



CITY OF RICHMOND

FISCAL YEARS

2016
&
2017

PROPOSED BIENNIAL
FISCAL PLANS



PROPOSED
BIENNIAL FISCAL PLANS
FOR FISCAL YEARS 2016 & 2017

Dwight C. Jones

Mayor
Richmond, Virginia



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PROPOSED

BIENNIAL FISCAL PLAN

FOR FISCAL YEARS 2016 & 2017

MAYOR

DWIGHT C. JONES

EXECUTIVE STAFF

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for Finance and Administration

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Richmond City Council

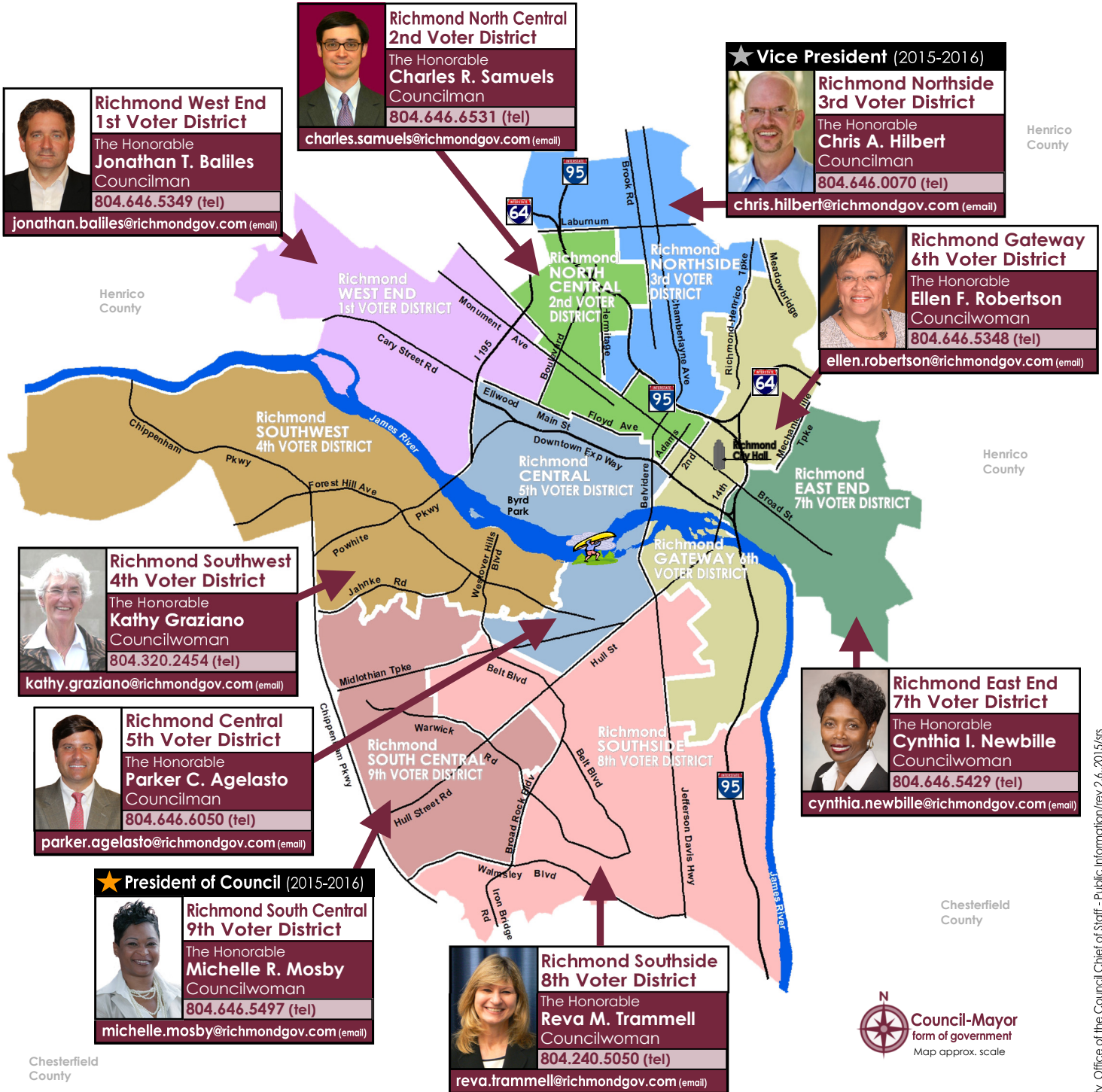
The Voice of the People

Richmond, Virginia

Richmond City Council
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2013-2016 Richmond City Council Members by Richmond Voter District

Official Map and Contact Information for the Governing Body of Richmond, Virginia U.S.A.*



Note: Councilmembers elected by Richmond Voter District and serve 4-yr. terms/Council Pres. & VP elected by Council and serve 2-yr. terms.
* **Richmond Voter Districts:** Established by: Richmond City Council 2011 Richmond Decennial Voter District Redistricting; Ord. # 2011-185 (As Amd.) (11.28.2011); & U.S. Department of Justice approval (3.9.2012). Richmond Voter Districts are used to elect Richmond City Council, Richmond Public Schools Board of Trustees and a Mayor (most votes in five of nine voter districts).

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, visit, and raise a family.

Richmond City, Office of the Council Chief of Staff - Public Information/rev 2.6.2015/hrs



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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 The Best 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**.



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CITY OF RICHMOND ORGANIZATION OF LOCAL GOVERNMENT 2016

MAYOR

INDEPENDENT AGENCIES OR PARTNERSHIPS

GREATER RICHMOND CONVENTION CENTER AUTHORITY
GRTC TRANSIT SYSTEM
ECONOMIC DEVELOPMENT AUTHORITY
RICHMOND AMBULANCE AUTHORITY
RICHMOND METROPOLITAN CONVENTION & VISITORS BUREAU
RICHMOND PUBLIC SCHOOLS
RICHMOND REDEVELOPMENT & HOUSING AUTHORITY
VIRGINIA DEPARTMENT OF HEALTH- RICHMOND CITY HEALTH DISTRICT

JUDICIAL BRANCH

ADULT DRUG COURT
CIRCUIT COURT
CIVIL COURT
CRIMINAL COURT
GENERAL REGISTRAR
JUVENILE & DOMESTIC RELATIONS COURT
13th DISTRICT COURT SERVICES UNIT
MANCHESTER COURT
SPECIAL MAGISTRATE
TRAFFIC COURT

EXECUTIVE BRANCH

CHIEF ADMINISTRATIVE OFFICER (CAO)

ANIMAL CONTROL
BUDGET AND STRATEGIC PLANNING
ECONOMIC & COMMUNITY DEVELOPMENT
EMERGENCY COMMUNICATION
FINANCE
FIRE & EMERGENCY SERVICES
HUMAN RESOURCES
HUMAN SERVICES
INFORMATION TECHNOLOGY
JUSTICE SERVICES
LIBRARY
MAYOR'S OFFICE
MINORITY BUSINESS DEVELOPMENT
OFFICE OF THE CAO
PARKS, RECREATION & COMMUNITY FACILITIES
PLANNING & DEVELOPMENT REVIEW
POLICE
PRESS SECRETARY
PROCUREMENT SERVICES
PUBLIC UTILITIES
PUBLIC WORKS
SOCIAL SERVICES

LEGISLATIVE BRANCH

CITY COUNCIL

ASSESSOR
BOARDS, COMMISSIONS & APPOINTEES
CITY ATTORNEY'S OFFICE
CITY AUDITOR'S OFFICE
CLERK'S OFFICE
COUNCIL CHIEF OF STAFF
LIBRARY BOARD
RETIREMENT OFFICE

ELECTED OFFICIALS

CIRCUIT COURT CLERK
CITY COUNCIL
CITY TREASURER
COMMONWEALTH ATTORNEY
RICHMOND SCHOOL BOARD
SHERIFF (CITY JAIL)



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Richmond
Virginia**

For the Biennium Beginning

July 1, 2013

Executive Director



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MAYOR'S MESSAGE

City of Richmond



DWIGHT C. JONES
MAYOR

March 13, 2015

The Honorable Council of
The City of Richmond Virginia

RE: FY2016 & FY2017 Biennial Fiscal Plan Transmittal Letter

Madam President and Members of Council:

It is my pleasure to present the Administration's Biennial Fiscal Plan for FY2016 and FY2017 and our five-year Capital Improvement Plan for 2016 – 2020. This submission represents the City's financial plan and was developed to reflect the core principles that guide my Administration including poverty mitigation, support for public education, public safety, economic development and job creation, and the provision of good government services.

My plan is balanced and all expenditures are in line with current revenue projections. The budget provides full funding for legal requirements and mandates, while also continuing to fund services and initiatives in strategic, priority areas of the City.

This fiscally prudent budget protects our citizens from major increases in the cost of services, funds programs and initiatives to provide for our city's most vulnerable, invests in our neighborhoods, rewards our workforce, and promotes efficiencies and savings by leveraging our existing resources.

Key items in my budget include:

- Providing a 2% salary increase for eligible general fund employees,
- Addressing police and fire pay range structure,
- Base salary increases for police and fire recruits and for those graduating from the academy, as well as step increases in FY17 for public safety employees,
- Restoration of career development funding for police and fire employees in FY16,

- Increased funding for Richmond Public Schools operating needs and meeting school maintenance needs,
- Additional support for the educational needs of city youth with the launch of a new Richmond Promise Scholarship providing a path for post-secondary educational needs and a tool to help mitigate poverty.

With respect to Richmond Public Schools, and their expressed additional needs, we are proposing record increased funding for RPS. An all-funds review will show that RPS is asking for an estimated total increase of \$60 million from the City. This budget proposes increased funding of \$37 million, including charting a course to achieve \$35 million to address schools capital needs that RPS has identified. Additionally, while it is neither generally a best practice nor our preferred budgeting approach, we are proposing the authorization of one-time bridge funding of \$10 million from our reserve funds to jump start Dr. Bedden's academic improvement plan, starting the next school year. We will earmark these reserves in a special *Schools Acceleration Fund* to be distributed in increments based upon mutually agreed upon performance measures and measureable progress on achieving facility efficiencies to address the low number of students per school in most schools.

We propose this evidence-based, accountability-driven approach in partnership with RPS based on their Academic Improvement Plan goals. RPS has acknowledged the need to address the 9,300 empty seats in school buildings, and the corresponding need to right-size in order to achieve facility efficiencies and reduce the significant waste. This administration supports, and all of Richmond can applaud, the willingness of RPS to acknowledge and resolve the burden the empty seats place on RPS's ability to deliver the full amount of citizens' dollars to each student occupying our classrooms.

While we have allocated funding for the needs already highlighted, this budget also maintains our commitment to progress on Riverfront development, East End transformation, public infrastructure investment, and maintaining fiscal discipline. Additionally, the city meets its obligation for advancement of the transformation of our public transportation system with the implementation of Bus Rapid Transit.

This fiscal plan reflects the constraints of limited resources. In last year's budget, several items that constitute ongoing expenses were funded with one-time funding sources. My budget today does not recommend continued funding in those instances. Also in the last Biennial Fiscal Plan, for FY2014 and FY2015, we noted that even though the City is doing well and has improved its bond rating six times under this Administration, there remain some fiscal issues to be addressed over the next several years. These issues include the need to decrease pension liabilities, increase the unassigned fund balance, and provide more cash funding towards our capital budget.

As you know, the leadership in the finance teams of the administration is virtually brand new. After filling the role of Deputy Chief Administrative Officer for Finance less than a year ago, we have recently filled the role of a permanent Finance Director. This was a position left on an interim basis for three years. My administration is also working hard to close other gaps and fix processes that had been left under previous direction. I can confidently say that my Administration has taken steps to address these and other issues over the past year and in this proposed budget.

BUDGET HIGHLIGHTS

The following are major expenditure and policy highlights in the Proposed Biennial Fiscal Plan for FY2016 and FY2017 as well as the Capital Improvement Plan for FY2016 - FY2020.

Total **General Fund** revenues are projected at \$689.2 million for FY16 and \$700.1 million in FY17. The Proposed Biennial Fiscal Plan for FY2016 and FY2017 does not include the use of the City's unassigned fund balance. FY2016 General Fund Revenues are projected to decrease by \$2,704,664 or -0.4 percent compared to the FY2015 Adopted Budget of \$691,965,597.

Total **Capital Improvement Plan** expenditures and revenues are projected at \$80.7 million in FY16 and \$41.6 million in FY17.

Education

Local governments play a key role in public education. From kindergarten through high school, localities, along with states, provide the primary funding for public schools with resources largely raised through state and local taxes. The needs of our schools demand a concerted response.

In this proposed budget, funding earmarked for Richmond Public Schools is the single largest expenditure in both the City's operating and capital budget. Proposed City operating funding (including State Shared Sales Tax) for schools represents about 23.4 percent of the FY16 proposed budget.

Education Spending Highlights include:

- School Maintenance capital funds of \$13.1 million are proposed in FY16, which is an \$8.1 million increase (or a 162% increase) from the amount approved in the FY16 budget, and \$22.8 million is proposed over five years. To supplement this increased funding in FY16, the Administration is working with RPS leadership to implement performance contracting, a model that can aid RPS in generating operational savings that

can in turn be used as supplemental funding for even more school maintenance needs. This approach gives RPS the capability to increase their total resources by as much as \$10 - \$20 million to address additional school maintenance needs;

- In FY16 and FY17 the City is proposing \$136.9 million in local funding to RPS to meet existing operating budget revenue needs. This is a \$2.1 million increase to RPS over the current year budget.
- Capital funding remains in place for a new Dove elementary school in the amount of \$18.3 million and is proposed in FY16. This funding will support the development of a high performing Science, Technology, Education and Math (STEM) School that will serve pre-K through 5th grade in the Dove Street revitalization area.
- We have included \$425,000 to launch a network of “Future Centers” to prepare for the launch of a Richmond Promise Scholarship program to benefit graduates of Richmond Public Schools. These Future Centers will serve as dedicated space within all City high schools to assist students and families secure the financial means for post-secondary educational and training opportunities. This is a key component of the City’s efforts to address poverty.

Anti-Poverty

Poverty continues to hold back a disproportionately high number of Richmond citizens. My administration has made it a top priority that all citizens benefit from a resurgent Richmond through strategies to mitigate poverty and its social, economic, and long-term implications on our citizenry and this City. The Maggie L. Walker Initiative for Expanding Opportunity and Fighting Poverty has been hard at work implementing targeted anti-poverty strategies. Highlights in this budget include:

- This budget recommends \$2.7 million to continue ongoing programs that were part of the FY15 Adopted Budget. This includes continuing the City’s contribution of \$975,000 to the affordable housing trust fund, \$350,000 for the Middle School Renaissance program, and \$436,000 for the Center for Workforce Innovation;
- Additional funding in the amount of \$156,390 and \$269,417 is recommended for a Water Assistance Program and for a Water Conservation Program, respectively. These Metrocare programs seek to reduce qualified customers’ water and wastewater costs by either providing financial assistance during a period of financial crisis or by providing loans or grants to repair plumbing or replace existing products with EPA WaterSense labeled products to conserve water and reduce wasteful consumption.

Community Safety & Well-Being

Throughout my administration and in this budget, public safety remains a priority. Highlights in this budget include:

- Additional funding in the amount of \$401,000 and \$561,000 for body cameras and related storage was added to the Police Department's budget in FY16 and FY17 respectively. Additionally, \$227,000 was added in FY17 for new police body armor;
- Additional funding of \$354,000 and \$215,000 was added to lease a new site for the Police Department's Property and Evidence function in FY16 and FY17 respectively;
- In the capital budget, \$46 million in city funds and \$4.9 million in Public Utilities funding are recommended to fund the 800 Megahertz radio communications system replacement. This will allow for enhanced regional communication. This project has a total proposed funding of \$51 million;
- \$500,000 in capital funds in FY16 and \$2.3 million over 5 years is earmarked for Fire Station renovations.
- Additional funding of \$280,000 was added to the Department of Fire and Emergency Services for new self-contained breathing apparatus upgrades in both fiscal years.

Economic & Community Development

Economic and community development has always been a cornerstone of my Administration. From attracting new businesses and retaining current businesses, to devising a vision for transforming neighborhoods and putting actionable plans in place to create jobs, making this vision a reality remains a priority. Highlights of this budget include:

- Capital funds in the amount of \$2.5 million in FY16 are proposed for public housing transformation. Funds will be utilized to partner with private developers to redevelop severely distressed public housing complexes – Whitcomb Court and Mosby Court in Eastview and Creighton Court and Fairfield Court in the East End;
- Capital funds in the amount of \$3.8 million are included in FY16 and FY17 as the City's local match for last year's awarded Bus Rapid Transit project. Funding from multiple sources are to construct a Bus Rapid Transit System along a 7.6 mile segment of Broad Street and Main Street, from Fulton to Willow Lawn;

- Capital funds to transform the East Riverfront community include improvements to the Intermediate Terminal Riverfront Access project, \$1.9 million in FY16 and \$2.9 million over five years; the Route 5 relocation project, \$300,000 in FY 16 and \$2 million in FY 17; and the East Riverfront transportation improvement project, \$800,000 in FY16 and \$7.9 million over 5 years is proposed. All of these projects have been in the pipeline for many years and also support recommendations stated in the Riverfront Master Plan for this section of the riverfront. A major catalyst to this community transformation is the development of the \$73.7 million Stone Brewing Company project. An \$ 8 million loan to the Economic Development Authority (EDA) for the development of the Stone Brewing Phase 2 Bistro if recommended in FY 18. Rental payments paid by Stone Brewing Company to the EDA will cover the debt and support expenses.

Well-Managed Government and the Workforce

A well-managed government delivers high-quality service to all constituents, thereby engendering confidence and preserving the public trust. It is a government that provides City services that are accessible, transparent, responsive, accountable, fair and creative, and maintain a high level of customer satisfaction.

For public organizations, the highest financial benchmark for a well-managed government is to achieve a Triple-A bond rating from all three major rating agencies, which indicates that an investment in the organization is safe and there is little risk of default. Currently, Richmond has a “AA+” bond rating from two rating agencies and a Aa2 from a third. This budget continues to invest in the path to becoming a Triple- A bond rated city. Highlights include:

- FY16 will be the third year in a row the City will absorb all health care premium increases on behalf of employees. This reflects a 6.8% rate increase, or a \$1.1 million increase over FY15. Employees will see an increase in their premiums if they do not complete their health assessments and applicable medical follow ups. This budget is compliant with the Affordable Care Act;
- In line with the State, which is giving its employees a 2% salary increase, this budget includes a 2% salary increase for all general fund employees with the exception of sworn positions and Constitutional Officers and their state supported employees, in FY16. The estimated cost of this increase is \$2.1 million. Employees of Constitutional Offices will receive their pay increase as part of the State approved budget;
- In the operating budget, \$2.1 million in FY16 and \$5.2 million in FY17 is provided to raise the salaries of recruits from \$36,500 to \$41,000 and to increase the salaries of

firefighters and police officers graduating from the academy from \$38,500 to \$41,500 in FY16 and from \$41,500 to \$42,000 in FY17. This funding also addresses compression issues within police and fire. Additionally, this funding provides career development advancement in FY16 and a step increase in FY17;

- A total of \$5.2 million is proposed for fleet replacement in FY15 in the proposed capital improvement plan;
- A reduction of \$5.3 million in the Department of Information Technology (DIT). One-time funding was budgeted in DIT in FY15 for the replacement of computer equipment and other related system upgrades.

Culture & Recreation

Richmond residents can express their individuality and enjoy the many educational and natural amenities that this City offers. I am proud to expand and renovate places where Richmond residents and visitors can enjoy our City. Highlights of this area include:

- \$990,000 in FY16 for Kanawha Plaza Park Improvements;
- \$650,000 in FY16 and a total of \$2.7 million over five years is included for Neighborhood Park renovations

Transportation

Transportation is another high priority of my administration as well as our residents. The 2014 citizen survey clearly showed that the maintenance of City streets, sidewalks, and (related) infrastructure was the area needing most improvement. Highlights of the transportation area include:

- In FY16 there is capital funding of \$4.5 million for paving projects. An additional \$4 million is anticipated in State revenue sharing funds for a total of \$8.5 million. Over \$9 million in City capital funds is recommended over five years;
- \$850,000 in city capital funds is provided for sidewalks in FY16. An additional \$850,000 is anticipated in State revenue sharing funds, for a total of \$1.7 million. Approximately \$2.3 million in City capital funds is recommended over five years;

City Facilities

The City has an aging infrastructure. Many of the City's buildings are well over 30 years old and will require funds for basic upkeep. Highlights of this area include:

- Capital funding for major building renovations in the amount of \$1 million in FY16 and \$4.8 million over five years is recommended to provide structural and system replacements and improvements in over 100 City-owned buildings.

Water, Wastewater, Gas

- Two years ago, City Council approved a new rate structure known as the Conservation Rate; it provides a substantially lower base service charge and adds a utilization component. Those who used lower amounts of water saw marked decreases in their water and wastewater bills. Those who used moderate amounts of water saw relatively flat water and wastewater charges.
- This biennial fiscal plan includes a rate increase for water, waste water and natural gas. These increases are required to replace aging utility infrastructure while maintaining regulatory compliance. This budget proposes a 6% increase in the Water Utility and a 4% increase in the Waste Water Utility. Our Gas Utility rates are also proposed to increase by 4%. I am recommending keeping Stormwater Utility rates level. This means that the average monthly residential bill for a customer with gas, water and wastewater services will see a monthly increase of \$5.95.

We have much to be proud of as Richmonders and elected officials. There are positive improvements that are continually being made. I hope that you see this budget as a door to accomplishing the wide variety of the projects that we all see as priorities, while continuing to maintain strong fiscal health. We remain committed to becoming a Tier One City with a Triple-A bond rating. This rests on having a strong education system, demonstrating fiscal responsibility, serving all of our neighborhoods and residents, reducing poverty, recognizing and rewarding the significance of our employees and the contribution they make to running this organization. I look forward to working with you to continue to keep Richmond a great place to live, work and do business.

Sincerely,



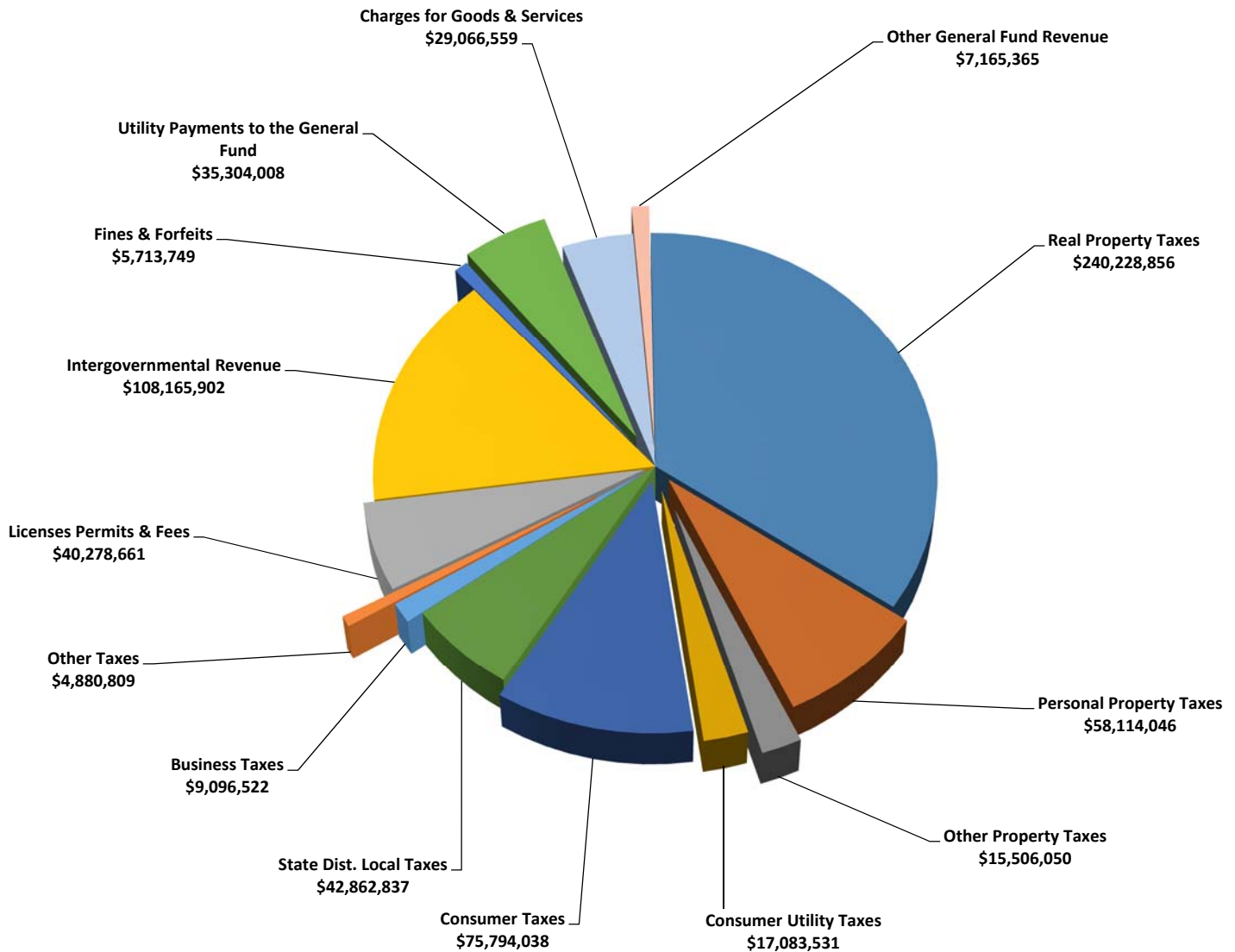
Dwight C. Jones
Mayor

FINANCIAL SUMMARIES

GENERAL FUND REVENUE

Fiscal Year 2016 General Fund Revenue is projected to be \$689,260,933. The proposed budget for FY2016 does not include the use of the City's unassigned fund balance. FY2016 General Fund Revenues are projected to decrease by \$2,704,664 or -0.4 percent compared to the FY2015 Adopted Budget of \$691,965,597. Tax rates remain unchanged from the FY2015 Adopted Budget.

FY2016 Proposed General Fund Revenue \$689,260,933



All Fiscal Year 2014 Actuals are preliminary and are subject to audit.

GENERAL FUND EXPENDITURES BY AGENCY

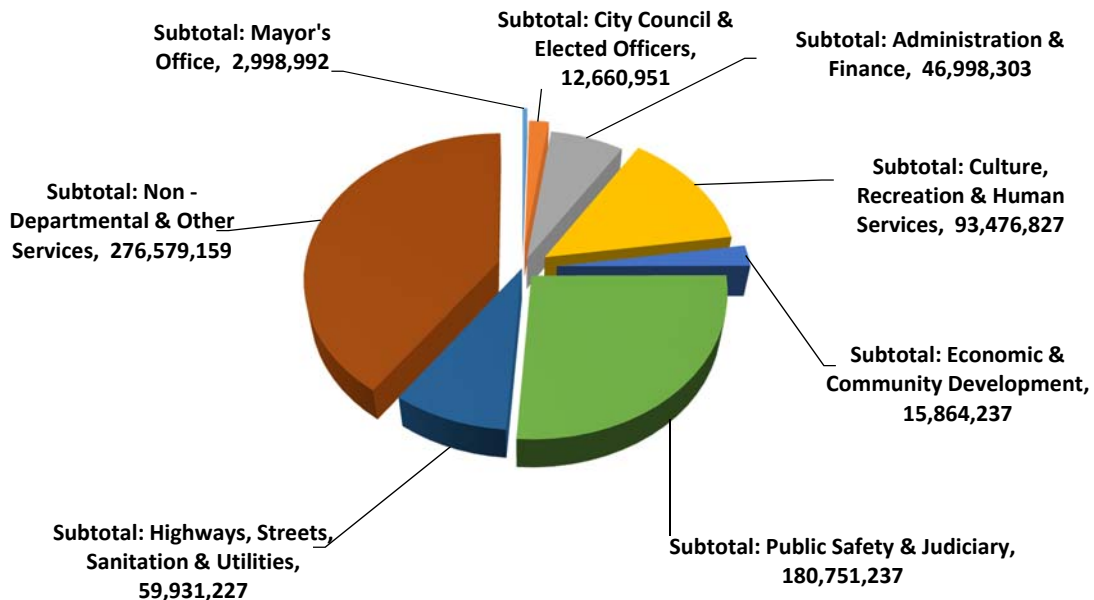
General Fund Expenditures: Summary by Agency				
Agency	FY2014 Actual	FY2015 Adopted	FY2016 Proposed	FY2017 Proposed
Mayor's Offices				
Chief Administrative Office	1,460,600	1,558,663	1,432,540	1,453,386
Mayor's Office	1,091,395	1,057,285	1,045,302	1,062,940
Press Secretary	465,311	492,811	521,150	526,832
Subtotal: Mayor's Office	3,017,306	3,108,759	2,998,992	3,043,158
City Council & Elected Officers				
Assessor	3,015,184	3,086,738	3,058,281	3,109,527
City Attorney	2,280,550	2,624,909	2,644,385	2,697,537
City Auditor	1,728,236	1,939,641	1,763,095	1,784,483
City Clerk	765,292	908,650	930,512	946,065
City Council	1,218,262	1,309,290	1,330,625	1,343,155
City Treasurer	185,422	183,982	184,624	186,098
Council Chief of Staff	1,049,339	1,216,795	1,191,493	1,207,253
General Registrar	1,320,100	1,754,382	1,557,936	1,596,372
Subtotal: City Council & Elected Officers	11,562,385	13,024,387	12,660,951	12,870,490
Administration & Finance				
Budget and Strategic Planning	999,091	1,181,094	1,316,657	1,342,323
Finance	22,443,409	22,382,415	22,786,495	22,969,225
Human Resources	3,090,414	3,291,528	3,031,773	3,094,557
Information Technology	17,590,653	23,749,464	18,637,917	18,782,853
Procurement Services	1,143,856	1,092,909	1,225,461	1,240,793
Subtotal: Administration & Finance	45,267,423	51,697,410	46,998,303	47,429,751
Cultural, Recreation & Human Services				
Human Services	1,887,151	2,100,270	2,209,197	2,234,485
Justice Services	9,503,725	10,155,381	9,017,599	9,098,619
Parks, Rec., & Community Facilities	15,966,768	16,138,545	16,580,029	16,874,110
Richmond City Health District	3,200,789	3,668,726	3,813,695	3,813,695
Richmond Public Libraries	5,205,788	5,587,121	5,773,482	6,018,043
Social Services	45,078,745	55,333,658	56,082,825	56,697,415
Subtotal: Cultural, Recreation & Human Services	80,842,966	92,983,701	93,476,827	94,736,367
Economic & Community Development				
Economic & Community Development	4,566,234	6,175,606	5,275,195	5,254,353
Minority Business Development	659,658	734,762	681,399	689,277
Planning & Development Review	8,468,891	9,700,715	9,907,643	9,720,016
Subtotal: Economic & Community Development	13,694,783	16,611,083	15,864,237	15,663,646

General Fund Expenditures: Summary by Agency

Agency	FY2014 Actual	FY2015 Adopted	FY2016 Proposed	FY2017 Proposed
Public Safety & Judiciary				
13 th District Court Services Unit	145,337	227,013	227,349	229,763
Animal Care & Control	1,455,028	1,662,011	1,650,151	1,679,864
Dept. of Emergency Communications	-	3,706,121	4,270,367	4,268,785
Fire & Emergency Management	42,437,636	43,998,084	43,439,761	44,947,818
Judiciary - Commonwealth Attorney	5,531,794	5,877,650	6,068,645	6,110,085
Judiciary - Other Courts	4,311,703	4,629,469	4,709,953	4,759,944
Juvenile & Domestic Relations Court	241,377	238,155	238,658	239,405
Richmond Police Department	83,152,095	83,735,072	84,793,988	86,744,038
Richmond Sheriff's Office	33,046,338	35,283,996	35,352,365	35,751,551
Subtotal: Public Safety & Judiciary	170,321,308	179,357,571	180,751,237	184,731,253
Highways, Streets, Sanitation & Utilities				
Public Works	59,540,278	60,271,940	59,931,227	60,729,151
Subtotal: Highways, Streets, Sanitation & Utilities	59,540,278	60,271,940	59,931,227	60,729,151
Non-Departmental & Other Services				
General Fund transfer to Debt Service	61,547,708	60,945,025	64,399,750	68,213,500
Non - Departmental	44,145,151	148,713,480	50,345,817	50,336,743
Richmond Public Schools Contribution	154,267,395	159,771,063	161,833,592	162,371,494
Subtotal: Non - Departmental & Other Services	259,960,254	369,429,568	276,579,159	280,921,737
Total General Fund Expenditures	644,206,703	786,484,419	689,260,933	700,125,553

FY2016 Proposed General Fund Expenditures

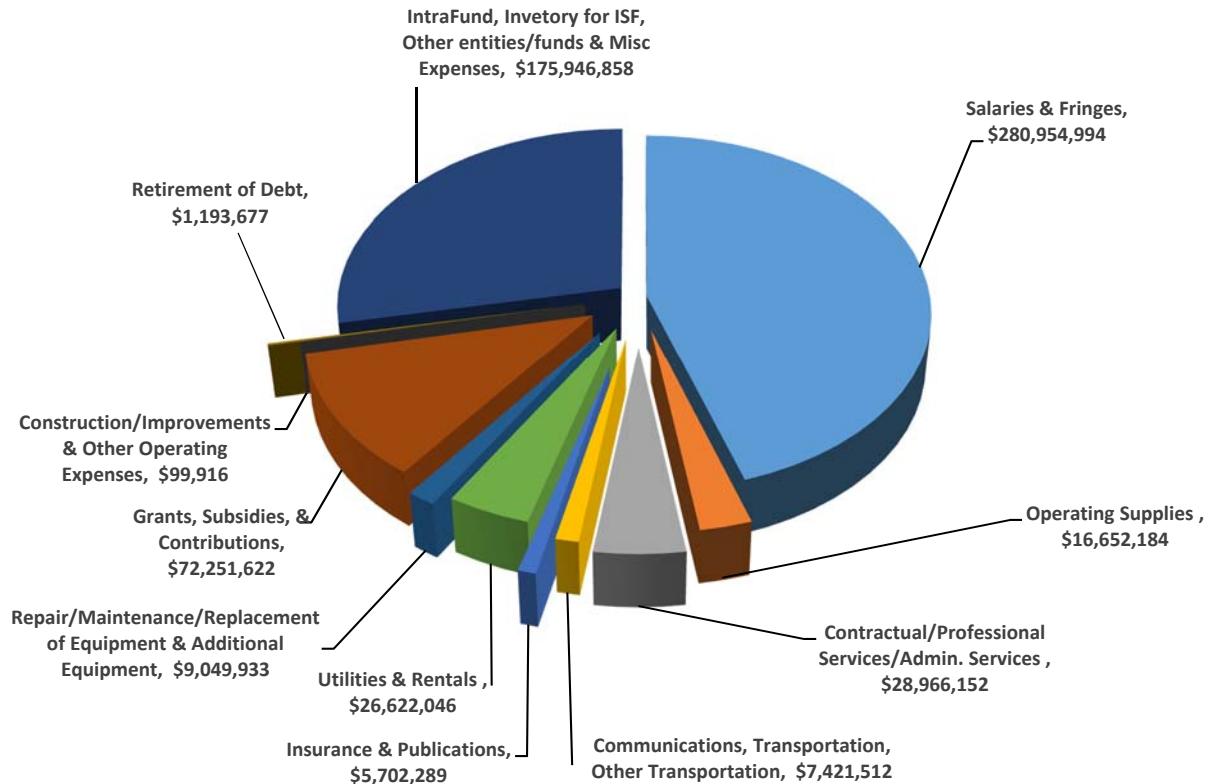
\$689,260,933



ESTIMATED EXPENDITURES BY USE (GENERAL FUND)

Expenditure by Type	FY2014 Actual	FY2015 Adopted	FY2016 Proposed	FY2017 Proposed
Salaries & Fringes	265,680,923	280,542,631	280,954,994	287,244,069
Operating Supplies	15,129,876	15,505,074	16,652,184	17,006,961
Contractual/Professional Services/Admin. Services	29,161,969	36,318,615	28,966,152	28,799,060
Communications & Transportations	6,684,966	7,780,618	7,421,512	7,418,034
Insurance & Publications	3,840,160	7,082,637	5,702,289	5,744,066
Utilities & Rentals	25,672,925	33,042,321	26,622,046	26,983,911
Repair/Maintenance/Replacement of Equipment & Additional Equipment	7,419,010	13,025,112	9,049,933	9,049,694
Grants, Subsidies, & Contributions	67,793,564	161,293,342	72,251,622	71,953,782
Construction/Improvements & Other Operating Expenses	288,816	409,360	99,916	99,929
Debt Service	-	59,014,538	64,399,750	68,213,500
Retirement of Debt	-	1,193,644	1,193,677	1,193,644
IntraFund, Inventory for ISF, Other entities/funds & Misc. Expenses	156,433,253	171,276,527	175,946,858	176,418,903
Grand Total: General Fund Expenditures	578,105,462	786,484,419	689,260,933	700,125,553

FY2016 Proposed Expenditures by Use \$689,260,933



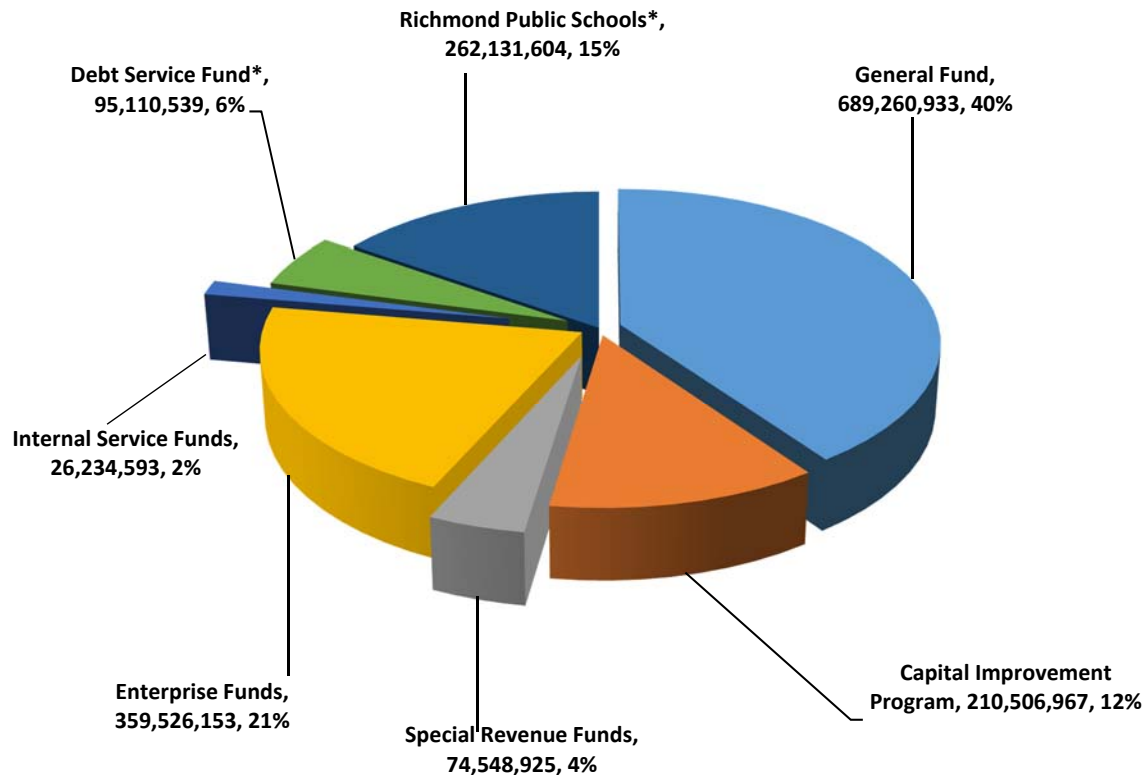
ESTIMATED REVENUES BY SOURCE (ALL FUNDS)

The following table presents revenue by fund type and compares these figures with the revenue estimates and the actual revenues.

Estimated Revenue Resources Summarized by Fund				
Fund	FY2014 Actual	FY2015 Adopted	FY2016 Proposed	FY2017 Proposed
General Fund	644,206,703	786,484,419	689,260,933	700,125,553
Capital Improvement Program	212,819,829	236,971,328	210,506,967	189,817,942
Special Revenue Funds	44,456,464	77,670,971	74,548,925	71,473,876
Enterprise Funds	338,807,662	359,168,665	359,526,153	375,926,566
Internal Service Funds	23,965,797	26,192,273	26,234,593	26,234,593
Debt Service Fund*	63,680,660	94,326,665	95,110,539	72,297,603
Richmond Public Schools*	247,877,892	262,594,000	262,131,604	262,669,506

*FY2016 and FY2017 proposed revenue estimates include General Fund contributions for Richmond Public Schools of \$161.8 million and \$162.3 million, the City's Debt Service Fund of \$61.4 million and \$68.2 million, and the Capital Improvement Program of \$3 million (FY2016).

FY2016 Proposed Estimated Revenue: All Funds



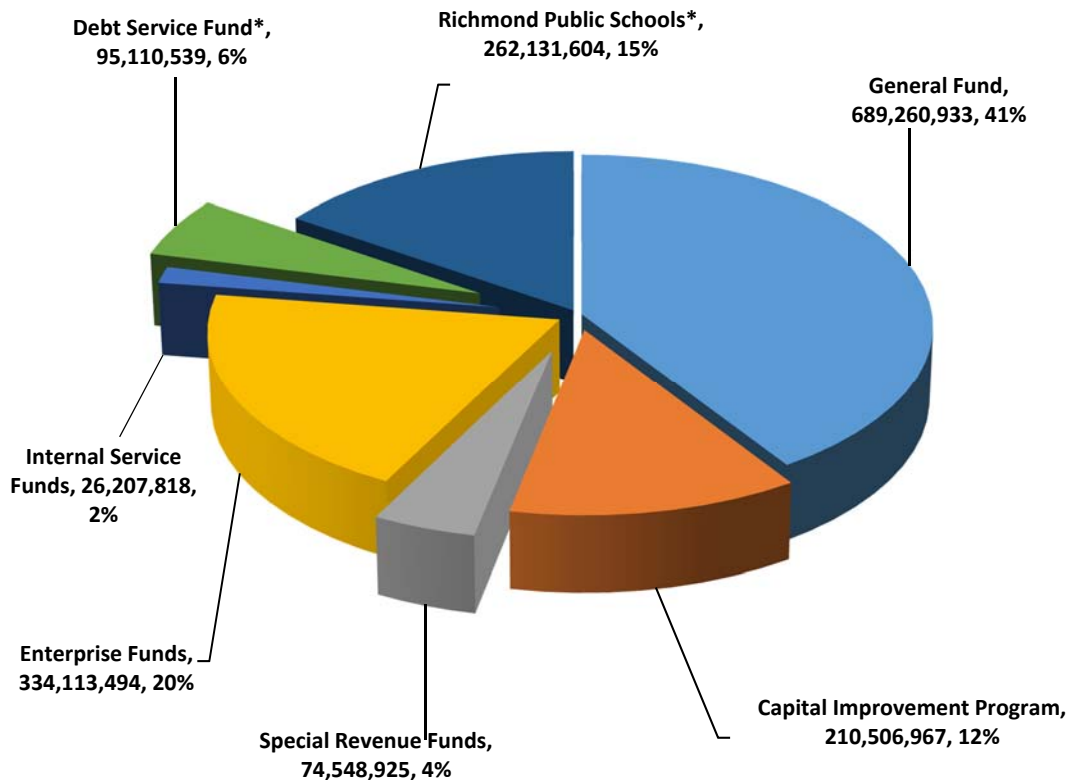
ESTIMATED EXPENDITURES BY FUND TYPE (ALL FUNDS)

The following table presents expenditures by fund type and compares these figures with expenditure estimates and the actual expenditures.

Estimated Expenditures Summarized by Fund Type				
Fund	FY2014 Actual	FY2015 Adopted	FY2016 Proposed	FY2017 Proposed
General Fund	644,206,703	786,484,419	689,260,933	700,125,553
Capital Improvement Program	212,819,829	236,971,328	210,506,967	189,817,942
Special Revenue Funds	44,456,464	77,670,971	74,548,925	71,473,876
Enterprise Funds	312,699,378	334,508,010	334,113,494	352,083,342
Internal Service Funds	24,122,375	26,130,318	26,207,818	26,207,818
Debt Service Fund*	63,680,660	94,326,665	95,110,539	72,297,603
Richmond Public Schools*	244,506,782	262,594,000	262,131,604	262,669,506

*FY2016 and FY2017 proposed revenue estimates include General Fund contributions for Richmond Public Schools of \$161.8 million and \$162.3 million, the City's Debt Service Fund of \$61.4 million and \$68.2 million, and the Capital Improvement Program of \$3 million (FY2016).

FY2016 Proposed Expenditures: All Funds

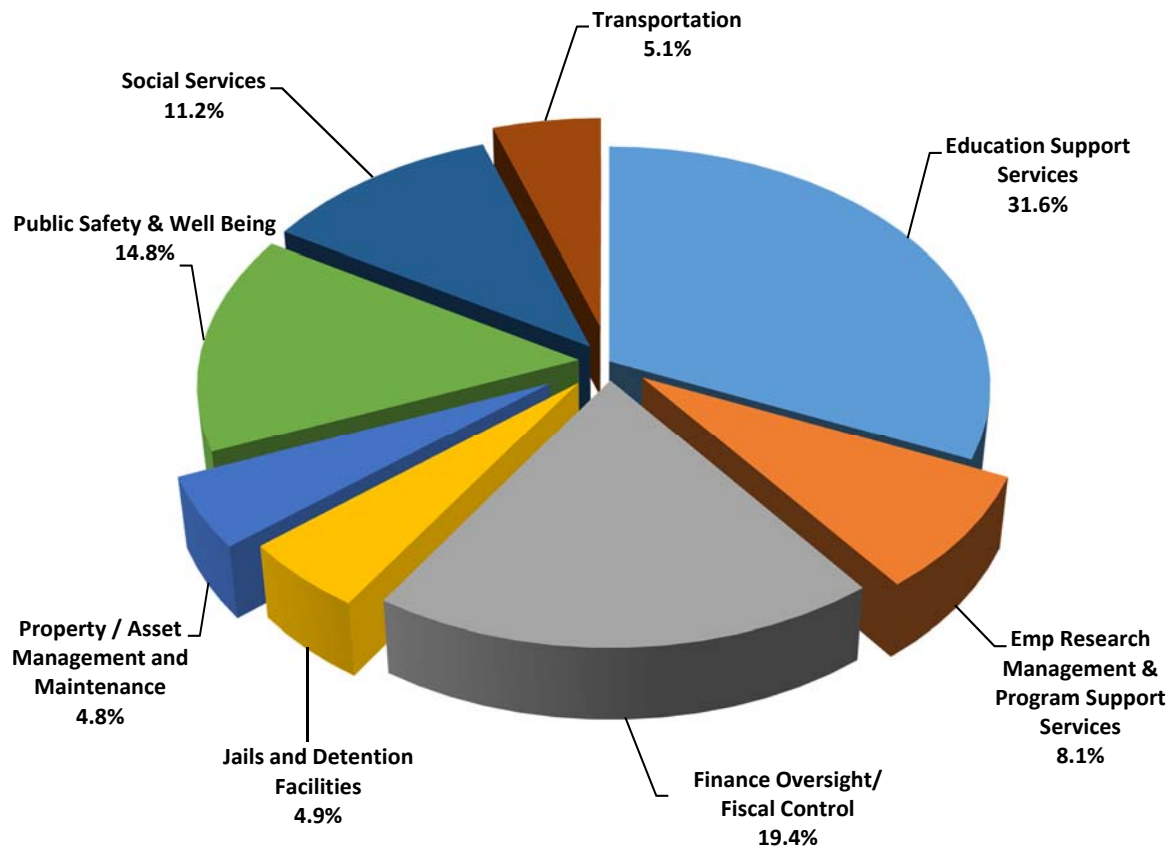


CITY-WIDE SERVICE LEVEL BUDGETING

A service is defined as a specific work function or combination of activities that is performed in support of a department, program, or organizational unit. Service level budgets align the services citizens expect with what the City can afford. Service level budgeting begins with the documentation of each department’s services and mandates, and is then used as part of the outcome based budgeting process. The best way to achieve the City’s strategic priorities for the long term is to align services with strategy and then make the appropriate funding decisions.

In April of 2011, the City of Richmond conducted a Citywide Services Inventory in which all city departments identified the services they provide and indicated the federal, state, or local mandates with which the services were in compliance. Departments have developed their proposed FY2016 and FY2017 biennial budgets based on that list of Citywide Services. The Citywide Services List consists of approximately 200 services. Each service has been placed in a Service Category. The chart and table below depict the proposed budget allocations and major expenditure percentages by Service Category.

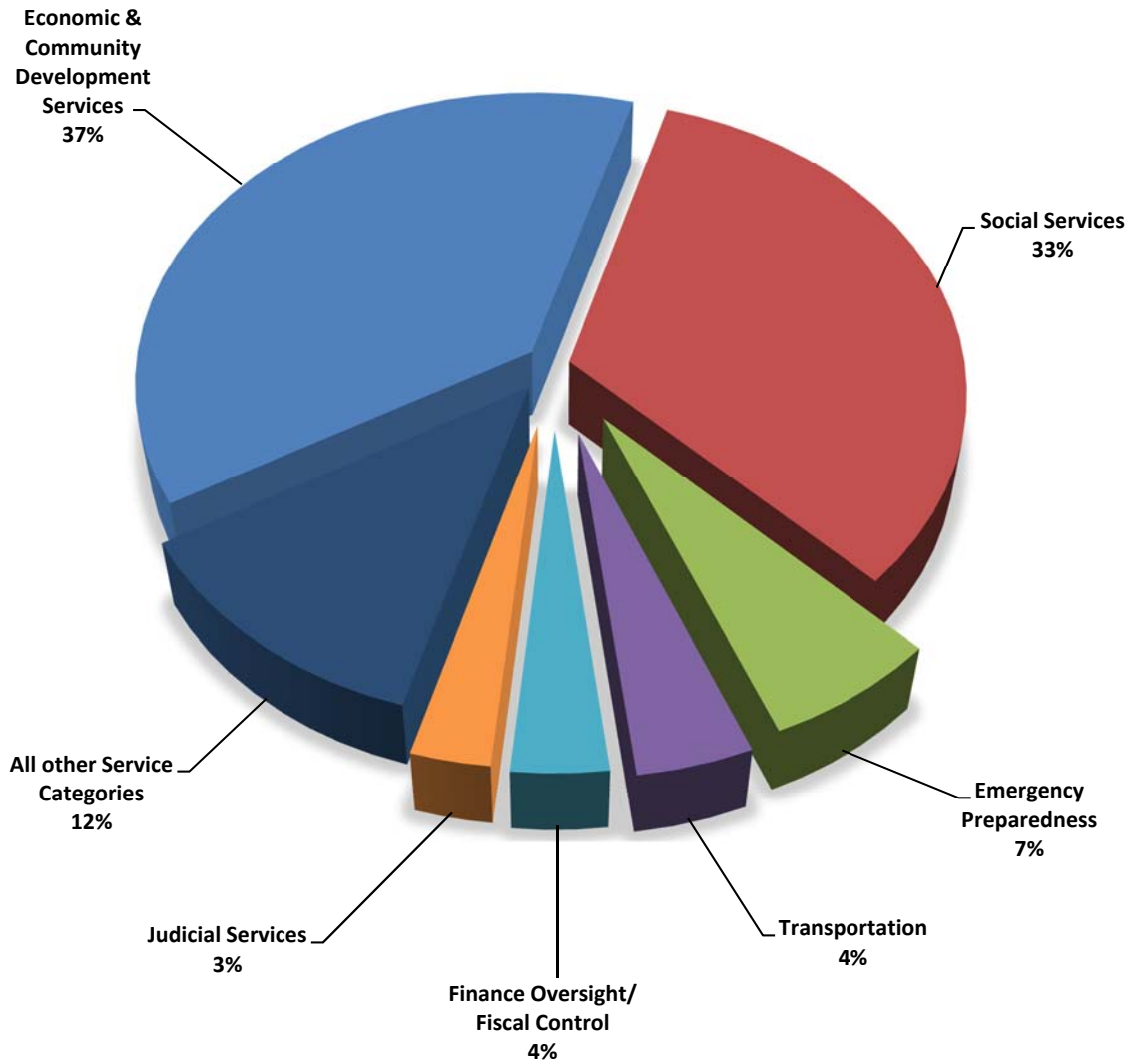
FY2016 GENERAL FUND SERVICES BY CATEGORY



General Fund Expenditures: Summary by Service Category

Citywide Service Categories	FY2016 Proposed	FY2017 Proposed
Arts & Culture	1,929,361	1,891,106
Customer Service	7,422,323	7,542,937
Economic & Community Development Services	18,674,072	17,044,709
Education Support Services	166,723,547	167,317,332
Elected Officials, Legislative, & Governmental Services	4,334,943	4,400,521
Emergency Preparedness	23,251,463	23,464,061
Emp Research Management & Program Support Services	42,581,293	43,454,391
Finance Oversight/ Fiscal Control	102,642,064	107,403,945
Information Technology Resource Management	23,811,654	24,289,857
Jails and Detention Facilities	25,868,415	26,105,569
Job Training / Employee Assistance	8,150,363	8,272,155
Judicial Services	14,512,856	14,659,771
Land Quality	13,905,328	13,989,679
Land, Property & Records Mgmt	4,189,622	4,264,256
Legal Services	2,899,807	3,000,432
Miscellaneous Public Services	15,054,362	15,068,124
Organizational Performance & Development Services	1,847,276	1,870,295
Park, Field, Recreation Center and Sites	9,758,522	9,933,780
Property / Asset Management and Maintenance	25,558,286	25,693,973
Public Information and Community Outreach	9,751,190	9,849,192
Public Safety & Well Being	78,150,830	81,681,274
Records Management	1,965,702	2,043,112
Social Services	59,240,070	59,634,214
Transportation	27,037,584	27,250,868
TOTAL	689,260,933	700,125,553

FY2016 SPECIAL FUND SERVICES BY CATEGORY

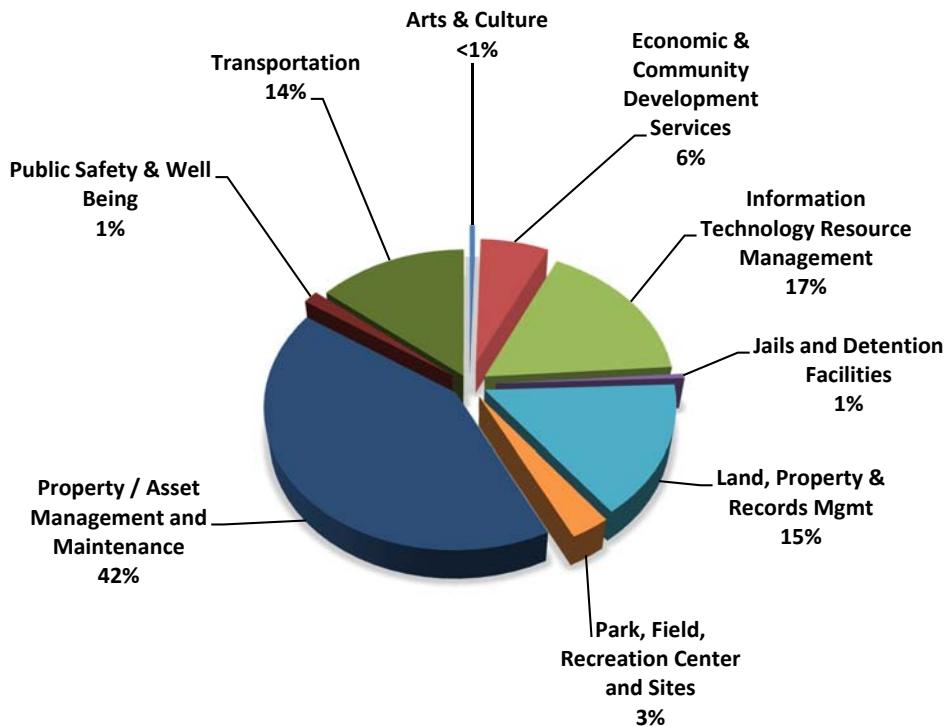


Special Fund Expenditures: Summary by Service Category		
Citywide Service Categories	FY2016 Proposed	FY2017 Proposed
Arts & Culture	111,663	111,663
Customer Service	356,143	356,143
Economic & Community Development Services	27,838,526	27,197,000
Education Support Services	520,757	519,757
Emergency Preparedness	4,859,153	4,727,000
Emp Research Management & Program Support Services	278,739	278,739
Finance Oversight/ Fiscal Control	2,638,043	2,301,522
Information Technology Resource Management	1,139,548	1,139,548
Jails and Detention Facilities	240,370	205,270
Job Training / Employee Assistance	439,700	237,000
Judicial Services	2,175,103	1,809,103
Land Quality	10,000	10,000
Legal Services	1,488,211	1,488,211
Park, Field, Recreation Center and Sites	1,014,590	1,029,590
Property / Asset Management and Maintenance	738,544	713,544
Public Information and Community Outreach	959,028	500,613
Public Safety & Well Being	1,464,582	836,215
Records Management	400,000	400,000
Social Services	24,708,081	24,281,436
Transportation	3,178,144	3,331,523
TOTAL	74,548,925	71,473,876

Capital Improvement Program: Summary by Service Category

Citywide Service Categories Non-DPU	FY2016 Proposed	FY2017 Proposed
Arts & Culture	394,721	200,000
Economic & Community Development Services	5,079,500	125,000
Information Technology Resource Management	13,379,000	13,083,000
Jails and Detention Facilities	400,000	300,000
Land, Property & Records Mgmt	12,015,251	13,331,328
Park, Field, Recreation Center and Sites	2,400,000	1,600,000
Property / Asset Management and Maintenance	33,062,326	6,650,000
Public Safety & Well Being	1,150,000	1,050,000
Transportation	11,073,158	5,247,614
TOTAL	78,953,956	41,586,942

FY2016 CIP SERVICES BY CATEGORY



YEARLY MATURITY OF LONG-TERM DEBT

Fiscal Year	General Obligation Bonds*			Utility Revenue Bonds		
	Principal	Interest	Total	Principal	Interest	Total
2016	55,386,599	32,954,566	88,341,165	17,361,802	31,218,124	48,579,926
2017	56,619,329	30,632,044	87,251,373	16,122,597	30,649,479	46,772,076
2018	57,292,238	28,363,901	85,656,139	38,904,256	30,092,521	68,996,777
2019	48,588,722	26,360,431	74,949,153	23,426,195	28,400,279	51,826,474
2020	50,684,585	24,491,104	75,175,689	21,698,293	27,449,328	49,147,621
2021	54,682,896	22,436,416	77,119,312	21,556,371	26,562,776	48,119,147
2022	49,796,316	20,180,591	69,976,907	26,255,027	25,695,264	51,950,291
2023	49,149,216	17,977,476	67,126,692	26,294,277	24,638,014	50,932,291
2024	46,779,925	15,864,652	62,644,577	26,674,136	23,558,850	50,232,986
2025	36,938,534	13,911,853	50,850,387	31,499,619	22,477,667	53,977,286
2026	33,585,134	12,098,866	45,684,000	32,820,743	21,153,594	53,974,337
2027	31,476,250	10,482,566	41,958,816	34,212,522	19,767,989	53,980,511
2028	31,011,250	8,942,260	39,953,510	35,654,974	18,317,512	53,972,486
2029	32,146,250	7,386,091	39,532,341	36,897,362	16,803,916	53,701,278
2030	45,456,250	5,387,963	50,844,213	38,045,790	15,219,550	53,265,340
2031	25,346,250	3,756,333	29,102,583	38,890,790	13,565,350	52,456,140
2032	26,311,250	2,610,163	28,921,413	39,830,790	11,833,825	51,664,615
2033	24,195,000	1,534,885	25,729,885	41,640,790	10,020,475	51,661,265
2034	6,250,000	500,000	6,750,000	22,000,790	8,122,000	30,122,790
2035	6,250,000	250,000	6,500,000	23,040,789	7,080,500	30,121,289
2036			-	19,676,292	5,987,000	25,663,292
2037			-	20,661,292	5,003,500	25,664,792
2038			-	16,111,292	3,970,750	20,082,042
2039			-	16,916,292	3,165,500	20,081,792
2040			-	17,761,292	2,320,000	20,081,292
2041			-	9,088,146	1,432,250	10,520,396
2042				9,540,000	978,000	10,518,000
2043				10,020,000	501,000	10,521,000
Total	767,945,994	286,122,161	1,054,068,155	712,602,519	435,985,013	1,148,587,532

*Of the \$767.9 million of outstanding general obligation bonds, \$595.4 million are supported by the General Fund, \$102.9 million by the Utility Enterprise Funds, and \$69.7 million by the Parking Enterprise Fund.

YEARLY MATURITY OF LONG-TERM DEBT (CONTINUED)

Fiscal Year	Equipment Notes			Other Debt**			Grand Total		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2016	1,925,000	54,620	1,979,620	873,345	598,138	1,471,483	75,546,746	64,825,448	140,372,194
2017	625,000	24,000	649,000	32,155,431	398,000	32,553,431	105,522,357	61,703,523	167,225,880
2018	625,000	16,000	641,000	970,056	195,323	1,165,379	97,791,550	58,667,745	156,459,295
2019	625,000	8,000	633,000	1,022,357	143,022	1,165,379	73,662,274	54,911,732	128,574,006
2020	-	-	-	1,077,478	87,901	1,165,379	73,460,356	52,028,333	125,488,689
2021	-	-	-	1,135,571	29,809	1,165,380	77,374,838	49,029,001	126,403,839
2022	-	-	-	-	-	-	76,051,343	45,875,855	121,927,198
2023	-	-	-	-	-	-	75,443,493	42,615,490	118,058,983
2024	-	-	-	-	-	-	73,454,061	39,423,502	112,877,563
2025	-	-	-	-	-	-	68,438,153	36,389,520	104,827,673
2026	-	-	-	-	-	-	66,405,877	33,252,460	99,658,337
2027	-	-	-	-	-	-	65,688,772	30,250,555	95,939,327
2028	-	-	-	-	-	-	66,666,224	27,259,772	93,925,996
2029	-	-	-	-	-	-	69,043,612	24,190,007	93,233,619
2030	-	-	-	-	-	-	83,502,040	20,607,513	104,109,553
2031	-	-	-	-	-	-	64,237,040	17,321,683	81,558,723
2032	-	-	-	-	-	-	66,142,040	14,443,988	80,586,028
2033	-	-	-	-	-	-	65,835,790	11,555,360	77,391,150
2034	-	-	-	-	-	-	28,250,790	8,622,000	36,872,790
2035	-	-	-	-	-	-	29,290,789	7,330,500	36,621,289
2036	-	-	-	-	-	-	19,676,292	5,987,000	25,663,292
2037	-	-	-	-	-	-	20,661,292	5,003,500	25,664,792
2038	-	-	-	-	-	-	16,111,292	3,970,750	20,082,042
2039	-	-	-	-	-	-	16,916,292	3,165,500	20,081,792
2040	-	-	-	-	-	-	17,761,292	2,320,000	20,081,292
2041	-	-	-	-	-	-	9,088,146	1,432,250	10,520,396
2042	-	-	-	-	-	-	9,540,000	978,000	10,518,000
2043	-	-	-	-	-	-	10,020,000	501,000	10,521,000
	3,800,000	102,620	3,902,620	37,234,238	1,452,193	38,686,431	1,521,582,751	723,661,987	2,245,244,738

**Includes \$31.2 Million Note to be repaid from State reimbursement funding representing 25% of qualifying Jail construction costs.



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**STRATEGIC MANAGEMENT &
PERFORMANCE**

In keeping with Mayor Dwight C. Jones' pledge to "Build the Best Richmond", we've changed how we manage our business in recent years. Using Mecklenburg County, North Carolina as a model, Richmond focused on changing and improving the key processes for planning, budgeting, and performance management to ensure that we make best use of limited resources to deliver value to our citizens and other stakeholders. The result is our four stage, cyclical process for governmental accountability presented in Figure 3.1 and discussed in more detail in this section.

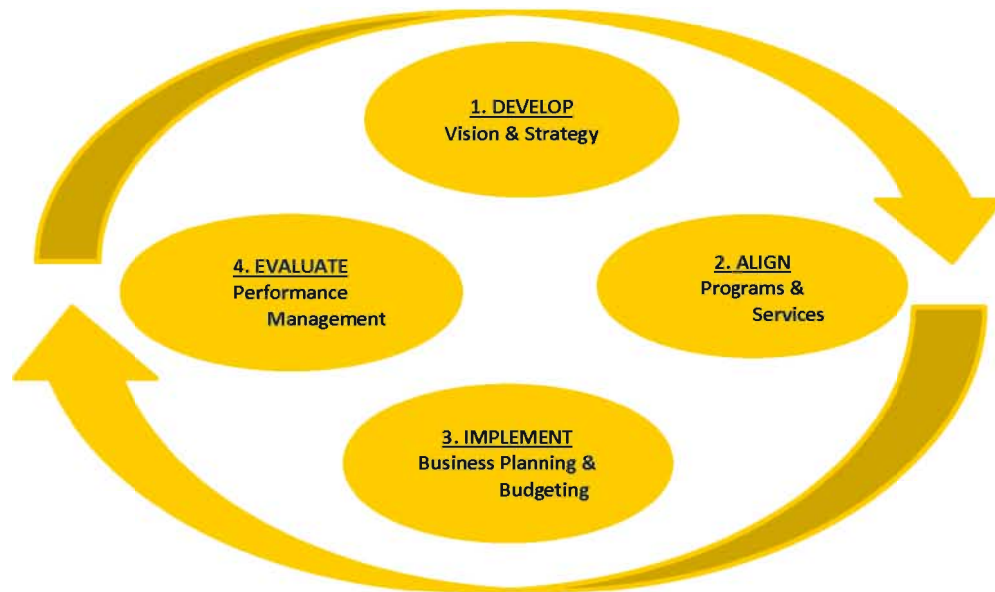


Figure 3.1: Governmental Accountability Cycle

STAGE 1—DEVELOP: VISION & STRATEGY

This stage involves setting the broad objectives/strategic results that Richmond City's customers and other stakeholders desire and then identifying the strategies to accomplish those objectives. We selected the Balanced Scorecard Strategic Management System (henceforth Balanced Scorecard) to link our mission and vision to the development of strategies intended to achieve specific performance objectives. The Balanced Scorecard improves the key processes for planning, budgeting, and performance management. As a performance measurement approach, it 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. 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 inform future adjustments to resource allocation.

STAGE 2—ALIGN: PROGRAMS & SERVICES

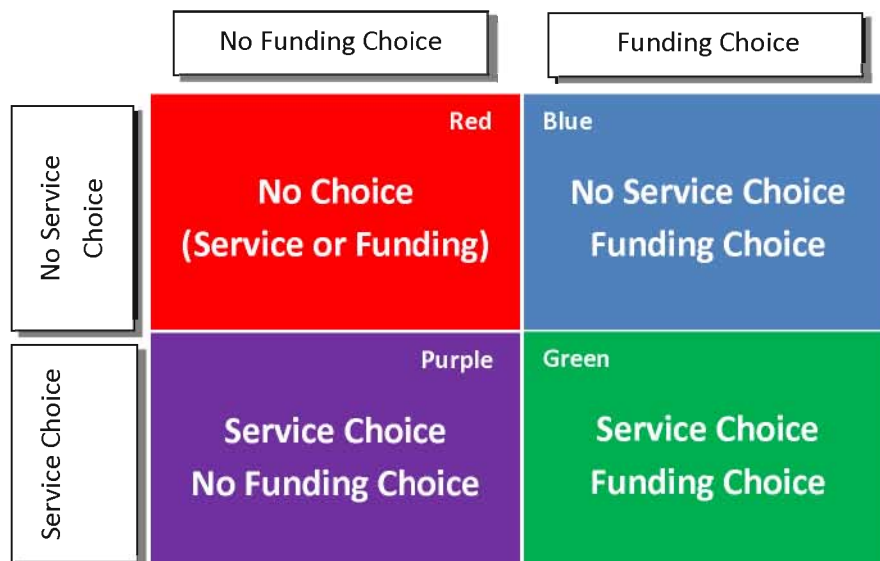
This stage involves ensuring that Richmond programs and services are aligned to its strategies in such a way that the city is positioned to achieve successful outcomes. As a local government entity, the value that we deliver is in the services we provide. A service is defined as a specific work function or combination of activities that is performed in support of a department, program, or organizational unit. Service level budgets align the services citizens expect with what the City can afford. The benefits of aligning services with strategy are:

- Better decision making and budgeting
- Effective strategic management
- Superior customer service
- Identification and elimination of unnecessary redundancies
- Enhanced communication

In April of 2011, the City conducted a Citywide Services Inventory in which city departments:

1. Identified all the services that are provided in each of the Citywide programs
2. Listed the federal, state, or local mandates with which the services were in compliance
3. Linked each service to one of the seven Focus Areas

The resulting Citywide Services informed funding decisions for this FY2016 and FY2017 Proposed Biennial Budget. All services are not created equal. Some are mandated. Others are not. Our Service Choice Matrix is based on a model developed by Mecklenburg County, North Carolina. Its purpose is to illustrate the choices available to leadership in funding services. All services funded by the City were categorized into one of the following designations. Some services appeared in multiple quadrants (not shown below) because portions of the service are subject to different levels of funding choice.



No Choices (RED) - Items in this category offer the Administration no options when it comes to providing services or the amount of funding. These are obligations that the City must fund at specified levels, regardless of economic circumstances.

No Service Choice / Funding Choice (Blue) - Services listed in this category are imposed on the Administration, yet the City has flexibility when it comes to the level of funding necessary to meet the service needs. While some level of funding is realistically needed to implement these required programs, the Administration possesses the ability to modify the funding levels.

Service Choice / No Funding Choice (Purple) - The Administration has the option to provide the services in this category. If the City chooses to offer the service, then there are spending requirements and / or outcome expectations for the service. Grant funded services frequently fall into this category; the Administration has a choice to accept or reject the grant, but once accepted the grant funds can only be used for a specific purpose.

Service Choice / Funding Choice (Green) - The Administration has complete control over both service and funding decisions. This category offers the Administration the greatest degree of budgetary flexibility.

In addition, we assigned a number representing the source of each service mandate. 4 = Federal / State. 3 = City Charter. 2 = City Code. 1 = City Ordinance or Resolution. 0 = No mandate. Using the mandate, service, and funding choice status contributed to data-driven budgeting.

STAGE 3—IMPLEMENT: BUDGETING BY INTENDED OUTCOMES

Additionally, the budget was informed by the desired outcomes of the City's strategic priorities. As a result, Richmond's budget process, based on the outcome based budgeting methodology, involves allocating resources according to strategic objectives in order to achieve successful outcomes. Outcome-based budgeting entails procedures and mechanisms intended to strengthen links between the City's existing resources and desired outcomes. We use performance data analysis in addition to mandate, service, and funding choice status, 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 service value we deliver to citizens with the resources available to us?'

When funding decisions are made at the service level, three primary questions must be asked:

1. Relevance: To what extent should the City be providing this service?
2. Performance: Do the outcomes / results justify the investment being made?
3. Efficiency: Are resources (both monetary and human) being managed in the optimal way?

As a result, budget decisions are based on data projecting the end result of the service provided. Outcome-oriented budgeting 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.

STAGE 4—EVALUATE: MANAGING PERFORMANCE

This involves establishing a performance management system that monitors, evaluates and reports annually on program/service performance results. Once the budget and strategic plan have been adopted for FY2016 and FY2017, it is imperative to continually evaluate performance. The City will keep track of its performance on the strategic outcomes desired through its Corporate and Community Scorecard. The Scorecard contains the Key Performance Indicators that have been identified as critical to achieving success in the strategic objectives.

Each program, service, initiative and project undertaken by the City is evaluated based on the performance it delivers, not the activities it conducts. Evaluations must be data driven, quantifiable, and measured against the achievement of desired outcomes in order to inform subsequent budget cycles. In addition, an outcome-based budget process makes government more transparent to citizens. As the City continues to implement outcome-based budgeting, increased accountability to the public becomes a critical component of the effort. The City's public accountability process involves 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 has become an integral part of the strategic planning process. The next section presents the Key Performance Indicators that have been identified as critical to the city and its residents in each of the resulting focus areas.

STRATEGIC FOCUS AREAS with KEY PERFORMANCE INDICATORS

Richmond has identified seven strategic focus areas that represent the strategic themes upon which the City will concentrate to achieve desired results. The seven Focus Areas are the main, high-level business strategies that form the basis for our organization's business model and have become the "Pillars of Excellence" for which we all strive in our planning and operations. They are: **1) Unique, Healthy, & Inclusive Neighborhoods & Communities; 2) Economic Growth; 3) Community Safety & Well-Being; 4) Transportation; 5) Education & Workforce Development; 6) Sustainability & the Natural Environment; and 7) Well-Managed Government.** Each Focus Area, aligned with City Council priorities, has a vision of success as well as intended outcomes that will exemplify success. Figure 3.2 on the following page depicts the seven Focus Areas as the "Pillars of Success" with a foundation of a well-managed government that supports prosperity for all.

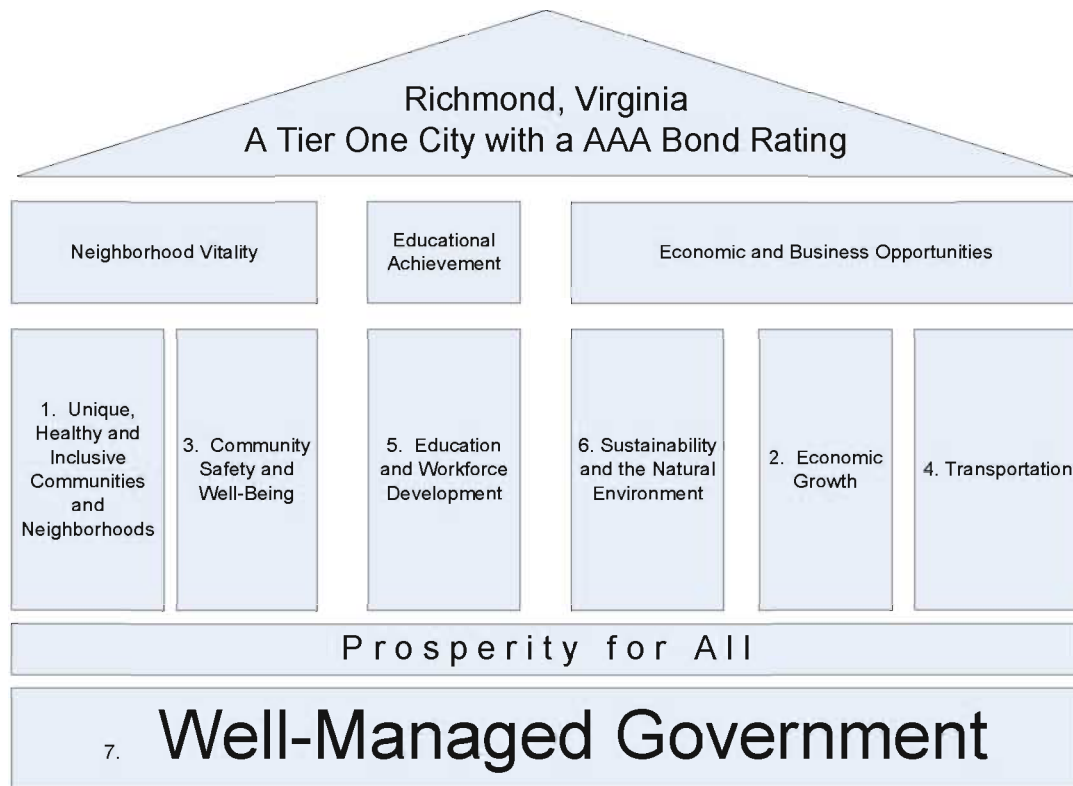


Figure 3.2: Focus Areas as Pillars of Excellence for Richmond Government (aligned with City Council priorities)

Additionally, the City of Richmond has chosen Key Performance Indicators to measure performance in the seven focus areas. Each Key Performance Indicator is tied to a citywide strategic objective. Fiscal year 2012 was the first year that data was collected and tracked comprehensively amongst the Focus Areas. Data has now been collected for Fiscal Year 2014 allowing for the City to identify trends between Fiscal Year 2012 and Fiscal Year 2014. In each Focus Area, citywide initiatives that will improve performance have been identified and adopted as part of the budget. The purpose of the initiatives are to move the city toward accomplishing the strategic objectives. Collecting data throughout the year and annually is a strategic tool in assessing the success of the funded initiatives in accomplishing their objectives and improving overall performance. Some Key Performance Indicators are noted as ‘Under Development’ as studies are being conducted to gather baseline data.

Each Focus Area and its accompanying Key Performance Indicator are discussed next. The green, yellow, and red arrows included next to the latest year’s performance indicate whether the indicator is on target (not included) for the year (green), close to target but with minimal delay and needing some attention (yellow), and not on target requiring drastic intervention (red). Further the direction of the arrow reflects whether the indicator increased (↑), declined (↓), or stayed the same (➡) in the most recent year when compared to the year immediately prior.

FOCUS AREA 1: UNIQUE, HEALTHY, & INCLUSIVE NEIGHBORHOODS & COMMUNITIES

Vision-*To create vibrant, attractive, and sustainable neighborhoods characterized by a healthy and well educated population of diverse incomes and exceptionally designed living spaces, within a network of interconnected neighborhoods that offer a quality and diverse array of continued learning, recreational, cultural and entertainment, retail, and service opportunities.*



Intended Outcomes

The intended outcomes supporting the Vision Statement and driving achievement are focused on the development of a city of *complete neighborhoods*. Complete neighborhoods are those that provide residents and business owners with the essentials that they need on a day-to-day basis. They include:

- Accessible housing options
- Opportunities for positive interactions and community-building
- Livability that appeals to all ages
- Community-based services, amenities, cultural activities, and entertainment
- Support for all residents, including elderly, disabled and other vulnerable populations
- Accessible retail
- An environment that promotes a healthy lifestyle (exercise, nutrition, and medical care)
- Access to outdoor green space and parks
- Diversity – age, income, race, culture, lifestyle
- Equitable access to high quality, culturally and linguistically appropriate and affordable health care

Focus Area (FA) 1 Key Performance Indicators

FA 1 Key Performance Indicators	FY 2012	FY 2013	FY 2014	Trend	Initiative Name	Dept / Agency
Number of Blighted and Derelict Properties <i>Decrease the number of structures with code violations in the four Neighborhood Statistical Areas.</i>	N/A	107 Properties	306 Properties -3 Acquisitions -292 Boardings -11 Demolitions	↑	Blight Abatement	PDR
					East End Community Transformation	PDR
Cultural Events <i>To increase the number of participants at cultural events in the City (includes participation from tourism as well as Parks & Rec and Library activities/events).</i>	N/A	247,564	279,537	↑	Cultural Events at Library	RPL
					Office of Multicultural Affairs	DCAO HS
					Enhance Bellemeade Community Center Facility	PRCF
					Martin Luther King Recreation Center	PRCF
					Swimming Pool Renovations	PRCF

FA 1 Key Performance Indicators	FY 2012	FY 2013	FY 2014	Trend	Initiative Name	Dept / Agency
*Health Ranking <i>To obtain targeted health goals including infant mortality, low birth weight and obesity.</i>	125/131	121/131	121/133		Food Policy Taskforce Initiatives	RCHD
					Office on Aging & Persons with Disabilities	DCAO HS
					Resource Centers	RCHD
					Breast Feeding Initiative	RCHD
Neighborhood and Community Amenities/Assets Index <i>To increase the percent of population that has access to key amenities (schools, parks and recreation facilities, retail, etc.)</i>	Under Development	Under Development	FY15 Will Establish Baseline	N/A	Cannon Creek Gateway Improvements	PRCF
					Library Renovations	RPL
					Monroe Park Improvements	PRCF
					Pedestrians, Bikes and Trails Education and Outreach	CAO
					Public School Construction	DPW
Poverty Rate <i>To decrease the percentage of population living at or below the poverty line.</i> <i>Note: This data is captured on a calendar year basis</i>	26.3% (1 yr ACS Est.)	25.6% (1 yr ACS Est.)	25.6% (1 yr ACS Est.)		Community Wealth Building Team	DCAO HS
					Reduce Teen Pregnancy	RCHD
					*There are various initiatives that will impact this measure across multiple Focus Areas	
Appearance Index <i>To decrease the presence and frequency of external code violations, graffiti, refuse, inoperable vehicles, overgrown lots and blighted and derelict property.</i>	N/A	20.9% (CY)	Not Available		Hull Street Corridor Revitalization	PDR

FOCUS AREA 2: ECONOMIC GROWTH

Vision- To achieve the goal of making Richmond a Tier One City and fulfill the mission of Building the Best Richmond through comprehensive economic growth by ensuring a sound quality of life for local residents, creating and retaining jobs, stimulating investment in neighborhoods and businesses, and generating the revenues necessary to fund vital municipal services.

Intended Outcomes

The intended outcomes supporting the Vision Statement and driving achievement include:

- Increasing access to opportunity for Richmond residents
- Developing and supporting Richmond's tax revenue base, providing funding for municipal services for all residents
- Supporting local business development and entrepreneurship
- Maximizing the City's assets and advantages
- Attracting long-term investment in real property and development
- Attracting and retaining businesses and industries thereby creating jobs, including those that offer living wage employment, worker benefits and workplace polices such as health insurance, paid sick leave, etc.
- Mitigating displacement of low income residents in revitalized communities

Focus Area (FA) 2 Key Performance Indicators

FA 2 Key Performance Indicators	FY 2012	FY 2013	FY 2014	Trend	Initiative Name	Dept / Agency
Number of New Jobs <i>To have a positive net growth in the number of jobs.</i>	1,449	1,000	882	↓	Business First Retention	ECD
					Business Attraction	
					Workforce Development	
Percent of Working population earning less than \$25,000 (Living Wage Estimate) <i>Decrease the percent of individuals earning less than \$25,000.</i>	35.2%	34.3%	34.3%	→	*There are various initiatives that will impact this measure	ECD
Unemployment Rate <i>To have the City's unemployment rate at or below the state level.</i>	8.9%	8.2%	7.0%	↓	*There are various initiatives that will impact this measure	ECD
Taxable Sales <i>Sales that occur in city that accrue tax</i>	\$2,347,750,221	\$2,381,398,657	\$2,402,372,720	↑	Redskins	ECD
					Landmark Theatre	
					UCI 2015	
MBE/ESB Business Investment <i>Increase the percent of contracted dollars spent on minority and emerging small businesses within City of Richmond Limits.</i>	\$39,152,477	\$58,455,909	\$42,912,181	↓	MBE/ESB Expansion	MBD
MBE/ESB Businesses <i>Increase the number of minority and emerging small businesses within the City to 375.</i>	191	87	79	↓	MBE/ESB Expansion	MBD

FOCUS AREA 3: COMMUNITY SAFETY & WELL BEING

Vision-To make Richmond a Tier One City and fulfill the mission of Building the Best Richmond by fostering a Richmond in which those who live, work and recreate in the City are safe and feel safe; are informed by, and actively engage in problem-solving efforts with each other and city officials; and where the quality of life significantly exceeds the community's expectations.

Intended Outcomes

The intended outcomes supporting the Vision Statement and driving achievement include:

- Reduction of major crime and other public safety incidents, including the inequitable exposure to such incidents
- Increased alternatives to incarceration
- Investment in Public Safety/Health Infrastructure
- Enhanced Emergency Management Capability
- Advancement and Promotion of Public Safety Prevention and Education
- Improved citizen perception of safety and increased citizen satisfaction, including improved resident sense of connectedness to neighbors

Focus Area (FA) 3 Key Performance Indicators

FA 3 Key Performance Indicators	FY 2012	FY 2013	FY 2014	Trend	Initiative Name	Dept / Agency
Incarceration Rate To reduce the incarceration rate of individuals in the City. Note: This data is captured on a calendar year basis	6.60%	4.22%	4.45%	No Target Was Established	Mental Health Pretrial Docket	Justice Services RBHA Richmond Sheriff's Ofc (KPI data)
					Mental Health Alternative Sentencing Program	
					Adult Electronic Monitoring	
					Intensive Substance Abuse Program	
					Day Reporting Center	
					Criminal Justice Planning	
					Pretrial/Probation Services	
Property Crime To reduce the number of property crime incidents within the City	9220	8903	8855	↓	Housing Community 8	RPD
					Traffic Check Points	
					Police Officer Walking Patrol	

STRATEGIC MANAGEMENT & PERFORMANCE

FA 3 Key Performance Indicators	FY 2012	FY 2013	FY 2014	Trend	Initiative Name	Dept / Agency
Property Crime (Continued)					Breaking and Entering Sting	
					Bait Car/Bike Sting	
					False Burglary Alarm Calls for Service Reduction	
					Bait Property Operation	
					CYIS Assistance - Business Watch in Broad Rock 1	
					CYIS Assistance – Neighborhood Watch in Broad Rock 1	
					Police Officer Walking	
					Vehicular Directed Patrol	
					SID Assistance	
					RRHA Police Assistance	
					FMT TAC/Detectives Assistance-Burglars	
					FMT TAC/Detectives Assistance-Repeat Offenders	
					False Burglary Alarm Calls for Service	
Exceed National Average Clearance Rate - Arson						
Violent Crime <i>To reduce the number of violent crime incidents within the City.</i>	1315	1379	1320	↓	HIDTA Initiative Gang Enforcement Robbery Suppression	RPD

FA 3 Key Performance Indicators	FY 2012	FY 2013	FY 2014	Trend	Initiative Name	Dept / Agency
Violent Crime (Continued)					Warrant Sweeps	
					Outdoor Roll Calls	
Fire Response Time <i>To meet industry response time standards at the 90th percentile (% of time reponse is within industry standard?)</i>	69.78%	71.00%	78.65%	↑	Fire Response Times Initiative	RFES
					Essential Hiring of frontline Firefighters	
Emergency Response Time Standard (RAA)	95.86%	95.87%	95.09%	↓		RAA

FOCUS AREA 4: TRANSPORTATION

Vision-*To make Richmond a Tier One City and fulfill the mission of ‘Building the Best Richmond’ through a transportation system that provides safe, efficient, equitable, affordable and accessible multi-modal transportation for the movement of people, goods, and services in harmony with existing and future land use and the natural environment.*

Intended Outcomes

The strategic results supporting the Vision Statement and driving the achievement of desired outcomes are based on the ten guiding principles which were developed for the Richmond Strategic Multimodal Transportation Plan through a collaborative process. Transportation decisions will be guided by the following:

- **Safety:** Operationally, our roadways and all travel modes will be safe for all users and there will be reduced motor vehicle accidents and pedestrian injuries.
- **System Preservation:** Well managed and preserved roadways, bridges and transportation infrastructure
- **Multimodal Linkages:** Neighborhoods and communities throughout the City will be linked by a balanced, multimodal, bikeable, walkable, transit-friendly transportation system.
- **Complete Streets:** Streets will be designed, redesigned, and maintained in a way that better serves the needs of all modes
- **Equity and Accessibility:** Our multimodal system will be more equitable, universally accessible and provide improved access to jobs, attractions, health care, healthy foods and activities.
- **Regional Cooperation:** We will think regionally. Regional transit will be an extensive part of the future transportation system. Access to jobs and housing will be coordinated regionally.
- **Sustainable Transportation:** Transportation will be more sustainable by reducing per capita Vehicle Miles of Travel (VMT) within the City; increasing the use of bicycles, pedestrian facilities, and transit; coordinating transportation decisions with local land-use decisions and redevelopment projects to facilitate greater use of multi-modal options; and encouraging alternatives to the single occupant vehicle.
- **Alternative Mode Support:** More multimodal centers, corridors and land use and parking policies that support alternative modes of transportation, walking and biking.

- **Innovation:** Richmond will embrace transportation innovations in the operations, design and maintenance of transportation facilities and in the incorporation of new modes and technologies.
- **Historic Character:** We will build upon our historic character and unique transportation history; including Main Street Station, regional rail infrastructure, streetcar history, the canals, the James River, the Port and the historic grid network.

Focus Area (FA) 4 Key Performance Indicators

FA 4 Key Performance Indicators	FY 2012	FY 2013	FY 2014	Trend	Initiative Name	Dept / Agency
Number of Lane Miles Paved / *Road Maintenance Rating <i>80% of roads with a rating of good or better.</i> <i>*Note: Still awaiting data from assessment for Road Maintenance Rating</i>	107.7 lane miles	131 lane miles	120 lane miles	↓	Resurface Lane Miles of Roadway	DPW
					Infrastructure for UCI Race World Road Cycling Championship	
Miles of Sidewalk Paved / *Sidewalk Maintenance Rating <i>Sidewalks rated at ≥20 (rating scale 0-40) from citizen requests.</i> <i>*Note: Still awaiting data from sidewalk inventory and assessment for Sidewalk Maintenance Rating</i>	4 miles	5.69 miles (35 requests rated at 20 or higher)	5.96 miles	↑	Sidewalk Improvements	DPW
					New Sidewalks	
Number of Deficient Bridges / Bridge Sufficiency Rating <i>The number of bridges with a Sufficiency Rating of ≥80.</i>	34/58	34/58	33/58	↓	Miscellaneous Bridge Improvements	DPW
Crash Indices <i>Reduce the total number of annual crashes by 3%.</i>	4,430 total annual crashes	4,160 total annual crashes	3,650 annual crashes	↓	Install Traffic Calming	DPW
					Signs and Markings	
					Two Way Striping of Sharrows	
					Upgrade LEDs	
Upgrade Signaled Intersections						
Cargo Tonnage <i>Increase the Cargo Tonnage through Port of Richmond.</i>	101,050 Short Tons	123,000 Short Tons	212,760 Short Tons	↑	Supporting Infrastructure for the Port of Richmond	DPW Port of Richmond

FA 4 Key Performance Indicators	FY 2012	FY 2013	FY 2014	Trend	Initiative Name	Dept / Agency
Public Transportation Access <i>Increase the percentage of persons with access to public transportation (1/4 mile).</i>	85%	85%	85%	→	Bus Rapid Transit	DPW GRTC
					Main Street Station	
Miles of GRTC routes outside city limits <i>To extend miles of transportation along designated routes outside the City limits.</i>	3,697	3,697	3697	→	To Be Determined	DPW GRTC

FOCUS AREA 5: EDUCATION & WORKFORCE DEVELOPMENT

Vision-*To make Richmond a Tier One City and fulfill the mission of Building the Best Richmond through a well-educated, well-trained workforce that supports and stimulates a vibrant local economy, which in turn enables all workers to earn a living wage and enjoy a high quality of life.*

Intended Outcomes

The intended outcomes supporting the Vision Statement and driving achievement include:

- Making the City an effective Workforce Intermediary and Supplier of Choice, supported by a robust and highly collaborative education and workforce development system with fully engaged employers
- Ensuring all children are healthy, well cared for and enter school ready to learn
- Availability of high quality child care throughout the community, supporting children's school readiness and enhancing parents' ability to work outside the home
- Increasing the likelihood of students' success at the elementary, middle and high school levels and, thus, the odds of graduating from high school
- Increasing the number of students who successfully transition to post-secondary opportunities as appropriate to their career aspirations and abilities
- Promoting industry-specific career and technical training programs which prepare individuals for jobs that provide family-sustaining wages and fuel a vibrant economy
- Ensuring individuals who did not successfully navigate the traditional educational pathway have access to gain the needed reading, math, computer, and financial literacy essential to participate in the world of work. These opportunities will result in increasing percentages of Richmond residents becoming literate and self sustaining
- Having adult education and life-long learning opportunities which promote continuous learning and help Richmond citizens sustain their roles as contributing members of the community

Focus Area (FA) 5 Key Performance Indicators

FA 5 Key Performance Indicators	FY 2012	FY 2013	FY 2014	Trend	Initiative Name	Dept / Agency
Workforce Development Rate <i>To increase the percent of individuals hired through the Workforce Pipeline.</i>	42%	54%	53%	↓	Implement the Workforce Pipeline and Center for Workforce Innovation - VIEW	Center for Workforce Innovation
					Expand the Mayor's Youth Academy	
					GEDs/Adult Diplomas for VIEW Participants	
					Job Retention	
Graduation Rate <i>Increase on time graduation rate.</i>	73.6%	76.0%	80.5%	↑	Contribution to Richmond Public Schools for Increased Enrollment at Governor's School	City Administration
					Implementation of Literacy Intervention through Richmond Public Library in Non-Library Summer Programs to Reduce Summer Learning Loss	RPL
Improve PALS-K Scores for Children Entering Kindergarten <i>Increase the percent of students identified as kindergarten that pass the FPAL screening .</i>	80.0%	79.3%	78.3%	↓	Grade Level Reading Initiative – PALS-K Screening Improvement	RPL
Truancy Rate <i>To decrease the truancy rate.</i> <i>Note: As of July 1, 2014 oversight of Truancy is being provided by Richmond Public Schools so we will no longer report on this indicator after FY2014.</i>	12.6%	13.8%	Not Available		Support Success in Schools and Reduction in Dropout Rate- Truancy Case Management and Referral; Reporting; Monitoring (Complete)	Justice Services RPS

FOCUS AREA 6: SUSTAINABILITY & THE NATURAL ENVIRONMENT

Vision-*To make Richmond a Tier One City and fulfill the mission of Building the Best Richmond through safeguarding the environment, including protection of air and water quality, land preservation, and energy and resource conservation.*

Intended Outcomes

The intended outcomes supporting the vision statement and driving achievement include:

- Environmental justice – i.e. environmental burdens and benefits are shared equitably (or, those with greatest social and health risks have least exposure to environmental threats)
- Implementation of RVA Green Sustainability Plan recommendations
- Implementation of Energy Management Plan to guide future energy efficiency efforts
- Reduced greenhouse gas (GHG) emissions from the community and city government operations
- Reduced energy use in City facilities
- Increased adoption of stormwater best management practices (BMPs) that reduce the amount of stormwater entering the CSO and pollution into the watershed
- Equitable prioritization of projects to improve tree canopy in communities lacking greenery and green spaces
- Increased urban tree canopy
- Adoption of enterprise asset management to reduce total life cycle costs
- Compliance rates with permits issued by federal and state regulatory agencies to the natural gas, water, wastewater and stormwater utilities
- Increased tonnage of recycling

Focus Area (FA) 6 Key Performance Indicators

FA 6 Key Performance Indicators	FY 2012	FY 2013	FY 2014	Trend	Initiative Name	Dept / Agency
Recycling Tonnage <i>Increase recycling by 3 percent per year.</i>	6,802.7 tons curbside collection 611.49 tons drop-off service	7,297.9 tons curbside collection 674.45 tons drop-off service	6,899.2 tons curbside collection	↓	Implement Pilot Program (Approximately 3,000 Customers) Upgrading 18 Gallon Totes to 96 Gallon Recycling Carts	DPW
Solid Waste Landfill Tonnage <i>Waste to Landfill not to exceed 87,515 tons</i>	80,382.32 tons	74,797.12 tons	85,349.00 tons	↑	Pay As You Throw: Hire Consultant to Conduct Solid Waste Characterization Study.	DPW
Residential Water Affordability <i>Increasing Residential Affordability of Water through conservation of use in our residents' homes, apartments and condominiums by use of 5 hundred cubic feet (ccf) of water or less per month.</i>	Mean: 6.4 ccf Median: 4 ccf	Mean: 6.2 ccf Median: 4 ccf	Mean: 6.4 ccf Median: 4 ccf	↑	Develop an Affordability Program to Help Ensure the Affordability of Water and Wastewater Service by Providing Support for Economically Disadvantaged Customers.	DPU
Natural Gas Sales to Compressed Natural Gas	122,193 ccf	115,619 ccf	536,785 ccf	↑	CNG Fleet Fuel Conversions	DPU

FA 6 Key Performance Indicators	FY 2012	FY 2013	FY 2014	Trend	Initiative Name	Dept / Agency
(CNG) Fleet <i>To increase the sales from natural gas to compressed natural gas.</i>					Implement Enterprise Asset Management	DPU DPW
					Performance Contracting	DPW
Greenhouse Gas Emissions <i>To reduce GHG emissions (citywide; baseline from 2008 study) metric tons of CO2e (carbon dioxide equivalent) by 1.8 percent annually.</i> <i>Note: A Greenhouse Gas Emissions Inventory is conducted every 3-5 years. An updated inventory will be completed in 2015.</i>	N/A	N/A	N/A		Education and Outreach Efforts for Green Buildings (LEED and Residential)	DPU / Ofc of Sustainability DPW
					Increase Tree Canopy	

FOCUS AREA 7: WELL-MANAGED GOVERNMENT

Vision-*To make Richmond a Tier One City and fulfill the mission of Building the Best Richmond through a well-managed government that provides effective and efficient City services that are accessible, transparent, responsive, accountable, fair and creative, and maintain a high level of customer satisfaction.*

Intended Outcomes

The intended outcomes supporting the Vision Statement and driving achievement include:

- Upgrading or maintaining the City's bond rating from each of the rating agencies
- Improving tax collection rate
- Improving customer service ratings on the Citizen Survey across all neighborhoods
- Decreasing the City's medical trend line
- Compliance on all municipal contracts
- Decreasing equipment downtime
- Having a replacement plan for information technology and fleet equipment
- Improving workforce caliber, motivation and satisfaction

Focus Area (FA) 7 Key Performance Indicators

FA 7 Key Performance Indicators	FY 2012	FY 2013	FY 2014	Trend	Initiative Name	Dept / Agency
Bond Rating <i>To improve the City's bond rating to AAA.</i>	AA	AA+	AA+	➔	Establish and Implement Asset Replacement and Renewal Reserve and Policy	Finance

STRATEGIC MANAGEMENT & PERFORMANCE

FA 7 Key Performance Indicators	FY 2012	FY 2013	FY 2014	Trend	Initiative Name	Dept / Agency
Bond Rating <i>(Continued)</i>					Establish and Implement Policy that Prioritizes Priority Order for Replenishment of the City's Funds and Reserves at Fiscal Year End	
Tax Collection Rate <i>Increase the percentage of overall taxes collected at 98%.</i>	94-95%	95-96%	96%	→	Develop and Implement a Comprehensive Tax Collections Plan with Performance Measures	Finance
					Establish and Fully Implement Dedicated Delinquent Collections Division in the Department of Finance	
Budget Accountability Rate <i>Percent of General Fund Expenditure within Budget.</i>	100%	100%	98.9%	↓	Perform Quarterly Departmental Expenditure Forecasts	Budget
Customer Service Rating on Community Survey <i>Increase the rate of overall customer satisfaction in the Annual Community Survey by 25% .</i>	46%	N/A <i>(Survey is conducted every two years)</i>	42%	↓	Customer Service Imprint (CSI)	HR
					Implement Customer Relationship Management (CRM) System/Software	
					One Stop Shop	
Employee Satisfaction Rate <i>Increase the rate of satisfaction in individual categories in the Annual City of Richmond Employee Survey by 1-3%</i>	71%	N/A <i>(Survey is conducted every two years)</i>	71%	→	Employee Incentives and Recognition	HR
					Implement an Executive Development Program	
					Increase Online Training Classes Delivered with Learning Management System	
Medical Trend Line <i>To reduce the medical trend line by 10%.</i>	15%	6.6%	3.3%	↓	Enhance Employee Wellness Program	HR
Contract Compliance Rate <i>Increase compliance on all municipal contracts.</i>	Under Development	Under Development	FY15 Will Establish the Baseline	N/A	Contract Administration	DPS

FA 7 Key Performance Indicators	FY 2012	FY 2013	FY 2014	Trend	Initiative Name	Dept / Agency
Business Process Productivity Rate <i>Efforts to create operational efficiencies in some key areas of City government</i>	Under Development	Under Development	Will be created in FY15	N/A	Implement Enterprise Resource Planning (ERP) System (Complete)	Finance DIT
					Enhance Fleet Operations (fleet operations/maintenance)	
					Enhance Fleet Operations (fleet replacement)	
					Enhance Parking Operations: On-Street Parking and Off-Street Parking	
					Parallel Fiber Lay to Phase II of Advanced Traffic Engineering Plan (FIRE)	
					Replace 800 Megahertz System (POLICE) - Steps Set Forth by the Contracted Vendor	
					Establish DIT Equipment Lifecycle Replacement Program and Strategy	

NEXT STEPS

As presented in Figure 3.1, the strategic planning process does not end. The expectation is that each cycle will lead to greater improvements and enhanced accountability as we fine tune our strategies to achieve optimal outcomes, based on the results of the previous cycle. Although we have made many improvements to the way we manage our business (of providing services), there is still more to be accomplished. In FY2016, the City will:

- Monitor service level budget expenditures as a component of ensuring dollars are optimally appropriated
- Begin monitoring established performance benchmarks for every City service
- Continue reporting departmental balanced scorecard
- Beginning with City directors and deputy directors, implement the revised performance evaluation tool that is tied to Citywide and departmental strategic objectives and measures

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 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.

GOVERNMENTAL FUNDS

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 and 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.

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.

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.

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.

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.

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

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.

OPERATING BUDGET POLICIES AND PRACTICES

Unassigned (Undesignated) Fund Balance – The City will maintain a Rainy Day/Unassigned fund balance equal to at least ten percent (10%) 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.

Revenue Stabilization Fund – The City will strive to build and maintain a revenue stabilization fund 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.

Reserve	Purpose	Goal
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 provide for temporary funding of unforeseen emergency or catastrophic needs.	Post GASB 54 implementation, a Rainy Day/Unassigned fund balance of 10.0% will be maintained

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.

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.

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.

GENERAL OBLIGATION BOND CREDIT RATING

Moody’s Investor’s Service	Aa2
Standard and Poor Rating Group	AA+
Fitch Ratings Ltd	AA+

UTILITY REVENUE BOND CREDIT RATING

Moody’s Investor’s Service	Aa2
Standard and Poor Rating Group	AA
Fitch Ratings Ltd	AA

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.

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.

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 budget, will not exceed 10 percent.	10%	Met
Debt will not exceed 4.5 percent of total assessed values (real estate, personal property, and machinery & tools).	4.5%	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.

CASH MANAGEMENT AND INVESTMENT POLICIES 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.

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.

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.



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**REVENUE SUMMARIES
TRENDS & ANALYSIS**

GENERAL FUND REVENUE SUMMARY

GENERAL FUND REVENUE FY2016

Fiscal Year 2016 General Fund Revenue is projected to be \$689,260,933. The proposed budget for FY2016 does not include the use of the City's unassigned fund balance. FY2016 General Fund Revenues are projected to decrease by \$2,704,664 or -0.4 percent compared to the FY2015 Adopted Budget of \$691,965,597. Tax rates remain unchanged from the FY2015 Adopted Budget.

Note: Some figures throughout this section may not sum due to rounding.

General Fund Revenue: Summary by Category & Source				
Revenue Description	FY2014 Actual	FY2015 Adopted	FY2016 Proposed	FY2017 Proposed
General Property Taxes				
Real Property Taxes				
Current	217,200,181	219,000,000	230,681,016	237,624,057
Delinquent Real Estate Tax	6,568,640	9,000,000	9,547,841	9,626,763
Subtotal: Real Property Taxes	223,768,821	228,000,000	240,228,857	247,250,820
Personal Property Taxes				
Personal Property Tax	29,079,542	29,791,300	29,857,971	29,969,198
Personal Property Tax Relief	16,708,700	16,708,700	16,708,700	16,708,700
Delinquent Personal Property Tax	5,614,439	11,000,000	11,547,375	11,594,112
Subtotal: Personal Property Tax	51,402,681	57,500,000	58,114,046	58,272,010
Other Property Taxes				
Machinery & Tools Tax	13,607,934	15,500,000	15,500,000	15,500,000
Mobile Home Title Tax	6,132	6,000	6,050	6,280
Subtotal: Other Property Tax	13,614,066	15,506,000	15,506,050	15,506,280
Total General Property Taxes	288,785,568	301,006,000	313,848,953	321,029,110
Other Local Taxes				
Consumer Utility Taxes				
Electric Consumer tax	11,463,513	12,200,000	12,325,598	12,522,403
Gas Consumer Tax	4,833,897	4,600,000	4,600,000	4,600,000
Utility Pole & Conduit Tax	169,729	157,000	157,933	158,607
Subtotal: Consumer Utility Taxes	16,467,139	16,957,000	17,083,531	17,281,010
Consumer Taxes				
Local Sales & Use Tax	30,944,459	32,500,000	33,204,968	33,820,468
Prepared Food (Meals) Tax	30,444,280	30,000,000	31,419,954	31,715,278
Lodging (Hotel) Tax	5,974,488	7,100,000	7,070,496	6,772,119
Admissions Tax	2,964,390	2,500,000	2,990,397	2,821,936
Vehicle Rental Tax[1]	855,582	600,000	960,634	1,004,469
Short Term (1% Property) Rental Tax	133,773	135,000	147,588	168,907
Subtotal: Consumer Taxes	71,316,972	72,835,000	75,794,037	76,303,177

GENERAL FUND REVENUE SUMMARY

General Fund Revenue: Summary by Category & Source

Revenue Description	FY2014 Actual	FY2015 Adopted	FY2016 Proposed	FY2017 Proposed
State Distributed Local Taxes				
Sales & Use Tax for Education	23,612,726	24,951,256	24,833,935	25,371,837
Communications Tax	16,839,048	17,200,000	17,227,534	17,336,897
Recordation Tax	872,407	750,000	801,368	806,368
Subtotal: State Dist. Local Taxes	41,324,181	42,901,256	42,862,837	43,515,102
Business Taxes				
Bank (Stock) Franchise Tax	9,328,141	8,500,000	8,454,227	8,564,374
Telephone Commissions Tax	905,481	338,000	642,295	647,464
Subtotal: Business Taxes	10,233,622	8,838,000	9,096,522	9,211,838
Other Taxes				
Penalty & Interest on Delinquent Taxes	3,552,330	4,700,000	4,880,809	4,825,666
Subtotal: Other Taxes	3,552,330	4,700,000	4,880,809	4,825,666
Total Other Local Taxes	142,894,244	146,231,256	149,717,736	151,136,793
Total Taxes	431,679,812	447,237,256	463,566,689	472,165,903
Licenses, Permits & Fees				
Business License	31,626,326	34,000,000	34,154,693	35,314,126
Vehicle License	3,303,232	3,700,000	3,989,495	4,332,627
Parking Fees & Permits	1,523,374	-	0	0
Utility Right-of-Way Fees	1,257,324	775,000	780,210	782,621
Other Licenses, Permits & Fees	583,423	1,300,000	1,354,263	1,364,863
Total Licenses Permits & Fees	38,293,679	39,775,000	40,278,661	41,794,237
Intergovernmental Revenue				
Federal Revenue	2,800	500,000	514,951	523,710
State Payment for Social Services	37,972,655	40,775,000	41,997,067	42,376,407
State House Bill 599	13,894,020	13,600,000	13,600,000	13,600,000
Reimbursement for State Shared Expenses	20,680,116	18,800,000	19,053,921	19,053,921
Street Maintenance	24,617,661	24,500,000	24,539,222	24,995,228
State Block Grant	4,606,735	4,500,000	4,280,605	3,671,907
State Payment in Lieu of Taxes (PILOT)	3,132,129	3,400,000	3,422,138	3,482,096
All Other State Revenue	750,000	725,000	757,998	766,961
Total Intergovernmental Revenue	105,656,116	106,800,000	108,165,902	108,470,230

GENERAL FUND REVENUE SUMMARY

General Fund Revenue: Summary by Category & Source

Revenue Description	FY2014 Actual	FY2015 Adopted	FY2016 Proposed	FY2017 Proposed
Fines and Forfeits				
Circuit Court Fines & Fees	5,828,840	4,000,000	5,606,509	5,626,423
General District Court Fines & Fees	-	1,600,000	13,648	13,452
Juvenile & Domestic Relations Court	-	8,000	0	0
Parking Violations	4,307,778	-	0	0
Overdue Book Fines	85,168	89,000	93,592	96,346
Total Fines & Forfeits	10,221,786	5,697,000	5,713,749	5,736,221
Utility Payments to the General Fund				
Utility Payment in Lieu of Taxes	24,966,553	25,642,100	27,760,230	27,336,284
Payment for Collection Services	418,095	558,500	570,000	585,000
Payment for Administrative Services	2,914,500	2,950,900	3,554,065	3,731,768
Utility Dividend Payments	3,877,438	2,832,700	3,419,714	5,752,116
Total Utility Payments to the General Fund	32,176,586	31,984,200	35,304,009	37,405,168
Charges for Goods & Services				
Building Service Charges	1,029,746	700,000	939,151	978,301
Rental of Property	381,172	350,000	416,869	422,653
Safety Related Charges	359,997	200,000	202,346	203,563
Other Service Charges	1,804,674	1,900,000	2,000,889	2,103,210
Refuse Collection Fees	11,961,984	11,900,000	11,933,793	11,969,105
Commercial Dumping Fees	144,472	200,000	325,624	363,862
Recycling Proceeds	1,570,890	1,600,000	1,650,723	1,700,646
Inspection Fees	3,439,213	4,500,000	4,885,588	5,318,573
Health Related Charges	105,105	92,000	47,488	47,457
Other Sales	558,834	200,000	209,389	210,837
Printing and Telecommunication Charges	797,988	250,000	510,275	563,298
Risk Management	5,316,045	5,990,700	5,944,424	6,514,371
Total Charges for Goods & Services	27,470,120	27,882,700	29,066,559	30,395,876
Other General Fund Revenue & Resources				
Administrative Payments	997,491	1,716,269	1,754,478	1,754,478
Internal Service Fund Payments	-	350,000	353,416	358,271
Data Sharing & Other Transfers	-	30,123,172	3,000,000	0
Other Payment to the General Fund	2,438,167	-	1,120,745	1,093,047
All Other Revenue	1,217,559	400,000	936,725	952,122
Total Other General Fund Revenue	4,653,217	32,589,441	7,165,364	4,157,918

GENERAL FUND REVENUE SUMMARY

General Fund Revenue: Summary by Category & Source

Revenue Description	FY2014 Actual	FY2015 Adopted	FY2016 Proposed	FY2017 Proposed
Subtotal General Fund Revenue	650,151,316	691,965,597	689,260,933	700,125,553
All Other Resources				
Rainy Day/Unassigned Fund Balance	72,908,900	75,000,000	-	-
Other Reserves	33,750,000	19,518,822	-	-
Total All Other Resources	106,658,900	94,518,822	-	-
General Fund Revenue Grand Total	756,810,216	786,484,419	689,260,933	700,125,553

ECONOMIC OVERVIEW

The global recovery has been inundated by a multitude of "curses" during the past few years, including high public and private-sector debt levels that have dictated deleveraging by households, corporations, and governments. However, these obstacles to growth are easing in some countries, especially the USA and UK, which explains their better-than-average performance.

The USA, the world's largest economy, continues to grow and to outperform its peers. The growth is determined by strong domestic demand, specifically consumer spending. The underlying forces supporting consumer spending, which account for 70 percent of gross domestic product (GDP), remain very positive, including strong jobs growth, improved household finances, and low gas prices. It is expected that the economy will grow in the 2.5 to 3.3 percent range for 2015, up from 2.2 percent in 2014. The economy also expects to add 3.0 million jobs in 2015, slightly above 2014's addition of 2.95 million. This addition will keep fueling income and consumption for healthy economic growth.

The national unemployment rate at the end of February 2015 was 5.5% and is expected to drop to 5.3% by the end of 2015. As a result of the rapidly strengthening labor market, wage growth for nonsupervisory workers is likely to marginally increase in 2015, and that will further fuel the consumer spending.

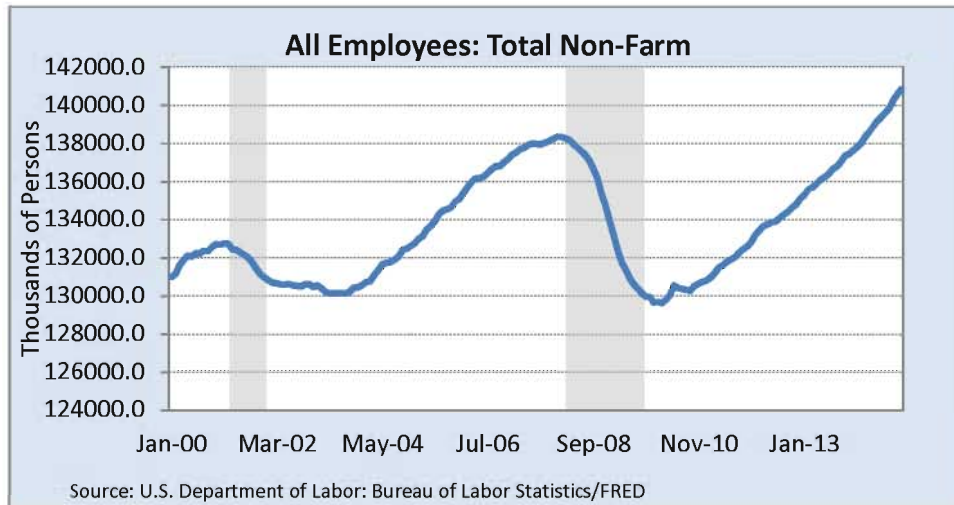
Lower gasoline prices, a rapidly strengthening labor market, a strong US dollar, and strong growth prospects and expectations should keep the Federal Reserve on course to start raising interest rates by the middle of 2015.

NATIONAL ECONOMIC INDICATORS

The recession began in December 2007 and, according to the National Bureau of Economic Research (NBER), ended in June 2009. Of the six quarters between 2008-Q1 to 2009-Q2, real GDP declined five out of six times. Since the recession ended, real GDP has advanced each quarter. Odds of a double-dip recession have become increasingly low. On an annual basis, real GDP grew 2.6% over 2013, compared to 2.2% over 2012 and 1.8% in 2011. The strongest decline in real GDP was felt in 2009 when it shrank 3.1%.



Employment has also shown growth over 2013, advancing 2.4% and adding an average of 246,000 jobs per month. This was significantly stronger than non-farm employment growth over 2013, which advanced 1.61% and saw an average of 182,000 jobs added. As of February 2015, total non-farm employment was 141.1 million and adding about an average of 267,000 jobs per month. The Labor Force participation rate, a measure that includes those workers who have dropped out of the labor force, hit a relative peak of 66.2% in January 2008. The current rate is 62.8%, and has to increase 3.4 percentage points to return to the previous peak.



As employment has grown over the year, the unemployment rate has also declined. Between the period February 2014 and February 2015, the official unemployment rate (U3) declined 1.2 percentage points from 6.7% to 5.5%. However, the U6 measure of unemployment declined by 1.7 percentage points from 13.1% to 11.4% during the same period. Per the Bureau of Labor Statistics, this measure includes those who are neither working nor looking for work, but indicate they want and are available for a job, and have looked for work in the past 12 months. The same measure also includes those who have settled for part-time work as a result of being unable to find full-time work. Initial jobless claims also declined from March 2014 to March 2015. The four-week moving average of claims reported for week to week saw a decline of 9.4% between 03/08/2014 to 03/07/2015.

Real Personal Consumption Expenditures (PCE) also rose in January 2015, advancing 0.2% over January 2014 according to the Federal Reserve Bank. PCE excluding food and energy advanced 0.1% over the same period. Goods advanced 4.5% in the 4th quarter of 2014, stronger than services, which advanced 4.1% in same period. Retail and Food Sales advanced 3.8% between January 2014 and January 2015. This is one of the highest growth rates since 1992. (Chart below).



Light weight vehicle sales of autos and light trucks also advanced, growing 5.4% between February 2014 and February 2015. In addition to these indicators, the housing market recovery gained momentum during the year. According to the National Association of Realtors, existing home sales increased 3.2% between January 2014 and January 2015. Housing starts for new privately owned units advanced by 18.7%, from 897,000 units in January 2014 to 1,065,000 units in January 2015.

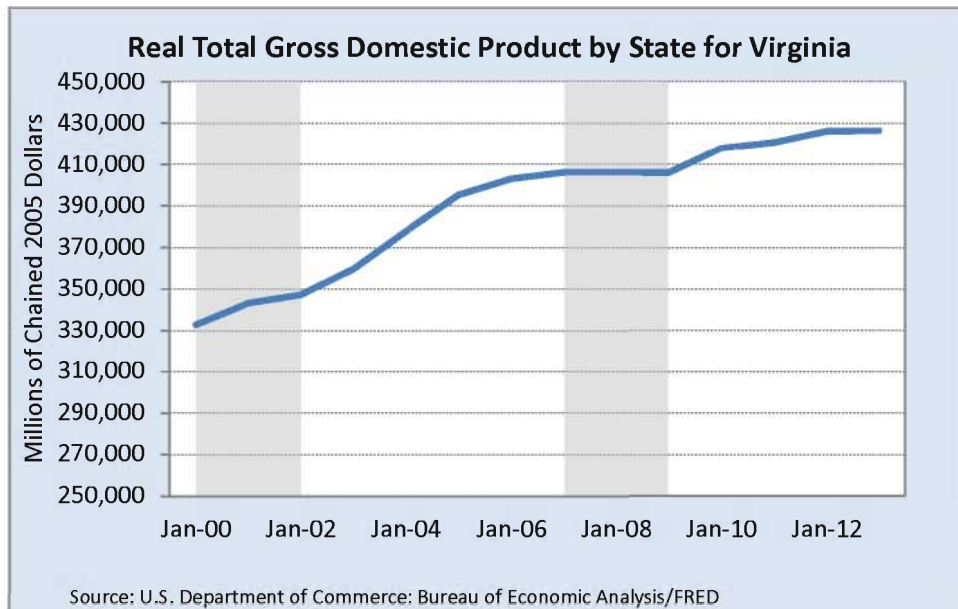
Lastly, Consumer Confidence measured by the Conference Board showed a strong rebound since October 2014 and rose to 96.4 in February 2015, which is one of the highest since October 2007. Consumer confidence measures the degree of optimism that consumers feel about the overall state of the economy and their personal financial situation. How confident people feel about stability of their incomes affects their economic decisions, such as spending activity, and therefore serves as one of the key indicators for the overall shape of the economy.

VIRGINIA ECONOMY

Economic conditions in Virginia were mixed in 2013 (the most recent data available). Virginia's real gross domestic product only rose 0.1 percent in 2013, which was well below the national GDP growth rate of 1.8 percent, over the same period. With a nominal GDP of \$452.6 billion, the Virginia economy in 2013 accounted for 2.7 percent of real output in the nation. The three largest industries by output in Virginia—professional and business services, financial activities, and government—accounted for 56.7 percent of Virginia's real output in 2013. Agriculture, which represented only 1.0 percent of total industry output in Virginia, reported the largest percentage decrease in real output of all industries in the state—declining 5.4 percent in 2013. The education and health services industry was responsible for 6.9 percent of total industry output in Virginia in 2013 and reported the second highest year-over-year industry growth rate (2.4 percent) in the state.

Though the real gross domestic product improved marginally, per capita income declined slightly over the same period. The labor market conditions improved as payroll employment grew to its pre-recession level, and the state unemployment rate declined. Labor market conditions in Virginia improved a bit in 2013, with total nonfarm payroll employment expanding 0.3 percent (9,800 jobs) over the year ending in December. The state's employment growth lagged behind national growth, which was 1.7 percent. By December 2013,

Virginia had recovered 99.7 percent of the jobs it lost since the start of the recession in December 2007, getting closer to its pre-recession level than the nation overall, which had recovered 99.3 percent of jobs lost.



In December 2013, among Virginia’s goods-producing industries, the year-over-year payroll declines in mining and logging (400 jobs) and manufacturing (2,100 jobs) overshadowed the payroll expansion in the construction industry (2,200 jobs). Virginia’s education and health services industry posted the largest growth of all service-providing industries in the state by expanding 3.3 percent and gaining 16,200 jobs over the year. Meanwhile, the professional and business services industry contracted 2.4 percent, losing 16,500 jobs, over the same period. Professional and business services increased its share of employment in the state over the past decade from 15.7 percent in 2003 to 18.0 percent in 2013. Education and health services posted the next largest increase in share of employment, moving from 10.7 percent to 13.2 percent over the same period.

The unemployment rate in Virginia decreased 0.5 percentage point from December 2012 to 5.2 percent in December 2013. Virginia recorded an unemployment rate well under the national rate of 6.2 percent. Virginia’s unemployment rate was 4.5% as of December 2014. Virginia’s unemployment rate was the ninth lowest in the nation. The number of initial unemployment insurance claims in Virginia was 7.6 percent fewer in 2013 than in 2012. The nation reduced initial unemployment claims 8.5 percent over the same period. The labor force participation rate in Virginia declined 0.7 percentage point to 66.0 percent over the year ending in December 2013. Despite the decline, Virginia had a higher participation rate than the nation, which reported 62.8 percent labor force participation. Virginia’s labor force participation rate was the sixteenth highest in the nation in December 2013.

Virginia’s real estate market showed signs of strengthening; the number of new residential building permits and home prices increased while foreclosure and delinquency rates both edged down. The number of

private residential building permits issued increased 17.6 percent from 2012, as the state issued 31,367 new permits in 2013. Housing starts in Virginia expanded 7.1 percent in 2013, adding 28,076 new housing units in the state. The housing starts also increased by 4.3% between December 2014 and December 2013. The six-month moving average of auto registrations in Virginia grew by 4.7% during 2013 and 1.6% during 2014.

LOCAL & REGIONAL ECONOMY

Locally, both the Richmond Metropolitan Statistical Area (MSA) and the City of Richmond have seen mixed results. The Richmond MSA, which is made up of the City of Richmond and surrounding localities, saw the Non-Seasonally Adjusted unemployment rate decline 0.9 percentage points from 6.4% in December 2012 to 5.1% in December 2013. The Richmond MSA employment increased by 0.3% over the year ending 2013, moving from 632,200 persons to 634,400. The labor force also increased over the year by 0.4%, from 671,055 persons in December 2012 to 673,728 in December 2013. The Richmond MSA unemployment was 4.7 percent as of December 2014.

The Richmond MSA housing market fared much better. The six-month moving average of housing starts grew by 20.1% during 2013, while the six-month moving average of housing permits declined by 4.0%. However, the MSA six month moving average of housing starts grew by 8.0 percent between August 2014 and January 2015.

The City of Richmond continues to be plagued by a high unemployment rate. The City's non-seasonally adjusted (NSA) unemployment rate stood at 6.7% at the end of December 2013, significantly lower than the surrounding county of Henrico (7.5%), but still higher than the surrounding counties of Chesterfield (4.9%) and Hanover (4.5%). Despite this, the rate declined by 0.7 percentage points over the year, from 7.4% to 6.7% at the end of 2013. The unemployment rate for City of Richmond continues to improve and as of November 2014, the rate was 6.4%.

The City of Richmond's population grew by 1.8% from 2012 to 2013, the most recent data available. The City's non-seasonally adjusted labor force also increased by 1.2% during 2013, moving from 102,300 in December 2012 to 103,600 in December 2013.

The City of Richmond's six-month moving average of real retail sales increased by 6.6% between November 2013 and November 2014. In 2014, the six-month moving average for auto registrations in the City also increased by 9.6% over 2013.

On a positive note, the City of Richmond saw a number of job announcements for 2013 as recorded by the Virginia Economic Development Partnership. A total of 247 jobs were announced, with support activities for transportation making up 106 alone. The employers also announced a total investment of almost \$8.6 million, with UNOS investing \$5.0 million for the organ donation coordination.



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GENERAL FUND FIVE-YEAR FORECAST

The economic indicators and trends at the national, state, and local level presented in the Economic Backdrop help shape the City's five-year forecast. Understanding these indicators and their effects on City revenue accounts is critical for developing an accurate five-year forecast. While indicators are important, they are only one of three tools that outline the forecast. Historical data and statistical tools are used to identify underlying trends over time; the Commonwealth's revenue forecast and budget are also taken into account for formulating the five year revenue forecast. The last piece is working directly with account managers and analysts on a regular basis to accurately price-in anomalies or other major one-time revenues that would otherwise not be apparent from strictly analyzing data and figures. This three-pronged approach balance economic indicators, data trends, and account activity. The result is a regularly updated forecast with multiple data and data sources, increasing accuracy and decreasing chances of a revenue shortfall.

As new data are released, revisions to the estimates and forecast may occur. For the FY2016 & FY2017 Biennial Budget, this is especially true as more details on the federal government budget sequestration and trickle-down effects to the City become available. When possible, data at the local level are compared between three groups: the City of Richmond, the surrounding counties of Chesterfield, Hanover, and Henrico, and the Richmond Metropolitan Statistical Area (MSA). Refinements are made through the spring, including the Mayor's presentation of the proposed budget, until the budget is adopted by City Council.

The information in this section provides an explanation of the five-year forecast for FY2016 through FY2020. FY 2016 and FY2017 data represent the Biennial Budget adopted by City Council, while FY2018 through FY2020 figures are included for planning purposes, to aid in the issuance of new City debt and the scheduling of Capital Improvement Program (CIP) expenditures.

To help illustrate how large or small each revenue category in relation to the General Fund, the respective size is stated as a percent of the FY2014 General Fund actual balance. Notably, this excludes the rainy day fund (RDF) and major one-time revenues. The amount used as the denominator for this calculation is \$650,151,316.00.

Note: Some figures throughout this section may not sum due to rounding. Percent change and growth rates referenced are calculated based on the actual (not rounded) amount which may be found in the General Fund Revenue Summary section. Accompanying charts may be found at the end of this section.

GENERAL PROPERTY TAXES

Tax proceeds are the primary source of revenue for the City's General Fund. The bulk of tax revenue consists of general property taxes, which include real, personal, and business property. Based on FY2014 actuals, the City's total tax revenue accounted for 57.0 percent or \$431.7 million of all General Fund revenues. Tax proceeds are divided into general property taxes and other local taxes. General property taxes make up 38.2 percent of General Fund revenue, while other local taxes make up 18.9 percent.

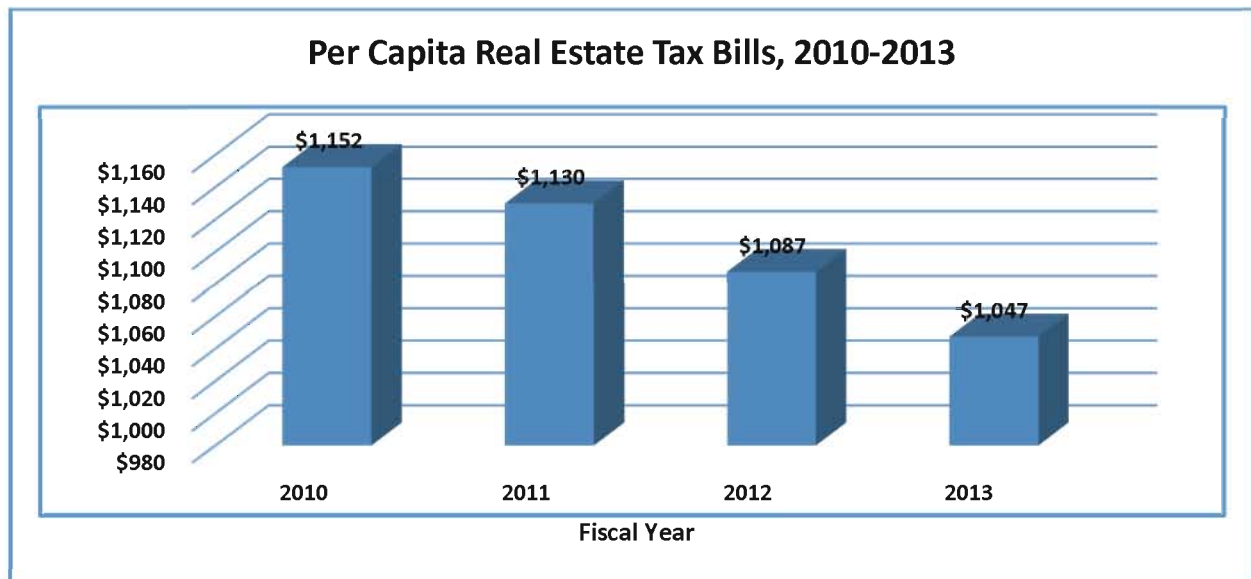
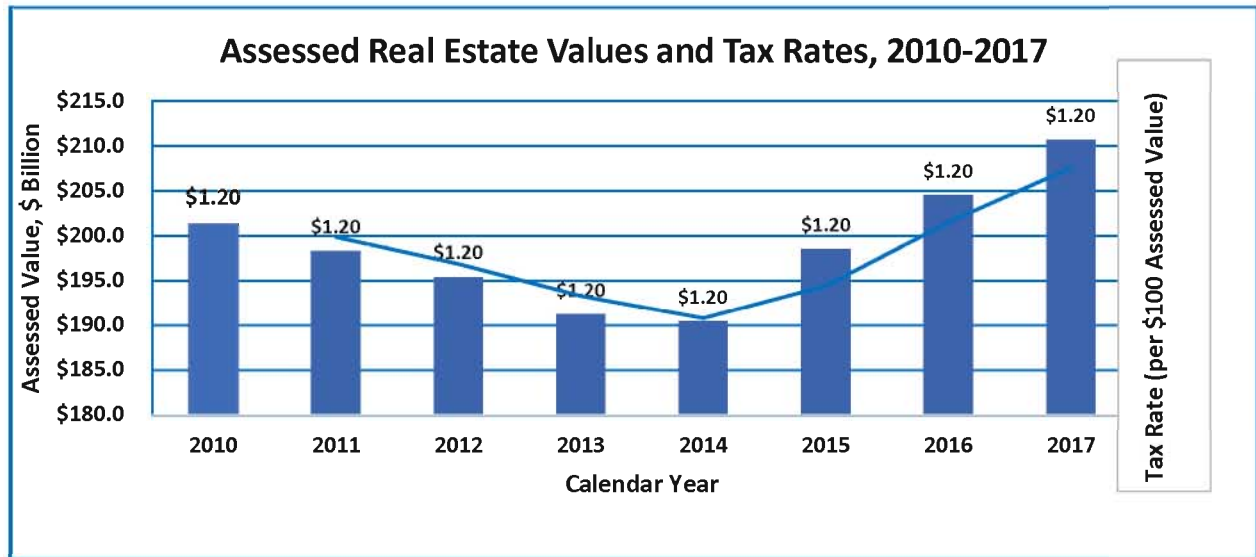
Other local taxes include consumer taxes (such as local option sales tax and prepared food tax), utility taxes on electric and gas consumption, state distributed taxes (state shared sales tax for education and communications tax), and business and other taxes.

Note: FY2014 actual numbers contained and used for different calculations in this document are not verified.

Total tax revenue is forecast to increase by \$16.2 million or 3.6 percent from \$447.2 million in the FY2015 adopted budget to \$463.5 million in FY2016, which includes one-time revenue from Union Cycliste Internationale (UCI) event. Fiscal year 2017 tax revenue is projected to increase by \$8.6 million or 1.9 percent above the 2016 level. This is primarily driven by revenue increases from real estate, delinquent real estate, and delinquent personal property.

Real Property Taxes

Real property taxes are levied on the assessed value of real property. Included in this 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. Below charts illustrate the trends in assessed values of real estate and the City of Richmond real property tax rates over the past 6 years and the City’s per capita tax bills for the last 6 years (2017 real estate property value is projected value):



Current real property taxes are estimated to generate \$230.6 million in FY2016. This is an increase of \$11.6 million or 5.3 percent from the FY2015 adopted amount. For FY2017, current real property taxes are anticipated to increase \$6.9 million or 3.0 percent above the FY2016 level. Although assessed values of real property are expected to grow at a tepid pace, the City anticipates collecting a higher rate of real property taxes, from an average of 95 percent collections during the period of 2008 – 2012, to 96 percent. The adopted budget maintains a real estate tax rate of \$1.20 per \$100 assessed value.

Delinquent real estate tax revenue is projected to add \$9.5 million to the General Fund in FY2016 and \$9.6 million in FY2017. Although not apparent due to rounding, growth from FY2016 to FY2017 is projected to be 0.8 percent.

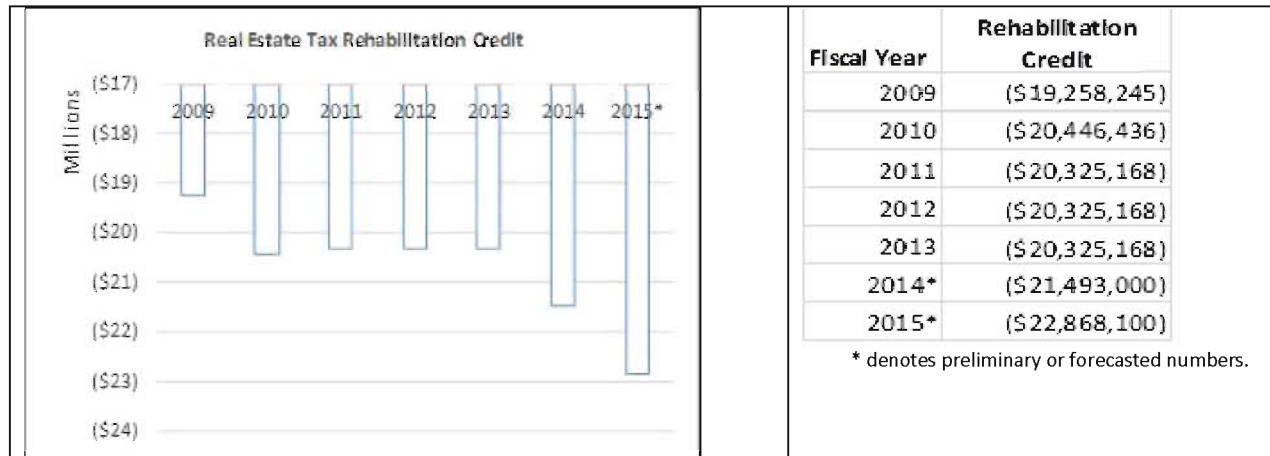
Real Estate Tax Rehabilitation Credit

The Real Estate Tax Rehabilitation Credit is a tax credit against real estate taxes owed for any rehabilitation that increases the assessed value of property for a ten year period. The credit is only against the increase in value and not the entire property. Any increment above the unimproved assessed value is not taxed. The value of the improved assessed value is held constant for the life of the credit. Any gains in value from market improvements, above the original tax credit, continue to be taxed.

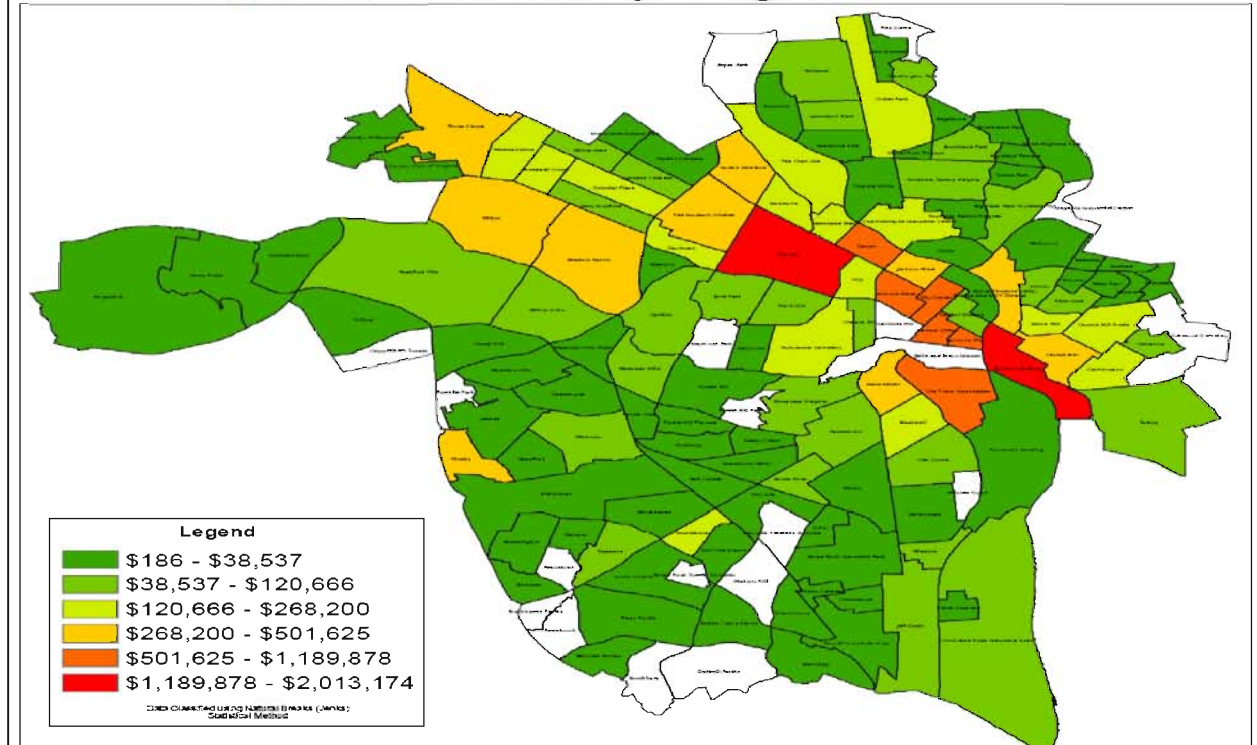
This negative revenue is a credit against the real estate tax that reduces total real estate tax values; part of the general fund. The current program (FY 2010) phases out the exemption at 20% per year from years 6-9 for new applications. There is currently no sunset period for the program.

The below charts will provide the historical rehabilitation credit and total tax credit by neighborhood.

Historical Real Estate Tax Rehabilitation Credit



Total Tax Credits By Neighborhood



Personal Property Taxes

Personal property taxes are projected to generate \$58.1 million in FY2016 and \$58.2 million in FY2017, 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. That is, as more individuals are approved for PPTRA, each individual will receive a smaller amount due to the fixed amount of relief.

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 is \$15.5 million in FY2016 and \$15.5 million in FY2017. This tax is anticipated to be flat for FY2016 & FY2017 as there is no expectation of new revenue sources for this category at this time.

OTHER LOCAL TAXES

Consumer Utility Taxes

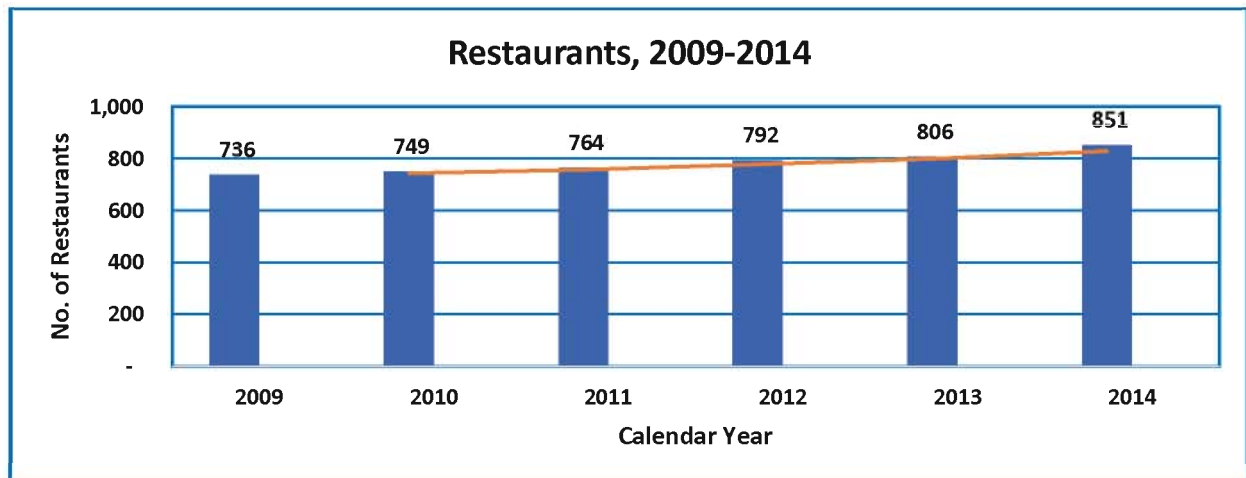
Consumer utility taxes are taxes paid on consumption of electricity and gas by businesses and residents as well as utility pole and conduit taxes paid by utility and public service companies. The three sources of this revenue are relatively stable from year-to-year, with little growth anticipated. Consumer utility taxes are estimated to generate \$17.1 million in FY2016 and \$17.3 million in FY2017. Although not apparent due to rounding, growth from FY2015 to FY2016 is projected to be 1.3 percent.

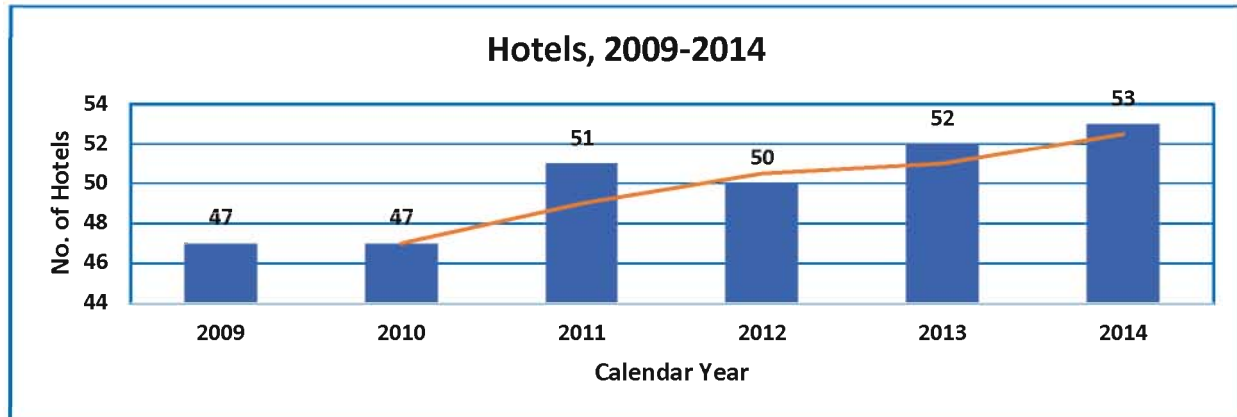
Consumer Taxes

Consumer taxes, also known as excise taxes, are paid on goods and services consumed by individuals and businesses. These sources fluctuate, responding to changes in the economy that affect citizens' disposable income. A combination of increased disposable income and increased auditing efforts can increase the revenue significantly in this category.

Consumer tax revenue is primarily generated by the local sales and use tax and the prepared food (meals) tax. Other taxes in this category are lodging (hotel) tax, admissions tax, vehicle rental tax and the short term property rental tax. This category is projected to generate \$75.7 million in FY2016, and \$76.3 million in FY2017 to the General Fund.

The City is closely monitoring these accounts as sequestration, should it continue without any change or resolution, stands to affect them heavily. Below charts illustrates the trend of restaurants growth and the hotel & motel growths in City of Richmond:





State Distributed Local Taxes

Sales and Use Tax for Education is projected to decline by \$0.1 million or -0.5 percent from the FY2015 adopted amount of \$24.9 million to \$24.8 million in FY2016 due to the state revenue shortfall. This source is projected based on a statewide distribution formula calculation and is directly passed through to Richmond Public Schools. The Virginia Department of Education provides a calculation tool for this estimate.

Together, all other state distributed local taxes are projected to total \$42.9 million in FY2016. This is a decrease of -0.1 percent or \$0.03 million from the FY2015 adopted amount, largely due to a decreased projection in Sales & use Tax – which is projected to increase in FY2017. Total growth in this category from FY2016 to FY2017 is forecast to be 1.5 percent.

Business Taxes

A tax on net bank capital of \$0.80 per \$100 on all banks located in the City. FY2016 budget for this category is \$9.1 million and \$9.2 million for FY2017. FY2016 & FY2017 projected amount also includes the adjustment of City's portion to the state for the refund of Bank of America over payment.

Other Taxes

Penalty and Interest on delinquent taxes is projected to generate \$4.9 million in FY2016 and \$4.8 million in FY2017. Due to the projected increased effort for tax collection, the revenue from this category is projected to decrease by \$0.1 million or 1.1 percent.

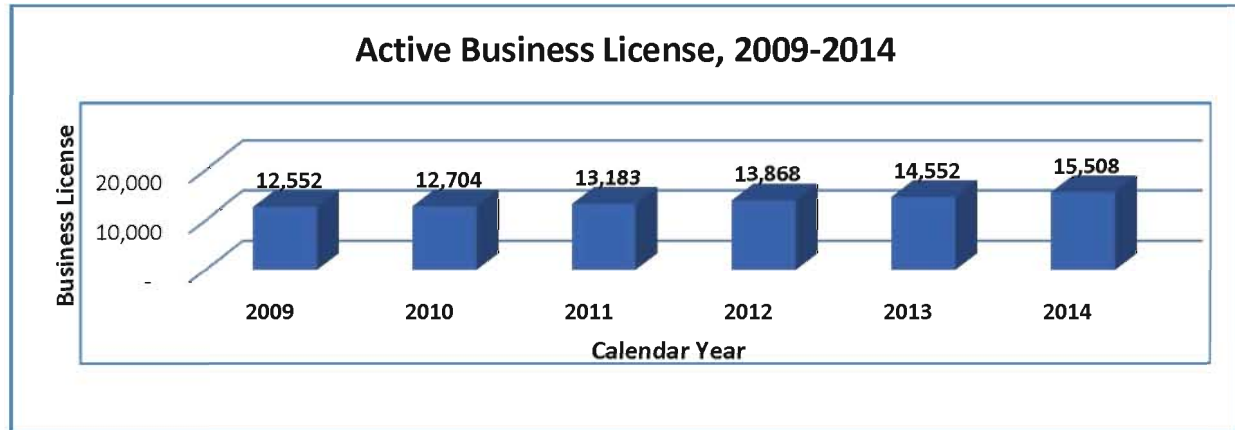
LICENSES, PERMITS, & FEES

Based on FY2014 actuals, licenses, permits, and fees generate approximately 4.8 percent of the total General Fund revenue. These sources are projected to add \$40.2 million to the General Fund in FY2016 and \$41.8 million in FY2017. FY2016 & FY2017 forecasts do not include any revenue from parking fees and permits as the City established a new enterprise fund for Parking.

Business, Professional, and Occupational License

Based on FY2014 actuals, business, professional, and occupational license (BPOL) fees generate approximately 82.6 percent of all General Fund licenses, permits, and fees revenue. Growth in BPOL fees is determined primarily by existing economic conditions, much like the City's consumer or excise tax revenue. In FY2016, BPOL is expected to generate \$34.1 million. Growth is anticipated to continue in FY2017 with BPOL reaching \$35.3 million.

As of FY2015, qualifying businesses locating to the City of Richmond for the first time will be exempt from business license fees for up to two years. Although this policy has no sunset date, fees from new businesses generate on average \$100,000 per year. Existing businesses will continue to pay the current rates. Growth is anticipated from the expansion of existing and non-exempt businesses. This is a policy tool to attract new employers to the City, and it is believed that what will be lost from business license fees will at least be partially offset by additional revenue from prepared food and local sales and use tax. Below chart illustrates the trend of business growth in the City of Richmond:



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. Continuous growth is anticipated over the next five years. Vehicle license is projected to grow at a tepid pace. FY2016 projected revenue growth over FY2015 adopted budget is 7.8 percent with a total revenue of \$3.9 million in FY2016 and \$4.3 million in FY2017.

Utility Right-of-Way Fees

Utility right-of-way fees are primarily derived from construction projects requiring changes to existing utilities, and are projected to be approximately \$0.8 million in FY2016 and FY2017. Although not apparent due to rounding, growth is projected to be 0.7 percent over FY2015 adopted revenue for each year during this time.

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. This revenue is projected to increase by 4.2 percent for FY2016 above the FY2015 adopted level, and it is projected to increase 0.8 percent from the FY2016 to FY2017. FY2016 and FY2017 projected revenue for this category is \$1.35 million and \$1.36 million respectively.

INTERGOVERNMENTAL REVENUE

Intergovernmental revenue, composed primarily of payments from the Commonwealth, is projected to increase by 1.3 percent in FY2016 over FY2015 adopted budget. The FY2015 adopted budget for intergovernmental revenue is \$106.8 million. Intergovernmental revenue is projected to \$108.1 million in FY2016 and \$108.4 million in FY2017.

State Payment for Social Services

State payments for social services are expected to increase 3.0 percent from the FY2015 adopted amount of \$40.7 million to \$41.9 million in FY2016 and \$42.3 million in FY2017.

State House Bill 599 (Public Safety Revenue)

Projected State House Bill 599 payments are expected to remain flat for FY2016 and FY2017, and amount projected for FY2016 and FY2017 is \$13.6 million as the state is not planning to cut any more revenue in this category.

Reimbursement for State Shared Expenses

Reimbursement for State Shared Expenses is estimated by the Virginia Compensation Board. The revenue for this category is projected to increase by 1.4 percent over FY2015 adopted amount as the state decided not to cut the aid to localities beginning from FY2016. The projected revenue is \$19.05 million and will remain flat for FY2016 and FY2017.

Street Maintenance

Street maintenance revenue payments from the Commonwealth are forecast to grow 0.16 percent from the FY2015 adopted amount of \$24.50 million to \$24.53 million in FY2016 and is projected to increase by 1.9 percent in FY2017 over FY2016. The FY2017 projected amount is \$24.9 million.

All Other Intergovernmental Revenue

All other intergovernmental revenue is made up of state block grant, state payment in lieu of taxes (PILOT), and other miscellaneous state revenue. In total, it is projected to be \$8.4 million in FY2016 and \$7.9 million in FY2017 and decrease in FY2017 is due to the projected reduction of inmates in the jail and due to the different alternative programs.

FINES & FORFEITS

Fines and forfeits are anticipated to contribute \$5.71 million to the City's General Fund in FY2016, which is 0.3 percent growth over the FY2015 adopted budget. In FY2017, that number is expected to grow 0.4 percent to \$5.74 million.

Court Fines & Fees

Court fines and fees are received from the Circuit Court, General District Court, and the Juvenile and Domestic Relations Court. FY2015, the budget for the court fines & Fees was \$5.6 million and is projected to increase by 0.4 percent in FY2016 and 0.4 percent in FY2017.

Overdue Book Fines

The remaining fines and forfeits consist of overdue book fines, totaling under \$0.1 million. This source has varied very little historically and is projected to remain almost flat for both FY2016 and FY2017.

UTILITY PAYMENTS TO THE GENERAL FUND

Utility payments to the General Fund are expected to generate \$35.3 million in FY2016. As compared to the FY2015 adopted budget, the FY2016 projection represents an increase of 10.4 percent. In FY2017, Utility payments to the General Fund are expected to grow an additional 6.0 percent above the FY2016 level to \$37.4 million.

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. Based on FY2015 adopted budget, it accounted for 80.2 percent of the total utility payment to the General Fund. The payment made to the City is a function of prior years' earnings, real estate values, and personal property values. Utility PILOT is projected to advance 8.3 percent from the FY2015 adopted budget to \$27.7 million in FY2016. For FY2017, utility PILOT is projected to reduce by 1.5 percent above the FY2016 level, to \$27.3 million.

Payment for Administration and Collection Services

The City's utility enterprises rely on 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 back to the General Fund at the end of each fiscal year. In FY2016, the payment for administration and collection services is projected to be \$4.1 million – an increase of 17.5 percent over the FY2015 level. In FY2017, utility payments for administration and collection services are projected to increase by 4.7 percent to \$4.3 million.

Utility Dividend Payments

Utility dividend payments are determined by the City Charter and transfer 30 percent of the year's net income to the General Fund in the second succeeding fiscal year. Dividend payments represented 8.86 percent of the total utility payments to the General Fund based on FY2015 adopted budget. The FY2016 projection for this account is \$3.4 million, up 20.7 percent from the FY2015 adopted budget. The FY2017 projection is \$5.7 million, up 68.2 percent over FY2016 projected amount.

CHARGES FOR GOODS & SERVICES

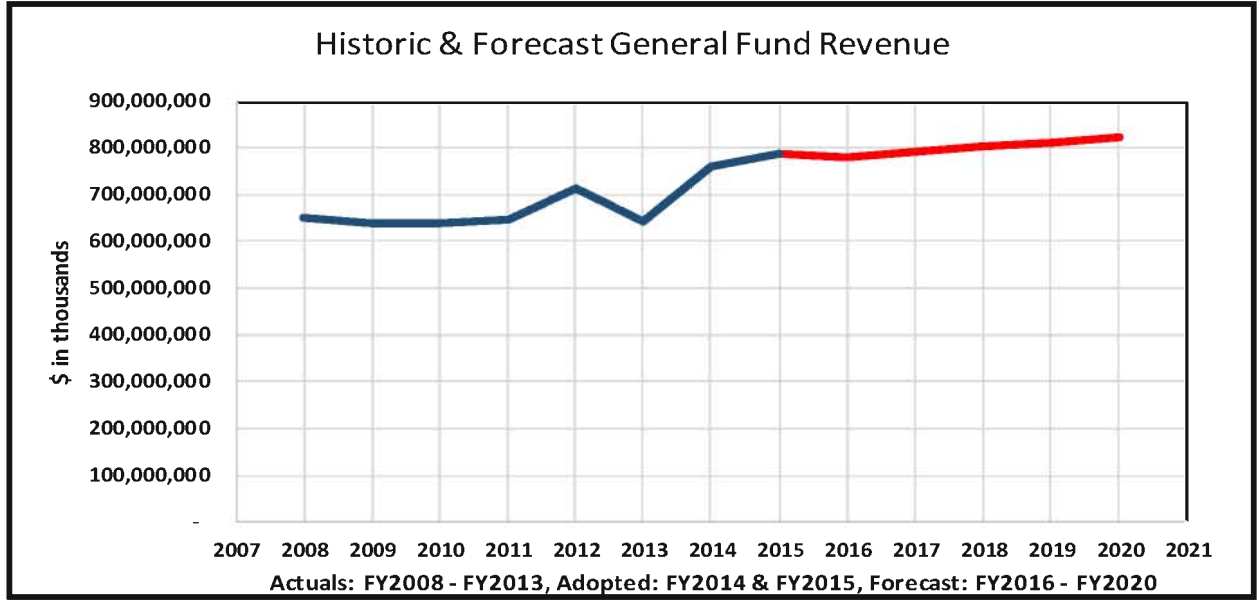
Based on the FY2015 adopted budget, charges for goods and services consist primarily of refuse collection fees (42.7%), inspection fees (16.1%), risk management (21.5%), other service charges (6.8%), and recycling proceeds (5.7%). The remaining categories within charges for goods and services collectively make up 7.1 percent of the total. 4.2 percent 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, charges for goods and services are expected to generate \$29.06 million in FY2016, representing growth of 4.2 percent from the FY2015 adopted budget. In FY2017, total charges for goods and services are expected to grow 4.6 percent above the FY2016 level to \$30.3 million.

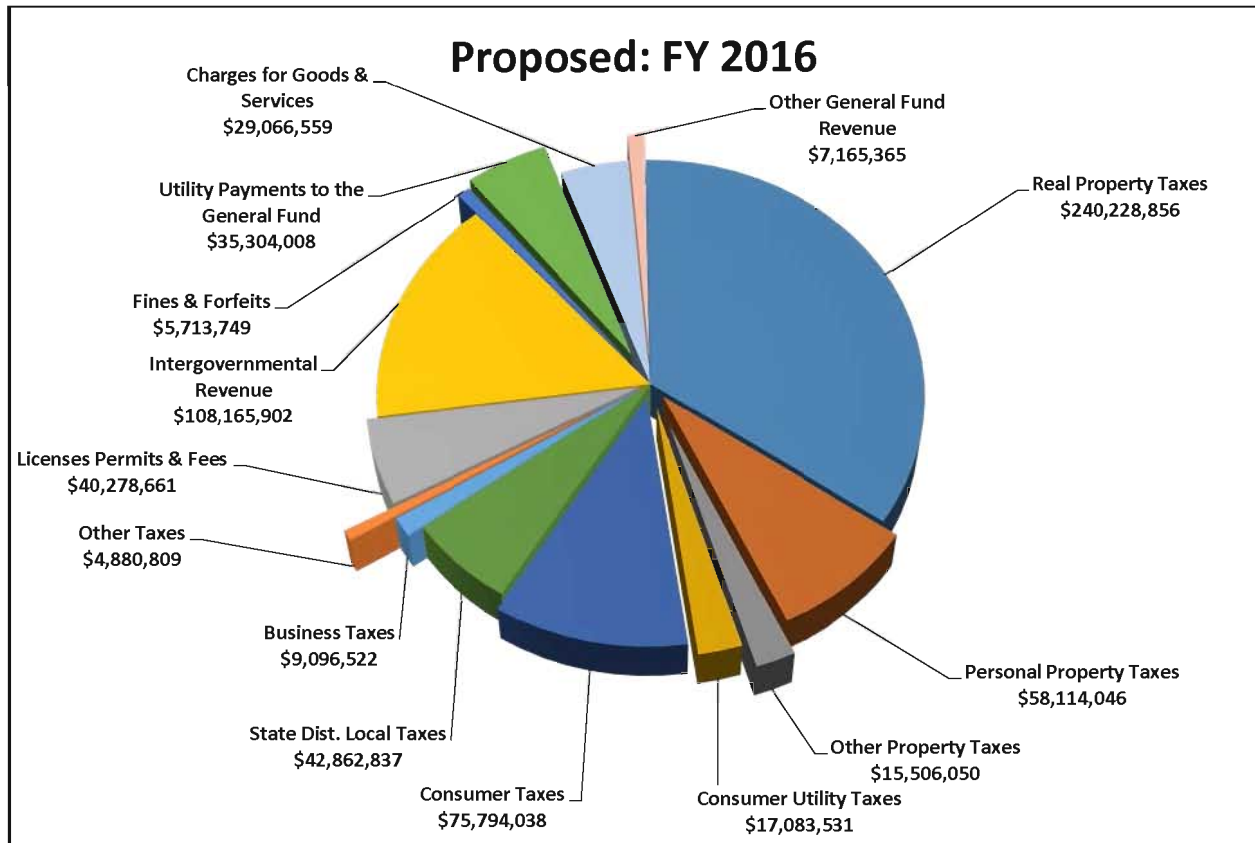
OTHER GENERAL FUND REVENUE & RESOURCES

All other General Fund revenue include limited administrative payments from outside organizations, such as the Richmond Metropolitan Authority (RMA) and the Richmond Redevelopment and Housing Authority (RRHA); 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).

GENERAL FUND REVENUE – HISTORIC AND FORECAST



GENERAL FUND REVENUE CATEGORIES



EXPENDITURES BY AGENCY

Agency	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Mayor's Office				
Mayor's Office	1,091,395	1,057,285	1,045,302	1,062,940
Chief Administrative Office	1,460,600	1,558,663	1,432,540	1,453,386
Press Secretary	465,311	492,811	521,150	526,832
Anti - Poverty Services	-	-	4,016,449	4,020,267
City Council & Elected Officers				
City Assessor	3,015,184	3,086,738	3,058,281	3,109,527
City Attorney	2,280,550	2,624,909	2,644,385	2,697,537
City Auditor	1,728,236	1,939,641	1,763,095	1,784,483
City Clerk's Office	765,292	908,650	930,512	946,065
City Council's Office	1,218,262	1,309,290	1,330,625	1,343,155
City Treasurer	185,422	183,982	184,624	186,098
Council Chief of Staff	1,049,339	1,216,795	1,191,493	1,207,253
General Registrar	1,320,100	1,754,382	1,557,936	1,596,372
Administration & Finance				
Budget and Strategic Planning	999,091	1,181,094	1,316,657	1,342,323
Finance	22,443,409	22,382,415	22,786,495	22,969,225
Human Resources	3,090,414	3,291,528	3,031,773	3,094,557
Information Technology	17,590,653	23,749,464	18,637,917	18,782,853
Procurement Services	1,143,856	1,092,909	1,225,461	1,240,793
Cultural, Recreation & Human Services				
Human Services	1,887,151	2,100,270	2,209,197	2,234,485
Justice Services	9,503,725	10,155,381	9,017,599	9,098,619
Parks, Rec., & Community Facilities	15,966,768	16,138,545	16,580,029	16,874,110
Richmond Health District	3,200,789	3,668,726	3,813,695	3,813,695
Richmond Public Libraries	5,205,788	5,587,121	5,773,482	6,018,043
Social Services	45,078,745	55,333,658	56,082,825	56,697,415
Economic & Community Development				
Economic & Community Development	4,566,234	6,175,606	5,275,195	5,254,353
Minority Business Development	659,658	734,762	681,399	689,277
Planning & Development Review	8,468,891	9,700,715	9,907,643	9,720,016

Agency	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Public Safety & Judiciary				
13 th District Court Services Unit	145,337	227,013	227,349	229,763
Animal Control & Control	1,455,028	1,662,011	1,650,151	1,679,864
Dept. of Emergency Communications	-	3,706,121	4,270,367	4,268,785
Fire & Emergency Management	42,437,636	43,998,084	43,439,761	44,947,818
Judiciary - Commonwealth Attorney	5,531,794	5,877,650	6,068,645	6,110,085
Judiciary - Other Courts	4,311,703	4,629,469	4,709,953	4,759,944
Juvenile & Domestic Relations Court	241,377	238,155	238,658	239,405
Richmond Police Department	83,152,095	83,735,072	84,793,988	86,744,038
Richmond Sheriff's Office	33,046,338	35,283,996	35,352,365	35,751,551
Radio Shop	872,451	1,730,224	1,772,544	1,772,544
Highways, Streets, Sanitation & Utilities				
Fleet Management	20,693,346	22,062,049	22,062,049	22,062,049
Parking Management	-	12,936,026	13,008,884	13,002,441
Public Utilities	311,300,040	320,168,604	319,127,793	337,104,084
Public Works	59,540,278	60,271,940	59,931,227	60,729,151
Non - Departmental & Other Services				
Advantage Richmond Corporation	2,556,578	2,338,045	2,373,225	2,373,225
Cemetery Funds	1,399,338	1,403,379	1,598,284	1,598,284
Debt Services Funds	63,680,660	94,326,665	95,110,539	72,297,603
General Fund Transfer to Capital and Debt Service	61,547,708	60,945,025	64,399,750	68,213,500
Non - Departmental Services	44,145,151	148,713,480	50,345,817	50,336,743
Richmond Retirement System	1,266,087	1,444,451	1,661,233	1,702,728
Richmond Public Schools Contribution	154,267,395	159,771,063	161,833,592	162,371,494

MAYOR'S OFFICE

MISSION STATEMENT

The mission of the Mayor's Office is to provide vision and leadership in the creation of municipal policies and priorities. Sec. 5.01. of the City Charter states: "The Mayor shall be the Chief Executive Officer of the City and shall be responsible for the proper administration of City government." 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 community.

AGENCY FISCAL SUMMARY – MAYOR'S OFFICE

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	\$1,014,145	\$960,630	\$950,098	\$967,736
Operating	77,250	96,655	95,204	95,204
Total General Fund	\$1,091,395	\$1,057,285	\$1,045,302	\$1,062,940
Total Agency Summary	\$1,091,395	\$1,057,285	\$1,045,302	\$1,062,940
Total Staffing	9.00	9.00	9.00	9.00

**Staffing totals also include Special Fund, Capital Improvement and Other Funds, if applicable to agency.*

Personnel: The budget includes 100% funding for all positions which are filled and reduced funding for vacant positions. The budget also reflects an increase in the City's contribution to retirement and healthcare.

Operating: This budget includes a 1.5% reduction for all departments for FY16 & FY17, except for Richmond Public Schools, Non-Departmental and Debt.

GENERAL FUND PROGRAM BUDGETS

Program	Description	FY 2016 Proposed	FY 2017 Proposed
Mayor's Office	The goal of the Mayor's Office 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.	\$1,045,302	\$1,062,940
	Total General Fund Program	\$1,045,302	\$1,062,940

SERVICE LEVEL BUDGETS

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Administration	\$821,215	\$835,669
Community Outreach	60,535	61,377
Customer Service	91,875	93,380
Legislative Services	71,677	72,514
Total Service Level Budget	\$1,045,302	\$1,062,940

**See Appendices & Glossary section for detailed service descriptions.*

MISSION STATEMENT

The Chief Administrative Officer oversees the day to day management of the government.

DEPARTMENT OVERVIEW

Consistent with the Mayor's priorities, the Office of the Chief Administrative (CAO) 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.

AGENCY FISCAL SUMMARY – CHIEF ADMINISTRATIVE OFFICER

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	\$1,241,502	\$1,339,911	\$1,217,069	\$1,237,915
Operating	219,098	218,752	215,471	215,471
Total General Fund	\$1,460,600	\$1,558,663	\$1,432,540	\$1,453,386
Total Agency Summary	\$1,460,600	\$1,558,663	\$1,432,540	\$1,453,386
*Total Staffing	16.00	15.00	14.00	14.00

**Staffing totals also include Special Fund, Capital Improvement and Other Funds, if applicable to agency.*

BUDGET HIGHLIGHTS

Personnel: The budget includes 100% funding for all positions which are filled and reduced funding for vacant positions. The budget also reflects an increase in the City's contribution to retirement and healthcare.

One position, a Management Analyst II, was transferred from the Office of the Chief Administrative Officer to the Department of Finance.

Operating: This budget includes a 1.5% reduction for all departments for FY16 & FY17, except for Richmond Public Schools, Non-Departmental and Debt.

GENERAL FUND PROGRAM BUDGETS

Program	Description	FY 2016 Proposed	FY 2017 Proposed
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 ensuring sound fiscal planning and high levels of professionalism and integrity, can thrive.	\$949,044	\$963,025
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, and the implementation of the Bike Trail Commission recommendations.	483,496	490,361
	Total General Fund Program	\$1,432,540	\$1,453,386

SERVICE LEVEL BUDGETS

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Administration	\$865,654	\$879,134
Community Outreach	151,635	155,423
Customer Service	31,487	31,669
Financial Management	23,522	23,989
Internal Consulting Services	165,881	167,410
Legislative Services	120,850	121,959
Public Relations	25,783	25,783
Strategic Planning & Analysis	10,767	10,767
MPACT Program	36,961	37,252
Total Service Level Budget	\$1,432,540	\$1,453,386

**See Appendices & Glossary section for detailed service descriptions.*

MISSION STATEMENT

The Office of the Press Secretary 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.

DEPARTMENT OVERVIEW

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

AGENCY FISCAL SUMMARY – PRESS SECRETARY'S OFFICE

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	\$421,590	\$423,100	\$452,484	\$458,166
Operating	43,721	69,711	68,666	68,666
Total General Fund	\$465,311	\$492,811	\$521,150	\$526,832
Special Fund	11,022	208,500	523,737	200,000
Total Agency Summary	\$476,333	\$701,311	\$1,044,887	\$726,832
Total Staffing	6.00	6.00	6.00	6.00

**Staffing totals also include Special Fund, Capital Improvement and Other Funds, if applicable to agency.*

BUDGET HIGHLIGHTS

Personnel: The budget includes 100% funding for all filled positions and limited funding for vacant positions in both fiscal years. The budget also reflects an increase of the City's contribution to retirement and healthcare.

Operating: This budget includes a 1.5% reduction for all Departments for FY16 & FY17, except Richmond Public Schools, Non-Departmental and Debt.

GENERAL FUND PROGRAM BUDGETS

Program	Description	FY 2016 Proposed	FY 2017 Proposed
Press Secretary, Communications, Media Relations and Marketing	Promote public awareness of issues relating to the City Administration; make the public more aware of available municipal services and programs and how to access them; and market the City's attributes as an organization and a community.	\$521,150	\$526,832
	Total General Fund Program	\$521,150	\$526,832

SERVICE LEVEL BUDGETS

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Administration	\$8,290	\$8,290
Electronic Media Oversight & Technology	108,159	109,325
Financial Management	34,489	34,628
Public Information and Media Relations	265,038	267,600
Public Relations	105,174	106,989
Total Service Level Budget	\$521,150	\$526,832

**See Appendices & Glossary section for detailed service descriptions.*

OVERVIEW

In 2014, the City of Richmond launched a comprehensive poverty reduction and community wealth building initiative known as the Maggie L. Walker Initiative for Expanding Opportunity and Fighting Poverty. This effort is aimed at beginning implementation of the five major recommendations of the Mayor’s Anti-Poverty Commission: expanded workforce development, targeted economic development, developing a regional transit system, pursuing redevelopment of public housing with a commitment to no involuntary displacement, and dramatically improving educational outcomes. Implementation of this agenda is coordinated by the Community Wealth Building Team within the Office of the Deputy Chief Administrative Officer for Human Services, in conjunction with other City departments and community partners.

BUDGET HIGHLIGHTS

The table below summarizes components of the Maggie L. Walker Initiative in the Proposed FY 2016 and FY 2017 biennial budget. The components are grouped into four focus areas: Education, Housing, Employment, and Administration. These budget items are part of an integrated plan to address the systemic dimensions of concentrated poverty and to create and expand pathways out of poverty for City residents. In addition, the table summarizes two programs aimed at ensuring water affordability for low income residents. Although the water affordability programs are not under the umbrella of the Maggie L. Walker Initiative, they have potential to positively impact the same population.

INITIATIVE	Department / Agency	FY 2016 Proposed	FY 2017 Proposed
EDUCATION			
Wrap-Around Support Services for Families Transitioning to Employment	Social Services	\$142,150	\$142,150
Parenting Education & Community Early Childhood Initiatives	Public Library	72,850	72,850
Middle School Renaissance	Non-Dept	350,000	350,000
Future Centers / Promise Scholarship	Non-Dept	425,000	425,000
Communities in Schools	Non-Dept	428,389	428,389
Education Sub-Total		\$1,418,389	\$1,418,389
HOUSING			
Affordable Housing Trust Fund	Non-Dept	\$975,000	\$975,000

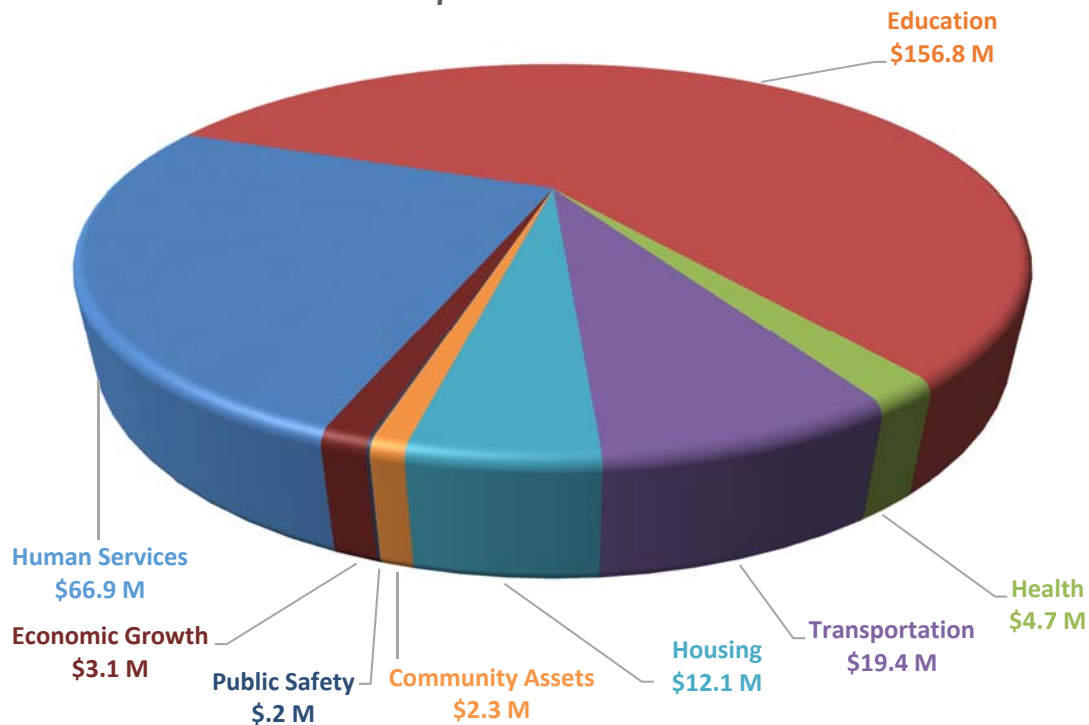
ANTI-POVERTY EFFORTS

INITIATIVE	Department / Agency	FY 2016 Proposed	FY 2017 Proposed
Good Neighbors Initiative (Public Housing Community Navigators)	Richmond City Health District	200,000	200,000
Housing Sub-Total		\$1,175,000	\$1,175,000
EMPLOYMENT / WORKFORCE DEVELOPMENT			
Center for Workforce Innovation	Economic & Community Development	\$436,000	\$436,000
Retail & Business Attraction	Economic & Community Development	100,000	100,000
Social Enterprise	Economic & Community Development	100,000	100,000
Employment / Workforce Development Sub-Total		\$636,000	\$636,000
ADMINISTRATION			
Community Wealth Building Team	DCAO-Human Services	\$310,456	\$314,274
Support for Affordable Housing Trust Fund & MLW Citizen's Advisory Board	Council Chief of Staff	50,000	50,000
Administration Sub-Total		\$360,456	\$364,274
WATER AFFORDABILITY			
MetroCare Water Assistance Program	Non-Dept	\$156,390	\$156,390
MetroCare Water Conservation Program	Non-Dept	269,417	269,417
Water Affordability Sub-Total		\$425,807	\$425,807
GRAND TOTAL		\$4,015,652	\$4,019,470

BUDGET HIGHLIGHTS (CONTINUED)

A substantial proportion of the City budget is focused on providing services either explicitly targeted to low-income residents or disproportionately benefiting low-income residents and neighborhoods. Examples include the City's Human Services and Social Services budgets, annual contribution to Richmond Public Schools (a large majority of RPS students are eligible for free and reduced lunches), annual contribution to GRTC (subsidizing local public transportation), and many Non-Departmental programs. A conservative estimate of the portion of the City budget devoted primarily or solely to providing services to low-income residents is \$266 million. The chart below depicts the distribution of those funds by primary service area. It is important to note the amounts reflected consist of dollars from various funding sources (General Fund, Capital Improvement Program, and Special Fund).

2016 BUDGET FOR CITYWIDE POVERTY RELATED INITIATIVES (BY SERVICE AREA) \$266 MILLION





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**CITY COUNCIL OFFICES
&
ELECTED OFFICERS**

MISSION STATEMENT

The mission of the Office of the Assessor is to produce equitable annual 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; and maintaining property database information, current property ownership files, and GIS layer information.

AGENCY FISCAL SUMMARY – ASSESSOR

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	\$2,802,687	\$2,773,566	\$2,749,807	\$2,801,053
Operating	212,497	313,172	308,474	308,474
Total General Fund	\$3,015,184	\$3,086,738	\$3,058,281	\$3,109,527
Total Agency Summary	\$3,015,184	\$3,086,738	\$3,058,281	\$3,109,527
Total Staffing	35.00	35.00	35.00	35.00

**Staffing totals also include Special Fund, Capital Improvement and Other Funds, if applicable to agency.*

BUDGET HIGHLIGHTS

Personnel: The budget includes 100% funding for all filled positions and limited funding for vacant positions in both fiscal years. The budget also reflects an increase of the City's contribution to retirement and healthcare.

Operating: This budget includes a 1.5% reduction for all departments for FY16 & FY17, except for Richmond Public Schools, Non-Departmental and Debt.

GENERAL FUND PROGRAM BUDGETS

Program	Description	FY 2016 Proposed	FY 2017 Proposed
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.	\$572,192	\$582,806
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.	1,940,268	1,970,314
Property Appraisal	Provide equitable real estate assessments for real property owners to ensure the fair distribution of real estate property taxes.	499,321	509,907
Board of Review	Provide for an appeals process for real property owners who do not agree with the real estate assessment of their property.	46,500	46,500
	Total General Fund Program	\$3,058,281	\$3,109,527

SERVICE LEVEL BUDGETS

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Administration	\$407,530	\$419,698
Assessments	2,167,304	2,197,350
Board of Review	46,500	46,500
Customer Service	145,990	148,326
Financial Management	136,818	140,869
Geographic Information Systems	106,724	107,815
Payroll Administration	47,415	48,969
Total Service Level Budget	\$3,058,281	\$3,109,527

**See Appendices & Glossary section for detailed service descriptions.*

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

The Office of the City Attorney provides 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; accepts service of legal process on behalf of the City; defends 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; renders legal opinions in writing when requested; and participates in bond authorizations and bond issuances as authorized by ordinance.

AGENCY FISCAL SUMMARY – CITY ATTORNEY

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	\$2,177,320	\$2,431,958	\$2,454,327	\$2,507,479
Operating	103,230	192,951	190,058	190,058
Total General Fund	\$2,280,550	\$2,624,909	\$2,644,385	\$2,697,537
Special Fund	1,113,911	1,488,211	1,488,211	1,488,211
Total Agency Summary	\$3,394,461	\$4,113,120	\$4,132,596	\$4,185,748
*Total Staffing	33.50	34.14	33.02	32.10

**Staffing totals also include Special Fund, Capital Improvement and Other Funds, if applicable to agency.*

BUDGET HIGHLIGHTS

Personnel: The budget includes 100% funding for all filled positions and limited funding for vacant positions in both fiscal years. The budget also reflects an increase of the City's contribution to retirement and healthcare.

Operating: This budget includes a 1.5% reduction for all departments for FY16 & FY17, except for Richmond Public Schools, Non-Departmental and Debt.

GENERAL FUND PROGRAM BUDGETS

Program	Description	FY 2016 Proposed	FY 2017 Proposed
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.	\$2,644,385	\$2,697,537
	Total General Fund Program	\$2,644,385	\$2,697,537

SERVICE LEVEL BUDGETS

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Administration	\$168,744	\$172,700
Financial Management	58,031	59,497
Legal Counsel	2,334,403	2,380,538
Legal Services	40,531	40,531
Management Information Systems	42,676	44,271
Total Service Level Budget	\$2,644,385	\$2,697,537

**See Appendices & Glossary section for detailed service descriptions.*

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.

AGENCY FISCAL SUMMARY – CITY AUDITOR

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	\$1,388,768	\$1,508,313	\$1,338,235	\$1,359,623
Operating	339,468	431,328	424,860	424,860
Total General Fund	\$1,728,236	\$1,939,641	\$1,763,095	\$1,784,483
Total Agency Summary	\$1,728,236	\$1,939,641	\$1,763,095	\$1,784,483
Total Staffing	15.00	15.00	15.00	15.00

**Staffing totals also include Special Fund, Capital Improvement and Other Funds, if applicable to agency.*

BUDGET HIGHLIGHTS

Personnel: The budget includes 100% funding for all filled positions and limited funding for vacant positions in both fiscal years. The budget also reflects an increase of the City's contribution to retirement and healthcare. The budget also includes a reduction from FY15 in personnel costs resulting from the promotions of 2 FTE's at lower than budgeted costs, and the reallocation from an Audit Manager to Auditor.

Operating: This budget includes a 1.5% reduction for all departments for FY16 & FY17, except for Richmond Public Schools, Non-Departmental and Debt.

General Fund Program Budgets

Program	Description	FY 2016 Proposed	FY 2017 Proposed
Internal Audit	To: (1) Review 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.	\$1,338,882	\$1,358,107
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.	219,132	219,132
Office of the Inspector General	Investigate allegations of fraud, waste and abuse through its Office of the Inspector General.	205,081	207,244
	Total General Fund Program	\$1,763,095	\$1,784,483

SERVICE LEVEL BUDGETS

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Administration	\$413,148	\$424,103
Audit Services	1,123,997	1,131,810
Financial Management	20,869	21,326
Investigations	205,081	207,244
Total Service Level Budget	\$1,763,095	\$1,784,483

**See Appendices & Glossary section for detailed service descriptions.*

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.

AGENCY FISCAL SUMMARY – CITY CLERK'S OFFICE

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	\$600,207	\$651,418	\$677,138	\$692,691
Operating	165,085	257,232	253,374	253,374
Total General Fund	\$765,292	\$908,650	\$930,512	\$946,065
Total Agency Summary	\$765,292	\$908,650	\$930,512	\$946,065
Total Staffing	8.00	8.00	8.00	8.00

**Staffing totals also include Special Fund, Capital Improvement and Other Funds, if applicable to agency.*

BUDGET HIGHLIGHTS

Personnel: The budget includes 100% funding for all positions which are filled. The budget also reflects an increase of the City's contribution to retirement and healthcare.

Operating: This budget includes a 1.5% reduction for all departments for FY16 & FY17, except for Richmond Public Schools, Non-Departmental and Debt.

GENERAL FUND PROGRAM BUDGETS

Program	Description	FY 2016 Proposed	FY 2017 Proposed
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.	\$930,512	\$946,065
	Total General Fund Program	\$930,512	\$946,065

SERVICE LEVEL BUDGETS

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Administration	\$99,609	\$102,292
Boards & Commissions Support	71,620	72,166
Financial Management	17,811	18,261
Legislative Services	529,854	537,125
Records Management	211,618	216,221
Total Service Level Budget	\$930,512	\$946,065

**See Appendices & Glossary section for detailed service descriptions.*

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

Richmond City Council is the official governing body of the City of Richmond and provides legal authority over it as per the Richmond City Charter. In delivery of its duties, Richmond City Council represents city residents by creating and amending local laws; providing government policy and oversight; levying local taxes; appointing members to boards and commissions; and, approving the city's annual budget. Richmond operates a Council-Mayor form of government in which the city is divided into nine voter districts. These Richmond Voting Districts include the: West End 1st Voter District, North Central 2nd Voter District, North Side 3rd Voter District, Southwest 4th Voter District, Central 5th Voter District, Gateway 6th Voter District, East End 7th Voter District, Southside 8th Voter District, and South Central 9th Voter District. Council members serve four-year terms and every two years it elects a person from among its members to serve as President and one to serve as Vice President.

Richmond City Council appoints and oversees five Offices, which include: the Richmond City Council Office of the Council Chief of Staff, Office of the City Clerk, Office of the City Auditor, Office of the City Attorney, and the Office of the City Assessor of Real Estate.

In delivery of its duties, Richmond City Council holds an average of 12 official monthly public meetings to discuss, deliberate, and act on laws and policy on behalf of Richmond residents. These include two Formal Meetings; two Informal Meetings; six Council Standing Committee meetings; and, Council Budget Meetings, Special Meetings, and Public Hearings and Special Events that are held on an as-needed basis.

Richmond City Council Standing Committees represent six general focus government areas, which include the Richmond City Council Finance and Economic Development Standing Committee; Education and Human Services Standing Committee; Land Use, Housing and Transportation Standing Committee; Governmental Operations Standing Committee; Organizational Development Standing Committee; and, Public Safety Standing Committee. Richmond City Council also regularly establishes and/or appoints members to serve on approximately 60 local and regional government boards, commissions, committees and task forces to assist with providing oversight on various topics, programs and services.

AGENCY FISCAL SUMMARY – CITY COUNCIL

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	\$934,083	\$984,608	\$962,056	\$974,586
Operating	284,179	324,682	368,569	368,569
Total General Fund	\$1,218,262	\$1,309,290	\$1,330,625	\$1,343,155
Special Fund	-	208,500	-	-
Total Agency Summary	\$1,218,262	\$1,517,790	\$1,330,625	\$1,343,155
*Total Staffing	17.90	18.00	18.00	18.00

**Staffing totals also include Special Fund, Capital Improvement and Other Funds, if applicable to agency.*

BUDGET HIGHLIGHTS

Personnel: The budget includes 100% funding for all filled positions and limited funding for vacant positions in both fiscal years. The budget also reflects an increase of the City's contribution to retirement and healthcare.

Operating: This budget includes a 1.5% reduction for all departments for FY16 & FY17, except for Richmond Public Schools, Non-Departmental and Debt. Additional adjustments include a transfer of funds (\$49,500) from personnel to operating for Temporary Services.

GENERAL FUND PROGRAM BUDGETS

Program	Description	FY 2016 Proposed	FY 2017 Proposed
Council Operations	Support central operations on behalf of the legislative body. The Council Chief of Staff or designee is granted authority to use discretion in providing oversight and signoff on expenditures.	\$520,809	\$524,522
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.	132,084	132,066
City Council & Liaisons	Adopt ordinances and resolutions for general management and policy direction of the City. Council Liaisons assist Council members with citizen inquiries, suggestions and complaints regarding City services and policy needs.	677,732	686,567
	Total General Fund Program	\$1,330,625	\$1,343,155

SERVICE LEVEL BUDGETS

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Legislative Services	\$1,330,625	\$1,343,155
Total Service Level Budget	\$1,330,625	\$1,343,155

**See Appendices & Glossary section for detailed service descriptions.*

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.

AGENCY FISCAL SUMMARY – CITY TREASURER

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	\$175,203	\$176,095	\$176,854	\$178,328
Operating	10,219	7,887	7,770	7,770
Total General Fund	\$185,422	\$183,982	\$184,624	\$186,098
Total Agency Summary	\$185,422	\$183,982	\$184,624	\$186,098
*Total Staffing	2.00	2.00	2.00	2.00

**Staffing totals also include Special Fund, Capital Improvement and Other Funds, if applicable to agency.*

BUDGET HIGHLIGHTS

Personnel: The budget includes 100% funding for all filled positions. The budget also reflects an increase of the City's contribution to healthcare. There is no change to the FTE count from FY15 adopted.

Operating: This budget includes a 1.5% reduction for all departments for FY16 & FY17, except for Richmond Public Schools, Non-Departmental and Debt.

SERVICE LEVEL BUDGET

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
City Treasurer	\$184,624	\$186,098
Total Service Level Budget	\$184,624	\$186,098

**See Appendices & Glossary section for detailed service descriptions.*

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 Council Chief of Staff supports Richmond City Council by providing general management and control over Richmond City Council operations. Responsibilities include directing and managing day-to-day and ongoing Council administrative activities; research, analysis and facilitation of the Richmond Government Budget and proposed City and State legislation; monitoring compliance with established public policy and the Richmond Government Budget; management and delivery of Council Public Information and Special Events; facilitation between Council, Mayor's Office and Chief Administrative Officer and other City department/agencies; and oversight of Council Offices.

AGENCY FISCAL SUMMARY – COUNCIL CHIEF OF STAFF

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	\$1,030,509	\$1,177,902	\$1,153,185	\$1,168,945
Operating	18,831	38,893	38,308	38,308
Total General Fund	\$1,049,340	\$1,216,795	\$1,191,493	\$1,207,253
Total Agency Summary	\$1,049,340	\$1,216,795	\$1,191,493	\$1,207,253
Total Staffing	11.00	11.50	11.50	11.50

**Staffing totals also include Special Fund, Capital Improvement and Other Funds, if applicable to agency.*

BUDGET HIGHLIGHTS

Personnel: The budget includes 100% funding for all filled positions and limited funding for vacant positions in both fiscal years. The budget also reflects an increase of the City's contribution to retirement and healthcare.

Operating: This budget includes a 1.5% reduction for all departments for FY16 & FY17, except for Richmond Public Schools, Non-Departmental and Debt.

GENERAL FUND PROGRAM BUDGETS

Program	Description	FY 2016 Proposed	FY 2017 Proposed
Administration	Effective and efficient management of Council's internal and external business needs.	\$246,762	\$251,673
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.	247,904	253,745
Research & Analysis	Timely and accurate research and analysis for all members of Council to support informed and effective decision making.	600,736	604,997
Public Information	Effectively disseminate information on behalf of City Council.	96,091	96,838
	Total General Fund Program	\$1,191,493	\$1,207,253

SERVICE LEVEL BUDGETS

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Administration	\$186,228	\$190,211
Financial Management	230,880	234,854
Human Resources Management	91,948	92,934
Legislative Services	533,947	538,557
Public Information & Media Relations	148,490	150,697
Total Service Level Budget	\$1,191,493	\$1,207,253

**See Appendices & Glossary section for detailed service descriptions.*

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 election matters fall within the purview of the Electoral Board, voter registration is the sole province of the General Registrar.

AGENCY FISCAL SUMMARY – GENERAL REGISTRAR

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	\$832,306	\$869,927	\$855,624	\$866,853
Operating	487,794	884,455	702,312	729,519
Total General Fund	\$1,320,099	\$1,754,382	\$1,557,936	\$1,596,372
Total Agency Summary	\$1,320,099	\$1,754,382	\$1,557,936	\$1,596,372
*Total Staffing	12.98	13.30	13.30	13.30

**Staffing totals also include Special Fund, Capital Improvement and Other Funds, if applicable to agency.*

BUDGET HIGHLIGHTS

Personnel: The budget includes 100% funding for all filled positions. The budget also reflects an increase of the City's contribution to healthcare. There is no change to the FTE count from FY15 adopted.

Operating: This budget includes a 1.5% reduction for all departments for FY16 & FY17, except for Richmond Public Schools, Non-Departmental and Debt. This budget reflects the removal of one time funding of \$171K for e-pollbooks. Additional funding of \$27,122 was added in FY17 for postage for the Presidential election.

GENERAL FUND PROGRAM BUDGETS

Program	Description	FY 2016 Proposed	FY 2017 Proposed
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.	\$367,940	\$366,700
Electoral Board	The Electoral Board is to conduct all elections required by law in the City of Richmond.	1,189,996	1,229,672
	Total General Fund Program	\$1,557,936	\$1,596,372

SERVICE LEVEL BUDGETS

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Administration	\$26,716	\$26,996
Elections Management	1,189,165	1,228,841
Financial Management	35,224	35,527
Records Management	19,661	19,767
Voter Registration	287,170	285,241
Total Service Level Budget	\$1,557,936	\$1,596,372

**See Appendices & Glossary section for detailed service descriptions.*



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ADMINISTRATION & FINANCE

MISSION STATEMENT

The mission of the Department of Budget and Strategic Planning is to provide corporate oversight for the development, analysis, and execution of the City’s budgeting and strategic planning process as well as technical grant support in order to balance the needs and resources of the community.

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. The department plays 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.

AGENCY FISCAL SUMMARY – BUDGET & STRATEGIC PLANNING

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	\$957,438	\$1,117,290	\$1,253,810	\$ 1,279,476
Operating	41,653	63,804	62,847	62,847
Total General Fund	\$999,091	\$1,181,094	\$1,316,657	\$1,342,323
Total Agency Summary	\$999,091	\$1,181,094	\$1,316,657	\$1,342,323
*Total Staffing	10.80	11.00	12.00	12.00

**Staffing totals also include Special Fund, Capital Improvement and Other Funds, if applicable to agency.*

BUDGET HIGHLIGHTS

Personnel: The budget includes 100% funding for all filled positions and limited funding for vacant positions in both fiscal years. The budget also reflects an increase of the City’s contribution to retirement and healthcare. The FTE count increased by one (1) with the transfer of a Management Analyst from Department of Finance.

Operating: This budget includes a 1.5% reduction for all departments for FY16 & FY17, except for Richmond Public Schools, Non-Departmental and Debt.

GENERAL FUND PROGRAM BUDGETS

Program	Description	FY 2016 Proposed	FY 2017 Proposed
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.	\$725,738	\$740,477
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.	377,418	385,666
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.	213,501	216,180
	Total General Fund Program	\$1,316,657	\$1,342,323

SERVICE LEVEL BUDGETS

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Administration	\$20,414	\$20,971
Budget Management	544,462	555,487
Capital Improvement Plan (CIP) Management	48,352	49,747
Financial Management	63,809	65,681
Investment & Debt Management	98,721	100,104
Grants Management	213,649	216,328
Strategic Planning & Analysis	327,250	334,005
Total Service Level Budget	\$1,316,657	\$1,342,323

**See Appendices & Glossary section for detailed service descriptions.*

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. The Key financial objectives include obtaining an AAA bond rating, and implementing a Best Practices Financial Reporting and Accounting Control system.

DEPARTMENT OVERVIEW

The Finance Department is responsible for the financial, risk management, taxation, cash management, financial reporting, accounting control 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.

AGENCY FISCAL SUMMARY – FINANCE

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	\$6,654,812	\$6,731,344	\$7,231,797	\$7,417,523
Operating	15,788,597	15,651,071	15,554,698	15,551,702
Total General Fund	\$22,443,409	\$22,382,415	\$22,786,495	\$22,969,225
Special Fund	706,657	888,000	653,016	525,000
Total Agency Summary	\$23,150,066	\$23,270,415	\$23,439,511	\$23,494,225
*Total Staffing	110.20	106.00	105.00	105.00

**Staffing totals also include Special Fund, Capital Improvement and Other Funds, if applicable to agency.*

BUDGET HIGHLIGHTS

Personnel: The budget includes 100% funding for all positions which are filled and limited funding for vacant positions in both fiscal years. The budget also reflects an increase of the City's contribution to retirement and healthcare.

One position, a Management Analyst II, was transferred from the Office of the Chief Administrative Officer to the Department of Finance. Additionally, one position, a Management Analyst II, was transferred from the Department of Finance to the Department of Budget and Strategic Planning. The FTE count decreased by one FTE due to an administrative correction of the FTE allocation for two Part-time permanent positions from one FTE for each position to .5 FTE for each position.

Operating: This budget includes a 1.5% reduction for all departments for FY16 & FY17, except for Richmond Public Schools, Non-Departmental and Debt. Additionally, \$140,457 was transferred from temporary personnel to contracted temporary services in the operating budget.

GENERAL FUND PROGRAM BUDGETS

Program	Description	FY 2016 Proposed	FY 2017 Proposed
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.	\$2,571,239	\$2,645,759
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).	1,737,193	1,828,779
Disbursements	Responsible for the processing of payments to employees, vendors, and citizens ensuring all City obligations are paid accurately and timely.	880,098	897,859
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.	13,770,476	13,771,308
Collections	Responsible for billing and collection of all local taxes and other revenues for City government as well as tax enforcement.	2,244,937	2,273,781
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.	1,201,156	1,160,456
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.	381,396	391,283
	Total General Fund Program	\$22,786,495	\$22,969,225

SERVICE LEVEL BUDGETS

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Accounting & Reporting	\$1,123,886	\$1,189,173
Accounts Payable	169,791	173,604
Administration	1,357,626	1,439,954
Assessments	633,675	648,822
Audit Services	381,396	391,283
Billing & Collections	2,357,876	2,321,161
Customer Service	185,875	190,601
Financial Management	159,159	159,903
Investment & Debt Management	1,284,135	1,288,953
Management Information Systems	483,305	496,988
Payroll Administration	486,906	499,809
Project Management	112,523	112,523
Risk Management	13,776,742	13,777,569
Tax Enforcement	273,600	278,882
Total Service Level Budget	\$22,786,495	\$22,969,225

**See Appendices & Glossary section for detailed service descriptions.*

MISSION STATEMENT

The Department of Human Resources delivers a human resources management program that is responsible for the entire employment lifecycle by focusing on our people, our partnerships, and our performance to create, support, and sustain an engaged workforce.

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.

AGENCY FISCAL SUMMARY – HUMAN RESOURCES

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	\$2,640,830	\$2,716,704	\$2,465,572	\$2,528,356
Operating	449,584	574,824	566,201	566,201
Total General Fund	\$3,090,414	\$3,291,528	\$3,031,773	\$3,094,557
Total Agency Summary	\$3,090,414	\$3,291,528	\$3,031,773	\$3,094,557
*Total Staffing	39.00	37.00	37.00	37.00

**Staffing totals also include Special Fund, Capital Improvement and Other Funds, if applicable to agency.*

BUDGET HIGHLIGHTS

Personnel: The budget includes 100% funding for all positions which are filled and limited funding for vacant positions in both fiscal years. The budget also reflects an increase of the City's contribution to retirement and healthcare.

Operating: This budget includes a 1.5% reduction for all departments for FY16 & FY17, except for Richmond Public Schools, Non-Departmental and Debt.

GENERAL FUND PROGRAM BUDGETS

Program	Description	FY 2016 Proposed	FY 2017 Proposed
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.	\$772,819	\$779,550
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.	190,178	166,176
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.	238,241	240,463
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.	371,473	426,334
Classification & Compensation	Design and administer classification, compensation, and performance evaluation systems that provide competitive and appropriate pay structures in order to improve employee performance, ensure pay equity, as well as attract and retain the most qualified individuals for the organization	115,141	115,868
Administrative Support Services	Maintain various administrative, financial, and technical services to include Records Management, in order to assist the department and the organization with providing efficient and effective services.	402,246	412,208
Training & Development	Provide employee development opportunities and programs to equip our workforce with the necessary skills to provide outstanding services. These include new employee on-boarding, policy training, leadership development, employee recognition, and performance consulting.	465,950	469,879
Human Resources Information System	Administer and maintain all HR information systems, which include - RAPIDS HRMS, RAPIDS Online Benefits, Learning Management System (Wavelength), Applicant Tracking (NEOGOV), Document Imaging (Personnel Records).	475,725	484,079
	Total General Fund Program	\$3,031,773	\$3,094,557

SERVICE LEVEL BUDGETS

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Administration	\$1,080,593	\$1,096,211
Benefits Administration	200,729	201,658
Compensation & Classification Administration	135,895	136,804
Employee Relations	455,868	486,392
Employee Training & Development	479,085	483,014
Human Resources Management	529,961	539,381
Recruitment, Selection, & Retention Services	79,830	80,538
Wellness Program	69,812	70,559
Total Service Level Budget	\$3,031,773	\$3,094,557

**See Appendices & Glossary section for detailed service descriptions.*

MISSION STATEMENT

To provide secure, reliable, and convenient access to the technology and information needed to support the diverse businesses of the City of Richmond.

DEPARTMENT OVERVIEW

The Department of Information Technology (DIT) provides the computing, communications, IT infrastructure and application development for the City of Richmond departments to support their business operations and service delivery to the public.

AGENCY FISCAL SUMMARY – INFORMATION TECHNOLOGY

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	\$7,346,773	\$7,917,839	\$8,200,243	\$ 8,351,024
Operating	10,243,880	15,831,625	10,437,674	10,431,829
Total General Fund	\$17,590,653	\$23,749,464	\$18,637,917	\$18,782,853
Special Fund*	955,804	-	-	-
Capital Improvement	3,805,311	797,770	-	-
Internal Service Fund*	872,451	-	-	-
Total Agency Summary	\$23,224,219	\$24,547,234	\$18,637,917	\$18,782,853
Total Staffing**	101.60	98.60	86.60	86.60

**As a part of the Focus Area 7-Well-Managed Government Initiative the DIT Radio Shop Internal Service Fund and DIT 911 Emergency Telephone Special Fund was transferred to the Department of Emergency Communications in FY15.*

***Staffing totals also include Special Fund, Capital Improvement and Other Funds, if applicable to agency.*

BUDGET HIGHLIGHTS

Personnel: The budget includes 100% funding for all positions which are filled and limited funding for vacant positions in both fiscal years. The budget also reflects an increase of the City's contribution to retirement and healthcare.

Operating: This budget includes a 1.5% reduction for all departments for FY16 & FY17, except for Richmond Public Schools, Non-Departmental and Debt. The budget reflects the removal of one time funding of \$5,300,000 for DIT Asset Replacement. The budget also includes additional funding of \$30,000 for Socrata Open Data Software and \$35,000 for EIS Reporting Software in FY16.

GENERAL FUND PROGRAM BUDGETS

Program	Description	FY 2016 Proposed	FY 2017 Proposed
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.	\$976,833	\$987,957
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.	4,949,891	4,932,500
Infrastructure Services	Network and Security Team– Supports all connectivity and IT security needs such as Internet monitoring, System Accesses, security tools, policies, connectivity, and all data circuits. Server Engineering Team– Supports server environment, including Microsoft Windows Server, UNIX, and Linux platforms. -Supports Email, Web, FTP, External DNS, and Virus protection. Systems Engineering Team– Supports Database environment including Microsoft SQL, Oracle, and DB2 along with all enterprise storage (SAN and backups) and Mainframe operational support.	4,998,175	5,120,694
End User Services	Citywide Service Center which provides uninterruptible 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”. 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. Customer Service – Provide efficient and effective processing of service requests to our published standards for performance.	2,474,744	2,489,637

Program	Description	FY 2016 Proposed	FY 2017 Proposed
Telecommunications (Citywide)	Efficient and effective processing of all citywide telecommunications services and expenses.	3,429,688	3,429,762
City Printing & Copy Services	Provides a wide array of one-stop quality print and copy services and support functions.	647,150	655,680
Mail Room	Timely and accurate processing and distribution of all intra-city and U.S. mail.	261,436	266,623
Enterprise Resource Planning (ERP)	Efficient and effective tracking and management of all Enterprise Resource Planning expenses.	900,000	900,000
	Total General Fund Program	\$18,637,917	\$18,782,853

SERVICE LEVEL BUDGETS

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Administration	\$956,167	\$969,290
Boards & Commissions Support	64,000	64,000
City Copy & Print Services	1,916,641	1,925,198
Customer Service	53,965	53,966
Data Center Operations & Support	318,187	325,127
Database Management	2,546,089	2,655,946
Desktop Support	181,172	183,413
Fleet Management	600	600
Geographic Information Systems	252,581	260,584
Internal Consulting Services	2,500	2,500
Mail Services	186,056	190,496
Management Information Services	1,085,859	1,101,420
Network Infrastructure Support	1,518,848	1,520,943

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Recruit, Selection, & Retention Services	9,722	9,722
Risk Management	492,885	492,895
Software/Applications Development & Support	5,365,946	5,335,030
Strategic Planning & Analysis	6,500	4,500
Telecommunications System Management	3,680,199	3,687,223
Total Service Level Budget	\$18,637,917	\$18,782,853

**See Appendices & Glossary section for detailed service descriptions.*

MISSION STATEMENT

The mission of the Department of Procurement Services is to enhance economic growth through integration and collaboration, and to provide the most efficient and effective procurement process to the citizens and agencies of the City of Richmond.

DEPARTMENT OVERVIEW

The Department of Procurement Services is responsible for providing procurement support to 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.

AGENCY FISCAL SUMMARY – PROCUREMENT SERVICES

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	\$1,086,324	\$1,025,068	\$1,158,638	\$1,173,970
Operating	57,532	67,841	66,823	66,823
Total General Fund	\$1,143,856	\$1,092,909	\$1,225,461	\$1,240,793
Total Agency Summary	\$1,143,856	\$1,092,909	\$1,225,461	\$1,240,793
*Total Staffing	15.00	15.00	15.00	15.00

**Staffing totals also include Special Fund, Capital Improvement and Other Funds, if applicable to agency.*

BUDGET HIGHLIGHTS

Personnel: The budget includes 100% funding for all positions which are filled and reduced limited funding for vacant positions in both fiscal years. The budget also reflects an increase of the City’s contribution to retirement and healthcare. There is no change to the FTE count from FY15 adopted.

Operating: This budget includes a 1.5% reduction for all departments for FY16 & FY17, except for Richmond Public Schools, Non-Departmental and Debt.

GENERAL FUND PROGRAM BUDGETS

Program	Description	FY 2016 Proposed	FY 2017 Proposed
Procurement Services	Leadership, fiscal accountability, and administration oversight for the department.	\$472,040	\$480,617
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.	753,421	760,176
	Total General Fund Program	\$1,225,461	\$1,240,793

SERVICE LEVEL BUDGETS

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Administration	\$274,393	\$278,987
Contract Administration	521,539	526,704
Customer Service	301,646	305,345
Employee Training & Development	472	472
Financial Management	127,411	129,285
Total Service Level Budget	\$1,225,461	\$1,240,793

**See Appendices & Glossary section for detailed service descriptions.*

HUMAN SERVICES

MISSION STATEMENT

The mission of the Office of the Deputy Chief Administrative Officer for Human Services is to support and provide executive policy direction and instill collaboration of human service agencies in deliverables to the citizens of the City of Richmond.

DEPARTMENT OVERVIEW

The Office of the Deputy Chief Administrative Officer for Human Services (DCAO-HS) oversees and coordinates the direction and focus of the following City departments: Justice Services, Social Services, and Parks, Recreation and Community Facilities. The Office also serves as the liaison to the following quasi-independent and/or State Agencies with a Richmond City focus: Richmond City Health District, Richmond Behavioral Health Authority and the Richmond Public Library. **The Office** 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. The programs, activities and initiatives of the Office of Human Services’ agencies protect and safeguard children, families and adults in need and help to build and sustain resilient communities to enhance the quality of life for Richmond residents.

The Office of the DCAO-HS works to align implementation and funding strategies across human service departments and non-departmental agencies. Areas of focus for the DCAO-HS are: 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, early childhood development, family stability, and meeting the needs of seniors and persons with disabilities.

AGENCY FISCAL SUMMARY – HUMAN SERVICES

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	\$1,339,327	\$1,408,317	\$1,795,657	\$1,820,898
Operating	547,824	691,953	413,540	413,587
Total General Fund	\$1,887,151	\$2,100,270	\$2,209,197	\$2,234,485
Special Fund	166,568	171,517	134,356	134,356
Total Agency Summary	\$2,053,719	\$2,271,787	\$2,343,553	\$2,368,841
*Total Staffing	17.00	17.00	30.00	30.00

**Staffing totals also include Special Fund, Capital Improvement and Other Funds, if applicable to agency.*

BUDGET HIGHLIGHTS

Personnel: The budget includes 100% funding for all filled positions and limited funding for vacant positions in both fiscal years. The budget also reflects an increase of the City’s contribution to retirement and healthcare. The General Fund FTE count increased by two FTEs with the new Management Analyst position (DCAO_HS) and the Director position for (Office of Community Wealth Building, MLW Initiative).

Operating: This budget includes a 1.5% reduction for all departments for FY16 & FY17, except for Richmond Public Schools, Non-Departmental and Debt. Additionally, \$272,161 was transferred to personnel to fund three positions for the Office of Community Wealth Building (MLW Initiative).

GENERAL FUND PROGRAM BUDGETS

Program	Description	FY 2016 Proposed	FY 2017 Proposed
Human Services/Management Services	Coordinates and oversee the city's Health and Human Service agencies. Implements a wide range of strategies designed to improve operations, address service gaps, and better coordinate service delivery to City residents.	\$585,257	\$593,783
Multicultural Affairs	Provides services to multicultural populations in Richmond.	264,157	267,646
Children and Youth	Ensures access to resources that cultivate employability, facilitate economic vitality and independence, and promote professional and individual growth and development.	75,604	77,020
Aging and Persons with Disabilities	Coordinates and provides services to assist vulnerable senior citizens and individuals with disabilities to ensure their safety and well-being	136,127	139,692
Mayor's Youth Academy	Prompts poverty mitigation and workforce development by ensuring employment opportunities to over 500 youths that will otherwise have no place to work.	556,223	558,334
City of Services	Services to increase collaborative civic engagement and community services throughout the City. Leveraging service as an impact strategy to improve the quality of life for vulnerable residents and the revitalization of Richmond.	281,373	283,736
Office of Community Wealth Building	Coordinates the City of Richmond's poverty reduction and wealth building initiatives. Coordinates and monitors the use of Maggie L. Walker Initiative funding and programmatic initiatives across City departments as well as non-departmental expenditures. Identifies areas for new investments and initiatives. Researches innovative poverty reduction initiatives being undertaken Conducts community outreach and education.	310,456	314,274
	Total General Fund Program	\$2,209,197	\$2,234,485

SERVICE LEVEL BUDGETS

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Administration	\$940,000	\$954,163
Community Outreach	80,869	82,187
City Copy & Print Services	14,149	14,149
Mayor's Youth Academy	528,526	530,360
Multicultural Affairs	191,226	193,630
Senior & Special Needs Programming	65,414	67,196
Strategic Planning & Analysis	53,313	53,761
Volunteer Coordination	263,807	265,730
Workforce Development	2,976	2,976
Youth Services	68,917	70,333
Total Service Level Budget	\$2,209,197	\$2,234,485

**See Appendices & Glossary section for detailed service descriptions.*

MISSION STATEMENT

To promote a Safe and Healthy Community through Evidence Based Practices that empower 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 major operating divisions are The Division of Juvenile Community Programs, The Division of Adult Programs and The Richmond Juvenile Detention Center. The department provides a variety of services to include Jail Screening and Interviewing, Case Management/Supervision, Assessments, Substance Abuse Education/Testing, Home Electronic Monitoring, Anger Management, Community Services, Intake, Mental Health, Food Operations, Security Operations and Maintenance & Custodial.

AGENCY FISCAL SUMMARY – JUSTICE SERVICES

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	\$7,628,891	\$8,125,644	\$7,130,160	\$7,211,177
Operating	1,874,834	2,029,737	1,887,439	1,887,442
Total General Fund	\$9,503,725	\$10,155,381	\$9,017,599	\$9,098,619
Special Fund	986,331	1,777,944	2,344,645	1,793,545
Capital Improvement	375,000	400,000	400,000	300,000
Total Agency Summary	\$10,865,056	\$12,333,325	\$11,762,244	\$11,192,164
*Total Staffing	184.04	181.06	146.00	146.00

**Staffing totals also include Special Fund, Capital Improvement and Other Funds, if applicable to agency.*

BUDGET HIGHLIGHTS

Personnel: The budget includes 100% funding for all positions which are filled and limited funding for vacant positions in both fiscal years. The budget also reflects an increase of the City’s contribution to retirement and healthcare.

The FTE count decreased due to the transfer of the Truancy Division to the Richmond Public School System in FY15.

Operating: This budget includes a 1.5% reduction for all departments for FY16 & FY17, except for Richmond Public Schools, Non-Departmental and Debt. The budget reflects the removal of \$144,721 due to the transfer of the Truancy Division to the Richmond Public School System in FY15. Additionally, funding of \$31,168 has been provided in FY16 and FY17 for additional food costs at the Juvenile Detention Center.

GENERAL FUND PROGRAM BUDGETS

Program	Description	FY 2016 Proposed	FY 2017 Proposed
Administration	Provide leadership, fiscal accountability, and administrative oversight for department personnel and programs to accomplish planned outcomes.	\$1,360,976	\$1,447,051
Secure Detention Operations	Ensure public safety and provide a safe, secure and learning environment for pre-dispositional and post dispositional juveniles so the community and the juvenile are protected.	3,901,698	3,860,493
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.	188,477	192,527
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.	194,631	197,488
Juvenile Drug Court	Juvenile Drug Treatment Court is a specialized court docket for juveniles with substance abuse-related issues. The goals of this innovative specialized court are to support the desire of youth to stop using drugs and make the changes necessary to support substance-free and law-abiding lifestyles.	204,776	208,547
Community Monitoring	Post-dispositional surveillance and monitoring program. Community Monitoring provide community-based intervention for youth 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.	209,499	215,849
Outreach Program	Pre-dispositional surveillance and monitoring program. Outreach is an alternative to secure detention for non-violent youth whose behaviors make them at risk of re-offending or being placed in the Detention Center. Outreach community monitoring is pre-dispositional program.	384,292	388,474

Program	Description	FY 2016 Proposed	FY 2017 Proposed
Community Services	The court-ordered Community Service Program provides constructive sanctions and accountability for youth who have been charged with minor offenses. Participating youth are placed in public or nonprofit community work sites only.	105,804	106,755
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.	1,628,376	1,636,410
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.	172,121	172,121
Home Electronic Monitoring	Facilitate flexibility in responding to jail crowding through community-based supervision for certain non-violent adult defendants/offenders using a Global Positioning System device.	666,949	672,904
	Total General Fund Program	\$9,017,599	\$9,098,619

SERVICE LEVEL BUDGETS

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Accounting & Reporting	\$363	\$363
Administration	940,458	1,042,958
Case Management	600,755	611,433
Counseling Services	24,315	24,315
Financial Management	323,505	306,779
Fleet Management	2,022	2,022
Food Services	200,058	201,404
Home Electronic Monitoring	1,040,855	1,050,992

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Judicial Services	102,917	103,868
Management Information Systems	9,028	9,329
Mayor's Youth Academy	67,908	67,908
Medical Services	159,420	161,434
Pretrial Services	368,513	372,713
Probation Services	298,071	300,558
Re-Entry Services	944,347	945,694
Secure Detention	3,533,845	3,489,280
Substance Abuse Services	3,900	3,900
Youth Services	397,319	403,669
Total Service Level Budget	\$9,017,599	\$9,098,619

**See Appendices & Glossary section for detailed service descriptions.*

MISSION STATEMENT

The Richmond Parks, Recreation and Community Facilities shall provide exceptional recreation and leisure programs to enhance the overall quality of life for the citizens and visitors to the City of Richmond and strive to preserve, protect, maintain and improve all of its natural resources, parkland, community facilities and recreational opportunities for current and future generations.

The department provides places and recreational opportunities for all people to gather, celebrate, contemplate, and engage in activities that promote health, well-being, community, and the environment.

DEPARTMENT OVERVIEW

Parks, Recreation, and Community Facilities (PRCF) oversees more than 2,800 acres of parks and open spaces, 136 tennis courts, 50 playgrounds, 56 baseball/softball diamonds, 27 athletic fields, 2 disc golf courses, 9 pools, 75 sports courts and numerous picnic areas and bike/exercise trails. The department also manages the James River Park, encompassing the largest and most visible park in Richmond. The James River Park includes more than 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, 50 minor plaques and memorials, 7 cemeteries, and the Dogwood Dell Amphitheater, and operates 19 City-owned community centers while providing a full spectrum of recreational services for youth, adults and the elderly. The department also operates 4 before and 17 licensed After School sites throughout the city that assist students with their homework and social development.

AGENCY FISCAL SUMMARY – PARKS, RECREATION & COMMUNITY FACILITIES

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	\$11,161,202	\$10,759,170	\$11,335,348	\$11,571,798
Operating	4,805,566	5,379,375	5,244,681	5,302,312
Total General Fund	\$15,966,768	\$16,138,545	\$16,580,029	\$16,874,110
Enterprise Funds	1,399,338	1,403,379	1,598,284	1,598,284
Special Fund	1,327,493	2,895,000	3,345,718	3,360,718
Capital Improvement Plan	5,234,224	5,218,500	3,000,000	1,950,000
Total Agency Summary	\$23,927,823	\$25,655,424	\$24,524,031	\$23,783,112
*Total Staffing	228.73	217.58	216.90	216.90

**Staffing totals also include Special Fund, Capital Improvement and Other Funds, if applicable to agency.*

BUDGET HIGHLIGHTS

Personnel: The budget includes 100% funding for all positions which are filled and limited funding for vacant positions in both fiscal years. The budget also reflects an increase of the City's contribution for retirement and healthcare.

Operating: This budget includes a 1.5% reduction for all departments for FY16 & FY17, except for Richmond Public Schools, Non-Departmental and Debt. The budget also reflects minor inflation increases for utilities in both fiscal years. Other operating decreases were level funded based on historical spending patterns.

GENERAL FUND PROGRAM BUDGETS

Program	Description	FY 2016 Proposed	FY 2017 Proposed
Administration	Leadership, fiscal accountability and administrative oversight to enable department personnel to accomplish planned outcomes.	\$2,696,062	\$2,698,046
Infrastructure Maintenance	Systematic facilities maintenance that improves the department's properties so that the infrastructure is maintained or enhanced.	1,969,371	2,003,288
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.	237,132	240,893
Parks, Permits, and Scheduling	Booking, scheduling and event coordination services for the department and citizens using department facilities and equipment, so residents and visitors may enjoy the amenities within the Parks and Recreation system.	203,465	207,358
Special Recreation Services	Comprehensive athletics, aquatics, senior citizen services, camps and special events and programs for citizens of the Richmond metropolitan area so that people can participate in high-quality activities that enhance skill development and promote social interaction.	2,072,024	2,105,858
James River Park	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.	459,141	503,237

Program	Description	FY 2016 Proposed	FY 2017 Proposed
Licensed After School Recreation/Arts Program	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.	966,218	977,473
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.	236,251	240,642
Recreation & Administration	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.	3,856,309	3,917,891
Bryan Park	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.	679,853	704,650
Byrd Park	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.	1,241,226	1,278,752
Forest Hill Park	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.	890,947	917,102
Cannon Creek	This is a jail alternative program developed as a method of reducing repeat offenders and giving inmates an opportunity to learn the Grounds Maintenance trade. Inmates will be trained in all manner of landscaping and tree maintenance techniques as well as equipment care and use. The effort is to train them for jobs within the Landscape Industry.	106,239	105,657
Cultural Arts	Comprehensive arts activities for citizens of the Richmond metropolitan area so that people can participate in high quality arts and entertainment with competitive pricing.	965,791	973,263
	Total General Fund Program	\$16,580,029	\$16,874,110

SERVICE LEVEL BUDGETS

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Administration	\$1,688,527	\$1,696,146
Aquatic Services	964,786	962,443
Camp Services	83,257	85,455
Cultural Services	694,001	700,746
Customer Service	129,100	132,715
Educational Services	1,029,843	1,056,011
Emergency & General Assistance	42,113	42,860
Facilities Management	1,912,864	1,945,398
Financial Management	539,517	552,403
Grounds Management	163,720	166,558
Human Resources & Employee Relations	266,793	281,906
Infrastructure Management	8,456	8,455
Parks Management	3,240,871	3,321,861
Pedestrians, Bikes, and Trails Management	24,575	24,939
Public Information & Media Relations	317,045	321,410
Recreational Services	4,836,975	4,931,425
Senior & Special Needs Programming	132,514	133,960
Special Events	349,731	354,106
Sports & Athletics	155,341	155,313
Total Service Level Budget	\$16,580,029	\$16,874,110

**See Appendices & Glossary section for detailed service descriptions.*

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 areas of reproductive health, communicable disease control, various categorical public health programs, environmental health and disaster preparedness and response.

AGENCY FISCAL SUMMARY – RICHMOND CITY HEALTH DISTRICT

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Operating	\$3,200,789	\$3,668,726	\$3,813,695	\$3,813,695
Total General Fund	\$3,200,789	\$3,668,726	\$3,813,695	\$3,813,695
Total Agency Summary	\$3,200,789	\$3,668,726	\$3,813,695	\$3,813,695

BUDGET HIGHLIGHTS

Operating: This budget includes a 1.5% reduction for all departments for FY16 & FY17, except for Richmond Public Schools, Non-Departmental and Debt.

The proposed operating budget reflects an increase of \$200,000. \$160,000 was transferred from the Department of Economic and Community Development and \$40,000 was transferred from the Department of Social Services for the Community Navigators, anti-poverty related program.

GENERAL FUND PROGRAM BUDGETS

Program	Description	FY 2016 Proposed	FY 2017 Proposed
Public Health Services	Provide services in the areas of: Communicable Disease Control, Environmental Health Services, Chronic Disease Prevention Services, Lab & Pharmacy Services, Family Planning, Immunization Services, and Home & Personal Care Screening. Maternity Care Services including Clinical, Resource Mothers and WIC, Vital Records, Sexually Transmitted Disease Services, Resource Centers, Teen Pregnancy Prevention, Family & Fatherhood Initiatives, Healthy Homes etc.	\$3,813,695	\$3,813,695

Program	Description	FY 2016 Proposed	FY 2017 Proposed
	Total General Fund Program	\$3,813,695	\$3,813,695

SERVICE LEVEL BUDGETS

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Public Health Services	\$3,813,695	\$3,813,695
Total Service Level budget	\$3,813,695	\$3,813,695

**See Appendices & Glossary section for detailed service descriptions.*

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 residents by promoting reading and the active use of cultural, intellectual, and informational resources through a dedication to excellence and professional service.

DEPARTMENT OVERVIEW

Richmond Public Library provides learning opportunities for all stages of an individual's growth. Richmond Public Library provides resources to children, their parents and caregivers to help children enter school ready to learn and succeed academically. Richmond Public Library offers public access computers and training to increase technological knowledge, skills and competencies. Richmond residents of all ages will thrive and realize success in academic, professional, personal, cultural and economic pursuits, assisted by relevant services and resources at Richmond Public Library.

AGENCY FISCAL SUMMARY - LIBRARY

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	\$4,289,601	\$4,506,178	\$4,610,052	\$4,701,934
Operating	916,187	1,080,943	1,163,430	1,316,109
Total General Fund	\$5,205,788	\$5,587,121	\$5,773,482	\$6,018,043
Special Fund	583,200	740,000	877,520	877,520
Capital Improvement Plan	1,500,000	1,324,014	467,705	-
Total Agency Summary	\$7,288,988	\$7,651,135	\$7,118,707	\$6,895,563
*Total Staffing	81.37	81.40	83.40	83.40

**Staffing totals also include Special Fund, Capital Improvement and Other Funds, if applicable to agency.*

BUDGET HIGHLIGHTS

Personnel: The budget includes 100% funding for all positions which are filled and limited funding for vacant positions in both fiscal years. Two FTEs were added in FY2015 for Library's Sunday services.

Operating: This budget includes a 1.5% reduction for all departments for FY16 & FY17, except for Richmond Public Schools, Non-Departmental and Debt. Library's operating budgets reflect minor inflation increases for utilities; additional funding for contracting an Integrated Library System for \$95,000 in FY2016 and \$250,000 in FY2017; and enhancing the broad-banding capacity for eight library branches for \$5,280 in both fiscal years, respectively.

GENERAL FUND PROGRAM BUDGETS

Program	Description	FY 2016 Proposed	FY 2017 Proposed
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.	\$821,849	\$834,621
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.	3,180,377	3,387,165
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.	986,795	999,511
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.	631,572	641,739
City Records Center	Safe storage for all City departmental records pending their eventual disposition as required by law.	71,999	74,161
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.	80,890	80,846
	Total General Fund Program	\$5,773,482	\$6,018,043

SERVICE LEVEL BUDGETS

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Administration	\$464,428	\$474,332
Catalog and Circulation	827,040	832,839
Customer Service	1,812,987	1,847,258
Early Childhood Dev Initiative	140,010	140,757
Educational Services	1,286,168	1,302,460
Facilities Management	143,513	145,136
Financial Management	130,042	133,471
Grants Management	71,304	71,304
Human Resources Management	62,058	63,353
Mail Services	39,763	40,510
Management Information Systems	100,897	103,458
Public Access Computers	240,594	398,701
Records Management	71,999	74,161
Reference Services	382,679	390,303
Total Service Level Budget	\$5,773,482	\$6,018,043

**See Appendices & Glossary section for detailed service descriptions.*

MISSION STATEMENT

The mission of the Department of Social Services 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

Richmond Department of Social Services (RDSS) is a state supervised, locally administered social services department. The local department provides financial assistance, case management and services to meet essential human needs. The overarching goal of the department is to increase all participants' capacity to function independently and provide protection for abused and neglected children, and the aged and the disabled. The Economic Support and Independence (ES&I) division focuses on promoting economic stability and independence for single adults and families. The Children, Families, and Adults (CF&A) division focuses on ensuring that families and children are safe and secure in their own homes, in foster homes, and in the community.

AGENCY FISCAL SUMMARY – SOCIAL SERVICES

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	\$25,429,941	\$27,105,354	\$28,453,069	\$ 29,063,986
Operating	19,648,804	28,228,304	27,629,756	27,633,429
Total General Fund	\$45,078,745	\$55,333,658	\$56,082,825	\$56,697,415
Special Fund	14,393,136	19,183,592	21,872,968	21,872,968
Total Agency Summary	\$59,471,881	\$74,517,250	\$77,955,793	\$78,570,383
Total Staffing	492.30	492.50	496.30	496.30

**Staffing totals also include Special Fund, Capital Improvement and Other Funds, if applicable to agency.*

BUDGET HIGHLIGHTS

Personnel: The budget includes 100% funding for all filled positions and limited funding for vacant positions in both fiscal years. The budget also reflects an increase of the City's contribution to retirement and healthcare. The FTE count increased by two (2) new authorized Administrative Project Analyst positions for the Maggie L. Walker Initiative (MLW), one (1) grant funded position transferred to the general fund, and a transfer of two (.5) part time Social Services Case Managers.

Operating: This budget includes a 1.5% reduction for all departments for FY16 & FY17, except for Richmond Public Schools, Non-Departmental and Debt. An additional reduction of \$142,150 is due to the transfer of funding for two FTE's that support the Anti-Poverty MLW initiative, and \$40,000 was transferred to the Richmond City Health District to support Community Navigators, an Anti-Poverty related program.

GENERAL FUND PROGRAM BUDGETS

Program	Description	FY 2016 Proposed	FY 2017 Proposed
Administration	Provides 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.	\$5,365,418	\$5,396,802
Economic Support & Independence (ES&I) Administration	Determines eligibility of low-income adults and families with children applicants for benefits programs (includes Medicaid, SNAP, General Relief, TANF, VIEW, etc.)	10,167,421	10,345,164
General Relief	Provides assistance, either maintenance or emergency, that cannot be provided through other means. Components may include assistance for medical or dental services and burial expenses.	637,322	637,322
Auxiliary Grants-Aged, Blind & Disabled	Provides financial assistance to supplement the cost of residential care for City residents who are age 65 or over, blind, or disabled, as well as to provide personal care allowances and full Medicaid coverage.	3,766,435	3,781,422
Temporary Assistance to Needy Families (TANF) - Emergency Assistance	Provides short-term, limited financial assistance to individuals and families with children when a fire or other natural disaster has destroyed household necessities.	980	980
Refugee Assistance	Addresses the particular needs of refugees in order to help them transition to life in the United States and achieve self-sufficiency.	21,375	21,375
Children, Families, & Adults (CF&A) Administration	Supports the oversight and coordination to core services provided by the agency.	2,224,118	2,260,856
Foster Care/Child Welfare Services	Provides placement, case management, and support geared toward reunification and permanency for youth temporarily placed in the custody of Richmond Department of Social Services.	5,433,026	5,460,828
Child Protective Services	Provides investigation and assessment of alleged child abuse and neglect of children under the age of 18 so that further abuse and neglect is prevented.	2,317,701	2,355,005
Adult Services	Provides assistance to impaired adults age 18 or older and their families for them to become as independent as possible. Adult Services may include the provision of case management, home-based care, transportation, placement services, and other activities to aid the adult.	1,082,432	1,096,676
Adoption	Provides case management services and facilitates finding of permanent homes for children when parental rights have been terminated by the court.	7,358,774	7,408,437

Program	Description	FY 2016 Proposed	FY 2017 Proposed
Adult Protective Services	Provides investigation and assessment of alleged abuse, neglect, or exploitation of disabled adults age 18 or older or adults over the age of 60, so that the safety and health of adults in the community are protected.	710,889	728,458
Family Preservation	Provides 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.	254,928	254,928
Virginia's Initiative for Employment Not Welfare (V.I.E.W)	Provides low-income families with children the opportunity for self-sufficiency through the provision of employment-related activities, education, training and needed supportive services (transportation and child care).	3,511,351	3,594,079
Supplemental Nutrition Assistance Program Employment Training	Provides job readiness training to SNAP recipients so that they can move towards self-sufficiency by obtaining employment.	166,017	168,181
Hospital Based Eligibility	Provides residents the opportunity to apply for Medicaid and have their eligibility determined while receiving medical services at designated hospitals and clinics.	550,153	559,623
Healthy Start	Provides prenatal and postpartum care for pregnant women and educates the community with the goal of increasing healthy pregnancies and reducing infant mortality.	154,292	154,292
Child Day Care	Determines eligibility of low-income families to meet federal guidelines for quality child care for their children.	1,006,082	1,030,334
Southside Community Services Center	Provides needed local DSS services to persons living in Richmond's south community.	1,210,607	1,216,065
Foster Parent Training	Provides pre-and in-service training, recruitment, support, approval and maintenance of foster and adoptive parents in order to provide children in foster care with safe and nurturing placements.	331,425	338,157
Financial Support Services and Payment Center	Provides financial support services to RDSS for processing vendor payments, fraud prevention, internal IT and records retention management.	2,077,071	2,112,876
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.	631,601	638,222

Program	Description	FY 2016 Proposed	FY 2017 Proposed
Promoting Safe and Stable Families	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.	1,776,892	1,810,819
Comprehensive Services Act	Provides funding for appropriate family-focused and child-centered services for at-risk youth that will help them to adjust within their families and communities; cultivate proper life skills; and develop Independent Living Skills for those who are able to become self-sufficient.	5,098,928	5,098,927
Community Services (Non-Reimbursable Local Programs (NRLP))	Provides funding for programs that are driven by community needs, such as Homeless Services. Homeless Services operates seasonal temperature-triggered cold weather and day warming shelters for individuals in need.	227,587	227,587
	Total General Fund Program	\$56,082,825	\$56,697,415

SERVICE LEVEL BUDGETS

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Administration	\$6,379,896	\$6,432,761
Adoption Services	7,483,988	7,498,947
Adult Services	1,905,493	1,933,060
Case Management	289,692	294,984
Childcare Services	603,648	618,198
Children's Protective Services	2,495,602	2,535,110
Community Outreach	55,931	56,668
Customer Service	1,063,128	1,084,157
Early Childhood Development Initiative	856,236	863,328

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Eligibility Determination Services (DSS)	9,823,861	9,941,749
Emergency and General Assistance	3,697,507	3,756,511
Employee Training and Development	491,469	499,886
Facilities Management	1,094,259	1,097,983
Family Focused/Preservation Services	2,201,679	2,236,842
Financial Management	962,063	1,013,084
Foster Care Services	6,035,624	6,069,915
Grants Management	81,375	81,375
Homeless Services	502,148	507,441
Human Resources Management	440,912	451,434
Interagency Service Coordination/CSA	5,181,162	5,181,888
Investigations	625,056	638,578
Management Information Systems	436,414	444,763
Performance Measurement Oversight	172,963	176,753
Records Management	692,931	708,672
Re-Entry Services	200,080	203,906
Social Services	98,050	98,049
Strategic Planning & Analysis	38,489	39,016
Workforce Development Virginia's Initiative for Employment not Welfare	2,173,169	2,232,357
Total Service Level Budget	\$56,082,825	\$56,697,415

**See Appendices & Glossary section for detailed service descriptions.*



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**ECONOMIC & COMMUNITY
DEVELOPMENT**

MISSION STATEMENT

The mission of Economic and Community Development 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

The Department of Economic and Community Development (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. Additionally, ECD promotes neighborhood development through its federally-funded programs supporting housing development and revitalization, and assistance to low and moderate income persons via job creation and services.

AGENCY FISCAL SUMMARY – ECONOMIC & COMMUNITY DEVELOPMENT

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	\$2,452,815	\$2,705,856	\$2,654,262	\$2,633,420
Operating	2,113,419	3,469,750	2,620,933	2,620,933
Total General Fund	\$4,566,234	\$6,175,606	\$5,275,195	\$5,254,353
Special Fund	8,861,079	31,314,790	29,941,947	29,268,000
Capital Improvement	4,499,000	13,227,444	13,121,976	5,100,000
Total Agency Summary	\$17,926,313	\$50,717,840	\$48,399,118	\$39,622,353
*Total Staffing	36.00	36.00	36.00	36.00

**Staffing totals also include Special Fund, Capital Improvement and Other Funds, if applicable to agency.*

BUDGET HIGHLIGHTS

Personnel: The budget includes 100% funding for all filled positions and limited funding for vacant positions in both fiscal years. The budget also reflects an increase of the City's contribution to retirement and healthcare.

Operating: This budget includes a 1.5% reduction for all departments for FY16 & FY17, except for Richmond Public Schools, Non-Departmental and Debt.

The budget reflects the removal of one time funding totaling \$800,000 for the following:

- \$350,000 for the Bus Rapid Transit study and consultant
- \$100,000 for the Port study
- \$100,000 for the Social Enterprise study
- \$40,000 for the Public Housing Community Facility process
- \$160,000 Reflecting a Transfer to the Richmond City Health District
- \$50,000 for Anti-Poverty Funding for General Business Retention used as a Partial Funding Source for the Promise Scholarship Program, Anti-Poverty Initiative in Non-Departmental

GENERAL FUND PROGRAM BUDGETS

Program	Description	FY 2016 Proposed	FY 2017 Proposed
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.	\$272,165	\$276,081
Administration/Executive Management	Leadership, fiscal accountability and program oversight for the overall department.	1,410,621	1,428,273
Business Development	Help diversify the local business community and seek new business opportunities through a target business approach. Assist in creating and retaining jobs and fostering new investment in the City.	771,982	776,491
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.	124,121	125,468
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.	1,792,641	1,802,132
Real Estate Strategies	Transaction management and real estate advisory services to all City agencies, the Mayor, the Administration and City Council.	519,017	529,184

Program	Description	FY 2016 Proposed	FY 2017 Proposed
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.	384,648	316,724
	Total General Fund Program	\$5,275,195	\$5,254,353

SERVICE LEVEL BUDGETS

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Administration	\$1,150,135	\$1,168,436
Business Attraction	965,474	897,033
Business Retention & Expansion	154,462	155,591
Farmer's Market	68,122	69,113
Financial Management	113,121	116,388
Financial Strategies Group	126,704	128,051
Housing & Neighborhood Revitalization	1,721,876	1,730,640
Real Estate Strategies	278,333	282,904
Tourism Services	217,423	218,962
Transportation Services	165,662	170,511
Workforce Development	313,883	316,724
Total Service Level Budget	\$5,275,195	\$5,254,353

**See Appendices & Glossary section for detailed service descriptions.*



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MISSION STATEMENT

The mission of the 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

MBD's programs and services ensure that 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. MBD 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.

AGENCY FISCAL SUMMARY – MINORITY BUSINESS DEVELOPMENT

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	\$608,176	\$618,662	\$567,042	\$574,920
Operating	51,482	116,100	114,357	114,357
Total General Fund	\$659,658	\$734,762	\$681,399	\$689,277
Total Agency Summary	\$659,658	\$734,762	\$681,399	\$689,277
*Total Staffing	7.04	7.04	7.04	7.04

**Staffing totals also include Special Fund, Capital Improvement and Other Funds, if applicable to agency.*

BUDGET HIGHLIGHTS

Personnel: The budget includes 100% funding for all positions which are filled and reduced limited funding for vacant positions in both fiscal years. The budget also reflects an increase of the City's contribution to retirement and healthcare. There is no change to the FTE count from FY15 adopted.

Operating: This budget includes a 1.5% reduction for all departments for FY16 & FY17, except for Richmond Public Schools, Non-Departmental and Debt.

GENERAL FUND PROGRAM BUDGETS

Program	Description	FY 2016 Proposed	FY 2017 Proposed
Minority Business Development	Provide leadership, fiscal accountability and program oversight for the overall department to accomplish Administration's goals and priorities.	\$249,729	\$251,972
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.	28,970	28,970
Contract Administration	Ensure that the goals established by MBD on City contracts greater than \$50,000 are adhered to by prime and subcontractors vendors.	402,700	408,335
	Total General Fund Program	\$681,399	\$689,277

SERVICE LEVEL BUDGETS

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Administration	\$204,371	\$208,885
Contract Administration	150,723	152,142
Minority Business Development	167,800	168,885
Project Management	90,595	91,455
Strategic Planning & Analysis	67,910	67,910
Total Service Level Budget	\$681,399	\$689,277

**See Appendices & Glossary section for detailed service descriptions.*

MISSION STATEMENT

The Department of Planning & Development Review plans for and protects Richmond’s unique physical, social, and natural environment in order to enhance the quality of life for our citizens, businesses, and visitors.

DEPARTMENT OVERVIEW

Planning & Development Review (PDR) is responsible for the City's land use planning preservation programs, building permitting and inspections, property maintenance code enforcement, and zoning administration. The Department also supports several boards and commissions consisting of City residents which guide various elements of development such as plan review and amendments, historic preservation, urban design, public art, urban forestry, zoning appeals, building code board of appeals, and special project planning and management. The Department also manages the Community Assisted Public Safety (CAPS) program.

AGENCY FISCAL SUMMARY - PLANNING & DEVELOPMENT REVIEW

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	\$7,483,099	\$7,769,003	\$7,707,909	\$7,866,532
Operating	985,791	1,931,712	2,199,734	1,853,484
Total General Fund	\$8,468,890	\$9,700,715	\$9,907,643	\$9,720,016
Special Fund	352,960	250,000	289,600	289,600
Capital Improvement Plan	6,834,713	4,270,824	194,721	-
Total Agency Summary	\$15,656,563	\$14,221,539	\$10,391,964	\$10,009,616
*Total Staffing	118.74	118.74	120.74	120.74

**Staffing totals also include Special Fund, Capital Improvement and Other Funds, if applicable to agency.*

BUDGET HIGHLIGHTS

Personnel: The budget includes 100% funding for all positions which are filled and reduced limited funding for vacant positions in both fiscal years. The budget also reflects an increase of the City’s contribution to retirement and healthcare. The FTE count increased by 3 new positions consisting of a Zoning Officer, Property Maintenance Code Enforcement and Project Management Analyst for the Public Arts Commission.

Operating: This budget includes a 1.5% reduction for all departments for FY16 & FY17, except for Richmond Public Schools, Non-Departmental and Debt. This budget reflects the removal of one time funding of \$100K for tunnel study in FY16 and \$250K for City Master Plan in FY17. Also an additional \$300k was transferred from the Department of Public Works to manage the Lot Abatement Program in FY16 & FY17; and \$100K was added for a Transit Oriented Development Study in FY16.

GENERAL FUND PROGRAM BUDGETS

Program	Description	FY 2016 Proposed	FY 2017 Proposed
Land Use Administration	Technical assistance and support with respect to current planning and development activities to neighborhood and civic groups, developers, and boards and commissions to ensure balanced, orderly, and appropriate growth within the city.	\$501,830	\$434,897
Permits and Inspections	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.	3,236,121	3,336,006
Administration	Leadership, fiscal accountability and administrative oversight for department personnel to accomplish planned outcomes.	1,901,367	1,675,663
Property Maintenance Code Enforcement	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.	2,985,217	3,022,699
Planning and Preservation	Develop and implement plans and policies for the City of Richmond's land use and capital facilities that preserve, revitalize, and protect the city's economic, social and historic resources, producing a well-planned and high-quality community.	606,576	571,312
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.	676,532	679,439
	Total General Fund Program	\$9,907,643	\$9,720,016

SERVICE LEVEL BUDGETS

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Administration	\$845,114	\$859,323
Blight Abatement	641,711	644,460
Board & Commissions Support	278,137	316,313
CAPS (Community Assisted Public Safety) Program (PDR)	189,596	170,434
Code Enforcement	1,978,028	2,011,394
Customer Service	1,886,806	1,916,806
Development Review	158,578	161,410
Financial Management	58,318	59,598
Geographic Information Systems	153,979	156,777
Historic Preservation	61,808	85,284
Master Plans	68,224	69,752
Permits & Inspections	2,232,997	2,306,191
Planning	544,594	196,929
Zoning	809,753	765,345
Total Service Level Budget	\$9,907,643	\$9,720,016

**See Appendices & Glossary section for detailed service descriptions.*

**PUBLIC SAFETY &
JUDICIARY**

MISSION STATEMENT

The mission of the 13th District Court Services Unit 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 13th District Court Service Unit (CSU) is a community program of the Virginia Department of Juvenile Justice that exclusively serves the Richmond Juvenile and Domestic Relations District Court. The CSU is mandated to provide intake, juvenile probation and juvenile parole functions for the City of Richmond. The CSU provides domestic relations intake services, criminal intake services for juvenile offenders, and juvenile probation and parole communication supervision and monitors court ordered services for juvenile offenders. CSU operations address community safety and wellbeing, a strategic priority focus area of the City of Richmond.

AGENCY FISCAL SUMMARY – 13TH DISTRICT COURT SERVICES UNIT

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	\$68,029	\$70,491	\$73,174	\$75,588
Operating	77,308	156,522	154,175	154,175
Total General Fund	\$145,337	\$227,013	\$227,349	\$229,763
Total Agency Summary	\$145,337	\$227,013	\$227,349	\$229,763
Total Staffing	1.00	1.00	1.00	1.00

**Staffing totals also include Special Fund, Capital Improvement and Other Funds, if applicable to agency.*

BUDGET HIGHLIGHTS

Personnel: The budget includes 100% funding for the filled position. The budget also reflects an increase of the City's contribution to retirement and healthcare.

Operating: This budget includes a 1.5% reduction for all departments for FY16 & FY17, except for Richmond Public Schools, Non-Departmental and Debt.

GENERAL FUND PROGRAM BUDGETS

Program	Description	FY 2016 Proposed	FY 2017 Proposed
Probation Services (CSU)	Provides adult civil intake, criminal juvenile intake, juvenile probation supervision and juvenile parole supervision.	\$227,349	\$229,763
	Total General Fund Program	\$227,349	\$229,763

SERVICE LEVEL BUDGETS

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Case Management	\$36,587	\$37,794
Probation Services	148,544	148,544
Youth Services	42,218	43,425
Total Service Level Budget	\$227,349	\$229,763

**See Appendices & Glossary section for detailed service descriptions.*

MISSION STATEMENT

To provide a safe and healthy community through professional enforcement of the laws pertaining to animals, while providing and promoting the humane care of companion animals and acting as the community resource for all animal related needs.

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.

AGENCY FISCAL SUMMARY – OFFICE OF ANIMAL CARE & CONTROL

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	\$970,857	\$1,172,535	\$1,244,431	\$1,274,144
Operating	484,171	489,476	405,720	405,720
Total General Fund	\$1,455,028	\$1,662,011	\$1,650,151	\$1,679,864
Special Fund	-	15,000	18,000	18,000
Total Agency Summary	\$1,455,028	\$1,677,011	\$1,668,151	\$1,697,864
*Total Staffing	23.00	23.00	25.00	25.00

**Staffing totals also include Special Fund, Capital Improvement and Other Funds, if applicable to agency.*

BUDGET HIGHLIGHTS

Personnel: The budget includes 100% funding for all positions which are filled and reduced limited funding for vacant positions in both fiscal years. The budget also reflects an increase of the City's contribution to retirement and healthcare. The FTE count increased by 2, a transfer from Non-Departmental and a new Kennel Assistant position.

Operating: This budget includes a 1.5% reduction for all departments for FY16 & FY17, except for Richmond Public Schools, Non-Departmental and Debt.

GENERAL FUND PROGRAM BUDGETS

Program	Description	FY 2016 Proposed	FY 2017 Proposed
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.	\$1,650,151	\$1,679,864
	Total General Fund Program	\$1,650,151	\$1,679,864

SERVICE LEVEL BUDGETS

General Fund Services Level Budget	FY2016 Proposed	FY2017 Proposed
Administration	\$299,221	\$304,809
Animal Care	702,603	714,947
Animal Control	523,245	532,328
Financial Management	125,082	127,780
Total Service level Budget	\$1,650,151	\$1,679,864

**See Appendices & Glossary section for detailed service descriptions.*

MISSION STATEMENT

Richmond Department of Emergency Communications is the first of the first responders. The department is committed to answering all 9-1-1 and non-emergency calls with professionalism, integrity and empathy.

Richmond Department of Emergency Communications' goal is to provide expedient, courteous, and quality service while competently dispatching police, fire and EMS. Customer service is its priority and essential to the success of the mission, so the department treats each caller with compassion and respect. As highly dedicated and expertly trained professionals the department is committed to carrying out these tasks with an eye towards the future, striving to make innovation, efficiency and cooperation the standard.

DEPARTMENT OVERVIEW

The Department of Emergency Communications (DEC) is designated as the Public Safety Answering Point (PSAP) for the City of Richmond's E-911 telephone system and is charged with the appropriate routing of all E-911 and non-emergency calls for service. The department is also responsible for the coordination of all emergency radio and telephone communications for Public Safety Agencies of the City of Richmond.

AGENCY FISCAL SUMMARY –EMERGENCY COMMUNICATION

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	-	\$2,085,188	\$2,673,749	\$2,672,167
Operating	-	1,620,933	1,596,618	1,596,618
Total General Fund	-	\$3,706,121	\$4,270,367	\$4,268,785
Special Fund *	-	4,839,548	4,839,548	4,839,548
Internal Service Fund*	-	1,730,224	1,772,544	1,772,544
Capital Improvement Plan	-	2,276,807	13,379,000	13,083,000
Total Agency Summary	-	\$12,552,700	\$24,261,459	\$23,963,877
Total Staffing**	-	117.00	117.00	117.00

**As a part of the Focus Area 3-Community Safety & Well Being and the Focus Area 7-Well-Managed Government Initiative funding was transferred from the Radio Shop Internal Service Fund for \$1,730,224; 911 Emergency Telephone Special Fund for \$1,139,548 and the Emergency Communications Special Fund for \$3,700,000 to the Department of Emergency Communications in FY15.*

***Staffing totals also include Special Fund, Capital Improvement and Other Funds, if applicable to agency.*

BUDGET HIGHLIGHTS

Personnel: The budget includes 100% funding for all positions which are filled and limited funding for vacant positions in both fiscal years. The budget also reflects an increase of the City's contribution to retirement and healthcare. Additional funding in the amount \$50,000 was added in FY16 for anticipated UCI 2015 over-time costs.

Operating: This budget includes a 1.5% reduction for all departments for FY16 & FY17, except for Richmond Public Schools, Non-Departmental and Debt.

GENERAL FUND PROGRAM BUDGETS

Program	Description	FY 2016 Proposed	FY 2017 Proposed
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.	\$4,270,367	\$4,268,785
	Total General Fund Program	\$4,270,367	\$4,268,785

SERVICE LEVEL BUDGETS

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Administration	\$876,676	\$891,158
Emergency Communications	2,264,309	2,296,080
Management Information Systems	1,079,382	1,081,547
Pedestrians, Bikes & Trails Services	50,000	-
Total Service Level Budget	\$4,270,367	\$4,268,785

**See Appendices & Glossary section for detailed service descriptions.*

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 including: 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.

AGENCY FISCAL SUMMARY – FIRE & EMERGENCY SERVICES

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	\$37,432,083	\$38,274,330	\$37,910,647	\$39,427,771
Operating	5,005,553	5,723,754	5,529,114	5,520,047
Total General Fund	\$42,437,636	\$43,998,084	\$43,439,761	\$44,947,818
Special Fund	\$1,116,444	\$1,120,129	\$1,538,100	\$990,000
Capital Improvement Plan	747,000	2,000,000	750,000	750,000
Total Agency Summary	\$44,301,080	\$47,118,213	\$45,727,861	\$46,687,818
Total Staffing	433.00	433.00	433.00	433.00

**Staffing totals also include Special Fund, Capital Improvement and Other Funds, if applicable to agency.*

BUDGET HIGHLIGHTS

Personnel: The budget includes 100% funding for all positions which are filled and limited funding for vacant positions in both fiscal years. Additional funding in the amount \$100,000 was added in FY16 for anticipated UCI 2015 over-time costs. The budget also reflects an increase of the City's contribution for healthcare. Other funding increases in the amount of \$874,042 was added in fiscal years 2016 and \$2,072,887 in 2017 as a two year plan to address compression and increase minimum salaries of fire recruits and graduates of the academy.

Operating: This budget includes a 1.5% reduction for all departments for FY16 & FY17, except for Richmond Public Schools, Non-Departmental and Debt. The increase is a result of funding: \$280,000 for Self Contained Breathing Apparatus (SCBAs); \$628,912 for fleet related maintenance; \$10,000 Emergency Management UCI 2015 expenditures (FY2016 only); and minor inflation increases for utilities.

GENERAL FUND PROGRAM BUDGETS

Program	Description	FY 2016 Proposed	FY 2017 Proposed
Office of the Fire Chief	Sound leadership through communication, cooperation, and regional collaboration to meet the agency's strategic plans.	\$587,306	\$593,749
Fire Administration	Leadership, fiscal accountability and administrative oversight for department personnel and programs to accomplish the agency's strategic plans.	2,416,227	2,438,744
Fire Operations	A constant state of readiness to respond and protect against injury, loss of life, and/or property damage caused by fire, medical, and emergencies when needed.	33,889,558	35,323,627
Emergency Medical Services/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).	1,529,778	1,537,014
Fire Prevention	Inspect property, issue permits, enforce life safety codes, investigate fire and educate the public to reduce loss of life and property damage.	2,248,442	2,265,468
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.	2,254,708	2,279,875
Emergency Management	Plan, prepare for, and mitigate against emergencies; Educate the public on preparedness; Coordinate and support responses to and recovery from emergencies; Collect and disseminate critical information; Seek and obtain funding and other aid in support of overall preparedness.	513,742	509,341
	Total General Fund Program	\$43,439,761	\$44,947,818

SERVICE LEVEL BUDGETS

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Administration	\$3,345,391	\$3,378,560
Community Outreach	4,518,944	4,569,589
Emergency Medical Services	15,756,669	15,930,468
Emergency Operations Coordination	796,485	803,513
Employee Training & Development	2,221,775	2,245,098
Facilities Management	69,449	71,213
Financial Management	569,813	577,951
Fire Suppression	12,071,746	13,354,965
Fleet Management	307,615	310,332
Hazardous Materials Management	5,825	5,825
Human Resources Management	55,079	55,079
Investigations	515,055	519,659
Management Information Systems	679,843	686,070
Pedestrians, Bikes & Trail Services	110,000	-
Permits & Inspections	1,062,975	1,070,802
Public Information & Media Relations	6,177	6,177
Risk Management Information Systems	130,867	132,521
Specialty Rescue	950,397	962,066
Strategic Planning & Analysis	265,656	267,930
Total Service Level Budget	\$43,439,761	\$44,947,818

**See Appendices & Glossary section for detailed service descriptions.*

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

Throughout 2013, the Commonwealth’s Attorney’s Office was at the center of the ongoing process to identify safe alternatives to incarceration and pretrial detention for non-violent offenders. Our Office is uniquely positioned in this effort because of the balanced judgment of its prosecutors and the practical reality that we make final sentencing arguments and recommendations. In March of 2014, the City opened its Day Reporting Center for moderate to high risk offenders of low level crime. This is a signature achievement for our local criminal justice collaborators. Several attorneys in this Office were very instrumental in all aspects of the planning and implementation of this initiative. Also, we remain very active in the effort to reform the City’s bond and pre-trial supervision processes. We are committed to this new paradigm in an effective but responsible way, with public safety as the first consideration. More attorney’s hours will be required to effectively and safely implement an array of city-wide alternatives to detention.

AGENCY FISCAL SUMMARY – JUDICIARY – COMMONWEALTH ATTORNEY

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	\$5,400,799	\$5,638,366	\$5,831,240	\$5,872,680
Operating	130,995	239,284	237,405	237,405
Total General Fund	\$5,531,794	\$5,877,650	\$6,068,645	\$6,110,085
Special Fund	482,984	643,851	628,488	568,488
Total Agency Summary	\$6,014,778	\$6,521,501	\$6,697,133	\$6,678,573
Total Staffing	69.40	69.40	71.50	71.50

**Staffing totals also include Special Fund, Capital Improvement and Other Funds, if applicable to agency.*

BUDGET HIGHLIGHTS

Personnel: The budget includes 100% funding for all positions which are filled and limited funding for vacant positions in both fiscal years. The budget also reflects an increase of the City’s contribution for healthcare. The FY2016 personnel budgets include the Commonwealth Attorney salary supplement for all members of the Office in the amount of \$953,598.

Operating: This budget includes a 1.5% reduction for all departments for FY16 & FY17, except for Richmond Public Schools, Non-Departmental and Debt.

GENERAL FUND PROGRAM BUDGETS

Program	Description	FY 2016 Proposed	FY 2017 Proposed
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.	\$6,068,645	\$6,110,085
	Total General Fund Program	\$6,068,645	\$6,110,085

SERVICE LEVEL BUDGETS

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Administration	\$1,129,056	\$1,139,861
Commonwealth’s Attorney	4,674,401	4,703,945
Financial Management	136,900	137,991
Victim/Witness Services	128,288	128,288
Total Service Level Budget	\$6,068,645	\$6,110,085

**See Appendices & Glossary section for detailed service descriptions.*

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 assures 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 Court, Criminal and General District Courts, Traffic Court, Civil Court, and Adult Drug Court.

AGENCY FISCAL SUMMARY – JUDICIARY – OTHER CITY COURTS

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	\$3,815,135	\$3,928,010	\$3,979,354	\$4,029,345
Operating	496,568	701,459	730,599	730,599
Total General Fund	\$4,311,703	\$4,629,469	\$4,709,953	\$4,759,944
Special Fund	559,772	1,009,999	972,224	705,000
Total Agency Summary	\$4,871,475	\$5,639,468	\$5,682,177	\$5,464,944
*Total Staffing	69.40	69.40	63.00	63.00

**Staffing totals also include Special Fund, Capital Improvement and Other Funds, if applicable to agency.*

BUDGET HIGHLIGHTS

Personnel: The budget includes 100% funding for all positions which are filled and limited funding for vacant positions in both fiscal years. The budget also reflects an increase of the City’s contribution for healthcare.

Operating: This budget includes a 1.5% reduction for all departments for FY16 & FY17, except for Richmond Public Schools, Non-Departmental and Debt.

The Richmond Adult Treatment Court operating budgets includes funding in both fiscal years for psychiatric services funded by the Supreme Court of Virginia that will end in June 2015 (\$39,000) and additional funding for drug testing supplies due to increased caseloads (\$3,000).

GENERAL FUND PROGRAM BUDGETS

Program	Description	FY 2016 Proposed	FY 2017 Proposed
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.	\$42,433	\$42,433
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.	3,814,180	3,859,485
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.	13,715	13,715
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.	53,042	53,042
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.	112,365	112,365
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.	82,751	82,751
Adult Drug Court	The Richmond Adult Drug Court is a comprehensive substance abuse treatment program that also provides intensive probation supervision, mental health counseling, and ancillary services for drug-addicted offenders in Richmond's Circuit Court.	591,467	596,153
	Total General Fund Program	\$4,709,953	\$4,759,944

SERVICE LEVEL BUDGETS

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Administration	\$291,435	\$293,726
City Copy & Printing Services	5,391	5,391
Clerk of Court	2,548,984	2,579,043
Court Services	1,144,007	1,156,324
Financial Management	264,980	267,112
Grounds Management	5,482	5,482
Re-Entry Services	126,402	128,100
Special Magistrate	42,433	42,433
Substance Abuse Services	280,839	282,333
Total Service Level Budget	\$4,709,953	\$4,759,944

**See Appendices & Glossary section for detailed service descriptions.*

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.

DEPARTMENT OVERVIEW

The Juvenile Domestic Relations Court (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. Approximately 56% of the Court's cases are adult matters and the remaining 44% juvenile.

AGENCY FISCAL SUMMARY – JUVENILE & DOMESTIC RELATIONS COURT

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	\$81,308	\$80,233	\$83,106	\$83,853
Operating	160,068	157,922	155,552	155,552
Total General Fund	\$241,376	\$238,155	\$238,658	\$239,405
Capital Improvement Plan	400,000	400,000	300,000	300,000
Total Agency Summary	\$641,376	\$638,155	\$538,658	\$539,405
Total Staffing	1.00	1.00	1.00	1.00

**Staffing totals also include Special Fund, Capital Improvement and Other Funds, if applicable to agency.*

BUDGET HIGHLIGHTS

Personnel: The budget includes 100% funding for all filled positions and limited funding for vacant positions in both fiscal years. The budget also reflects an increase of the City's contribution to retirement and healthcare.

Operating: This budget includes a 1.5% reduction for all departments for FY16 & FY17, except for Richmond Public Schools, No-Departmental and Debt.

GENERAL FUND PROGRAM BUDGETS

Program	Description	FY 2016 Proposed	FY 2017 Proposed
Court Functions	Hear and adjudicate all matters before the Court.	\$139,329	\$139,329
Dispute Resolution Center	Conduct mediation sessions in all custody, visitation, and support matters and provide other specialized mediation services as requested (truancy, child dependency, etc.).	99,329	100,076
	Total General Fund Program	\$238,658	\$239,405

SERVICE LEVEL BUDGETS

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Administration	\$8,310	\$8,385
Court Services	230,348	231,020
Total Service Level Budget	\$238,658	\$239,405

**See Appendices & Glossary section for detailed service descriptions.*

MISSION STATEMENT

Richmond Police Department makes Richmond a safer city through community policing and engagement.

DEPARTMENT OVERVIEW

Richmond Police Department seeks to improve the quality of life in the City of Richmond through a proactive team approach to timely, innovative intervention in community problems. The department will be the catalyst for positive social change through persistent, personalized and cost-effective application of public safety resources.

AGENCY FISCAL SUMMARY – RICHMOND POLICE DEPARTMENT

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	\$75,666,972	\$75,874,303	\$76,281,031	\$ 78,011,461
Operating	7,485,123	7,860,769	8,512,957	8,732,577
Total General Fund	\$83,152,095	\$83,735,072	\$84,793,988	\$86,744,038
Special Fund*	4,449,528	7,490,319	1,451,171	656,671
Capital Improvement Plan	150,000	1,194,000	-	-
Total Agency Summary	\$87,751,623	\$92,419,391	\$86,245,159	\$87,400,709
Total Staffing**	988.50	882.00	883.50	883.50

*As a part of the Focus Area 3-Community Safety & Well Being the Emergency Communications Special Fund of \$3,700,000 was transferred to the Department of Emergency Communications in FY15.

**Staffing totals also include Special Fund, Capital Improvement and Other Funds, if applicable to agency.

BUDGET HIGHLIGHTS

Personnel: The budget includes 100% funding for all positions which are filled and limited funding for vacant positions in both fiscal years. The budget also reflects an increase of the City's contribution for healthcare. Additional funding in the amount \$1,084,000 was added in FY16 for anticipated UCI 2015 over-time costs. Also, additional funding in the amount of \$1,254,639 was added in fiscal years 2016 and \$3,213,059 in 2017 as a two year plan to address compression and increase minimum salaries of police recruits and graduates of the academy. The FTE count increased by 1.5 FTE's due to the reclassification of a one former grant funded position and an administrative correction of .5 FTE School Guard position.

Operating: This budget includes a 1.5% reduction for all departments for FY16 & FY17, except for Richmond Public Schools, Non-Departmental and Debt. The proposed budget reflects an increase over the adopted FY15 budget. The increase is the result of \$26,000 for UCI 2015 police equipment, \$354,127 for the lease of a Property and Evidence Storage facility and \$401,221 for the acquisition of 200 body

cameras and data storage in FY16. Additionally, FY17 funding includes \$215,773 for the lease of a Property and Evidence Storage facility, \$561,361 for the acquisition of 200 additional body cameras and data storage, and \$227,480 for Body Armor replacements.

GENERAL FUND PROGRAM BUDGETS

Program	Description	FY 2016 Proposed	FY 2017 Proposed
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.	\$16,987,908	\$17,965,361
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.	1,379,917	1,390,750
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.	2,748,344	1,760,107
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 off-duty employment, Mounted, Traffic and K-9 units.	20,113,223	20,232,682
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.	22,291,474	23,178,984

Program	Description	FY 2016 Proposed	FY 2017 Proposed
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.	21,273,122	22,216,154
	Total General Fund Program	\$84,793,988	\$86,744,038

SERVICE LEVEL BUDGETS

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Administration	\$5,409,947	\$5,646,953
CAPS (Community Assisted Public Safety) Program	309,249	313,355
Community Outreach	2,474,450	2,439,600
Employee Training & Development	1,444,573	1,461,160
Executive Protection	319,207	322,213
Financial Management	6,207,065	6,423,144
Homeland Security	609,532	614,040
Human Resources Management	1,431,911	1,457,398
Investigations	17,929,107	17,942,104
Legal Counsel	385,699	440,189
Management Information Systems	2,127,936	2,265,924
Patrol Services	33,426,144	35,594,554
Pedestrians, Bikes & Trails Services	1,110,000	-
Property/Evidence	1,599,030	1,594,663

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Public Information & Media Relations	263,878	322,349
Records Management	969,493	1,024,291
Strategic Planning & Analysis	989,375	1,062,216
Tactical Response	4,285,509	4,269,011
Traffic Enforcement	2,278,861	2,307,942
Warrant and Information	1,223,022	1,242,932
Total Service Level Budget	\$84,793,988	\$86,744,038

**See Appendices & Glossary section for detailed service descriptions.*

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 (RCSO) operates and secures the Richmond City Jail and all courthouses in the City. The Office strives to maintain the highest level of safety and security at these facilities through strict adherence to the Code of Virginia, Department of Corrections (DOC) standards, and measures allowed by the City through its laws and ordinances. The RCSO also provides assistance to other city departments with their security requirements.

AGENCY FISCAL SUMMARY – RICHMOND SHERIFF'S OFFICE

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	\$24,019,266	\$27,129,346	\$27,261,952	\$27,595,287
Operating	9,027,071	8,154,650	8,090,413	8,156,264
Total General Fund	\$33,046,337	\$35,283,996	\$35,352,365	\$35,751,551
Special Fund	-	60,000	9,299	500
Capital Improvement Plan	24,219,000	5,445,000	-	-
Total Agency Summary	\$57,265,337	\$40,788,996	\$35,361,664	\$35,752,051
Total Staffing	466.15	481.29	481.29	481.29

**Staffing totals also include Special Fund, Capital Improvement and Other Funds, if applicable to agency.*

BUDGET HIGHLIGHTS.

Personnel: The budget includes 100% funding for all filled positions and limited funding for vacant positions in both fiscal years. The budget also reflects an increase of the City's contribution to healthcare. The FTE count decreased by 3.0 FTE's resulting from the reduction of 3.0 Special Fund FTE's.

Operating: This budget includes a 1.5% reduction for all departments for FY16 & FY17, except for Richmond Public Schools, Non-Departmental and Debt.

GENERAL FUND PROGRAM BUDGETS

Program	Description	FY 2016 Proposed	FY 2017 Proposed
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.	\$4,782,614	\$4,825,537
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.	4,933,889	4,999,841
Jail Human Resources	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.	1,711,364	1,728,102
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 focus on the safety and security of all who enter and work in the Jail.	23,924,498	24,198,071
	Total General Fund Program	\$35,352,365	\$35,751,551

SERVICE LEVEL BUDGETS

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Administration	\$3,060,724	\$3,086,110
Community Outreach	176,029	178,144
Court Services	4,826,350	4,893,035
Customer Service	135,050	136,653
Employee Training & Development	365,448	370,460
Financial Management	350,631	354,258
Home Electronic Monitoring	176,029	178,144

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Human Resources Management	250,683	252,361
Investigations	386,958	390,522
Jails and Detention Facilities	246,497	248,738
Legal Counsel	120,899	120,899
Management Information Systems	443,027	448,473
Medical Services	4,599,842	4,599,816
Network and Data Security	31,014	31,201
Network and Infrastructure Support	31,014	31,201
Payroll Administration	222,913	225,114
Property & Evidence	84,113	84,850
Public Information & Media Relations	83,575	84,922
Recruitment, Selection, & Retention Services	225,380	227,860
Re-Entry Services	46,951	47,678
Secure Detention	19,370,646	19,642,526
Security Management	118,592	118,586
Total Service Level Budget	\$35,352,365	\$35,751,551

**See Appendices & Glossary section for detailed service descriptions.*

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.

AGENCY FISCAL SUMMARY – RADIO SHOP

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	\$308,112	\$417,337	\$459,657	\$459,657
Operating	564,339	1,312,887	1,312,887	1,312,887
Total Radio Shop Summary	\$872,451	\$1,730,224	\$1,772,544	\$1,772,544
Total Staffing	8.00	8.00	8.00	8.00

BUDGET HIGHLIGHTS.

Personnel: The budget includes 100% funding for all positions in both fiscal years. The budget also reflects an increase of the City’s contribution to retirement and healthcare.

Operating: The budget reflects no increase over the adopted FY15 budget.

PROGRAM BUDGETS*

Program	Services Provided	FY 2016 Proposed	FY 2017 Proposed
Radio Shop	Administrative support for activities at the Radio Shop.	\$1,447,245	\$1,447,245
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.	325,299	325,299
	Total Program	\$1,772,544	\$1,772,544

**As a part of the Focus Area 7-Well-Managed Government Initiative the Radio Shop Internal Service Fund was transferred to the Department of Emergency Communications in FY15.*

**HIGHWAYS, STREETS,
SANITATION &
UTILITIES**

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 key responsibilities are vehicle maintenance and repair, fueling, specification review, acquisition, new vehicle preparation, and disposal.

AGENCY FISCAL SUMMARY – FLEET MANAGEMENT

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	\$2,742,148	\$3,410,164	\$3,395,879	\$3,395,879
Operating	9,806,251	6,834,356	8,548,641	8,548,641
Fuel	4,257,426	7,900,000	6,200,000	6,200,000
Vehicle Replacement	3,887,521	3,917,529	3,917,529	3,917,529
Total Fleet Summary	\$20,693,346	\$22,062,049	\$22,062,049	\$22,062,049
Total Staffing	56.00	56.00	56.00	56.00

BUDGET HIGHLIGHTS

Personnel: The budget includes 100% funding for all positions and limited funding for vacant positions. The budget also reflects an increase of the City's contribution to retirement and group life.

Operating: The budget reflects no increase over the adopted FY15 budget.

PROGRAM BUDGETS

Program	Services	FY 2016 Proposed	FY 2017 Proposed
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.	\$11,944,520	\$11,944,520
Fuel	Provides fueling capabilities for internal and external customers twenty-four hours per day, seven days a week, during all inclement weather and emergencies.	6,200,000	6,200,000
Vehicle Replacement	Repays the short term notes payables and interest for replacement vehicles.	3,917,529	3,917,529
	Total Program	\$22,062,049	\$22,062,049

MISSION STATEMENT

The City of Richmond's on and off-street parking system shall support existing land uses, assist the City's economic development initiatives, and preserve parking for its residents, by providing adequate and high quality parking resources and related services for all user groups that need to park within the City.

DEPARTMENT OVERVIEW

As part of the City's parking consolidation plan, the parking operation functions of the Departments of Finance and Public Works were integrated into a Parking Enterprise in FY15. The Parking Enterprise appropriates funds for the purpose of funding parking management of off-street and on-street operations to include enforcement, immobilization, meter installations, collections, and maintenance. The Parking Enterprise consists of 1,475 on-street spaces and 5,463 off-street spaces.

The Parking Enterprise Fund will allow the City to issue revenue bonds based upon the financial strength and value of the City's current and future parking facilities without affecting the City's General Fund for the construction of future City-owned parking facilities in the city.

AGENCY FISCAL SUMMARY – PARKING MANAGEMENT

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Capital Improvement Plan	-	\$260,000	\$750,000	\$750,000
Total Parking Revenue	-	13,297,853	13,667,853	13,667,853
Total Parking Expenditures	-	12,936,026	13,008,884	13,002,441
Total Parking Net Income	-	\$361,827	\$658,969	\$665,412
Total Staffing	-	6.00	6.00	6.00

BUDGET HIGHLIGHTS

Personnel: The budget includes 100% funding for all positions in fiscal year. The budget also reflects an increase of the City's contribution to retirement and healthcare. Personnel costs are supported by the rates and fees set by the Parking Division.

Operating: The proposed budget includes operating funds supported by the rates and fees set by the Parking Division. The budget reflects an increase over the adopted FY15 budget resulting from increased debt service.

ENTERPRISE FUND PROGRAM BUDGETS

Program	Services Provided	FY 2016 Proposed	FY 2017 Proposed
Administrative Services	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.	\$999,939	\$999,939
609 E. Grace Street	124 parking spaces	98,631	98,631
500 E. Marshall Street	1,000 parking spaces	560,644	560,644
607 E. Marshall Street	610 parking spaces	485,945	485,945
612 E. Franklin Street	94 parking spaces	79,241	79,241
401 E. Broad Street	117 off-street parking spaces	86,177	86,177
Coliseum Garage-501 N. 7th Street	923 off-street parking spaces	251,291	251,291
Shockoe Plaza Garage-1310 D E. Canal Street	534 off-street parking spaces	237,290	237,290
Carytown Garages -7. S. Crenshaw Street and 16 S. Colonial Street	220 off-street parking spaces	39,631	39,631
201 East Grace Street Garage	350 off-street parking spaces	73,803	73,803
Downtown Expressway Garage- 901 E. Canal Street	991 off-street parking spaces	510,006	510,006
8th & Clay Street-surface lot	70 off-street parking spaces	53,685	53,685
17th Street Farmers Market	145 off-street parking spaces	25,258	25,258
100 block of W. Grace Street	69 off-street parking spaces	33,708	33,708
600 N. 5th St. (Biotech)	216 off-street parking spaces	63,519	63,519
On-Street Parking Operations	1,475 on-street parking spaces	1,857,795	1,857,795
Parking Facility Maintenance Fund	Facility Maintenance	294,000	294,000
GO Debt Service	Former CDA Parking Facilities	4,951,800	4,955,175

Program	Services Provided	FY 2016 Proposed	FY 2017 Proposed
GO Debt Service	Coliseum Garage	617,590	572,330
GO Debt Service	Downtown Expressway Deck	1,688,931	1,724,373
	Total Enterprise Fund Program	\$13,008,884	\$13,002,441

ENTERPRISE FUND BUDGET

Parking Fund Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Revenues:				
Off -Street Parking	-	\$8,122,508	\$8,122,508	\$8,122,508
On-Street Parking (Meter)	-	826,809	1,196,809	1,196,809
Citation Revenue	-	4,251,589	4,251,589	4,251,589
Residential Parking Permits	-	96,947	96,947	96,947
Total Revenue	-	\$13,297,853	\$13,667,853	\$13,667,853
Expenses:				
Personnel Services	-	\$533,666	\$533,666	\$533,666
Operating	-	760,273	760,273	760,273
On-Street Parking	-	1,857,797	1,857,795	1,857,795
Off -Street Parking	-	2,598,829	2,598,829	2,598,829
GO Debt Service	-	7,185,461	7,258,321	7,251,878
Total Expenditures	-	\$12,936,026	\$13,008,884	\$13,002,441
Net Income	-	\$361,827	\$658,969	\$665,412

MISSION STATEMENT

The mission of the Department of Public Utilities (DPU) is to provide safe and reliable utility services 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 venture 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 regulate the Water Utility. The Stormwater Utility is regulated by the Clean Water Act, 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 Environmental Quality. The Wastewater Utility is regulated by the Clean Water Act, Virginia State Water Control Law and the 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) 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 2013/14 heating season, DPU's MetroCare Program distributed \$59,293 for heating assistance to more than 150 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 112,000 residential, commercial and industrial customers via approximately 1,931 miles of pipeline. Of the 1,931 miles of gas mains, about 16% are cast iron and ductile iron, 24% are steel and the remaining 1,100 miles, or 60%, 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 DPU's renewal program, DPU has seen a decrease 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 Class 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 62,900 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 Million Gallons per Day (MGD); average consumption is 58 MGD with summer peaks of approximately 90 MGD. The distribution system consists of approximately 987 miles of mains, nine pumping stations, one reservoir, and ten ground and/or elevated water storage tanks. 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 hydrant water valves and water mains as well as provides routine and emergency services.

Some of Richmond's water mains date back to the 1840's. The city has about 400 to 500 miles of mains older than 50 years, mostly in areas surrounding the core of the city. Where possible, DPU upgrades these pipes to improve water pressure, fire protection, and water quality. DPU replaces approximately 3.5 miles of water main each year.

Wastewater Utility

The Wastewater Utility provides wastewater collection and treatment for approximately 59,800 customers in the City of Richmond, as well as small portions of Chesterfield and Henrico Counties. In addition, the City provides wholesale service to Goochland County. The wastewater treatment facility is permitted for 45 MGD dry weather and 75+ MGD wet weather and it provides tertiary treatment.

The collection system consists of two defined systems (the sanitary sewer collection system and the combined sewer collection system (CSO)). The sanitary sewer collection system consists of four sanitary pumping stations, a network of over 125 miles of intercepting sewer lines, and roughly 460 miles of separated sanitary sewer lines. This makes up approximately 1/2 of the system. The CSO has combined sewer overflow control facilities and another 520 miles of collection lines to complete the service area of the City of Richmond.

The sanitary 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 either a separate sanitary sewer main or a combined sewer main 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 to maintain 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 35,000 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, Mosquito Control programs and the floodwall, its levees and canal systems are all operated and funded within the Stormwater Utility.

The Stormwater Utility also administers the federally mandated industrial source control and pollution prevention program.

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 6,000 streetlights in the southwest area of Richmond.

UTILITIES RATES

The following rate increases are proposed for FY2016:

Gas Utility – FY16 = 4.0%

The average monthly residential gas bill will increase \$1.87 in FY2016.

Water Utility –FY16 = 6.0%

The average monthly residential water bill will increase \$1.96 in FY2016.

Wastewater Utility –FY16 = 4.0%

The average monthly residential wastewater bill will increase \$2.12 in FY2016.

Stormwater Utility –FY16 = 0.0%

The average monthly residential stormwater bill will show no increase in FY2016.

FUND PROGRAM BUDGETS

Program	Services	FY 2016 Proposed	FY 2017 Proposed
Natural Gas	The goal of the Natural Gas Utility 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.	\$162,314,297	\$173,596,724
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. It provides wholesale water service directly to Henrico, Chesterfield and Hanover counties and indirectly to Goochland and Powhatan counties.	64,474,611	68,387,345

Program	Services	FY 2016 Proposed	FY 2017 Proposed
Wastewater	The goal of the Wastewater Utility 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.	73,837,810	75,850,093
Electric Light	The goal of the Electric utility is to provide street lighting services to citizens in the City of Richmond in order to provide safe, efficient and reliable streetlights to enhance public safety and revitalize neighborhoods through streetscape improvements at the lowest competitive costs.	9,739,570	9,911,394
Stormwater	The goal of the Stormwater Utility is to improve health and safety by reducing and controlling flooding. The Stormwater Utility must also comply with state and federal guidelines designed to improve impaired waters and reduce the runoff of pollutants into Virginia's waterways. It also operates the floodwall and levee system to prevent flooding to areas of the city served by this protection.	8,500,062	9,090,289
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.	639,978	646,772
Total Enterprise Fund Program		\$319,506,326	\$337,482,617

ENTERPRISE FUND BUDGET

Department of Public Utilities Budget Summary	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Revenues:					
Gas Recovery Revenue	\$74,405,568	\$85,000,000	\$90,000,000	\$89,517,084	\$97,232,406
City Revenues	206,924,860	225,459,776	226,380,010	228,301,623	236,073,130
County Revenues (Contracts)	21,516,564	19,951,003	20,266,028	20,396,752	21,400,395
Interest Income & Other	1,962,151	1,610,810	2,512,831	1,985,993	1,895,935
Total Revenue	\$304,809,143	\$332,021,589	\$339,158,869	\$340,201,452	\$356,601,865

Department of Public Utilities Budget Summary	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Expenses:					
Gas Costs	\$74,405,568	\$85,000,000	\$90,000,000	\$89,517,084	\$97,232,406
O&M Expense	117,261,150	117,851,475	116,967,351	121,318,183	128,318,266
Depreciation	42,084,435	45,758,837	47,439,478	45,215,485	46,196,609
Taxes	24,597,504	26,559,874	27,676,841	27,760,230	27,336.284
Interest Expense & Other	29,824,914	36,129,855	38,084,934	35,316,810	38,020,518
Total Expenditures	\$288,173,571	\$311,300,040	\$320,168,604	\$319,127,793	\$337,104,084
Construction In Aid Revenue	14,339,402	5,308,564	5,308,564	4,058,564	4,058,564
Net Income	\$30,974,974	\$26,030,113	\$24,298,829	\$25,132,223	\$23,556,345

NON-GENERAL FUND BUDGET SUMMARY

Other Fund Budget Summary	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Capital Gas	\$31,865,000	\$29,446,000	\$31,214,000	\$36,496,000	\$41,483,000
Capital Water	18,330,000	37,427,000	48,709,000	31,261,000	18,388,000
Capital Wastewater	15,378,000	21,200,000	33,439,000	56,629,000	74,460,000
Capital Stormwater	3,500,000	7,500,000	5,170,000	5,403,000	13,900,000
Capital Electric	300,000	300,000	300,000	950,000	850,000
Total Other Fund Expenses	\$69,373,000	\$95,873,000	\$118,832,000	\$130,739,000	\$149,081,000

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	FY 2013 Adopted	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Total Enterprise Fund Staffing	767.00	767.00	771.50	771.50	771.50

See Personnel Complement section for detailed information.

MISSION STATEMENT

The Department of Public Works mission is to provide a clean, safe, and healthy environment.

Our Vision: Public Works will become the organizational leader in customer satisfaction by improving communication, assuring organizational alignment and affecting positive change while preserving our national accreditation.

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.

AGENCY FISCAL SUMMARY – PUBLIC WORKS

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	\$22,454,045	\$22,887,712	\$22,503,503	\$22,941,596
Operating	37,086,233	37,384,228	37,427,724	37,787,555
Total General Fund	\$59,540,278	\$60,271,940	\$59,931,227	\$60,729,151
Special Fund	7,114,504	1,921,620	1,959,144	2,183,023
Internal Service Fund	20,693,345	22,062,049	22,062,049	22,062,049
Parking Enterprise Fund	-	12,936,026	13,008,884	13,002,441
Capital Improvement Plan	38,294,657	26,735,595	16,452,933	14,053,942
Total Agency Summary	\$125,642,784	\$123,927,230	\$113,414,237	\$112,030,606
*Total Staffing	495.53	484.33	484.33	484.33

**Staffing totals also include Special Fund, Capital Improvement and Other Funds, if applicable to agency.*

BUDGET HIGHLIGHTS

Personnel: The budget includes 100% funding for all filled positions and limited funding for vacant positions in both fiscal years. The budget also reflects an increase of the City's contribution to retirement and healthcare.

Operating: The budget reflects a small increase from the adopted FY15 budget. The increase is the result of additional maintenance costs of \$738,000 for the building located at 730 East broad Street in which the City is taking ownership from RRHA, additional maintenance costs of \$116,000 for the Diamond, \$30,000 for bridge inspections required by VDOT, and \$25,000 for traffic sign reflectivity required by a Federal mandate. Acting as partial offsets are a transfer of \$300,000 to Planning, Development and Review

for lot abatement and a 1.5% reduction for all departments for FY16 & FY17 except for Richmond Public Schools, Non-Departments, and Debt. Additional increases for Utilities were included in FY17.

GENERAL FUND PROGRAM BUDGETS

Program	Description	FY 2016 Proposed	FY 2017 Proposed
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.	\$250,903	\$252,285
Urban Forestry	Care and upkeep of City trees so that people can benefit from an attractive and livable community.	2,894,129	2,916,550
Grounds Management	Care and upkeep of Richmond's urban landscape.	3,790,108	3,866,100
Finance & Administration	Managerial guidance and oversight that will enhance the effectiveness and efficiency of the department in implementing its organization and strategic plan.	14,167,983	14,368,307
Facilities Management	Safe, comfortable, and well-maintained facilities that meets the needs of our customers.	11,864,554	12,114,290
Solid Waste Management	Collection, recycling and disposal services so that customers can discard their refuse and recyclable materials in a safe, economical and efficient manner.	11,532,294	11,560,298
Surface Cleaning	Keep Richmond unspoiled and litter-free.	2,895,010	2,893,588
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.	1,266,256	1,296,891
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 and efficiently.	496,699	505,638
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.	3,502,455	3,556,395
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.	5,736,310	5,835,381

Program	Description	FY 2016 Proposed	FY 2017 Proposed
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.	423,928	429,307
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.	1,110,598	1,134,121
	Total General Fund Program	\$59,931,227	\$60,729,151

SERVICE LEVEL BUDGETS

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Administration	\$2,272,973	\$2,308,116
Bulk & Brush	493,767	501,683
Capital Improvement Plan (CIP) Management	24,107	24,252
Community Outreach	64,502	65,249
Curbside Recycling	1,532,580	1,531,932
Engineering Services	653,868	665,139
Facilities Management	11,801,529	12,048,890
Financial Management	11,557,459	11,716,229
Geographic Information Systems	322,872	324,981
Graffiti Abatement	249,631	255,849
Grounds Management	3,349,914	3,417,235
Human Resources Management	256,056	262,818

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Infrastructure Management	1,815,206	1,849,025
Landfill Management	569,345	576,294
Medical Services	3,000	3,000
MPACT (Mayor's Participation and Communication Team) Program	84,615	85,342
Pavement Management	904,775	896,936
Pedestrians, Bikes & Trails Services	75,000	-
Public Information and Media Relations	94,976	95,703
Refuse	8,984,852	9,039,514
Right-of-Way Management	1,290,942	1,322,092
Roadway Management	5,632,218	5,729,815
Signals	1,559,272	1,582,807
Signs	548,828	580,582
Street Cleaning	2,894,811	2,929,118
Urban Forestry	2,894,129	2,916,550
Total Service Level Budget	\$59,931,227	\$60,729,151

**See Appendices & Glossary section for detailed service descriptions.*

**NON-DEPARTMENTAL &
OTHER SERVICES**

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. Currently, the ARC leases Marshall Plaza to the Richmond Department of Social Services.

BUDGET HIGHLIGHTS

The budget includes funding for day-to-day operations and maintenance of the facility, including security, service and repair calls, grounds and landscape expenses, and utilities. In addition, \$406,850 of the rental revenues for FY16 fund necessary capital improvement expenses such as elevator repairs, first floor office space painting and carpet, cleaning window sealant, and structural repairs.

REVENUE BUDGET SUMMARY

Revenue Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Rental Revenues	\$2,400,000	\$2,400,000	\$2,400,000	\$2,400,000
Total Revenue	\$2,400,000	\$2,400,000	\$2,400,000	\$2,400,000

EXPENDITURE BUDGET SUMMARY

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Operating Expenses	1,022,528	\$777,665	\$800,995	\$800,995
Capital Expenses	368,670	395,000	406,850	406,850
Long-Term Debt Service	1,165,380	1,165,380	1,165,380	1,165,380
Total Expenditures	\$2,556,578	\$2,338,045	\$2,373,225	\$2,373,225

Note: The FY2016 proposed budget is subject to the approval of the ARC Board.

Long-Term Debt Service includes both principal and interest payments.

Adopted and Proposed Operating Expenses exclude costs associated with depreciation.

Actual data was obtained from prior year city CAFRs.

MISSION STATEMENT

Cemetery Operations is a Division committed to providing a high level of customer service, while striving to provide a high quality, clean, well-maintained cemetery system for the Citizens of the City of Richmond in an effective and environmentally safe manner.

CEMETERIES OPERATIONS OVERVIEW

PRCF operates eight municipal cemeteries: Maury Cemetery, Mt. Olivet Cemetery, Oakwood Cemetery, Oakwood "Paupers" Cemetery (inactive), Riverview Cemetery, Shockoe Hill Cemetery, Barton Heights Cemetery (inactive), and St. John's Cemetery.

AGENCY FISCAL SUMMARY – CEMETERIES

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	\$1,171,134	\$1,299,493	\$1,317,704	\$1,317,704
Operating	228,204	103,886	280,580	280,580
Total Cemeteries Summary	\$1,399,338	\$1,403,379	\$1,598,284	\$1,598,284
Total Cemeteries Revenue	\$1,477,509	\$1,403,379	\$1,598,284	\$1,598,284
Total Staffing	25.00	25.00	25.00	25.00

BUDGET HIGHLIGHTS

Personnel: The budget includes 100% funding for all filled positions in both fiscal years. Personnel costs are supported by the rates and fees set by the Cemeteries Division.

Operating: The proposed budget includes operating funds supported by the rates and fees set by the Cemeteries Division.

Shockoe Hill Cemetery

Located in the downtown area of Richmond on Hospital Street, the Shockoe Hill Cemetery is on the Virginia Landmarks Register and the National Register of Historic Places. 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 Van Lew, the Union spy who operated a "safe" house during the War Between the States. This cemetery is on the Virginia Landmarks Register and the 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

The Oakwood Cemetery is 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

St. John's Church Cemetery is 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 was 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.

In efforts to remain current with the Cemetery industry and competitive with our local competition, the Cemeteries Division will endeavor to ensure all available options are available for residents when it comes to laying loved ones to rest.

A first step will be to introduce columbariums to provide requested cremation options to the public. Additional offerings being considered include scattering gardens, memorial benches and private family estates.

ENTERPRISE FUND PROGRAM BUDGETS

Program	Services Provided	FY 2016 Proposed	FY 2017 Proposed
Maury Cemetery	Funeral Service set up including grave digging, tent and chair set up and completion of internment after services, coordination with funeral home directors, lot sales, grounds & roadway maintenance and family history research for individuals and families. New services such as access to columbariums, scattering gardens, memorial benches and private family estates are being added.	\$411,514	\$411,514
Mount Olivet Cemetery	Funeral Service set up including grave digging, tent and chair set up and completion of internment after services, coordination with funeral home directors, lot sales, grounds & roadway maintenance and family history research for individuals and families. New services such as access to columbariums, scattering gardens, memorial benches and private family estates are being added.	1,500	1,500

Program	Services Provided	FY 2016 Proposed	FY 2017 Proposed
Oakwood Cemetery & Oakwood Paupers Cemetery	Funeral Service set up including grave digging, tent and chair set up and completion of internment after services, coordination with funeral home directors, lot sales, grounds & roadway maintenance and family history research for individuals and families. New services such as access to columbariums, scattering gardens, memorial benches and private family estates are being added.	517,196	517,196
Riverview Cemetery	Funeral Service set up including grave digging, tent and chair set up and completion of internment after services, coordination with funeral home directors, lot sales, grounds & roadway maintenance and family history research for individuals and families. New services such as access to columbariums, scattering gardens, memorial benches and private family estates are being added.	635,252	635,252
Shockoe Cemetery	Grounds & roadway maintenance and family history research for individuals and families. Coordination with the Friends of Shockoe Hill Cemetery. New services such as access to columbariums, scattering gardens, memorial benches and private family estates are being added.	28,991	28,991
Barton Heights Cemetery	Grounds maintenance and family history research for individuals and families.	1,500	1,500
St. John's Cemetery	Coordination with the Church Grounds Committee, some family history research for individuals and families.	2,331	2,331
	Total Enterprise Fund Program	\$1,598,284	\$1,598,284

REVENUE BUDGET SUMMARY

Cemeteries Fund Revenue Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Administrative Fees	-	\$701	-	-
Single Graves	497,463	439,260	535,618	535,618
Family Lots	19,619	37,611	27,589	27,589
Interments	812,004	798,101	897,876	897,876
Foundations	142,923	118,725	132,351	132,351
Other	5,500	8,981	4,850	4,850
Total Cemeteries Revenue	\$1,477,509	\$1,403,379	\$1,598,284	\$1,598,284

MISSION STATEMENT

The Debt Service Fund is used to pay General Government debt service in a timely manner and in accordance with the City's charter, the State Public Finance Act, and the City's self-imposed debt policies.

DEPARTMENT OVERVIEW

The Debt Service Fund is used to manage the City's short- and long-term debt. Revenue to cover the Debt Service Fund's expenditures comes largely from General Fund transfers to the Debt Service Fund, as well as transfers made by other governmental entities.

AGENCY FISCAL SUMMARY – DEBT SERVICE

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Operating	\$63,680,660	\$94,326,665	\$95,110,539	\$72,297,603
Total Debt Summary	\$63,680,660	\$94,326,665	\$95,110,539	\$72,297,603
Total Debt Revenue	\$63,680,660	\$94,326,665	\$95,110,539	\$72,297,603

BUDGET HIGHLIGHTS

The total FY 2016 Debt Service Fund revenues and expenditures are projected to be \$95,110,539. Higher levels of outstanding General Fund supported debt have resulted in increased debt service to be paid in 2016. The City expects to receive approximately \$31,235,000 in reimbursement from the Commonwealth of Virginia upon completion of the new Justice Center facility, representing reimbursement for 25% of the construction costs. Upon receipt of these funds, the City will pay off \$31,235,000 of outstanding short term debt issued to finance the Justice Center construction. Similarly, in FY2016 and FY2017, the City expects to receive reimbursement from the Economic Development Authority (EDA) to be applied toward curtailing a \$10.0 million City loan incurred to finance construction of the Leigh Street (Redskins Training Camp) project. More information on the City's CIP and debt policies can be found in the Capital Improvement Plan section of the budget.

REVENUE SUMMARY

Debt Service Fund Revenue Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Transfer from the General Fund	\$61,547,708	\$59,014,538	\$61,399,750	\$68,213,500
Interest cost reimbursement from Federal Government *	1,551,813	1,499,708	1,475,789	1,451,117
Transfer in from RRHA & CDBG	580,939	577,419	-	-

Debt Service Fund Revenue Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Transfer in from the Commonwealth of Virginia **		\$31,235,000	\$31,235,000	-
Transfer in from the EDA ***		2,000,000	1,000,000	2,632,986
Other Revenue	200	-	-	-
Total Debt Service Revenue	\$63,680,660	\$94,326,665	\$95,110,539	\$72,297,603

* The City issued three taxable Build America bonds for Public School construction in which all or a portion of the interest costs paid on the bonds are reimbursable by the Federal Government.

**The City anticipates receiving State reimbursement for 25% of qualifying Jail construction costs upon completion of the Justice Center Project to be applied to outstanding debt. The receipt of these funds from the State is projected to occur in either late FY2015 or early FY2016. Once received, these funds will be used to payoff outstanding Justice Center related debt.

*** Economic Development Authority projections reflect payments to the City from the Leigh Street (Redskins Training Camp) project and from the Stone Brewery project. Funds received will be used to curtail the outstanding City debt incurred in financing these projects.

DEBT SERVICE FUND BUDGET

Program	Services	FY 2016 Proposed	FY 2017 Proposed
Long-Term Debt: Principal & Interest	General Obligation Bonds and Notes Payable	\$90,842,118	\$67,654,182
Short Term Debt: Bond Anticipation Notes/ Line of Credit	General Obligation Bond Anticipation Notes providing interim financing for Capital Improvement Plan Projects	3,125,000	3,500,000
Payments to Bond Sinking Funds	Required Annual Deposits to Bond Sinking Funds	1,143,421	1,143,421
	Total General Fund Program	\$95,110,539	\$72,297,603

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.

DEPARTMENT OVERVIEW

In FY 2016, the General Fund obligated debt service is estimated to increase by \$454,725 from \$60,945,025 to \$61,399,750, due to a higher level of outstanding General Fund supported debt. Planned bond issues in late 2016 will further increase projected debt service to \$68,213,500 in FY2017.

GENERAL FUND BUDGET SUMMARY

General Fund Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	-	-	-	-
Operating	61,547,708	\$60,945,025	\$64,399,750	\$68,213,500
Total General Fund Expenditures	61,547,708	\$60,945,025	64,399,750	\$68,213,500

GENERAL FUND PROGRAM BUDGETS

Program	Description	FY 2016 Proposed	FY 2017 Proposed
General Fund Transfer to Debt Service Fund	General obligation principal and interest for bonds, and bond anticipation notes payable by the General Fund.	61,399,750	68,213,500
General Fund Transfer to the Capital Improvement Program.	General Fund transfer to the City's Capital Improvement Program for 800 Megahertz Project s.	3,000,000	-
	Total General Fund Program	64,399,750	68,213,500

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.

The 311 Call Center is proposed to be funded in FY2016 at \$1,199,531 and FY2017 at \$1,214,237, which is a decrease from the amount funded in FY2015 due to the transfer of one position to Animal Care and Control. The budget includes 100% funding for all positions which are filled and limited funding for vacant positions. The budget also reflects an increase of the City's contribution to retirement and healthcare.

Richmond Region Tourism formally the Richmond Metropolitan Convention and Visitors Bureau (RMCVB) is proposed to receive \$1,233,102 in FY2016 and \$1,319,419 in FY2017.

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 FY2015 adopted budget.

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 includes funds for GRTC Transit System, Richmond Region Tourism formally the 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 \$12,300,000 in FY2016 and FY2017. Additional funding amounts include \$190,000 for Senior Rate Break for fiscal years 2016 and 2017; and capital funds of \$555,157 for FY2016 and FY2017. The Richmond Ambulance Authority is proposed for funding of \$4,590,500 for FY2016 of which \$185,000 is additional funding for anticipated UCI 2015 over-time costs and \$4,405,500 in FY2017.

Retiree Expenses are composed of Retiree Healthcare and Retiree COLA and is proposed to be funded at \$3.54 million for FY2016 and \$3.82 million for FY2017.

BUDGET HIGHLIGHTS

The Mayor's proposed funding for the FY2016 and FY2017 budget excludes some previously funded entities; however, there are several existing entities that have recommended funding changes and several new entities that have been recommended for funding.

- Appropriation for Pay Adjustments 2% Salary Increase for all General Employees to exclude Sworn Public Safety Employees with proposed funding of \$2,150,000 in FY2016 and \$2,150,000 in FY2017
- Metro Care Water Crisis Program with proposed funding of \$156,390 in FY2016 and FY2017
- Water Metro Care Program with proposed funding of \$269,417 in FY2016 and FY2017
- Middle School Renaissance with proposed funding of \$350,000 in FY2016 and FY2017
- RPS Education Foundation, Inc. – Promise Scholarships with proposed funding of \$425,000 in FY2016 and FY2017

GENERAL FUND PROGRAM BUDGETS

Non-Departmental Budget Summary	FY 2014 Actuals	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Administration and Finance				
311 Call Center	\$694,534	\$1,282,240	1,199,531	1,214,237
Appropriation For Pay Adjustments	-	2,600,000	2,150,000	2,150,000
Center Stage Foundation – Assistance for Resident Performing Arts Companies	-	-	240,000	240,000
CRM Operating Costs	53,100	-	-	-
Fund Balance Commitments	-	19,518,822	-	-
GRCCA Operating Subsidy	7,150,031	6,500,000	6,500,000	6,500,000
MetroCare Water Assistance Program	-	-	156,390	156,390
MetroCare Water Conservation Program	-	-	269,417	269,417
Retirees Expenses	4,149,824	4,237,416	3,543,436	3,818,339
RPAC Matching Funds	500,000	500,000	500,000	500,000
RRHA – Property Maintenance and Insurance	78,271	150,000	150,000	150,000
Tax Relief – Elderly/Disabled	2,738,466	3,000,000	3,000,000	3,000,000
The Union Cycliste Internationale (UCI) Road World Championships	500,000	1,000,000	-	-
VHA/RNH Subsidy	22,913	50,000	50,000	50,000
Unassigned General Fund Balance	-	75,000,000	-	-
Subtotal Administration and Finance	\$15,887,139	\$113,838,478	\$17,758,774	\$18,048,383
City Council				
Sister Cities Commission	2,188	3,960	3,960	3,960
Slave Trail Commission Support	-	9,900	9,900	9,900
Subtotal City Council	\$2,188	\$13,860	\$13,860	\$13,860
Economic & Community Development				
Affordable Housing Trust Fund Contribution	-	975,000	975,000	975,000
Asian American Business Assistance Center (VA Asian Chamber of Commerce)	24,950	24,950	24,950	24,950
Better Housing Coalition	75,000	75,000	50,000	50,000
Black History Museum & Cultural Center of Virginia	20,000	20,000	50,000	50,000
Capital Regional Workforce Partnership	19,800	19,800	19,800	19,800

Non-Departmental Budget Summary	FY 2014 Actuals	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Boulevard Relocation & Remediation	15,958	1,000,000	-	-
Clean & Safe Partnership* <i>(FY16 & FY17 Proposed budget is included as a part of Venture Richmond)</i>	700,000	700,000	-	-
Dove St. Infrastructure and School	22,045	-	-	-
Greater Richmond Partnership	320,000	320,000	370,000	370,000
Groundwork RVA (Green Team)	25,000	-	25,000	25,000
Groundwork RVA for Kinfolk	-	-	50,000	50,000
GRTC Equipment Note	496,480	501,600	555,157	555,157
GRTC Senior Rate Break	175,000	190,000	190,000	190,000
GRTC Transit Corp	11,950,000	12,300,000	12,300,000	12,300,000
HDL Economic Development Grant	150,000	270,000	270,000	270,000
Virginia Hispanic Chamber of Commerce	18,563	24,750	24,750	24,750
James River Advisory Council	-	5,000	5,000	5,000
Local Initiatives Support Corporation	75,000	75,000	75,000	75,000
MeadWestvaco Economic Development Grant	350,000	350,000	250,000	250,000
Metro Richmond Sportsbackers	148,797	148,797	148,797	148,797
Metropolitan Business League	111,573	181,573	181,573	181,573
Nehemiah CDC, Inc. - Brookland Park Blvd Revitalization	90,000	30,000	45,000	-
Partnership for Smarter Growth Match	-	25,000	-	-
Philip Morris Real Estate Grant	1,250,000	1,250,000	1,250,000	1,250,000
The Podium Foundation	-	25,000	-	-
Richmond Forum	16,533	16,533	16,533	16,533
Richmond Regional Planning District Commission (RRPDC)	272,003	191,327	128,190	128,190
Richmond Metropolitan Convention & Visitors Bureau (Richmond Region Tourism)	1,120,384	1,223,578	1,233,102	1,319,419
Ridefinders	3,750	7,500	7,500	7,500
RMA – The Diamond	-	116,000	-	-
RRHA East End Transformation	-	-	200,000	200,000

Non-Departmental Budget Summary	FY 2014 Actuals	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Southside Community Development & Housing Corporation (SCDC) – Operation First Home	175,000	25,000	100,000	-
Stone Brewery Development Grant	-	-	-	300,000
Storefront for Community Design	30,000	60,000	49,500	49,500
Venture Richmond (EDC)* <i>(FY16 & FY17 Proposed budget includes Clean and Safe Partnership)</i>	490,248	490,248	1,190,248	1,190,248
Virginia Community Capital Inc.	49,715	49,715	-	-
Virginia Green Travel Alliance	-	-	55,000	-
Virginia High Speed Rail	10,000	10,000	-	-
New Warwick Townhomes, LLC	-	-	30,000	30,000
Williams Mullen Economic Development Grant	300,000	300,000	300,000	-
Wyeth, LLC	-	-	65,000	65,000
Subtotal Economic & Community Development	\$18,505,799	\$21,001,371	\$20,235,100	\$20,121,417
Education				
Communities in Schools of Richmond	163,600	428,389	428,389	428,389
Innovation & Excellence in Education Special Fund Contribution	400,000	357,500	-	-
J Sargeant Reynolds Community College (Capital)	187,569	191,766	196,274	196,274
J Sargeant Reynolds Community College (Oper)	60,417	61,769	63,216	63,216
Middle School Renaissance 2020, LLC.	-	-	350,000	350,000
RPS Education Foundation, Inc. - Community of Caring	-	50,000	50,000	50,000
RPS Education Foundation, Inc. – Armstrong Freshman Academy	-	25,000	-	-
RPS Education Foundation, Inc. – Chimborazo IB Program	-	50,000	-	-
RPS Education Foundation, Inc. – Promise Scholarships	-	-	425,000	425,000
RPS Education Foundation, Inc. – Teachers Daily Classroom Needs	-	150,000	-	-
Subtotal Education	\$811,586	\$1,314,424	\$1,512,879	\$1,512,879

Non-Departmental Budget Summary	FY 2014 Actuals	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Human Services				
ARC of Richmond	29,452	29,452	39,245	39,245
Art 180	-	5,000	5,000	5,000
Boaz & Ruth	20,000	40,000	-	-
Boys & Girls Club of Metro Richmond	37,125	37,125	20,000	20,000
Camp Diva	24,985	25,000	-	-
Capital Area Partnership Uplifting People, Inc. (CAPUP)	202,811	164,840	108,840	108,840
CARITAS	34,648	34,650	34,650	34,650
Center for High Blood Pressure	62,500	-	50,000	50,000
Central Virginia Legal Aid Society	51,527	58,806	58,806	58,806
Crossover Ministries	31,000	25,000	25,000	25,000
Culture Works	356,400	406,400	356,400	356,400
Daily Planet	19,800	19,800	50,000	50,000
Dancing Classrooms Greater Richmond Inc.	-	50,000	-	-
East End Teen Center	6,187.50	24,750	24,750	24,750
Emergency Shelter Home Again	10,000	10,000	10,000	10,000
Family Advocacy Clinics, Inc.	60,900	34,650	34,650	34,650
Family Resource Center	49,500	49,500	-	-
Fan Free Clinic	53,401	53,401	53,401	53,401
Feedmore Inc.	143,550	143,550	143,550	143,550
Healing Place	79,200	79,200	79,200	79,200
Homeward	49,500	49,500	49,500	49,500
Housing Opportunities Made Equal(HOME)	-	30,000	-	-
Maymont Contribution	420,800	440,800	440,800	440,800
Memorial Child Guidance Clinic – Childsavers	39,600	39,600	39,600	39,600
Metropolitan Junior Baseball League	9,800	30,000	-	-
Neighborhood Resource Center – Fulton	32,999	33,000	33,000	33,000
Offender Aid and Restoration	123,097	123,097	123,097	123,097
Peter Paul Development Center	25,000	40,639	60,000	60,000
Renew Richmond	-	-	25,000	25,000
Richmond Behavioral Health Authority (RBHA)	2,090,638	2,695,000	2,695,000	2,695,000
Richmond Boys Choir	25,000	25,000	25,000	25,000

Non-Departmental Budget Summary	FY 2014 Actuals	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Robinson Theater Community Arts Center	7,500	10,000	10,000	10,000
SCAN of Greater Richmond	20,000	20,000	30,000	30,000
Senior Center of Greater Richmond	20,000	20,000	-	-
Senior Connections	59,385	59,385	59,985	59,985
South Richmond Adult Day Care Services	9,900	9,900	9,900	9,900
Sports Opportunities & Literacy Enhancement-SOLE	-	24,700	-	-
Virginia Cooperative Extension - Richmond	37,620	62,620	37,620	37,620
Virginia Opera	-	5,000	-	-
Virginia Supportive Housing	53,460	53,460	53,460	53,460
Virginia Treatment Center for Children	-	-	50,000	50,000
VJ Harris Health Clinic	98,400	79,200	79,200	79,200
William Byrd Community House	20,000	10,000	-	-
Young Men's Christian Association of Greater Richmond (YMCA) - North Richmond Teen Center	38,931	24,600	15,000	15,000
Subtotal Human Services	\$4,454,617	\$5,176,625	\$4,929,654	\$4,929,654
Public Safety				
Fire Department One-Time Step Bonus	-	614,785	-	-
Med-Flight (Chesterfield County)	20,000	22,800	28,500	28,500
Peumansend Regional Jail	1,258,322	1,262,398	1,276,550	1,276,550
Police Department One-Time Step Bonus	-	1,063,239	-	-
Richmond Ambulance Authority	3,205,500	4,405,500	4,590,500	4,405,500
Subtotal Public Safety	\$4,483,822	\$7,368,722	\$5,895,550	\$5,710,550
Grand Total Non-Departmental	\$44,145,151	\$148,713,480	\$50,345,817	\$50,336,743

SERVICE LEVEL BUDGETS

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Adult Services	\$322,190	\$322,190
Arts & Culture	5,000	5,000
Boards & Commissions Support	138,090	138,090
Business Attraction	2,284,700	1,984,700
Business Retention & Expansion	270,000	570,000
Call Centers	1,199,031	1,213,737
Community Outreach	50,000	50,000
Cultural Services	1,230,360	1,185,360
Educational Services	1,364,225	1,364,225
Emergency & General Assistance	425,807	425,807
Emergency Medical Services	4,434,000	4,434,000
Facilities Management	150,000	150,000
Family Focused/Preservation Services	114,150	114,150
Food Services	143,550	143,550
Housing & Neighborhood Revitalization	1,530,000	1,430,000
Housing Assistance	63,460	63,460
Human Resources Management	2,150,000	2,150,000
Infrastructure Management	196,274	196,274
Legal Counsel	58,806	58,806
Mental Health Services	2,734,600	2,734,600
Minority Business Development	181,573	181,573
Parks Management	445,800	445,800
Pedestrians, Bikes & Trails Services	215,000	-

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Project Management	202,950	202,950
Public Health Services	257,601	257,601
Public Relations	700,000	700,000
Re-Entry Services	123,097	123,097
Retirement Services	3,593,436	3,868,339
Roadway Management	500	500
Secure Detention	1,276,550	1,276,550
Special Events	452,628	452,628
Senior & Special Needs Programming	3,109,130	3,109,130
Tourism Services	7,758,102	7,819,419
Transportation Services	13,052,657	13,052,657
Workforce Development	19,800	19,800
Youth Services	92,750	92,750
Total Service Level Budget	\$50,345,817	\$50,336,743

**See Appendices & Glossary section for detailed service descriptions.*

GENERAL FUND BUDGET SUMMARY

General Fund Budget Summary	FY2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	\$3,731,098	\$7,598,259	\$5,562,371	\$5,851,789
Operating	40,414,053	141,115,221	44,783,446	44,484,954
Total General Fund Expenditures	\$44,145,151	\$148,713,480	\$50,345,817	\$50,336,743

SUMMARY OF AGENCY PERSONNEL COMPLEMENT

Total Agency Personnel	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Total General Fund Staffing	17.00	17.00	16.00	16.00

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.

AGENCY FISCAL SUMMARY – RICHMOND PUBLIC SCHOOLS

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Operating	\$154,267,395	\$159,771,063	\$161,833,592	\$162,371,494
Total General Fund	\$154,267,395	\$159,771,063	\$161,833,592	\$162,371,494
Capital Improvement Plan	32,031,148	43,087,144	31,441,632	5,000,000
Total Agency Summary	\$186,298,543	\$202,858,207	\$193,275,224	\$167,371,494

BUDGET HIGHLIGHTS

Operating: The proposed operating budget reflects a \$2.1 million increase in the City’s local contribution to Richmond Public Schools (RPS).

There is also additional funding throughout the City’s budget that benefits RPS even though it is not a direct appropriation. These items include:

- RPS Foundation – Promise Scholarships (Non-Departmental) in the amount of \$425,000,
- RPS Foundation – Community of Caring (Non-Departmental) in the amount of \$50,000,
- Communities in Schools (Non-Departmental) in the amount of \$428,389, and
- Middle School Renaissance (Non-Departmental) in the amount of \$350,000.

Also, the City is committed to reserving an additional \$10 million in a School Acceleration Fund that will be distributed in increments based on RPS’ progress on their Academic Improvement Plan goals and realistic, detailed plans to eliminate 9,300 empty seats.

Additionally, the Commonwealth of Virginia projected a slight decrease in the amount of State Shared Sales Tax that is passed through to Richmond Public Schools in FY16. This represents a 0.5% decrease from the FY2015 adopted amount. A modest increase of 2.2% is projected in state shared sales taxes in FY17 over FY16.

GENERAL FUND PROGRAM BUDGETS

Description	FY 2016 Proposed	FY 2017 Proposed
State Sales Tax for Education	\$24,833,935	\$25,371,837
Other City Sources	136,999,657	136,999,657
Total City Appropriation	\$161,833,592	\$162,371,494

SERVICE LEVEL BUDGETS

General Fund Services Level Budget	FY 2016 Proposed	FY 2017 Proposed
Educational Services	\$161,833,592	\$162,371,494
Total Service Level Budget	\$161,833,592	\$162,371,494

**See Appendices & Glossary section for detailed service descriptions.*

MISSION STATEMENT

To deliver timely and effective communications and retirement services to the members of the Richmond Retirement System, its Board of Trustees, city officials, departments, and city council with integrity and professionalism.

Our vision is to be a recognized leader in pension fund management and administration, the standard by which others measure their progress and success. Every employee of the “System” displays a devotion to maintaining excellence in public service and embraces the highest standards of excellence, accountability, dependability, and integrity. Each participating employer along with active, former and vested members should take pride in knowing that the Richmond Retirement System provides the best retirement services available and are exemplary stewards of their pension fund.

DEPARTMENT OVERVIEW

The Richmond Retirement System (RRS) was first established in 1945 by Richmond City Council and reestablished by the acts of the Virginia General Assembly in 1998, 2005, and 2010. The RRS administers defined benefit and defined contribution 401(a) plans for approximately 10,000 members, retirees, and beneficiaries in accordance with provisions outlined in both the Richmond City Charter (5B.01) and Chapter 78 of the Code of the city of Richmond. Two employers participate in the RRS on behalf of their employees; they include the city of Richmond and the Richmond Behavioral Health Authority.

Personnel: The budget includes a decrease in FTE by .25 due to an employee status from full- time to part-time.

AGENCY FISCAL SUMMARY – RETIREMENT

Budget Summary	FY 2014 Actual	FY 2015 Adopted	FY 2016 Proposed	FY 2017 Proposed
Personnel Services	\$1,013,081	\$1,147,041	\$1,191,533	\$1,233,228
Operating	261,990	297,410	469,700	469,500
Total Special Fund	\$1,275,072	\$1,444,451	\$1,661,233	\$1,702,728
Total Agency Summary	\$1,275,072	\$1,444,451	\$1,661,233	\$1,702,728
Total Staffing	13.00	12.00	11.75	11.75

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; 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;
- Identify and develop 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;
- Continue 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 Proposed General Fund CIP totals \$191.5 million in budget appropriations during the five years. Of that amount, \$80.7 million is included in fiscal year 2016.

The major CIP projects driving this funding level are three (3) projects that are consuming fifty-six (56%) of the total appropriations in the first year of the CIP – School Maintenance, a new School to accommodate grades pre-k through 5 in the Dove Street revitalization area, and the 800 MHz project. The school related projects will be in design and construction during the next year (2016); therefore they are driving both the CIP budget appropriations and issuance of general obligation bonds. For the entire five year period, all three projects consume forty-six (46%) 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, which is funded with \$41.0 million. Included in this funding are two projects - Route 5 Relocation and East Riverfront Improvements that are related to the Stone brewery. Buildings and central systems are funded with an additional \$5.3 million. Economic Development projects, which includes the GRTC Bus Rapid Transit System, Public Housing transformation, and Intermediate Terminal Riverfront Access Improvements are funded with \$26.7 million. Culture and Recreation projects, which consist primarily of parks and libraries, are another \$10.8 million. Finally, Public Safety projects, including the replacement of the 800 MHz radio communications system, are funded at \$51.5 million.

DEBT MANAGEMENT POLICIES

A key component of the CIP is the availability of debt capacity to finance CIP projects. The focus of the fiscal year 2016 budget was on improving the City's well-managed government practices. A review of the City's debt management policies resulted in an update and approval by City Council in 2012. These policies and guidelines establish parameters for the planning, issuance, and management of debt. The following summarizes the updated policies:

- The amount of tax supported debt service will not exceed ten percent (10%) of the total budgeted expenditures for the General Fund and Richmond Public Schools.
- The City will not incur tax supported general obligation debt in excess of four and one half percent (4.5%) of its total taxable assessed values

- Tax supported general obligation debt will be structured in a manner such that not less than 60% of the outstanding debt will be retired in 10 years.
- The City will issue debt with an average life that is consistent with the useful life of the project with a maximum maturity of 30 years.
- The City will strive to provide cash funding for a portion of the five-year CIP.

As part of the debt management policy update, 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.

The Proposed debt utilized in funding the FY 2016 – FY 2020 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. Other self-supported debt, which is typically issued for utilities and communications projects, are intended to be repaid from revenue derived from other sources, such as fees or user charges.

Special Revenue Funds – Direct cash contribution to specific CIP projects directly related to the special fund.

Bon Secours Cash Funding – Cash contribution from Bon Secours Health System resulting from an agreement between Bon Secours and the City relating to the Redskins Training Camp.

Boulevard Property Sales – Anticipated revenues from the sale of City owned property at the Boulevard development site

Operating Transfer/General Fund Asset Renewal – Funds to support the Capital budget from the Asset Renewal Fund established in FY13.

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.

State Funds – Funds directly awarded by the State of Virginia to the City for specific projects.

Pay-as-you-go-Funds (Cash) – Revenue derived by Public Utilities allocated as a direct cash contribution to the non-general fund CIP for utility related projects.

Other Funding Sources – Prior Appropriations – These dollars represent debt appropriations formerly allocated to other Capital Projects that have either been (1) completed under budget, or (2) discontinued.

PROJECT CATEGORY DESCRIPTIONS

General Fund Supported Projects:

City Facility Maintenance & Improvements – Improve the City’s public buildings infrastructure by providing adequate maintenance and construction of new and updated facilities.

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.

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.

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.

Public Safety – Enhance the City’s public safety related infrastructure by providing adequate maintenance and construction of new and updated facilities.

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.

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.

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.

Wastewater Utility – Improve the City’s wastewater infrastructure system, including the operation and maintenance of collection sewers, pump stations, and sewer force mains.

Water Utility – Improve the City’s water infrastructure and perpetuate the City’s economic vitality.

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.

Service – Identifies a specific work function or combination of activities that is performed in support of a department, program, project or organizational unit.

Fund – Identifies the fund supporting the project, such as the general fund or the water utility fund.

Award (#) 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 2016 Proposed** – Indicates the Adopted amounts for the project. Amounts listed in FY 2017 – FY 2020 are planned amounts for the project in the upcoming years.
- **FY 2015 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 December 31, 2014.
- **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 Adopted funding.
- **FY 2016 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 2016 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.

CAPITAL IMPROVEMENT PROGRAM

FY 2016 - FY 2020 Capital Improvement Program Funding Sources: All Funds Summary

All Funds Sources of Funds	Proposed FY 2016	Planned				TOTAL
		FY2017	FY2018	FY2019	FY 2020	
Bonds	151,685,141	140,807,134	90,792,430	75,679,669	75,490,499	534,454,873
Short-Term Debt	5,200,000	2,300,000	2,300,000	2,000,000	2,000,000	13,800,000
Pay-as-you-go Sources	36,251,208	28,773,518	28,325,000	37,000,000	28,500,000	158,849,726
Other	17,370,618	17,937,290	16,575,262	10,419,831	5,740,501	68,043,502
Total: All Funds	210,506,967	189,817,942	137,992,692	125,099,500	111,731,000	775,148,101

FY 2016 - FY 2020 Capital Improvement Program Funding Sources: Summary by Fund

General Fund Sources of Funds	Proposed FY 2016	Planned				TOTAL
		FY2017	FY2018	FY2019	FY 2020	
General Obligation Bonds	56,786,517	24,053,424	10,819,492	7,502,500	9,095,000	108,256,933
General Obligation Bonds (Self-Supporting)	615,000	10,035,000	6,500,000	-	-	17,150,000
Taxable General Obligation Bonds	-	-	8,000,000	-	-	8,000,000
Short-Term Debt	5,200,000	2,300,000	2,300,000	2,000,000	2,000,000	13,800,000
Other Pay-as-you-go Sources	9,098,208	3,348,518	6,400,000	9,400,000	400,000	28,646,726
Federal & State Transportation Funds	3,919,605	1,850,000	1,922,200	2,212,000	600,000	10,503,805
Other	5,098,637	-	-	-	-	5,098,637
Total - General Fund Capital Funding	80,717,967	41,586,942	35,941,692	21,114,500	12,095,000	191,456,101
Non-General Fund Sources of Funds	Proposed FY 2016	Planned				TOTAL
		FY2017	FY2018	FY2019	FY 2020	
Utility Revenue Bonds	94,283,624	96,718,710	65,472,938	68,177,169	66,395,499	391,047,940
Stormwater General Obligation Bonds	-	10,000,000	-	-	-	10,000,000
General Obligation Bonds	-	-	-	-	-	-
DEQ/Virginia Resource Authority Funds	8,352,376	16,087,290	14,653,062	8,207,831	5,140,501	52,441,060
Pay-as-you-go Cash Funding	27,153,000	25,425,000	21,925,000	27,600,000	28,100,000	130,203,000
Total - Non-General Fund Capital Funding	129,789,000	148,231,000	102,051,000	103,985,000	99,636,000	583,692,000
Grand Total: All Capital Funding	210,506,967	189,817,942	137,992,692	125,099,500	111,731,000	775,148,101

CAPITAL IMPROVEMENT PROGRAM

FY 2016 - FY 2020 Capital Improvement Program Funding Sources Detail

General Fund	Proposed	Planned				
Sources of Funds	FY 2016	FY2017	FY2018	FY2019	FY2020	TOTAL
Bonds & Short-Term Debt						
General Obligation Bonds	56,786,517	24,053,424	10,819,492	7,502,500	9,095,000	108,256,933
General Obligation Bonds (Self-Supporting)	615,000	10,035,000	6,500,000	-	-	17,150,000
Taxable General Obligation Bonds	-	-	8,000,000	-	-	8,000,000
Short-Term Debt	5,200,000	2,300,000	2,300,000	2,000,000	2,000,000	13,800,000
Subtotal: Bonds	62,601,517	36,388,424	27,619,492	9,502,500	11,095,000	147,206,933
Other Pay-as-you-go Sources						
Special Revenue Funds	5,998,208	248,518	300,000	300,000	300,000	7,146,726
Bon Secours Contribution	100,000	100,000	100,000	100,000	100,000	500,000
Boulevard Property Sales – FPPI Funding Source	-	-	3,000,000	6,000,000	-	9,000,000
Operating Transfer/General Fund Asset Renewal	3,000,000	3,000,000	3,000,000	3,000,000	-	12,000,000
Subtotal: Other Pay-as-you-go Sources	9,098,208	3,348,518	6,400,000	9,400,000	400,000	28,646,726
Federal & State Transportation Funds						
Regional Surface Transportation Funds (RSTP)	3,669,605	-	-	-	-	3,669,605
Congestion Mitigation and Air Quality Improvement Program (CMAQ)	250,000	1,850,000	1,922,200	2,212,000	600,000	6,834,200
Subtotal: Federal & State Transportation Funds	3,919,605	1,850,000	1,922,200	2,212,000	600,000	10,503,805
Other Funding Sources – Prior Appropriations						
Carytown Gateway Improvements	220,000	-	-	-	-	220,000
Chamberlayne & Claremont Brick pavers	72,728	-	-	-	-	72,728
City Hall Exterior Renovations	94,273	-	-	-	-	94,273
City Hall Major Building Electrical Upgrades	600,000	-	-	-	-	600,000
City Jail Renovations	574,338	-	-	-	-	574,338
Citywide Sign Replacement	58,434	-	-	-	-	58,434
Dove Street Redevelopment	74,606	-	-	-	-	74,606
Fire Station 17	25,320	-	-	-	-	25,320
Jackson Place	434,626	-	-	-	-	434,626

CAPITAL IMPROVEMENT PROGRAM

John Marshall Courts Building – Performance Contract savings	1,000,000	-	-	-	-	1,000,000
MacArthur Avenue Streetscape	30,318	-	-	-	-	30,318
Mead Westvaco Area Transportation Improvements	60,290	-	-	-	-	60,290
North Jackson Ward Study Area	95,683	-	-	-	-	95,683
Prior Year – Tap Fees	(4,100,250)	-	-	-	-	(4,100,250)
Prior Year – Developer Contribution	(699,750)	-	-	-	-	(699,750)
Pump House in Byrd Park	160,300	-	-	-	-	160,300
Richmond Animal Shelter	62,000	-	-	-	-	62,000
Savings on Huguenot High School, Martin Luther King Middle School, and Broad Rock and Oak grove Elementary schools construction	4,571,710	-	-	-	-	4,571,710
Schools ADA Improvements	1,764,011	-	-	-	-	1,764,011
Total Other Funding Sources	5,098,637	-	-	-	-	5,098,637
Total: General Fund Capital Funding	80,717,967	41,586,942	35,941,692	21,114,500	12,095,000	191,456,101
Non-General Fund	Proposed		Planned			
Non-General Fund Supported Sources	FY 2016	FY2017	FY2018	FY2019	FY 2020	TOTAL
Utility Revenue Bonds	94,283,624	96,718,710	65,472,938	68,177,169	66,395,499	391,047,940
Stormwater General Obligation Bonds	-	10,000,000	-	-	-	10,000,000
General Obligation Bonds	-	-	-	-	-	-
DEQ/Virginia Resource Authority funds	8,352,376	16,087,290	14,653,062	8,207,831	5,140,501	52,441,060
Pay-as-you-go Funds (Cash)	27,153,000	25,425,000	21,925,000	27,600,000	28,100,000	130,203,000
Total: Non-General Fund Capital Funding	129,789,000	148,231,000	102,051,000	103,985,000	99,636,000	583,692,000
Grand Total: All Capital Funding	\$210,506,967	\$189,817,942	\$137,992,692	\$125,099,500	\$111,731,000	\$775,148,101

CAPITAL IMPROVEMENT PROGRAM

Capital Improvement Program: FY 2016 Uses of Funds

Project Title	Page	Proposed FY 2016
General Fund		
City Facility Maintenance & Improvements		
City Hall Renovation Project		450,000
Major Building Renovations		1,000,000
Subtotal: City Facility Maintenance & Improvements		1,450,000
Culture & Recreation		
Abner Clay Park		100,000
Cemetery Improvements		125,000
Church Hill Youth Development Center		-
Community Schools, Parks, and Libraries		792,000
Kanawha Plaza Park Renovations		990,000
Library Retrofit		467,705
Major Parks Renovations		500,000
Neighborhood Park Renovations		650,000
Parks and Recreation Building Maintenance		375,000
Percent for the Arts		204,721
Swimming Pools Projects		250,000
Subtotal: Culture & Recreation		4,454,426
Economic & Community Development		
Boulevard Redevelopment Project (Spot Blight)		2,104,500
Corridor/Gateway Blight Abatement		200,000
Franklin Street Streetscape 14 th to 18 th		250,000
Fulton Commercial Corridor Improvements		100,000
GRTC Bus Rapid Transit		3,800,000
Main Street Station Multi-Modal		2,373,158
Neighborhoods in Bloom		100,000
Public Housing Transformation		2,500,000
Stone Bistro		-
Intermediate Terminal and Riverfront Public Access		1,944,318
Riverfront Plan Implementation		-
Subtotal: Economic & Community Development		13,371,976
Education		
Dove School		18,315,000
School Maintenance		13,126,632
School Planning & Construction		-
Subtotal: Education		31,441,632
Public Safety		
800 MHz Radio System		13,379,000
9-1-1-Emergency Communications Facility Expansion		-
Fire Station Renovations		500,000
Juvenile Detention Center		400,000
Oliver Hill Courts Building		300,000
Subtotal: Public Safety		14,579,000

CAPITAL IMPROVEMENT PROGRAM

Project Title	Page	Proposed FY 2016
General Fund		
Transportation		
2 nd Street Connector		106,328
Belmont Road Roundabout		385,000
Bike Parking Racks		25,000
Carver District Lighting		-
Commerce Road Improvements		500,000
Deepwater Terminal Road to Goodes Street		875,000
East Riverfront Transportation Improvement Program		800,000
Fan Lighting Expansion		-
Forest Hill Avenue: Hathaway Road to East Junction		719,605
Jahnke Road: Blakemore Road to Forest Hill Ave (VDOT)		2,450,000
Major Bridge Improvements		1,000,000
Matching Funds for Federal Grants		-
Richmond Fiber Optic Network System		250,000
Richmond Signal System Improvements (CMAQ)		(500,000)
Richmond Signal System West-North-East (CMAQ)		500,000
Richmond Signal System South (CMAQ)		250,000
Route 5 Relocations - Urban		(4,500,000)
Sidewalk Projects		850,000
Street Lighting: General		265,000
Street Lighting - Special		685,000
Street, Sidewalks & Alley Improvements		400,000
Traffic Calming		200,000
Traffic Control Installation		200,000
Transportation Projects		4,500,000
Subtotal: Transportation		9,960,933
City Equipment & Other Infrastructure Investment		
Fleet Replacement Program		5,200,000
Replace Parking Equipment		260,000
Subtotal: City Equipment & Other Infrastructure Investment		5,460,000
Total: General Fund		80,717,967

Project Title	Page	Proposed FY 2016
Non-General Fund		
Gas Utility New Business		13,140,000
System Replacement		23,356,000
Subtotal: Gas Utility		36,496,000
Stormwater Utility		
Stormwater Facilities Improvements		5,403,000

CAPITAL IMPROVEMENT PROGRAM

Project Title	Page	Proposed FY 2016
Non-General Fund		
Subtotal: Stormwater Utility		5,403,000
Wastewater Utility		
Combined Sewer Overflow		15,900,000
Sanitary Sewers		28,350,000
Wastewater Treatment		12,379,000
Subtotal: Wastewater Utility		56,629,000
Water Utility		
Distribution System Improvements		9,979,000
Major Plant & Pumping Improvements		13,388,000
Transmission Main Improvements		7,894,000
Subtotal: Water Utility		31,261,000
Total: Non-General Fund		129,789,000
Grand Total: Capital Improvement		210,506,967

CAPITAL IMPROVEMENT PROGRAM

FY 2016 - FY 2020 Proposed Capital Improvement Program

Project Title	Originally Planned FY 2016	Proposed FY 2016	Planned				TOTAL
			FY2017	FY2018	FY2019	FY 2020	
General Fund Capital							
City Facility Maintenance & Improvements							
City Hall Renovation Project	450,000	450,000	-	-	-	-	450,000
Major Buildings Renovations	1,000,000	1,000,000	1,000,000	800,000	1,000,000	1,000,000	4,800,000
Subtotal: City Facility Maintenance & Improvements	1,450,000	1,450,000	1,000,000	800,000	1,000,000	1,000,000	5,250,000
Culture & Recreation							
Abner Clay Park	100,000	100,000	-	-	-	-	100,000
Cemetery Improvements	125,000	125,000	-	-	-	-	125,000
Church Hill Youth Development Center	-	-	200,000	-	-	-	200,000
Community Schools/Parks/Libraries	792,000	792,000	-	-	-	-	792,000
Kanawha Plaza Improvements	-	990,000	-	-	-	-	990,000
Library Retrofit	467,705	467,705	-	-	-	-	467,705
Major Parks Renovations	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000
Neighborhood Park Renovations	650,000	650,000	650,000	400,000	500,000	500,000	2,700,000
Parks and Recreation Building Maintenance	375,000	375,000	350,000	200,000	250,000	250,000	1,425,000
Percent for the Arts	215,357	204,721	-	-	-	-	204,721
Swimming Pools Projects	250,000	250,000	250,000	250,000	250,000	250,000	1,250,000
Subtotal: Culture & Recreation	3,475,062	4,454,426	1,950,000	1,350,000	1,500,000	1,500,000	10,754,426
Economic & Neighborhood Development							
Boulevard Redevelopment Project	2,104,500	2,104,500	-	-	-	-	2,104,500
Corridor/Gateway Blight Abatement (Spot Blight)	200,000	200,000	200,000	-	-	-	400,000
Franklin Street Streetscape 14 th to 18 th	250,000	250,000	-	-	-	-	250,000
Fulton Commercial Corridor Improvements	-	100,000	-	-	-	-	100,000
GRTC Bus Rapid Transit	-	3,800,000	3,800,000	-	-	-	7,600,000
Main Street Station Multi-Modal	2,373,158	2,373,158	-	-	-	-	2,373,158
Neighborhoods in Bloom	100,000	100,000	100,000	100,000	100,000	-	400,000
Public Housing Transformation	1,250,000	2,500,000	-	-	-	-	2,500,000
Stone Bistro	-	-	-	8,000,000	-	-	8,000,000
Intermediate Terminal and Riverfront Public Access	-	1,944,318	1,000,000	-	-	-	2,944,318
Riverfront Plan Implementation	-	-	-	-	-	-	-

CAPITAL IMPROVEMENT PROGRAM

FY 2016 - FY 2020 Proposed Capital Improvement Program

Project Title	Originally Planned FY 2016	Proposed FY 2016	Planned				TOTAL
			FY2017	FY2018	FY2019	FY 2020	
Subtotal: Economic & Community Development	6,277,658	13,371,976	5,100,000	8,100,000	100,000	-	26,671,976
Education							
Dove School	18,315,000	18,315,000	-	-	-	-	18,315,000
School Maintenance	5,000,000	13,126,632	5,000,000	1,600,000	1,562,000	1,500,000	22,788,632
School Planning & Construction	1,025,299	-	-	-	-	-	-
Subtotal: Education	24,340,299	31,441,632	5,000,000	1,600,000	1,562,000	1,500,000	41,103,632
Public Safety							
800 MHz Radio System	13,379,000	13,379,000	13,083,000	11,768,164	7,845,500	-	46,075,664
9-1-1 Emergency Communications Facility Expansion	677,000	-	-	-	-	-	-
Fire Station Renovations	500,000	500,000	400,000	400,000	500,000	500,000	2,300,000
Juvenile Detention Center	400,000	400,000	300,000	300,000	300,000	300,000	1,600,000
Oliver Hill Courts Building	300,000	300,000	300,000	300,000	300,000	300,000	1,500,000
Subtotal: Public Safety	15,256,000	14,579,000	14,083,000	12,768,164	8,945,500	1,100,000	51,475,664
Transportation							
2 nd Street Connector	106,328	106,328	106,328	106,328	-	-	318,984
Belmont Road Roundabout	385,000	385,000	-	-	-	-	385,000
Bike Parking Racks	25,000	25,000	25,000	25,000	25,000	25,000	125,000
Carver District Lighting	350,000	-	-	-	-	-	-
Commerce Road Improvements	500,000	500,000	-	-	-	-	500,000
Deepwater Terminal Road to Goodes Street	875,000	875,000	-	-	-	-	875,000
East Riverfront Transportation Improvement Program	-	800,000	3,550,000	3,550,000	-	-	7,900,000
Fan Lighting Expansion	300,000	-	-	-	-	-	-
Forest Hill Avenue: Hathaway Road to East Junction (VDOT)	-	719,605	-	-	-	-	719,605
Jahnke Road: Blakemore Road to Forest Hill Ave (VDOT)	2,450,000	2,450,000	-	-	-	-	2,450,000
Major Bridge Improvements	1,000,000	1,000,000	1,005,000	600,000	600,000	1,000,000	4,205,000
Matching Funds For Federal Grant	-	-	70,000	70,000	70,000	70,000	280,000

CAPITAL IMPROVEMENT PROGRAM

FY 2016 - FY 2020 Proposed Capital Improvement Program

Project Title	Originally Planned FY 2016	Proposed FY 2016	Planned				TOTAL
			FY2017	FY2018	FY2019	FY 2020	
Richmond Fiber Optic Network System	250,000	250,000	350,000	150,000	-	-	750,000
Richmond Signal System Improvements (CMAQ)	-	(500,000)	-	-	-	-	(500,000)
Richmond Signal System West-North-East (CMAQ)	-	500,000	1,500,000	1,500,000	2,212,000	600,000	6,312,000
Richmond Signal System South (CMAQ)	-	250,000	350,000	422,200	-	-	1,022,200
Route 5 Relocations - Urban	-	(4,500,000)	2,000,000	-	-	-	(2,500,000)
Sidewalk Projects	850,000	850,000	300,000	200,000	500,000	500,000	2,350,000
Street Lighting - General	300,000	265,000	300,000	300,000	300,000	300,000	1,465,000
Street Lighting - Special	-	685,000	550,000	100,000	300,000	-	1,635,000
Street, Sidewalks & Alley Improvements	400,000	400,000	400,000	300,000	300,000	300,000	1,700,000
Traffic Calming	-	200,000	200,000	200,000	200,000	200,000	1,000,000
Traffic Control Installation	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000
Transportation Projects	4,500,000	4,500,000	1,047,614	1,000,000	1,000,000	1,500,000	9,047,614
Subtotal: Transportation	12,491,328	9,960,933	11,953,942	8,723,528	5,707,000	4,695,000	41,040,403
Fleet Replacement Program							
Fleet Replacement Program	5,200,000	5,200,000	2,300,000	2,300,000	2,000,000	2,000,000	13,800,000
Replace Parking Equipment	260,000	260,000	200,000	300,000	300,000	300,000	1,360,000
Total City Equipment & Other Investments	5,460,000	5,460,000	2,500,000	2,600,000	2,300,000	2,300,000	15,160,000
Total General Fund Capital	68,750,347	80,717,967	41,586,942	35,941,692	21,114,500	12,095,000	191,456,101
Gas Utility							
Gas Utility New Business	8,662,000	13,140,000	17,219,000	10,917,000	11,036,000	11,413,000	63,725,000
System Replacement	22,656,000	23,356,000	24,264,000	24,443,000	23,775,000	20,899,000	116,737,000
Subtotal: Gas Utility	31,318,000	36,496,000	41,483,000	35,360,000	34,811,000	32,312,000	180,462,000
Stormwater Utility							
Stormwater Facilities Improvements	13,900,000	5,403,000	13,900,000	13,900,000	13,900,000	13,900,000	61,003,000
Subtotal: Stormwater	13,900,000	5,403,000	13,900,000	13,900,000	13,900,000	13,900,000	61,003,000
Wastewater Utility							
Combined Sewer Overflow	33,600,000	15,900,000	22,700,000	1,100,000	-	-	39,700,000
Sanitary Sewer Upgrade	26,050,000	28,350,000	29,932,000	32,683,000	34,184,000	32,844,000	157,993,000
Wastewater Treatment	12,379,000	12,379,000	21,828,000	-	-	-	34,207,000
Subtotal: Wastewater	72,029,000	56,629,000	74,460,000	33,783,000	34,184,000	32,844,000	231,900,000

CAPITAL IMPROVEMENT PROGRAM

FY 2016 - FY 2020 Proposed Capital Improvement Program

Project Title	Originally Planned FY 2016	Proposed FY 2016	Planned				TOTAL
			FY2017	FY2018	FY2019	FY 2020	
Water Utility							
Distribution System Improvements	10,292,000	9,979,000	10,283,000	10,491,000	10,823,000	11,168,000	52,744,000
Plant & Pumping Improvements	11,020,000	13,388,000	4,055,000	6,784,000	9,600,000	9,412,000	43,239,000
Transmission Main Improvements	6,723,000	7,894,000	4,050,000	1,733,000	667,000	-	14,344,000
Subtotal: Water Utility	28,035,000	31,261,000	18,388,000	19,008,000	21,090,000	20,580,000	110,327,000
Total Non-General Fund Capital	145,282,000	129,789,000	148,231,000	102,051,000	103,985,000	99,636,000	583,692,000
Total Capital Improvement Program	214,032,347	210,506,967	189,817,942	137,992,692	125,099,500	111,731,300	775,148,101

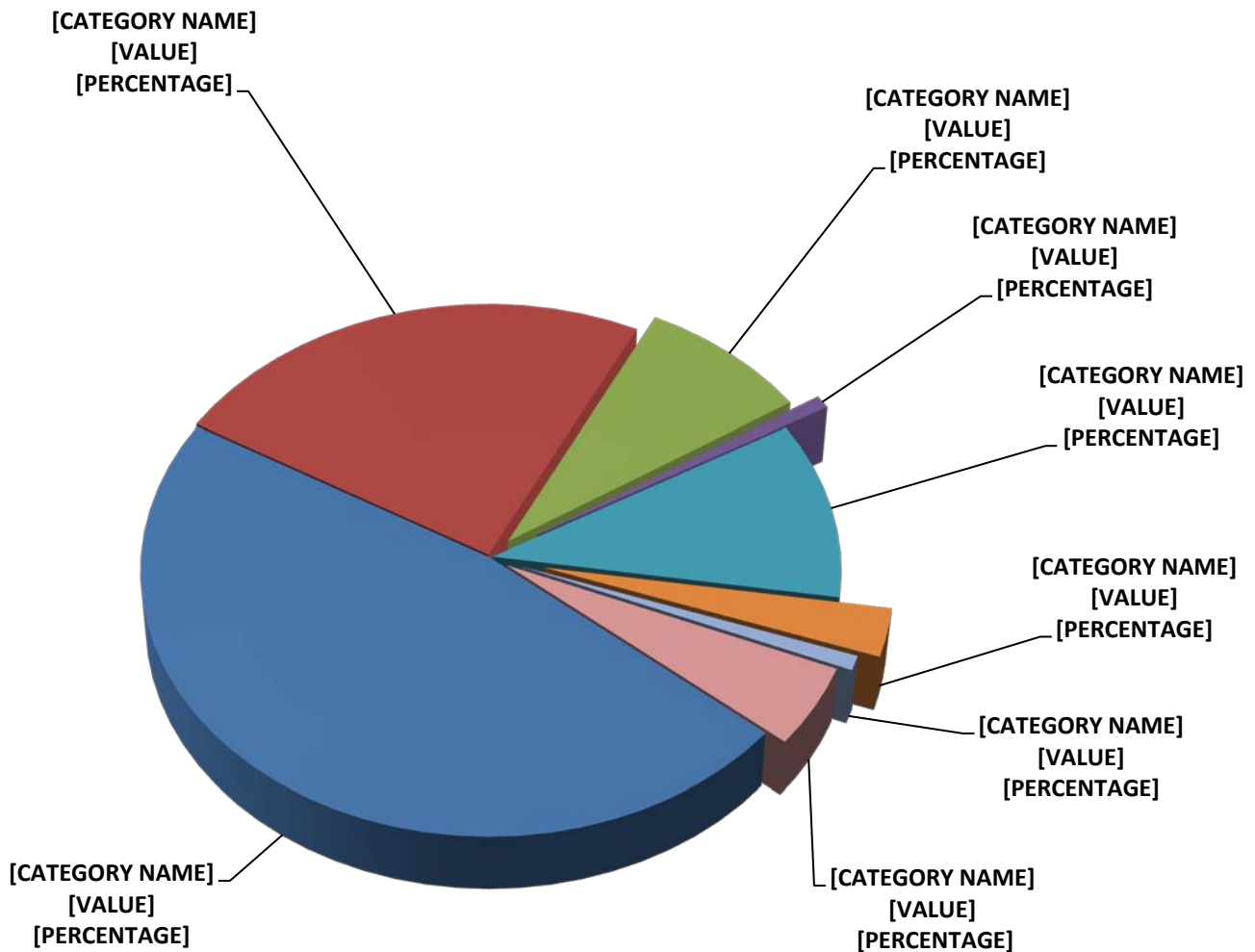
**GRANTS & SPECIAL
FUND SUMMARIES**

SPECIAL FUND BUDGET

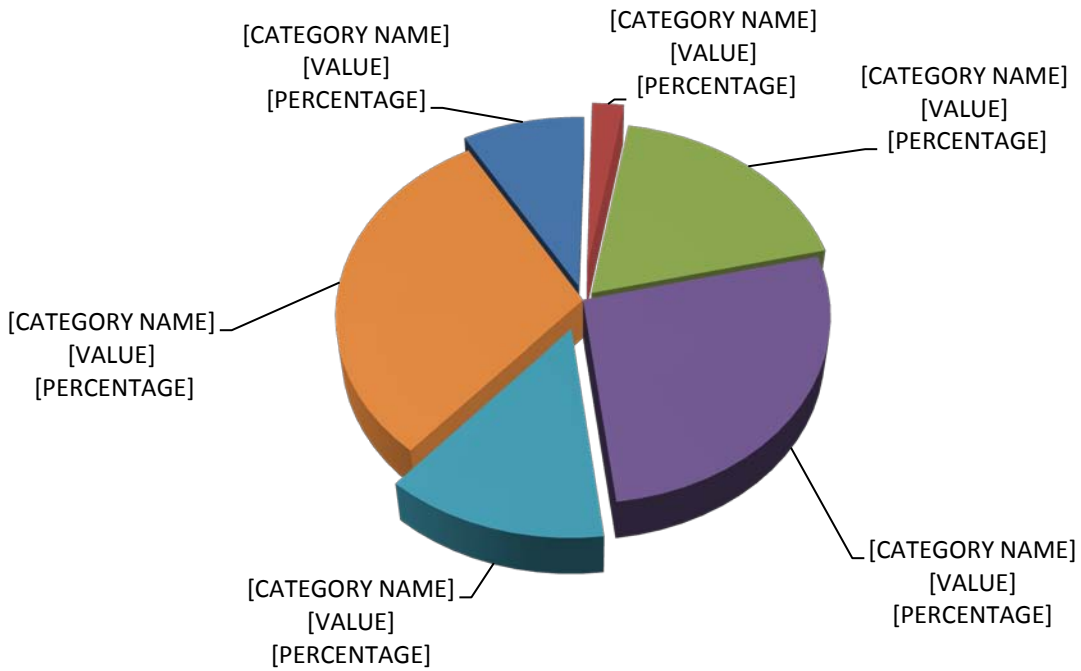
One of the major elements that comprise the City's Fiscal Plan is the *Special Fund Budget*. Special Funds are designed to account for revenues appropriated for a specified purpose, that generally are restricted in some way, and that require segregation into separate funds for accounting purposes, with 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) 2016 and 2017 Special Funds that follow are proposed to City Council.

The City's total proposed Special Fund Budget for FY 2016 is \$74,548,925 and for FY 2017 is \$71,473,876. The chart below identifies all FY 2016 proposed Special Fund funding sources, the one that follows identifies the major funding sources, and the final chart shows the relative size of the Special Fund Budget by agency.

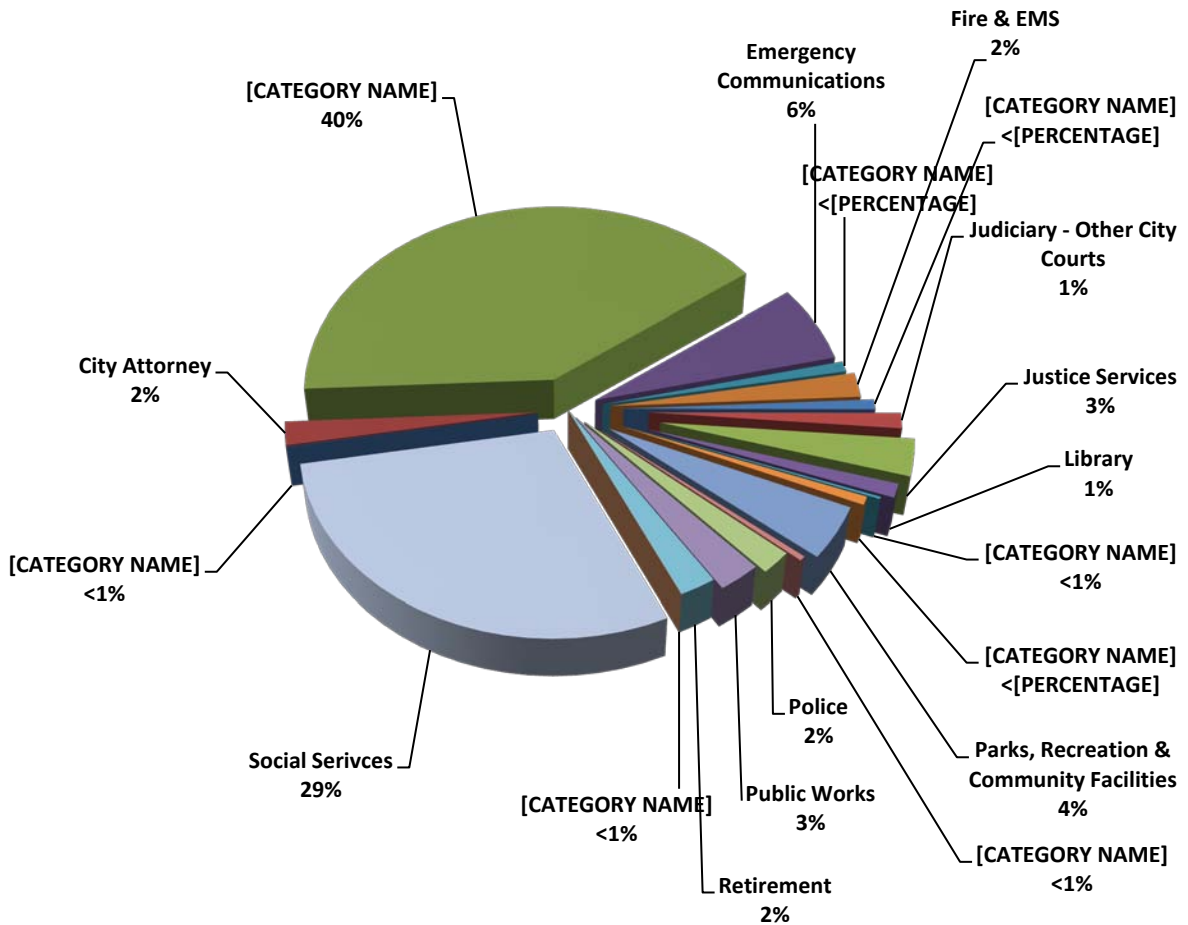
FY2016 Special Funds by all Funding Sources



FY2016 Special Funds by Major Funding Source



FY2016 Special Funds by City Agency



SPECIAL FUND SUMMARY

SPECIAL
FUNDS

Agency	2014 Actual	2015 Adopted	2016 Proposed	2017 Proposed
Animal Care and Control	-	15,000	18,000	18,000
City Attorney	1,113,911	1,488,211	1,488,211	1,488,211
City Council	-	208,500	-	-
Economic and Community Development	8,861,079	31,314,790	29,941,947	29,268,000
Emergency Communications	-	4,839,548	4,839,548	4,839,548
Finance	706,657	888,000	653,016	525,000
Fire & EMS	1,116,444	1,120,129	1,538,100	990,000
Human Services	166,568	171,517	134,356	134,356
Information Technology	955,804	-	-	-
Judiciary – Commonwealth Attorney	482,984	643,851	628,488	568,488
Judiciary – Other City Courts	559,772	1,009,999	972,224	705,000
Justice Services	986,331	1,777,944	2,344,645	1,793,545
Library	583,200	740,000	877,520	877,520
Office of the Press Secretary	11,022	208,500	523,737	200,000
Parks, Recreation and Community Facilities	1,327,493	2,895,000	3,345,718	3,360,718
Planning and Development Review	352,960	250,000	289,600	289,600
Police	4,449,528	7,490,319	1,451,171	656,671
Public Works	7,114,504	1,921,620	1,959,144	2,183,023
Retirement	1,275,072	1,444,451	1,661,233	1,702,728
Sheriff and Jail	-	60,000	9,299	500
Social Services	14,393,136	19,183,592	21,872,968	21,872,968
Total Special Fund	\$44,456,464	\$77,670,971	\$74,548,925	\$71,473,876

SPECIAL FUND AGENCY DETAIL

SPECIAL
FUNDS

Agency	2014 Actual	2015 Adopted	2016 Proposed	2017 Proposed
Animal Care and Control				
Pet License Collections	-	15,000	18,000	18,000
Total Agency Special Funds	\$ -	\$ 15,000	\$ 18,000	\$ 18,000
City Attorney				
Delinquent Tax Sales	429,587	681,993	681,993	681,993
Juvenile & Domestic Relations - Legal Services	684,324	806,218	806,218	806,218
Total Agency Special Funds	\$ 1,113,911	\$ 1,488,211	\$ 1,488,211	\$ 1,488,211
City Council				
Cable Communications	-	-	208,500	-
Total Agency Special Funds	\$ -	\$ -	\$ 208,500	\$ -
Economic & Community Development				
CDBG	4,390,525	3,974,572	4,171,274	4,000,000
HOME	1,292,533	1,103,415	1,082,299	1,082,000
Section 108 Loan Program	-	20,000,000	20,000,000	20,000,000
ESG	329,753	271,311	374,421	374,000
HOPWA	872,942	1,078,026	874,953	880,000
Special Assessment Districts	1,268,691	1,337,466	-	-
Brownfield Site Assessment	-	-	260,000	260,000
17th Street Farmers Market	82	75,000	-	-
Workforce Pipeline Program	64,617	150,000	-	-
Neighborhood Stabilization Program	22,500	2,000,000	350,000	-
Neighborhood Stabilization Program # 3	614,435	300,000	125,000	-
Affordable Housing - Non CDBG Project Areas	5,000	975,000	975,000	975,000
Center for Workforce Innovation Program (CWI)	-	50,000	229,000	197,000
Tax Delinquent Property Sale Program	-	-	1,500,000	1,500,000
Total Agency Special Funds	\$ 8,861,079	\$ 31,314,790	\$ 29,941,947	\$ 29,268,000
Emergency Communications				
911 Emergency Telephone	-	1,139,548	-	-
Emergency Communications	-	3,700,000	3,700,000	3,700,000
Total Agency Special Funds	\$ -	\$ 4,839,548	\$ 3,700,000	\$ 3,700,000
Finance				
Riverfront Special Assessment	425,000	525,000	653,016	525,000
Special Parking Districts	281,657	363,000	-	-
Total Agency Special Funds	\$ 706,657	\$ 888,000	\$ 653,016	\$ 525,000

SPECIAL FUND AGENCY DETAIL

SPECIAL
FUNDS

Agency	2014 Actual	2015 Adopted	2016 Proposed	2017 Proposed
Fire & EMS				
State Fire Programs	170,587	575,000	863,870	575,000
MMRS	277,529	-	-	-
Rescue Squad Assistance Fund	13,879	-	-	-
Four for Life	154,748	150,000	424,153	327,000
Assistance to Firefighters Grant (AFG)	59,094	-	-	-
Port Security Grant Program	38,044	180,000	-	-
CERT (Citizen Corps)	53,496	46,000	91,629	-
Local Emergency Management Performance Grant	63,995	85,629	120,448	85,000
Radiological Emergency Grant	450	3,500	-	-
EOC Grant	153,445	-	-	-
Donations/Special Fire Activities	-	5,000	3,000	3,000
MSA Public Outreach and Education Project	47,689	-	-	-
Hazard Mitigation Program	-	-	35,000	-
Burn Building	38,869	-	-	-
Information Sharing and Communication RAMIS	44,618	75,000	-	-
Total Agency Special Funds	\$ 1,116,444	\$ 1,120,129	\$ 1,538,100	\$ 990,000
Human Services				
Richmond AmeriCorp Grant	166,568	165,894	134,356	134,356
Smart Beginnings Partnership	-	-	-	-
Cities of Service	-	-	-	-
Mayor's Healthy Richmond Campaign	-	-	-	-
Gang Reduction Activity	-	-	-	-
Benjamin Moore Community Grant	-	5,623	-	-
Total Agency Special Funds	\$ 166,568	\$ 171,517	\$ 134,356	\$ 134,356
Information Technology				
911 Emergency Telephone - 9181	955,804	-	-	-
Total Agency Special Funds	\$ 955,804	\$ -	\$ -	\$ -
Judiciary – Commonwealth Attorney				
State Asset Forfeiture	39,327	75,000	75,000	75,000
Federal Asset Forfeiture	-	86,000	60,000	-
Victim Witness	443,657	482,851	493,488	493,488
Total Agency Special Funds	\$ 482,984	\$ 643,851	\$ 628,488	\$ 568,488
Judiciary – Other City Courts				
Courthouse Maintenance	11,500	400,000	400,000	400,000
Technology Trust Fund	2,776	240,000	350,000	150,000
RADTC- Step Up and Out Program	-	170,030	155,000	155,000
RADTC Enhancement/Expansion Project	72,000	-	-	-
CSAT -Enhancement of Richmond Adult Drug Court	285,680	-	-	-
HIDTA	117,782	-	-	-
RADTC Enhancements	70,034	199,969	67,224	-
Total Agency Special Funds	\$ 559,772	\$1,009,999	\$ 972,224	\$ 705,000
Justice Services				

SPECIAL FUND AGENCY DETAIL

SPECIAL
FUNDS

Agency	2014 Actual	2015 Adopted	2016 Proposed	2017 Proposed
Supervision Fees	20,174	60,000	226,000	60,000
Community Corrections	851,742	1,105,615	1,105,615	1,105,615
Criminal Justice Planner	14,935	-	-	-
USDA	51,484	92,000	92,000	92,000
Drug Treatment Court Grant	41,201	37,500	-	-
Detention Center Donations	1,530	-	5,100	5,000
Title II Juvenile Detention/Post Dispositional Pgm	-	-	27,500	27,500
Justice and Mental Health Collaboration Program	4,294	257,262	379,824	199,824
Lipman	971	10,000	10,000	5,000
Re-Entry Detention	-	-	95,000	60,000
Permanent Supportive Housing (PSH)	-	-	20,000	-
Permanent Housing (PH)	-	215,567	383,606	238,606
Total Agency Special Funds	\$ 986,331	\$ 1,777,944	\$ 2,344,645	\$ 1,793,545

Library

Gifts to the Library	106,617	110,000	110,000	110,000
Verizon-Erate USF Grant	104,373	90,000	137,520	137,520
Public Law Library	300,537	400,000	400,000	400,000
Bill & Melinda Gates Foundation	-	-	-	-
Library Foundation	29,794	60,000	150,000	150,000
Friends of the Library	17,377	30,000	30,000	30,000
IMLS grant - new FY13	24,502	-	-	-
Grade Level Reading initiative	-	50,000	50,000	50,000
Total Agency Special Funds	\$ 583,200	\$ 740,000	\$ 877,520	\$ 877,520

Office of the Press Secretary

Cable Communications	11,022	208,500	523,737	200,000
Total Agency Special Funds	\$ 11,022	\$ 208,500	\$ 523,737	\$ 200,000

Parks, Recreation, and Community Facilities

Sports & Athletics	-	40,000	81,722	81,722
James River Park	-	20,000	22,622	22,622
Carillon Renovation	-	60,000	47,887	47,887
Swimming Classes(Aquatics)	-	110,000	69,556	69,556
Camps	-	50,000	-	-
Fee Based Activities	421,502	750,000	-	-
Summer Food Program	704,910	1,000,000	1,000,000	1,000,000
Child & Adult Care Food Program	201,081	600,000	600,000	600,000
Community Cultural Arts	-	75,000	-	-
Recreation - CarMax Youth Summer League	-	100,000	102,543	102,543
Recreation - National Football League (LISC)	-	50,000	-	-
Recreation - Send-A-Kid to Camp	-	40,000	15,000	15,000
Administration	-	-	278,739	278,739
Carpenter Foundation Grant	-	-	1,547	1,547
Southwest District (Recreation)	-	-	54,079	54,079
Northeast District (Recreation)	-	-	20,531	20,531
South/Broad Rock District (Rec)	-	-	46,517	46,517
Pine Camp Rental	-	-	39,025	39,025
Dance Classes 70/30	-	-	81,265	81,265

SPECIAL FUND AGENCY DETAIL

SPECIAL
FUNDS

Agency	2014 Actual	2015 Adopted	2016 Proposed	2017 Proposed
Art Classes 70/30	-	-	28,851	28,851
PASS After School	-	-	173,257	173,257
Fun Club (Recreation)	-	-	482,693	497,693
Tees By Teens Program	-	-	26,593	26,593
Trophies By Teens Program	-	-	24,988	24,988
Park Maintenance	-	-	12,577	12,577
Park Concessions	-	-	45,788	45,788
City Stadium Rental	-	-	73,794	73,794
Summer Camps - Special Services	-	-	15,471	15,471
Girl Today, Women Tom. Boy Beyond	-	-	673	673
Total Agency Special Funds	\$ 1,327,493	\$ 2,895,000	\$ 3,345,718	\$ 3,360,718

Planning and Development Review

Permitting & Inspections Technology Renewal Fund	352,960	250,000	289,600	289,600
Total Agency Special Funds	\$ 352,960	\$ 250,000	\$ 289,600	\$ 289,600

Police

Systems Improvement	-	200,000	-	-
Federal Asset Forfeiture	237,871	500,000	500,000	-
State Asset Forfeiture	145,094	200,000	46,000	-
	1			
Internet Crimes Against Children	8,094	115,000	60,000	60,000
Violent Crime	-	200,000	-	-
Edward Byrne Justice Assistance Grant (JAG)	264,388	500,000	270,000	140,000
Urban area Security Initiative (UASI)	-	1,100,000	-	-
DMV Traffic Enforcement & Safety Initiative	-	227,030	239,000	163,500
Bulletproof Vest Partnership	6,655	120,000	-	-
Emergency Communications	3,537,778	-	-	-
Homeland Security	-	1,300,000	-	-
TRIAD	-	-	4,400	4,400
Washington/Baltimore HIDTA	37,907	276,771	106,771	58,771
GRIP - Gang Reduction Intervention Program	-	-	-	-
Gang Prevention & Intervention	5,239	-	-	-
Gang Prevention & Intervention	-	175,000	-	-
Planning, Research and Analysis	-	200,000	-	-
Targeted Enforcement and Suppression	196,501	365,000	-	-
Edward Byrne Justice Assistance Grant (JAG) FY2015	-	225,000	-	-
Crisis Intervention Team (CIT)	-	191,731	-	-
OAG Asset Forfeiture Transfer Program	-	1,594,787	-	-
Cal Ripkin	-	-	10,000	10,000
VDEM/Homeland Security	-	-	215,000	220,000
Total Agency Special Funds	\$ 4,449,528	\$ 7,490,319	\$ 1,451,171	\$ 656,671

Public Works

SPECIAL FUND AGENCY DETAIL

SPECIAL
FUNDS

Agency	2014 Actual	2015 Adopted	2016 Proposed	2017 Proposed
Urban & Community Forestry	-	10,000	10,000	10,000
Litter Control Act Grant	6,554	35,000	35,000	35,000
Richmond Employee Trip Generation Reduction	151,496	300,000	300,000	300,000
Parking Management	5,691,202	-	-	-
Winter Storm Events	830,974	700,000	700,000	700,000
Main Street Station Operating	431,179	876,620	914,144	1,138,023
Strategic Master Plan	3,098	-	-	-
Total Agency Special Funds	\$ 7,114,504	\$ 1,921,620	\$ 1,959,144	\$ 2,183,023
Retirement				
Richmond Retirement System	1,275,072	1,444,451	1,661,233	1,702,728
Total Agency Special Funds	\$ 1,275,072	\$ 1,444,451	\$ 1,661,233	\$ 1,702,728
Sheriff and Jail				
Asset Forfeiture - Investigative Division	-	10,000	9,299	500
State Criminal Alien Assistance Program (SCAAP)	-	50,000	-	-
Total Agency Special Funds	\$ -	\$ 60,000	\$ 9,299	\$ 500
Social Services				
Healthy Families	112,572	91,374	91,374	91,374
IL Administration & Purchased Services	52,124	62,295	73,296	73,296
Shelter Plus Care	974,010	964,092	964,092	964,092
Supportive Housing	-	75,600	80,640	80,640
Richmond Healthy Start Initiative	876,971	750,000	750,000	750,000
CSA	12,033,732	14,968,455	18,917,394	18,917,394
Child Care Quality Initiative	41,335	68,750	68,750	68,750
IL Education & Training	40,300	73,296	73,296	73,296
Shelter Plus Care - Capacity	65,268	449,280	449,280	449,280
Shelter Plus Care-Expansion	48,365	299,520	229,520	229,520
Infant & Toddler Social Emotional Behavioral Dev.	9,040	10,553	-	-
Housing First	4,715	745,200	-	-
APTS - A Place to Start	46,657	298,080	-	-
Virginia Foundation for Healthy Youth	3,795	-	-	-
MIECHV	84,253	184,562	175,326	175,326
HCAT	-	67,000	-	-
Obesity Grant	-	75,535	-	-
Total Agency Special Funds	\$ 14,393,136	\$ 19,183,592	\$ 21,872,968	\$ 21,872,968
Total Special Fund	\$ 44,456,464	\$ 77,670,971	\$ 74,548,925	\$ 71,473,876

ANIMAL CARE AND CONTROL

Description

Pet License Collections

This special fund provides for the City's dog and cat annual license program. The funding is provided by city residents obtaining a license for their pet as required by city and state regulation. License funds can only be used for the salary and expenses of the animal control officer and necessary staff, the care and maintenance of a pound, the maintenance of a rabies control program, payments as a bounty to any person neutering or spaying a dog up to the amount of one year of the license tax as provided by ordinance, payments for compensation as provided in state code 3.2-6553 and efforts to promote sterilization of dogs and cats. Any part or all of any surplus remaining in the fund on December 31 of any year may be transferred by the governing body of such locality into the general fund.

CITY ATTORNEY

Description

Delinquent Tax Sales

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.

Juvenile & Domestic Relations - Legal Services

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.

CITY COUNCIL

Description

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.

ECONOMIC AND COMMUNITY DEVELOPMENT

Description

Community Development Block Grant

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.

HOME Investment Partnership

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.

ECONOMIC AND COMMUNITY DEVELOPMENT

Description
<p>Section 108 Loan Program 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>
<p>Emergency Shelter Grant 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>
<p>Housing Opportunities for Persons with AIDS 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>
<p>Special Assessment Districts 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. This fund accounts for the special assessment tax for improvements along the riverfront.</p>
<p>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.</p>
<p>Workforce Pipeline Program The purpose of the Workforce Pipeline Program is to facilitate the connection of qualified job seekers with hiring employers. The program accomplishes this through the utilization of multiple funding streams to develop career pathways for individuals to gain employment in positions businesses are seeking to staff. Based upon the job description and hiring criteria, the City of Richmond works integrally with the Department of Social Services and other agencies as well as appropriate providers to prepare workers with all the prerequisite skills, knowledge, and abilities to successfully become valued employees. This fund 703 has been established to provide a funding mechanism for RRHA participants to participate in Pipeline activities and services as part of the Housing Authorities Family Self Sufficiency and Workforce initiatives.</p>
<p>Neighborhood Stabilization Program Through the Neighborhood 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.</p>
<p>Neighborhood Stabilization Program #3 The Neighborhood Stabilization # 3 Program will allow the City to help stabilize neighborhoods experiencing high rates of foreclosures by purchasing foreclosed properties, rehabilitating them, and returning them to the market for either home ownership or rental.</p>
<p>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.</p>

EMERGENCY COMMUNICATIONS

Description

EMERGENCY COMMUNICATIONS

Description

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. The planned replacement of the current 800MHz system is 2015.

Emergency Communications

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. 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.

FINANCE

Description

Riverfront Special Assessment

This fund accounts for the special assessment tax for improvements along the riverfront.

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

Description

State Fire Programs

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.

Four for Life

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.

Port Security Grant Program

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

FIRE AND EMERGENCY SERVICES

Description
<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>Radiological Emergency Grant 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>
<p>Donations/Special Fire Activities This fund will provide funding support for various fire prevention and suppression activities, as well as a conference hosted by the Department of Fire and Emergency Services.</p>
<p>Information Sharing and Communication RAMIS The Richmond region has recently completed a four million dollar microwave system that is designed to provide redundant communications between 19 (mainly 9-1-1 centers and Emergency Operations Centers (EOC)) end points in 8 counties and the State Emergency Operations Center (EOC). The fiscal agent and management lead for the project was Henrico County. However, as a partner in the system, the City of Richmond Office of Emergency Management received this grant to help provide regional training and maintenance of the RAMIS system.</p>

OFFICE OF THE DEPUTY CAO FOR HUMAN SERVICES

Description
<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>

JUDICIARY

Description
<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.</p>
<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>
<p>State 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>
<p>Federal Asset Forfeiture</p> <p>This fund was established to permit the Richmond Commonwealth Attorney's Office to participate in the United States 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 Commonwealth Attorney's Office, federal law enforcement and any other local or state agencies participating in the investigations.</p>
<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>
<p>RADTC- Step Up and Step Out</p> <p>The objective of Project Step Up and Out 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>
<p>RADTC Enhancements</p> <p>The objective of RADTC Enhancement project is to enhance the RADTC program by providing clinical supervision as well as providing additional counseling services to participants that are diagnosed with co-occurring disorders. The enhancement also improves recovery outcomes and vocational readiness by incorporating a computer lab for participants to access recovery and peer support related services.</p>

JUSTICE SERVICES

Description
<p>Community Corrections and Supervision Fees</p> <p>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>
<p>Juvenile Detention Home USDA</p> <p>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>

JUSTICE SERVICES

Description
<p>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.</p>
<p>Justice and Mental Health Collaboration Program The City of Richmond Department of Justice Services (DJS), in partnership with Richmond Behavioral Health Authority (RBHA), has implemented an alternative sentencing program. Currently, gaps in treatment and support services have been identified that limit effectiveness of the program in reducing recidivism among diverted mentally ill offenders. Specifically, defendants who are not eligible for Medicaid or individual health insurance that covers psychiatric services are challenged in complying with court-ordered conditions requiring such treatment. The continuation grant will fund an expansion of the program to include approximately 25 additional individuals who are deemed suitable to be maintained in the community and require psychiatric services to maintain stability.</p>
<p>Lipman Foundation monies are used to support therapeutic family engagement activities and clothing and self care needs for at risk youth and their families</p>
<p>Permanent Supportive Housing (PSH) On August 1, 2013 the City of Richmond in partnership with Homeward was awarded a Housing and Urban Development (HUD) Continuum of Care (CoC) grant to increase housing stability and opportunities for self-sufficiency for individuals who have chronic incarceration and homelessness experiences. The Richmond project is modeled after the national best practice intervention known as Frequent Users Systems Engagement (FUSE). Overall, the project will provide wraparound case management. Funds will be used for tenant rental assistance targeting individuals with mental illness experiencing chronic incarceration and homelessness. This grant will expand permanent supportive housing for individuals who have been identified as having chronic homelessness and incarceration.</p>
<p>Permanent Housing (PSH) Funds are for Rapid Re-housing (short- and long-term rental assistance) targeted towards individuals with mental illness experiencing incarceration and homelessness. This grant will be used for the expansion of rapid re-housing for individuals who are between incarceration and homelessness. The goal of the project is to rapidly place individuals in permanent housing and provide supportive care to maintain housing.</p>

LIBRARY

Description
<p>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.</p>
<p>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.</p>
<p>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.</p>
<p>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.</p>

LIBRARY

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.

Grade Level Reading Initiative

Richmond Public Library is leading a collaborative effort, with partners that include Richmond Public Schools, to address deficiencies in early grade level reading among children and Richmond. The coalition formed to submit a community action plan in response to the National League of Cities – All American Grade Level Reading competition in 2012. Based on the submitted plan, Richmond was selected among the 30 finalists out of more than 150 cities, making it eligible for future grant funding opportunities.

OFFICE OF THE PRESS SECRETARY

Description

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.

PARKS, RECREATION, AND COMMUNITY FACILITIES

Description

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.

James River Park

Funds are donated for the support and improvement of the James River Park System.

Carillon Renovation Fund

Fees are collected at events held at the Carillon facility and grounds. The funds are used for improvements to the Carillon building and grounds.

Swimming Classes (Aquatics)

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.

Camps

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.

Summer Food Program

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.

PARKS, RECREATION, AND COMMUNITY FACILITIES

Description
<p>Child & Adult Care Food Program - After School This is a federal program established to provide nutritious meals to eligible youth at the Department's after-school program sites.</p>
<p>Fee Based Activities 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>
<p>Recreation - Send-A-Kid to Camp The recreation/community centers offer the annual Great Summer Escape camp program. Day camp activities are associated with six core areas: Health & Fitness; Environmental Education; Cultural Arts; Personal & Educational Development; Citizenship & Leadership Development; and Social Recreation; Day camp activities associated with increasing physical activity for youth.</p>
<p>Administration This fund is for the Directors, Deputy Directors, Assistant Directors, Senior Assistants, Executive Assistants and other executive functions, as well as administrative assistance, and other non-financial functions that are associated with fee-based activities.</p>
<p>Carpenter Foundation Grant This fund is used to Promote various "Dogwood Dell" Programming throughout the year.</p>
<p>Southwest District (Recreation) The purpose of this fund is to provide recreational programming to ensure healthy living throughout the Southwest District community. To move our future generation into healthy eating habits through recreation programming.</p>
<p>Northeast District (Recreation) The purpose of this fund is to provide recreational programming to ensure healthy living throughout the Northeast District community. To move our future generation into healthy eating habits through recreation programming.</p>
<p>South/Broad Rock District (Rec) The purpose of this fund is to provide recreational programming to ensure healthy living throughout the South/Broad Rock District community. To move our future generation into healthy eating habits through recreation programming.</p>
<p>Pine Campy Rental Services The purpose of this fund is to provide oversight and coordination of rental activities established to provide well-managed facilities to be rented to both internal and external customers.</p>
<p>Dance Classes 70/30 The purpose of this fund is to provide, promote and enhance various forms of dance throughout the entire Community Centers to include but not limited to Modern, Rhythm, African, Modern/Country Line, Belly, Zumba Dance etc.</p>
<p>Art Classes 70/30 The purpose of this fund is to provide, promote and enhance various forms of Art throughout the entire Community to include but not limited to Pottery, Wool Spinning, Tot, Weaving, Clay-Hand Building etc.</p>
<p>Fun Club (Recreation) The purpose of this fund is to engage youth during summer through various programming intended to stimulate and arouse curiosity and interest in various recreational programming leading to healthier lifestyles.</p>

PARKS, RECREATION, AND COMMUNITY FACILITIES

Description
<p>Tees By Teens Program The purpose of this fund is to engage youth throughout the entire community to become future entrepreneurs through hands-on t-shirt production. Additionally, producing t-shirts in-house has created savings by defraying overhead cost of purchasing from outside vendors.</p>
<p>Trophies By Teens Program The purpose of this fund is to engage youth throughout the entire community to become future entrepreneurs through hands-on of trophy production. Additionally, producing Trophies in-house has created savings by defraying overhead cost of purchasing from outside vendors.</p>
<p>Park Maintenance The purpose of this fund is to provide management oversight to ensure parks are run efficiently, and kept safe, attractive, and clean; provide support for all capital investment programs to ensure all project requirements are met and inspections are completed.</p>
<p>Park Concessions The purpose of this fund is to account for revenue generated through the sales of concessions.</p>
<p>City Stadium Rental The purpose of this fund is to account for revenue generated through rental of the Stadium.</p>
<p>Girl Today, Women Tom. Boy Beyond The purpose of this fund is to promote young women's activities by instilling confidence to be better citizens in the future.</p>
<p>Community Cultural Arts 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>
<p>Recreation - CarMax Youth Summer League 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>
<p>Recreation - National Football League (LISC) This grant provides funds through the NFL Grassroots Program, for field renovations, bleachers, scoreboards, and player benches at various recreation facilities.</p>
<p>Recreation - Send-A-Kid to Camp 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

Description
<p>Permitting and Inspections Technology Renewal Fund This program is funded through a 5% permit fee for the purpose of upgrading and/or replacing applications and other relevant technology to improve business processes to enhance customer service, and plan and project review and approval.</p>

POLICE

Description
<p>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.</p>
<p>Federal Asset Forfeiture 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>
<p>State Asset Forfeiture 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>
<p>Internet Crimes Against Children These funds are used 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 persecution of crimes against children through the internet.</p>
<p>Violent Crime 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>
<p>Edward Byrne Justice Assistance Grant (JAG) 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>
<p>Urban area Security Initiative (UASI) 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>
<p>DMV Traffic Enforcement & Safety Initiative 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>

POLICE

Description
<p>Bulletproof Vest Partnership 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>
<p>Gang Prevention and Intervention Funding will allow RPD to continue partnering with the various community partners. Funds will also support a combination of activities, including research, evaluation, training and technical assistance, and demonstration programs, aimed at combating youth gangs, and to support and enhance the coordination of existing community-based violence prevention and intervention initiatives and strategies.</p>
<p>Planning & Research Law enforcement intelligence as an analytic tool for case development and resource allocation. Historical, ethical, legal and operational issues affecting current practice and to include theories of crime causation and translation of theory to policy. Intelligence Led Policing model has taken shape within the past few years and there is an anticipation of increase in funding levels.</p>
<p>Targeted Enforcement & Suppression Basis of the enforcement and suppression efforts would be to target select criminal elements for aggressive suppression, proactively involve federal, state and local agencies and remove influential criminals from the community by use of enhanced sentences, federal charges and prosecution. There would also be a system for graduated sanctions for less serious offenses.</p>
<p>Crisis Intervention Team (CIT) The City of Richmond Police Department will partner with the Richmond Behavior Health Authority to provide RPD mandated crisis intervention training to sworn personnel. The training will provide basic mental intervention training for 200 officers over a 2-year period. An extended training program is required to provide additional instruction to the existing force and provide training to new officers as they join the department.</p>
<p>OAG Asset Forfeiture Transfer Program Funds were awarded by the Office of the Attorney General (OAG) to (1) (\$1,184,177) build a Richmond Police Canine Training and Community Complex to replace the current Inoperable facility and provide training, volunteer opportunities and continued community partnerships; (2) (\$101,800) purchase updated tactical body armor kits for the Special Weapons and Tactics Team (SWAT); (3) (\$175,395) purchase a Driving & Force on Force Simulator for the Police Training Academy for officer training and demonstration; (4) (\$33,415) purchase the Accreditation Management System (PowerDMS) for policy dissemination and acceptance, accreditation management, e-training, testing on policies and training, and surveys will allow the department to create an entirely paperless process which is consistent with Commission on Accreditation for Law Enforcement Agencies, Inc.'s (CALEA) accreditation process – RPD is accredited by CAELA; and (5) (\$1,494,787) Funds were awarded by the Office of the Attorney General (OAG) as noted above and deposited 12/19/13 as anticipated interest.</p>

PUBLIC WORKS

Description
<p>Urban and Community Forestry This special fund will provide resources for the Urban Forestry Division to undertake projects throughout the City of Richmond.</p>
<p>Litter Control Grant 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.</p>

PUBLIC WORKS

Description

Employee Trip Reduction Program

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.

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.

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.

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.

RETIREMENT

Description

Richmond Retirement System

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.

SHERIFF AND JAIL

Description

Asset Forfeiture - Investigative Division

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.

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.

SOCIAL SERVICES

Description
<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>
<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>
<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>
<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>
<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>
<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>
<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>
<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>

SOCIAL SERVICES

Description
<p>Shelter Plus Care – Capacity Shelter Plus Care -Capacity Project is a five year \$449,280 grant awarded to RDSS for use to provide support for permanent rental subsidies to chronically homeless individuals and families from the City of Richmond who are experiencing persistent mental illness. Because of existing substance abuse disorders, Shelter Plus Care – Capacity places individuals in housing with intensive, appropriate health and mental health services.</p>
<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>
<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>
<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>
<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>
<p>MIECHV Maternal Infant Early Childhood Home Visiting Grant (MIECHV) funds additional staff positions at the Department of Social Services to help provide support for the collaborative effort between Family-Lifeline, United Way, and Richmond City Department of Social Services to strengthen many of Richmond’s most vulnerable families.</p>
<p>Obesity Prevention Grant awarded from the Virginia Foundation for Healthy Youth to support breastfeeding; encourage exercise; and proper nutrition particularly to the City’s underserved populations.</p>
<p>Healthy Community Action Team Grant Richmond Health Action Alliance, Healthy Communities Action Team (HCAT) will: 1) expand and formalize the coalition to increase its scope, reach, and collaborative partnerships; 2) continue encouraging breastfeeding and promoting breastfeeding-friendly communities and exercising among youth; and 3) promote affordable community food access to provide fruits and vegetables in a variety of settings.</p>

RICHMOND PUBLIC SCHOOLS

Contained in this section is the budget provided by Richmond Public Schools, as approved by the School Board. It consists of the General Fund Operating Budget Revenues as well as the General Fund Operating Budget Expenditures by Object Group and by State Function. The City of Richmond's Proposed Biennial Fiscal Plan recommends a general fund appropriation of \$161,833,592 in FY2016 to Richmond Public Schools.



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SCHOOL BOARD
OF THE
CITY OF RICHMOND

301 NORTH NINTH STREET RICHMOND, VA 23219-1927
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dcoleman@richmond.k12.va.us

DONALD L. COLEMAN
CHAIR
DISTRICT SEVEN

March 6, 2015

Honorable Dwight C. Jones, Mayor
City of Richmond
901 East Broad Street, Suite 201
Richmond, Virginia 23219

Dear Mayor Jones:

I am pleased to submit our FY 2016 budget for operating and capital projects on behalf of the School Board of the City of Richmond.

SUPERINTENDENT'S ESTIMATE OF NEEDS

Dr. Bedden presented the School Board with an estimate of needs as required by the Code of Virginia section 22.1-92 on January 20, 2015. The spending plan for the operating budget is predicated heavily on the comprehensive academic improvement plan (AIP) which we appreciate you and your staff taking the time to review a couple of months ago. The focus of the AIP is to accelerate student progress. We are projecting level membership for the Spring 2016 school year with 21,845 K-12 children even though we project 232 new students to accommodate in the fall. We are purposely conservative on our spring membership number which drives state revenues in order to not risk over estimating revenues, while we are more liberal with fall enrollment projections because we must be prepared to receive every child who arrives. Our projection model was acceptably accurate for the past cycle. We additionally plan to accommodate 1,885 preschool age children for a total school capacity and projected enrollment of 24,371. State funding as approved by the General Assembly last Friday is effectively unchanged from FY15 even when considering the state funding of their share of a 1.5% compensation increase that added \$1 million to the revenue stream. The VRS retirement contribution is decreased from 14.5% to 14.06% which netted \$600,670 of expenditure reductions in this budget. We have included 6.8% for health insurance to align with the city in our shared self-insurance pool.

REMAINING COMPETITIVE

The School Board is requesting funding to support a 1.7% salary improvement for all staff using the national cost of living index change. Our neighbors appear to be targeting 2% salary increases. Our fall student enrollment is projected to be nearly 600 students more than our FY09 level while state funding support still lags significantly below that level. Inflation adjusted state revenue has dropped by nearly \$17 million for Richmond schools since 2009. RPS feels the impact that our 77.9% poverty rate bears on our ability close the instructional gap. We are second in the state as a percent of the total student body. A special needs population that is nearly 19% of the student body and a rapidly growing English language learner population places additional fiscal stress on the education system while both state and federal sources are slow to recover.



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MAJOR CHANGES FOCUSED ON ACADEMIC IMPROVEMENT

The Superintendent and his staff incorporated reductions of \$5.8 million for reallocation during the development phase. The School Board trimmed an additional \$3.1 million before approving the budget on March 3, 2015, for total reductions of \$8.9 million.

The major components of increases in this FY2015-16 school board budget over the current FY2014-15 budget are: \$5.6M for the Academic Improvement Plan (includes \$2.6M for 5 additional Professional Development Days for Teachers), \$3.1M for 1.7% salary increase, \$1.6M for the 6.8% health insurance increase, \$2.9M for exceptional education compliance and service level maintenance, the completion of the Truancy Transition for year 1 and 2 of \$1.8M (this was appropriated after the FY15 budget was adopted last year), \$1.8M to maintain current services in all other areas, \$2.4M for Technology to support instruction division wide in buildings that are challenging to retrofit, \$1.3M for bilingual initiatives for OCR compliance and accommodating our growing Latino population, \$1.3M for our local share of 17 additional K-3 class size teachers targeting our schools with the highest poverty levels, \$1.0M for our share of 13 positions targeting early reading and math, \$1.0M for mandates in workers compensation and PPACA requirements, \$676,000 for utilities, \$578,000 for the existing elementary charter school funding agreement whose enrollment is targeted to be 305 in the fall, \$1.2M for adding a fine arts curriculum model at Binford Middle School where exceptionally low current enrollment drives up our per pupil cost, \$500,000 to assist schools coming out of improvement who lose significant federal funding support that first year as a transition, \$750,000 for additional direct classroom support using a weighted student funding formula to target the funds to the schools most in need, \$608,000 for college/career readiness improvement, \$141,600 for 2 additional security guards plus security materials at Huguenot High School with 50% more square footage to cover, \$1M for various initiatives addressing audit recommendations, investing in organizational efficiencies, building capacity, or improving accountability.

The net of the change is an increase of \$23,753,050. Coupled with an overall general fund revenue decrease of \$1,100,400, we have a gap of \$24,853,450.

ALL FUNDS APPROACH – FY16 Forward

We are submitting our entire budget from all fund sources for approval to include the funds of two agencies for whom RPS is fiscal agent only: The Maggie L. Walker Governor's School, and the Math Science Innovation Center. They have separate governing boards and produce separate annual school reports. The **total of all funds including the agency funds is \$377,980,450**, and is the sum total requested for appropriation.

Only the General Fund, however, requires a contribution of local taxes. Changes in the General Fund can impact the other funds and vice versa (sequestration, etc). The remaining local, state, federal grants and the school nutrition fund are self-sustaining. The funds comprise all of the funds that are included in our annual school report to the Virginia Department of Education. The total of all funds excluding the agency funds is \$366,009,050. These funds cover programs for a Pre-K through grade 12 projected enrollment of 24,371 which would produce a cost per pupil of \$15,018. The figure is \$12,366 excluding federal funds of \$2,652 per pupil. The City share of the total revenues if fully funded would be 44.1% compared to the local composite index of 46.36%.

The **Capital Improvement Projects Fund (CIP)** is submitted as a separate document for FY16-20 that totals **\$36,535,430**. It contains the same list of critical needs that has been reviewed on several occasions during the past few months.



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We readily acknowledge that this 9.5% increase is significant. We hope that you will see that the vast majority of the increase is directly focused on academic programs and the classroom. This is not a typical budget request, but then one should not expect such in an atypical environment where the needs to be addressed with 3 of every 4 of our kids living in poverty, 19% of our students have special needs which is 60% higher than the state average, and our bilingual needs all demand significant dollars beyond the norm of our neighbors or more than most of the 132 school divisions of the Commonwealth. It is recognized nationally that the poverty factor alone exacerbates costs by 15% to 20%. Using that component alone and applying it to our current local tax support of \$136M would generate \$27M. Another benchmark is the required local effort in matching state Standards of Quality (SOQ) funding. Norfolk, who faces many of the same core needs from both a city and school perspective, boasts that they double the required local effort for education. Doing so in Richmond would mean \$170M. This budget request would require \$161.2M of local taxes or \$24.9M more than the current year.

The single largest contributor to our cost per pupil is the number of facilities we have with low numbers of students per school in most schools. We have 9,300 empty seats of school building capacity at this time. Right sizing our buildings is one key to garnering funds of a magnitude needed to fund this request. It is our hope as a school board that we can work together with you and city council to find bridge funds that will allow us to pursue an academic improvement plan now that accelerates student success until we can achieve the facility efficiencies that will allow us to maintain that effort with the same level of local tax funding.

We have worked to be creative in addressing extreme challenges like replacing our aged bus fleet with 78 new buses this year using a lease approach. We pledge to continuously seek efficiencies that can reduce our costs. We are encouraged and committed to supporting our Superintendent and his team as he has demonstrated an excellent start in his first year here in making a difference to put RPS on a stronger structural foundation in building a better school division. The School Board continues to follow up on the implementing the recommendations from 2012 of the RGB Group and internal audit recommendations to examine ways to maximize efficiency.

The School Board stands ready to work with you and City Council to maximize the investments in RPS that are focused, strategic, and outcome driven. This spending plan demonstrates our strong focus and commitment to student success. We appreciate and look forward to the opportunity of meeting with you to discuss the specifics of why we believe the requested local investment should be made to the single biggest determinant of city viability: a strong educational system that produces productive citizens.

Respectfully submitted,

A handwritten signature in cursive script that reads "Donald L. Coleman".

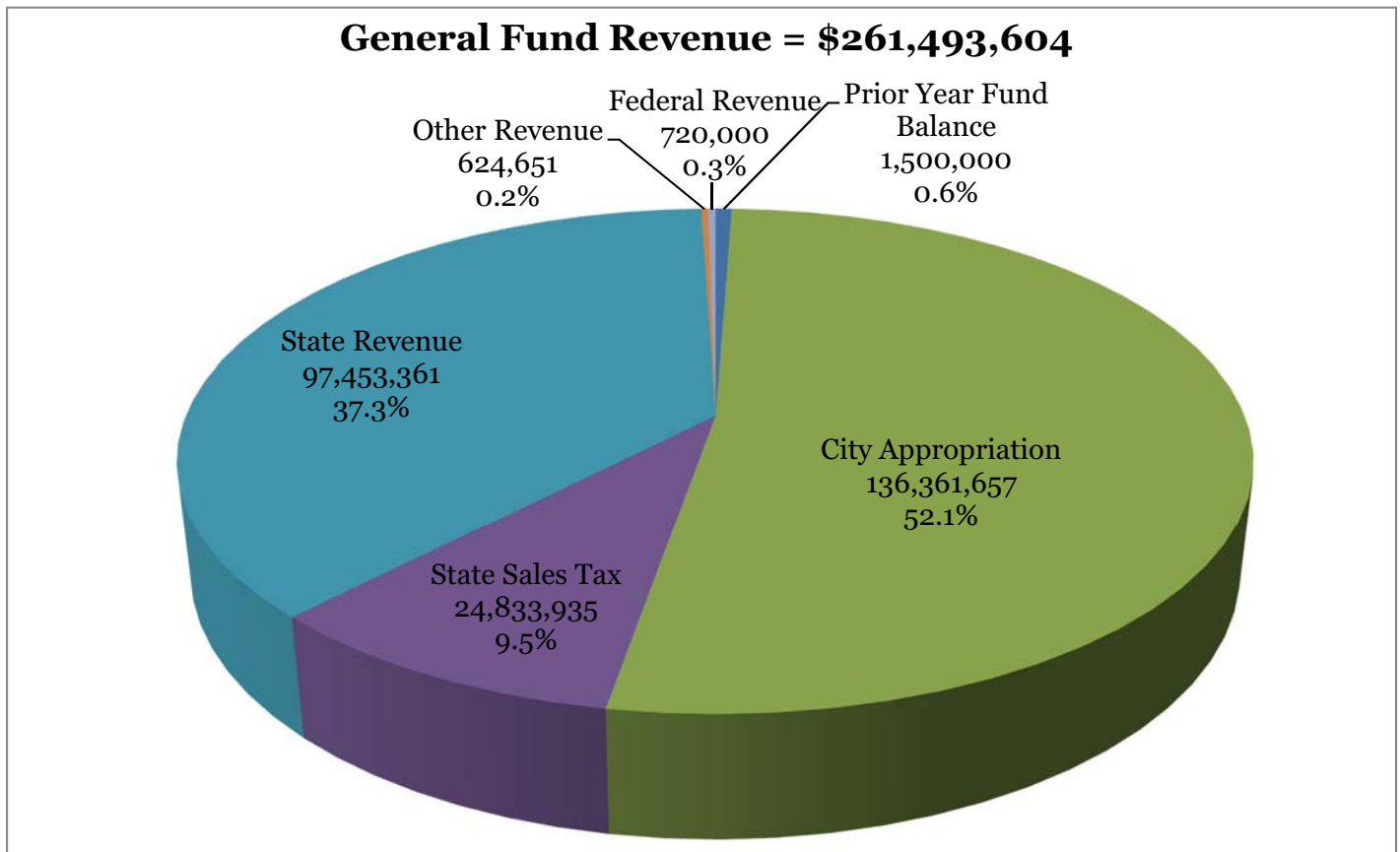
Donald Coleman
School Board Chairman



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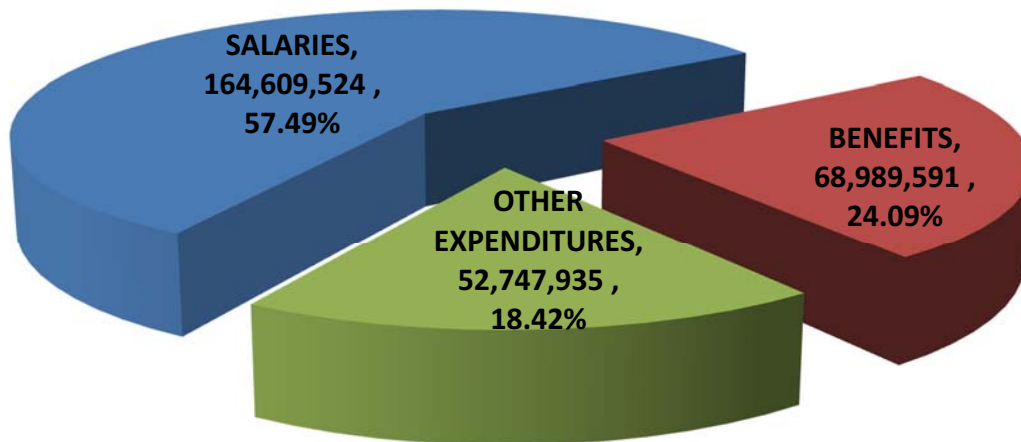
RICHMOND CITY PUBLIC SCHOOLS GENERAL FUND OPERATING BUDGET REVENUES

	Actual FY2014	Budget FY2014	Budget FY2015	Budget FY2016	\$ Change	% Change
Prior Year Fund Balance	4,582,848	1,400,000	3,800,000	1,500,000	(2,300,000)	-60.5%
Anthem Reserve	-	-	-	-	-	0.0%
City Appropriation	129,972,012	129,443,724	134,819,807	136,361,657	1,541,850	1.1%
State Sales Tax	23,463,085	24,295,383	24,951,256	24,833,935	(117,321)	-0.5%
State Revenue	88,525,408	89,918,138	97,528,837	97,453,361	(75,476)	-0.1%
Other Revenue	616,214	914,100	784,100	624,651	(159,449)	-20.3%
Federal Revenue	718,325	710,000	710,000	720,000	10,000	1.4%
Total Revenues	247,877,892	246,681,345	262,594,000	261,493,604	(1,100,396)	-0.4%



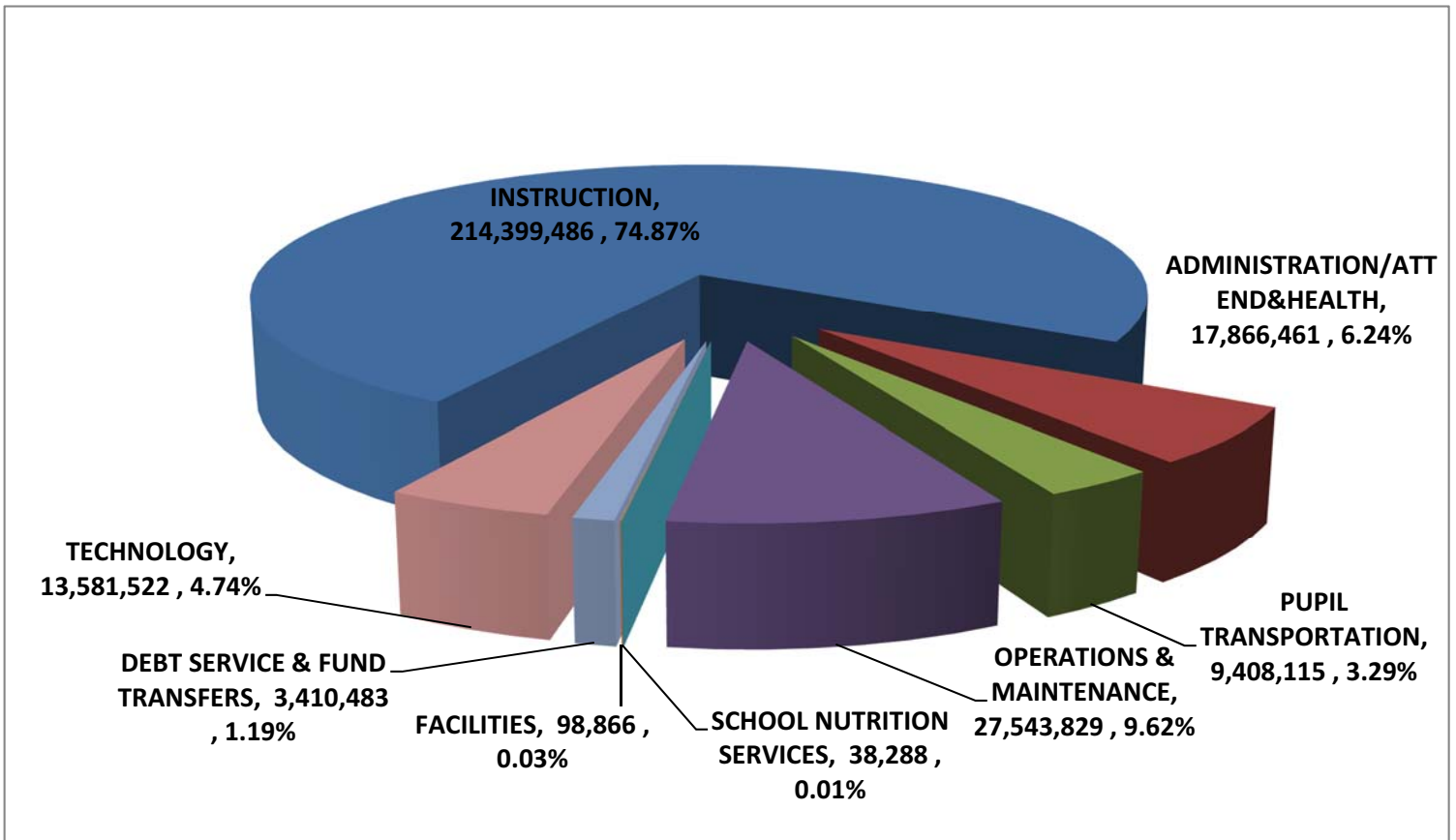
**RICHMOND PUBLIC SCHOOLS
GENERAL FUND EXPENDITURES BY OBJECT GROUP**

	<u>ACTUAL</u> <u>FY14</u>	<u>ADOPTED</u> <u>FY14</u>	<u>ADOPTED</u> <u>FY15</u>	<u>BOARD</u> <u>FY16</u>	<u>\$</u> <u>CHANGE</u>	<u>%</u> <u>CHG</u>
SALARIES	147,436,525	147,160,049	155,505,609	164,609,524	9,103,915	5.9%
BENEFITS	55,401,351	61,993,513	65,107,388	68,989,591	3,882,203	6.0%
OTHER EXPENDITURES	41,668,905	38,056,071	41,981,003	52,747,935	10,766,932	25.6%
TOTAL	244,506,781	247,209,633	262,594,000	286,347,050	23,753,050	9.0%



RICHMOND PUBLIC SCHOOLS GENERAL FUND EXPENDITURES BY STATE FUNCTION

	ACTUAL <u>FY14</u>	ADOPTED <u>FY14</u>	ADOPTED <u>FY15</u>	BOARD <u>FY16</u>	\$ <u>CHANGE</u>	% <u>CHG</u>
INSTRUCTION	181,340,241	188,543,594	201,207,188	214,399,486	13,192,298	6.6%
ADMINISTRATION/ATTEND&HEALTH	13,048,980	12,818,954	14,086,922	17,866,461	3,779,539	26.8%
PUPIL TRANSPORTATION	12,297,290	9,330,980	9,474,960	9,408,115	(66,845)	-0.7%
OPERATIONS & MAINTENANCE	27,552,124	26,176,711	26,580,214	27,543,829	963,615	3.6%
SCHOOL NUTRITION SERVICES	-	-	-	38,288	38,288	10.0%
FACILITIES	94,105	87,709	96,879	98,866	1,987	2.1%
DEBT SERVICE & FUND TRANSFERS	2,002,518	2,355,356	2,969,091	3,410,483	441,392	14.9%
TECHNOLOGY	8,171,524	7,896,329	8,178,746	13,581,522	5,402,776	66.1%
TOTAL	244,506,782	247,209,633	262,594,000	286,347,050	23,753,050	9.0%



RICHMOND PUBLIC SCHOOLS GENERAL FUND OPERATING REVENUES

	Actual FY2014	Budget FY2014	Budget FY2015	Budget FY2016	\$ Change	% Change
LOCAL REVENUE						
Anthem Reserve	-	-	-	-	-	0.0%
Prior Years' A/P Liabilities	3,089,786	-	-	-	0	0.0%
Prior Year Fund Balance	1,493,062	1,400,000	3,800,000	1,500,000	(2,300,000)	-60.5%
Sub-Total Reserves	4,582,848	1,400,000	3,800,000	1,500,000	(2,300,000)	-60.5%
Operations - City Funds [Truancy FY16]	129,972,012	129,443,724	134,819,807	136,361,657	1,541,850	1.1%
Total City Appropriation	129,972,012	129,443,724	134,819,807	136,361,657	1,541,850	1.1%
STANDARDS OF QUALITY PROGRAMS						
Basic Aid SOQ	46,187,470	45,084,409	51,018,183	51,091,044	72,861	0.1%
Sales Tax	23,463,085	24,295,383	24,951,256	24,833,935	(117,321)	-0.5%
Textbooks	1,020,656	750,526	1,127,473	1,127,473	0	0.0%
Career & Technical Education	693,860	685,053	831,954	831,954	0	0.0%
Gifted Education	523,238	516,597	550,730	550,730	0	0.0%
Special Education	10,442,018	10,309,481	11,014,599	11,014,599	0	0.0%
Remedial Education	3,776,416	3,728,483	4,440,992	4,440,992	0	0.0%
VRS Retirement	5,846,620	5,772,411	7,546,172	7,323,536	(222,636)	-3.0%
Social Security	3,503,422	3,458,954	3,702,780	3,702,780	0	0.0%
Group Life	216,120	213,377	234,353	234,353	0	0.0%
Sub-Total SOQ Revenues	95,672,905	94,814,674	105,418,492	105,151,396	(267,096)	-0.25%
INCENTIVE PROGRAMS						
Composite Index Hold Harmless* (split)	-	-	-	-	-	0.0%
Add'l Asst-Retire, Inflation & Preschool	1,598,967	1,598,967	-	-	-	0.0%
EpiPen Grants	-	-	-	-	-	0.0%
Math/Reading Specialist	-	-	-	308,771	308,771	100.0%
Compensation Supplement	1,312,382	1,297,625	-	1,003,067	1,003,067	0.0%
Early Reading Specialist Initiatives	30,973	61,946	32,648	181,151	148,503	454.9%
Supplemental Support	-	-	-	-	-	0.0%
Sub-Total Incentive Revenues	2,942,322	2,958,538	32,648	1,492,989	1,460,341	4473.0%
CATEGORICAL PROGRAMS						
Spec Educ: Homebound	71,109	100,445	75,541	133,323	57,782	76.5%
Spec Educ: Private Tuition	18,343	-	-	38,381	38,381	100.0%
Visually Handicapped	0	17,700	0	0	0	0.0%
Sub-Total Categorical Revenues	89,452	118,145	75,541	171,704	96,163	127.3%

	Actual FY2014	Budget FY2014	Budget FY2015	Budget FY2016	\$ Change	% Change
LOTTERY FUNDED PROGRAMS						
Foster Care Children	126,465	197,668	129,414	155,882	26,468	20.5%
Composite Index Hold Harmless* (split)	-	-	-	-	-	0.0%
At-Risk	4,588,155	4,529,900	5,641,763	5,639,711	(2,052)	0.0%
Virginia Preschool Initiative	2,819,340	3,069,948	3,874,954	2,838,629	(1,036,325)	-26.7%
K-3 Class Size Reduction	3,913,869	5,708,943	5,041,690	4,532,597	(509,093)	-10.1%
SOL Algebra Readiness	340,206	341,913	383,311	382,037	(1,274)	-0.3%
English As A Second Language	620,736	716,617	682,280	1,022,351	340,071	49.8%
Other State Agencies	-	-	-	-	-	0.0%
Textbooks (Split funded)	0	257,175	-	-	0	0.0%
Sub-Total Lottery Funded Programs	12,408,771	14,822,164	15,753,412	14,571,207	(1,182,205)	-7.5%
OTHER PROGRAM REVENUE						
Medicaid Reimbursements (state funds)	875,043	1,500,000	1,200,000	900,000	(300,000)	0.0%
Sub-Total Other Program Revenue	875,043	1,500,000	1,200,000	900,000	(300,000)	0.0%
Sub-Total State Revenue	111,988,493	114,213,521	122,480,093	122,287,296	(192,797)	-0.2%
FEDERAL STIMULUS FUNDS						
Federal Stimulus Funds	0	0	0	0	0	0.0%
Total State Revenue	111,988,493	114,213,521	122,480,093	122,287,296	(192,797)	-0.2%
OTHER REVENUE						
Building Rental Permit	217,483	225,000	225,000	205,000	(20,000)	-8.9%
Student Fees	209	1,500	1,500	500	(1,000)	-66.7%
Cobra Administrative Fees	1,107	2,500	2,500	1,500	(1,000)	-40.0%
Library Fines	367	2,500	2,500	1,500	(1,000)	-40.0%
Textbook Fines	1,599	4,000	4,000	1,600	(2,400)	-60.0%
Attorney's Fees	1,242	1,000	1,000	1,000	-	0.0%
Restitution/FOIA/Garnishments/Child Supt	6,528	-	-	7,700	7,700	0.0%
Tuition	66,674	250,000	250,000	70,000	(180,000)	-72.0%
Operating Expense Recovery	603	100	100	1,000	900	900.0%
Sale Of Surplus Property	6,448	7,500	7,500	7,000	(500)	-6.7%
Interest/Dividends/Gains Invest	4,261	2,600	2,600	4,300	1,700	65.4%
Damages Recovery	1,176	-	-	1,200	1,200	0.0%
Richmond Sch / Math-Science	42,351	42,400	42,400	42,351	(49)	-0.1%
Indirect Cost Recovery	235,000	235,000	235,000	235,000	-	0.0%
Indirect Cost Recovery-School Nutrition	-	-	-	-	-	0.0%
Medicare Subsidy Payment	-	-	-	-	-	0.0%
Miscellaneous	30,239	-	-	35,000	35,000	0.0%
Vendor Rebates	927	-	-	-	-	0.0%
P-Card Initiative	-	140,000	10,000	10,000	-	0.0%
Total Other Revenue	616,214	914,100	784,100	624,651	(159,449)	-20.3%

	Actual FY2014	Budget FY2014	Budget FY2015	Budget FY2016	\$ Change	% Change
FEDERAL REVENUE						
Advanced Placement 84.330	-	-	-	-	-	0.0%
Air Force	59,876	60,000	60,000	60,000	-	0.0%
Impact Aid PL 103-382, Title VIII	207,866	225,000	225,000	210,000	(15,000)	-6.7%
Army Reserve	450,583	425,000	425,000	450,000	25,000	5.9%
Education Jobs Fund	-	-	-	-	-	0.0%
Total Federal Revenue	718,325	710,000	710,000	720,000	10,000	1.4%
Total General Fund Revenue	247,877,892	246,681,345	262,594,000	261,493,604	(1,100,396)	-0.4%

GENERAL FUND EXPENDITURES BY OBJECT CLASS

<u>OBJECT CLASS</u>	<u>FTE FY16</u>	<u>ACTUAL FY14</u>	<u>ADOPTED FY14</u>	<u>ADOPTED FY15</u>	<u>APPROVED FY16</u>	<u>\$ CHANGE</u>	<u>% CHANGE</u>
PERSONNEL SERVICES							
ADMINISTRATION	12.0	1,001,469	888,685	1,670,182	1,524,461	(145,721)	- 8.7
INSTR. ADMINISTRATION	130.0	10,374,534	9,887,221	10,274,712	10,791,812	517,100	5.0
INSTR.CLASS STAFF	2,023.4	97,591,151	99,710,939	101,785,914	107,704,296	5,918,382	5.8
OTHER PROFESSIONALS	151.9	8,995,150	9,479,523	9,663,443	9,878,758	215,315	2.2
TECHNICAL	299.0	7,335,588	7,296,204	7,417,310	8,400,325	983,015	13.3
CLERICAL	145.7	5,807,479	5,651,228	5,932,152	6,339,892	407,740	6.9
SUPPORT & CRAFTS	27.0	2,324,518	2,231,253	1,917,700	1,422,471	(495,229)	- 25.8
OPERATIVE	148.0	5,081,167	3,764,405	3,056,962	3,051,073	(5,889)	- 0.2
LABORER	289.0	8,795,920	8,120,443	8,089,997	8,044,406	(45,591)	- 0.6
	3,226.0	147,306,976	147,029,901	149,808,372	157,157,494	7,349,122	4.9
OTHER COMPENSATION							
N-BOARD MEMBER		129,550	130,148	136,733	91,000	(45,733)	- 33.4
N-SUBSTITUTE INSTR PROF		-	-	4,104,424	5,035,089	930,665	22.7
N-OTHER PROF		-	-	65,530	91,530	26,000	39.7
N-TECHNICAL/PARAPRO		-	-	31,000	112,500	81,500	262.9
N-CLERICAL		-	-	33,850	56,350	22,500	66.5
N-MONITORS/OTHER		-	-	405,876	361,554	(44,322)	- 10.9
N-BUS DRIVERS/SECURITY		-	-	654,675	775,687	121,012	18.5
N-CUSTODIAL/FOOD SERVICE		-	-	265,149	928,320	663,171	250.1
		129,550	130,148	5,697,237	7,452,030	1,754,793	30.8
EMPLOYEE BENEFITS							
HEALTH INSURANCE		22,829,242	25,311,500	24,632,954	26,792,835	2,159,881	8.8
GROUP LIFE INSURANCE		1,580,175	2,156,283	1,951,896	1,985,233	33,337	1.7
SOCIAL SECURITY		10,704,527	11,186,224	11,824,941	12,512,591	687,650	5.8
RETIREMENT		17,779,833	21,754,673	25,068,538	25,334,068	265,530	1.1
DEFERRED ANNUITY		383,701	445,500	445,500	445,500	-	0.0
COMP-TYPE INSURANCE		2,103,292	1,105,333	1,149,559	1,880,364	730,805	63.6
OTHER BENEFITS		20,582	34,000	34,000	39,000	5,000	14.7
		55,401,352	61,993,513	65,107,388	68,989,591	3,882,203	6.0

<u>OBJECT CLASS</u>	<u>FTE FY16</u>	<u>ACTUAL FY14</u>	<u>ADOPTED FY14</u>	<u>ADOPTED FY15</u>	<u>APPROVED FY16</u>	<u>\$ CHANGE</u>	<u>% CHANGE</u>
PURCHASED SERVICES							
SERVICE CONTRACTS		2,377,676	1,679,869	1,679,869	2,449,346	769,477	45.8
PROFESSIONAL SERVICE		3,036,017	2,715,633	2,718,469	4,807,875	2,089,406	76.9
TUITION		6,154,339	5,784,609	5,939,506	6,466,592	527,086	8.9
TEMPORARY SERVICES		202,788	214,050	214,050	167,000	(47,050)	- 22.0
NON-PROF SERVICES		3,301,493	4,040,906	4,171,216	5,038,062	866,846	20.8
REPAIRS/MAINTENANCE		2,184,676	1,736,993	1,731,593	1,796,078	64,485	3.7
		17,256,989	16,172,060	16,454,703	20,724,953	4,270,250	26.0
OTHER CHARGES							
ADVERTISING		76,563	88,225	88,225	90,345	2,120	2.4
STUDENT TRANSPORTATION		1,019,517	767,355	843,587	956,375	112,788	13.4
INSURANCE - PROPERTY/LIAB		1,158,312	1,116,150	1,116,150	1,157,800	41,650	3.7
MISCELLANEOUS INSURANCE		64,362	71,002	71,002	68,680	(2,322)	- 3.3
UTILITIES		7,098,874	6,575,000	6,575,000	7,203,000	628,000	9.6
COMMUNICATIONS		1,578,492	1,526,202	1,519,972	2,512,910	992,938	65.3
RENTALS		400,997	301,130	189,400	310,067	120,667	63.7
		11,397,117	10,445,064	10,403,336	12,299,177	1,895,841	18.2
SUPPLIES/MATERIALS							
MATERIALS/SUPPLIES		4,657,081	4,288,145	4,449,074	5,733,972	1,284,898	28.9
PRINTING & BINDING		130,111	157,768	154,718	228,494	73,776	47.7
MEALS		29,629	35,962	30,962	18,462	(12,500)	- 40.4
BOOKS & PERIODICALS		215,835	223,263	222,863	220,878	(1,985)	- 0.9
MEDIA SUPPLIES		24,771	30,415	29,765	26,780	(2,985)	- 10.0
TEXTBOOKS		1,268,948	1,281,500	4,280,300	4,285,300	5,000	0.1
PERMITS AND FEES		42,779	7,450	7,450	3,625	(3,825)	- 51.3
FOOD		1,052	1,150	1,150	1,150	-	0.0
		6,370,206	6,025,653	9,176,282	10,518,661	1,342,379	14.6

<u>OBJECT CLASS</u>	<u>FTE FY16</u>	<u>ACTUAL FY14</u>	<u>ADOPTED FY14</u>	<u>ADOPTED FY15</u>	<u>APPROVED FY16</u>	<u>\$ CHANGE</u>	<u>% CHANGE</u>
OTHER OPERATING EXPENSE							
STAFF DEVELOPMENT		491,969	361,003	357,563	447,597	90,034	25.2
DUES AND FEES		165,842	132,689	132,684	136,184	3,500	2.6
TRAVEL		134,117	208,654	207,402	291,099	83,697	40.4
COMMENCEMENT COSTS		48,588	57,085	40,000	49,500	9,500	23.8
AWARDS		(4,461)	33,140	31,815	40,715	8,900	28.0
CLAIMS/JUDGEMENTS		33,221	45,000	45,000	40,000	(5,000)	- 11.1
GARAGE SERVICE		2,381,375	2,400,981	2,400,981	1,898,059	(502,922)	- 20.9
WAREHOUSE SERVICE		932,979	1,200,000	1,200,000	-	(1,200,000)	- 100.0
OTHER OPER EXPENSES		173,344	232,115	13,115	12,525	(590)	- 4.5
		4,356,974	4,670,667	4,428,560	2,915,679	(1,512,881)	- 34.2
CAPITAL OUTLAY							
EQUIP ADDITIONAL		961,059	988,716	977,714	2,875,189	1,897,475	194.1
EQUIP REPLACEMENT		1,066,720	494,722	482,485	1,010,961	528,476	109.5
		2,027,779	1,483,438	1,460,199	3,886,150	2,425,951	166.1
OTHER USES OF FUNDS							
NOTES PAYABLE		625,553	335,000	550,000	707,104	157,104	28.6
TRANSFERS - OUT		1,579,288	2,020,356	2,419,091	2,703,379	284,288	11.8
VHSL ACTIVITIES		312,820	255,633	255,632	251,427	(4,205)	- 1.6
INDIRECT COSTS		48,200	48,200	48,200	56,400	8,200	17.0
RSV'D CONTINGENCIES		-	-	185,000	185,005	5	0.0
TOTAL EXPENSE REFUND		(2,306,023)	(3,400,000)	(3,400,000)	(1,500,000)	1,900,000	- 55.9
		259,838	(740,811)	57,923	2,403,315	2,345,392	4,049.2
	3,226.0	244,506,781	247,209,633	262,594,000	286,347,050	23,753,050	9.0



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PERSONNEL COMPLEMENT

PERSONNEL COMPLEMENT

GENERAL FUND SUMMARY

General Fund Summary by Agency	2014 Actual	2015 Adopted	2016 Proposed	2017 Proposed
13th District Court Services Unit	1.00	1.00	1.00	1.00
Animal Care and Control	23.00	23.00	25.00	25.00
Assessor	35.00	35.00	35.00	35.00
Budget and Strategic Planning	10.80	11.00	12.00	12.00
Chief Administrative Officer	16.00	15.00	14.00	14.00
City Attorney	24.75	25.39	25.42	24.50
City Auditor	15.00	15.00	15.00	15.00
City Clerk	8.00	8.00	8.00	8.00
City Council	17.90	18.00	18.00	18.00
City Treasurer	2.00	2.00	2.00	2.00
Council Chief of Staff	11.00	11.50	11.50	11.50
Department of Emergency Communications	-	37.00	38.00	38.00
Economic and Community Development	28.70	28.27	28.77	28.77
Finance	110.20	106.00	105.00	105.00
Fire and Emergency Services	432.33	433.00	433.00	433.00
General Registrar	12.98	13.30	13.30	13.30
Human Resources	39.00	37.00	37.00	37.00
Human Services	16.30	16.30	18.30	18.30
Information Technology	89.60	86.60	86.60	86.60
Judiciary	124.00	124.00	124.00	124.00
Justice Services	152.98	151.00	121.00	121.00
Juvenile and Domestic Relations Court	1.00	1.00	1.00	1.00
Library	80.37	80.40	82.40	82.40
Mayor's Office	9.00	9.00	9.00	9.00
Minority Business Development	7.04	7.04	7.04	7.04
Non-Departmental	17.00	17.00	17.00	17.00
Parks, Recreation, and Community Facilities	198.73	187.58	186.90	186.90
Planning and Development Review	110.99	110.99	114.24	114.24
Police	922.00	882.00	883.50	883.50
Press Secretary	6.00	6.00	6.00	6.00
Procurement Services	15.00	15.00	15.00	15.00
Public Works	412.60	400.40	396.05	396.05
Sheriff and Jail	466.15	481.29	481.29	481.29
Social Services	480.30	480.50	484.30	484.30
Total General Fund	3,896.72	3,875.56	3,855.61	3,854.69

PERSONNEL COMPLEMENT

OTHER FUNDS SUMMARY

Other Funds Summary	2014 Actual	2015 Adopted	2016 Proposed	2017 Proposed
Capital Improvement Funds	23.93	23.93	29.28	29.28
Enterprise Funds	25.00	31.00	31.00	31.00
Internal Service Funds	64.00	64.00	64.00	64.00
Public Utilities	767.00	771.50	771.50	771.50
Special Funds	171.86	168.29	165.41	165.41
Total Other Funds	1,051.79	1,058.72	1,061.19	1,061.19
Total All Positions Except Schools	4,948.51	4,934.28	4,914.80	4,913.88
Total School Board	3,039.30	3,098.80	3,226.00	3,226.00
Total All Positions - All Funds	7,987.81	8,033.08	8,140.80	8,139.88

PERSONNEL COMPLEMENT

Capital Improvement by Agency	2014 Actual	2015 Adopted	2016 Proposed	2017 Proposed
Parks, Recreation, & Community Facilities	2.00	2.00	2.00	2.00
Planning and Development Review	-	-	1.00	1.00
Public Works	21.93	21.93	26.28	26.28
Total Capital Budget Fund	23.93	23.93	29.28	29.28

Enterprise Fund by Agency	2014 Actual	2015 Adopted	2016 Proposed	2017 Proposed
Cemeteries	25.00	25.00	25.00	25.00
Department of Public Utilities	767.00	771.50	771.50	771.50
Parking Management	-	6.00	6.00	6.00
Total Enterprise Fund	792.00	802.50	802.50	802.50

Internal Services Fund by Agency	2014 Actual	2015 Adopted	2016 Proposed	2017 Proposed
Advantage Richmond Corporation	-	-	-	-
Fleet Management	56.00	56.00	56.00	56.00
Radio Shop	8.00	8.00	8.00	8.00
Total Internal Services Fund	64.00	64.00	64.00	64.00

Special Fund by Agency	2014 Actual	2015 Adopted	2016 Proposed	2017 Proposed
Adult Drug Court	-	-	1.00	1.00
City Attorney	8.75	8.75	7.60	7.60
Commonwealth Attorney	-	-	9.00	9.00
DCAO Human Services	0.70	0.70	11.70	11.70
Department of Emergency Communications	-	66.50	71.00	71.00
Department of Fire & Emergency Services	1.00	-	-	-
Department of Police	66.50	-	-	-
Department of Public Utilities	-	-	-	-
Economic & Community Development	6.30	7.73	7.23	7.23
Information Technology – Radio Shop	4.00	4.00	-	-
Judiciary	14.80	14.80	-	-
Justice Services	31.06	30.06	25.625	25.625
Parks, Recreation, & Community Facilities	3.00	3.00	3.00	3.00
Planning & Development Review	7.75	7.75	6.50	6.50
Public Works	3.00	-	-	-
Richmond Public Library	1.00	1.00	1.00	1.00
Richmond Retirement System	12.00	12.00	11.75	11.75
Social Services	12.00	12.00	12.00	12.00
Total Special Fund	171.86	168.29	167.41	167.41



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APPENDICES & GLOSSARY

ECONOMIC AND DEMOGRAPHIC FACTORS

Population

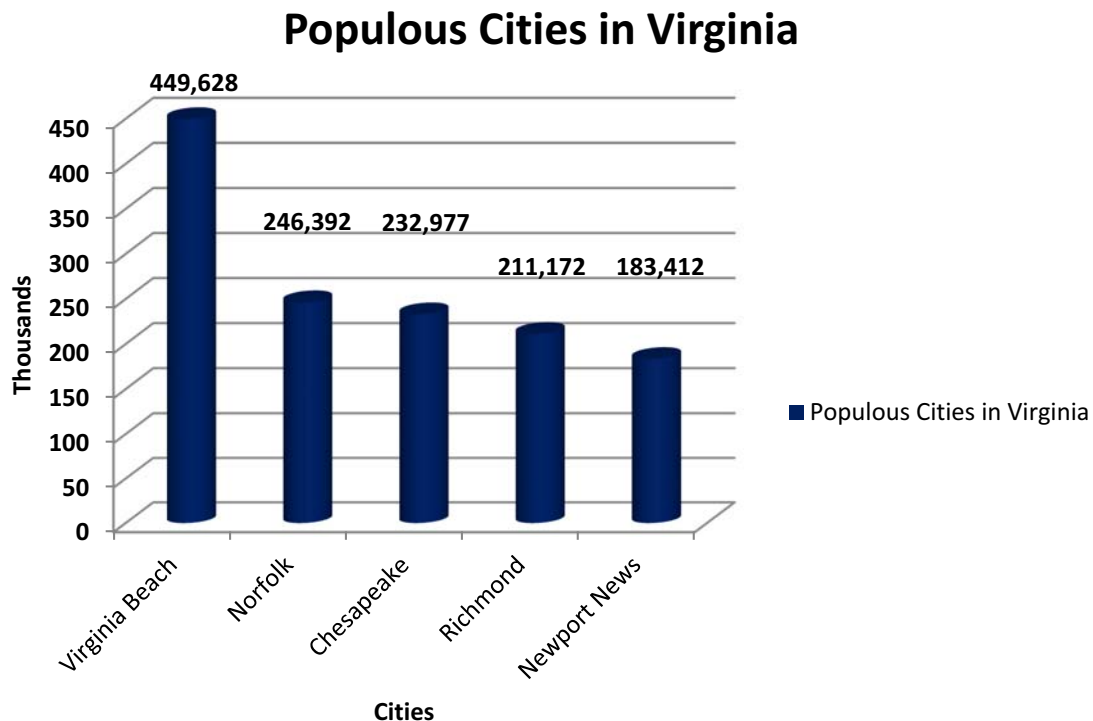
As reflected in Table 1, based on the 2010 Census, Richmond’s population grew for the first time in several decades, and current estimates show this trend continuing. Richmond is the fourth most populous city in Virginia, as shown in Graph 1.

Table 1: Population Trend Comparison 1970-2013

Year	City of Richmond	Richmond MSA	Virginia	U.S.
1980	219,214	841,844	5,346,818	226,504,825
1990	202,798	954,380	6,189,317	249,632,692
2000	197,790	1,100,196	7,097,030	281,421,906
2010	204,214	1,227,115	8,001,024	308,745,538
*2013	211,172	1,259,266	8,260,405	316,128,839

Year 2013: Estimated by the U.S. Census Bureau/Weldon Cooper Center
Source: U.S. Census Bureau, Weldon Cooper Center.

Graph 1: Five Most Populous Cities in Virginia

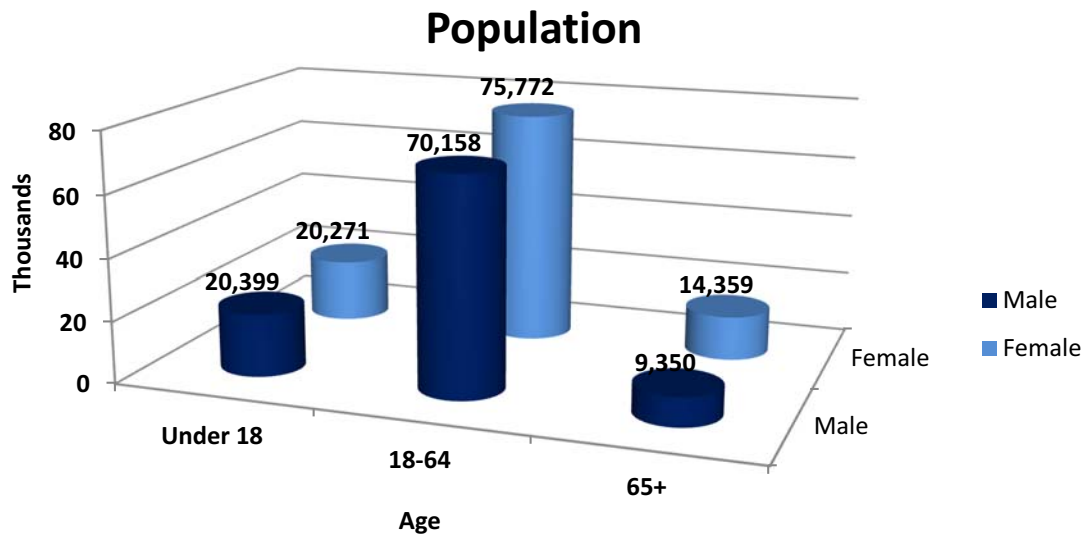


Source: U.S. Census Bureau, Weldon Cooper Center, 2013 estimates.

Age

The age distribution of the City's population is presented in Graph 2.

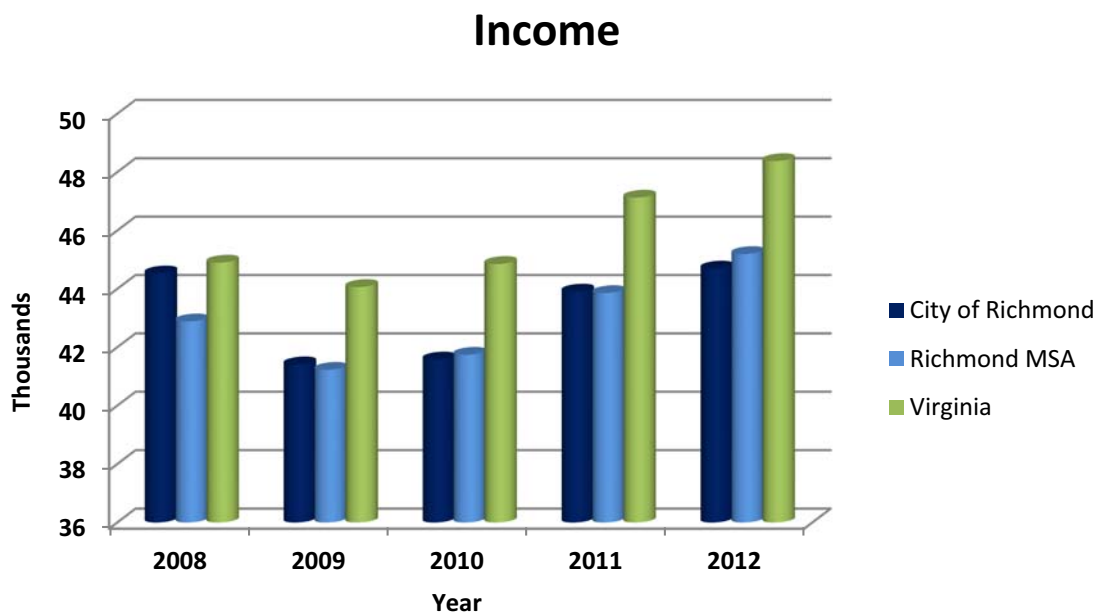
Graph 2: 2012 Population by Age



Source: U.S Census Bureau, Population and Housing Units estimates.

Income

An annual comparison of per capita personal income from 2008 to 2012 is presented in Graph 3.

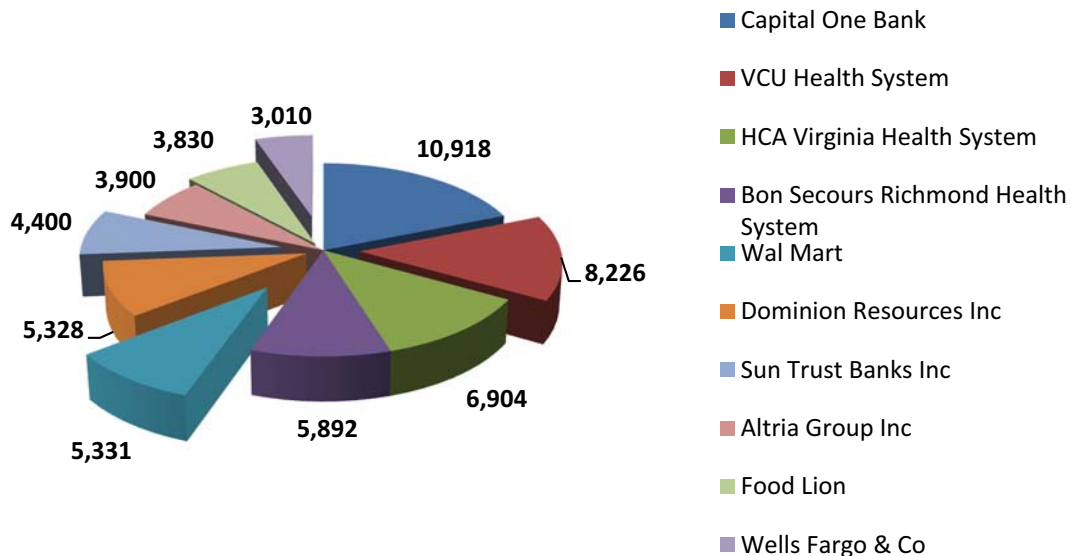


Source: U.S Census Bureau of Economic Analysis, Regional Economic Accounts

Employers

In addition to federal, state and local government employers, the region hosts a variety of industries. Graph 4 presents the principal businesses in the region and their total full-time employee population in 2013.

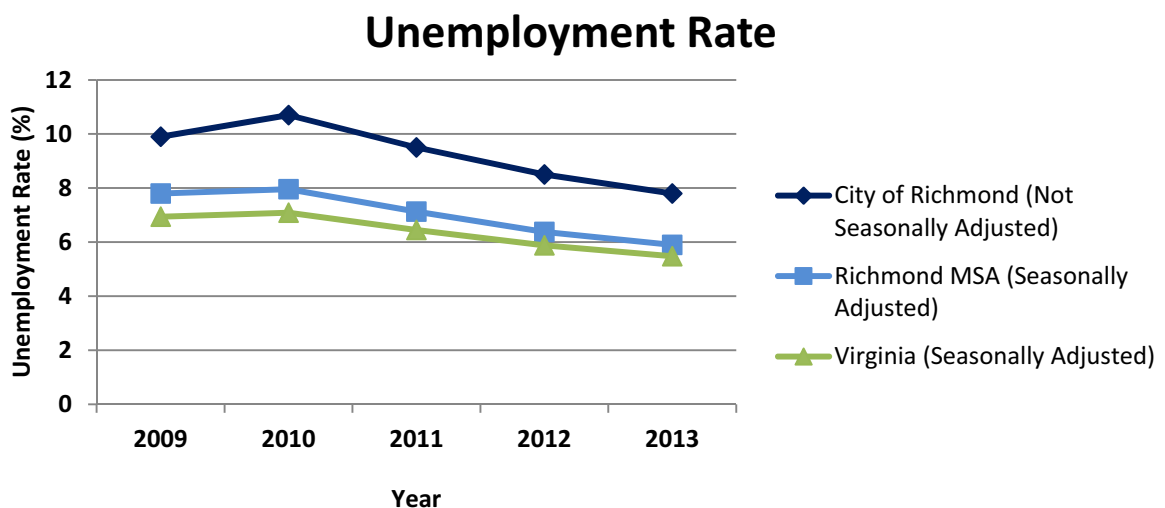
Top 10 Employers: Richmond MSA



Source: Virginia Employment Commission, Quarterly Census of Employment and Wages (QCEW), Richmond Times Dispatch, May 13, 2013.

Unemployment

The unemployment rates for the City, Metropolitan Statistical area, and Virginia, from 2009 to 2013 are illustrated in Graph 5 below.



Source: Bureau of Labor Statistics, Virginia Employment Commission.

TAX RATES

Real Estate

\$1.20 per \$100 Assessed Value - 2012-2014
 \$1.20 per \$100 Assessed Value - 2011-2012
 \$1.20 per \$100 Assessed Value - 2010-2011
 \$1.20 per \$100 Assessed Value - 2008-2009

Tangible Personal Property

\$3.70 per \$100 Assessed Value - 2012-2014
 \$3.70 per \$100 Assessed Value - 2011-2012
 \$3.70 per \$100 Assessed Value - 2010-2011
 \$3.70 per \$100 Assessed Value - 1992-2009

Machinery Used for Manufacturing and Mining

\$2.30 per \$100 Assessed Value - 2012-2014
 \$2.30 per \$100 Assessed Value - 2011-2012
 \$2.30 per \$100 Assessed Value - 2010-2011
 \$2.30 per \$100 Assessed Value - 1992-2009

Utility Consumers' Tax

Residential Electric

\$1.40 plus \$.015116 per kilowatt hour not to exceed \$4.00 per month

Commercial Electric

\$2.75 plus \$.016462 per kilowatt hour

Industrial Electric

\$2.75 plus .119521 per kilowatt hour

Residential Gas

\$1.78 plus \$.10091 per 100 CCF not to exceed \$4.00 per month

Commercial Gas

Small volume user-\$2.88 plus \$.1739027 per ccf
 Large volume user-\$24.00 plus \$.07163081 per ccf
 Industrial user- \$120.00 plus \$.011835 per ccf

Business and Professional Licenses

For all categories with \$100,000 or less in gross receipts, purchases, or contracts, \$30 fee (only)
 Wholesale Merchants, \$.22 per \$100 of gross purchases
 Retail Merchants, \$.20 per \$100 of gross receipts
 Professional Occupations, \$.58 per \$100 of gross receipts
 Contractors, \$.19 per \$100 of gross contracts and/or 1.50% of fees from contracts on a fee basis
 Personnel Services, \$.36 per \$100 of gross receipts

Motor Vehicle License

Private passenger vehicles - \$23 on 4,000 lbs. or less; \$28 on 4,001 lbs. or more

Trucks - Rates graduated in accordance with gross weight; Minimum rate \$24; maximum rate \$250

Admission Tax

7% of any charge for admission to a place of amusement or entertainment where such charge is \$.50 or more

Bank Stock Tax

\$.80 on each \$100 of value of bank stock

Sales Tax

5% State and 0% Local - 2010-2013

4 % State and 1% Local - 2006-2009

3 1/2% State and 1% Local - 1988-2005

Prepared Food Tax

A tax of 6% on prepared foods in addition to the sales tax

Lodging Tax

A tax of 8% of the charge made for each room rented by a transient in a hotel or motel, which directly supports the operation of the Greater Richmond Convention Center.



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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.
RDF	Rainy Day Fund/Unassigned Fund Balance	The rainy day/unassigned fund balance is a resource shown for the third year in the general fund. The fund has no specific or designated use. Per adopted policy, the fund balance cannot fall below 7% of the general fund budget. The Administration has a goal of building the fund balance to 10% of the total general fund budget over the next several years.
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.

Acronym	Title	Description
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.
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.



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Accounting & Reporting – General accounting, special revenue and grant accounting, and financial reporting for City government in accordance with Generally Accepted Accounting Principles (GAAP).

Accounts Payable - Processing of payments to vendors and citizens so that City financial obligations are paid accurately and timely.

Administration - Directors, Deputy Directors, Assistant Directors, Senior Assistants, Executive Assistants and other executive functions, as well as administrative assistance, and other non-financial functions; also includes human resources functions for smaller departments without dedicated HR staff.

Adoption Services - A full range of case management services to children committed to the agency's custody so that permanency through adoption is achieved.

Adult Services - Supportive services and interventions to eligible adults ; timely and accurate investigations of reports of abuse, neglect, or exploitation of adults, age 18 or older, so that safety and health of adults in the community are protected.

Animal Care - Provide humane care for stray, injured, lost, abandoned, and unwanted animals and implement the adoption of healthy animals.

Animal Control - Enforce animal related laws and protect the safety of city residents and their companion animals.

Aquatic Services - Activities associated with increasing aquatic activity skills for children and seniors. This includes seasonal pools, swim teams and one indoor pool.

Arts & Culture - Service Categories end in 00 and will be described later.

Assessments - Assessment of City taxes, fees, and licenses.

Asset Forfeiture - Funds distributed by federal and state agencies for seizures of property and/or money to agencies. These funds are used by law enforcement agencies for expenses not budgeted.

Audit Services - Provide financial accountability, efficiency and effectiveness of operations and programs as well as compliance with relevant laws and regulations; provide immediate short-term audit / consulting assistance to an agency or citizen while maintaining financial and operating integrity; and increase awareness about auditing, governance, and ethics; Audit of businesses to ensure that they are in compliance with the City's business licensing and tax requirements.

Benefits Administration - Provide a comprehensive and cost-effective benefits package to assist agencies in attracting and retaining competent employees. Provide a greater selection in employee and retiree benefits to include education and communication. To accurately maintain and administer all benefits program to ensure compliance with all federal, state and local guidelines.

Billing & Collections - Billing and collection of all local taxes and other revenues for City government.

Blight Abatement - Administer the demolition or boarding of vacant abandoned buildings.

Board of Review - Provide for an appeals process for real property owners who do not agree with the real estate assessment of their property.

Boards & Commissions Support - Provide administrative and professional staff support to standing Boards and Commissions of the City (e.g., the City Planning Commission, Board of Zoning Appeals, Building Board of Appeals, Urban Design Committee, Commission of Architectural Review, Urban Forestry Commission, Public Art Commission), ad hoc committees, and other as required to support high priority City initiatives.

Budget Management - Coordinate Citywide budget development; monitor & track expenditures and make corrective recommendations; coordinate and develop the annual budget document.

Bulk & Brush - Involves the collection and disposal of bulk refuse items that are not part of regular refuse collection.

Burial Services - Coordinate with funeral homes on times and locations and abide by rules and regulations regarding all interments, dis interments and removals.

Business Attraction - Provide robust marketing, networking, and prospect pipeline development to attract new business in the City of Richmond.

Business Retention & Expansion - Provide Business Visitation program administered through the regional Business First program in order to support and further the City's commitment to retain and foster existing businesses.

Call Centers - Manage all aspects of call center activities such as responding to all customer inquiries for information or service requests including service establishment, disconnection, and restoration; provide general information about accounts, billing, and payments; respond to billing disputes; initiate high bill investigations; adjust customer billings; negotiate payment arrangements; initiate responses to emergency situations as well as customer payment requests by phone; transfer calls to other City departments as appropriate.

Camp Services - The recreation / community centers offer the annual Great Summer Escape camp program. Day camp activities are associated with six core areas: Health & Fitness; Environmental Education; Cultural Arts; Personal & Educational Development; Citizenship & Leadership Development; and Social Recreation; Day camp activities associated with increasing physical activity for youth.

Capital Improvement Plan (CIP) Management - Coordinates Capital Budget submissions; makes recommendations and presentations to Senior Administration, Planning Commission & City Council; Publishes Capital Budget documents; monitors & tracks expenditures and makes corrective recommendations.

CAPS (Community Assisted Public Safety) Program - Representatives from Planning, Health, DPW, DPU, Fire and other City agencies use a pro-active, team-based approach to address and enforce property maintenance and public safety code violations within the City of Richmond.

Case Management - Provide case management to high risk juvenile offenders and their families so their needs can be met in the community; provide 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.

Catalog and Circulation - Select and provide print and electronic materials to the public; Maintains collections of materials in many formats that are relevant to the information and leisure needs of all ages; Maintains Library website which offers access to online catalog of collections holdings, and access to online databases.

Childcare Services - Provide low-income families with financial resources to find and afford quality child care for low income children.

Children's Protective 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.

City Copy & Print Services - Provide copy services for city, schools, and citizens; Provide graphic design and support for Printing Services such as banners, cover pages and support.

City Treasurer - As a Constitutional Office of the Commonwealth of Virginia, the office collects state income taxes, sells hunting and fishing licenses and provides notary public services.

City Utilities - Service Categories end in 00 and will be described later.

Clerk of Court - The Clerk of the Circuit Court ensures that all duties of the office of the Clerk, as stated in the Code of Virginia are executed accurately and in a timely and professional manner. Such duties include maintaining and reporting information to Judges, jurors, witnesses, lawyers, law enforcement agencies and the public in relation to filings, recordings and practices and procedures of the Court.

Code Enforcement - Investigate zoning violation complaints from citizens, City Administration, and City Council; Review permit applications for zoning code compliance; enforce City Code as it relates to illegal dumping, abandoned autos and overgrown lots; investigate housing maintenance code violations of the Virginia Uniform Statewide Building Code.

Commonwealth's Attorney - Prosecutes all levels of criminal and traffic offenses committed in the City of Richmond. Jurisdiction includes all adult offenses, as well as those committed by and against juveniles. Through strong collaborations with 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.

Community Outreach - Provide and promote trainings, intervention services, community focused programming and other types of outreach designed to improve the quality of life for Richmond residents and other stakeholders

Compensation & Classification Administration - Provide competitive compensation for City employees and design pay programs emphasizing skills and knowledge needed by the City and are in compliance with State and Federal requirements; provide job title and specification for each City position that are reflective of the duties performed and are in compliance with State and Federal requirements.

Contract Administration - Assist City agencies in the development of contract solicitation and vendor selection and provide agencies with appropriate contract for services or goods requested; monitor Agencies and Vendor adherence to contract; Provide contract dispute resolution, when appropriate; provide contract renewal.

Counseling Services - Provide an array cognitive interventions to at risk populations in the City of Richmond.

Court Services - Provide speedy and equitable justice to individuals charged with offenses against State and City laws by hearing and adjudicating all matters before the Court; provide specialized mediation services.

Cultural Services - Provide and promote various forms of arts and cultural programming such as: arts classes and craft work; dance, drama, music classes, Dogwood Dell Amphitheatre entertainment, creative writing seminars, special lecture series, etc.

Curbside Recycling - Participate as a member in the regional CVWMA program which provides bi-weekly curbside recycling services to 60,721 City customers; ensure CVWMA and contractor compliance with contract performance standards and provisions.

Customer Service - Provide in person and/or telephone support services to external and internal customers so that requests for information and service will be routed in a timely manner.

Customer Service - Service Categories end in 00 and will be described later.

Data Center Operations & Support - Provide check printing, job run support for testing, production with the Mainframe and supports the Service Center and Facility.

Database Management - Provide support for various server and database platforms.

Depreciation - Systematic allocation of the historic cost of capital assets over the useful life of those assets.

Desktop Support - Provide level 1-3 desktop support and maintenance to include printers, desktops, laptops, AV, and tablets.

Developer Services - Work with the private sector development community on major projects that require City participation; Negotiate and administer development agreements on behalf of the City.

Development Review - Review and advise regarding Community Unit Plans, Special Use Permits, Subdivisions, Plan of Development, and Rezoning requests.

Early Childhood Dev Initiative - Implements strategies for public awareness, parenting education, quality child care, home visitation, and evaluation to ensure that children ages prenatal through five are healthy, well cared for and reach school ready to learn.

Economic & Community Development Services - Service Categories end in 00 and will be described later.

Education Support Services - Service Categories end in 00 and will be described later.

Educational Services - Provides age-appropriate informational, professional development and other general interest programs for various populations in the City; examples are financial literacy programs, book discussions, homework help, afterschool programs, early literacy development support to parents and childcare providers, etc.

Electronic Media Oversight & Coordination - Provides oversight for City of Richmond social media outreach. Coordinates Facebook and Twitter accounts as well as other social media platforms that may be utilized by city departments. Oversight of intranet site. Programming for city's public access channel. Produces Mayor's electronic newsletter.

Elected, Legislative, & Government Services - Service Categories end in 00 and will be described later.

Elections Management - Provide oversight, coordination and preparation services for all activities related to local, state, and federal elections for the City of Richmond.

Eligibility Determination Services - Assists in identifying what services are available to clients during the intake process.

Emergency & General Assistance - 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.

Emergency Communications - Receive and process emergency and non-emergency calls for service and requests for assistance, dispatching needed public safety resources.

Emergency Medical Services - Maintain a constant state of readiness to respond to all injuries and loss of life due to medical emergencies.

Emergency Operations Coordination - Develop, maintain, review, conduct exercises and provide training of the City for the Richmond Emergency Operations Plan; ensure the designated primary and alternate site location(s) for the Emergency Operations Center continue to be positioned to serve the role of overall multiagency coordination/response; ensure adequate responses to staffing, information, systems and equipment needs in order to mitigate any disasters to the locality.

Emergency Preparedness - Service Categories end in 00 and will be described later.

Employee Research Management & Program Support Services - Service Categories end in 00 and will be described later.

Employee Performance Management - Provide administration of the rewards administered under the City's pay for performance system.

Employee Relations - Provide timely and comprehensive consultation, investigation, and resolution of grievances, disciplinary actions, and complaints to the organization so that actions comply with laws, regulations and policies; answer management and employee questions about policies and procedures and assist in situations where conflicts or differences arise.

Employee Training & Development - Conduct training and development activities for different segments of the City of Richmond employee population.

Engineering Services - Perform survey engineering services for preparing CIP project plans and documents, including acquisition and easement drawings; maintain maps and records; provide sales of maps to customers; responsible for easements and right-of-way verification before construction; provide elevations and cross sections of ditches and drain pipe installations; Provide engineering, construction management and project management services to the Utility; provide drawings when requested by non-City or non-DPU entities; provide drafting and Geographic Information System (GIS) services to support engineering, project management, construction management, operations and maintenance utility functions; review plans in order to evaluate impacts to existing water infrastructure and compliance with utility standards"; manage the City's traffic systems including transportation planning, design and traffic operations.

Executive Protection - Provides security and protection services for the Office of the Mayor.

Facilities Management - Provide City building and other facilities maintenance, repairs and preparation; upgrade building equipment and systems; maintain facilities work order system; provide for the payment of building utility costs (gas, water, electric, fuel oil); perform custodial services; ensure compliance with regulatory requirements and standards in order to maintain ongoing operational compliance; plan, design and construct facilities Capital Projects including major physical improvements not identified with specific agency services.

Family Focused / Preservation Services - 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.

Farmer's Market - Serves as an anchor for community life by providing a setting for cultural, and civic activities that complements the business community and its location in Shockoe Bottom. These market activities are family and community-oriented having a positive impact on the economic development for its local merchants as well as the greater Richmond area as a whole. Our goal is the incubation of small businesses; helping them develop into anchor businesses and blossoming into larger retail operations providing vital goods, services and jobs to the community.

Additionally, as a historic site and tourist destination, the 17th Street Farmers' Market is a key branding tool for the city by raising both our local and state profiles in Virginia.

Financial Oversight/ Fiscal Control - Service Categories end in 00 and will be described later.

Financial Management - Provides Budget, Payroll, Procurement, AP, AR, Grants, and other financial functions in support of the department's operations.

Financial Strategies Group - Loan programs, underwriting and management that aid in furthering the City's Business Attraction, Retention, and Expansion as well as Housing & Neighborhood Revitalization efforts..

Fire Suppression - To maintain a constant state of readiness to respond and protect against injury, loss of life, and/or property damage caused by fire.

Fleet Management - Provide quality vehicle maintenance, acquisition, repair and replacement services for the City's fleet.

Food Services - Oversight and coordination of programs established to provide nutritious meals to eligible recipients at locations in the City of Richmond.

Food Stamps - Case management through education, training and community resources to Food Stamp recipients so that they can move towards self-sufficiency by obtaining employment.

Foster Care Services - Coordinates treatment and community resources for foster children to ensure beneficial placement so that children may obtain permanency within established guidelines; 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.

Geographic Information Systems - Develop and maintain mapping and management systems to plan and manage resources.

Graffiti Abatement - Remove graffiti from public and private properties.

Grants Management - May include any or all of the following: consult with City agencies, departmental staff and/or external organizations; provide grant support; signature acquisition; develop coordinate and facilitate training programs; develop implement, and maintain grant policies and procedures; dispute resolution intranet site maintenance; supervise city grants writing team, coordination of grant writing teams; represent the City to other government entities, grantors, private organizations and committees or associations.

Grounds Management - Manage mowing operations in parks, playgrounds, median strips and government buildings; remove vegetation from ditches and shoulders; clean vegetation from vacant lots; and provide code enforcement vegetation removal; provide lawn , tree, and other outdoor care including mowing, trimming and cleaning services at all recreation centers and other facilities; provide cleaning and trash removal from public development and open space grounds and athletic fields.

Hazardous Materials Management - Write emergency plans to protect the public from chemical accidents, establish procedures to warn and, if necessary, evacuate the public in case of an emergency and provide citizens and local governments with information about hazardous chemicals and accidental releases of chemicals in their communities.

Historic Preservation - Provide reviews for acquisitions, new construction, demolition, home repairs and rehab using Federal funds.

Home Electronic Monitoring - Provide GPS surveillance services for monitoring and tracking purposes as an alternative to incarceration.

Homeland Security - Collects, analyzes, and disseminates information on criminal, extremist and terrorist activity related to the City of Richmond; provide resources to prevent unlawful access to DPU facilities.

Homeless Services - Provide an array of support services for individuals and families experiencing homelessness as well as services targeted to prevent homelessness including outreach, assessment, emergency assistance, and aid with linking and transitioning homeless individuals and families to more permanent housing. Homeless Services Staff are also involved with Prisoner Re-entry; Code Enforcement; and the Cold Weather Overflow Shelter.

Housing & Neighborhood Revitalization - Target 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.

Housing Assistance - Provide outreach and needs assessment services and housing assistance to special needs populations such as re-entry, chronic homeless, and those who have mental health and/or substance abuse issues.

Human Resources Management - Department of Human Resources provides oversight, review, and consultation for all personnel transactions in the Human Resources Management System. This service also includes personnel management and coordination functions that are carried out by a standalone HR unit or dedicated staff within a department.

Infrastructure Management - Plan, design and construct projects including roadways, resurfacing, sidewalk, curbs and gutters, bridges, riverfront development projects and bike trails, parks and community centers; provide maintenance for aforementioned structures; provide property acquisition support.

Internet & Intranet Support & Development - Develop, implement, and support the internet and intranet applications.

Interagency Service Coordination/CSA - 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.

Internal Consulting Services - Assist the City of Richmond in creating a well managed government through implementation of best practice business solutions and strategies that increase process efficiencies, reduce costs and improve customer service delivery.

Investigations - Conduct inquiries and perform research on issues involving crimes, fires, waste, fraud, and abuse.

Investment & Debt Management - Management of the City's cash and debt portfolio.

IT Resource Management - Service Categories end in 00 and will be described later.

Jails and Detention Facilities - Service Categories end in 00 and will be described later.

Job Training / Employee Assistance - Service Categories end in 00 and will be described later.

Judicial Services - Service Categories end in 00 and will be described later.

Land Quality - Service Categories end in 00 and will be described later.

Land, Property & Records Management - Service Categories end in 00 and will be described later.

Landfill Management - Manage the East Richmond Road Landfill & convenience center.

Leaf Collection - Manage the annual citywide residential loose leaf collection program from November to March.

Legal Counsel - Provides legal advisory services in an effort to minimize potential lawsuits and enhance the efficiency of delivery of services to the community while simultaneously protecting the interests of the City and employees whenever possible.

Legal Services - Service Categories end in 00 and will be described later.

Legislative Services - Administration, management, and / or facilitation of all activities related to the City's legislative functions at the federal, state, and local levels; includes City Council, City Clerk, General Assembly, etc.

Mail Services - Provide the City with timely and accurate processing and distribution of all intra-city and U.S. mail.

Management Information Systems - Provide management of information technology activities within the department.

Master Plans - Develop specific long-range plans for the physical development of the City. This includes updating and amending Richmond's Master Plan, the Downtown Plan, Environmental Plan and various neighborhood, small area plans and studies. These plans are considered by the City Planning Commission, adopted by City Council, and support the Capital Improvement Program budget.

Mayor's Youth Academy - Employment to over 500 youths that will otherwise have no place to work.

Medical Services - Provide medical treatment to inmates at Richmond jail / detention facilities.

Mental Health Services - Provide an array of mental health interventions for populations in the City of Richmond.

Minority Business Development - 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.

Miscellaneous Public Services - Service Categories end in 00 and will be described later.

Miss Utility - Involves the marking of the horizontal location of DPU's buried underground facilities so that excavators do not damage those facilities during excavation.

MPACT Program - MPACT (Mayor's Participation and Communication Team) is an initiative that encourages community participation, drives city action, and fosters communication to develop a shared vision for Richmond's future by improving core service delivery. Core services are based on number of calls for service. The City is streamlining policies and procedures related to property maintenance, roadway maintenance, utilities, safety and well-being. Community outreach includes marketing and advertising. Contract monitoring for related services is also conducted. MPACT Core Services include: Trash/Bulk Pick-ups, Overgrown Lot Maintenance, Closing of Open and Vacant, Removal of abandoned vehicles, monitoring and removal illegal dumping, Maintenance of Traffic Lights, Maintenance of Street lights, and Street Repair (Pothole).

Multi-Cultural Affairs - Increases access to city and community-based services, and promotes information, education, and civic participation in order to improve the quality of life of diverse cultural and linguistic communities.

Natural Gas Distribution - DPU's natural gas distribution system is a series of gate stations, regulator stations and pipes that distribute natural gas to customer accounts in the City of Richmond, Henrico County, northern Chesterfield County and portions of Hanover County.

Natural Gas Marketing - Sales and marketing of new natural gas service to citizens in Richmond, Henrico, parts of Northern Chesterfield County and parts of Hanover County. Retain existing customers through continuous sales and marketing of gas benefits to homeowners, businesses, industries, builders, developers and HVAC firms.

Network and Data Security - Supports all security needs such as Internet monitoring, security tools, and policies.

Network Infrastructure Support - Supports all connectivity and data circuits to provide networking between City facilities; provide support for various server platforms including MS Windows, Linux, AIX, and HP-UX.

Organizational Performance & Development Services - Service Categories end in 00 and will be described later.

Planning - Prepare detailed plans for neighborhoods, district and community development; develop and prepare urban renewal programs; prepare City's workable program and update to meet federal requirements; coordinate with neighborhoods and other private groups; assist RRHA, Schools, Library, and other agencies with planning problems.

Park, Field, & Recreation Center and Sites - Service Categories end in 00 and will be described later.

Parking Management - Management of the City's off-street parking (including parking garages and parking lots), administration of the City's parking ticket program, and financial administration of the City's false alarm fees program.

Parks Management - Provide management oversight to ensure parks are run efficiently, and kept safe, attractive, and clean; provide support for all capital investment programs to ensure all project requirements are met and inspections are completed.

Patrol Services - Patrol Services enforce local state and federal laws, reduce crime, and provide services to citizens by answering CFS, reports, crime reduction patrols.

Pavement Management - Install and maintain pavement markings.

Payroll Administration - Provides centralized oversight and coordination and processing of the City's departmental payroll structure; provide review and consultation of all payroll personnel transactions.

Pedestrians, Bikes & Trails Services - Involves the coordination and oversight of activities, plans, and projects related to ensuring that Richmond is a community that is supportive of pedestrians and bicyclists; includes services for maintenance on trails and walkways such as: providing regular checks throughout the summer season for potential hazards and problems; checking uneven joints in concrete walks; snow removal from hard surface trails and walkways during winter season; maintain gravel surface trails with high powered blowers.

Performance Measurement Oversight - Collection, analysis and reporting of city or departmental performance data. Assisting with the identification and implementation of strategies to improve performance where needed.

Permits & Inspections - Conduct building, electrical, mechanical, plumbing and elevator inspections on new construction; oversee elevator safety inspections by City contractor; conduct inspections and issues permits for

events in the city, and conducts inspections of Taxi cabs compliance; review plans and inspect properties for fire code compliance; issue permits for hazardous storage and operations.

Pre-Trial Services - Pre-trial Services are aimed to provide information to judicial officers to assist with bail determination and to provide supervision as ordered by the judicial officer that will promote public safety and court appearance. These efforts are intended to honor the constitutional presumption of innocence, provide protection for the community, assist in fair administration of justice, and to promote equitable treatment of defendants.

Probation Services - Provide intake, probation & parole.

Project Management - Provides the project management and support to large, medium, and small-scale projects throughout the City.

Property / Asset Management & Maintenance - Service Categories end in 00 and will be described later.

Property & Evidence - Responsible for the proper retention, storage, and disposal of property turned into the Police Department and for all evidence held for criminal cases, Police Fleet, Quartermaster, and Tow Lot.

Public Information and Communication Outreach - Service Categories end in 00 and will be described later.

Public Access Computers - Provide free access to computers for Richmond residents; offer basic computer training; and offer assistance in online job searches, online job applications, and resume writing.

Public Health Services - Provide a comprehensive set of public health programs and services for the City of Richmond such as clinics, field and community based efforts in the areas of reproductive health, communicable disease control, various categorical public health programs, and environmental health.

Public Information & Media Relations - Develop message points on key topics; Respond to media requests; Pitch story ideas to the media and arrange for interviews; Remain on-call to respond to critical incidents; Publish newsletters Oversee Department's Web site and update it on a regular basis; Develop marketing campaigns to promote various programs and City services.

Public Law Library - Provide access to essential legal materials for Richmond Circuit Court judges; provide access to basic legal materials for both consumers and Richmond attorneys; provide classes for the public in use of legal materials.

Public Relations - Coordinates public events on behalf of the Mayor and the City of Richmond. Authorizes City of Richmond involvement in public relations events as well as use of city logo and seal. Prepares video and presentation scripts, special reports, and proposals. Attends community meetings and events.

Public Safety & Well Being - Service Categories end in 00 and will be described later.

Purchased Services for Client Payments - Services purchased on the behalf of clients of the Department of Social Services or payments made to clients of the Department for benefits they have been determined eligible.

Real Estate Strategies - Advise on and recommend real estate strategies that leverage and advance the City's goals; Market surplus properties through various means to include competitive RFPs; Work with prospective buyers and negotiate real estate transactions on behalf of the City; Support business attraction and retention activities by maintaining current data on local real estate market conditions and available properties.

Records Management - Maintain hard copy and digital records as required by State of Virginia records retention law as well as City of Richmond requirements.

Records Management - Service Categories end in 00 and will be described later.

Recreational Services - Provide programming intended to engage community members in fun and supportive activities that lead to healthier lifestyles. This includes trips, athletics, dances, picnics, etc.

Recruitment, Selection, & Retention Services - Coordinate the hiring of persons to include: advertising, screening and interviewing qualified applicants for employment with the City. As part of the hiring process Human Resources staff conducts reference checks, coordinates medical exams, and provides new employee orientation for the successful candidates. Recruitments are conducted by Human Resources staff working closely with the hiring department. The City also uses companies that specialize in public sector recruitments to fill certain positions.

Re-Entry Services - Services aimed at ensuring a smooth transition and success for individuals transitioning from secure detention back into the community.

Reference Services - Reference (in-house & cyber) Customer Service (questions & assistance; Provide references services (in person, telephone, cyber-librarian); Maintains Library website which offers access to online catalog of collections holdings, and access to online databases.

Refuse - Manage the collection and disposal of City refuse, including weekly residential and commercial customers and special events.

Retirement Services - Administer retirement plans for employees of the City of Richmond and Richmond Behavioral Health Authority; govern and invest assets to deliver retirement benefits.

Right-of-Way Management - Review and approve permit requests related to private development plans and construction activities in the City's right-of-way.

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 worker's compensation claims against the City, and processing certificate of insurance requests.

Roadway 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 worker's compensation claims against the City, and processing certificate of insurance requests.

Secure Detention - Ensure public safety and provide a safe, secure environment for people waiting determination of guilt or innocence and/or who have already been sentenced so the community and the detained population are protected.

Signals - Inspect and maintain the City's traffic signal system and equipment.

Signs - Fabricate, install and maintain traffic signs and street name signs.

Social Services - Service Categories end in 00 and will be described later.

Software / Applications Development & Support - Provides maintenance and support to all software systems used by various (28) City Departments; develop the new software and applications systems for all city departments; provide technical leadership to software implementation and support; develop and implement business process management application to automate the business workflows.

Special Events - Provide medical and suppression coverage for City sponsored events; Perform various activities associated with special events throughout the Parks and Recreation system including staffing, programming, and

working with individuals and groups; manage task force of special event promoters and non-profits to make special events in Richmond more sustainable.

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.

Specialty Rescue - To maintain a constant state of readiness to respond and protect against injury and loss of life in the event of Technical Rescue situation(s).

Senior & Special Needs Programming - Coordinate and provides services to assist senior citizens and other citizens with special needs.

Stormwater Management - DPU's stormwater management system is a series of basins, ditches, and pipes that manage the stormwater that runs off the properties of city residents and business owners.

Strategic Planning & Analysis - Coordinate and Implement the City's strategic management system, thereby allowing leaders and policy makers to execute consistent and effective strategic thought, action and learning throughout the organization; implement a wide range of strategies designed to improve operations, address service gaps, and better coordinate service delivery to City residents.

Street Cleaning - Flush and sweep streets as scheduled to clean and remove debris; includes day and night crews and a crew to post signs.

Street Lighting - Provide emergency response to general public incidents in support of police and fire vehicular incidents resulting in damage to lights, poles, wires, etc.; respond to weather related events that cause damage to lighting electric distribution infrastructure.

Substance Abuse Services - Services provided for those who suffer from the misuse, dependence, or addiction to alcohol and / or drugs. These services include emergency services, assessment and referral, case management, early intervention, community based outreach, motivational interventions, etc.

Sustainability Management Services - Provide oversight of all sustainability initiatives throughout the organization; develop and implement a community-wide Sustainability as well as Energy Plan.

Tactical Response - Tactical Response Services includes; Metro Aviation Unit, K-9 Unit, Special Events, Mounted Unit, as well as Specialized Teams - Bomb Squad, SWAT, Hostage Negotiations, and Crowd Management Teams.

Tax Enforcement - Tax Enforcement ensures that businesses operating in the City of Richmond adhere to the City's tax code. This Unit is responsible for the enforcement of: Business Licenses, Excise Taxes, and Business Personal Property. Tax Enforcement officers canvass the City to identify new businesses and issue notices, summons, etc. to precipitate compliance.

Telecommunications Systems Management - Provide installation, operation, and management of telephone services; manage vendors that provide wiring services; coordinate services with IT and vendors; provide cellular telephone service and support.

Tourism Services - Promote RVA tourism & manage tourism related projects.

Towing Services - Provide administration of the City's tow lot operations.

Traffic Enforcement - Involves accident Investigation, speed enforcement, school zone enforcement, high accident location enforcement, special event escort, crowd/traffic control, and precinct traffic complaint investigation.

Transportation - Service Categories end in 00 and will be described later.

Transportation Services - Plan & advise on multi-modal transportation system projects.

Truancy Prevention Services - 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.

Urban Forestry - Provide for new and replacement tree planting; tree pruning and watering; stump removal; remove hazardous trees to prevent damage to life and property; volunteer services to Jaycees to provide winter fire wood (Project Warm).

Utility Field Operations - DPU's utility field operations complete utility service requests initiated by customers, citizens or other agencies. These requests include initiation of new service, canceling existing service, and response to gas or water leaks.

Victim / Witness Services - Provides judicial advocacy, court accompaniment, case management, follow up services, information and referral assistance for victim compensation.

Volunteer Coordination - Efforts to increase collaborative based civic engagement throughout the City.

Voter Registration - Provide voter registration opportunities at sites throughout the City of Richmond and notify voters of all changes concerning their voting status.

Warehouse - Provide material resource management to support utilities ongoing operations for Electric, Water, Wastewater, Gas & Stormwater utility i.e. storage, supply and tracking of pipe, poles, wire, valves, meters, etc.

Warrant & Information - Provide direct customer service at the window in HQ; check for warrants when customers submit a criminal history check request on themselves, assist citizens with requests for State accident reports, incident reports, Police record checks, and collect applicable fees.

Wastewater Collections - DPU's wastewater collections system is a series of pumps, basins, and pipes that collect sanitary sewage from customer accounts in the City of Richmond and, on a wholesale basis, from Henrico, Chesterfield and Goochland counties.

Wastewater Treatment - DPU's wastewater treatment plant filters and treats sanitary sewage from customers via our wastewater collections network and discharges safe effluents.

Water Distribution Services - DPU's water distribution system is a series of pumps, tanks, reservoirs and pipes that distribute drinking water from our water purification plant to customer accounts in the City of Richmond and, on a wholesale basis, to Henrico, Chesterfield and Hanover counties.

Water Purification Services - DPU's water purification plant treats water from the James River and supplies clean and safe drinking water to our customers.

Wellness Program - Create an environment of wellness that enables employees to develop healthful lifestyles that enhance their quality of life within the community.

Workforce Development - Work with recipients of public assistance and other Richmond residents to receive training and workforce readiness services to prepare residents for employment.

Youth Services - Supportive, specialized services and interventions to eligible youth ; timely and accurate investigations of reports of abuse, neglect, or exploitation of youths, younger than 18, so that safety and health of adults in the community are protected; contracted treatment services to serious chronic juvenile offenders.

Zoning - Ensures code compliance for business and housing development within the City; includes updating and amending code requirements as well as the review of special approvals of City Council, Board of Zoning Appeals, City commissions and committees as well as state agencies or authorities.

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.

Administration - Executive Management, HR Functions (for smaller departments that do not have a stand-alone HR unit), administrative support, and other non-financial functions.

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.

Community Outreach - Collaboration, public-private partnerships, relationship building, (ex. Ice-rink, bike race, census, RPD Police Athletic League, Fire Training Academy, Neighbor-to-Neighbor, etc.)

Community Training - Trainers, facilitators, costs of providing training for citizens and other external stakeholders.

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.

Customer Service - Information desk, front desk support, and other internal and external customer support and communication.

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.

Employee Training/Development - Trainers, facilitators, costs of providing training for employees.

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.

Financial Management – Budget, Payroll, Procurement, AP, AR, Grants, and other financial functions.

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.

HR – All Human Resources functions that are carried out by a standalone HR unit or dedicated staff.

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.

Management Information Systems – Information technology functions.

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.

Public Information/Public Affairs – Print media, social media, marketing, electronic media, FOIA requests, and internal communications.

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 Level Budgets - A service is defined as a specific work function or combination of activities that is performed in support of a department, program, project, or organizational unit. Service level budgets align the services citizens expect with what the City can afford.

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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