Chief of Fire and Emergency Services	1.00	1.00	1.00	1.00
Deputy Director II	-	1.00	1.00	1.00
Deputy Fire Chief	2.00	2.00	2.00	2.00
Engineer II	1.00	1.00	1.00	1.00
Executive Assistant III	1.00	2.00	2.00	2.00
Fire Battalion Chief	9.00	9.00	14.00	14.00
Fire Captain	29.00	29.00	29.00	29.00
Fire Fighter I	58.00	58.00	68.00	68.00
Fire Fighter II	88.00	88.00	109.00	109.00
Fire Fighter III	50.00	50.00	35.00	35.00
Fire Fighter IV	43.00	43.00	40.00	40.00
Fire Lieutenant	66.00	66.00	66.00	66.00
Geographic Information Systems	1.00	1.00	1.00	1.00
Master Fire Fighter	62.00	62.00	46.00	46.00
Network Engineer	1.00	1.00	1.00	1.00
Project Management Analyst	-	1.00	1.00	1.00
Staff Battalion Chief	5.00	5.00	3.00	3.00
Fire and Emergency Services Total	428.00	431.00	430.00	430.00

General Registrar

Assistant Registrar I	4.00	4.00	4.00	4.00
Assistant Registrar II	2.00	2.00	2.00	2.00
Chief Voting Machine Tech	1.00	1.00	1.00	1.00

GENERAL FUND BY AGENCY

PERSONNEL
COMPLEMENT

	2010 Actual	2011 Adopted	2012 Adopted	2013 Approved
Deputy General Registrar	1.00	1.00	1.00	1.00
General Registrar	1.00	1.00	1.00	1.00
Office Support Specialist II	0.70	0.70	0.70	0.70
Warehouse Technician / Voting Machines	2.00	2.00	2.00	2.00
General Registrar Total	11.70	11.70	11.70	11.70
General Services				
AC Refrigeration & HVAC Specialist	4.95	-	-	-
Account Specialist II	1.00	-	-	-
Accountant I	1.00	-	-	-
Accountant II	1.00	-	-	-
Administrative Program Support Assistant	5.00	-	-	-
Administrative Project Analyst	3.00	-	-	-
Administrative Services Manager	1.00	-	-	-
Animal Control Officer I	9.00	-	-	-
Animal Control Officer II	2.00	-	-	-
Animal Control Supervisor	1.00	-	-	-
Animal Shelter Supervisor	1.00	-	-	-
Business Analysis Manager	1.00	-	-	-
Custodian	21.00	-	-	-
Custodian Crew Chief	2.00	-	-	-
Customer Service Representative	16.00	-	-	-
Customer Service Supervisor	1.00	-	-	-
Director of General Services	1.00	-	-	-
Dispatcher	1.00	-	-	-
Electrician I	3.00	-	-	-
Graphics Designer II	1.00	-	-	-
Kennel Assistant	8.00	-	-	-
Labor Crew Chief	1.00	-	-	-
Maintenance Technician III	6.00	-	-	-
Maintenance Technician IV	1.00	-	-	-
Master Plumber	1.00	-	-	-
Office Support Specialist II	3.00	-	-	-
Offset Press Operator I	1.00	-	-	-
Operations Manager	2.50	-	-	-
Production Manager	1.00	-	-	-
Production Technician I	2.00	-	-	-
Senior Customer Service Representative	2.00	-	-	-
Senior Services Coordinator	1.00	-	-	-
Superintendent of Facilities	1.00	-	-	-
Trades Superintendent	1.00	-	-	-

GENERAL FUND BY AGENCY

PERSONNEL
COMPLEMENT

	2010 Actual	2011 Adopted	2012 Adopted	2013 Approved
Trades Supervisor I	2.00	-	-	-
Trades Supervisor II	1.00	-	-	-
Trades Technician Supervisor I	1.00	-	-	-
General Services Total	112.45	-	-	-
Human Resources				
Administrative Program Support Assistant	6.00	5.00	5.00	5.00
Administrative Project Analyst	2.00	2.00	2.00	2.00
Deputy Director II	1.00	1.00	1.00	1.00
Director of Human Resources	1.00	1.00	1.00	1.00
Executive Assistant III	1.00	1.00	1.00	1.00
Human Resources Consultant	17.00	14.00	14.00	14.00
Human Resources Division Chief	6.00	6.00	6.00	6.00
Systems Operations Analyst I	1.00	1.00	1.00	1.00
Training Specialist	-	-	1.00	1.00
Wellness Coordinator	-	-	1.00	1.00
Unidentified Personnel Reduction	(2.00)	-	-	-
Human Resources Total	33.00	31.00	33.00	33.00
Information Technology				
Administrative Support Assistant	3.00	3.00	3.00	3.00
Administrative Project Analyst	1.00	2.00	2.00	2.00
Administrative Services Manager	-	1.00	1.00	1.00
Business Analysis Manager	1.00	1.00	2.00	2.00
Computer Operator	4.00	3.00	2.00	2.00
Database Manager	3.00	3.00	3.00	3.00
Director of Information Technology	1.00	1.00	1.00	1.00
Geographic Information Systems Analyst	1.00	1.00	1.00	1.00
Geographic Information Systems Coordinator	1.00	1.00	1.00	1.00
Geographic Information Systems Project Manager	1.00	1.00	1.00	1.00
Graphics Designer II	-	1.00	1.00	1.00
Information Technology Manager	3.00	3.00	3.00	3.00
Information Technology Specialist II	4.00	-	-	-
Network Engineer	8.00	10.00	9.00	9.00
Office Support Specialist II	-	1.00	1.00	1.00
Offset Press Operator I	-	1.00	1.00	1.00
Operations Manager	-	1.00	1.00	1.00
Operations Shift Lead	3.00	1.00	-	-
Operations Technical Support Representative	1.00	2.00	3.00	3.00
Production Manager	-	1.00	1.00	1.00

GENERAL FUND BY AGENCY

PERSONNEL
COMPLEMENT

	2010 Actual	2011 Adopted	2012 Adopted	2013 Approved
Production Technician I	-	2.00	2.00	2.00
Senior Services Coordinator	-	1.00	1.00	1.00
Systems Developer	23.00	21.00	22.00	22.00
Systems Developer Lead	13.00	15.00	16.00	16.00
Systems Engineer	10.00	11.00	10.00	10.00
Telecommunications System Technician	2.00	3.00	3.00	3.00
Unidentified Personnel Reduction	-	-	(1.00)	(1.00)
Information Technology Total	83.00	91.00	90.00	90.00

Judiciary

Commonwealth's Attorney

Administrative Assistant	4.00	4.00	4.00	4.00
Assistant Commonwealth Attorney	38.00	38.00	38.00	38.00
Commonwealth's Attorney	1.00	1.00	1.00	1.00
Paralegal - Commonwealth Attorney	9.00	9.00	8.00	8.00
Secretary Commonwealth Attorney	11.00	11.00	11.00	11.00
Commonwealth's Attorney Total	63.00	63.00	62.00	62.00

Circuit Court

Chief Deputy Clerk	1.00	1.00	1.00	1.00
Clerk-Circuit Court	1.00	1.00	1.00	1.00
Court Assistant (Judge Bailiff)	3.00	3.00	3.00	3.00
Deputy Clerk - Circuit Court	40.00	40.00	40.00	40.00
General Office Clerk - Circuit Court	1.50	1.50	1.50	1.50
Secretary to Judge of the Circuit Court	8.00	8.00	8.00	8.00
Circuit Court Total	54.50	54.50	54.50	54.50

Adult Drug Court

Adult Drug Court Coordinator	1.00	1.00	1.00	1.00
Adult Drug Court Specialist	5.00	5.00	5.00	5.00
Adult Drug Court Total	6.00	6.00	6.00	6.00

Judiciary Total	123.50	123.50	122.50	122.50
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Justice Services

Administrative Program Support Assistant	3.00	3.00	2.00	2.00
Administrative Project Analyst	1.00	1.00	1.00	1.00
Administrative Services Manager	1.00	1.00	1.00	1.00
Assistant Superintendent II	2.00	2.00	1.00	1.00
Classification Specialist/Juvenile Detention	1.00	1.00	1.00	1.00
Community Services Representative	1.00	1.00	2.00	2.00

GENERAL FUND BY AGENCY

PERSONNEL
COMPLEMENT

	2010 Actual	2011 Adopted	2012 Adopted	2013 Approved
Deputy Director I	1.00	1.00	1.00	1.00
Detention Home Superintendent	1.00	1.00	1.00	1.00
Director of Justice Services	1.00	1.00	1.00	1.00
Executive Assistant III	1.00	1.00	1.00	1.00
Food Service Manager	1.00	1.00	1.00	1.00
Food Service Worker II	6.00	6.00	5.00	5.00
Human Services Coordinator I	2.00	2.00	1.00	1.00
Human Services Coordinator II	3.00	3.00	3.00	3.00
Intake Clerk	1.00	1.00	1.00	1.00
Juvenile Home Registered Nurse	2.00	2.00	2.00	2.00
Maintenance Worker I	1.00	1.00	-	-
Office Support Specialist II	4.00	4.00	4.00	4.00
Outreach Case Manager II	11.75	11.75	19.50	19.50
Outreach Counselor/Juvenile Detention	9.50	9.50	10.50	10.50
Pretrial Probation Officer	5.00	5.00	5.00	5.00
Senior Pretrial Probation Officer	1.00	1.00	1.00	1.00
Program Manager	1.00	1.00	1.00	1.00
Project Management Analyst	1.00	1.00	1.00	1.00
Security Control Specialist	3.00	3.00	3.00	3.00
Senior Services Coordinator	-	-	3.00	3.00
Social Services Case Manager	7.00	7.00	8.00	8.00
Social Work Specialist	3.00	3.00	3.00	3.00
Systems Operations Analyst I	1.00	1.00	1.00	1.00
Youth Assistant	2.35	2.35	-	-
Youth Counselor	45.00	45.00	45.00	45.00
Youth Counselor Supervisor I	5.00	5.00	5.00	5.00
Youth Counselor Supervisor II	2.00	2.00	3.00	3.00
Justice Services Total	130.60	130.60	138.00	138.00

Juvenile and Domestic Relations Court

Administrative Project Analyst	1.00	1.00	1.00	1.00
Dispute Resolution Coordinator	1.00	1.00	1.00	1.00
Juvenile and Domestic Relations Court Total	2.00	2.00	2.00	2.00

Library

Administrative Program Support Assistant	2.00	2.00	2.00	2.00
Administrative Project Analyst	2.00	2.00	2.00	2.00
Assistant Director	1.00	1.00	1.00	1.00
Assistant Systems Operations Analyst	1.50	1.50	1.50	1.50
City Librarian / Library Director	1.00	1.00	1.00	1.00

GENERAL FUND BY AGENCY

PERSONNEL
COMPLEMENT

	2010 Actual	2011 Adopted	2012 Adopted	2013 Approved
Deputy Director I	1.00	1.00	1.00	1.00
Grant Writer	1.00	1.00	1.00	1.00
Librarian I	6.00	7.00	7.00	7.00
Librarian II	1.00	1.00	1.00	1.00
Library Aide	1.93	1.93	1.95	1.95
Library Assistant I	3.30	3.11	3.31	3.31
Library Assistant II	19.21	19.18	19.18	19.18
Library Assistant III	13.00	12.00	12.00	12.00
Library Associate I	11.50	11.72	11.50	11.50
Library Associate II	1.00	1.00	1.00	1.00
Library Community Service Manager	10.00	10.00	10.00	10.00
Library Customer Service Coordinator	1.00	1.00	1.00	1.00
Production Technician I	1.00	1.00	1.00	1.00
Project Management Analyst	1.00	1.00	1.00	1.00
Systems Operations Analyst II	1.00	1.00	1.00	1.00
Library Total	80.44	80.44	80.44	80.44
Mayor's Office				
Chief of Staff - Mayor's Office	1.00	1.00	1.00	1.00
Customer Service Representative III	1.00	1.00	-	-
Deputy Director I	-	1.00	1.00	1.00
Executive Assistant II	-	-	2.00	2.00
Executive Assistant III	3.00	2.00	2.00	2.00
Executive Assistant IV	1.00	1.00	1.00	1.00
Executive Staff Assistant to the Mayor	1.00	1.00	-	-
Mayor	1.00	1.00	1.00	1.00
Senior Policy Advisor	1.00	1.00	1.00	1.00
Mayor's Office Total	9.00	9.00	9.00	9.00
Minority Business Development				
Administrative Program Support Assistant	1.00	1.00	1.00	1.00
Deputy Chief Administrative Officer	-	0.04	0.04	0.04
Deputy Director I	-	-	1.00	1.00
Deputy Director II	-	1.00	-	-
Director of Minority Business Development	-	-	1.00	1.00
MBD Administrator	1.00	1.00	1.00	1.00
MBD Contract Compliance Specialist	1.00	1.00	2.00	2.00
Program Manager	1.00	1.00	1.00	1.00
Minority Business Development Total	4.00	5.04	7.04	7.04

GENERAL FUND BY AGENCY

PERSONNEL
COMPLEMENT

	2010 Actual	2011 Adopted	2012 Adopted	2013 Approved
Non-Departmental				
Administrative Program Support Assistant	-	1.00	-	-
Administrative Project Analyst	-	1.00	-	-
Animal Control Officer I	-	9.00	-	-
Animal Control Officer II	-	2.00	-	-
Animal Control Supervisor	-	1.00	-	-
Animal Shelter Supervisor	-	1.00	-	-
Customer Service Representative II	-	13.00	12.00	12.00
Customer Service Representative III	-	3.00	3.00	3.00
Customer Service Representative IV	-	1.00	1.00	1.00
Customer Service Supervisor	-	1.00	1.00	1.00
Kennel Assistant	-	7.00	-	-
Operations Manager	-	1.00	-	-
Senior Customer Service Representative	-	2.00	2.00	2.00
Non-Departmental Total	-	43.00	19.00	19.00

Parks, Recreation, and Community Facilities

Accountant II	1.00	1.00	1.00	1.00
Administrative Program Support Assistant	7.00	7.00	5.70	5.70
Administrative Project Analyst	4.00	4.00	4.00	4.00
Administrative Services Manager	1.00	1.00	0.95	0.95
Air Condition Refrigeration and Heating Mechanic	1.00	1.00	1.00	1.00
Architect I	0.10	0.10	0.10	0.10
Business Management Officer	-	-	1.00	1.00
Construction Inspector I	0.10	0.10	0.10	0.10
Cross-Connection Specialist I	1.00	1.00	0.95	0.95
Customer Service Representative III	1.00	1.00	1.00	1.00
Deputy Director II	1.00	1.00	0.98	0.98
Director of Parks, Recreation, & Community Facilities	1.00	1.00	0.85	0.85
Electrician I	1.00	1.00	-	-
Electrician II	1.00	1.00	1.90	1.90
Equipment Operator I	3.00	3.00	3.00	3.00
Equipment Operator II	3.00	3.00	3.00	3.00
Executive Assistant II	-	-	1.00	1.00
Executive Assistant III	1.00	1.00	-	-
Head Lifeguard	1.00	1.00	1.00	1.00
Labor Crew Chief	6.00	6.00	6.00	6.00
Lifeguard	2.50	2.50	2.50	2.50
Maintenance Technician I	3.00	3.00	3.00	3.00

GENERAL FUND BY AGENCY

PERSONNEL
COMPLEMENT

	2010 Actual	2011 Adopted	2012 Adopted	2013 Approved
Maintenance Technician II	12.00	12.00	12.00	12.00
Maintenance Technician III	5.00	5.00	4.00	4.00
Maintenance Worker I	10.50	10.50	10.00	10.00
Maintenance Worker II	3.00	3.00	3.00	3.00
Management Analyst I	1.00	1.00	1.00	1.00
Marketing and Public Relations Specialist	1.00	1.00	1.00	1.00
Master Plumber	1.00	1.00	2.00	2.00
Office Support Specialist I	1.00	1.00	1.00	1.00
Office Support Specialist II	2.00	2.00	2.00	2.00
Operations Manager	1.00	1.00	0.60	0.60
Project Management Analyst	1.00	1.00	1.00	1.00
Public Information Manager I	1.00	1.00	1.00	1.00
Recreation Aide	20.89	20.89	12.91	12.91
Recreation Center Supervisor	26.00	26.00	28.50	28.50
Recreation Instructor I	43.50	43.50	37.50	37.50
Recreation Instructor II	8.00	8.00	8.00	8.00
Recreation Program Coordinator	5.00	5.00	4.85	4.85
Recreation Program Specialist I	14.50	14.50	13.50	13.50
Recreation Program Specialist II	6.00	6.00	6.00	6.00
Recreation Program Supervisor	3.00	3.00	3.00	3.00
Special Bus Operator	2.45	2.45	0.95	0.95
Superintendent of Facilities	1.00	1.00	0.24	0.24
Swimming Pool Manager	1.00	1.00	1.00	1.00
Systems Developer	1.00	1.00	1.00	1.00
Trades Superintendent	1.00	1.00	0.85	0.85
Trades Supervisor II	2.00	2.00	1.85	1.85
Trades Technician Supervisor II	2.00	2.00	1.90	1.90
Trails Manager	1.00	1.00	1.00	1.00
Parks, Recreation and Community Facilities Total	217.54	217.54	200.68	200.68

Planning and Development Review Total

Administrative Program Support Assistant	1.00	1.00	1.00	1.00
Administrative Project Analyst	2.00	2.00	2.00	2.00
CAPS Program Manager	1.00	1.00	1.00	1.00
Code Enforcement Inspector I	11.00	12.00	12.00	12.00
Code Enforcement Inspector II	3.00	3.00	3.00	3.00
Code Enforcement Inspector Supervisor	3.00	3.00	3.00	3.00
Commissioner of Buildings	1.00	1.00	1.00	1.00
Customer Service Representative II	1.00	1.00	1.00	1.00
Deputy Chief Administrative Officer	-	0.74	0.74	0.74
Deputy Director II	1.00	1.00	1.00	1.00

GENERAL FUND BY AGENCY

PERSONNEL
COMPLEMENT

	2010 Actual	2011 Adopted	2012 Adopted	2013 Approved
Director of Planning & Development Review	1.00	1.00	1.00	1.00
Drafting Technician II	4.00	4.00	4.00	4.00
Drafting Technician Supervisor	-	-	1.00	1.00
Engineer I	1.00	-	-	-
Engineer II	7.40	8.00	6.50	6.50
Engineer III	2.00	2.00	2.00	2.00
Environmental Property Inspector	2.00	1.00	1.00	1.00
Executive Assistant III	1.00	1.00	1.00	1.00
Executive Staff Assistant	1.00	1.00	1.00	1.00
Geographic Information Systems Analyst	2.00	2.00	2.00	2.00
Office Support Specialist II	4.00	4.00	4.00	4.00
Operations Manager	1.60	1.60	0.50	0.50
Planner I	2.40	3.00	1.80	1.80
Planner II	9.55	11.00	10.20	10.20
Planner III	4.30	4.00	4.00	4.00
Plans Examiner	4.00	4.00	3.00	3.00
Plumbing Inspector I	1.00	-	-	-
Project Management Analyst	1.00	1.00	1.00	1.00
Property Maintenance Enforcement Inspector I	10.60	10.60	15.00	15.00
Property Maintenance Enforcement Inspector Supvr.	4.00	4.00	4.00	4.00
Property Maintenance Inspector II	1.00	1.00	1.00	1.00
Senior Customer Service Representative	6.00	6.00	7.00	7.00
Site Inspector I	2.00	-	-	-
Zoning Officer	6.00	6.00	6.00	6.00
Planning and Development Review Total	102.85	101.94	102.74	102.74

Richmond Police Department

Police Sworn

Assistant Chief of Police	1.00	1.00	1.00	1.00
Chief of Police	1.00	1.00	1.00	1.00
Master Police Officer	183.00	183.00	196.00	196.00
Police Captain	15.00	15.00	17.00	17.00
Police Lieutenant	37.00	37.00	39.00	39.00
Police Major	6.00	5.00	6.00	6.00
Police Officer I	185.00	185.00	142.00	142.00
Police Officer II	96.00	96.00	117.00	117.00
Police Officer III	75.00	75.00	79.00	79.00
Police Officer IV	58.00	58.00	58.00	58.00
Police Sergeant	97.00	97.00	97.00	97.00
Police Total Sworn	754.00	753.00	753.00	753.00

GENERAL FUND BY AGENCY

PERSONNEL
COMPLEMENT

	2010 Actual	2011 Adopted	2012 Adopted	2013 Approved
<u>Police Civilian</u>				
Accounting Supervisor	2.00	2.00	2.00	2.00
Administrative Program Support Assistant	35.00	35.00	36.00	36.00
Administrative Project Analyst	8.00	8.00	8.00	8.00
Assistant Communications Officer	-	-	9.00	9.00
Assistant Systems Operation Analyst	1.00	1.00	1.00	1.00
Communications Officer I	-	-	2.00	2.00
Communications Officer Supervisor	-	-	4.00	4.00
Crime Analyst II	6.00	6.00	6.00	6.00
Crime Analyst Supervisor	1.00	1.00	1.00	1.00
Deputy Chief of Police/Administration	2.00	2.00	1.00	1.00
Deputy Chief of Police/Operations	-	-	1.00	1.00
Deputy Director I	-	-	2.00	2.00
Executive Advisor	1.00	1.00	1.00	1.00
Executive Assistant III	1.00	1.00	1.00	1.00
Farrier	1.00	1.00	1.00	1.00
Firearms Administrator	1.00	1.00	1.00	1.00
Forensic Technician II	2.00	2.00	2.00	2.00
Geographic Information Systems Analyst	-	-	1.00	1.00
Human Resources Consultant	2.00	2.00	2.00	2.00
Human Resources Division Chief	1.00	1.00	1.00	1.00
Information Services Manager	1.00	1.00	1.00	1.00
Marketing & Public Relations Specialist	3.00	3.00	3.00	3.00
Materials Supervisor	1.00	1.00	1.00	1.00
Materials Technician	1.00	1.00	1.00	1.00
Occupational Safety and Health Specialist	1.00	1.00	1.00	1.00
Office Support Specialist II	33.00	33.00	39.00	39.00
Operations Manager	1.00	1.00	2.00	2.00
Outreach Case Manager II	9.00	9.00	-	-
Photographic Laboratory Technician	1.00	1.00	1.00	1.00
Police Cadet	5.00	5.00	-	-
Police School Guard	8.00	8.00	8.00	8.00
Police Support Specialist	3.00	3.00	3.00	3.00
Procurement Technician	2.00	2.00	2.00	2.00
Program Manager	4.00	4.00	6.00	6.00
Project Management Analyst	6.00	6.00	7.00	7.00
Property Evidence Technician	5.00	5.00	5.00	5.00
Public Information Manager III	1.00	1.00	1.00	1.00
Senior Services Coordinator	3.00	3.00	-	-
Senior Training Specialist (Ag)	1.00	1.00	1.00	1.00
Stable Attendant	0.50	0.50	0.50	0.50

GENERAL FUND BY AGENCY

PERSONNEL
COMPLEMENT

	2010 Actual	2011 Adopted	2012 Adopted	2013 Approved
Systems Operations Administrator	2.00	2.00	3.00	3.00
Systems Operations Analyst II	6.00	6.00	6.00	6.00
Police Total Civilian	161.50	161.50	174.50	174.50
Police Total	915.50	914.50	927.50	927.50
Press Secretary				
Executive Assistant III	1.00	1.00	1.00	1.00
Marketing and Public Relations Specialist	2.00	2.00	2.00	2.00
Press Secretary	1.00	1.00	1.00	1.00
Public Information Manager II	-	1.00	1.00	1.00
Public Information Manager III	1.00	1.00	1.00	1.00
Public Information Officer	1.00	-	-	-
Press Secretary Total	6.00	6.00	6.00	6.00
Procurement				
Administrative Program Support Assistant	2.00	2.00	2.00	2.00
Administrative Project Analyst	1.00	1.00	-	-
Contracts Specialist	8.00	8.00	5.00	5.00
Deputy Director II	1.00	-	-	-
Contract Specialist Supervisor	-	-	3.00	3.00
Director of Procurement Services	1.00	1.00	1.00	1.00
Project Management Analyst	1.00	1.00	1.00	1.00
Senior Contract Specialist	-	-	2.00	2.00
Procurement Total	14.00	13.00	14.00	14.00
Public Works				
AC Refrigeration & HVAC Specialist	-	4.95	5.00	5.00
Account Specialist II	0.80	1.80	1.00	1.00
Accountant I	-	1.00	1.00	1.00
Accountant II	1.00	2.00	1.00	1.00
Administrative Program Support Assistance	12.80	17.80	15.80	15.80
Administrative Project Analyst	4.00	6.00	6.00	6.00
Administrative Services Manager	1.00	1.00	1.00	1.00
Arborist	3.00	3.00	3.00	3.00
Assistant City Traffic Engineer	1.00	1.00	1.00	1.00
Bridge Inspector	1.00	1.00	1.00	1.00
Business Analysis Manager	-	1.00	-	-
Capital Project Manager	1.00	2.80	3.10	3.10
Chief Capital Projects Manager	0.10	1.00	1.00	1.00

GENERAL FUND BY AGENCY

PERSONNEL
COMPLEMENT

	2010 Actual	2011 Adopted	2012 Adopted	2013 Approved
Chief of Construction and Inspection	0.95	0.95	0.95	0.95
City Traffic Engineer	1.00	1.00	1.00	1.00
City Works Asset Manager	0.05	1.00	1.00	1.00
Construction Inspector II	6.00	6.00	6.00	6.00
Construction Inspector III	1.00	1.00	1.60	1.60
Custodian	-	19.00	19.00	19.00
Custodian Crew Chief	-	2.00	2.00	2.00
Customer Service Representative II	2.00	-	-	-
Customer Service Representative III	-	1.00	1.00	1.00
Customer Service Representative IV	-	1.00	1.00	1.00
Deputy Chief Administrative Officer	-	0.40	0.50	0.50
Deputy Director II	2.00	3.00	3.00	3.00
Director of Public Works	1.00	1.00	1.00	1.00
Drafting Technician II	3.40	3.40	3.40	3.40
Electrician I	-	3.00	3.00	3.00
Engineer I	0.40	1.20	1.00	1.00
Engineer II	5.00	5.00	5.00	5.00
Engineer III	2.60	2.60	2.40	2.40
Engineer IV	1.50	1.50	1.50	1.50
Equipment Operator I	18.00	15.00	15.00	15.00
Equipment Operator II	25.00	24.00	20.00	20.00
Equipment Operator III	35.00	32.00	32.00	32.00
Equipment Operator IV	10.00	9.00	9.00	9.00
Executive Assistant III	2.00	3.00	2.00	2.00
Facilities Maintenance Manager	7.00	7.00	7.00	7.00
Financial/Statistical Analyst	1.00	1.00	1.00	1.00
Gardener	6.00	6.00	6.00	6.00
Geographic Information Systems Analyst	3.00	1.00	1.00	1.00
GIS Technician	-	2.00	2.00	2.00
Labor Crew Chief	12.00	13.00	13.00	13.00
Lead Equipment Operator	10.00	10.00	9.00	9.00
Lead Mason	2.00	2.00	2.00	2.00
Light Equipment Mechanic	2.00	2.00	1.00	1.00
Maintenance Claims Examiner	1.00	1.00	1.00	1.00
Maintenance Technician I	3.00	3.00	3.00	3.00
Maintenance Technician II	1.00	1.00	1.00	1.00
Maintenance Technician III	5.00	11.00	11.00	11.00
Maintenance Technician IV	3.00	5.00	5.00	5.00
Maintenance Worker I	17.00	20.00	20.00	20.00
Maintenance Worker II	1.00	2.00	3.00	3.00
Management Analyst II	1.00	1.00	1.00	1.00

GENERAL FUND BY AGENCY

PERSONNEL
COMPLEMENT

	2010 Actual	2011 Adopted	2012 Adopted	2013 Approved
Mason	5.00	7.00	7.00	7.00
Master Plumber	1.00	2.00	2.00	2.00
Materials supervisor	-	-	1.00	1.00
Occupational Safety and Health Specialist	1.00	1.00	1.00	1.00
Office Support Specialist II	-	2.00	2.00	2.00
Operations Manager	5.00	7.50	8.00	8.00
Planner III	1.00	-	-	-
Project Management Analyst	2.00	2.00	3.00	3.00
Property Maintenance Inspector I	3.00	2.00	2.00	2.00
Public Information Manager I	1.00	1.00	1.00	1.00
Real Estate/Marketing Specialist	-	1.00	1.00	1.00
Refuse Collector	28.00	28.00	26.00	26.00
Refuse Truck Operator	42.00	43.00	43.00	43.00
Road Maintenance Technician	2.00	2.00	2.00	2.00
Senior Capital Projects Manager	0.30	0.30	1.30	1.30
Superintendent of Facilities Maintenance	-	1.00	1.00	1.00
Support Services Manager	1.00	1.00	1.00	1.00
Survey Instrument Technician	1.65	1.00	1.00	1.00
Survey Party Chief	1.65	1.00	1.00	1.00
Survey Technician	1.00	0.80	-	-
Surveys Superintendent	0.95	0.95	0.95	0.95
Trades Superintendent	1.00	2.00	2.00	2.00
Trades Supervisor I	11.00	13.00	13.00	13.00
Trades Supervisor II	6.00	8.00	7.00	7.00
Trades Technician Supervisor I	-	1.00	1.00	1.00
Traffic Operations Engineer	3.40	2.60	1.80	1.80
Traffic Planning Technician	0.80	0.80	0.80	0.80
Traffic Sign Fabricator	2.00	2.00	2.00	2.00
Traffic Signal Specialist I	6.00	6.00	6.00	6.00
Traffic Signal Specialist II	4.50	4.50	3.50	3.50
Traffic Signal Specialist III	1.00	1.00	1.00	1.00
Tree Maintenance Specialist I	3.00	2.00	2.00	2.00
Tree Maintenance Specialist II	8.00	8.00	8.00	8.00
Tree Maintenance Specialist IV	3.00	2.00	2.00	2.00
Warehouse Technician	3.00	2.00	1.00	1.00
Public Works Total	367.85	428.85	415.60	415.60
Real Estate Services				
Administrative Project Analyst	1.00	-	-	-
Manager of Real Estate Services	1.00	-	-	-
Real Estate Marketing Specialist	2.00	-	-	-

GENERAL FUND BY AGENCY

PERSONNEL
COMPLEMENT

	2010 Actual	2011 Adopted	2012 Adopted	2013 Approved
Real Estate Project Development Manager	1.00	-	-	-
Real Estate Services Total	5.00	-	-	-
Sheriff and Jail				
Administrative Accounting/Records Clerk	3.00	3.00	3.00	3.00
Administrative Assistant	1.00	1.00	1.00	1.00
Administrative Services Coordinator II	1.00	1.00	1.00	1.00
Assistant Education Director	1.00	1.00	1.00	1.00
Assistant IT Manager	1.00	1.00	1.00	1.00
Assistant Medical Director	1.00	1.00	1.00	1.00
Budget Manager	1.00	1.00	1.00	1.00
Captain	6.00	6.00	6.00	6.00
Chief Administrative Assistant	1.00	1.00	1.00	1.00
Chief of Staff	1.00	1.00	1.00	1.00
Classification Officer	9.00	9.00	9.00	9.00
Computer Technician	3.00	3.00	3.00	3.00
Court Deputy	66.00	66.00	66.00	66.00
Dental Technician	1.00	1.00	1.00	1.00
Education Manager	1.00	1.00	1.00	1.00
Food Service Director	1.00	1.00	1.00	1.00
Human Resource Assistant	2.00	2.00	2.00	2.00
Human Resources Director	1.00	1.00	1.00	1.00
Investigators	6.00	6.00	6.00	6.00
Jury Officer Assistant	3.00	3.00	3.00	3.00
Librarian	1.00	1.00	1.00	1.00
LIDS Coordinator	1.00	1.00	1.00	1.00
Lieutenant	12.00	12.00	12.00	12.00
Lieutenant Colonel	1.00	1.00	1.00	1.00
Magnetometer Deputy (Court Building Security)	8.00	8.00	8.00	8.00
Major	3.00	3.00	3.00	3.00
Medical Clerk	1.00	1.00	1.00	1.00
Medical Manager	1.00	1.00	1.00	1.00
Nurse (CHA, LPN, RN, etc.)	13.00	13.00	13.00	13.00
Outreach Counselor	-	-	7.00	7.00
Payroll Manager	1.00	1.00	1.00	1.00
Payroll Technician	4.00	4.00	4.00	4.00
Private	277.00	277.00	277.00	277.00
Public Relations	1.00	1.00	1.00	1.00
Recreation Instructor	1.00	1.00	1.00	1.00
Recreation Manager	1.00	1.00	1.00	1.00

GENERAL FUND BY AGENCY

PERSONNEL
COMPLEMENT

	2010 Actual	2011 Adopted	2012 Adopted	2013 Approved
Sergeant	28.00	28.00	28.00	28.00
Sheriff	1.00	1.00	1.00	1.00
Training Manager	1.00	1.00	1.00	1.00
Sheriff and Jail Total	466.00	466.00	473.00	473.00
Social Services				
Accountant II	1.00	2.00	2.00	2.00
Account Specialist II	6.00	5.00	5.00	5.00
Administrative Program Support Assistant	12.00	12.00	10.00	10.00
Administrative Project Analyst	9.00	9.00	9.00	9.00
Administrative Services Manager	3.00	3.00	3.00	3.00
Benefit Programs Specialist	113.00	115.00	114.00	114.00
Benefit Programs Supervisor	18.00	18.00	18.00	18.00
Bilingual Interpreter	-	1.00	1.00	1.00
Business Analysis Manager	-	1.00	1.00	1.00
Business Automation Analyst	-	-	1.00	1.00
Customer Service Representative II	20.00	19.00	19.00	19.00
Customer Service Representative III	1.00	1.00	1.00	1.00
Customer Service Supervisor	1.00	1.00	1.00	1.00
Deputy Director II	3.00	3.00	3.00	3.00
Director of Social Services	1.00	1.00	1.00	1.00
Early Childhood Development Manager	-	1.00	1.00	1.00
Executive Assistant III	1.00	1.00	1.00	1.00
Family Manager I	1.00	-	-	-
Human Services Administrator	1.00	3.00	2.00	2.00
Human Services Coordinator I	5.00	3.00	4.00	4.00
Human Services Coordinator II	1.00	1.00	1.00	1.00
Intensive Case Manager	49.00	48.00	48.00	48.00
Intensive Case Manager Supervisor	4.00	4.00	4.00	4.00
Maintenance Technician IV	1.00	1.00	1.00	1.00
Materials Supervisor	1.00	1.00	1.00	1.00
Office Support Specialist II	27.00	26.00	27.00	27.00
Operations Manager	1.00	1.00	1.00	1.00
Paralegal	0.50	0.50	0.50	0.50
Program Manager	8.00	10.00	11.00	11.00
Project Management Analyst	1.00	1.00	1.00	1.00
Social Services Case Manager	18.00	18.00	18.25	18.25
Social Services Case Manager Supervisor	2.00	2.00	2.00	2.00
Social Services Program Trainer	1.00	2.00	2.00	2.00
Social Work Specialist	33.00	32.00	32.00	32.00

GENERAL FUND BY AGENCY

PERSONNEL
COMPLEMENT

	2010 Actual	2011 Adopted	2012 Adopted	2013 Approved
Social Worker	104.25	99.80	99.80	99.80
Social Worker Supervisor	16.00	18.00	18.00	18.00
Superintendent of Accounting	1.00	1.00	1.00	1.00
Systems Operations Administrator	-	1.00	1.00	1.00
Systems Operations Analyst I	3.00	2.00	2.00	2.00
Systems Operations Analyst II	2.00	1.00	1.00	1.00
Warehouse Technician	3.00	3.00	3.00	3.00
Welfare Case Aide	3.00	3.00	3.00	3.00
Welfare Fraud Investigator	9.00	9.00	9.00	9.00
Welfare Fraud Investigator Supervisor	1.00	1.00	1.00	1.00
Social Services Total	485.75	485.30	485.55	485.55
General Fund Total	3,881.55	3,868.15	3,877.01	3,877.01

CAPITAL IMPROVEMENT PROGRAM (CIP) DETAIL

	2010 Actual	2011 Adopted	2012 Adopted	2013 Approved
Administrative Program Support Assistant	-	-	0.30	0.30
Administrative Services Manager	-	-	0.05	0.05
Air Condition Refrigeration & Heating Mechanic	0.05	0.05	-	-
Architect I	0.90	0.90	0.90	0.90
Capital Project Manager	4.00	2.20	0.90	0.90
Chief Capital Projects Manager	0.90	-	-	-
Chief of Construction and Inspection	0.05	0.05	0.05	0.05
Cityworks Asset Manager	0.95	-	-	-
Construction Inspector I	0.90	0.90	0.90	0.90
Construction Inspector III	4.00	4.00	2.40	2.40
Cross Connection Specialist	-	-	0.05	0.05
Deputy CAO for Operations	-	0.10	0.10	0.10
Deputy Director II	-	-	0.02	0.02
Director of Parks Recreation & Community Facilities	-	-	0.15	0.15
Drafting Technician II	1.60	1.60	1.60	1.60
Electrician II	-	-	0.10	0.10
Engineer I	1.60	1.80	1.00	1.00
Engineer II	5.00	5.00	4.00	4.00
Engineer III	3.40	3.40	2.60	2.60
Engineer IV	0.50	0.50	0.50	0.50
Maintenance Technician IV	0.20	-	-	-
Operations Manager	0.50	0.50	0.40	0.40
Recreation Program Coordinator	-	-	0.15	0.15
Senior Capital Projects Manager	1.70	1.70	0.70	0.70
Superintendent of Facilities	-	-	0.76	0.76
Survey Instrument Technician	0.35	1.00	1.00	1.00
Survey Party Chief	0.35	1.00	1.00	1.00
Survey Technician	0.20	0.20	-	-
Surveys Superintendent	0.05	0.05	0.05	0.05
Trades Superintendent	-	-	0.15	0.15
Trades Supervisor I	1.00	1.00	-	-
Trades Supervisor II	-	-	0.15	0.15
Trades Technical Supervisor II	-	-	0.10	0.10
Traffic Operations Engineer	0.80	0.40	0.20	0.20
Traffic Planning Technician	0.20	0.20	0.20	0.20
Traffic Signal Specialist II	0.50	0.50	0.50	0.50
Total Capital Improvement Plan	29.70	27.05	20.98	20.98

ENTERPRISE FUND DETAIL

	2010 Actual	2011 Adopted	2012 Adopted	2013 Approved
Parks, Recreation, and Community Facilities Cemeteries				
Administrative Program Support Assistant	1.00	1.00	2.00	2.00
Cemeteries Administrator	3.00	3.00	3.00	3.00
Cemeteries Manager	1.00	1.00	1.00	1.00
Equipment Operator II	3.00	3.00	3.00	3.00
Labor Crew Chief	3.00	3.00	3.00	3.00
Maintenance Technician II	1.00	1.00	1.00	1.00
Maintenance Technician III	1.00	1.00	1.00	1.00
Maintenance Worker I	6.00	3.00	4.00	4.00
Maintenance Worker II	8.00	7.00	7.00	7.00
Office Support Specialist II	1.00	1.00	-	-
Total Cemeteries Positions	28.00	24.00	25.00	25.00
Port of Richmond				
Accountant I	1.00	1.00	-	-
Administrative Program Support Assistant	1.00	1.00	-	-
Engineer II	1.00	-	-	-
Executive Director of the Port	1.00	1.00	-	-
Project Management Analyst	1.00	1.00	-	-
Total Port Positions	5.00	4.00	0.00	0.00
Public Utilities				
Gas Utility	262.00	250.00	247.50	247.50
Water Utility	193.00	197.00	196.00	196.00
Wastewater Utility	202.00	208.00	209.00	209.00
Electric Utility	33.00	32.00	34.00	34.00
Stores Utility	6.00	6.00	7.00	7.00
Stormwater Utility	72.00	49.00	53.00	53.00
Total Public Utilities Positions	768.00	742.00	746.50	746.50
Total Enterprise Fund	801.00	770.00	771.50	771.50

INTERNAL SERVICE FUND DETAIL

	2010 Actual	2011 Adopted	2012 Adopted	2013 Approved
Fleet Services				
Account Specialist II	1.00	1.00	1.00	1.00
Administrative Project Analyst	3.00	3.00	3.00	3.00
Auto Attendant	1.00	1.00	1.00	1.00
Auto Mechanic I	8.00	8.00	8.00	8.00
Auto Mechanic II	22.00	22.00	22.00	22.00
Auto Mechanic Supervisor	6.00	6.00	6.00	6.00
Body & Fender Repair Specialist	2.00	2.00	2.00	2.00
Business Analysis Manager	1.00	1.00	1.00	1.00
Customer Service Supervisor	-	1.00	-	-
Fire Equipment Mechanic	4.00	4.00	4.00	4.00
Operations Manager	2.00	2.00	2.00	2.00
Parking & Fleet Management Officer	2.00	2.00	2.00	2.00
Project Management Analyst	1.00	1.00	1.00	1.00
Superintendent of Auto Maintenance	1.00	1.00	1.00	1.00
Vehicle Service Technician	1.00	-	1.00	1.00
Welder	1.00	1.00	1.00	1.00
Fleet Management Total	56.00	56.00	56.00	56.00
Risk Management (Risk Management Fund was merged with the General Fund's Finance Department)				
Chief of Risk Management	1.00	1.00	-	-
City Occupational Safety & Health Specialist	1.00	1.00	-	-
Project Management Analyst	1.00	1.00	-	-
Risk Management Specialist	1.00	-	-	-
Risk Management Total	4.00	3.00	0.00	0.00
Public Works Stores				
Account Specialist II	0.20	0.20	-	-
Administrative Program Support Assistant	0.20	0.20	-	-
Equipment Operator III	2.00	2.00	-	-
Materials Supervisor	1.00	1.00	-	-
Materials Technician	-	-	-	-
Public Works Stores Total	3.40	3.40	0.00	0.00

INTERNAL SERVICE FUND BY AGENCY

PERSONNEL
COMPLEMENT

	2010 Actual	2011 Adopted	2012 Adopted	2013 Approved
Radio Shop				
Administrative Program Support Assistant	1.00	-	1.00	1.00
Administrative Project Analyst	-	1.00	-	-
Electronics Technician I	5.00	3.00	3.00	3.00
Electronics Technician II	2.00	2.00	2.00	2.00
Electronics Technician Supervisor	1.00	1.00	1.00	1.00
Telecom Systems Analyst	1.00	1.00	1.00	1.00
Radio Shop Total	10.00	8.00	8.00	8.00
Total Internal Service Fund	73.40	70.40	64.00	64.00

SPECIAL FUND DETAIL

	2010 Actual	2011 Adopted	2012 Adopted	2013 Approved
City Attorney				
Assistant City Attorney I	3.00	3.00	2.00	2.00
Assistant City Attorney II	1.00	1.00	1.00	1.00
Legal Secretary	1.00	1.00	1.00	1.00
Paralegal	1.75	1.75	1.75	1.75
Senior Assistant City Attorney	1.00	1.00	2.00	2.00
Senior Legal Secretary	1.00	1.00	1.00	1.00
City Attorney Total	8.75	8.75	8.75	8.75
Economic & Community Development				
Accountant II (Finance)	-	1.00	1.00	1.00
Accountant III (Finance)	-	1.00	1.00	1.00
Administrative Project Analyst	-	0.25	0.25	0.25
Commercial Development Coordinator	0.40	1.00	1.00	1.00
DCAO for Economic & Community Development	-	0.05	0.05	0.05
Deputy Director	-	0.05	0.05	0.05
Director of Economic & Community Development	-	0.05	0.05	0.05
Economic Development Programs Administrator	-	0.85	1.25	1.25
Executive Staff Assistant	1.00	-	-	-
Planner I	-	0.50	0.50	0.50
Planner II	-	2.85	3.00	3.00
Planner III	-	1.85	1.85	1.85
Project Development Manager	0.08	1.28	0.88	0.88
Project Management Analyst	-	2.00	2.00	2.00
Economic & Community Development Total	1.48	12.73	12.88	12.88
Emergency Communications				
Operations Manager	-	-	1.00	1.00
Emergency Communications Total	0.00	0.00	1.00	1.00
Emergency Management				
Administrative Project Analyst	1.50	-	-	-
Emergency Management Total	1.50	0.00	0.00	0.00
Fire and Emergency Services (Emergency Management)				
Administrative Project Analyst	-	1.50	1.00	1.00
Fire and Emergency Services Total	0.00	1.50	1.00	1.00

SPECIAL FUND BY AGENCY

PERSONNEL
COMPLEMENT

	2010 Actual	2011 Adopted	2012 Adopted	2013 Approved
General Services				
Operations Manager	1.00	-	-	-
General Services Total	1.00	0.00	0.00	0.00
Judiciary				
Adult Drug Court Specialist	-	1.00	3.00	3.00
Secretary	-	-	1.00	1.00
Sheriff Deputies (ADC)	1.50	-	-	-
Victim Witness Assistants	10.00	12.00	12.00	12.00
Judiciary Total	11.50	13.00	16.00	16.00
Justice Services				
Administrative Assistant/Pretrial Probation	2.00	2.00	2.00	2.00
Family Manager II	0.80	0.80	0.80	0.80
Human Services Coordinator I	-	-	-	-
Intake Clerk/Pretrial Probation	1.00	1.00	1.00	1.00
Office Support Specialist II	1.00	-	1.00	1.00
Pretrial Probation Manager	2.00	1.00	1.00	1.00
Pretrial Probation Officer	15.25	17.13	18.13	18.13
Senior Pretrial Probation Officer	1.00	2.00	2.00	2.00
Youth Counselor	0.50	0.50	1.13	1.13
Justice Services Total	23.55	24.43	27.06	27.06
Library				
Law Librarian	2.50	1.00	-	-
Library Associate I	-	0.40	0.40	0.40
Library Associate II	-	-	1.00	1.00
Library Total	2.50	1.40	1.40	1.40
Office of the Deputy CAO for Human Services				
Administrator of Community Programs	-	-	0.33	0.33
Deputy Director I	-	-	1.00	1.00
Family Manager I	-	2.00	1.00	1.00
Office DCAO Human Services Total	0.00	2.00	2.33	2.33
Parks, Recreation, and Community Facilities				
Recreation Aide	1.00	-	-	-
Office Support Specialist II	2.00	-	-	-
Project Management Analyst	1.00	1.00	1.00	1.00

SPECIAL FUND BY AGENCY

PERSONNEL
COMPLEMENT

	2010 Actual	2011 Adopted	2012 Adopted	2013 Approved
Recreation Program Coordinator	1.00	1.00	1.00	1.00
Parks, Recreation, and Community Facilities Total	5.00	2.00	2.00	2.00
Planning & Development Review				
Accountant II (Finance)	1.00	-	-	-
Accountant III (Finance)	1.00	-	-	-
Administrative Project Analyst (Economic Development)	0.20	-	-	-
Commercial Development Coordinator (Economic Development)	0.60	-	-	-
Econ Development Programs Administrator (Economic Development)	1.00	-	-	-
Engineer II	0.60	-	-	-
Office Support Specialist II	1.00	-	-	-
Operations Manager	0.40	0.40	0.50	0.50
Planner I	1.60	-	0.20	0.20
Planner II	4.45	-	2.80	2.80
Planner III	1.70	-	-	-
Project Management Analyst	1.00	-	-	-
Property Maintenance Enforcement Inspector I	11.40	13.40	8.00	8.00
Property Maintenance Inspector Supervisor	1.00	1.00	1.00	1.00
Planning & Development Review Total	26.95	14.80	12.50	12.50
Police				
Administrative Program Support Assistant	1.00	1.00	-	-
Assistant Communications Officer	10.00	9.00	-	-
Communications Officer I	28.00	23.00	12.00	12.00
Communications Officer II	45.00	51.00	60.00	60.00
Communications Officer Supervisor	4.00	4.00	-	-
Geographic Information Systems	1.00	1.00	-	-
Human Services Coordinator I	-	-	-	-
Police Captain	1.00	1.00	-	-
Police Lieutenant	2.00	2.00	-	-
Police Officer I	3.00	-	-	-
Police Sergeant	3.00	1.00	-	-
Systems Operations Admin.	1.00	1.00	-	-
Systems Operations Analyst II	-	-	-	-
Police Total	99.00	94.00	72.00	72.00

SPECIAL FUND BY AGENCY

PERSONNEL
COMPLEMENT

	2010 Actual	2011 Adopted	2012 Adopted	2013 Approved
Employee Trip Reduction Program Coordinator	0.50	0.50	-	-
Energy Services Manager	-	-	2.00	2.00
Operations Manager	-	1.00	1.00	1.00
Public Works Total	0.50	1.50	3.00	3.00
Retirement				
Deputy Director I	1.00	1.00	1.00	1.00
Executive Assistant III	1.00	1.00	1.00	1.00
Executive Director	1.00	1.00	1.00	1.00
Marketing & Public Relations Specialist	1.00	1.00	1.00	1.00
Office Support Specialist I	1.00	1.00	1.00	1.00
Retirement Benefits Coordinator I	5.00	5.00	5.00	5.00
Retirement Benefits Specialist	1.00	1.00	-	-
Retirement Specialist	-	-	1.00	1.00
Retirement System Benefits Administrator	1.00	1.00	1.00	1.00
Retirement System Fiscal Administrator	1.00	1.00	1.00	1.00
Retirement Total	13.00	13.00	13.00	13.00
Sheriff & Jail				
Administrative Program Support Assistant	-	-	1.00	1.00
Sheriff's Deputy	-	-	4.00	4.00
Social Services Case Manager	-	-	2.00	2.00
Sheriff & Jail Total	0.00	0.00	7.00	7.00
Social Services				
Administrative Program Support Assistant	1.00	1.00	1.00	1.00
Family Manager I	3.00	3.00	3.00	3.00
Family Manager II	1.55	2.00	1.00	1.00
Housing Counselor	1.00	3.00	2.00	2.00
Human Services Administrator	1.00	1.00	1.00	1.00
Human Services Coordinator I	1.00	1.00	1.00	1.00
Human Services Manager	1.00	1.00	1.00	1.00
Outreach Case Manager I	1.00	1.00	1.00	1.00
Social Services Case Manager	2.00	6.50	3.50	3.50
Social Services Total	12.55	19.50	14.50	14.50
Special Fund Total	207.28	208.61	194.42	194.42

PERFORMANCE MANAGMENT

Performance measures are specific quantitative or qualitative measures of the work performed within a service or program. The performance measures contained in this section represent departmental efforts to identify the most critical aspects of services they provide then monitor the extent to which they have delivered the services in an efficient and effective manner. As the City of Richmond continues its implementation of the Balanced Scorecard performance management methodology, there will be alignment of departmental measures to the organizational scorecard effort.

Assessor

Departmental Measures	<i>Actual FY2010</i>	<i>Target FY2011</i>	<i>Target FY2012</i>
Citywide Property Assessments- Maintain an average assessment to sales ratio of 95% and a coefficient of dispersion less than 10%	Ratio: 96.5% COD: 4%	Ratio: 94%-96% COD: <10%	Ratio: 94%-96% COD: <10%
Residential Property Assessments- Maintain an average assessment to sales ratio of dispersion less than 10%	Ratio: 96.5% COD: 3.5%	Ratio: 94%-96% COD: <10%	Ratio: 94%-96% COD: <10%
Commercial Property Assessments- Maintain an assessment to sales ratio of 95% and a coefficient of dispersion less than 10%	Ratio: 96.5% COD: 4.5%	Ratio: 94%-96% COD: <10%	Ratio: 94%-96% COD: <10%

Budget & Strategic Planning

Departmental Measures	<i>Actual FY2010</i>	<i>Target FY2011</i>	<i>Target FY2012</i>
Budget Formulation- Achieve a balanced or surplus budget by year-end (Actual Revenues minus Actual Expenditures)	10M	-	-
Strategic Performance Planning- Percent of actual expenditures forecasted year end to come within +/- 3 percent	1.7%	+/-3%	+/-3%
Grants Writing Coordination- Percent of Grant applications awarded for City agencies	75%	75%	75%

311 Call Center

Departmental Measures	<i>Actual FY2010</i>	<i>Target FY2011</i>	<i>Target FY2012</i>
Answer 96% of calls offered	97.6%	95%	95%
Maintain an average speed to answer under 30 seconds	91%	30 seconds	30 seconds
Maintain an agent availability rate of 70% or more	88.1%	70%	70%

City Auditor

Departmental Measures	<i>Actual FY2010</i>	<i>Target FY2011</i>	<i>Target FY2012</i>
Percent of audits completed per the audit plan adjusted for special requests	91.9%	90%	90%
Actual hours in comparison to established of budget hours	Not Within 10%	Within 10%	Within 10%
Percent of recommendations concurred by auditees	98.5%	90%	90%
Percent of direct time	89.4%	80%	80%
Percent of staff current with CPE requirements	100%	100%	100%
Results of Peer Review Audit - (occurs every 3 years)	Full Compliance	Full Compliance	Full Compliance
Cost of audit hours	-	< Cost per hour published by ALGA	< Cost per hour published by ALGA

Economic & Community Development

Departmental Measures	Actual FY2010	Target FY2011	Target FY2012
Business Project Development-			
Number of Businesses Retained	9	10	10
Number of Businesses Expanded	3	12	12
Number of Businesses Attracted	2	5	5
Number of Prospects Generated	24	42	55
Number of New Jobs Created	510	600	600
Number of Jobs Retained	749	800	800
Amount of New Business Investment	\$144.2 M	\$35 M	\$35 M
17th Street Farmer's Market-			
Number of Annual Visitors to the 17th Street Market	60,000	48,000	57,000
Number of New Vendors	44	19	18
Number of Retained Vendors	65	39	31
Neighborhood Development-			
Number of Jobs Created/Retained through CARE	376	170	170
Technical Assistance (CARE/EZ)	419	350	350
Number of CARE Loans and Rebates	151	40	40
Number of EZ Incentives	123	75	75
Number of Jobs Created/Retained through EZ	920	450	450
CARE Public Investment	\$675,687	\$265,000	\$265,000
CARE Private Investment	\$37,873,000	\$5 M	\$5 M
EZ Public Investment	\$316,615	\$200,000	\$400,000
EZ Private Investment	\$133,850,000	\$40 M	\$40 M
Contractor Assistance Loan Program (CAP)-			
Number of Loan Applications	-	8	30
Number of Loans Approved	-	6	15
Number of Loans Closed	-	5	12
Referrals to OMBD for Technical Assistance	-	15	20
Number of Loans Outstanding	-	5	17
Citywide Revolving Loan Fund-			
Number of Loan Applications	-	7	25
Number of Loans Approved	-	4	12
Number of Loans Closed	-	4	10
Number of Loans Outstanding	-	3	13

Economic & Community Development

Departmental Measures	Actual FY2010	Target FY2011	Target FY2012
Sec. 108 Economic Development			
Revolving Loan Fund-			
Number of Loan Applications	-	2	10
Number of Loans Approved	-	-	5
Number of Loans Closed	-	-	4
Number of Loans Outstanding	-	-	4

Finance

Departmental Measures	Actual FY2010	Target FY2011	Target FY2012
Real Estate Tax Collection- Current collections as percent of total billing	95%	95.5%	96%
Personal Property Tax Collection- Current collections as percent of total billing	85.1%	85%	87%
Financial Management- Maintenance or improvement of current bond rating (Aa2/AA/AA+)	<i>Maintained</i>	<i>Maintain or improve current bond ratings</i>	<i>Maintain or improve current bond ratings</i>
General Accounting- Percent of reconciliations completed within 30 days after month end	95%	100%	100%
General Accounting- Receipt of Unqualified Audit Opinion	Yes	Yes	Yes
Disbursements (A/P)- Percent of checks issued within 15 days of complete documentation received	100%	100%	100%

Fire & Emergency Services

Departmental Measures	<i>Actual FY2010</i>	<i>Target FY2011</i>	<i>Target FY2012</i>
Fire Prevention- Number of fire related deaths	2	-	-
Fire Prevention- Percent of inspections conducted within prescribed time frames	96%	95%	95%
Fire Prevention- Number of community programs coordinated and participated in	299	600	600
Fire Training- Percent of Fire Recruits completing training	100%	92%	100%
Fire Suppression- Percent of incidents responded to within 5 minutes	<i>Indeterminate data</i>	-	-
Fire Suppression- Number of responses to emergency incidents	28,675	29,000	29,000
Fire Suppression- Number of Home Safety Survey visits annually	189	400	400
Fire Suppression- 6 minutes first arrival 90% of the time (Adoption of NFPA 1710)	<i>Indeterminate data</i>	90%	90%
Fire Suppression- 60 seconds turnout time for fire responses to EMS responses 90% of the time (Adoption of NFPA 1710)	<i>Indeterminate data</i>	90%	90%
Fire Suppression- 80 seconds turnout time for Fire responses 90% of the time (Adoption of NFPA 1710)	<i>Indeterminate data</i>	90%	90%
Fire Suppression- 4 minute drive time for response time 90% of the time (Adoption of NFPA 1710)	<i>Indeterminate data</i>	90%	90%
Fire Suppression- 8 minute full first alarm assignment 90% of the time (Adoption of NFPA 1710)	<i>Indeterminate data</i>	90%	90%

General Registrar

Departmental Measures	<i>Actual FY2010</i>	<i>Target FY2011</i>	<i>Target FY2012</i>
Voter Registration Transactions	41,065	41,065	43,000
Average Cost Per Transaction	\$6.47	\$6.47	\$6.74
Registered Voters	117,751	118,141	118,141
Percentage of elections conducted that comply with legal requirements	100%	100%	100%
Average Cost per Election Conducted	\$226,867	\$199,588	\$281,428
Number of Elections Conducted	1	1	4

Human Resources

Departmental Measures	<i>Actual FY2010</i>	<i>Target FY2011</i>	<i>Target FY2012</i>
Number of calendar days to reclassify occupied positions	17	34	34
Number of work days to reclassify vacant positions	1	2	2
* Percentage of positions certified within 30 calendar days	91.2%	90%	90%
Percentage of eligible employees electing medical coverage	83%	85%	85%
* Ratio of grievances resolved before passing to management control to number of employees eligible to file	.28%	< 1%	< 1%
Percentage of respondents who reported satisfactory delivery of HR services	77%	85%	90%
Number of training opportunities provided by HR training	**7,500	**8,000	**12,000

Human Resources

Departmental Measures	<i>Actual FY2010</i>	<i>Target FY2011</i>	<i>Target FY2012</i>
Percentage of respondents reporting overall satisfaction rating of 3.5 on a 4-point scale (Level 1 Evaluation)	-	-	90%

* These are measurements created as a result of the Richmond Works initiative. HR has continued to use them as performance measurements.

¹Contingent upon implementation of a Learning Management System that allows delivery of online training.

**Number includes employees who have attended multiple training sessions (training is conducted using several formats – online, audio, video and face to face)

Information Technology

Departmental Measures	<i>Actual FY2010</i>	<i>Target FY2011</i>	<i>Target FY2012</i>
Help Desk Critical Problem calls resolved within 24 hours – 98%	66%	98%	98%
Non-Critical Problem calls resolved within 3 business days – 95%	77%	95%	95%
SAPRS processed on average within 2.8 days	2.21 days	2.8 days	1.99 days
Planned system changes as a percentage of total system changes - 62%	66%	65%	70%
Total Network Availability/uptime – 99.7%	99.4%	99.7%	99.7%
ISR closed within Agreed Due Date – 90%	81.25%	90%	90%
Percent of customers who rate printing services as good or excellent	N/A	92%	92%
Percent of customers who rate mail services as good or excellent	N/A	92%	92%

Justice Services

Departmental Measures	<i>Actual FY2010</i>	<i>Target FY2011</i>	<i>Target FY2012</i>
Prevention- Richmond Public Schools 10 day citywide truancy rate	9%	8%	8%
Prevention- Percentage of truants picked up on sweeps and as a result of hotline calls who do not reoffend	73%	75%	75%
Intervention- Percentage of all youth receiving Outreach Monitoring Services who satisfactorily complete the program by returning to court without new charges	81%	75%	75%
Intervention- Percentage of youth In-Home Service placements that satisfactorily complete the program	86%	75%	75%
Confinement- Average daily population of the Richmond Detention Center	26	60 or less	60 or less

Library

Departmental Measures	<i>Actual FY2010</i>	<i>Target FY2011</i>	<i>Target FY2012</i>
Percentage of library users who rate the quality of programs/information provided as good or excellent	80%	97%	90%
Overall Library Services - Number of public access computer sessions used by Library patrons	277,793	275,000	245,000
Adult and Family Services - Number of computer classes taught by Library staff	500	520	465
Adult and Family Services - Number of patrons attending computer classes	2,940	2,600	2,800
Overall Library Services - Number of library materials borrowed	1,007,496	950,000	900,000
Overall Library Services - Number of library visitors	989,757	900,000	880,000
Children & Family Services - Number of student visits to Homework Assistance Program	917	1,000	400
Children & Family Services - Number of children/teens enrolled in summer reading	2,728	2,500	2,500
Children & Family Services - Number of Children's Programs	1,040	926	980
Children & Family Services - Number of Children Attending Programs	33,877	28,300	29,700
Children & Family Services - Number of Head Start Students who heard story times by Library staff	6,301	5,800	4,600
Children & Family Services - Number of parents, teachers and daycare providers trained in early literacy skills	906	960	960

Minority Business Development

Departmental Measures	<i>Actual FY2010</i>	<i>Target FY2011</i>	<i>Target FY2012</i>
Marketing Business Development- Number of new minority firms registered with the City	135	142 5%	146 3%
Marketing Business Development- Number of entrepreneurs utilizing business resource center	57	60 5%	63 5%
Minority Business Administration- Increase the dollar value of contracts awarded to minority firms	<i>131 minority prime and sub-contractors @ \$16,411,567.54</i>	<i>134 minority prime and sub-contractors @ \$ 17,232,145.92</i> 5%	<i>136 minority prime and sub-contractors @ \$ 18,093,753.21</i> 5%
Business / Project Development & Marketing- Number of workshops conducted with external customers, number of pre & post bid meetings attended, number of bids & proposals reviewed for participation	<i>45 technical assistance workshops; 65 pre/post bid meetings attended; 41 bids/proposals reviewed</i>	<i>47 technical assistance workshops; 68 pre/post bid meetings attended; 43 bids/proposals reviewed</i> 5%	<i>51 technical assistance workshops; 73 pre/post bid meetings attended; 46 bids/proposals reviewed</i> 7%

Parks, Recreation, & Community Facilities

Departmental Measures	<i>Actual FY2010</i>	<i>Target FY2011</i>	<i>Target FY2012</i>
Administration- Percent of departmental and administration annual outcomes accomplished	92%	92%	92%
Park Maintenance- Percent of customers who rate parks maintenance as good to excellent	92%	93%	93%
Infrastructure Maintenance- Percent of parks infrastructure rated in satisfactory condition	85%	85%	90%
Hickory Hill Community Center- Percent of customers rating programs and amenities at the center as good or excellent	90%	90%	92%
Parks, Permits and Scheduling- Percent of customers who rate the park permits and scheduling office's services as good to excellent	90%	93%	90%
Special Recreation Services- Percent of participants rating recreation programs as good or excellent	91%	93%	90%
General Recreation- Percent of participants rating recreation programs as good or excellent	91%	93%	90%
James River Parks- Percent of customers who rate James River Park maintenance and amenities as good to excellent	92%	93%	93%
Marketing- Percent of customers who rate department communications as good to excellent	85%	90%	92%
Cultural Arts- Percent of cultural arts program participants rating the service as good or excellent	90%	92%	93%

Planning & Development Review

Departmental Measures	<i>Actual FY2010</i>	<i>Target FY2011</i>	<i>Target FY2012</i>
Property Maintenance Code Enforcement- Percent of initial inspections completed within 10 days	97%	90%	90%
Building Construction and Land Development Regulation- Percent of building inspections completed within one day of request	94%	90%	90%
Building Construction and Land Development Regulation- Percent of building permits issued within one day, seven days, and 30 days	64% (one day) 81% (seven days) 94% (30 days)	50% (one day) 70% (seven days) 90% (30 days)	50% (one day) 70% (seven days) 90% (30 days)
Planning & Preservation- Percent of Certificates of Appropriateness administratively approved within 10 business days	85%	95%	95%
Zoning Administration- Percent of Zoning Confirmation Letters issued within 30 days	86%	90%	90%

Procurement Services

Departmental Measures	<i>Actual FY2010</i>	<i>Target FY2011</i>	<i>Target FY2012</i>
Percent of City procurement contracts in compliance with applicable policies and regulations	95%	95%	95%
Percent of City Procurement solicitation issued as open competition (excludes sole source)	94%	96%	96%

Public Utilities

Departmental Measures	<i>Actual FY2010</i>	<i>Target FY2011</i>	<i>Target FY2012</i>
Natural Gas- Compliance with CFR 192 gas compliance	100%	100%	100%
Natural Gas- Respond to Emergency Gas Leaks within 30 minutes	92.8%	90%	90%
Natural Gas- Percent of gas meters with van readings	99.7%	99%	99%
Natural Gas- Citizens Requests responded to within target	92.8%	95%	95%
Water- Compliance with Safe Drinking & Clean Water Acts	100%	100%	100%
Water- Percent of water meters with van readings	98.3%	97%	97%
Water- Citizens Requests responded to within target	98.1%	95%	95%
Wastewater- Compliance with effluent quality standards	99.9%	100%	100%
Electric Light- Citizens Requests responded to within target	99.9%	95%	95%
Total DPU- Employee on-the-job injury rate less than target	6.9%	4.0%	4.0%
Records Administration- Increase the # of video arraignments conducted by 2% each year	100%	100%	100%

Sheriff & Jail

Departmental Measures	<i>Actual FY2010</i>	<i>Target FY2011</i>	<i>Target FY2012</i>
Administration- Receive and maintain state certification and/or accreditation	100%	100%	100%
Jail Operations- Increase the number of random shakedowns and employee drug screenings by ten per month.	100%	100%	100%
Professional Standards- Revise and maintain agency policies and procedures in SOP with monthly reviews of a minimum of ten documents	100%	100%	100%
Human Resources- Increase internship program opportunities for the organization by 2%	100%	100%	100%
Medical- Reduce medical expenses by an average of 2% each year	100%	100%	100%
Inmate Services- Increase the # of inmates eligible for HEI by 3% each year	100%	100%	100%

Social Services

Departmental Measures	<i>Actual FY2010</i>	<i>Target FY2011</i>	<i>Target FY2012</i>
Foster Care- Reduce the number of children who re-enter Foster Care within 12 months of prior Foster Care episode	5.73%	6%	5%
Child Protective Services- Reduce the number of children involved in more than one investigation by Child Protective Services	-	2.25%	2%
Adult Protective Services- Maintain the number of cases with no additional complaints 90 days after interventions are provided at 100%	98.97%	100%	100%

Social Services

Departmental Measures	<i>Actual FY2010</i>	<i>Target FY2011</i>	<i>Target FY2012</i>
VIEW- Meet state Compliance of VIEW customers who remain employed for at least three months after their initial employment date	68.2%	75%	75%
VIEW- Meet average state hourly wage for a VIEW participant	\$8.13	\$7.68	\$7.68
VIEW- Meet the state compliance rates for percent of employed customers enrolled in the VIEW program (VIEW Percent Employed)	43%	50%	50%
Adoption- Reduce the average time in care for foster care youth until adoption	29.7 months	24 months	24 months
Adoption- Increase the percent of adoptive home placements with no disruptions	97.96%	100%	100%
Child Protective Services- Increase the percent of investigations completed within 45 days	74.85%	75%	75%
Child Care- Increase the number of citizens that receive Child Care benefits/services in a timely manner	87.02%	97%	97%
Comprehensive Services Act- Decrease the cost per child served	\$23,922	\$23,500	\$23,000
Comprehensive Services Act- Number of youth in Out-of-Home Placements who are in a Family-Based Placement	75.75%	78%	80%

APPENDICES & GLOSSARY

MISCELLANEOUS STATISTICAL INFORMATION

The City of Richmond, incorporated in 1782, is a municipal corporation of the Commonwealth of Virginia and is the state capital. The City occupies 62.55 square miles and serves a growing population of 204,214 as of the 2010 U.S. Census. In the Commonwealth, cities have sole jurisdiction over the entire area within their boundaries and operate independently of any county government. There are no overlapping jurisdictions and consequently, citizens of Virginia cities are not subject to overlapping debt or taxation.

Richmond, because of its location in the middle of the eastern seaboard, is within 750 miles of two-thirds of the nation's population and less than 100 miles from the nation's capital. The City is ideally suited as a commerce hub because of the intersection of Interstates 95, 64, and 295, two major rail freight lines, and Amtrak passenger service. The Port of Richmond and Richmond International Airport provide water and air services to the region's residents and businesses.

The results are a diverse economic base, including research and development, manufacturing, retail, services, law, distribution, tourism, banking and state government, which contributes to a stable and positive business environment. Richmond is home to the Fifth District Federal Reserve Bank and the Fourth Circuit U.S. Court of Appeals.

Several higher education institutions, including Virginia Union University, University of Richmond, Union Theological Seminary & Presbyterian School of Christian Education, J. Sergeant Reynolds Community College, the University of Richmond, and Virginia Commonwealth University (VCU) including its health system schools, are located within the City. VCU is home to nationally ranked graduate and first professional programs including those ranked #1 by U.S. News & World Report in nurse anesthesia and sculpture.

This active educational environment supports the City's flourishing cultural community, numerous sports and entertainment attractions and one of the nation's largest river park systems, ranking it among the "Best Places to Live and Work in America." The Virginia Museum of Fine Arts, located in the City's Fan District, is home to the largest public Fabergé collection outside Russia, is considered a top public museum, and was the only museum on the eastern seaboard to be selected to exhibit the Musée National Picasso collection. In the spring of 2010, Richmond welcomed its new professional baseball team, the Flying Squirrels.

The James River, which travels through Richmond with Class IV rapids, led to the City's dedication of a conservation easement along its downtown river becoming the only urban U.S. city to take such action. The City's James River Park system is 550 acres and is host to the XTERRA triathlon and has been recognized as the Southeast's Best Urban Park and named Best in Dirt for its running trails.

ECONOMIC AND DEMOGRAPHIC FACTORS

Population

As reflected in Table 1, based on 2010 Census, Richmond’s population grew for the first time in several decades. Richmond is the fourth most populous city in Virginia, as shown in Table 2.

Table 1: Population Trend Comparison, 1960 - 2000

Year	City of Richmond	Richmond MSA	Virginia	U.S.
1970	249,431	743,203	4,468,479	203,211,926
1980	219,214	841,844	5,346,279	226,504,825
1990	202,798	954,380	6,189,197	249,632,692
2000	197,790	1,100,196	7,079,030	281,421,906
2010	204,214	1,227,115	8,001,024	308,745,538

Source: U.S. Census Bureau, Weldon Cooper Center

Table 2: Five Most Populous Cities in Virginia

City	2010 Census Population
Virginia Beach	437,994
Norfolk	242,803
Chesapeake	222,209
Richmond	204,214
Newport News	180,719

Source: U.S. Census Bureau, Weldon Cooper Center

Age

The age distribution of the City’s population is presented in Table 3.

Table 3: 2009 Population by Age

Year	Male	Female	Total	% Male	% Female
Under 20	24,436	24,705	49,141	49.7%	50.3%
20 – 64	59,802	65,422	125,224	47.8%	52.2%
65 or Older	10,790	19,296	30,086	35.9%	64.1%

Source: U.S. Census Bureau, Table T6-2009

Income

Table 4 provides an annual comparison of per capita personal income since 2000

Table 4: City of Richmond Per Capital Personal Income Comparisons, 2000 - 2008

Year	City of Richmond	Richmond MSA	Virginia	U.S.
2000	29,993	30,892	31,640	30,318
2001	32,395	32,828	33,249	31,145
2002	33,040	33,377	33,745	31,462
2003	34,550	34,428	34,979	32,271
2004	37,481	36,190	36,842	33,881
2005	38,553	37,978	38,892	35,424
2006	42,261	40,031	41,267	37,698
2007	44,180	41,844	43,158	39,392
2008	44,801	42,309	44,075	40,166

Source: U.S. Bureau of Economic Analysis, Regional Economic Accounts.

Employers

In addition to federal, state and local government employers, the region hosts a variety of industries. Table 5 presents data regarding the principal businesses in the region.

Table 5: Richmond MSA Non-Government Principal Employers (2010)

Employer	Approximate # of Employees
Virginia Commonwealth University Health System	7,244
Capital One Financial Corp.	6,828
HCA Inc.	6,679
Dominion Resources Inc.	5,721
Bon Secours Richmond Health System	5,626
Altria Group Inc.	4,613
Sun Trust Banks, Inc.	3,815
Ukrop's Super Markets Inc (Martin's)	3,331
WellPoint Inc	3,050
Bank of America Corp.	2,900

Student Population

Richmond Public Schools' student population is estimated to grow for the second consecutive year. Table 6 details Richmond Public Schools budget and population.

Table 6: City of Richmond Public Schools Budget and Student Population (March 31 Report)

Fiscal Year	Budget	School Membership	Percent Change
FY 2001	210,013,631	25,859	-
FY 2002	226,759,779	25,389	-1.8%
FY 2003	227,153,118	24,621	-3.0%
FY 2004	229,849,266	23,877	-3.0%
FY 2005	252,268,519	23,489	-1.6%
FY 2006	259,609,650	23,269	-0.9%
FY 2007	260,071,247	22,696	-2.5%
FY 2008	259,895,576	22,359	-1.5%
FY 2009	265,705,182	21,560	-3.6%
FY 2010	253,213,439	21,217	-1.6%
FY 2011*	241,802,614	21,306	0.4%
FY 2012*	249,057,316	21,362	0.3%

Source: Virginia Department of Education

*FY 2011 and FY 2012 are budgeted values. ADM values are estimates based on most recent data available.

Unemployment

The unemployment rates for the City are illustrated in Table 7 below.

Table 7: Annual Unemployment Rates (not seasonally adjusted), 2002 - 2010

	2002	2003	2004	2005	2006	2007	2008	2009	2010*
City of Richmond	5.7%	5.8%	5.6%	5.2%	4.5%	4.3%	5.7%	9.7%	9.5%
Richmond MSA	4.1%	4.2%	3.9%	3.7%	3.2%	3.1%	4.2%	7.5%	7.3%
Virginia	4.2%	4.1%	3.7%	3.5%	3.0%	3.0%	4.0%	6.8%	6.4%
United States	5.8%	6.0%	5.5%	5.1%	4.6%	4.6%	5.8%	9.3%	9.1%

Source: U.S. Bureau of Labor Statistics, Virginia Employment Commission; *2010 reflects December 2010 information

Acronym	Title	Description
ADA	Americans with Disabilities Act	Federal legislation requiring all public buildings to be handicap accessible.
ADC	Adult Drug Court	City of Richmond Agency. See General Fund Agency Tab.
ALS	Advance Life Support	Immediate intervention for critical care during a life or death circumstance.
BLS	Basic Life Support	Care that is provided to anyone who is sick or injured.
BRASS	Budget Reporting and Analysis Support System	See glossary.
CAFR	Comprehensive Annual Financial Report	An audited and printed copy of the City's financial statement at the end of a fiscal year, which is fairly presented in all material in accordance with the GAAP.
CARE	Commercial Area Revitalization Effort	Programs which are designed to revitalize and return economic viability to older neighborhood commercial districts, primarily in the city's low and moderate-income communities.
CAPS	Community Assisted Public Safety	A program which aide the neighborhoods and communities in aggressively prosecuting nuisance crimes that plague citizens the quality of life.
CAO	Chief Administrative Officer	City of Richmond Agency. See General Fund Agency Tab.
CDBG	Community Development Block Grant	See glossary.
CIP	Capital Improvement Program	See glossary.
CSA	Comprehensive Services Act	Funding sources such as state, trust grants Medicaid Family Preservation Act Funding, which proved services to at-risk youths.
DCJS	Department of Criminal Justice Services	State agency that provides grant funding to local municipalities for criminal justice related programs.
DHCD	Department of Housing and Community Development	The DHCD is committed to creating safe, affordable, and prosperous communities to live, work and do business in Virginia.

Acronym	Title	Description
ECD	Economic and Community Development	City of Richmond Agency. See General Fund Agency Tab.
EEO	Equal Employment Opportunity	Federal law that mandates an employer from practicing discrimination based on race, religion, origin, creed or sex.
EMS	Emergency Management Services	City of Richmond program merged with Fire & Emergency Services.
ERP	Enterprise Resource Planning	Human Resource and Finance System
ESB	Emerging Small Business	Any small business concern whose size is no greater than 50 percent of the numerical size standard applicable to the Standard Industrial Classification (SIC) code assigned to a contracting opportunity.
FEMA	Federal Emergency Management Agency	Independent Agency with a mission to reduce the loss of life and property and to protect infrastructure from hazards through a risk-based emergency management program of mitigation, preparedness response and recovery.
FDTC	Family Drug Treatment Court	Innovative program that focuses on healthy and sober parenting by addressing the causes and issues with the intent of family reunification.
FLSA	Federal Labor Standards Administration	A Federal agency responsible for regulating labor laws.
FOIA	Freedom of Information Act	A law enacted in 1966 requiring that government records except those relating to national security, confidential financial data, and law enforcement is made available to the public on request.
FTE	Full-Time Equivalents	See glossary.
FY	Fiscal Year	See glossary.
GAAP	Generally Accepted Accounting Principles	Standard framework of guidelines for rules accountants follow in recording and summarizing transactions, and the preparation of financial statements.
GASB	Governmental Accounting Standards Board	Currently the source of generally accepted accounting principles used by State and Local governments in the United States.
GF	General Fund	See glossary.
GFOA	Government Finance Officers Associations	See glossary.

Acronym	Title	Description
GIS	Geographic Information Systems	Tools which are used to transform, analyze, gather, manipulate and produce information related to the surface of the Earth. Data may exist as lists, tables, maps, or 3D virtual models.
GRCCA	Greater Richmond Convention Center	A regional cooperation between the City of Richmond and the surrounding counties of Henrico, Chesterfield, and Hanover.
GRIP	Gang Reduction and Intervention Program	In partnership with the Attorney General' Office and other law enforcement agencies established guidelines which identify, prosecute and seek penalties for members of violent street gangs.
GRTC	Greater Richmond Transit Company	A non-profit local government-owned public service company which operates an urban-suburban fixed bus service and specialized services such a CARE, C-VAN and RideFinders.
IBR	Incident Based Reporting	Crimes which are reported through data collected on each single incident and arrest within 22 offense categories made up of 46 specific crimes.
ICMA	International City County Management Association	Creating excellence in local governance by developing and fostering professional local government management worldwide.
LAN	Local Area Network	A technological term for a specific type of computer network connectivity configuration.
LATA	Licenses Assessments, & Tax Audits	A program that provides City tax assessment and tax compliance services to citizens and businesses so that revenue is billed in accordance with the City tax code.
MBE	Minority Business Enterprise	A business which is at least 51% owned, operated and controlled on a daily basis by one or more (in combination) American citizens of the following ethnic minority classifications.
MPACT	Mayor's Participation Action Communication Team	An initiative designed to promote and solicit public input and quickly address citizen concerns regarding conditions that detract from the quality of life in our City.
NEPA	National Environmental Policy Act	A policy of federal and state governments to use all means available to promote the general welfare of the natural environment.

Acronym	Title	Description
OMBD	Office of Minority Business Enterprise	City of Richmond Agency. See General Fund Agency Tab.
OSHA	Occupational Safety & Health Administration	A federal agency that regulates work related safety issues.
PIO	Public Information Office	A City division responsible for providing the public information about services and programs and other information.
RAPIDs	Richmond Advancing Proven Innovative Direction	The new Enterprise Resource Planning system for Human Resource and Finance.
RBHA	Richmond Behavioral Health Authority	An established public entity that provides mental health, mental retardation, substance abuse and prevention services to the citizens.
RPS	Richmond Public School	City of Richmond Agency. See General Fund Agency Tab.
RRHA	Richmond Redevelopment and Housing Authority	A committed ethically and financially agency that provides the citizens with quality affordable housing and effective community redevelopment services.
SEC	Securities and Exchange Commission	Government commissions created by Congress to regulate the securities markets and protect investors. In addition to regulation and protection, it also monitors the corporate takeovers in the U.S.
SF	Special Fund	See glossary.
SOL	Standards of Learning	Measurement which the State of Virginia uses for students' achievement in school at different points of their education.
TANF	Temporary Assistance to Needy Families	Federal assistance and work opportunities to needy families by granting states the federal funds and wide flexibility to develop and implement their own welfare programs.
UCR	Uniform Crime Report	Standard way of reporting certain crimes which are labeled Part I Crimes.
VDOT	Virginia Department of Transportation	State agency that maintains state roads and interstate.
VIEW	Virginia Initiative for Employment not Welfare	A state reform program that places work requirements and time restrictions on receiving welfare aid.

Acronym	Title	Description
VRS	Virginia Retirement System	A state system for public employees that provides its members with benefits at retirement or upon disability or death.
WTS	Web Time Sheet	An application to track the hours spent by each employee on the Enterprise Resource Planning system project.

Accounting Basis - The City operates on a modified accrual basis where most revenue is recognized when it is earned or billed and expenditures are recognized when the liability is incurred.

Activity – An activity is a set of or grouping of similar processes or tasks that converts inputs to outputs. An activity is a service provided under a program budget.

Agency - A major administrative division of the City that has overall management responsibility for an operation or a group of related operations within a functional area.

Amendment- Any change to the revenue and/or expenditure of a previously adopted budget. Amendments may be recommended by the Mayor or City Council. The director of finance must certify that the city has the required funds for each amendment. Amendments are considered by City Council and approved (adopted) or rejected by a minimum of six affirmative votes.

Appropriation - An authorization made by City Council to expend funds for certain purposes within a specific time frame.

Appropriation Units - Grouping of expenditures within department budgets. For example, the appropriation unit for personal services includes full-time, part-time, and temporary staff wages and fringe benefits.

Approved Budget - The budget, formally adopted by City Council, for the upcoming fiscal year.

Assessed Value - The fair market value set on real and other property as a basis for levying taxes.

Budget - A financial plan showing estimated costs, revenues and service levels over a certain time period (fiscal year). The proposed budget is the plan submitted by the Mayor to City Council. After Council review and amendments, the budget is approved and becomes the adopted budget.

Budget Message - A general discussion of the proposed budget presented in writing by the Mayor as a part of the proposed budget document. The budget message explains principal budget issues against the background of financial experience of recent years and presents recommendations made by the Mayor.

Budget Reporting and Analysis Support System (BRASS) - A budgeting system designed for budget formulation, budget monitoring, and budget reporting activities.

Bureau - A major operating unit within a Department consisting of one or more organizations.

Capital Improvement Program (CIP) - A five year financial plan or budget that outlines spending for Capital projects such as buildings, parks, streets, etc., and their financing sources.

Capital Outlay - Expenditures which result in the acquisition of, or addition to, fixed assets. Fixed assets generally are purchased from the 5000-account group to facilitate the maintenance of the fixed assets inventory.

Capital Projects - Projects for the purchase or construction of capital assets. Typically, a Capital project encompasses a purchase of land and/or the construction of a building or facility.

Champion - The champion sets the vision for the focus area, and is responsible for communicating with the Administration, the City Council and the community

Community Development Block Grant (CDBG) - A fund, which accounts for federal entitlement funds received under Title I of the Housing and Community Development Act of 1974. These funds support public improvements and redevelopment and conservation activities within targeted neighborhoods.

Convener - The convener is the primary individual responsible for coordinating the activities under each focus area including, but not limited to, connecting specific initiatives to metrics (which connect to the focus areas and ultimately to budget allocations) and keeping team members on track in order to achieve the goals associated with the focus area.

Co-Convener - The co-conveners assist the convener with coordination of activities under each focus area.

Current Modified Budget - The approved budget plus City Council's adopted budget amendments, the budget at any given time during the fiscal year.

Debt Service - The amount necessary to pay principal and interest on outstanding bonds and notes for a year.

Deficit - (1) The excess of an entity's or fund's liabilities over its assets (See Fund Balance). (2) The excess of expenditures or expenses over revenues.

Delinquent Taxes - Taxes remaining unpaid on or after the date on which a penalty for nonpayment is incurred.

Depreciation - (1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence. (2) That portion of the cost of a capital asset that is charged as an expense during a particular period.

Direct Costs – Includes the salaries, wages, and benefits of employees who exclusively work on the delivery of service, as well as the materials and supplies and other associated operating costs such as utilities and rent, training and travel.

Effectiveness Measure – Effectiveness measures address service quality and/or timeliness.

Efficiency Measure – Efficiency measures express the ratio of inputs to outputs, or how well the program converts inputs to outputs. They are often expressed as unit costs.

Electric Utility Fund - The enterprise fund that accounts for the operations of the City-owned electric system. The cost of providing services is financed or recovered through user fees.

Encumbrance - Obligations against budgeted funds in the form of a purchase order, contract, or other reservation supported by a purchase order.

Enterprise Fund - A separate fund used to account for operations that are financed and operated in a manner similar to private business enterprises and where it is the intent that costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

Expendable Trust Funds – To account for fund agreements where the principle and earnings on principle may be spent for the fund's intended purpose. Expendable Trust Funds must be established to account for state unemployment compensation benefit plans and resources to cover administrative costs are accounted for in the general fund.

Expenditure - Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received or services rendered, whether cash payment has been made or not. Where accounts are kept on a cash basis, expenditures are recognized only when the cash payment is made.

Fiduciary Fund – Resources that are held for the benefit of parties outside the government. These funds are not reflected in the government wide financial statements because the resources of those funds are not available to support the city's own programs.

Focus Area Performance Measures – the specific quantitative or qualitative metrics of the work performed. They help to determine the level of success of each initiative.

Fiscal Year – The twelve-month period of the budgetary year. The fiscal year for the City's operating budget begins on July 1st and ends the following June 30th.

Fringe Benefits - Job-related benefits provided for employees as a part of their total compensation, such as employer's portion of FICA taxes, retirement and insurance.

Fund - An independent fiscal and accounting entity with a self-balancing set of accounts recording its assets, liabilities, fund balances, retained earnings, revenues and expenditures.

Fund Balance - The accumulated revenues and other financing sources in excess of expenditures and other uses. The City has adopted a Fund Balance Policy requiring an annual appropriation to the fund balance of .5 percent of expenditures until the balance equals five percent of expenditures and prohibiting appropriations from the fund balance if it is less than three percent of expenditures.

Full-time Equivalent (FTE) - An employment indicator that translates the total number of hours worked in a year by all employees to an equivalent number of work years, based upon a work year of 2,080 hours equaling one Full-Time Equivalent (FTE) on hand.

Gas Utility Fund - The enterprise fund that accounts for the operations of the City-owned gas system. The cost of providing services is financed or recovered through user fees.

General Fund - The primary operating fund, which accounts for all revenues and expenditures that are not accounted for in specific purpose funds. It finances the regular day-to-day operations of the City.

General Obligation Bonds - Bonds sold by the City to private investors to provide long-term financing for Capital Project needs. The City pledges its full faith and credit to the repayment of these bonds.

Grant - An amount provided by a governmental unit or other type of organization in aid or support of a particular governmental function or program.

Government Finance Officers Association (GFOA) – A professional association of state/provincial and local finance officers in the United States and Canada, and has served the public finance profession since 1906. The association's nearly 15,000 members are dedicated to the sound management of government financial resources.

Indirect Costs – Include shared administrative expenses within the work unit and in one or more support functions outside the work unit. Some examples are: legal, financial, maintenance and technology services. These shared costs may be apportioned by some systematic and rational allocation methodology.

Initiatives – the projects and activities that drive strategic performance and help to ensure success of the overall Focus Area.

Input Measure – A performance measure that typically identifies the resources used to provide the service or activity.

Internal Service Fund (ISF) - A proprietary fund type used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City on a cost reimbursement basis.

Non-expendable Trust Funds – To account for trusts that stipulate that only earnings, and not principal, may be spent.

Object - A budgetary account representing a specific object of expenditure. Objects are commonly referred to as the "budget detail".

Operating Budget - The City's annual financial plan of the operating expenditures of the General Fund, enterprise funds and internal service funds and the proposed means of financing them. This document is the primary tool by which most of the financing, acquisition, spending and service delivery activities of a government are planned and controlled.

Ordinance - A formal legislative enactment by the City Council that has the full force and effect of law within the boundaries of the City.

Organization - A major operational unit within a Bureau.

Output Measure – A performance measure that typically accounts for what was done or accomplished by the service or activity.

Performance Based Budgeting – A budget formulated by activities and presented by programs (as opposed to organizational units) that integrates results oriented strategic business planning with measurable outcomes for customers that allows for budget decisions informed by program performance and cost information.

Performance Measures - Specific quantitative or qualitative measures of the work performed within an activity or program. An example of a quantitative measure would be the number of miles of streets cleaned. An example of a qualitative measure would be 75% of customers are satisfied with street cleanliness.

Personnel Services - Compensation for direct labor of persons in the employment of the City; salaries and wages paid to employees for full-time, part-time, and temporary work, including overtime, shift differential, and similar compensation. This account group also includes the portion of employee fringe benefits paid by the City.

Program – A program is a set of activities undertaken in accordance with a plan of action organized to realize one common purpose with an identifiable end result or outcome.

Program Outcome Measure – Program Outcome Measures are used to capture the performance of programs. They describe the impact of a program, benefits or changes for participants resulting from program activities or the ultimate benefit provided to customers by a program. They address the issue of *why* funding and staff has been provided to the program.

Proposed Budget - The budget formally submitted by the Mayor to the City Council for its consideration. Recommended budget documents are also available to the public.

Proprietary Funds – To account for a government's ongoing organization and activities that are similar to those found in the private sector. There are two types of proprietary funds: enterprise funds and internal service funds.

Reserve for Contingencies - A budgetary account set aside for use by the City Council in dealing with emergencies or unforeseen expenditures.

Revenue - The yield from various sources of income, such as taxes, that the City collects and receives into the treasury for public use.

RichmondWorks – The City's performance management program

Salary and Benefit Forecasting System (SBFS) – A part of the BRASS budgeting system designed for salary and benefits calculations, forecasting, - and reporting activities.

Service Quality Measure – A performance measure that typically shows the effectiveness of the service or activity. The results will show the benefit or impact of the activity to the customers or to the general public.

Sewer Utility Fund - The enterprise fund that accounts for the operations of the City-owned sewer system. The cost of providing services is financed or recovered through user fees.

Special Revenue Fund - Fund(s) used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Targets – identify the specific level of performance for each measure.

Team Members - Team members are selected individuals from each of the departments who are involved in each focus area. They are responsible for the day-to-day tasks that enable the City to achieve its goals for each focus area.

Technical Support Team - The technical support team includes core agencies which provide financial and administrative services for each of the focus areas. This team will assist the cabinet with cost estimates, personnel requirements, and other central functions.

Technical Writing Team - The technical writing team includes key individuals who will assist the focus area teams in writing issue papers, as well as performing research and analysis for each focus area. The team will not be limited to the individuals listed below; each Champion, Convener and Co-Convener will designate subject matter experts for their respective focus areas who will form the technical writing team.

Undesignated Fund Balance - The portion of unreserved fund balance representing financial resources available to finance expenditures other than those tentatively planned (designated).

Veto – The Mayor may veto any amendment(s) made by City Council to the Mayor’s budget as originally submitted to City Council. The Mayor must indicate his or her intention to veto the amendment(s) within 14 days of the date that City Council takes action on the amendment(s).

Veto Over-ride – City Council may over-ride the Mayor’s veto of budget amendments by means of a vote to do so with a two-thirds majority. Over-rides must be done within 14 days of receipt of the Mayor’s vetoes.

Water Utility Fund - The enterprise fund that accounts for the operations of the City-owned water system. The cost of providing service is financed or recovered through user fees.

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Biennial Fiscal Plan

FISCAL YEARS 2012 AND 2013



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