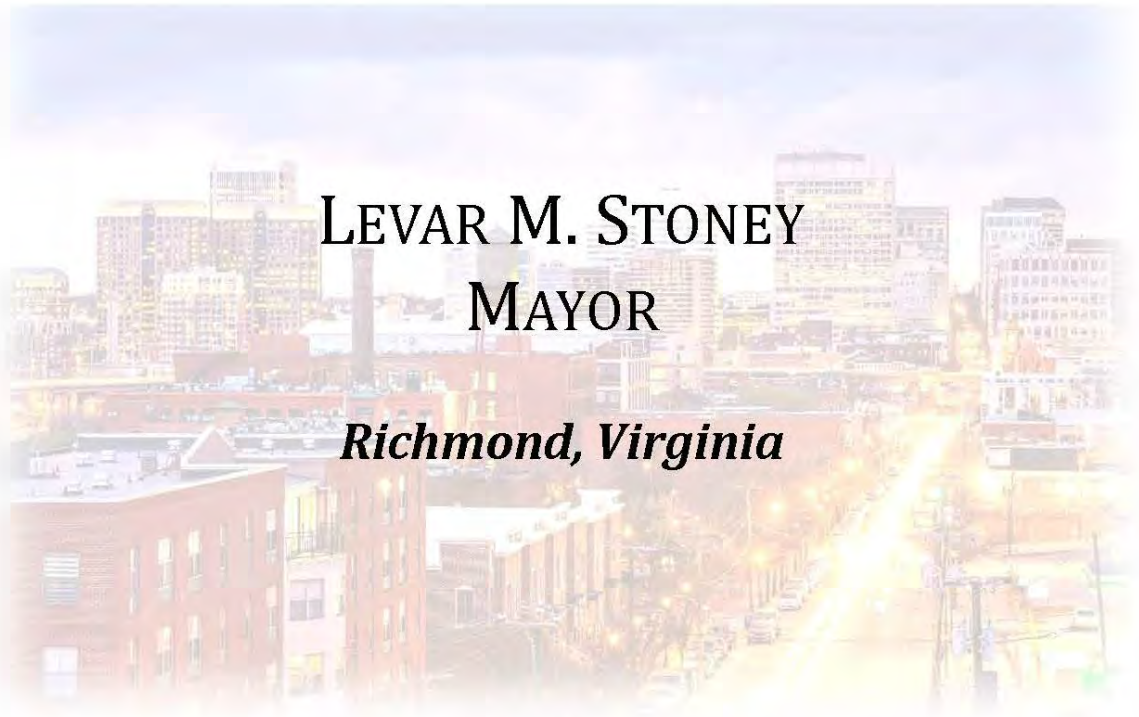


# *City of Richmond, Virginia*

ADOPTED AMENDMENTS TO THE  
**BIENNIAL FISCAL PLAN**  
FOR FISCAL YEAR 2020



**LEVAR M. STONEY**  
**MAYOR**

*Richmond, Virginia*

**“One Richmond”**



THIS PAGE LEFT INTENTIONALLY BLANK





ADOPTED AMENDMENTS TO THE  
**BIENNIAL FISCAL PLAN**

FISCAL YEAR 2020

**MAYOR**

Levar M. Stoney

**EXECUTIVE STAFF**

Chief Administrative Officer

Selena Cuffee-Glenn

Deputy Chief Administrative Officer for Finance & Administration

Lenora G. Reid

**DEPARTMENT OF BUDGET AND STRATEGIC PLANNING**

**BUDGET DIRECTOR**

Jay A. Brown, Ph.D.

**BUDGET MANAGER**

Linda Moye Cheatham

**SENIOR POLICY ADVISOR**

Shannon S. Paul

**BUDGET & MANAGEMENT ANALYSTS**

Pearl G. Anderson

Jonathan E. Fetterman

Kiara Jordan

Lauren B. "Captain" Kirk, MPA

**ADMINISTRATIVE ASSISTANT**

Michael D. Nixon-Garrison

**INTERN**

Taylor D. Jenkins

*Special thanks to members of City Printing Services who contributed to this document.*

THIS PAGE LEFT INTENTIONALLY BLANK





# Richmond City Council

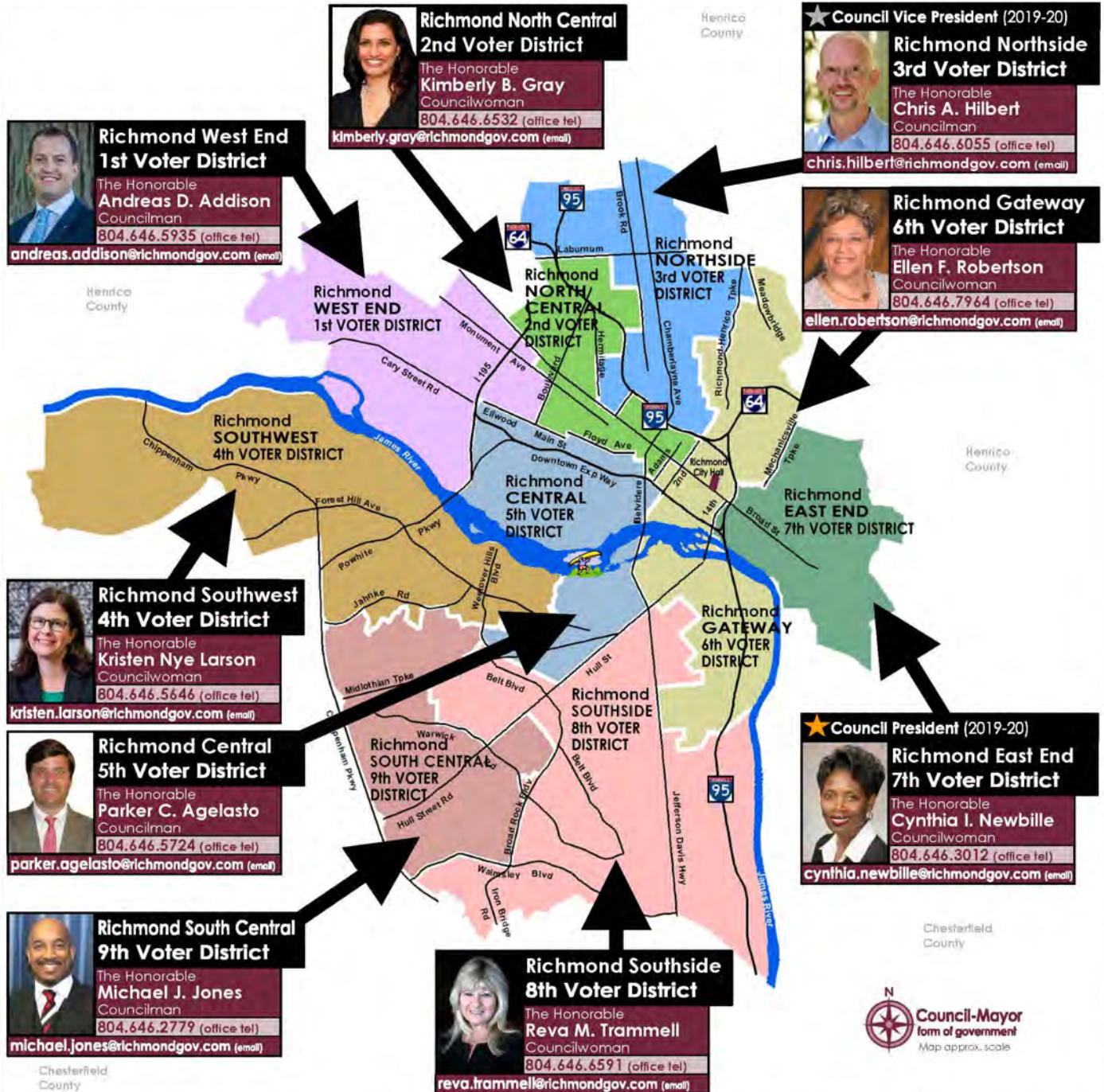
The Voice of the People

Richmond, Virginia

**Richmond City Council**  
Richmond City Council Executive Offices  
Richmond City Hall  
900 E. Broad Street, Suite 305  
Richmond, Virginia 23219 U.S.A.  
804.646.2778 (tel); 646.5468 (fax)  
www.richmondgov.com/citycouncil (website)  
www.facebook.com/RichmondCityCouncilVirginiaUSA (fb)

## 2017-2020 Richmond City Council by Richmond Voter District

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



**Note: 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 members of Richmond City Council, Richmond Public Schools Board of Trustees and a Mayor. Councilmembers are elected by Richmond Voter District and serve 4-yr. terms. Council Pres. & VP elected by Council and serve 2-yr. terms.

**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.

THIS PAGE LEFT INTENTIONALLY BLANK



# **INTRODUCTION**

# TABLE OF CONTENTS

	<u>PAGE</u>
<b>INTRODUCTION</b>	
Our City - History, Growth and Progress	
Mayor and Administration Organizational Chart	
GFOA Distinguished Budget Presentation Award	
<b>MAYOR'S MESSAGE</b>	
Mayor's Transmittal Letter	i-viii
<b>SECTION 1 - CITY COUNCIL AMENDMENTS</b>	<b>SECTION 1</b>
General Fund Council Amendments	1-1
General Fund Council Cost Center Breakdown	1-5
Capital Improvement Program Council Amendments	1-11
<b>SECTION 2 - BUDGET DOCUMENT OVERVIEW</b>	<b>SECTION 2</b>
The Budget Process	2-1
Basis of Budgeting and Accounting	2-2
City Fund Structure	2-3
Guiding Policies and Practices	2-5
Budget Development Process & Calendar	2-9
<b>SECTION 3 - FINANCIAL SUMMARIES AND DETAILS</b>	<b>SECTION 3</b>
General Fund Revenue Summary by Category & Source	3-1
General Fund Expenditures by Agency	3-7
Estimated Expenditure Detail by Fund - (All Funds)	3-11
Estimated Revenues by Fund Type - (All Funds)	3-13
Estimated Expenditures by Fund Type - (All Funds)	3-15
Summary of Revenue, Appropriations & Fund Balance	3-17
City-Wide Service Level Budget Summaries	3-19
CIP: Overall Impact on Operating Budgets	3-23
Yearly Maturity of Long-Term Debt	3-25
General Fund Expenditures by Account Code, Service Code & Cost Center	3-27
General Fund Revenue Descriptions and Trends	3-59
<b>SECTION 4 - STRATEGIC MANAGEMENT &amp; PERFORMANCE</b>	<b>SECTION 4</b>
Citywide Strategic Plan Overview	4-1
Priority Area by Service Code	4-10
<b>SECTION 5 - PERFORMANCE BASED BUDGETING</b>	<b>SECTION 5</b>
Introduction	5-1
Animal Care & Control	5-3
City Auditor	5-7
Commonwealth Attorney	5-13
Parks, Recreation, and Community Facilities	5-19
Planning and Development Review	5-39
Procurement Services	5-53
Richmond Police Department	5-59
<b>SECTION 6 - GENERAL FUND EXPENDITURES BY AGENCY</b>	<b>SECTION 6</b>
<b>Section 6 - General Government</b>	



# TABLE OF CONTENTS

	<u>PAGE</u>
<b>Section 6 - General Government (Con't)</b>	
Budget & Strategic Planning	6-1
Chief Administrative Office	6-5
Citizen Service & Response	6-9
City Assessor	6-13
City Attorney	6-17
City Auditor	6-21
City Clerk	6-23
City Council	6-27
City Treasurer	6-31
Council Chief of Staff	6-35
Finance	6-39
General Registrar	6-47
Human Resources	6-51
Information Technology	6-55
Inspector General	6-59
Mayor's Office	6-63
Minority Business Development	6-67
Press Secretary	6-71
Procurement Services	6-75
<b>Section 6 - Judicial</b>	
13th District Court Services Unit	6-79
Adult Drug Court	6-83
Circuit Court	6-87
Civil Court	6-91
Commonwealth Attorney	6-93
Criminal/Manchester Court	6-95
Juvenile & Domestic Relations Court	6-97
Special Magistrate	6-101
Traffic Court	6-103
<b>Section 6 - Public Safety</b>	
Animal Care & Control	6-107
Dept. of Emergency Communications	6-109
Fire & Emergency Services	6-115
Richmond Police Department	6-121
Richmond Sheriff's Office	6-123
<b>Section 6 - Public Works</b>	
Public Works	6-131
<b>Section 6 - Health &amp; Welfare</b>	
Office of Community Wealth Building	6-141
Human Services	6-145
Justice Services	6-151

# TABLE OF CONTENTS

	<u>PAGE</u>
<b>Section 6 - Health &amp; Welfare (Con't)</b>	
Richmond City Health District	6-157
Social Services	6-159
<b>Section 6 - Education</b>	
Richmond Public Schools Contribution	6-171
<b>Section 6 - Recreation &amp; Culture</b>	
Parks, Recreation, & Community Facilities	6-175
Richmond Public Libraries	6-177
<b>Section 6 - Community Development</b>	
Economic & Community Development	6-183
Economic Development	6-187
Housing & Community Development	6-191
Planning & Development Review	6-195
<b>Section 6 - Other Public Services</b>	
Non-Departmental Services	6-199
<b>Section 6 - Non-Departmental Transfer Out</b>	
Debt Service Funds	6-209
General Fund Transfer to Capital and Debt Services	6-213
Cemeteries	6-217
Parking Management	6-223
Public Utilities	6-227
ARC - Advantage Richmond Corporation	6-235
Fleet	6-237
Information Technology	6-243
Radio Shop	6-249
Risk Management	6-253
Retirement System	6-259
<b>SECTION 7 - CAPITAL IMPROVEMENT PROGRAM</b>	<b>SECTION 7</b>
Capital Improvement Overview	7-1
Capital Improvement Funding Sources	7-7
Capital Improvement Funding Uses	7-9
FY2020 - FY2024 Proposed Capital Improvement Program	7-12
<b>SECTION 8 - GRANTS &amp; SPECIAL FUND SUMMARIES</b>	<b>SECTION 8</b>
Special Fund Introduction	8-1
Special Fund Summary by Agency	8-3
Special Fund Detail by Agency	8-5
Special Fund Description by Agency	8-13
<b>SECTION 9 - RICHMOND PUBLIC SCHOOLS</b>	<b>SECTION 9</b>
Introduction	9-1
School Board Message	9-3
General Fund Operating Budget Revenues	9-5
Revenue Fund Summary - All Funds	9-6

# TABLE OF CONTENTS

	<b>PAGE</b>
<b>SECTION 9 - RICHMOND PUBLIC SCHOOLS (Con't)</b>	
Expenditures by Object Group - General Fund	9-7
Expenditures by Object Group - All Funds	9-8
General Fund Expenditures by Object Category	9-9
Function Summary - General Fund Operating Budget	9-10
Function Summary - All Funds	9-11
General Fund Operating Revenues	9-13
<b>SECTION 10 - PERSONNEL COMPLEMENT</b>	
	<b>SECTION 10</b>
General Fund Summary by Agency	10-1
Other Funds by Agency	10-3
General Fund Detail by Agency	10-5
<b>SECTION 11 - APPENDICES &amp; GLOSSARY</b>	
	<b>SECTION 11</b>
Richmond Statistical Information	11-1
City Fee Schedule	11-11
List of Acronyms	11-73
Service Code Descriptions	11-79
Glossary of Key Terms	11-93
*Please see the Service Code and Account Code by Cost Center breakout at the end of this section	

# 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 Levar M. Stoney’s goal to build “One Richmond – a city that works, and works together”, Richmond can look forward to improving the lives of its citizens by addressing: public safety; child poverty; developing an “education compact” with leaders of the city’s school system, City Council, and City Administration; and improving city services to make City Hall more efficient and transparent.

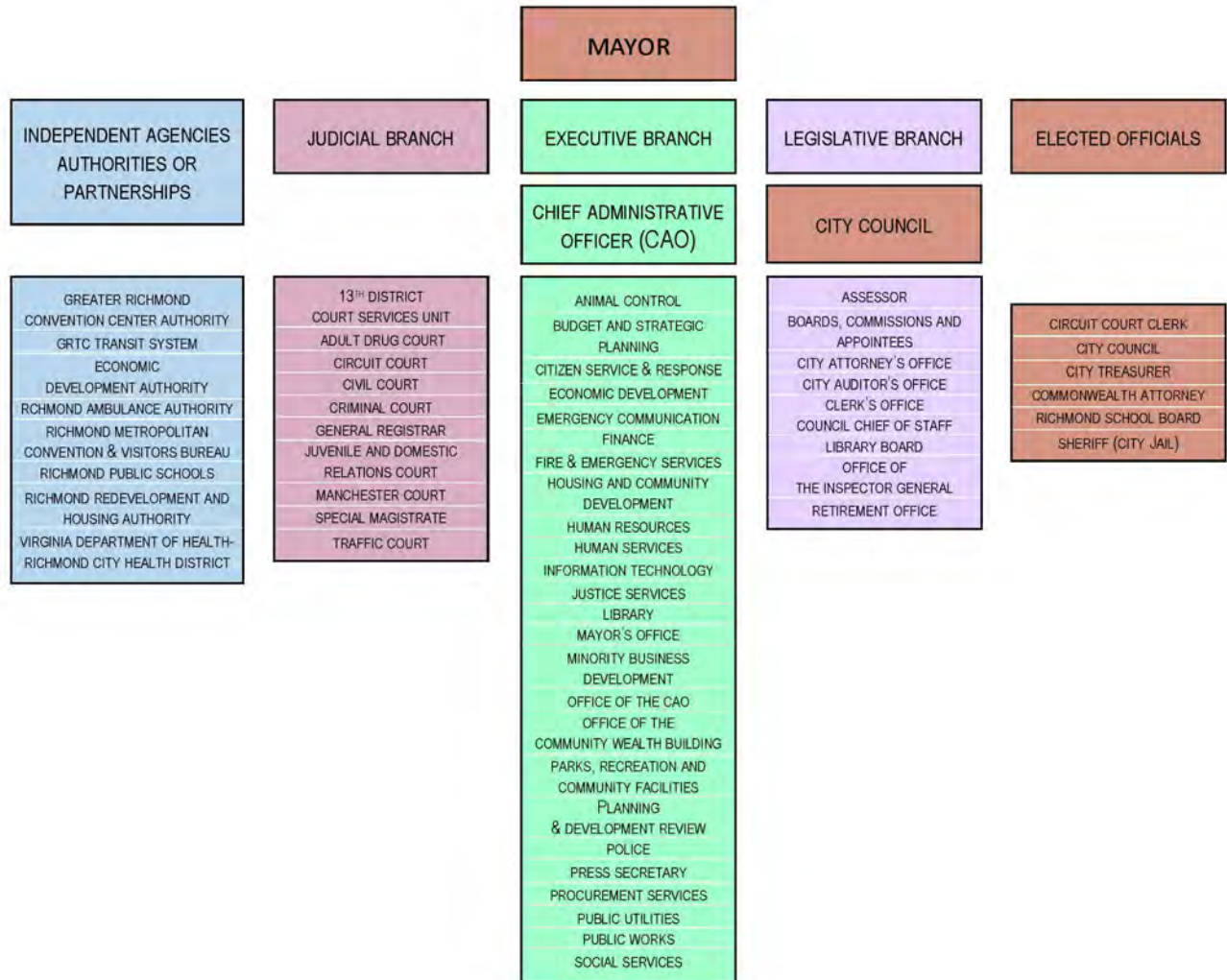
For more information about the City of Richmond, please visit [www.richmondgov.com](http://www.richmondgov.com).

THIS PAGE LEFT INTENTIONALLY BLANK





# CITY OF RICHMOND ORGANIZATION OF LOCAL GOVERNMENT FY 2020



THIS PAGE LEFT INTENTIONALLY BLANK





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Richmond**

**Virginia**

For the Biennium Beginning

**July 1, 2018**

*Christopher P. Morrill*

Executive Director



THIS PAGE LEFT INTENTIONALLY BLANK



# **MAYOR'S MESSAGE**

# City of Richmond



March 6, 2019

The Honorable Council of  
The City of Richmond Virginia

**RE: FY2020 Annual Fiscal Plan Transmittal Letter**

Madam President and Members of Richmond City Council:

It is my pleasure to present the Mayor's Proposed Amendments to the Biennial Fiscal Plan for FY2020 and the five-year Capital Improvement Plan for FY2020 – FY2024. This submission represents the City's financial plan and was developed to reflect the core priorities and values that guide my Administration, including: providing opportunities for all Richmonders; education; our neighborhood streets and roadways; public safety; housing that is affordable; youth services; poverty reduction; efficient city service delivery; and our most valued and prized asset, our employees.

This is a fiscally responsible budget with strategic investments for the City's most pressing needs as articulated by my core priorities. In addition, this fiscal plan is balanced and all expenditures are in line with current revenue projections. The budget provides full funding for legal requirements, known contractual obligations and mandates, while also continuing to fund core services and strategic priorities.

In last year's transmittal letter within the Biennial Fiscal Plan for FY2019 and FY2020, I stated that the budget for both years reflects the constraints of limited resources. The Proposed Amendments to the Biennial Fiscal Plan for FY2020 continues to reflect the constraints of limited resources. Every year, requests for additional funding have outpaced the growth in incremental revenues. Similarly, growth in non-discretionary costs – obligations that the City must fund - tend to utilize a considerable amount, if not all, of the growth in incremental revenues. This has made it extraordinarily difficult to: maintain core services, maintain departmental operating budgets, and fund the many needs of this City. In fact, last year many departments had lower operating budgets than the previous fiscal year. Such reductions were necessary to produce a balanced budget and allocate resources to just a few high-level priority items.

Additionally, prior administrations utilization of nearly all available debt capacity in prior capital budgets has led to recent years of only nominal funding levels. This has resulted in years of deferred maintenance, disinvestment, and deplorable conditions of our city's physical infrastructure and assets. That is why I am recommending a \$0.09 increase in the City's real estate tax rate from the current rate of \$1.20 to a proposed rate of \$1.29. Additionally, I am recommending a new cigarette tax of \$0.50 per pack. The City of Richmond is one of only a few Virginia cities that has not implemented a cigarette tax in Virginia. Not only is it time to raise existing taxes, but we would be negligent if we did not consider and implement new taxes that could be used to help fund municipal operations. These tax increases are absolutely necessary if we intend to correct the historic disinvestment in our City and its resulting challenges – challenges such as:

- Disinvestment in our physical assets and infrastructure;
  - Poor condition of our streets and roadways,
  - Deterioration of numerous public buildings and greater need for facility maintenance, and
  - Replacement of archaic, life-saving public safety vehicles,
- Non-competitive employee compensation;
- An exacerbating need for quality, affordable housing; and
- Academic underperformance in a school system that has not adequately prepared all students to be competitive in the 21<sup>st</sup> century job market.

Finally, in addition to the submission of a five-year Capital Improvement Plan (CIP), I am including a never-before-developed 20-year CIP, using prospective funding, that identifies critical infrastructure needs necessary to position the City for smart growth and development. In addition to educational capital needs, this 20-year CIP also touches upon every facet of city infrastructure, including:

- Neighborhoods and parks;
- Fleet and equipment;
- Public safety facilities and equipment;
- Economic development assets;
- Public buildings; and,
- Schools.

Total **General Fund** revenues are projected at \$757,932,953 for FY2020. The FY2020 proposal represents a 5.29% increase compared to the FY2019 Adopted Budget. The increase is primarily due to a significant investment in funding for Richmond Public Schools, as well as other priorities. You will see that there are both increases and decreases in the City's General Fund revenue sources. In addition to the proposed increase in the real estate tax rate and the proposed implementation of a cigarette tax, the City's projected assessed values reflect a healthy 5.02% increase over the prior year, as provided by our City Assessor. Other sources of revenues, particularly within the lodging and meals category – both of which reflect a healthy local economy – are projected to increase as well as dividend payments from the Department of Public Utilities, State reimbursement for shared expenses (Constitutional Officers), and business license taxes. This budget does reflect declines in other sources of revenues, including a reduction in delinquent personal property taxes, admission taxes, Department of Public Utility Payment In Lieu of Taxes (PILOT), state communication taxes, public service corporation taxes, motor vehicle license taxes, etc.

It is important to note that while commitments and obligations are growing at a faster rate than revenues, the Proposed Amendments to the Biennial Fiscal Plan for FY2020 do not include usage of the City's unassigned fund balance. However, this budget does include the use of the approximately \$2.2 million assigned fund balance as part of a larger cash contribution to the capital budget to help cash-fund much needed improvements to our streets, roadways, and sidewalks.

Total proposed **Capital Improvement Plan** expenditures (not including utilities) and revenues are projected at \$96.9 million in FY2020 and \$484.6 million over five years. The City has greater capacity to fund capital projects due to the rise in General Fund revenues from the FY2019 budget to the Proposed FY2020 budget. This increase in revenues, largely but not exclusively associated with the proposed tax increases, gives the City more capacity to borrow funds in the proposed CIP. This additional capacity was added to the FY2020 of the CIP.

While there is significant growth in the CIP, I have instructed my administration to not utilize all of the City's available debt capacity in this capital budget. It is not fiscally responsible to utilize all of the City's capacity thus potentially incapacitating future Mayors and City Councils – similar to what I inherited and what we are now just beginning to exit.

### **BUDGET HIGHLIGHTS**

The following are major expenditure and policy highlights in the Proposed Amendments to the Biennial Fiscal Plan for FY2020 and the Proposed Capital Improvement Plan for FY2020 - FY2024, followed by a more detailed, categorical overview.

In the FY2020 Fiscal Plan, I propose:

- Significant increased investments in Richmond Public Schools – both operating and capital funding;
- A vital 3% salary increase for permanent general employees; excluding sworns. This 3% salary increase is recommended to become effective on July 1, 2019. Combined with the 1% salary increase that went into effect in January 2019 (FY2019), general employees will be positioned to receive a total 4% increase within a 6 month time frame - if approved by City Council. Constitutional Officers and their employees are also recommended to receive a 3% salary increase – funded in part by the State;
- Continuance of last year's funding for the step based salary increases for sworn staff. This commitment, shared by myself and City Council, will continue to address retention and ease salary compression within our Police and Fire departments. This proposed funding includes raising the salaries of recruits up to \$43,000, thus making our Police and Fire departments more competitive with surrounding localities;
- An unprecedented investment of \$9.6 million in cash funding for capital projects – specifically earmarked to procure much needed public safety fleet vehicles and supplement bond funding for paving and sidewalk improvements. This cash allocation helps bring the proposed paving

capital budget to a level that the City has not seen in recent years (\$15 million), and helps supplement a total capital budget of \$1.2 million for sidewalk improvements. It is a financial best practice to provide some cash funding in the capital budget. This is a practice that the City will strive to continue and is consistent with the City's debt policies last updated by City Council in December 2017;

- The continuation of last year's expanded facility hours at six Parks, Recreation, and Community Center Facilities, as well as funding to support central district recreational services. This exemplifies my commitment to support and expand out of school activities for youth throughout the entire City;
- Additional investments to provide quality housing that is affordable and address the excessively high eviction rates in this City;
- Increased funding for contractual obligations within the Sheriff and Public Works Departments, at an additional \$1.2 million each;
- Approximately \$10 million in pedestrian and safety projects associated with Vision Zero.

Provided below are more details of elements within my proposed budget.

## **EDUCATION**

Education is my top priority for the City. I have stated this in many formal speeches and interviews, during community/town hall meetings, and on social media outlets. I have demonstrated this in every budget I have proposed to City Council. The FY2020 budget will be no different. In fact, the proposed budget represents a record investment in education for both operating and capital funding.

### Operating Highlights

- In this proposed budget, funding earmarked for Richmond Public Schools continues to be the **single largest** expenditure in the City's operating budget. I recommend that RPS receive additional funding of \$18.5 million in recurring City funding, an increase of \$6 million in local funding over the FY2019 Adopted Budget (when including the one-time funding of \$12.5 million in RPS' FY2019 local budget), and an increase of \$18.5 million from the approved FY2020 budget (when excluding the one-time funding approved in FY2019). This increase includes:
  - \$6.1 million local match for teacher **and** staff raises;
  - \$11.76 million to fully fund the Superintendent's DREAMS4RPS strategic initiatives;
  - \$373k for RPS to partner with Nextup RVA for on-site security and transportation that will aid in connecting up to 800 students to more than 40 expanded learning programs across five middle schools;
  - \$284k in additional funding transferred from the Richmond Police Department for RPS to take full control of and operate the School Crossing Guard Program.

- I am committed to transparency. To that end, this budget clearly isolates and earmarks last year's approved increase in meals tax revenue to a special reserve fund for school capital construction. This will support the payoff of the \$150 million appropriation for new school construction recommended in last year's proposed Capital Improvement Plan. This is recommended at \$9.3 million and continues to be reflected within the Non-Departmental budget; and
- Although not budgeted directly to Richmond Public Schools, there are other elements of the General Fund budget that work closely with Richmond Public Schools. This includes Non-Departmental funding for Nextup/Middle School Renaissance for \$363k and continued level funding for Communities in Schools and RPS Foundation Inc. Promise Scholarships at \$400k and \$320k respectively.

### Capital Highlights

I have already presented a plan, a statutory requirement that laid out a funding strategy to provide nearly \$800 million to address Richmond Public Schools capital infrastructure. The first year of this plan is recommended in my proposed CIP. This Multi-Year School Capital Funding Plan, which was unanimously endorsed by all members of City Council, represents only a portion of the capital and operating investments that I am recommending to Richmond Public Schools.

In the FY2020 Proposed Capital Improvement Plan, this budget continues its already significant investment in education by proposing:

- A \$19 million proposed allocation for applicable capital-related expenses for school maintenance in FY2020. This proposal funds 100% of the Superintendent's eligible capital requests; and
- \$200 million in FY2024 for school maintenance, as noted in the Multi-Year School Capital Funding Plan. This Multi-Year School Capital Funding Plan will allocate up to \$800 million in capital funding for our school system.

### **PUBLIC SAFETY**

Public safety has always been an administrative priority. Our public safety departments play a critical role in making Richmond more inclusive and competitive. Specifically:

#### Operating Highlights

- \$5.1 million to continue step increases to address pay inequities for both the Police and Fire departments (sworn staff) and the raising of recruit salaries to its highest level of \$43k;
- \$30k for Crisis Intervention Training (CIT) for members of our Richmond Police Department. This funding will seek to have 100% of all officers CIT certified within two years;
- The continuation of last year's proposed increase of five new civilian positions within the Richmond Police Department. These five positions (one supervisor and four coordinators) will

be part of the Richmond Police Department's Community Care Unit and will be responsible for all outreach programs in the department. Staff will assist in solving problems with the community and develop proactive and innovative crime reduction solutions;

- Increased funding in the Department of Animal Care and Control. As a result of increased pet adoption and cruelty cases, additional operating funds were added for spay and neutering as well as mandatory forensic testing, security enhancements and equipment, etc.;
- Increased vacancy funding of approximately \$2.5 million for the Sheriff's Office to fill critical public safety positions to reduce a recent trend of increased overtime costs within this office; and
- Continuation of last year's increased funding (no recommended changes for FY2020) to the Richmond Ambulance Authority.

### Capital Highlights

In the Proposed FY2020 – FY2024 Capital Improvement Plan, the City is continuing its already significant investment by proposing:

- A \$3 million cash contribution from the General Fund to replace extremely aged fire apparatus. This ensures that public safety staff will have reliable equipment to meet the City's public safety needs quickly and safely;
- \$2.25 million for fire station improvements and maintenance. \$12.5 million is recommended over five years;
- \$750k for the City's courts facilities. \$4.9 million is recommended over five years; and
- \$700k, as part of a regional effort, to purchase a new aviation plane for the Richmond Police Department.

### **HOUSING**

Quality, adequate, and affordable housing continues to be a challenge in this City. It will only intensify without a concentrated, collaborative focus on housing needs and issues. We began progress toward this goal in last year's biennial budget with the creation of a new Department of Housing and Community Development. This budget continues that progress by:

### Operating Highlights

- Adding funding of approximately \$485k for an eviction diversion program - a first in the State of Virginia. I noted during my State of the City address that the City of Richmond has some of the highest eviction rates in the country. This is not acceptable. Funds are recommended to be appropriated to Housing Opportunities Made Equal (HOME), within the Non-Departmental budget, and will seek to provide assistance to tenants with the ultimate goal of reducing the



high level of eviction rates in the City. This will also be supplemented by existing programming within the Department of Social Services. This is a classic example of collaboration between government, non-profit organizations and the courts coming together to deal with a local issue; and

- Increased funding to the Affordable Housing Trust special fund by \$1.9 million. This proposed recommendation will bring the total budget for the Affordable Housing Trust fund to \$2.9 million.

## **YOUTH SERVICES**

This budget continues to focus on after school related programming to provide positive outlets for our youth. Out of school/after school time is critical to the successful engagement of our City's youth. Specifically, this budget recommends:

### Operating Highlights

- The continuation of last year's approved funding for the expansion of facility hours at six Parks, Recreation, and Community Facility sites throughout the City. This included additional full time and temporary staffing and operating dollars to help ensure that our community facilities are open during extended hours during the week and on weekends. The expanded hours are to be continued at the six sites, led by the Department of Parks, Recreation and Community Facilities. It was my hope last year to expand additional sites beyond the biennial budget;
- This budget includes increased funding in the Department of Parks, Recreation and Community Facilities to operate central district recreational services. Funding of approximately \$183k was added to the Department of Parks, Recreation and Community Facilities to offer services in an area where they are currently lacking. This increased funding furthers my goal of ensuring all students have access to high quality out of school time by 2020; and
- Funding for key Non-Departmental organizations that will provide after-school-related activities for youth. NextUp RVA/Middle School Renaissance, includes a proposed increase of \$100k, the YMCA, Higher Achievement, the Peter Paul Development Center, Virginia Cooperative Extension, and the Neighborhood Resource Center remain funded within Non-Departmental.

## **EFFICIENT & HIGH QUALITY SERVICE DELIVERY**

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. Richmond currently has a very strong "AA+" bond rating from two rating agencies and an Aa2 from a third. This budget continues to invest in becoming a Triple-A bond rated city by continuing to engage in best practices, streamlining operations, generating efficiencies (cost savings), and investing in employees – many of which I am proud to publicly acknowledge.

Highlights include:

- This budget includes funding of \$250k in the Non-Departmental budget to fund the City's other post-employment benefits (OPEB) obligations. Not only is this an obligation, but it is best practice to reserve funds for such obligations. This is viewed favorably by rating agencies;
- This proposed budget recommends the transfer of the operation of the 17<sup>th</sup> Street Farmer's Market from the Department of Economic Development to the Department of Parks, Recreation, and Community Facilities. This recommendation seeks to not only more closely align the management of this public asset with the most appropriate department, but leads to lower costs in that the Department of Parks, Recreation, and Community Facilities is able to manage and operate this asset more economically than an outside entity;
- The elimination of the subsidy to the Coliseum, approximately \$926k from the Department of Economic Development's budget. Approximately \$445k was added to the Department of Public Works' operating budget to maintain the Coliseum facility during the negotiation of the Navy Hill Redevelopment project. This funding will be used for the basic upkeep and maintenance of this public asset;
- This proposed budget recommends the transfer of the operation of Main Street Station from the Department of Economic Development to the Department of Public Works. This seeks to not only more closely align the management of this public asset with the most appropriate department, but it also results in savings in that the Department of Public Works can manage and operate this asset more economically than an outside entity. This has resulted in savings of approximately \$350k;
- Additional funding of \$500,000 in the Department of Citizen Service and Response to begin the procurement process of seeking a new software for our 311 call center operations. The current 311 software contract expires in 2019. In order to provide the high level of customer service that citizens expect and deserve, this funding is absolutely necessary to ensure that there is a tool in place to quickly and accurately respond to calls from the community, input information for use by the impacted departments, and facilitate data analysis and reporting;
- We are continuing my commitment to filing our annual Comprehensive Annual Financial Report (CAFR) early, just like last year. This is a sign to the bond rating agencies that Richmond is serious about its finances and wants to achieve the Triple-A rating. This will lower our costs to borrow money – a feat achieved several times already – and increase funds available for capital investments;
- Increased funding for the City's tax relief for the elderly program for a recommended budget of \$4.58 million, a 70% increase. This investment is not just associated with the proposed increase in the City's tax rate but is predominately associated with the recently approved City Council ordinance that expanded the eligibility criteria for the tax relief program. These two elements resulted in a necessary increase to this program – which serves to assist eligible residents with tax relief;

- A total of \$5.1 million, an increase from the prior CIP, is proposed for fleet replacement in FY2020. This represents an increase of \$1.7 million compared to FY2019. Funding will be earmarked to purchase much needed vehicles in Fire, which has an allocation of \$3 million, with the remaining for Police, Public Works, Parks and Sheriff;
- A total of \$3.1 million in CIP funding is recommended to replace the City's revenue administration system in FY2020. This is a continuation of last year's recommendation. In addition, \$900k that was part of last year's General Fund budget continues to be earmarked in the Finance Department for implementation costs; and
- The surrounding counties have outpaced the City in giving annual salary increases. In fact, one regional locality noted in a past budget that their jurisdiction is the lead in the region in employee compensation. Included within that locality's budget was a chart that showed the annual increases given by the counties and the City of Richmond over a four-year period between FY15 and FY18. Each year, Henrico, Chesterfield and Hanover gave a salary increase for employees. The chart showed that the City of Richmond only gave a salary increase for one of those years which was a 2% salary increase. In order to remain competitive in the region, continue progression of the recently approved classification and compensation plan, and to reward our hard working employees, I am recommending a 3% salary increase for permanent full and part time staff (excluding sworn staff who will receive an increase as part of the recommended Step increases). The last time City employees received a 3% pay increase was 15 years ago. If my proposed salary increase is approved by City Council, then City employees will receive a 4% salary increase within a 6 month time period. I am sure that you share with me in recognizing how critical this is to the wonderful men and women who work tirelessly every day to provide public services. We must show them and their families our support.

## **TRANSPORTATION**

Transportation is another priority of my administration. It became very clear, as part of the citizen survey, that the condition of our roadways is of paramount concern for our residents. Therefore, I have taken steps to provide investments in this area.

Highlights include:

### Operating Highlights

- An increase of \$965k in operational funding to GRTC to equitably expand routes throughout the City.

### Capital Highlights

- In FY2020 there is capital funding of \$15 million for paving roads throughout our City – a \$13.5 million increase from last year's plan. This is the largest increase in paving in recent history. Approximately \$34.8 million in funds are recommended over five years for paving;

- \$1.2 million in capital funds are proposed to address hazardous sidewalks and to provide new sidewalks in FY2020. Approximately \$10 million in capital funds are recommended over five-years; and
- The budget also provides \$10 million in pedestrian and traffic safety initiatives. These initiatives are intended to reduce accidents and save lives through the Vision Zero program.

## **CITY FACILITIES & OPEN ACCESS**

The City has many aging facilities. The average age of City buildings is 43 years old. This will require funds for basic upkeep and to minimize threats to citizen safety. In addition, I propose funding to make several of our public assets more open so that more residents can enjoy the amenities our City offers.

Highlights of this area include:

- An additional \$1.9 million in FY2020 is proposed for major building renovations for a total of \$8.4 million over five years. This will help fund major capital improvements to over 100 City-owned buildings;
- Additional funding of \$803k for renovations to the first floor of City Hall, which will be used to make necessary repairs to this public space; and
- This budget also provides funding for three projects to enhance accessibility to City spaces for our differently-abled individuals. Improvements include ramps, handrails and guardrails for Tredegar Street to Brown's Island for \$400K; James River access improvements for \$330k, and \$1 million for enhancements to the Capital Trail, which will allow visitors to enjoy open space along the river and canal at Brown's Island.

## **CULTURE & RECREATION**

The City's cultural and recreational amenities are the gateway to many of the City's natural assets and provide opportunities for all citizens to engage in healthy lifestyles. In addition to the expansion of recreational services in the central district, highlights of this area include:

- \$2 million for renovations to community centers - including \$1 million for Powhatan and \$900k for the Southside Community Center in FY2020;
- \$2 million is recommended for parks and swimming pool enhancements;
- \$500k is recommended for libraries and \$330k is proposed to begin implementing universal access to various locations along the James River Park System.

## **WATER, WASTEWATER, GAS, STORMWATER**

Due to the increasing costs of maintaining infrastructure and compliance with regulatory requirements for system safety and reliability, the Department of Public Utilities has proposed a rate increase of 3.5% for natural gas, 4% for water/wastewater, and 4% for storm water, to be effective July 1.

These adjustments are necessary in order to:

- Remain in compliance with DPU's Financial Policies,
- Provide adequate working capital for each of the utilities,
- Provide sufficient funding for cash contributions to capital projects,
- Maintain sufficient coverage ratios for debt and equity coverage, and
- Maintain or improve our bond ratings.

It is estimated that the combined increase in cost for all utilities will be \$5.82 month for residents.

### **Conclusion**

This has been an extremely challenging budget development process. My staff presented a five-year forecast in January that projected a grim outlook for FY2020 through FY2024 based on current revenue trends. That projected outlook had assumptions of no tax increases and only included known obligations (at that time) and a few high-level priority items.

After reviewing this outlook, the many requests made by both Richmond Public Schools and City Departments, realizing the disinvestment that has lingered for years, and studying past fiscal decisions to cut the real estate tax rate (in 2008) rather than maintain it at pre-2007 levels or increase it to be commensurate with the annual growth in the consumer price index, it became evident that the time to be bold is now. In fact, if the City had allowed for growth in real estate tax revenues commensurate with growth in the Consumer Price Index for Urban Consumers (CPI-U) between 2009 and 2018, the real estate tax levy would have been about \$20.35 million higher in 2018. This illustrates how previous administrations chose to disinvest in critical infrastructure and services, and why a tax rate adjustment is needed.

The time is now to make the investments needed for Richmond to become a capital city in the 21<sup>st</sup> century. That is why this proposed budget focuses on:

- Investing in employee pay – both School and City employees;
- Investing in the strategic management of our school system;
  - This investment should lead to improved educational outcomes for our youth. Richmond deserves schools that all residents and potential residents have confidence in, and our children deserve the support of the entire community.
- Investing in our streets and roadways;
- Investing in our citywide physical infrastructure and assets; etc.

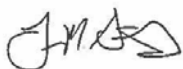
Such an investment in these public services can only be made by increasing revenues to help turn the prior cycle of disinvestment.

There are no quick fixes. However, we must have a shared commitment in making the hard and right choices that will put us on track to make a real difference in the lives of city residents.

My team and I look forward to working together with you in the coming weeks on this proposed budget. This is a solid and fiscally responsible plan that meets our obligations and leverages our resources into our shared priorities. This is what it means to build One Richmond – inclusive, equitable, and competitive.

I am excited about this budget and the opportunities it presents to all. Together, we can and will accomplish our goals.

Sincerely,

A handwritten signature in black ink, appearing to read 'L. Stoney', written in a cursive style.

Levar M. Stoney  
Mayor

In accordance with Ordinance No. 2015-161-227, below is a table for each department that sets out the total operating expenditures, capital budget expenditures, and the per capita calculation per department.

**FY2020 All Funds: Per Capita by Agency**

Agency Name	FY2020 Total Agency Operating Budget	FY2020 Total Capital Budget	FY2020 Total Adopted Per Capita
13th District Court Services Unit	220,612	-	0.97
Advantage Richmond Corporation	2,400,000	-	10.58
Animal Control	1,969,600	-	8.68
Budget & Strategic Planning	1,319,769	-	5.82
Cemeteries	1,700,399	-	7.49
Chief Administrative Officer	775,316	-	3.42
Citizen Service & Response	2,044,232	-	9.01
City Assessor	4,539,202	-	20.00
City Attorney	4,116,633	-	18.14
City Auditor	1,987,464	-	8.76
City Clerk	1,140,247	-	5.02
City Council	1,417,518	-	6.25
City Debt	74,322,485	-	327.53
City Sheriff	40,709,137	-	179.40
City Treasurer	187,359	-	0.83
Council Chief of Staff	1,580,380	-	6.96
Debt Service Fund	85,056,971	-	374.83
Department of Emergency Communication	5,197,591	-	22.91
Department of Information Technology	25,081,114	-	110.53
Economic Development	2,523,385	-	11.12
Finance	11,517,973	3,100,000	64.42
Fire & Emergency Services	53,798,275	1,550,000	243.91
Fleet Management	17,803,201	-	78.46
General Registrar	2,232,127	-	9.84
Housing & Community Development	1,845,033	118,467	8.65
Human Resources	3,510,729	-	15.47
Human Services	1,375,954	-	6.06
Inspector General	531,886	-	2.34
Judiciary - Adult Drug Court	644,973	-	2.84
Judiciary - Circuit Court	4,116,191	-	18.14
Judiciary - Civil Court	79,012	-	0.35
Judiciary - Commonwealth Attorney	6,816,322	-	30.04
Judiciary - Criminal/Manchester Court	84,393	-	0.37
Judiciary - Special Magistrate Court	39,227	-	0.17
Judiciary - Traffic Court	85,755	-	0.38
Justice Services	9,861,905	-	43.46
Juvenile & Domestic Relations Court	243,914	-	1.07
Mayor's Office	1,012,112	-	4.46
Minority Business Development	727,010	-	3.20
Non Departmental	92,606,286	-	408.10
Office of Community Wealth Building	1,985,515	-	8.75
Parking Management	19,493,770	-	85.91
Parks & Recreation	18,017,689	3,605,309	95.29
Planning & Development Review	11,522,864	482,442	52.91
Police Department	96,930,895	700,000	430.25
Press Secretary	512,644	-	2.26
Procurement Services	1,516,897	-	6.68
Richmond City Health District	4,863,490	-	21.43
Risk Management	15,985,919	-	70.45
Public Library	6,304,636	-	27.78
Public Utilities	352,470,444	900,000	1,557.25
Public Works	36,808,454	62,180,273	436.23
Radio Shop	1,427,716	-	6.29
Retirement System	1,799,281	-	7.93
Richmond Public Schools	175,193,143	19,000,000	855.78
Social Services	57,325,372	-	252.62



# **CITY COUNCIL AMENDMENTS**

## Richmond City Council FY 2020 General Fund Budget Amendments

Item #	Area Reflecting Amendment	Amendment Description	Fiscal Year 2020	
			Revenue	Expenditures
<b>Mayor's Proposed Budget</b>			<b>\$757,932,953</b>	<b>\$757,932,953</b>
1	Real Property Taxes - Current	Keep the Real Estate Tax Rate at \$1.20	\$ (21,250,163)	\$ -
2	Real Property Taxes - Current	Increase revenue from an increase in Real Estate assessments	\$6,478,815	\$ -
3	Real Property Taxes - Delinquent	Increase revenue from an increase in Delinquent Real Estate estimates	\$3,000,000	\$ -
4	General Fund Transfer to Debt Service	Reduce the General Fund Transfer to Debt Service for Cash Funding for the Capital Improvement Program	\$ -	\$ (7,398,745)
5	General Fund Transfer to Debt Service	Reduce the General Fund Transfer to Debt Service for saving associated with lower interest rates	\$ -	\$ (355,204)
6	Non-Departmental - Administration and Finance	Savings from the implementation of a Voluntary Retirement Incentive Package (VRIP)	\$ -	\$ (3,000,000)
7	Non-Departmental - Economic & Community Development	Reduce funding for Greater Richmond Transit Corporation (GRTC)	\$ -	\$ (167,180)
8	Non-Departmental - Human Services	Reduce funding for Housing Opportunities Made Equal (HOME)	\$ -	\$ (485,140)
9	Non-Departmental - Human Services	Provide funding in Non-Departmental as a separate line item for the Eviction Diversion Program	\$ -	\$ 485,140
10	Richmond City Health District	Provide funding for a Smoking Cessation and Disease Prevention Program	\$ -	\$ 600,000
11	Richmond Public Library	Reduce funding for vacant positions	\$ -	\$ (44,831)

## Richmond City Council FY 2020 General Fund Budget Amendments

Item #	Area Reflecting Amendment	Amendment Description	Fiscal Year 2020	
			Revenue	Expenditures
12	City Clerk	Reduce funding for vacant positions	\$ --	\$ (18,496)
13	City Clerk	Reduce funding for postage	\$ -	\$ (20,000)
14	City Clerk	Increase the operating budget to provide funding for technology upgrades	\$ -	\$ 188,564
15	Planning and Development Review	Reduce funding for vacant positions	\$ -	\$ (105,330)
16	Planning and Development Review	Increase funding for postage	\$ -	\$ 20,000
17	Council Chief of Staff	Reduce funding for vacant positions	\$ -	\$ (4,054)
18	Council Chief of Staff	Reduce funding for part-time positions	\$ -	\$ (45,000)
19	Council Chief of Staff	Increase the operating budget to provide funding for Consultant Services	\$ -	\$ 150,000
20	Council Chief of Staff	Increase the operating budget to provide funding for an Efficiency Study	\$ -	\$ 200,000
21	City Assessor	Reduce funding for vacant positions	\$ -	\$ (26,459)
22	City Auditor	Reduce funding for vacant positions	\$ -	\$ (1,943)
23	City Auditor	Increase funding for vacant positions	\$ -	\$ 60,000
24	City Attorney	Reduce funding for vacant positions	\$ -	\$ (6,036)
25	Inspector General	Reduce funding for vacant positions	\$ -	\$ (26,781)
26	Human Resources	Reduce funding for vacant positions	\$ -	\$ (204,097)

## Richmond City Council FY 2020 General Fund Budget Amendments

Item #	Area Reflecting Amendment	Amendment Description	Fiscal Year 2020	
			Revenue	Expenditures
27	Judiciary - Commonwealth Attorney	Reduce funding for vacant positions	\$ -	\$ (494)
28	Circuit Court	Reduce funding for vacant positions	\$ -	\$ (2,240)
29	Human Services	Reduce funding for vacant positions	\$ -	\$ (15,931)
30	Justice Services	Reduce funding for vacant positions	\$ -	\$ (35,857)
31	Richmond Sheriff's Office	Reduce funding for vacant positions	\$ -	\$ (306,578)
32	Chief Administrative Office	Reduce funding for vacant positions	\$ -	\$ (191,342)
33	Budget and Strategic Planning	Reduce funding for vacant positions	\$ -	\$ (69,003)
34	Finance	Reduce funding for vacant positions	\$ -	\$ (238,842)
35	Social Services	Reduce funding for vacant positions	\$ -	\$ (33,328)
36	Public Works	Reduce funding for vacant positions	\$ -	\$ (160,656)
37	Parks, Recreation and Community Facilities	Reduce funding for vacant positions	\$ -	\$ (46,217)
38	Minority Business Development	Reduce funding for vacant positions	\$ -	\$ (71,735)
39	Economic Development	Reduce funding for vacant positions	\$ -	\$ (70,141)
40	Press Secretary	Reduce funding for vacant positions	\$ -	\$ (49,308)
41	Housing and Community Development	Reduce funding for vacant positions	\$ -	\$ (32,013)

## Richmond City Council FY 2020 General Fund Budget Amendments

Item #	Area Reflecting Amendment	Amendment Description	Fiscal Year 2020	
			Revenue	Expenditures
42	Police	Reduce funding for vacant positions	\$ -	\$ (16,323)
43	Fire and Emergency Management	Reduce funding for vacant positions	\$ -	\$ (12,486)
44	Citizen Service and Response	Reduce funding for vacant positions	\$ -	\$ (103,697)
45	Procurement Services	Reduce funding for vacant positions	\$ -	\$ (39,090)
46	Mayor's Office	Reduce funding for vacant positions	\$ -	\$ (151,994)
47	Department of Emergency Communications	Reduce funding for vacant positions	\$ -	\$ (716)
48	Animal Care and Control	Reduce funding for vacant positions	\$ -	\$ (13,688)
49	Office of Community Wealth Building	Reduce funding for vacant positions	\$ -	\$ (10,237)
50	General Registrar	Increase the General Registrar personnel budget for 1.66 FTE		\$ 105,312
51	General Registrar	Increase the personnel budget for temporary overtime	\$ -	\$ 23,272
52	General Registrar	Reduce the operating budget for Contract and Temporary personnel due to the increase in the personnel budget for 1.66 FTE	\$ -	\$ (22,424)
<b>TOTAL CITY COUNCIL GENERAL FUND AMENDMENTS</b>			<b>(\$1,771,348)</b>	<b>(\$1,771,348)</b>
<b>CITY COUNCIL ADOPTED GENERAL FUND BUDGET FY2020</b>			<b>\$746,161,605</b>	<b>\$746,161,605</b>

## Adopted FY 2020 General Fund Budget

Line Number	Title	Program/ Subprogram Number	FY 2020 Adopted Budget
<b>1</b>	<b>LEGISLATIVE BRANCH</b>		
<b>2</b>	<b>City Council</b>		
3	Council Operations	00201, 00211	\$1,307,925
4	Council District Funds	00202, 00203, 00204, 00205, 00206, 00207, 00208, 00209, 00210	\$109,593
<b>5</b>	<b>Total: City Council</b>		<b>\$1,417,518</b>
<b>6</b>			
<b>7</b>	<b>Council Chief of Staff</b>		
8	Chief Of Staff-Operations	00601, 00602, 00603, 00604	\$1,580,380
<b>9</b>	<b>Total: Council Chief of Staff</b>		<b>\$1,580,380</b>
<b>10</b>			
<b>11</b>	<b>City Assessor</b>		
12	Assessor- Operations	00801, 00802, 00803	\$4,496,459
13	Assessor- Board Of Review	00804	\$42,743
<b>14</b>	<b>Total: City Assessor</b>		<b>\$4,539,202</b>
<b>15</b>			
<b>16</b>	<b>City Attorney</b>		
17	City Attorney - Operations	01001, 01002	\$4,116,633
<b>18</b>	<b>Total: City Attorney</b>		<b>\$4,116,633</b>
<b>19</b>			
<b>20</b>	<b>City Auditor</b>		
21	Auditor-Internal Audit	00901	\$1,665,946
22	Auditor-Admin Of External Audit Contract	00902	\$321,518
23	Auditor-Fiscal And Policy	00903	\$0
<b>24</b>	<b>Total: City Auditor</b>		<b>\$1,987,464</b>
<b>25</b>			
<b>26</b>	<b>City Clerk</b>		
27	Clerk -Office Of The City Clerk	00401	\$1,140,247
<b>28</b>	<b>Total: City Clerk</b>		<b>\$1,140,247</b>
<b>29</b>			
<b>30</b>	<b>Inspector General</b>		
31	Inspector General - Operations	01101	\$531,886
<b>32</b>	<b>Total: Inspector General</b>		<b>\$531,886</b>
<b>33</b>			
<b>34</b>	<b>Total: Legislative Branch</b>		<b>\$15,313,330</b>
<b>35</b>			
<b>36</b>	<b>JUDICIARY</b>		
<b>37</b>	<b>13th District Court Services Unit</b>		
38	CSU-Probation Services	05501	\$220,612
<b>39</b>	<b>Total: 13th District Court Services Unit</b>		<b>\$220,612</b>
<b>40</b>			
<b>41</b>	<b>Adult Drug Treatment Court</b>		
42	Judiciary-Adult Drug Court	01303	\$644,973
<b>43</b>	<b>Total: Adult Drug Court</b>		<b>\$644,973</b>
<b>44</b>			
<b>45</b>	<b>Circuit Court</b>		
46	Judiciary-Circuit Court	01302	\$4,116,191
<b>47</b>	<b>Total: Circuit Court</b>		<b>\$4,116,191</b>
<b>48</b>			

## Adopted FY 2020 General Fund Budget

Line Number	Title	Program/ Subprogram Number	FY 2020 Adopted Budget
49	<b>Commonwealth's Attorney</b>		
50	Attorney for the Commonwealth	01301	\$6,816,322
51	Attorney for the Commonwealth - Courts and Magistrate	01304, 01306, 01307, 01308	\$288,387
52	<b>Total: Commonwealth's Attorney</b>		<b>\$7,104,709</b>
53			
54	<b>Juvenile &amp; Domestic Relations Court</b>		
55	Juvenile & Domestic Relations Court Operations	01901, 01902	\$243,914
56	<b>Total: Juvenile &amp; Domestic Relations Court</b>		<b>\$243,914</b>
57	<b>Total: Judiciary</b>		<b>\$12,330,599</b>
58			
59	<b>EXECUTIVE BRANCH</b>		
60	<b>EXECUTIVE OFFICES</b>		
61	<b>Mayor's Office</b>		
62	Mayor-Mayor's Office	08501	\$1,012,112
63	<b>Total: Mayor's Office</b>		<b>\$1,012,112</b>
64			
65	<b>Chief Administrative Officer</b>		
66	CAO-City-Wide Leadership Admtn. & Mgrmt	02101	\$646,200
67	CAO-City-Wide Special Services	02102	\$129,116
68	<b>Total: Chief Administrative Officer</b>		<b>\$775,316</b>
69			
70	<b>Press Secretary</b>		
71	Press Secretary-Communications, Media Relations	03701	\$512,644
72	<b>Total: Press Secretary</b>		<b>\$512,644</b>
73	<b>Total: Executive Offices</b>		<b>\$2,300,072</b>
74			
75	<b>ADMINISTRATION AND FINANCE</b>		
76			
77	<b>Citizen Service and Response</b>		
78	Citizen Service and Response Operations	07301	\$2,044,232
79	<b>Total: Citizen Service and Response</b>		<b>\$2,044,232</b>
80			
81	<b>Finance</b>		
82	Finance Operations	02501, 02502, 02503, 02506, 02507, 02508, 02517, 02518, 02519, 02520, 02521, 02522	\$11,517,973
83	<b>Total: Finance</b>		<b>\$11,517,973</b>
84			
85	<b>Budget &amp; Strategic Planning</b>		
86	Budget Operations	02201, 02202, 02203	\$1,319,769
87	<b>Total: Budget &amp; Strategic Planning</b>		<b>\$1,319,769</b>
88			
89	<b>City Treasurer</b>		
90	Treasurer Operations	05201	\$187,359
91	<b>Total: City Treasurer</b>		<b>\$187,359</b>
92			
93	<b>Human Resources</b>		
94	Human Resources Operations	01201, 01202, 01203, 01204, 01205, 01206, 01207, 01208	\$3,510,729
95	<b>Total: Human Resources</b>		<b>\$3,510,729</b>

## Adopted FY 2020 General Fund Budget

Line Number	Title	Program/ Subprogram Number	FY 2020 Adopted Budget
96			
97	<b>Procurement Services</b>		
98	Procurement Operations	08401, 08402	\$1,516,897
99	<b>Total: Procurement Services</b>		<b>\$1,516,897</b>
100			
101	<b>General Registrar</b>		
102	Registrar Operations	01701, 01702	\$2,232,127
103	<b>Total: General Registrar</b>		<b>\$2,232,127</b>
104			
105	<b>Transfer to Capital Improvement Program</b>		
106	General Fund Cash Transfer for Capital Projects	00101	\$2,240,738
107	<b>Total: Transfer to Capital Improvement Program</b>		<b>\$2,240,738</b>
108			
109	<b>Debt</b>		
110	Debt - Interest	00102	\$72,081,747
111	<b>Total: Debt</b>		<b>\$72,081,747</b>
112	<b>Total: Administration and Finance</b>		<b>\$96,651,571</b>
113			
114	<b>HUMAN SERVICES</b>		
115	<b>Human Services</b>		
116	Human Services-Management Services	01401	\$621,571
117	Human Services-Multicultural Affairs	01402	\$388,788
118	Human Services-Office Of Children and Youth	01403	\$0
119	Human Services-Aging & Persons with Disabilities	01405	\$216,384
120	Volunteerism / Neighbor-to-Neighbor	01408	\$149,211
121	<b>Total: Human Services</b>		<b>\$1,375,954</b>
122			
123	<b>Justice Services</b>		
124	Justice Services-Administration	01501	\$1,405,194
125	Justice Services-Operations	01502, 01503, 01504, 01505, 01506, 01507, 01508, 01510, 01511, 01512, 01513, 01517	\$8,456,711
126	<b>Total: Justice Services</b>		<b>\$9,861,905</b>
127			
128	<b>Office of Community Wealth Building</b>		
129	Administration	08901	\$498,648
130	Workforce Development	08902	\$1,318,772
131	Social Enterprise	08903	\$168,095
132	<b>Total: Office of Community Wealth Building</b>		<b>\$1,985,515</b>
133			
134	<b>Richmond City Health District</b>		
135	Health-Clinical Services	02801	\$4,863,490
136	<b>Total: Richmond City Health District</b>		<b>\$4,863,490</b>
137			
138	<b>Social Services</b>		
139	Social Services - Operations	02701, 02702, 02703, 02704, 02705, 02707, 02708, 02709, 02710, 02711, 02712, 02713, 02714, 02715, 02716, 02717, 02718, 02719, 02720, 02721, 02722, 02723, 02724, 02725, 02727	\$57,325,372
140	<b>Total: Social Services</b>		<b>\$57,325,372</b>
141			



## Adopted FY 2020 General Fund Budget

Line Number	Title	Program/ Subprogram Number	FY 2020 Adopted Budget
<b>142</b>	<b>Parks, Recreation, and Community Facilities</b>		
143	Parks Administration	03001, 03002, 03003, 03004	\$5,731,439
144	Parks & Recreation - Cultural Arts	03006	\$788,731
145	Parks & Recreation - Recreation	03007, 03018	\$2,958,034
146	Parks & Recreation - After School Programs	03008	\$1,027,123
147	Parks Operations	03005, 03011, 03012, 03013, 03014, 03015, 03016, 03017, 03021, 03022, 03023, 03025, 03026, 03027, 03028, 03029, 03031, 03032, 03033, 03035, 03036, 03037, 03041, 03042, 03043, 03044, 03045	\$7,512,362
<b>148</b>	<b>Total: Parks, Recreation, and Community Facilities</b>		<b>\$18,017,689</b>
<b>149</b>	<b>Total: Human Services</b>		<b>\$93,429,925</b>
<b>150</b>			
<b>151</b>	<b>PUBLIC WORKS</b>		
<b>152</b>	<b>Public Works</b>		
153	DPW-Finance & Administration	02901	\$6,047,411
154	DPW-Gen Services-Facilities Management	02902	\$14,300,704
155	DPW-Solid Waste Management	02903	
156	Bulk & Brush	SV1401	\$1,208,219
157	Curbside Recycling	SV1402	\$2,722,531
158	Leaf Collection	SV1403	\$1,139,809
159	Refuse	SV1404	\$7,549,413
160	Other Solid Waste Management	SV0801, SV1502, SV1504	\$678,835
161	Subtotal: DPW-Solid Waste Management	02903	\$13,298,807
162	DPW-Geographic Information Services	02907	\$418,317
163	DPW-CIP Infrastructure Administration	02909	\$826,076
164	DPW-Roadway Maintenance	02912	
165	Roadway Management	SV2501	\$1,343,470
166	Subtotal: DPW-Roadway Maintenance	02912	\$1,343,470
167	DPW-CIP Facility Construction	02913	\$573,669
<b>168</b>	<b>Total: Public Works</b>		<b>\$36,808,454</b>
<b>169</b>	<b>Total: Public Works</b>		<b>\$36,808,454</b>
<b>170</b>			
<b>171</b>	<b>ECONOMIC AND COMMUNITY DEVELOPMENT</b>		
<b>172</b>			
<b>173</b>	<b>Housing &amp; Community Development</b>		
174	Housing & Community Development Administration	03801	\$577,047
175	Housing & Neighborhoods	03802	\$1,095,632
176	Housing & Community Development Financial Strategies	03803	\$172,354
<b>177</b>	<b>Total: Housing &amp; Community Development</b>		<b>\$1,845,033</b>
<b>178</b>			
<b>179</b>	<b>Economic Development</b>		
180	Econ Dev-Admin, Finance & Executive Management	03601	\$829,769
181	Econ Dev-Business Development	03602	\$813,920
182	Econ Dev - DCAO - Econ. & Comm. Development	03603	\$583,588
183	Econ Dev-Asset Management/Real Estate Strategies	03606	\$296,108
184	Econ Dev-Workforce Development	03607	\$0
185	Econ Dev-17th Street Farmers' Market	03612	\$0
<b>186</b>	<b>Total: Economic Development</b>		<b>\$2,523,385</b>
<b>187</b>			

## Adopted FY 2020 General Fund Budget

Line Number	Title	Program/ Subprogram Number	FY 2020 Adopted Budget
<b>188</b>	<b>Minority Business Development</b>		
189	MBD-Operations	03401, 03402, 03403	\$727,010
<b>190</b>	<b>Total: Minority Business Development</b>		<b>\$727,010</b>
191			
<b>192</b>	<b>Planning &amp; Development Review</b>		
193	PDR-Land Use Administration	00501	\$491,861
194	PDR-Permits And Inspections	00502	\$4,018,655
195	PDR-Administration	00503	\$1,640,227
196	PDR-Prop. Maintenance Code Enforcement	00504	\$3,879,882
197	PDR-Planning & Preservation	00505	\$556,852
198	PDR-Zoning Administration	00507	\$935,387
<b>199</b>	<b>Total: Planning &amp; Development Review</b>		<b>\$11,522,864</b>
<b>200</b>	<b>Total: Economic and Community Development</b>		<b>\$16,618,292</b>
201			
202	<b>PUBLIC SAFETY</b>		
<b>203</b>	<b>Animal Care &amp; Control</b>		
204	Animal Control	08801	\$1,969,600
<b>205</b>	<b>Total: Animal Care &amp; Control</b>		<b>\$1,969,600</b>
206			
<b>207</b>	<b>Department of Emergency Communications</b>		
208	Emergency Communication	08701, 08720	\$5,197,591
<b>209</b>	<b>Total: Department of Emergency Communications</b>		<b>\$5,197,591</b>
210			
<b>211</b>	<b>Fire &amp; Emergency Services</b>		
212	Fire-Office of the Fire Chief	04201	\$550,648
213	Fire-Fire Administration	04202	\$2,027,611
214	Fire-Fire Operations	04203	\$45,355,945
215	Fire-Fire Prevention	04204	\$2,100,345
216	Fire-Fire Training	04205	\$763,566
217	Fire-Office of Emergency Management	04206	\$376,890
218	Fire-Logistics	04210	\$2,623,269
<b>219</b>	<b>Total: Fire &amp; Emergency Services</b>		<b>\$53,798,275</b>
220			
<b>221</b>	<b>Richmond Police Department</b>		
222	Police-Chief of Police	SV2221	\$1,279,060
223	Police-Office of Professional Responsibility	SV2238, SV2239	\$873,124
224	Police-Administration	SV0806, SV0903, SV1011, SV1201, SV1601, SV2103, SV2208, SV2214, SV2223, SV2225, SV2228, SV2234, SV2240, SV2244, SV2252, SV2302, SV2505	\$10,913,186
225	Police-Operations	SV0903, SV1011, SV1201, SV1502, SV1601, SV2007, SV2202, SV2206, SV2207, SV2208, SV2214, SV2215, SV2222, SV2223, SV2224, SV2225, SV2226, SV2227, SV2228, SV2229, SV2231, SV2232, SV2233, SV2234, SV2240, SV2241, SV2242, SV2243, SV2244, SV2245, SV2246, SV2247, SV2248, SV2250, SV2251, SV2505	\$83,865,525
<b>226</b>	<b>Richmond Police Department Total</b>		<b>\$96,930,895</b>
227			

## Adopted FY 2020 General Fund Budget

Line Number	Title	Program/ Subprogram Number	FY 2020 Adopted Budget
<b>228</b>	<b>Richmond Sheriff's Office</b>		
229	Sheriff-Jail Administration & Human Services	01601, 01603	\$6,188,770
230	Sheriff-Courts	01602	\$5,347,528
231	Sheriff-Jail Operations	01604	\$29,172,839
<b>232</b>	<b>Total: Richmond Sheriff's Office</b>		<b>\$40,709,137</b>
<b>233</b>	<b>Total: Public Safety</b>		<b>\$198,605,498</b>
234			
<b>235</b>	<b>EDUCATION</b>		
<b>236</b>	<b>Richmond Public Schools</b>		
237	RPS-Public Schools	07801	\$175,193,143
<b>238</b>	<b>Total: Richmond Public Schools</b>		<b>\$175,193,143</b>
<b>239</b>	<b>Total: Education</b>		<b>\$175,193,143</b>
240			
<b>241</b>	<b>NON-DEPARTMENTAL</b>		
242	Non-Departmental (See separate attachment)		\$92,606,286
<b>243</b>	<b>Total: Non-Departmental</b>		<b>\$92,606,286</b>
244			
<b>245</b>	<b>Total: Executive Branch</b>		<b>\$712,213,241</b>
246			
<b>247</b>	<b>INDEPENDENT AGENCIES</b>		
<b>248</b>	<b>Richmond Public Library</b>		
249	Library -Library Administration	00301	\$757,018
250	Library -Library Operations	00302, 00303, 00304, 00305, 00306	\$5,547,618
<b>251</b>	<b>Total: Richmond Public Library</b>		<b>\$6,304,636</b>
<b>252</b>	<b>Total: Independent Agencies</b>		<b>\$6,304,636</b>
253			
<b>254</b>	<b>Grand Total: General Fund</b>		<b>\$746,161,605</b>

# CITY COUNCIL AMENDMENTS

## City Council Amendments CIP Amendments for FY2020-FY2024

Line #	Amendment Description	Planned for 2021-2024					5-Year Total
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	
<b>Total Capital Improvement Program Per Proposed Budget</b>		\$ 96,935,236	\$ 50,319,327	\$ 53,334,499	\$ 42,935,810	\$ 241,102,232	\$ 484,627,104
<b>REVENUE</b>							
1	Pay-as-you-go Sources - Cash Funding transfer from the General Fund	\$ (7,398,745)	\$ -	\$ -	\$ -	\$ -	\$ (7,398,745)
2	Other Funding Sources - Prior Year Appropriations for Public Housing Transformation (Award # 500453)	\$ 2,100,000	\$ -	\$ -	\$ -	\$ -	\$ 2,100,000
3	Other Funding Sources - Prior Year Appropriations for Police Headquarters Building (Award # 500702)	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ 450,000
4	General Obligation Bonds - Reduction in funding from Fiscal Year 2023 and Fiscal Year 2024	\$ -	\$ -	\$ -	\$ (3,646,810)	\$ (12,919,510)	\$ (16,566,320)
<b>Total Council FINAL Adjustments &amp; Amendment Increases</b>		\$ (4,848,745)	\$ -	\$ -	\$ (3,646,810)	\$ (12,919,510)	\$ (21,415,065)
<b>Total Amended Capital Improvement Program Budget</b>		\$ 92,086,491	\$ 50,319,327	\$ 53,334,499	\$ 39,289,000	\$ 228,182,722	\$ 463,212,039
<b>COUNCIL DECREASES</b>							
5	City Hall Renovations Project (Award # 500438)	\$ (702,846)	\$ -	\$ -	\$ -	\$ -	\$ (702,846)
6	DPW Facilities Keyway System (Award # New)	\$ -	\$ -	\$ -	\$ (100,000)	\$ -	\$ (100,000)
7	Hopkins Road Transfer Station Repairs (Award # New)	\$ (240,000)	\$ -	\$ -	\$ -	\$ -	\$ (240,000)
8	Major Building Renovations (Award # 500131)	\$ (350,000)	\$ -	\$ -	\$ (375,000)	\$ (1,109,278)	\$ (1,834,278)
9	Community Center Enhancements (Award # New)	\$ (500,000)	\$ -	\$ -	\$ -	\$ -	\$ (500,000)
10	James River Park Infrastructure (Award # 500297)	\$ -	\$ -	\$ -	\$ (100,000)	\$ (100,000)	\$ (200,000)

# CITY COUNCIL AMENDMENTS

Line #	Amendment Description	Planned for 2021-2024					5-Year Total
		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	
11	Library Retrofit (Award # 500273)	\$ (403,341)	\$ -	\$ -	\$ -	\$ -	\$ (403,341)
12	Neighborhood Park Renovations (Award # 500222)	\$ (50,000)	\$ -	\$ -	\$ -	\$ -	\$ (50,000)
13	Parks and Recreation Building Maintenance (Award # 500194)	\$ (50,000)	\$ -	\$ -	\$ -	\$ -	\$ (50,000)
14	Southside Regional Park and Community Center (Award # 500428)	\$ (100,000)	\$ -	\$ -	\$ -	\$ -	\$ (100,000)
15	Universal Access (Award # New)	\$ (180,000)	\$ -	\$ -	\$ -	\$ -	\$ (180,000)
16	Neighborhood Development Housing Initiatives (Award # New)	\$ (250,000)	\$ -	\$ -	\$ -	\$ -	\$ (250,000)
17	Neighborhoods in Bloom (Award # 500396)	\$ (100,000)	\$ -	\$ -	\$ -	\$ -	\$ (100,000)
18	Public Housing Transformation (Award # 500453)	\$ (500,000)	\$ -	\$ -	\$ -	\$ -	\$ (500,000)
19	Tredegar/Brown's Island Accessible Walk Improvements (Award # New)	\$ (282,558)	\$ -	\$ -	\$ -	\$ -	\$ (282,558)
20	RAA Building and Property Improvements (Award # 500248)	\$ (390,000)	\$ -	\$ -	\$ -	\$ -	\$ (390,000)
21	Replacement of Fire Stations 5, 6, 12 and 21 (Award # New)	\$ -	\$ -	\$ -	\$ (500,000)	\$ (2,160,232)	\$ (2,660,232)
22	Highland Grove/Dove Street Redevelopment (Award # New)	\$ -	\$ -	\$ -	\$ -	\$ (1,500,000)	\$ (1,500,000)
23	Jefferson Avenue Improvements (Award # 500586)	\$ (150,000)	\$ -	\$ -	\$ -	\$ -	\$ (150,000)
24	Martin Luther King Bridge Major Preservation (Award # New)	\$ -	\$ -	\$ -	\$ -	\$ (2,000,000)	\$ (2,000,000)
25	New Curb and Gutter Program (Award # New)	\$ -	\$ -	\$ -	\$ (650,000)	\$ (650,000)	\$ (1,300,000)

# CITY COUNCIL AMENDMENTS

Line #	Amendment Description	FY 2020	Planned for 2021-2024				5-Year Total
			FY 2021	FY 2022	FY 2023	FY 2024	
26	New Sidewalk Projects (Award # New)	\$ -	\$ -	\$ -	\$ (700,000)	\$ (700,000)	\$ (1,400,000)
27	New Traffic Control Signals (Award # New)	\$ (100,000)	\$ -	\$ -	\$ -	\$ -	\$ (100,000)
28	Regulatory and Warning Sign Replacement Program (Award # New)	\$ -	\$ -	\$ -	\$ -	\$ (100,000)	\$ (100,000)
29	Richmond-Herrico Turnpike Roadway Improvement Phase II (Award # 500551)	\$ -	\$ -	\$ -	\$ -	\$ (400,000)	\$ (400,000)
30	Robert E. Lee Bridge Major Rehabilitation (Award # New)	\$ -	\$ -	\$ -	\$ -	\$ (2,000,000)	\$ (2,000,000)
31	Richmond Fiber Optic Network System (Award # 500420)	\$ -	\$ -	\$ -	\$ (250,000)	\$ -	\$ (250,000)
32	Street Lighting - General (Award # 500087/500088/500089/500659)	\$ -	\$ -	\$ -	\$ -	\$ (700,000)	\$ (700,000)
33	Street Lighting - LED Conversion (Award # 500884)	\$ (500,000)	\$ -	\$ -	\$ -	\$ -	\$ (500,000)
34	Traffic Control Installation (Award # 500289/500358/500489/500229)	\$ -	\$ -	\$ -	\$ -	\$ (500,000)	\$ (500,000)
35	Vehicle Replacement (Award # 500136/500164/500557)	\$ -	\$ -	\$ -	\$ (971,810)	\$ (1,000,000)	\$ (1,971,810)
<b>Total Council FINAL Adjustments &amp; Amendment decreases</b>		<b>\$ (4,848,745)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (3,646,810)</b>	<b>\$ (12,919,510)</b>	<b>\$ (21,415,065)</b>
<b>Net Change of Council Adjustments &amp; Amendments</b>		<b>\$ (4,848,745)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (3,646,810)</b>	<b>\$ (12,919,510)</b>	<b>\$ (21,415,065)</b>
<b>Total Amended Capital Improvement Program Budget</b>		<b>\$ 92,086,491</b>	<b>\$ 50,319,327</b>	<b>\$ 53,334,499</b>	<b>\$ 39,289,000</b>	<b>\$ 228,182,722</b>	<b>\$ 463,212,039</b>

THIS PAGE LEFT INTENTIONALLY BLANK

---

# **BUDGET DOCUMENT OVERVIEW**



## THE BUDGET PROCESS

---

The City of Richmond utilizes a biennial financial plan that encompasses a two-year period. 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 City Charter. The budget is adopted by Council no later than May 31 and becomes effective on July 1.

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

## BALANCED BUDGET REQUIREMENT

---

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

## BASIS OF BUDGETING AND ACCOUNTING

---

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

### BASIS OF BUDGETING

---

Budgets are generally adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP) and in accordance with legal mandates. Adopted budgets for governmental funds utilize the modified accrual basis of accounting under which revenue and related assets are recorded when measurable and available to finance operations during the year. Fiduciary and proprietary funds use the full accrual basis of accounting which recognizes revenue when earned and expenses when incurred. Annual operating budgets are adopted for all Governmental Funds except for the Capital Projects Fund in which effective budgetary control is achieved on a project-by-project basis when funding sources become available. Appropriations for the General, Public Schools, Internal Service Funds, and Enterprise Funds lapse at fiscal year-end, except appropriations that have been encumbered in order to account for certain expenditure commitments. Appropriations for Capital Project Funds and Special Revenue Funds are continued until the completion of the applicable project or grant, even when the project or grant extends beyond the end of the fiscal year.

### BASIS OF ACCOUNTING

---

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

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

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

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

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

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

## FUND STRUCTURE

---

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

### GOVERNMENTAL FUNDS

---

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

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

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

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

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

### PROPRIETARY FUNDS

---

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

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

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

## FIDUCIARY FUNDS

---

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

## POLICIES AND PRACTICES

---

Financial policies and practices promote financial integrity and are an important priority in the City of Richmond. Improvement of financial policies and practices has been a key initiative within the Efficient & High-Quality Service Delivery priority 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.

**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.

# BUDGET DOCUMENT OVERVIEW

**Restricted Revenue** - Restricted revenue (such as Children’s 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 thirteen sixty-seven (13.67%) 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.

**Budget and Revenue Stabilization Contingency Reserve** - The City will strive to build and maintain a budget and revenue stabilization contingency reserved to be equal to three percent (3%) of the budgeted General Fund expenditures. The purpose of this reserve is to mitigate current and future risks of unforeseen or unavoidable events that might cause a significant reductions in local and/or state revenue of at least one-half of one percent over the then-current fiscal year’s budget.

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 13.67% 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 two 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).	3.75%	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 invested 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.



# BUDGET PROCESS TIMETABLE

## BIENNIAL BUDGET CYCLE

Month	Activity
<b>August</b>	The Department of Budget and Strategic Planning (DBSP) continues the process of implementing Performance Based Budgeting with migration toward alignment between strategic priorities, performance and resource allocation. DBSP assists departments with the enhancement of department missions, program goals and relevant performance measures.
<b>September</b>	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. (DBSP formulates fiscal plans based on the results from the Multi-Year Forecast Process. DBSP formulates preliminary guidelines for Capital and Operating Budgets.
<b>October</b>	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.
<b>October - November</b>	DBSP issues Operating Budget guidelines and Operating and Capital Budget instructions to the departments. DBSP facilitates departmental training on the OpenGov budget preparation system.
<b>November - December</b>	Departments submit their Operating Budget and Capital Budget requests to DBSP for review and revision.
<b>December</b>	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.
<b>January</b>	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. High-level budget sessions are presented in various Council Committee meetings.

# BUDGET PROCESS TIMETABLE

Month	Activity
<b>February</b>	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 continue to be presented in various Council Committee meetings and final funding decisions are completed for both the Operating and Capital Budgets.
<b>March - April</b>	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.
<b>April - May</b>	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.
<b>June - July</b>	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)

Month	Activity
<b>August - September</b>	DBSP reviews previous fiscal year performance results in conjunction with expenditures trends to determine if adjustments are necessary during the amendment cycle.
<b>October</b>	Departments begin reviewing personnel-related costs, on-going contractual obligations, annual fleet changes, and other local, state, and federal government funding implications.
<b>November</b>	Departments submit their Operating Budget and Capital Budget requests to DBSP for review and revision.
<b>December</b>	Departments submit their Operating budget requests to DBSP for review and revision. 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.
<b>January</b>	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. High-level budget sessions are presented in various Council Committee meetings.
<b>February</b>	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 continue to be presented in various Council Committee meetings and final funding decisions are completed for both the Operating and Capital Budgets.
<b>March</b>	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.
<b>April - May</b>	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.
<b>June - July</b>	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.

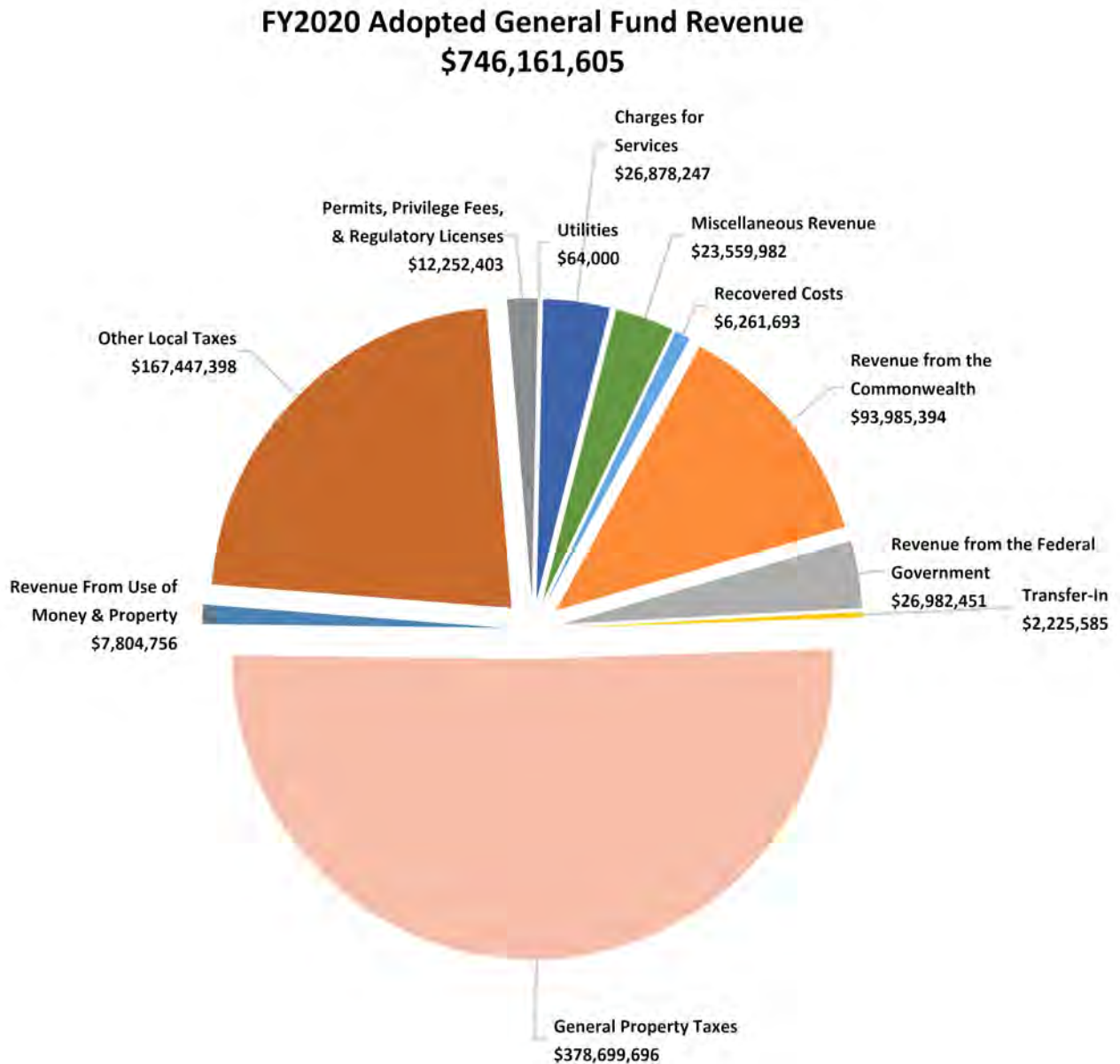
THIS PAGE LEFT INTENTIONALLY BLANK

---

# **FINANCIAL SUMMARIES & DETAILS**

## GENERAL FUND REVENUE FY2020

Fiscal Year 2020 General Fund Revenue is projected to be \$746,161,605. The Adopted budget for FY2020 does not include the use of the City's unassigned fund balance. FY2020 General Fund Revenues are projected to increase by \$26,259,386 or 3.65% compared to the FY2019 Adopted Budget of \$719,902,219. There is also a new cigarette tax increase of \$0.50 per pack in this budget.



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

# FINANCIAL SUMMARIES & DETAILS

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Revenue from Local Sources</b>				
<b>General Property Taxes</b>				
Machinery & Tools Taxes	13,828,602	13,996,708	13,253,366	13,426,000
Penalties and Interest- Interest	1,511,313	4,948,126	2,654,921	3,126,201
Penalties and Interest- Penalty	2,740,315	3,282,874	3,691,547	4,106,200
Personal Property Taxes- Current	32,264,702	35,455,448	33,214,880	34,198,968
Personal Property Taxes- Delinquent	9,107,924	8,607,887	9,818,555	8,780,045
Real and Personal Public Service Corporation Property Taxes- Personal Property Current	8,630,461	8,637,590	9,374,856	8,810,342
Real and Personal Public Service Corporation Property Taxes- Personal Property Delinquent	729,059	934,572	905,899	919,488
Real and Personal Public Service Corporation Property Taxes- Real Property Current	2,819,420	1,460,672	1,995,564	2,022,618
Real Property Taxes- Current	231,475,459	246,239,453	261,699,765	289,820,834
Real Property Taxes- Delinquent	8,937,806	14,295,349	10,340,235	13,489,000
<b>Total General Property Taxes</b>	<b>312,045,061</b>	<b>337,858,680</b>	<b>346,949,588</b>	<b>378,699,696</b>
<b>Other Local Taxes</b>				
Admission Taxes	3,287,979	3,074,923	3,360,273	2,646,800
Bank Stock Taxes	8,364,990	8,842,901	8,381,729	8,418,200
Business Licenses Taxes	29,662,822	36,565,061	34,915,311	36,561,999
Consumer Utility Taxes	18,339,359	18,619,017	17,973,304	17,958,600
Local Sales & Use Tax	34,176,816	30,282,657	35,150,480	35,865,100
Motor Vehicle Licenses	6,444,217	6,829,946	7,836,450	7,256,900
Other Local Taxes	456,697	362,826	626,756	362,689
Cigarette Tax	—	—	—	3,050,000
Prepared Food Taxes	35,605,363	36,948,485	36,453,104	36,791,413
Prepared Food Taxes- School Facilities	—	—	9,113,276	9,370,962
Short-Term Rental Tax	154,115	122,066	122,418	119,055
Transient Lodging Taxes	8,042,016	8,823,692	8,528,415	9,045,680
<b>Total Other Local Taxes</b>	<b>144,534,375</b>	<b>150,471,574</b>	<b>162,461,516</b>	<b>167,447,398</b>
<b>Permits, Privilege Fees, and Regulatory Licenses</b>				
Animal Licenses	3,735	—	—	—
Permits and Other Licenses	9,469,494	10,343,590	8,705,255	12,252,403
<b>Total Permits, Privilege Fees, and Regulatory Licenses</b>	<b>9,473,229</b>	<b>10,343,590</b>	<b>8,705,255</b>	<b>12,252,403</b>
<b>Fines &amp; Forfeitures</b>				
Fines & Forfeitures	2,608	7,096	—	—
<b>Total Fines &amp; Forfeitures</b>	<b>2,608</b>	<b>7,096</b>	<b>—</b>	<b>—</b>
<b>Revenue from Use of Money and Property</b>				
Revenue from Use of Money	—	—	5,407,204	7,583,756

# FINANCIAL SUMMARIES & DETAILS

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Revenue from Use of Property	943,437	271,250	239,300	221,000
<b>Total Revenue from Use of Money and Property</b>	<b>943,437</b>	<b>271,250</b>	<b>5,646,504</b>	<b>7,804,756</b>
<b>Charges for Services</b>				
Charges for Finance	847,682	252,950	785,482	801,192
Charges for Fire and Rescue Services	93,298	128,474	87,000	170,000
Charges for Information Technology	20,383	16,630	16,500	21,782
Charges for Law Enforcement and Traffic Control	126,749	160,226	148,000	148,000
Charges for Library	66,118	57,461	67,700	65,106
Charges for Maintenance of Highways, Streets, Bridges, and Sidewalks	700	—	—	—
Charges for Other Protection	126,456	121,489	125,000	125,000
Charges for Parks and Recreation	102,372	90,694	88,530	66,239
Charges for Planning and Community Development	57,528	65,225	70,000	102,009
Charges for Sanitation and Waste Removal	17,981,014	15,277,379	18,083,812	18,826,586
Court Costs	6,518,286	5,849,975	6,469,685	6,542,818
Other	10,748	10,988	9,496	9,515
<b>Total Charges for Services</b>	<b>25,951,333</b>	<b>22,031,491</b>	<b>25,951,206</b>	<b>26,878,247</b>
<b>Miscellaneous Revenue</b>				
Miscellaneous	4,194,819	2,321,048	2,856,385	2,809,859
Payments in Lieu of Taxes from Enterprise Activities	27,838,412	27,056,108	22,759,977	20,750,123
<b>Total Miscellaneous Revenue</b>	<b>32,033,231</b>	<b>29,377,156</b>	<b>25,616,362</b>	<b>23,559,982</b>
<b>Recovered Costs</b>				
Recovered Costs	7,202,843	4,927,787	5,927,619	6,261,693
<b>Total Recovered Costs</b>	<b>7,202,843</b>	<b>4,927,787</b>	<b>5,927,619</b>	<b>6,261,693</b>
<b>Revenue from Local Sources Total</b>	<b>532,186,117</b>	<b>555,288,625</b>	<b>581,258,050</b>	<b>622,904,175</b>
<b>Other Financing Sources</b>				
<b>Non-Revenue Receipts</b>				
Insurance Recovery	1,133,297	—	—	—
Other	—	—	—	—
<b>Total Non-Revenue Receipts</b>	<b>1,133,297</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Revenue from Other Financing Sources Total</b>	<b>1,133,297</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Revenue from the Commonwealth</b>				
<b>Non-Categorical Aid</b>				
Auto Rental Tax	845,652	905,346	983,878	875,000
Communications Sales and Use Tax	15,760,395	14,138,781	15,440,463	14,530,000
Miscellaneous Non-Categorical Aid	560,041	365,509	250,000	245,000
Mobile Home Titling Taxes	9,474	14,583	9,522	9,807
Personal Property Tax Reimbursement	16,708,749	16,708,749	16,708,749	16,708,749



# FINANCIAL SUMMARIES & DETAILS

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Rolling Stock Tax	139,639	66,127	142,446	139,639
Tax on Deeds	942,127	1,001,665	1,078,407	1,000,000
<b>Total Non-Categorical Aid</b>	<b>34,966,077</b>	<b>33,200,761</b>	<b>34,613,465</b>	<b>33,508,195</b>
<b>Shared Expenditures (Categorical)</b>				
State Shared Expenses- City Treasurer	130,276	132,796	147,785	151,145
State Shared Expenses- Commonwealth Attorney	3,172,657	3,285,163	3,423,176	3,657,139
State Shared Expenses- Finance	738,789	721,428	773,803	739,279
State Shared Expenses- General Registrar	75,849	74,396	90,525	88,527
State Shared Expenses- Sheriff	16,265,391	16,327,469	15,400,000	16,981,929
State Shared Expenses- Welfare and Social Services	133,432	(271,165)	—	—
<b>Total Shared Expenditures (Categorical)</b>	<b>20,516,394</b>	<b>20,270,088</b>	<b>19,835,289</b>	<b>21,618,019</b>
<b>Categorical Aid</b>				
Education	25,661,559	—	—	—
Library	179,718	225,009	185,000	185,000
Public Safety	18,503,810	17,848,673	19,010,953	19,484,850
Public Works	26,665,865	—	—	—
Welfare and Social Services	16,216,880	15,491,109	13,072,025	15,490,647
<b>Total Categorical Aid</b>	<b>87,227,833</b>	<b>33,564,791</b>	<b>32,267,978</b>	<b>35,160,497</b>
<b>PILOT (Payments in Lieu of Taxes)</b>				
Service Charges	3,458,875	3,662,062	3,808,790	3,698,683
<b>Total PILOT (Payments in Lieu of Taxes)</b>	<b>3,458,875</b>	<b>3,662,062</b>	<b>3,808,790</b>	<b>3,698,683</b>
<b>Revenue from the Commonwealth Total</b>	<b>146,169,178</b>	<b>90,697,702</b>	<b>90,525,522</b>	<b>93,985,394</b>
<b>Revenue from the Federal Government</b>				
Non-Categorical Aid				
Other Federal Revenue	20,751	(4,308)	—	—
<b>Total Non-Categorical Aid</b>	<b>20,751</b>	<b>(4,308)</b>	<b>—</b>	<b>—</b>
<b>Categorical Aid</b>				
Social Services	27,194,209	24,298,136	30,583,848	26,982,451
<b>Total Categorical Aid</b>	<b>27,194,209</b>	<b>24,298,136</b>	<b>30,583,848</b>	<b>26,982,451</b>
<b>Revenue from the Federal Government Total</b>	<b>27,214,960</b>	<b>24,293,828</b>	<b>30,583,848</b>	<b>26,982,451</b>
<b>Utilities</b>				
Utilities	79,256	64,905	64,000	64,000
<b>Total Utilities</b>	<b>79,256</b>	<b>64,905</b>	<b>64,000</b>	<b>64,000</b>
<b>Revenue from Utilities Total</b>	<b>79,256</b>	<b>64,905</b>	<b>64,000</b>	<b>64,000</b>

# FINANCIAL SUMMARIES & DETAILS

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b><i>Transfers-In</i></b>				
Transfers-In	6,070,562	3,948,946	17,470,800	2,225,585
<b>Total Transfers-In</b>	<b>6,070,562</b>	<b>3,948,946</b>	<b>17,470,800</b>	<b>2,225,585</b>
<b>Grand Total:</b>	<b>\$712,853,369</b>	<b>\$674,294,006</b>	<b>\$719,902,219</b>	<b>\$746,161,605</b>

THIS PAGE LEFT INTENTIONALLY BLANK

---

## GENERAL FUND EXPENDITURES BY AGENCY

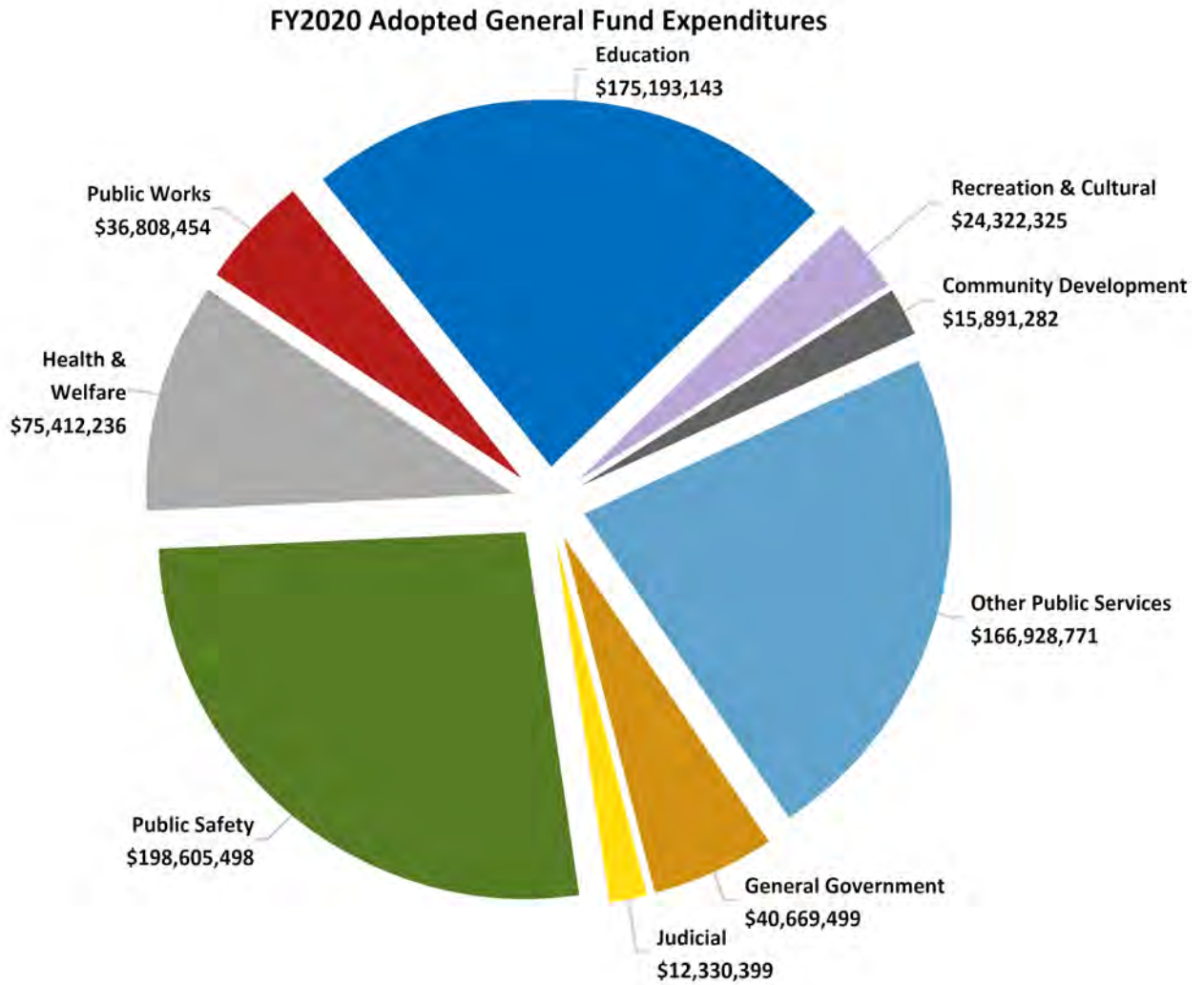
General Fund Expenditures: Summary by Agency				
Agency	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>General Government</b>				
Budget and Strategic Planning	\$1,229,789	\$1,266,166	\$1,345,718	\$1,319,769
Chief Administrative Office	1,108,761	888,289	924,843	775,316
Citizen Service & Response	—	7,220	1,297,165	2,044,232
City Assessor	3,409,379	3,176,667	3,627,087	4,539,202
City Attorney	2,621,581	2,891,664	3,243,116	4,116,633
City Auditor	1,871,893	2,140,188	1,731,296	1,987,464
City Clerk	812,522	770,476	917,351	1,140,247
City Council	1,357,663	1,322,623	1,419,558	1,417,518
City Treasurer	171,244	186,310	166,242	187,359
Council Chief of Staff	1,064,548	1,070,944	1,152,224	1,580,380
Finance	17,633,192	9,237,027	10,765,422	11,517,973
General Registrar	2,068,051	1,451,891	1,780,952	2,232,127
Human Resources	2,557,319	3,032,316	3,262,867	3,510,729
Information Technology	16,576,532	—	—	—
Inspector General	—	—	464,503	531,886
Mayor's Office	979,742	1,032,506	1,157,478	1,012,112
Minority Business Development	624,464	786,109	817,716	727,010
Press Secretary	555,296	479,547	487,626	512,644
Procurement Services	781,418	740,590	1,135,025	1,516,897
<b>Subtotal: General Government</b>	<b>\$55,423,394</b>	<b>\$30,480,533</b>	<b>\$35,696,189</b>	<b>\$40,669,498</b>
<b>Judicial</b>				
13 <sup>th</sup> District Court Services Unit	213,919	206,242	218,010	220,612
Adult Drug Court	543,851	588,353	612,504	644,973
Circuit Court	3,617,811	3,758,705	3,912,492	4,116,191
Judiciary - Commonwealth Attorney*	6,015,207	6,729,124	6,817,412	7,104,709
Juvenile & Domestic Relations Court	219,867	264,555	236,911	243,914
<b>Subtotal: Judicial</b>	<b>\$10,610,655</b>	<b>\$11,546,979</b>	<b>\$11,797,329</b>	<b>\$12,330,399</b>
<b>Public Safety</b>				
Animal Care & Control	1,648,171	1,716,994	1,614,585	1,969,600
Dept. of Emergency Communications	4,046,809	4,899,082	5,215,443	5,197,591
Fire & Emergency Management	45,822,665	51,756,337	51,475,418	53,798,275
Richmond Police Department	86,513,514	94,970,284	95,387,568	96,930,895
Richmond Sheriff's Office	35,455,207	36,773,478	37,573,663	40,709,137
<b>Subtotal: Public Safety</b>	<b>\$173,486,366</b>	<b>\$190,116,175</b>	<b>\$191,266,677</b>	<b>\$198,605,498</b>
<b>Public Works</b>				
Public Works	60,975,177	38,923,739	34,916,914	36,808,454

# FINANCIAL SUMMARIES & DETAILS

General Fund Expenditures: Summary by Agency				
Agency	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Subtotal: Public Works</b>	<b>\$60,975,177</b>	<b>\$38,923,739</b>	<b>\$34,916,914</b>	<b>\$36,808,454</b>
<b>Health &amp; Welfare</b>				
Human Services	1,524,820	1,201,429	1,494,733	1,375,954
Justice Services	8,765,137	9,447,214	9,134,419	9,861,905
Office of Community Wealth Building	1,469,479	1,772,058	1,968,115	1,985,515
Richmond City Health District	3,781,490	3,781,490	4,030,490	4,863,490
Social Services	55,420,152	54,906,986	56,634,080	57,325,372
<b>Subtotal: Health &amp; Welfare</b>	<b>\$70,961,078</b>	<b>\$71,109,177</b>	<b>\$73,261,837</b>	<b>\$75,412,236</b>
<b>Education</b>				
Education	176,983,321	155,175,684	169,146,483	175,193,143
<b>Subtotal: Education</b>	<b>\$176,983,321</b>	<b>\$155,175,684</b>	<b>\$169,146,483</b>	<b>\$175,193,143</b>
<b>Recreation &amp; Cultural</b>				
Parks, Rec., & Community Facilities	16,368,375	17,072,689	16,385,768	18,017,689
Richmond Public Libraries	5,039,907	5,497,215	5,785,353	6,304,636
<b>Subtotal: Recreation &amp; Cultural</b>	<b>\$21,408,282</b>	<b>\$22,569,904</b>	<b>\$22,171,121</b>	<b>\$24,322,325</b>
<b>Community Development</b>				
Economic Development (formerly Economic & Community Development)	4,153,137	5,086,204	4,533,855	2,523,385
Housing & Community Development	—	—	2,039,026	1,845,033
Planning & Development Review	9,048,792	9,682,663	11,207,295	11,522,864
<b>Subtotal: Community Development</b>	<b>\$13,201,929</b>	<b>\$14,768,867</b>	<b>\$17,780,176</b>	<b>\$15,891,282</b>
<b>Other Public Services</b>				
Non-Departmental	48,053,586	76,230,095	93,741,173	92,606,286
General Fund transfer to Debt Service	61,726,406	63,969,233	70,124,320	74,322,485
<b>Subtotal: Other Public Services</b>	<b>\$109,779,992</b>	<b>\$140,199,328</b>	<b>\$163,865,493</b>	<b>\$166,928,771</b>
<b>Total General Fund Expenditures</b>	<b>\$692,830,194</b>	<b>\$674,890,384</b>	<b>\$719,902,219</b>	<b>\$746,161,605</b>

\*Judiciary - Commonwealth Attorney includes the following Courts: Civil, Commonwealth Attorney, Criminal Manchester, Special Magistrate, and Traffic

\*\*FY2017 actuals for Education include the state shared sales tax, which was removed in FY2018



THIS PAGE LEFT INTENTIONALLY BLANK

---

## ESTIMATED EXPENDITURE DETAIL BY FUND TYPE (ALL FUNDS)

Detailed Expenditures by Fund Type				
Fund Type	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>General Fund</b>				
General Government	55,423,394	30,480,532	35,696,189	40,669,499
Judicial	10,610,655	11,546,978	11,797,329	12,330,398
Public Safety	173,486,366	190,116,175	191,266,677	198,605,498
Public Works	60,975,177	38,923,739	34,916,914	36,808,454
Health & Welfare	70,961,078	71,109,177	73,261,837	75,412,236
Education	176,983,321	155,175,684	169,146,483	175,193,143
Recreation & Cultural	21,408,282	22,569,905	22,171,121	24,322,325
Community Development	13,201,929	14,768,867	17,780,176	15,891,282
Other Public Services	109,779,992	140,199,327	163,865,493	166,928,771
<b>Total: General Fund</b>	<b>\$692,830,194</b>	<b>\$674,890,384</b>	<b>\$719,902,219</b>	<b>\$746,161,605</b>
<b>Special Fund</b>				
	50,096,810	86,651,550	130,317,871	138,163,061
<b>Total: Special Fund</b>	<b>\$50,096,810</b>	<b>\$86,651,550</b>	<b>\$130,317,871</b>	<b>\$138,163,061</b>
<b>Enterprise Fund</b>				
Cemeteries	1,751,893	1,785,426	1,844,065	1,700,399
Department of Public Utilities	289,833,755	308,594,957	332,989,564	352,470,444
Parking Management	11,234,673	14,435,222	19,448,645	19,493,770
<b>Total: Enterprise Fund</b>	<b>\$302,820,321</b>	<b>\$324,815,606</b>	<b>\$354,282,275</b>	<b>\$373,664,613</b>
<b>Internal Service Fund</b>				
Advantage Richmond Corporation	1,821,008	1,574,118	2,400,000	2,400,000
Fleet Management	16,905,796	16,974,326	17,249,707	17,803,201
Information Technology	—	19,618,878	24,346,727	25,081,114
Radio Shop	1,253,510	1,212,372	1,354,304	1,427,716
Risk Management	—	14,504,825	16,234,178	15,985,919
<b>Total: Internal Service Fund</b>	<b>\$19,980,314</b>	<b>\$53,884,519</b>	<b>\$61,584,916</b>	<b>\$62,697,949</b>
<b>Capital Improvement Program Fund</b>				
	230,965,667	190,959,527	299,401,491	215,905,491
<b>Total: Capital Improvement Program Fund</b>	<b>\$230,965,667</b>	<b>\$190,959,527</b>	<b>\$299,401,491</b>	<b>\$215,905,491</b>
<b>Debt Service Fund</b>				
	64,081,948	63,361,000	73,432,738	85,056,971
<b>Total: Debt Service Fund</b>	<b>\$64,081,948</b>	<b>\$63,361,000</b>	<b>\$73,432,738</b>	<b>\$85,056,971</b>
<b>Richmond Public Schools</b>				
	356,784,049	386,367,602	390,204,712	398,456,251
<b>Total: Richmond Public Schools</b>	<b>\$356,784,049</b>	<b>\$386,367,602</b>	<b>\$390,204,712</b>	<b>\$398,456,251</b>



THIS PAGE LEFT INTENTIONALLY BLANK

---

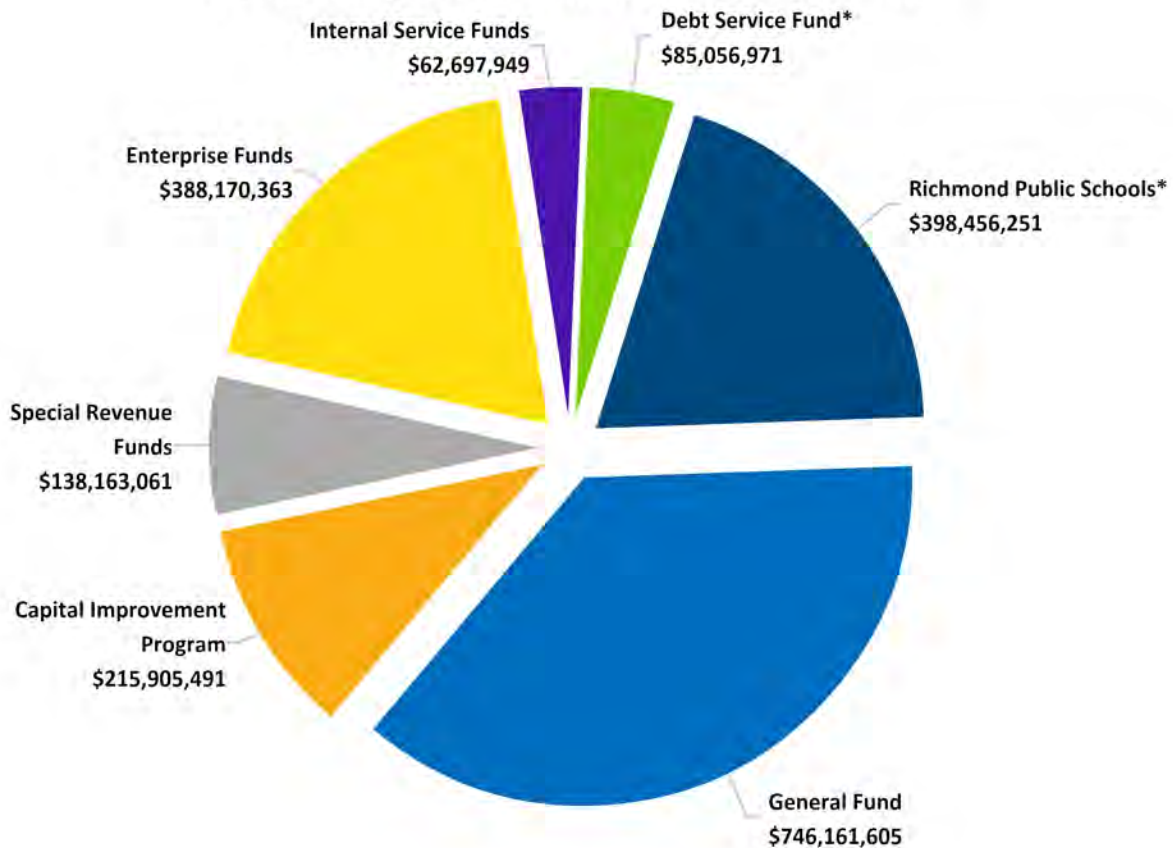
## ESTIMATED REVENUES BY FUND TYPE (ALL FUNDS)

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	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
General Fund	712,853,369	674,294,006	719,902,219	746,161,605
Capital Improvement Program	230,965,667	190,959,527	299,401,491	215,905,491
Special Revenue Funds	50,096,810	86,651,551	130,317,871	138,163,061
Enterprise Funds	331,650,490	358,599,745	369,169,452	388,170,363
Internal Service Funds	19,278,359	54,446,694	61,584,916	62,697,949
Debt Service Fund*	65,430,391	63,361,000	73,432,738	85,056,971
Richmond Public Schools*	383,456,837	391,518,357	390,204,712	398,456,251

\*FY2020 proposed revenue estimates include General Fund contributions for Richmond Public Schools of \$175.2 million, the City's Debt Service Fund of \$82.1 million, and the Capital Improvement Program of \$9.6 million.

### FY2020 Adopted Estimated Revenue: All Funds



THIS PAGE LEFT INTENTIONALLY BLANK

---

---

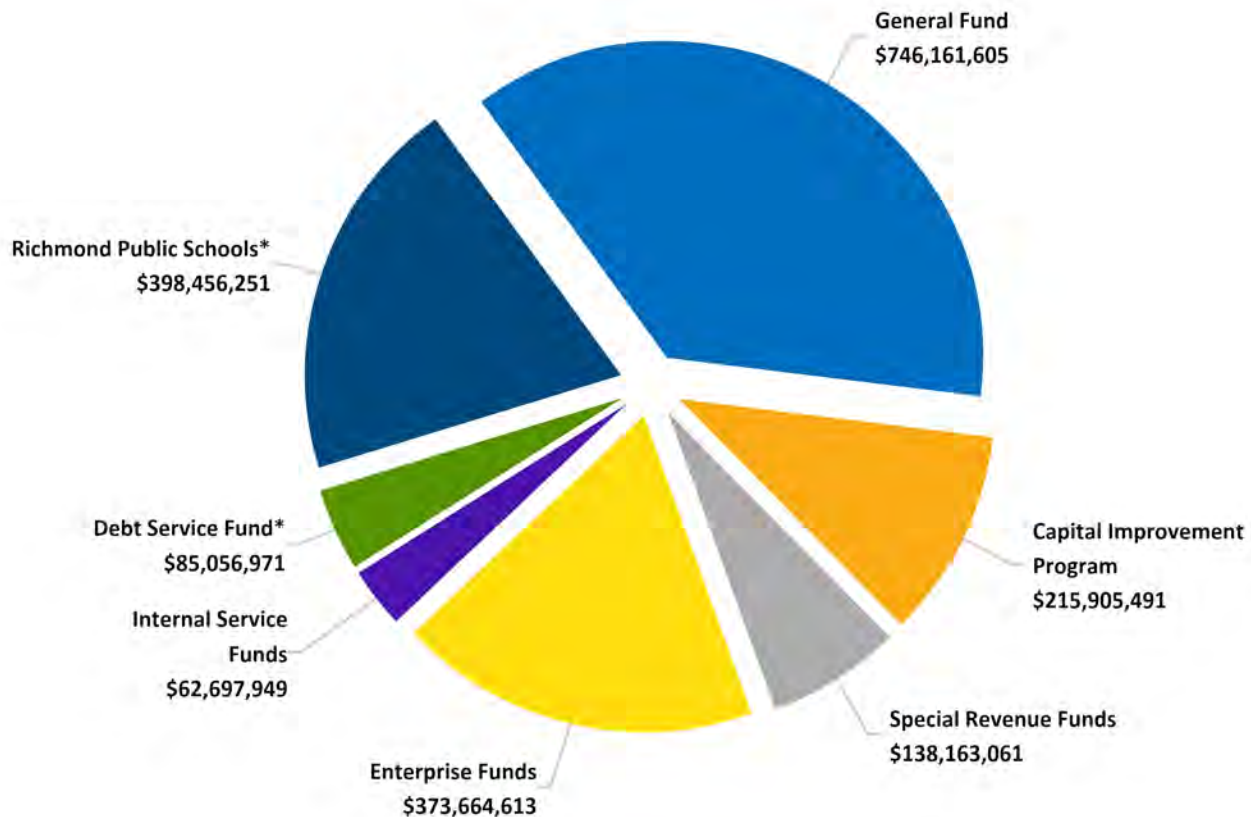
## ESTIMATED EXPENDITURES BY FUND TYPE (ALL FUNDS)

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

Estimated Expenditure Summarized by Fund				
Fund	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
General Fund	692,830,194	674,890,384	719,902,219	746,161,605
Capital Improvement Program	230,965,667	190,959,527	299,401,491	215,905,491
Special Revenue Funds	50,096,810	86,651,551	130,317,871	138,163,061
Enterprise Funds	302,820,321	324,815,605	354,282,274	373,664,613
Internal Service Funds	19,980,314	53,884,519	61,584,916	62,697,949
Debt Service Fund*	64,081,948	63,361,000	73,432,738	85,056,971
Richmond Public Schools*	356,784,049	386,367,602	390,204,712	398,456,251

\*Debt Service Fund and Richmond Public Schools includes General Fund contributions.

### FY2020 Adopted Expenditures: All Funds



THIS PAGE LEFT INTENTIONALLY BLANK

---

---

## SUMMARY OF REVENUE, APPROPRIATIONS & FUND BALANCE

Summary of General Fund Ending Balances		
	Adopted FY2018	Actuals FY2018
<b>Estimated Beginning Fund Balance*</b>	\$135,368,309	\$135,368,309
Total General Fund Revenue	682,022,779	671,739,844
<b>LESS:</b>		
General Fund Appropriations	(622,091,803)	(592,633,155)
Appropriation to Increase Fund Balance	n/a	n/a
Excess of Revenues Over Expenditures	59,930,976	79,106,689
Other Financing Sources (Uses)	(64,824,711)	(78,308,476)
Excess of Revenues & Other Financing Sources Over Expenditures and Other Financing Uses	(4,893,735)	798,213
<b>Estimated Ending Fund Balance*</b>	<b>\$130,474,574</b>	<b>\$136,166,522</b>

*\*Fund Balance totals are reported in the Comprehensive Annual Financial Report (CAFR) for Fiscal Year 2018 (page 97).*

### 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+

THIS PAGE LEFT INTENTIONALLY BLANK

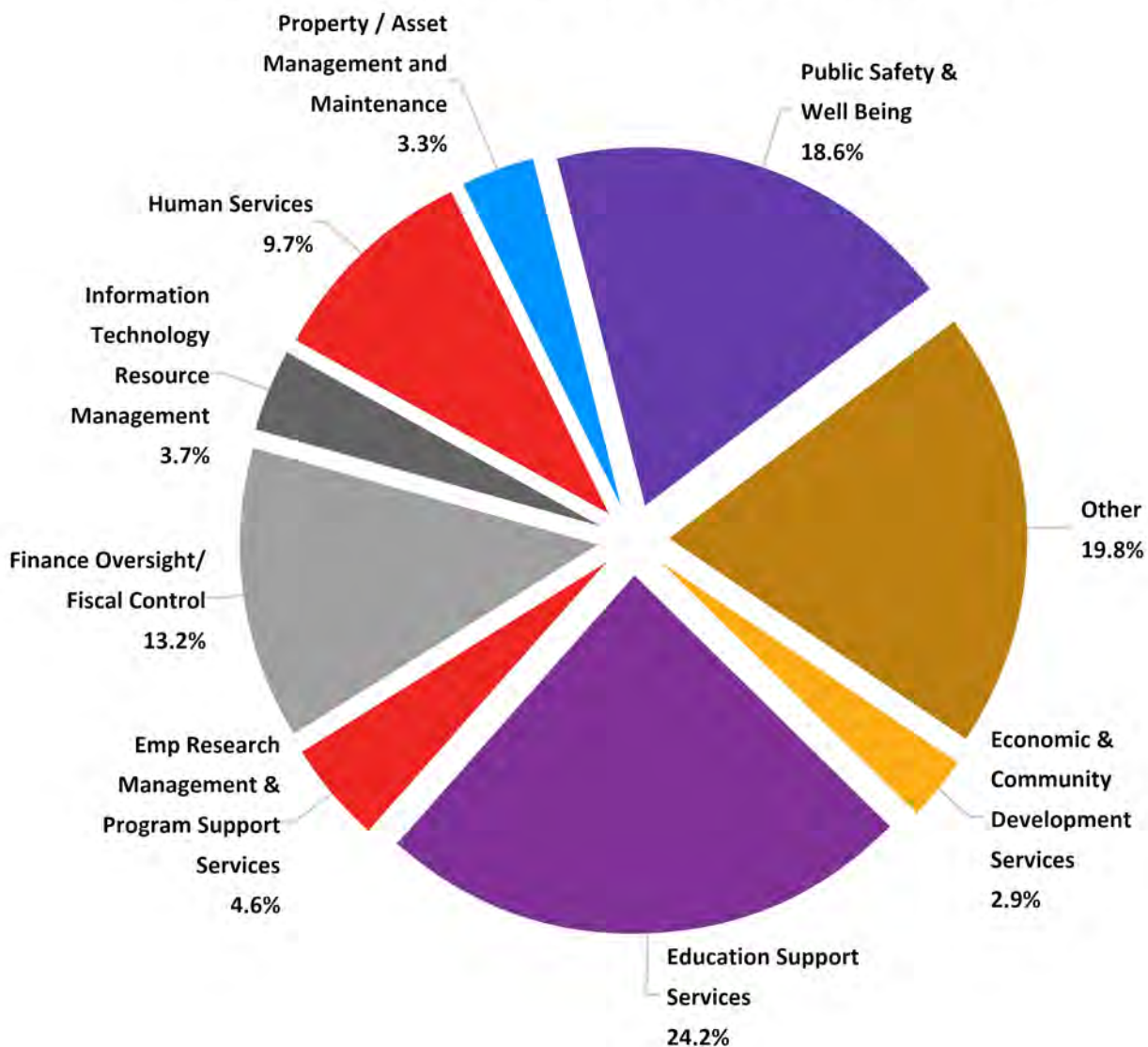
---

## 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 FY2020 budget 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.

### FY2020 GENERAL FUND SERVICES BY CATEGORY





<b>General Fund Expenditures: Summary by Service Category</b>		
<b>Citywide Service Categories</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Adopted</b>
Arts & Culture	2,122,038	1,802,121
Customer Service	8,642,825	9,382,073
Economic & Community Development Services	21,015,686	21,915,896
Education Support Services	174,187,825	180,508,665
Elected, Legal, & Government Services	4,627,811	5,602,653
Emergency Preparedness	8,151,725	7,949,789
Emp Research Management & Program Support Services	32,300,926	34,052,697
Finance Oversight/ Fiscal Control	96,320,708	98,743,229
Information Technology Resource Management	28,454,022	27,926,820
Jails and Detention Facilities	21,156,630	21,818,579
Job Training / Employee Assistance	8,872,419	10,800,961
Judicial Services	9,708,333	10,324,065
Land Quality	12,178,695	12,619,969
Land, Property & Records Mgmt	14,795,341	16,001,680
Legal Services	3,278,569	3,977,406
Miscellaneous Public Services	10,000,000	10,144,875
Organizational Performance & Development Services	2,218,999	2,649,042
Park, Field, Recreation Center and Sites	9,446,710	10,198,986
Property / Asset Management and Maintenance	23,400,400	24,636,923
Public Information and Community Outreach	3,085,720	3,489,944
Public Safety & Well Being	137,171,869	138,596,623
Records Management	1,488,440	1,730,153
Social Services	67,460,452	72,393,908
Transportation	18,816,076	17,894,552
Natural Disasters	1,000,000	1,000,000
<b>TOTAL</b>	<b>\$719,902,219</b>	<b>\$746,161,605</b>

<b>Special Fund Expenditures: Summary by Service Category</b>		
<b>Citywide Service Categories</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Adopted</b>
Arts & Culture	76,099	180,000
Economic & Community Development Services	18,542,799	25,242,134
Education Support Services	27,344,485	28,387,705
Emergency Preparedness	4,660,110	4,786,630
Emp Research Management & Program Support Services	62,000	177,000
Finance Oversight/ Fiscal Control	4,140,638	4,763,995
Information Technology Resource Management	1,918,385	1,526,977
Jails and Detention Facilities	253,650	1,945,500
Job Training / Employee Assistance	2,062,866	2,032,866
Judicial Services	2,215,782	2,557,020
Land Quality	10,000	10,000
Land, Property & Records Mgmt	30,656,335	30,358,802
Legal Services	2,617,496	3,451,806
Legislative Services	261,869	261,869
Park, Field, Recreation Center and Sites	373,200	539,000
Property / Asset Management and Maintenance	689,000	1,024,960
Public Information and Community Outreach	751,566	462,496
Public Safety & Well Being	2,052,216	2,695,000
Records Management	400,000	250,000
Social Services	27,468,802	24,811,130
Transportation	3,760,573	2,698,170
<b>TOTAL</b>	<b>\$130,317,871</b>	<b>\$138,163,061</b>

THIS PAGE LEFT INTENTIONALLY BLANK

---

---

## Capital Improvement Program: Summary by Service Category

Citywide Service Categories Non-DPU	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted
Arts & Culture	145,546	300,000	150,000
Economic & Community Development Services	14,038,027	650,000	450,909
Information Technology Resource Management	7,226,372	4,845,500	3,100,000
Jails and Detention Facilities	520,000	—	—
Land, Property & Records Management	2,221,027	—	—
Parks, Fields, Recreation Centers and Sites	4,706,317	5,213,988	4,108,650
Property/Asset Management and Maintenance	9,100,930	153,318,356	27,391,067
Public Safety & Well Being	4,314,064	1,178,123	3,470,000
Transportation	32,047,244	25,220,524	52,965,865
<b>TOTAL</b>	<b>\$74,319,527</b>	<b>\$190,726,491</b>	<b>\$91,636,491</b>

\*Capital Improvement projects under the Department of Public Utilities are not included in this table which is General Fund only.

## CIP OVERALL IMPACT ON OPERATING BUDGETS

CIP Project Name	Operational Impact
Facilities & Building Maintenance	<ul style="list-style-type: none"> <li>Major improvements to existing facilities will reduce maintenance costs by providing newer and updated facilities and equipment</li> </ul>
Swimming Pools Projects	<ul style="list-style-type: none"> <li>Major improvements to existing pools will reduce maintenance costs by providing newer and updated facilities and equipment</li> </ul>
School Maintenance	<ul style="list-style-type: none"> <li>Regular preventative maintenance and the construction of new schools will provide quality environments for the students of the City of Richmond with the added benefit of achieving operational cost efficiencies</li> </ul>
Major Bridge Improvements	<ul style="list-style-type: none"> <li>Performing needed restoration will result in lower maintenance costs</li> </ul>
Transportation Projects	<ul style="list-style-type: none"> <li>The resurfacing and restoration of older streets, along with the installation of cost effective street lighting, will result in operational cost efficiencies</li> </ul>
Fleet Replacement Program	<ul style="list-style-type: none"> <li>The replacement of older equipment will result in operational cost efficiencies</li> </ul>

THIS PAGE LEFT INTENTIONALLY BLANK

---

## YEARLY MATURITY OF LONG-TERM DEBT

Fiscal Year	General Obligation Bonds*			Utility Revenue Bonds		
	Principal	Interest	Total	Principal	Interest	Total
2020	59,430,099	30,468,641	89,898,740	22,285,763	32,291,534	54,577,297
2021	60,963,410	28,248,049	89,211,459	22,203,039	31,346,508	53,549,547
2022	56,006,764	25,964,809	81,971,573	26,970,851	30,406,196	57,377,047
2023	56,246,764	23,412,165	79,658,929	27,134,210	29,228,087	56,362,297
2024	53,996,764	21,202,631	75,199,395	27,613,129	28,042,418	55,655,547
2025	44,996,764	19,004,554	64,001,318	32,572,623	26,833,424	59,406,047
2026	41,966,764	16,950,928	58,917,692	34,022,705	25,377,092	59,399,797
2027	40,451,764	15,011,141	55,462,905	35,563,389	23,848,908	59,412,297
2028	39,751,764	13,127,941	52,879,705	37,154,690	22,244,357	59,399,047
2029	41,211,764	11,252,160	52,463,924	38,560,868	20,565,045	59,125,913
2030	55,101,764	9,011,637	64,113,401	39,905,790	18,795,400	58,701,190
2031	36,006,764	7,090,997	43,097,761	40,950,790	16,945,150	57,895,940
2032	37,216,764	5,692,922	42,909,686	42,095,790	15,002,650	57,098,440
2033	35,890,514	4,491,885	40,382,399	44,130,790	12,962,900	57,093,690
2034	18,601,191	3,098,913	21,700,104	24,730,790	10,821,400	35,552,190
2035	18,960,000	2,451,925	21,411,925	25,905,790	9,649,900	35,555,690
2036	13,135,000	1,773,825	14,908,825	22,676,292	8,419,650	31,095,942
2037	13,595,000	1,321,800	14,916,800	23,521,292	7,446,850	30,968,142
2038	14,060,000	849,934	14,909,934	22,721,292	6,431,500	29,152,792
2039	4,105,000	455,619	4,560,619	23,701,292	5,444,400	29,145,692
2040	4,250,000	309,075	4,559,075	24,736,292	4,414,200	29,150,492
2041	4,405,000	157,325	4,562,325	17,398,146	3,338,450	20,736,596
2042				16,805,000	2,551,800	19,356,800
2043				17,575,000	1,784,200	19,359,200
2044				7,855,000	981,000	8,836,000
2045				8,170,000	666,800	8,836,800
2046				8,500,000	340,000	8,840,000
<b>Total</b>	<b>750,349,617</b>	<b>241,348,875</b>	<b>991,698,492</b>	<b>715,460,613</b>	<b>396,179,819</b>	<b>1,111,640,432</b>

\*Of the \$750.3 million of outstanding General Obligation Bonds, \$661.8 million is supported by the General Fund and \$88.5 by the Utility and Parking Enterprise Funds

\*\*Estimated interest costs based on Line of Credit borrowing and variable interest rates effective February 2019

## YEARLY MATURITY OF LONG-TERM DEBT (CONTINUED)

Short Term Notes/Lines of Credit			Other Debt ***			Grand Total		
Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
—	449,865	449,865	1,617,478	354,073	1,971,551	83,333,340	63,564,113	146,897,453
—	449,865	449,865	1,680,571	273,005	1,953,576	84,847,020	60,317,427	145,164,447
19,000,000	449,865	19,449,865	555,000	224,864	779,864	102,532,615	57,045,733	159,578,348
—	11,535	11,535	570,000	211,360	781,360	83,950,974	52,863,147	136,814,121
500,000	11,535	511,535	580,000	196,258	776,258	82,689,893	49,452,841	132,142,734
			595,000	179,659	774,659	78,164,387	46,017,637	124,182,024
			610,000	162,183	772,183	76,599,469	42,490,203	119,089,672
			620,000	143,575	763,575	76,635,153	39,003,624	115,638,777
			630,000	124,043	754,043	77,536,454	35,496,340	113,032,794
			640,000	103,720	743,720	80,412,632	31,920,925	112,333,557
			650,000	82,433	732,433	95,657,554	27,889,469	123,547,023
			660,000	59,995	719,995	77,617,554	24,096,142	101,713,696
			670,000	36,553	706,553	79,982,554	20,732,124	100,714,678
			685,000	12,330	697,330	80,706,304	17,467,115	98,173,419
						43,331,981	13,920,313	57,252,294
						44,865,790	12,101,825	56,967,615
						35,811,292	10,193,475	46,004,767
						37,116,292	8,768,650	45,884,942
						36,781,292	7,281,434	44,062,726
						27,806,292	5,900,019	33,706,311
						28,986,292	4,723,275	33,709,567
						21,803,146	3,495,775	25,298,921
						16,805,000	2,551,800	19,356,800
						17,575,000	1,784,200	19,359,200
						7,855,000	981,000	8,836,000
						8,170,000	666,800	8,836,800
						8,500,000	340,000	8,840,000
19,500,000	1,372,665	20,872,665	10,763,049	2,164,048	12,927,097	1,496,073,279	641,065,407	2,137,138,687

\*\*\*Includes an \$8.6 million HUD Section 108 Note and a \$2.2 million Lease Revenue Bond

# FINANCIAL SUMMARIES & DETAILS

General Fund Expenditures by Natural Account Code					
Account Code	Account Code Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
00000	Default	\$3	\$—	\$—	\$—
60000	Full-Time Permanent	145,206,048	139,621,815	175,156,929	181,018,706
60001	Overtime Permanent	7,291,840	7,836,320	5,709,331	5,908,854
60002	Holiday Pay Permanent	6,140,848	6,297,089	—	—
60003	Shift Other Differential Perm	376,489	355,072	256,496	676,149
60004	Vacation Pay Permanent	12,067,856	11,111,134	—	—
60005	Sick Leave Permanent	7,092,924	6,695,671	—	—
60006	Compensatory Leave Perm	640,665	656,126	—	—
60007	Military Leave Permanent	181,020	274,139	—	—
60008	Civil Leave Permanent	20,521	12,174	—	—
60009	Death Leave Permanent	209,787	230,599	—	—
60010	Fire Flsa Overtime	1,608,928	1,687,497	712,384	659,094
60013	Earned HOL Pay-Permanent	228,652	299,256	—	—
61000	Part Time Salaries	1,581,025	1,489,696	1,802,820	2,305,195
61001	Overtime Part Time	54,362	22,595	20,697	35,554
61002	Holiday Pay Part Time	68,652	67,315	—	—
61004	Vacation Pay Part Time	73,793	75,074	—	—
61005	Sick Leave Personal Part Time	33,673	47,132	—	—
61007	Military Leave Part Time	1,157	—	—	—
61011	Civil Leave Part Time	90	311	—	—
61012	Death Leave Perm Part-Time	979	987	—	—
61014	City Council Salaries & Suppliments	—	—	—	—
61015	Earned HOL Pay-Part-Time	—	321	—	—
62000	Temporary Employee	2,536,363	3,033,282	1,772,450	1,843,253
62001	Overtime Temp	59,530	76,898	10,413	33,121
62002	Holiday Pay Temporary	86,066	115,663	—	—
62003	Shift 2 Diff Pay Temporary	—	32	—	—
62004	Vacation Temporary	401	553	—	—
62005	Sick Leave Temporary	14,772	20,572	—	—
62006	Compensatory Leave - Hrly Temp	586	386	—	—
62011	Civil Leave Temp	463	140	—	—
62012	Funeral Leave Temp Employee	2,078	591	—	—
62013	Earned HOL Pay-Temporary	—	114	—	—
63000	Fica	11,180,648	10,937,015	11,406,713	11,819,275



General Fund Expenditures by Natural Account Code					
Account Code	Account Code Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
63001	Retirement Contribution Rsrs	38,256,903	39,056,270	40,209,836	40,984,740
63002	Medcare Fica	2,632,255	2,567,863	2,656,816	2,764,190
63003	Group Life Insurance	1,844,564	1,342,839	1,082,383	1,116,873
63004	Constitutional Off Vsrs Ret	3,162,380	3,137,254	2,963,811	3,183,783
63005	Workers Compensation - Fringes	585	—	—	—
63006	Health Care Active Employees	23,735,307	25,377,106	28,920,650	30,253,810
63007	Health Care Retired Employees	3,265,292	2,880,607	3,600,000	3,850,000
63008	State Unemployment Insurance (SUI)	100,721	183,766	—	—
63009	Retirement Contribution RSRS-Contra	—	—	—	—
63011	Health Savings Account (HSA) Expense-Employer	62,292	152,167	—	—
64100	Housing Allowance	—	—	—	—
64101	Clothing Allowance	38,673	37,000	41,008	41,008
64102	Police Operational Differentia	214,867	265,428	236,442	217,360
64103	Educnctv #81	105,287	98,913	—	—
64104	Education Pay	21,562	11,687	—	—
64105	Bonus Pay	1,533,132	2,017,521	—	—
64106	Gift Cards	—	26	—	—
64109	Sworn Court Ot	1,520,585	3,291,644	260,000	260,000
64110	VRIP Incentive Payments	—	—	—	—
64111	Ase Diff	5,145	—	—	—
64114	Career Development	30	—	—	—
66015	Public Safety - Lump Sum Payout	—	—	3,367,470	5,072,188
70100	Professional Services	206,556	61,878	270,000	1,000,000
70102	Demolition Services	39,479	150	—	—
70111	Auditing Services-External	658,892	417,895	324,000	308,500
70112	Financial&Invest Mgt Svcs	39,347	330,273	705,000	623,474
70116	Contract Man.Ser.(Rec.,Etc.)	—	—	—	—
70121	Architectural And Engineering Services	254,267	171,706	80,730	161,460
70122	Inspection Services	242,181	3,064	—	—
70123	Contractor Construction Services	774,318	64,406	186,500	130,000
70124	Professional Painting Services	346	—	2,000	6,000
70125	Environmental Services	28,151	49,411	20,000	35,000
70131	Public Information & Public Relations Services	2,818,904	484,689	532,534	633,902

# FINANCIAL SUMMARIES & DETAILS

General Fund Expenditures by Natural Account Code					
Account Code	Account Code Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
70132	Media Services (Advertising)	105,315	118,428	140,465	130,365
70133	Photographic Services	580	594	6,897	5,500
70141	Laboratory and X-Ray Services	7,430	11,163	26,540	17,138
70142	Health Treatment Services	—	—	—	—
70151	Information & Research Services	147,153	303,413	285,434	276,583
70152	Attorney/Legal Services	13,924	72,621	69,200	103,700
70153	Mediation Services (Court)	12,900	20,800	20,984	20,984
70154	Legal Fees Gas Supply	—	1,507	—	—
70161	Management Services	5,655,152	7,046,647	7,293,946	6,837,608
70162	Bd Of Review R E Assessment	44,362	29,334	50,090	42,743
70163	Education & Training Services	62,507	161,524	6,500	9,200
70164	Recreational Professional Services	131,306	154,035	104,960	119,395
70211	Building Repair And Maint Services	570,636	539,483	473,777	635,379
70212	Cleaning/Janitorial Services	1,826,745	1,796,139	2,169,991	2,244,288
70213	Grounds Services	121,625	14,072	20,000	22,400
70214	Electrical Repair and Maint Services	1,171,438	1,721,885	1,502,039	1,715,040
70215	Equipment Repair and Maint Services	2,755,464	3,577,292	2,572,525	3,553,974
70216	Pest Control Services	78,905	51,793	73,925	85,844
70217	Mechanical Repair And Maint Services	710,907	697,639	556,325	567,050
70218	Vehicle Repair And Maint Services	9,690,771	4,428,750	5,292,982	4,740,772
70219	Landfill Services	104,800	8,667	25,000	25,000
70236	Burial	23,658	28,275	28,950	40,000
70262	Lease Expense	204,080	—	—	—
70281	Office Furnture Fixture Mach	—	—	13,250	—
70311	Printing & Binding-External	414,237	221,460	182,761	301,052
70411	Moving and Relocation Services	4,839	17,922	1,000	3,000
70412	Transportation Services	13,398,367	15,096,819	16,005,551	16,785,811
70413	Mileage	28,047	18,324	45,568	50,789
70414	Meals and Per Diem	10,852	4,910	7,360	9,202
70415	Lodging	4,706	5,495	7,275	10,165
70416	Employee Parking Subsidy	394,051	248,544	105,702	361,759
70417	Travel Settlement	700	2,028	—	—
70511	Equipment Rental	761,751	250,523	330,713	341,395
70512	Property Rental Agreements	3,021,712	3,805,611	3,982,769	3,991,335

General Fund Expenditures by Natural Account Code					
Account Code	Account Code Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
70513	Residential Property Rental	521,656	541,929	91,202	93,202
70551	Security/Monitoring Services	1,466,650	1,735,359	1,979,227	2,376,673
70552	Contract And Temporary Personnel Services	6,799,713	2,286,165	2,644,068	2,773,661
70553	Food & Drink Services	109,509	155,798	84,286	89,643
70554	Laundry & Dry Cleaning Services	54	833	2,855	2,355
70555	Other Services	467,744	107,633	23,262	23,512
70556	Disaster Preparedness & Recovery Services	—	—	—	—
70557	Testing Services	—	1,089	—	—
70558	Jury Fees	65,415	62,209	87,330	87,330
70559	Election Services	354,024	226,932	356,247	481,315
70560	False Alarm Charges	—	43,027	—	—
70561	Spay/Neuter Charges	—	—	—	110,000
71011	Uniforms & Safty Supplies-Employee	623,343	920,397	981,963	1,125,634
71012	Office Supplies And Stationary	2,236,774	707,438	759,925	766,039
71013	Badges And Name Plates	476	1,496	193	193
71014	Employee Appreciation Events And Awards	45,737	36,092	33,766	51,879
71015	Office/Building Decor	22,999	12,085	13,500	21,220
71016	Advertising & Publicity Supplies	94,148	45,217	41,580	55,195
71017	Photograhic Supplies	7,294	7,774	5,477	6,596
71111	Agric And Botanical Supplies	97,536	16,195	14,840	16,625
71112	Forage Supplies For Animals	65,626	68,897	71,651	68,300
71113	Animal Supplies (Other Than Food)	6,523	12,148	5,000	5,000
71121	Engineering And Architectural Supplies	5,669	—	—	—
71122	Maps	405	733	248	248
71131	Janitorial Supplies	454,471	434,961	366,253	407,452
71132	Vehicle Cleaning Supplies	538	3,446	13,148	13,930
71133	Street Cleaning Supplies	12,505	—	—	—
71141	Books & Reference Materials	560,098	618,632	675,498	723,738
71142	Multimedia Products	994	10,279	22,823	12,193
71143	Educational Supplies	16,371	23,210	22,946	25,870
71144	Recreational Supplies	283,924	257,512	371,212	323,266
71151	Electrical Supplies	105,115	76,354	52,400	84,900
71161	Air Conditioning Supplies	72,682	83,461	89,125	125,000

# FINANCIAL SUMMARIES & DETAILS

General Fund Expenditures by Natural Account Code					
Account Code	Account Code Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
71162	Heating Supplies	15,445	93,930	33,000	87,000
71163	Cable	5,068	1,361	241	241
71164	Industrial and Shop Supplies	297,540	102,403	68,730	109,330
71165	Lubricants	—	—	—	—
71166	Mechanical Supplies	560	3,405	—	—
71167	Plumbing Supplies	160,148	108,651	120,000	121,000
71168	Pipe	338	1,684	2,076	2,076
71171	Medical And Laboratory Supp	155,071	1,233,194	1,572,987	1,553,067
71172	Psychiatrc Test Therapy Supply	—	879	417	400
71181	Bulk Chemicals	65,339	105,664	65,727	68,427
71182	Lumber	21,909	19,889	45,215	44,262
71183	Paint & Paint Supplies	165,812	26,484	33,964	28,771
71184	Floor Covering	6,600	92,058	20,000	32,000
72101	Turnover & Other Personnel Sav	—	124	—	—
72102	Share Of Retirment Costs	1,275	—	2,000,000	(3,000,000)
72103	Special Reserve Account	—	—	—	—
72104	Tax Relief - Elderly	2,712,885	2,760,411	2,700,000	4,588,000
72105	Council Budget	106,730	97,648	109,593	109,593
72106	Reimbursed Interview Exp	—	—	—	—
72111	Courier Service	12,197	15,296	26,200	24,700
72112	Express Delivery Services	1,889	3,779	8,872	7,850
72113	Postal Services	599,373	279,466	444,103	437,014
72114	Freight	1,720	4,446	—	—
72115	Telecommunications Service	2,470,299	338,900	797,687	758,940
72121	Conference /Conventions	232,670	279,068	222,364	226,842
72122	Magazine/Newspaper Subscript	47,876	55,367	49,566	50,312
72123	Membership Dues	356,554	253,209	258,379	295,038
72124	Employee Training	464,601	534,279	585,867	662,843
72131	Software	3,701,914	559,649	1,445,615	1,079,008
72132	Computer Accessories	9,159	130,997	600	3,800
72141	Charge-Offs and Collections of Charge-Off	4	—	1,000	1,000
72151	Appliances	24,826	3,200	2,016	2,116
72152	Vehicle Equipment & Supply (Less Than \$5K)	1,727	13,552	—	—

# FINANCIAL SUMMARIES & DETAILS

General Fund Expenditures by Natural Account Code					
Account Code	Account Code Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
72153	Equipment (Less Than \$5,000)	3,070,163	1,513,542	1,477,494	2,082,049
72154	Small Tools	14,966	33,552	19,560	38,308
72161	Software License	(274,405)	284,098	406,937	368,397
72162	License & Permits (Other Than Software)	24,420	22,005	36,297	34,297
72171	Electric Service	4,027,463	3,809,140	4,325,472	4,216,865
72172	Water & Sewer	1,609,365	1,875,577	1,742,559	1,817,952
72173	Natural Gas	831,008	957,699	882,834	934,867
72174	Oil	10,955	16,451	18,000	17,000
72175	Refuse & Recycling Expenses	2,828,407	6,200,630	4,848,404	5,492,034
73101	Discounts Taken	1,000	—	—	—
73104	Bank Fees	382,116	370,420	365,901	360,851
73105	Indirect City Costs	—	—	11,226	11,226
73106	Recreation and Entertainment Expenses	11,558	7,927	19,125	12,000
73108	Warranty Fees	24,890	674	36,380	68,630
73109	Business Dev. Assistance	605,951	589,331	750,000	790,000
73110	Inter City Costs	—	—	—	—
73111	Miscellaneous Operating Expenses	3,660	30,361	15,300	31,300
76104	Utility Operating Supplies	191	20	—	—
76106	Henrico Wastewater Treat	—	—	—	—
76109	Purchased Inventory	—	3,000	—	—
76113	Miscellaneous Utility Services	(22)	—	200	200
76116	Storage Gas	—	—	—	—
76118	Street Lighting	9,705,668	632	—	—
76119	Pagers	5,347	287	—	—
76123	Pilot-Real & Pers Prop Taxes	—	—	—	—
76124	Weather Emergencies	—	—	—	—
76125	Financial Assistance	—	—	—	—
76211	Highway/Road Supplies	294,611	114,609	19,650	21,000
76212	Street/Highway Markers	177,083	4,008	6,946	7,946
76221	Brick	—	—	—	—
76231	Roofing Materials	19,259	6,625	20,000	20,000
76241	Refuse & Recycling Collection Splys	136,491	170,629	31,640	70,285
76242	Removal Disposal Hazard Waste	—	—	—	—
76252	Glass Products & Supply	—	599	—	—

# FINANCIAL SUMMARIES & DETAILS

General Fund Expenditures by Natural Account Code					
Account Code	Account Code Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
76301	ADC FC FH Maint & Care	658,856	478,554	892,445	892,445
76302	ADC FC Instit Main Care	4,354,236	3,726,433	4,116,072	4,116,072
76303	General Relief-Burial Asst.	395,198	8,831	—	—
76304	Child Care Service	27,500	—	—	—
76305	Day Care Subsidy	—	—	—	—
76306	Education and Training	104,067	50,363	354,123	454,123
76307	Emergency Assistance	44,410	—	—	—
76308	Emergency Prevention	102,554	225,543	240,899	240,899
76309	Emergency Shelter	42,665	945	5,000	5,000
76311	Emp.Ser.Prog.-Gr-Pur.Ser	6,293	750	—	—
76312	Foster Care FH S L Maint Care	471	200,000	—	—
76313	Grants To Civic Serv Cult	7,878,158	10,475,640	11,185,370	11,646,634
76314	Gr-Maintenance	12,507	27,741	44,839	44,839
76315	Home Based Services	415,683	332,907	451,923	451,923
76316	Homelessness Prevention	—	—	—	—
76317	Housing	625	17,696	4,000	4,000
76318	Opt Grants Aged Blind Disable	1,897,159	1,836,464	2,017,100	2,017,100
76319	Protective Services	11,183	28,133	34,130	34,130
76320	Public Services	—	242	—	—
76321	Administrative Plan/Mgt Costs	30,383	—	523,514	—
76323	Special Needs Adoption	1,444,066	1,258,340	1,515,628	1,515,628
76324	Special Needs Adoption Iv-E	5,321,003	5,856,888	6,053,378	6,053,378
76325	Storage	34,420	19,680	8,403	8,403
76326	Supplement To Aid To Aged	642,833	668,753	675,700	675,700
76327	Supplement To Aid To Blind	6,857	4,143	10,000	10,000
76328	Transitional Child Daycare	—	—	—	—
76329	Trav Rel To And For Wel Client	9,559	6,676	11,785	11,785
76330	Welfare Grants	—	—	15,000	15,000
76331	Non-Mandated Local Services	227,652	377,289	818,861	820,522
76334	Emergency Contingency	45	1,107	1,500	—
76335	Workforce Training	17,532	27,126	—	—
76336	Foster Care Independent Living	86,429	352,242	389,500	389,500
76401	Construction	4,888	—	—	—
76402	Loan Assistance	3,709	—	—	—

# FINANCIAL SUMMARIES & DETAILS

General Fund Expenditures by Natural Account Code					
Account Code	Account Code Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
76404	Down Payment Assistance	—	—	—	—
76405	Disposition	—	—	—	—
76406	Rehabilitation	—	—	—	—
76408	Public Facilities & Improvement	—	63	—	—
76410	Program Administration	262,130	229,171	66,500	112,625
76411	Resource Identification	—	—	—	—
76413	Essential Support Services	—	—	—	—
76414	Grants Operational Costs	—	—	—	—
76501	Fire Protection and Emergency Services Supplies	150,754	56,548	—	—
76601	Investigations	89,022	103,755	111,000	141,000
76602	Law Enforcement Supplies	859,954	1,126,441	392,680	505,661
76603	ID Card Replacement	—	(8)	—	—
76604	Aircraft Use Fees	77,059	93,869	136,000	136,000
76611	Medical Examiner Services	—	—	—	—
76612	Psychiatric Services	89,633	28,418	60,300	61,300
76613	Veterinarian Services	158,056	281,935	194,937	209,214
76651	Dietary Supplies	1,305,549	1,289,172	1,493,864	1,561,534
76652	Paper Products	5,727	10,416	2,936	3,087
76653	Kitchen Supplies	—	3,992	3,846	3,846
76654	Laundry Supplies & Linen	12,597	24,858	49,200	15,940
76655	Personal Care Supplies	46,512	40,145	57,224	28,224
76656	Wearing Apparel Inmate	48,578	11,700	58,536	4,536
76671	Medical Services (Sheriff)	1,764	—	7,200	7,200
76672	Hospital Services (Sheriff)	7,135,482	6,766,775	7,039,000	8,252,642
76673	Ambulance Services (Sheriff)	—	—	—	—
76674	Dental Services-Inmates (Sheriff)	105	257	2,520	2,520
77101	Auto Parts & Other Automotive Supplies	365	(421)	—	—
77102	Carwash	7,210	1,883	—	14,600
77103	Fuel For Dept. Owned Vehicles	1,642,507	1,815,972	1,821,705	2,261,694
77104	Monthly Standing Costs	662,397	464,346	578,659	598,462
77105	Auto Fuel	20	10	—	—
77107	Auto Expenses Charged by Fleet (M5 only)	—	3,793,422	3,231,338	3,885,902
77201	Internal Printing & Duplicatng	254,085	126,370	132,675	164,757

# FINANCIAL SUMMARIES & DETAILS

General Fund Expenditures by Natural Account Code					
Account Code	Account Code Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
77301	Cost Good Sold Radio Parts	—	—	768	—
77303	CGS-Commercial Costs	—	—	—	—
77401	Claims & Settlements	4,050,841	9,211,124	—	—
77402	Va Workmans Comp Commission	104,889	—	—	—
77403	Medical Services	545,629	596,643	252,078	240,300
77404	Public Liability Auto Insur	298,116	—	—	—
77405	Public Liability Insurance	2,770,859	—	—	—
77407	Faithful Perf Bond Blnkt Insur	887,546	—	—	—
77408	Fire and Ext Coverage Insur	768,805	—	—	—
77501	DIT Charges (Billed from DIT Fund)	—	16,297,116	—	—
78101	Administrative	—	2,295	—	—
80001	Depreciation Expense	—	—	—	—
80002	Land & Land Rights Expense	—	—	—	—
80003	Works of Art/Historical Treasures	—	—	—	—
80004	Buildings & Structures Expense	692	12,756	—	—
80005	Improvements Other Than Bldgs Expense	—	15,076	—	—
80006	Equipment And Other Assets Expense	2,165,545	1,196,751	748,388	443,845
80007	Vehicles Expense	79,104	325,236	—	—
90012	Retirement-Lease Obligations	431,356	—	—	—
90102	Appropriation To Spec Rev Fund	—	—	—	—
95001	Approp For Rich Pub Schools	176,983,321	155,175,684	178,259,759	184,564,105
95002	Approp For Spec Rev Funds	12,110,842	18,288,192	14,511,592	13,165,852
95003	Approp To Cap Proj Funds	—	—	250,000	2,240,738
95004	Fund Bal.-Trans.To.Gen.Fd	—	—	—	—
95005	Oper Trans Out To Debt Service	61,726,406	60,037,422	69,874,320	72,081,747
95007	Payments To Other Gov Agencies	23,017,041	22,030,876	23,397,889	24,908,752
95010	Operating Transfers to ISF	—	—	29,630,074	29,589,676
95011	Operating Transfers to Cap Proj	—	3,931,811	—	—
95501	City Subsidy Expense Acct-Cemeteries	—	—	—	—
95502	City Subsidy Expense Acct-Coliseum	856,770	464,894	—	—
99999	Conversion	(6,839)	—	—	—
	<b>Grand Total:</b>	<b>\$692,830,194</b>	<b>\$674,890,384</b>	<b>\$719,902,219</b>	<b>\$746,161,605</b>



THIS PAGE LEFT INTENTIONALLY BLANK

---

---

# FINANCIAL SUMMARIES & DETAILS

General Fund Expenditures by Service Code					
Service Code	Service Code Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
000	Default	(\$1,809,910)	(\$67,409)	\$—	\$—
000000	Default	39,733,787	34,175,804	—	—
SV0100	ARTS & CULTURE	27,701	7,852	44,000	5,000
SV0101	Cultural Services	1,854,433	1,673,618	2,078,038	1,797,121
SV0102	PRCF Dance Program	—	450	—	—
SV0103	PRCF Art Program	791	—	—	—
SV0201	Miss Utility	5	—	—	—
SV0202	Natural Gas Distribution	—	—	—	—
SV0207	Water Distribution Services	—	—	—	—
SV0301	Call Centers	666,202	896,598	1,297,165	2,044,232
SV0302	Customer Service	5,889,947	6,007,933	7,104,524	7,078,198
SV0303	MPACT Program	30,091	6,472	—	—
SV0304	Volunteer Coordination	248,421	247,292	241,135	259,642
SV0400	Econ & Comm Development Svcs	94,523	748,475	—	8,818
SV0401	Historic Preservation	70,162	68,341	83,333	96,693
SV0402	Tourism Services	2,153,935	1,720,944	10,293,737	10,956,808
SV0403	Business Attraction	3,064,320	2,615,104	2,845,953	1,636,298
SV0404	Business Retention & Expansion	404,004	2,749,071	1,050,107	1,095,543
SV0405	Farmer's Market	75,690	223,846	71,626	75,486
SV0406	Housing & Neighborhood Revital	3,301,802	2,080,560	3,057,791	5,156,398
SV0407	Minority Business Development	223,236	334,471	300,688	187,235
SV0408	Pedestr, Bikes & Trails Svcs	25,977	28,177	28,406	149,664
SV0409	Real Estate Strategies	296,607	315,016	1,582,028	354,249
SV0410	Master Plans	85,324	122,025	60,177	442,649
SV0411	Boards & Commissions Support	507,691	653,479	570,266	613,694
SV0412	Developer Services	182	1,624	—	750
SV0413	Zoning	534,373	734,675	908,978	973,517
SV0414	Social Enterprise Initiatives	9,773	—	162,595	168,095
SV0500	Education Support Services	—	—	—	—
SV0501	Catalog and Circulation	645,005	807,896	822,672	895,828
SV0502	Educational Services	180,230,788	158,999,877	173,089,513	179,333,729
SV0503	Reference Services	264,947	273,198	275,638	279,108
SV0504	RVA Reads	53,832	54,234	—	—

## General Fund Expenditures by Service Code

Service Code	Service Code Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
SV0601	Board of Review	44,362	30,430	50,090	42,743
SV0602	City Treasurer	150,578	160,064	137,589	157,822
SV0603	Elections Management	1,671,155	1,073,276	1,423,720	1,717,972
SV0604	Legislative Services	2,645,652	2,535,660	2,722,712	3,273,831
SV0605	Voter Registration	323,074	301,697	293,699	410,285
SV0700	Emergency Preparedness	4,062	4,077	—	—
SV0701	Emergency Communications	2,830,409	2,079,872	2,530,056	2,563,173
SV0702	Emergency Medical Services	20,983,660	4,540,014	5,113,716	5,008,900
SV0703	Emergency Operations Coord	848,558	362,661	507,953	377,716
SV0800	Emp Rsrc Mgmt & Prg Supp Svcs	73,244	17,965	—	—
SV0801	Administration	33,571,323	47,755,179	27,776,577	29,500,125
SV0802	Benefits Administration	242,036	219,283	218,571	307,709
SV0803	Comp & Classification Admin	273,166	319,420	753,222	270,482
SV0804	Employee Performance Mgmt	7	—	—	—
SV0805	Employee Relations	318,410	247,866	408,218	460,071
SV0806	Human Resources Management	2,988,498	3,236,567	2,676,706	2,897,259
SV0807	Recruit, Select, & Reten Svcs	447,874	533,170	467,640	617,052
SV0900	Finan Oversight/ Fiscal Cntrl	—	—	—	—
SV0901	Accounting & Reporting	913,425	1,168,991	1,472,468	1,421,737
SV0902	Accounts Payable	311,862	396,079	417,294	662,255
SV0903	Assessments	3,113,310	2,905,692	4,116,549	5,210,013
SV0904	Billing & Collections	2,361,978	2,402,974	3,177,500	3,181,323
SV0905	Budget Management	1,075,262	996,359	1,067,946	864,783
SV0906	Cap Imprvmt Plan (CIP) Mgmt	36,396	56,747	42,463	252,811
SV0907	Contract Administration	806,783	484,264	889,373	993,641
SV0908	Financial Management	17,572,895	8,366,535	5,940,879	6,561,837
SV0909	Grants Management	257,092	230,186	213,704	305,099
SV0910	Investment & Debt Management	62,114,331	60,741,433	71,366,445	75,487,843
SV0911	Payroll Administration	955,115	947,990	896,431	1,106,023
SV0912	Retirement Services	—	—	5,600,000	850,000
SV0913	Strategic Planning & Analysis	1,720,160	1,531,968	653,335	1,173,994
SV0914	Tax Enforcement	280,077	281,145	350,590	302,445
SV0915	Financial Strategies Group	325,308	97,493	115,734	172,229

General Fund Expenditures by Service Code					
Service Code	Service Code Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
SV0918	Purchase Card	—	—	—	197,194
SV1001	City Copy & Print Services	746,370	516,418	45,181	14,760
SV1002	Telecommunications Systms Mgmt	2,281,135	1,940,500	—	—
SV1003	Data Center Opers & Support	394,101	—	—	—
SV1004	Database Management	1,449,408	—	—	—
SV1005	Desktop Support	2,918,634	948,480	180,733	186,667
SV1007	Geographic Information Systems	434,193	561,945	634,123	566,635
SV1009	IT Resource Management	126,414	—	—	—
SV1010	Mail Services	724,452	308,322	175,925	187,644
SV1011	Management Information Systems	5,143,099	7,392,900	26,511,005	26,283,442
SV1012	Project Management	645,267	1,224,805	538,093	100,177
SV1013	Public Access Computers	160,232	196,176	266,494	255,441
SV1014	Network and Data Security	—	—	—	—
SV1015	Network Infrastructure Support	1,343,736	—	—	—
SV1016	Software / Apps Dev & Support	5,361,778	355,367	102,464	332,054
SV1100	Jails and Detention Facilities	1,053,418	56,330	386	386
SV1101	Re-Entry Services	2,102,904	1,553,557	1,349,880	1,418,066
SV1102	Secure Detention	20,542,215	19,145,461	19,806,363	20,400,127
SV1200	Job Training / Employee Assist	—	4,853	—	—
SV1201	Employee Training & Devlpmnt	5,225,658	5,461,232	7,313,576	9,068,920
SV1202	Mayor's Youth Academy	265,142	273,341	485,054	497,354
SV1203	Workforce Development	2,703,803	1,880,643	995,636	1,153,818
SV1204	Wellness Program	82,799	81,463	78,151	80,869
SV1301	Commonwealth's Attorney	4,625,264	4,829,458	4,932,081	5,099,097
SV1302	Court Services	1,224,930	1,706,982	1,341,517	1,538,499
SV1303	Pre-Trial Services	216,078	241,922	290,814	416,722
SV1304	Probation Services	762,193	889,291	464,036	459,438
SV1305	Special Magistrate	15,915	17,207	39,227	39,227
SV1306	Clerk of Court	2,406,207	2,510,593	2,640,659	2,771,081
SV1307	Victim / Witness Services	—	(2,044)	—	—
SV1401	Bulk & Brush	324,609	1,764,007	1,233,449	1,208,219
SV1402	Curbside Recycling	5,415	1,636,413	2,173,672	2,722,531
SV1403	Leaf Collection	1,605,183	480,902	1,295,830	1,139,809

## General Fund Expenditures by Service Code

Service Code	Service Code Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
SV1404	Refuse	9,358,890	6,755,678	7,475,744	7,549,409
SV1405	Stormwater Management	8	1,835	—	—
SV1406	Sustainability Management Svcs	53,571	—	—	—
SV1407	Urban Forestry	1,662,118	—	—	—
SV1501	Burial Services	317	65,126	48,250	48,250
SV1502	Fleet Management	14,366,584	10,661,159	3,874,482	4,479,396
SV1503	Infrastructure Management	2,443,522	1,521,527	10,723,507	10,942,257
SV1504	Landfill Management	308,181	278,980	149,102	296,816
SV1505	Parking Management	45	186,850	—	234,960
SV1506	Right-of-Way Management	882,843	—	—	—
SV1600	Legal Services	7,000	—	—	—
SV1601	Legal Counsel	3,015,214	2,978,881	3,273,570	3,972,406
SV1602	Legal Services	—	—	5,000	5,000
SV1700	Miscellaneous Public Services	148,425	7,589	—	—
SV1701	Engineering Services	747,409	90,928	—	—
SV1703	Risk Management	15,081,652	9,233,289	10,000,000	10,144,875
SV1801	Audit Services	1,730,280	2,365,720	2,147,707	2,618,604
SV1802	Internal Consulting Services	8,756	11,333	8,810	12,912
SV1803	Perfrmnc Measurement Oversight	163,230	73,732	62,481	17,526
SV1901	Recreational Services	4,828,049	5,295,787	5,105,526	5,520,897
SV1902	Aquatic Services	923,917	1,055,344	709,595	829,207
SV1903	Camp Services	72,968	52,853	73,240	35,060
SV1904	Parks Management	3,086,162	3,536,622	3,294,804	3,467,352
SV1905	Sports & Athletics	338,946	337,702	257,605	289,520
SV1906	James River Park	71,817	126,830	5,940	56,950
SV1907	SW-Recreation Services	577	917	—	—
SV1908	NE-Recreation Services	26,771	—	—	—
SV1909	SBR-Recreation Services	—	—	—	—
SV1910	Pine Camp Rental Services	—	—	—	—
SV1911	PRCF Summer Fun Klub	—	—	—	—
SV1912	PRCF T-Shirt Teen Entrepreneur Program	—	—	—	—
SV1913	PRCF Trophy Entrepreneur Program	—	15	—	—
SV1914	PRCF Farmer's Market Program	—	—	—	—

## General Fund Expenditures by Service Code

Service Code	Service Code Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
SV1915	PRCF USTA Program	—	—	—	—
SV1916	NRPA Grant Services	—	—	—	—
SV1917	PRCF Girls Today, Women Tomorrow	—	—	—	—
SV1918	2015 UCI Road World Championships	—	—	—	—
SV1919	Visitors	—	—	—	—
SV2000	Prop / Asset Mgmt and Maint	—	—	—	—
SV2001	Graffiti Abatement	124,476	—	—	—
SV2002	Grounds Management	3,115,166	453,023	368,625	395,451
SV2003	Blight Abatement	154,828	47,067	46,447	—
SV2004	Code Enforcement	1,838,955	1,929,285	2,593,131	2,733,767
SV2005	Development Review	142,817	141,366	155,198	267,545
SV2006	Facilities Management	13,593,231	15,827,129	15,752,939	16,986,493
SV2007	Permits & Inspections	3,499,512	3,680,760	4,212,919	4,005,761
SV2008	Warehouse	1,777	—	—	53,277
SV2009	Panning	133,678	115,688	181,140	194,628
SV2010	Carillon Operations	—	—	—	—
SV2011	Alley Maintenance	—	—	90,000	—
SV2100	Publ Info and Commun Outreach	—	—	—	—
SV2101	Community Outreach	8,684,609	3,496,018	903,198	952,193
SV2102	Elect Media Oversight & Coord	58,172	62,186	62,951	66,121
SV2103	Public Info & Media Relations	1,242,011	1,406,348	1,016,988	1,359,783
SV2104	Public Relations	466,284	1,067,738	1,102,584	1,111,848
SV2200	Public Safety & Well Being	—	—	—	—
SV2201	Animal Control	383,684	395,675	458,313	507,777
SV2202	Investigations	15,175,471	16,480,044	2,516,263	2,175,440
SV2203	Executive Protection	274,378	235,408	—	—
SV2204	Fire Suppression	9,711,562	39,786,075	42,731,757	44,876,687
SV2205	Hazardous Materials Management	71	—	68,848	180,000
SV2206	Homeland Security	749,895	659,830	836,095	729,495
SV2207	Patrol Services	40,547,281	44,291,852	982,154	1,753,718
SV2208	Property & Evidence	1,345,637	1,538,196	1,523,589	1,494,427
SV2209	Special Events	448,777	276,490	658,410	691,562
SV2210	Specialty Rescue	1,048,794	35,886	33,761	—

General Fund Expenditures by Service Code					
Service Code	Service Code Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
SV2211	Street Lighting	146,723	79,006	—	—
SV2212	Tactical Response	3,661,667	3,697,323	—	—
SV2214	Warrant & Information	969,151	1,096,610	1,287,601	1,044,860
SV2215	CAPS (Comm Asst Pub Sfty) Prog	449,921	482,656	438,175	412,530
SV2216	Animal Care	743,734	885,197	745,122	958,900
SV2217	Security Management	3,523,864	4,184,203	5,465,452	5,396,557
SV2218	Home Electronic Monitoring	927,645	1,038,192	1,015,228	1,258,675
SV2220	Protests & Disruptions	—	308,863	—	—
SV2221	Office of the Chief of Police - Admin	—	15,335	883,352	1,279,060
SV2222	Support Services Admin	—	5,188	178,314	332,423
SV2223	Support Svcs - Major Crimes	—	97,636	7,546,725	6,494,334
SV2224	Support Svcs - Spec Investigation	—	35,468	2,889,367	2,443,295
SV2225	Support Svcs - Traffic Enforcement	—	23,774	1,689,032	1,405,424
SV2226	Support Svcs - Tactical Operations	—	6,837	500,162	493,320
SV2227	Support Svcs - K9	—	16,353	1,280,383	1,211,099
SV2228	Support Svcs - Mounted Unit	—	7,822	460,853	481,717
SV2229	SWAT	—	—	15,000	—
SV2231	Support Svcs - Hit & Run Unit	—	3,270	224,202	122,109
SV2232	Support Svcs - Motorcycle Unit	—	8,586	540,162	524,844
SV2233	Support Svcs - Bomb Unit	—	3,506	216,677	223,087
SV2234	Support Svcs - Community Youth	—	40,540	2,859,346	3,173,827
SV2238	Office of Prof Respon - Investigation	—	6,643	566,358	505,705
SV2239	Office of Prof Respon - Admin	—	5,063	64,007	367,419
SV2240	Area I - Administration	—	40,431	2,853,058	2,535,602
SV2241	Area I - FMT Investigation Detectives	—	22,456	1,530,697	1,542,684
SV2242	Area I - Patrol	—	213,572	18,458,250	17,760,562
SV2243	Area I - FMT Tactical Response	—	17,800	1,214,227	1,190,731
SV2244	Area II - Administration	—	36,161	2,512,885	2,442,589
SV2245	Area II - FMT Investigation Detectives	—	23,058	1,664,627	1,498,944
SV2246	Area II - Patrol	—	234,817	19,258,068	19,209,526
SV2247	Area II - FMT Tactical Response	—	20,821	1,308,125	1,294,191
SV2248	Human Services - Admin	—	15,820	1,155,068	1,009,697
SV2250	Business Services - Sworn	—	4,765	6,158,513	6,934,211

General Fund Expenditures by Service Code					
Service Code	Service Code Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
SV2251	Intervention Prevention Unit (IPU)	—	12,433	928,283	783,110
SV2252	Business Services - Admin	—	18,699	1,455,358	1,856,488
SV2301	Public Law Library	6,642	10,067	32,837	20,065
SV2302	Records Management	1,520,588	1,480,589	1,455,602	1,710,088
SV2400	Human Services	2,846,929	(156,508)	—	—
SV2401	Adoption Services	743,706	7,358,019	8,146,874	8,175,820
SV2402	Adult Services	1,239,793	1,716,887	2,053,131	2,047,557
SV2403	Case Management	920,804	1,159,215	1,047,049	1,301,369
SV2404	Childcare Services	450,351	212,947	7,243	7,530
SV2405	Children's Protective Services	2,800,769	2,725,401	2,800,491	2,675,497
SV2406	Counseling Services	141,498	94,790	125,588	89,210
SV2407	Early Childhood Dev Initiative	361,079	387,592	271,157	326,267
SV2408	Elig Determination Services	4,402,581	7,916,232	9,381,363	9,949,554
SV2409	Emergency & General Assistance	2,806,526	1,627,592	791,141	574,149
SV2410	Fam Focused / Preservatn Svcs	1,802,490	2,024,754	2,059,477	1,977,006
SV2411	Food Services	1,560,025	1,642,434	1,865,439	1,986,956
SV2412	Food Stamps	—	—	—	—
SV2413	Foster Care Services	2,114,481	14,877,678	16,965,046	16,916,130
SV2414	Housing Assistance	47,595	47,500	90,000	90,000
SV2415	Homeless Services	505,323	575,167	594,006	602,701
SV2416	Interagency Service Coord/CSA	8,409,942	61,840	71,654	74,170
SV2417	Medical Services	7,269,938	8,014,636	8,361,051	9,459,509
SV2418	Mental Health Services	2,731,720	2,711,429	3,478,240	3,707,739
SV2419	Multi-Cultural Affairs	209,088	233,043	301,945	298,105
SV2420	Public Health Services	3,946,239	3,878,990	4,100,490	4,933,490
SV2421	Sr & Spec Needs Programming	150,069	150,607	2,922,226	5,164,002
SV2422	Human Services	—	—	205,000	205,000
SV2423	Truancy Prevention Services	300	—	—	—
SV2424	Youth Services	744,590	744,350	1,369,689	1,406,107
SV2425	Substance Abuse Services	237,617	271,917	303,829	317,315
SV2426	Purchased Services for Client Payments	—	1,975	—	—
SV2427	Community Wealth Building Initiatives	—	—	22,226	25,600
SV2428	BLISS Program (Building Lives of Independence and Self Sufficiency)	136,628	106,894	126,097	83,125



General Fund Expenditures by Service Code					
Service Code	Service Code Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
SV2500	Transportation	77	—	—	—
SV2501	Roadway Management	3,550,923	6,823,387	2,600,584	1,343,470
SV2502	Signals	1,188,359	32,293	—	—
SV2503	Signs	432,989	580	—	—
SV2504	Street Cleaning	1,206,397	15,971	—	—
SV2505	Traffic Enforcement	2,230,498	2,076,930	90,037	—
SV2507	Transportation Services	167,222	314,398	16,125,454	16,551,082
SV2508	Pavement Management	621,148	—	—	—
SV2602	Winter Storm Events	—	1,000,000	1,000,000	1,000,000
SV2603	Winter Storm Events - 1/6/2017 Snow Storm	—	(4,081)	—	—
	<b>Grand Total:</b>	<b>\$692,830,194</b>	<b>\$674,890,384</b>	<b>\$719,902,219</b>	<b>\$746,161,605</b>

# FINANCIAL SUMMARIES & DETAILS

## General Fund Expenditures by Cost Center

Cost Center	Cost Center Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
00000	Default	\$3	\$—	\$—	\$—
00101	Debt -Short Term Expe	—	3,931,811	250,000	2,240,738
00102	Debt -Interest	61,726,406	60,037,422	69,874,320	72,081,747
00201	Council Operations	447,109	478,971	547,989	536,135
00202	Council Dist 1	14,267	8,950	12,177	12,177
00203	Council Dist 2	11,110	10,644	12,177	12,177
00204	Council Dist 3	13,006	10,664	12,177	12,177
00205	Council Dist 4	12,301	11,413	12,177	12,177
00206	Council Dist 5	12,234	11,286	12,177	12,177
00207	Council Dist 6	12,268	11,634	12,177	12,177
00208	Council Dist 7	8,693	13,518	12,177	12,177
00209	Council Dist 8	11,847	12,181	12,177	12,177
00210	Council Dist 9	12,526	11,842	12,177	12,177
00211	Council And Liasons	802,301	741,520	761,976	771,790
00301	Library -Library Adminis	726,921	712,370	731,552	757,018
00302	Library -Adult And Famil	2,747,977	3,183,835	3,286,735	3,816,073
00303	Library -Children And Fa	842,340	751,267	889,547	831,254
00304	Library -Young Adult Services	584,892	666,184	708,773	671,610
00305	Library -City Records Ce	65,955	88,154	92,363	104,210
00306	Library -Neighborhood Co	71,823	64,389	76,383	46,738
00309	Library - Courts Law Library	—	—	—	—
00312	Library - Richmond Public Library	—	31,017	—	77,734
00401	Clerk -Office Of The C	812,522	770,476	917,351	1,140,247
00501	PDR-Land Use Admini	344,522	312,975	478,676	491,863
00502	PDR-Permits And Ins	3,532,426	3,685,238	3,965,659	4,018,655
00503	PDR-Administration	1,589,050	1,634,955	1,748,132	1,640,226
00504	PDR-Prop. Maint Cod	2,741,496	2,961,578	3,740,463	3,879,882
00505	PDR-Planning & Pres	353,660	344,322	473,803	556,852
00507	PDR-Zoning Administ	485,033	742,095	800,562	935,386
00508	PDR Projects/Grants	2,604	1,500	—	—
00601	Chief Of Staff-Administration	229,827	171,305	227,002	265,248
00602	Chief Of Staff-Legislative Svc	247,658	241,480	269,064	631,884
00603	Chief Of Staff-Research & Anal	487,645	556,277	555,232	587,586
00604	Chief Of Staff-Public Informat	99,418	101,882	100,927	95,662
00801	Assessor- Administrative	388,826	370,074	370,878	982,108
00802	Assessor- Technical Suppo	2,470,628	2,213,395	2,644,872	2,923,321
00803	Assessor- Customer Serv &	505,563	562,768	561,247	591,030

# FINANCIAL SUMMARIES & DETAILS

## General Fund Expenditures by Cost Center

Cost Center	Cost Center Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
00804	Assessor- Board Of Review	44,362	30,430	50,090	42,743
00901	Auditor-Internal Audit	1,264,801	1,582,208	1,409,778	1,665,946
00902	Auditor-Admin Of Extern	396,853	410,500	321,518	321,518
00903	Auditor-Fiscal And Poli	210,239	147,480	—	—
01001	Attorney-Legal Counsel	2,621,581	2,891,664	3,043,116	3,916,633
01002	Attorney-Tax Delinquent	—	—	200,000	200,000
01003	Attorney-Juv&Domestic Relations	—	—	—	—
01101	Inspector General	—	—	464,503	531,886
01201	HR-Hr Management	457,025	497,847	898,798	1,083,159
01202	HR-Recruitment, Se	261,711	385,003	413,100	507,628
01203	HR-Benefits Admini	339,206	256,892	249,884	316,577
01204	HR-Employee Relati	150,034	177,135	209,688	410,763
01205	HR-Classification	187,844	297,694	167,088	193,069
01206	HR-Administrative	520,649	667,170	564,102	261,178
01207	HR-Training & Deve	241,295	382,094	443,572	203,749
01208	HR-Operations	399,554	368,481	316,635	534,606
01301	Judiciary-Attorney For Co	5,843,343	6,453,237	6,561,304	6,816,322
01302	Judiciary-Circuit Ct.I(Jm	3,617,811	3,758,705	3,912,492	4,116,191
01303	Judiciary-Adult Drug Cour	543,851	588,353	612,504	644,973
01304	Judiciary-Criminal Divisi	18,222	72,178	61,017	84,393
01305	Judiciary-Manchester Divi	29,323	(240)	—	—
01306	Judiciary-Traffic Divisio	39,056	97,845	94,542	85,755
01307	Judiciary-Civil Division	69,468	90,941	61,322	79,012
01308	Judiciary-Special Magistr	15,795	17,207	39,227	39,227
01309	Judiciary Projects/Grants	—	(2,044)	—	—
01314	Judiciary - Courts Law Library	—	—	—	—
01401	Human Serv-Management Serv	631,842	385,403	553,439	621,570
01402	Human Serv-Hispanic Liaiso	207,738	315,812	387,583	388,788
01403	Human Serv-Office Of Child	67,062	86,268	73,629	—
01404	Human Serv-Teen Pregnancy	—	—	—	—
01405	Human Serv-Senior & Specia	134,379	139,844	215,453	216,384
01406	Human Services Projects/Grants	100	49	—	—
01407	Human Serv-Mayor's Youth Academy	212,168	4,727	—	—
01408	Human Serv-City of Serv DCAO	271,531	269,325	264,630	149,211
01409	Human Serv-MLW Initiatives	—	—	—	—

# FINANCIAL SUMMARIES & DETAILS

General Fund Expenditures by Cost Center					
Cost Center	Cost Center Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
01501	Justice Services-Administration	1,190,150	1,308,455	1,223,331	1,405,194
01502	Justice Services-Detention	3,728,351	4,085,326	4,157,221	4,101,338
01503	Justice Services-In Home	220,584	248,046	249,743	148,907
01504	Justice Services-Functional Families	154,501	141,181	155,358	223,435
01505	Justice Services-Juv Drug Court	214,172	221,467	314,565	257,421
01506	Justice Services-Community Monitor	209,269	214,405	220,063	228,875
01507	Justice Services-Outreach	301,469	316,060	328,059	397,983
01508	Justice Services-Community Svc	124,204	121,461	126,754	158,087
01509	Justice Services-Attendance Services	—	—	—	—
01510	Justice Services-Community Corrections	1,889,950	1,617,942	1,208,824	1,268,204
01511	Justice Services-Specialized Svcs	227,407	250,773	231,960	231,960
01512	Justice Services-Home Elec Monitoring	505,055	595,104	583,233	679,890
01513	Justice Services Project/Grants	25	—	—	—
01514	Justice Services-Supervision Fees	—	—	—	—
01517	Justice Services-Adult Day Reporting Center	—	326,995	335,309	681,022
01518	Justice Services- Children and Youth	—	—	—	79,589
01601	Sheriff-Jail Administra	4,157,200	4,251,317	3,863,053	5,557,208
01602	Sheriff-Courts	4,500,232	4,682,688	4,934,051	5,347,528
01603	Sheriff-Jail Human Serv	483,009	570,452	479,415	631,562
01604	Sheriff-Jail Operations	26,314,766	27,269,021	28,297,144	29,172,839
01701	Registrar- Registrar Gener	377,101	337,558	257,613	512,774
01702	Registrar- Conduct Of Elec	1,690,950	1,114,333	1,523,339	1,719,352
01901	JDC-Court Functions	119,797	154,684	129,685	130,205
01902	JDC-Dispute Resolut	100,070	109,871	107,226	113,709
02001	DIT-Administration	759,203	—	—	—
02002	DIT-System Engineering	2,265	—	—	—
02003	DIT-Systems & Progr	4,079,138	—	—	—
02004	DIT-Operations	4,168,678	—	—	—
02005	DIT-Telephone Services	3,213,979	—	—	—
02006	DIT-Telecommunication	2,046,086	—	—	—
02007	DIT-Printshop	170,246	—	—	—
02008	DIT-Mailroom	758,907	—	—	—
02009	DIT-Enterprise Resources	1,378,030	—	—	—
02010	DIT-Radio Shop	—	—	—	—

# FINANCIAL SUMMARIES & DETAILS

General Fund Expenditures by Cost Center					
Cost Center	Cost Center Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
02011	DIT-Radio Shop-Cgs	—	—	—	—
02101	CAO-City-Wide Leadership Admin&Mgt	846,596	623,998	682,089	646,203
02102	CAO-City-Wide Special Svcs	262,165	264,291	242,754	129,113
02103	CAO-Cable Communications	—	—	—	—
02201	Budget-Budget Formulation	797,573	860,559	833,547	789,520
02202	Budget-Forecasting & Strategic Plan	292,502	267,808	371,037	383,475
02203	Budget-Grants Writing Coord	139,714	137,799	141,134	146,775
02401	Risk-Self-Insurance	—	—	—	—
02501	Finance-Management	2,147,921	2,470,582	2,856,671	3,131,986
02502	Finance-General Accounting	1,576,950	1,665,722	1,869,611	1,166,569
02503	Finance-Disbursements	928,780	1,213,422	1,214,745	974,727
02504	Finance-Parking Financial Mgmt	3,219	4,769	—	—
02505	Finance-Risk Management	9,349,345	—	—	—
02506	Finance-Collections	2,444,314	1,774,615	2,171,050	504,791
02507	Finance-Assessments And	778,150	837,449	804,784	578,982
02508	Finance-Audit And Compl	381,620	548,776	559,246	297,243
02509	Finance-Debt Services	—	—	—	—
02510	Finance-City Wide Reven	22,893	—	—	—
02511	Finance-Richmond Ambula	—	—	—	—
02517	Finance-Commissioner of Revenue	—	653,671	602,447	697,024
02518	Finance-Deputy Chief Administrative Officer	—	30,975	270,135	1,329,545
02519	Finance-Financial Information System	—	12,577	23,750	768,557
02520	Finance-Cash Operations	—	12,579	108,369	1,248,163
02521	Finance-Tax Enforcement	—	3,855	62,300	302,445
02522	Finance-Business Licenses & Assessments	—	8,033	222,315	517,941
02701	Social Ser-Administration	4,451,030	13,817,499	4,494,844	5,236,224
02702	Social Ser-CSA	—	255,742	9,544,316	9,442,201
02703	Social Ser-Fin Assist Admin	8,230,832	7,417,802	7,009,631	7,457,994
02704	Social Ser-General Relief	581,534	111,189	237,839	237,839
02705	Social Ser-Auxil.Grts-Aged	3,271,546	2,704,734	2,871,843	2,702,800
02706	Social Ser-Emergency Assistance	906	—	—	—
02707	Social Ser-Refugee Assistance	2,378	—	15,000	15,000
02708	Social Ser-Adult/Family Admin	2,201,462	2,375,758	2,499,811	2,514,858
02709	Social Ser-Foster Care	6,072,313	6,425,366	7,262,677	7,300,891
02710	Social Ser-Child Protective Services	2,563,578	2,577,451	2,689,567	2,616,466

# FINANCIAL SUMMARIES & DETAILS

## General Fund Expenditures by Cost Center

Cost Center	Cost Center Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
02711	Social Ser-Adult Services	914,141	873,403	931,719	963,386
02712	Social Ser-Adoption	7,418,373	7,593,835	8,062,028	8,117,071
02713	Social Ser-Adult Protective Services	620,464	568,670	501,200	451,852
02714	Social Ser-Family Stabilization	1,691,596	1,736,854	1,862,353	1,697,247
02715	Social Ser-V.I.E.W.	2,676,129	2,430,421	2,551,679	2,392,410
02716	Social Ser-SNAPET	79,492	55,070	30,526	29,776
02717	Social Ser-Hospital Based Elig Workers	560,725	388,034	331,579	218,319
02718	Social Ser-Healthy Start-Local Only	127,369	164,706	111,400	111,150
02719	Social Ser-Child Day Care (VIEW)	694,548	721,905	738,066	793,669
02720	Social Ser-Southside Comm.	1,135,383	867,905	700,413	752,450
02721	Social Ser-Foster Parent Training	336,635	381,130	489,503	316,702
02722	Social Ser-Finance & Admin Tech Support	1,976,094	2,314,606	2,463,122	2,791,563
02723	Social Ser-Early Childhood-Local Only	453,220	136,291	27,378	27,378
02724	Social Ser-Family Preservation	216,345	69,069	70,000	70,000
02725	Social Ser-Local Only	8,997,626	228,203	190,952	190,952
02726	Social Services Project/Grants	1,235	—	—	—
02727	Social Services-Non-Reim Local Portion	145,199	691,341	946,634	877,174
02801	Health-Clinical Servic	3,781,490	3,781,490	4,030,490	4,863,490
02901	DPW-Finance & Admin	17,152,781	4,746,493	4,664,338	6,047,414
02902	DPW-Gen Svcs-Facili	12,299,802	13,674,936	12,979,257	14,300,704
02903	DPW-Solid Waste Man	10,767,616	11,713,347	12,673,550	13,298,804
02904	DPW-Surface Cleanin	3,447,216	(407)	—	—
02905	DPW-Grounds Mainten	3,625,068	35,307	—	—
02906	DPW-Urban Forestry	1,884,928	12	—	—
02907	DPW-Geographic Info	258,513	414,897	496,138	418,317
02908	DPW-Row-Permits/Sur	989,198	—	—	—
02909	DPW-CIP Infrastructor	746,040	954,435	789,595	826,076
02910	DPW-Trans Admin/Sig	2,728,565	25,262	—	—
02911	DPW-City Of The	—	—	—	—
02912	DPW-Roadway Mai	5,302,178	6,816,769	2,690,584	1,343,470
02913	DPW-CIP Facility	404,475	542,433	623,452	573,669
02914	DPW-Bridge Main	1,142,706	(304)	—	—
02915	Public Works Projects/Grants	20	—	—	—
02921	DPW-Repl Parking Eq	—	375	—	—
02925	DPW-Fleet Managemen	47,838	—	—	—

# FINANCIAL SUMMARIES & DETAILS

## General Fund Expenditures by Cost Center

Cost Center	Cost Center Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
02926	DPW-Fleet - Cgs	178,234	—	—	—
02927	DPW-Materials Manag	—	—	—	—
02934	DPW-Led Traffic Lig	—	—	—	—
02939	DPW-Winter Storm Events	—	184	—	—
03001	Parks&Rec-General Admin	4,258,350	4,288,670	3,319,539	4,009,991
03002	Parks&Rec-Marketing	144,075	151,955	132,839	222,510
03003	Parks&Rec-Infrastructure	1,598,260	1,558,424	1,558,021	1,350,764
03004	Parks&Rec-Parks Permits &	157,774	98,254	196,854	148,175
03005	Parks&Rec-James River Par	550,187	717,148	806,441	927,534
03006	Parks&Rec-Cultural Arts	925,129	873,899	759,024	788,731
03007	Parks&Rec-Special Recreat	1,811,792	1,934,032	1,902,982	2,271,987
03008	Parks&Rec-Out of School	952,426	926,640	973,964	1,027,123
03009	Parks&Rec Projects/Grants	—	—	—	—
03010	Parks&Rec-Northside Richmond	—	—	—	—
03011	Bryan Park Rec/Park	175,536	134,502	123,015	36,214
03012	Calhoun Rec/Park	153,896	223,315	334,912	509,641
03013	Highland Park Rec/Park	13,616	68,698	105,887	111,468
03014	Hotchkiss Rec/Park	229,160	234,799	315,629	334,439
03015	Pine Camp Rec/Park	168,001	164,449	162,012	169,547
03016	Battery Park Rec/Park	182,906	215,678	172,772	173,670
03017	Cannon Creek Rec/Park	102,584	206,326	94,182	81,199
03018	Recreation Administration	837,580	768,206	683,338	686,047
03020	Parks&Rec-Southside Rva	—	—	—	—
03021	Bellemeade Rec/Park	221,669	236,487	274,026	245,420
03022	Blackwell Rec/Park	196,825	204,315	184,618	149,335
03023	Broad Rock Rec/Park	98,588	135,492	67,449	156,701
03025	Fisher Rec/Park	—	—	10,000	10,765
03026	G.H. Reid Rec/Park	76,613	91,673	80,639	84,983
03027	Hickory Hill Rec/Park	228,255	172,294	219,962	186,134
03028	Thomas Smith Rec/Park	117,962	120,954	113,019	115,518
03029	Westover Hills Rec/Park	170,208	197,175	166,586	162,002
03031	Chimborazo Rec/Park	6,644	5,719	16,675	15,325
03032	Creighton Ct Rec/Park	178,910	183,537	187,691	195,496
03033	Lucks Fields/Gill Center	125,978	137,018	114,567	118,457
03034	Mosby Court Rec/Park	480	—	—	—

# FINANCIAL SUMMARIES & DETAILS

## General Fund Expenditures by Cost Center

Cost Center	Cost Center Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
03035	Powhatan Hill Rec/Park	198,502	213,556	268,339	330,316
03036	Whitcomb Court Rec/Park	78,335	118,205	76,136	143,875
03037	Southside Regional Park and Community Center	91,466	309,193	378,865	383,499
03041	Humphrey Calder Rec/Park	239,291	229,618	190,714	200,714
03042	Mary Munford Rec/Park	10,119	4,067	10,000	10,765
03043	Randolph Rec/Park	196,377	225,930	287,688	358,580
03044	Forest Hill Park	845,223	891,166	908,223	994,960
03045	Byrd Park	1,025,657	1,031,297	1,189,160	1,189,133
03046	Volunteer Coordinator Services (N2N)	—	—	—	116,672
03401	MBD-Ombd Administra	381,681	382,731	444,146	246,953
03402	MBD-Bus/Proj Develo	216,833	359,762	355,742	462,230
03403	MBD-Contract Admini	25,951	43,616	17,827	17,827
03601	Econ Dev-Admin,Finance &	915,350	1,956,885	1,850,835	829,769
03602	Econ Dev-Business Develo	613,601	1,357,748	1,437,732	813,920
03603	Econ Dev-DCAO-Econ&Comm Dev	223,024	146,294	433,213	583,588
03604	Econ Dev-Financial Strat	154,280	97,945	—	—
03605	Econ Dev-Housing & N'Hoo	1,719,486	970,108	—	—
03606	Econ Dev-Asset Managemen	517,947	553,052	562,075	296,108
03607	Tourism	9,449	3,149	—	—
03610	Economic & Comm Dev Projects/Grants	—	1,023	—	—
03612	Econ Dev-17th St. Farmers Market	—	—	250,000	—
03701	Press Secr-Comm, Media Rel	555,296	479,547	487,626	512,644
03801	HCD-Administration	—	—	392,905	577,047
03802	HCD-Housing & Neighborhoods	—	—	1,530,261	1,095,631
03803	HCD-Financial Strategies	—	—	115,859	172,354
04101	Police-Chief Of Police	2,070,660	2,103,141	—	—
04102	Police-Dept Of Emergency Communications	—	—	—	—
04103	Police-Administration	17,888,574	19,796,759	—	—
04104	Police-Support Service	19,127,935	19,526,813	—	—
04105	Police-Office Of Professional Responsibility	1,250,584	1,614,650	—	—
04106	Police-Area I	23,531,933	25,889,045	—	—
04107	Police-Area II	22,643,834	24,879,072	—	—
04108	Police Department Project/Grants	(5)	—	—	—
04120	Police-Police Operations	—	1,031,412	84,385,496	85,757,784



# FINANCIAL SUMMARIES & DETAILS

## General Fund Expenditures by Cost Center

Cost Center	Cost Center Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
04121	Police-Administrative Support	—	129,393	11,002,072	11,173,111
04201	Fire-Office Of The F	580,365	485,864	545,628	550,648
04202	Fire-Fire Administra	2,017,875	3,635,709	2,039,849	2,027,611
04203	Fire-Fire Operations	38,367,780	42,110,543	42,858,412	45,355,945
04204	Fire-Fire Prevention	2,296,121	2,082,679	2,217,262	2,100,345
04205	Fire-Fire Training	947,181	1,346,814	767,728	763,566
04206	Fire-Office Of Emerg	457,338	382,287	504,377	376,890
04208	Fire-Ems Safety Unit	1,142,358	139,006	—	—
04209	Fire&Emg Serv Projects/Grants	—	1,221	—	—
04210	Fire-Logistics	13,647	1,572,214	2,542,163	2,623,269
05201	Treasurer - City Treasurer	171,244	186,310	166,242	187,359
05501	CSU-Probation Servi	213,919	206,242	218,010	220,612
07301	Citizen Service and Response	—	7,220	1,297,165	2,044,232
07801	RPS-Public Schools	151,521,909	155,175,684	169,146,483	175,193,143
07802	RPS-State Sales	25,461,412	—	—	—
08401	Procurement-Procurement Admin	401,738	407,466	576,926	591,456
08402	Procurement-Contract Management	379,680	333,124	558,099	925,441
08501	Mayor-Mayor's Office	979,742	1,032,506	1,157,478	1,012,112
08603	Parking Administration	—	—	—	—
08701	Emergency Communication	4,043,801	4,899,082	5,147,924	5,197,591
08720	Radio Shop - DEC	3,009	—	67,519	—
08801	Animal Control	1,648,104	1,716,994	1,614,585	1,969,600
08810	Animal Control Project/Grants	66	—	—	—
08901	Office of Community Wealth Building-Admin	344,632	488,817	521,528	498,648
08902	Office of Community Wealth Building-Workforce Development	954,810	1,103,867	1,283,991	1,318,772
08903	Office of Community Wealth Building-Social Enterprise	92,496	94,611	162,595	168,095
08904	Office of Community Wealth Building-Early Childhood Initiatives	76,945	55,799	—	—
08910	Office of Community Wealth Building-Projects/Grants	596	28,964	—	—
13001	Capital Projects-Projects/Grants	—	—	—	—
50001	Redev & Conservation Projects/Grants	—	—	—	—
79001	Non Depart-Maymont Contrib	337,350	450,000	460,000	460,000
79003	Non Depart-Family Advocacy	—	—	—	—
79004	Non Depart-Grcca Subsidy	8,753,089	8,837,142	8,528,415	9,045,680

## General Fund Expenditures by Cost Center

Cost Center	Cost Center Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
79005	Non Depart-Central Va. Leg	44,104	—	37,500	37,500
79006	Non Depart-The Arts Consor	267,300	269,550	356,400	356,400
79007	Non Depart-Arc Of Richmond	16,451	23,484	39,000	39,000
79008	Non Depart-Fan Free Clinic	40,051	30,000	—	—
79010	Non Depart-Boaz & Ruth	25,313	8,438	15,000	15,000
79011	Non Depart-Ymca Teen Cente	11,250	5,000	382,000	382,000
79012	Non Depart-Healing Place	59,400	60,000	60,000	60,000
79013	Non Depart-Caritas	25,987	37,125	162,125	162,125
79014	Non Depart-East End Teen C	13,922	10,000	20,000	20,000
79016	Non Depart-Slave Trail Com	978	—	—	—
79017	Non Depart-Mead Westvaco E	250,000	250,000	250,000	250,000
79018	Non Depart-Rpac Matching F	500,000	500,000	500,000	250,000
79019	Non Depart-Afford Housng T	1,152,488	731,250	1,000,000	2,900,000
79020	Non Depart-Richmond Commun	126,630	100,000	102,856	102,856
79021	Non Depart-Armada Hoffler	—	—	—	—
79022	Non Depart-Feed More Inc	86,372	128,791	100,000	100,000
79023	Non Depart-Grtc Equipment	555,157	541,493	344,493	344,493
79024	Non Depart-Grtc Transit Co	12,300,000	13,963,188	15,117,247	15,915,367
79025	Non Depart-Grtc Senior Rat	190,000	190,000	—	—
79026	Non Depart-Philip Morris R	1,250,000	1,250,000	1,250,000	—
79027	Non Depart-Med-Flight	35,400	7,000	8,900	8,900
79028	Non Depart-Family Resource	40,000	—	—	—
79029	Non Depart-Memorial Child	36,720	—	50,000	50,000
79030	Non Depart-S. Richmond Adu	7,425	—	—	—
79031	Non Depart-Neighborhood Reso	31,220	30,005	36,000	36,000
79032	Non Depart-Sport Ops & Lit	—	—	—	—
79033	Non Depart-311 Call Center	664,622	878,962	—	—
79035	Non Depart-Storefront For	45,000	—	45,000	45,000
79036	Non Depart-James River Tas	5,000	—	—	—
79038	Non Depart-Richmond Region	128,190	273,788	143,452	143,452
79039	Non Depart-J. S. Reynolds	63,216	63,216	77,354	72,365
79040	Non Depart-J Sargent Reyno	196,274	196,274	240,163	224,676
79041	Non Depart-Senior Connecti	45,590	40,000	40,000	40,000
79043	Non Depart-Crm Operating C	46,360	—	—	—
79045	Non Depart-Hdl Economic De	—	—	—	—
79046	Non Depart-Ucl 2015	—	—	—	—
79047	Non Depart-Boulevard Reloc	20,882	5,973	—	—
79053	Non Depart-Rrha Property M	138,987	58,600	—	—

# FINANCIAL SUMMARIES & DETAILS

General Fund Expenditures by Cost Center					
Cost Center	Cost Center Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
79054	Non Depart-Virginia Suppor	40,095	40,000	40,000	40,000
79055	Non Depart-Rma - The Diamo	—	—	—	—
79056	Non Depart-Richmond Region Tourism	1,732,095	1,621,611	1,744,092	1,890,290
79057	Non Depart-Greater Richmon	385,000	385,000	385,000	385,000
79058	Non Depart-Peumansend Regi	998,296	—	—	—
79059	Non Depart-Tax Relief For	2,712,885	2,760,411	2,700,000	4,588,000
79061	Non Depart-Homeward	27,844	39,281	30,000	30,000
79062	Non Depart-Offender Aid An	92,323	75,000	75,000	75,000
79063	Non Depart-Clean & Safe	—	—	—	—
79064	Non Depart-Extension Servi	43,321	35,000	35,000	35,000
79065	Non Depart-Daily Planet	30,000	30,000	30,000	30,000
79066	Non Depart-William Byrd Co	—	—	—	—
79067	Non Depart-Vha/Rnh Subsidy	7,651	9,086	28,000	38,492
79068	Non Depart-Vj Harris Healt	59,400	40,000	—	—
79069	Non Depart-Sister Cities	8,685	—	10,000	10,000
79070	Non Depart-Richmond Ambula	4,155,500	4,405,500	5,000,000	5,000,000
79071	Non Depart-Ridefinders	7,500	7,500	7,500	7,500
79072	Non Depart-Virginia High S	10,000	—	—	—
79074	Non Depart-Rbha	2,695,000	2,695,000	3,428,240	3,428,240
79076	Non Depart-Boys & Girls Cl	11,250	3,750	—	—
79077	Non Depart-Cap Region Work	—	39,800	62,400	84,000
79079	Non Depart-Local Initiativ	56,250	—	—	—
79080	Non Depart-Center For High	15,750	7,500	—	—
79081	Non Depart-Art 180	3,750	—	5,000	5,000
79082	Non Depart-Better Housing	28,125	9,375	39,840	39,840
79083	Non Depart-Retirees Health Care	3,265,292	2,880,607	3,600,000	3,600,000
79084	Non Depart-Communities In Schools	245,728	481,909	400,000	400,000
79087	Non Depart-Citycelebrations	587,624	1,691,624	1,165,000	1,165,000
79088	Non Depart-Metro Business League	98,680	95,000	75,000	75,000
79089	Non Depart-Richmond Forum	12,400	—	—	—
79091	Non Depart-Scan Of Greater Richmond	15,000	—	15,000	15,000
79092	Non Depart-Richmond Boys Choir	18,750	—	35,000	35,000
79093	Non Depart-Metro Richmond Sportsbackers	110,598	—	150,000	150,000
79094	Non Depart-Black History Museum Match Fun	—	37,500	100,000	100,000

# FINANCIAL SUMMARIES & DETAILS

General Fund Expenditures by Cost Center					
Cost Center	Cost Center Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
79096	Non Depart-Asian Chamber Of Commerce	18,712	—	18,712	18,712
79097	Non Depart-Hispanic Chamber Of Commerce	—	—	—	—
79098	Non Depart-Virginia Community Capital Inc	—	—	—	—
79101	Non Depart-Dancing Classrooms Greater Ric	—	—	—	—
79102	Non Depart-Robinson Theater Community Art	10,688	3,563	15,000	15,000
79105	Non Depart-Brookland Park Theatre And Nehemiah Cdc	—	—	—	—
79106	Non Depart-Camp Diva	16,875	—	15,000	15,000
79107	Non Depart-Crossover Ministries	18,750	—	20,000	20,000
79109	Non Depart-Emergency Shelter Home Again	7,500	7,500	50,000	50,000
79111	Non Depart-Metropolitan Junior Baseball League	—	—	—	—
79112	Non Depart-Peter Paul Development Center	37,500	35,000	50,000	50,000
79113	Non Depart-Senior Center Of Greater Richmond	10,125	3,375	19,000	19,000
79114	Non Depart-Southside Community Development Corporation	—	125,000	125,000	125,000
79116	Non Depart-The Podium Foundation	18,750	—	17,500	17,500
79117	Non Depart-Home (Housing Opportunities Made Equal)	—	—	30,000	30,000
79118	Non Depart-RPS Foundation-Armstrong Freshman Academy	8,438	8,438	—	—
79119	Non Depart-RPS Foundation-Teachers Daily Classroom Needs	—	—	—	—
79122	Non Depart-Virginia Opera	3,375	—	—	—
79123	Non Depart-RPS Community of Caring	28,125	9,375	40,000	40,000
79124	Non Depart-Groundwork RVA, Inc	14,063	44,688	60,000	60,000
79125	Non Depart-Middle School Renaissance 2020, LLC	196,875	328,125	262,500	362,500
79126	Non Depart-RPS Foundation-Promise Scholarship Feasibility Study	159,375	479,375	320,000	320,000
79128	Non Depart-Virginia Performing Arts Foundation, Inc.	—	—	—	—
79129	Non Depart-Three Chopt Garden Club	—	—	—	—
79130	Non Depart-Wyeth LLC	58,920	61,920	65,000	65,000
79131	Non Depart-RRHA East End Grocery Store	500,000	—	—	—
79201	Non Depart-MetroCare Water Crisis Program	117,292	285,000	300,000	—

# FINANCIAL SUMMARIES & DETAILS

General Fund Expenditures by Cost Center					
Cost Center	Cost Center Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
79202	Non Depart-Water MetroCare Program	202,063	—	—	—
79203	Non Depart-Stone Brewery-Development Grant	300,000	300,000	300,000	300,000
79204	Non Depart-Stone Brewery-Governor's Development Opportunity Fund	—	(3,000)	—	—
79205	Non Depart-Kinfolk	37,500	—	—	—
79206	Non Depart-Middle School Renaissance 2020	—	—	—	—
79207	Non Depart-Renew Richmond	18,750	10,000	—	—
79208	Non Depart-RRHA East End Transformation	400,000	200,000	200,000	200,000
79209	Non Depart-VA Treatment Center for Children	30,000	—	30,000	30,000
79210	Non Depart-VA Green Travel Alliance	—	—	—	—
79211	Non Depart-New Warwick Townhomes LLC	30,000	—	45,000	45,000
79212	Non Depart-Center Stage Foundation-Assistance for Resident Performing Arts Companies	180,000	—	180,000	180,000
79213	Non Depart-Clean City Commission	148,636	7,589	—	—
79214	Non Depart-CodeVA, Inc	18,750	—	—	—
79215	Non Depart-DROP Program Extension	—	—	—	—
79216	Non Depart-Liberation Family Services	33,750	—	—	—
79217	Non Depart-RPS Foundation-I Have a Dream	13,257	—	—	—
79218	Non Depart-RRHA 6th St Marketplace Legal Counsel	125,000	—	—	—
79219	Non Depart-The Renewal Projects	—	—	—	—
79220	Non Depart-1708 Gallery, Inc.	—	—	—	—
79221	Non Depart-Cadence Theatre Company	5,000	2,250	—	—
79222	Non Depart-Blue Bee Cider-AFID Grant	—	—	—	—
79223	Non Depart-Capital Region Airport Commission	—	—	—	—
79224	Non Depart-Richmond Parade Inc	15,000	15,000	—	—
79251	Non Depart-Groundwork RVA-Oakgrove-Bellemeade Green Team	—	—	—	—
79252	Non Depart-Fulton Hill Studios	250,000	250,000	250,000	—
79253	Non Depart-Carytown, Inc-Litter Clean Up	35,000	—	25,000	25,000
79254	Non-Dept-Owens & Minor Medical, Inc.	—	1,500,000	—	—
79255	Non Depart-Enrichmond Foundation	—	75,000	125,000	75,000
79256	Non Depart-Healthy Hearts Plus II, Inc.	—	20,000	20,000	20,000
79257	Non Depart-Project Homes - COPS Home Ownership	—	—	—	—

# FINANCIAL SUMMARIES & DETAILS

General Fund Expenditures by Cost Center					
Cost Center	Cost Center Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
79258	Non Depart-The Richmond Symphony	—	50,000	50,000	50,000
79259	Non Depart-Stone Brewery Conditional Real Estate Grant	—	291,840	265,000	350,000
79260	Non Depart-Transfer to Information Technology ISF	—	16,089,046	19,630,074	19,444,801
79261	Non Depart-Transfer to Risk Management ISF	—	9,207,271	10,000,000	10,144,875
79262	Non Depart-Gateway Plaza ECD Grant	—	428,009	300,000	300,000
79263	Non Depart-Project Engage	—	50,000	—	—
79264	Non Depart-Junior Achievement	—	16,000	16,000	16,000
79266	Non Depart-Transfer to RPS Capital Construction Special Reserve Fund	—	—	9,113,276	9,370,962
79267	Non Depart-Richmond Ballet	—	—	100,000	100,000
79268	Non Depart-YWCA Richmond	—	—	50,000	50,000
79269	Non Depart-Virginia Literacy Foundation	—	—	63,832	63,832
79270	Non Depart-Conexus	—	—	52,038	52,038
79271	Non Depart-Higher Achievement	—	—	50,000	50,000
79272	Non Depart-The Literacy Lab	—	—	96,250	96,250
79273	Non Depart-Commonwealth Catholic Charities	—	—	100,000	100,000
79274	Non Depart-Local Initiatives Support Corporation (FOC)	—	—	50,000	50,000
79275	Non Depart-Emp Salary Adjustments-Comp/Class Study	—	—	523,514	—
79276	Non Depart-Lewis Ginter Botanical Gardens	—	—	25,000	25,000
79277	Non Depart-Health Brigade	—	—	30,000	30,000
79278	Non Depart-GF Transfer from Committed Fund Balance to Richmond Retirement System	—	—	2,000,000	—
79279	Non Depart-Advisory Task Force for Economic Revitalization of South Richmond	—	—	17,500	17,500
79280	Non Depart-Adult Alternative Program	—	—	100,000	100,000
79281	Non Dept-Owens & Minor Medical, Inc. On the Job Training Grant EDA	—	—	—	90,000
79282	Non Dept-OPEB Trust	—	—	—	250,000
79283	Voluntary Retirement Incentive Package (VRIP)	—	—	—	(3,000,000)
79284	Eviction Diversion Program	—	—	—	485,140
	<b>Grand Total:</b>	<b>\$ 692,830,194</b>	<b>\$ 674,890,384</b>	<b>\$ 719,902,218</b>	<b>\$ 746,161,605</b>

THIS PAGE LEFT INTENTIONALLY BLANK

---

## GENERAL FUND FIVE YEAR FORECAST

---

Economic indicators and trends at the national, state, and local level 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 department 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 is released, revisions to the estimates and forecast may occur. 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.

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. Also, the City is in the process of providing more current data than what is currently provided in the following pages.

## 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. Tax proceeds are divided into general property taxes and other local taxes.

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.

### Real Property Taxes

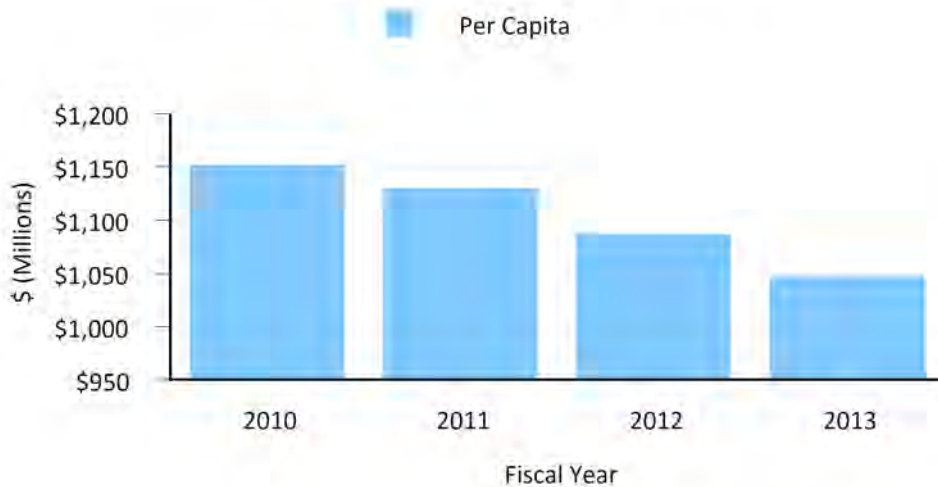
Real property taxes are levied on the assessed value of real property. Included in this category are taxes on residential and commercial property, property tax payment on public service corporations, area tax, the tax abatement for rehabilitation tax credits - a reduction to the source - and delinquent real estate taxes. The charts below illustrate the trends in assessed values of real estate and the City of Richmond real property tax rates over 8 years and the City's per capita tax bills for 8 years.



**Assessed Real Estate Values and Tax Rates, 2010-2017**



**Per Capita Real Estate Tax Bills, 2010-2013**



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 97 percent. The adopted budget maintains the current real estate tax rate at \$1.20 per \$100 assessed value.

## 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.

## Personal Property Taxes

Personal property taxes includes 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. 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. This tax is anticipated to be flat for FY20 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.

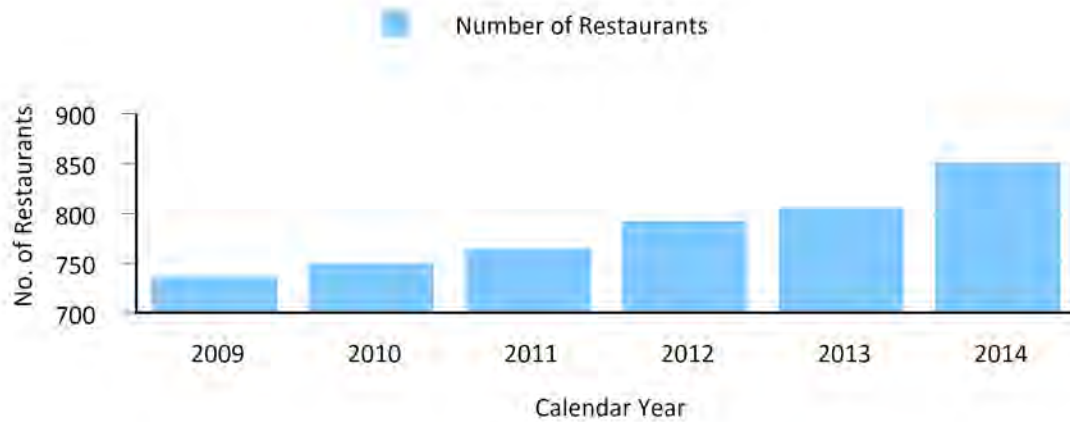
### Consumer Taxes

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.

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:

**Restaurants, 2009-2014**



**Hotels, 2009-2014**



**State Distributed Local Taxes**

Sales and Use Tax for Education is no longer represented in the General Fund. It is now one of our “other financial sources” within the Special Fund.

**Business Taxes**

A tax on net bank capital of \$0.80 per \$100 on all banks located in the City.

**Cigarette Tax**

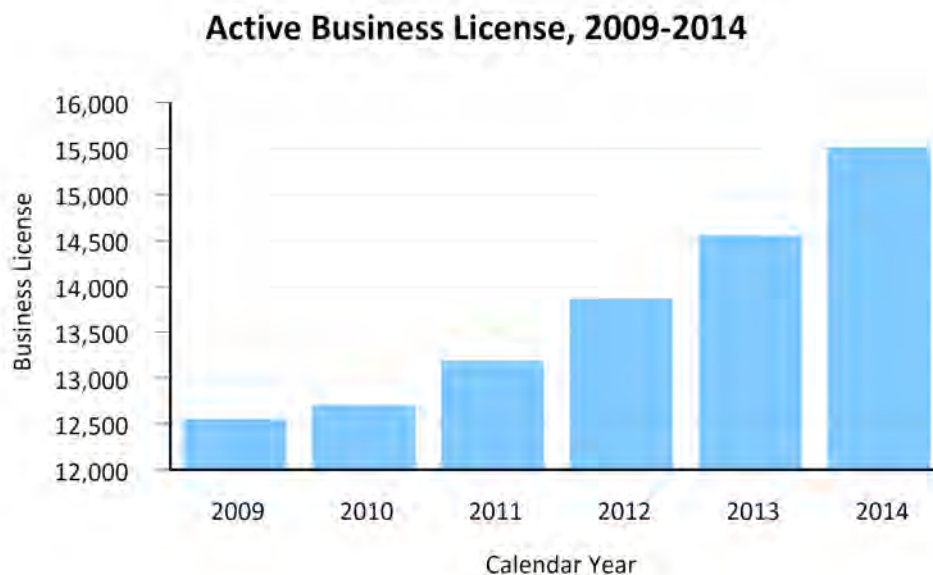
The FY20 adopted budget includes a newly effective tax on cigarette purchases of \$0.50 per pack.

## LICENSE, PERMITS, AND FEES

### Business, Professional, and Occupational License

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.

Qualifying businesses locating to the City of Richmond for the first time are 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.

### Utility Right-of-Way Fees

Utility right-of-way fees are primarily derived from construction projects requiring changes to existing utilities.

## INTERGOVERNMENTAL REVENUE

Intergovernmental revenue is composed primarily of payments from the Commonwealth. They include:

- State Payment for Social Services
- State House Bill 599 (Public Safety Revenue)

Reimbursement for State Shared Expenses  
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.

## **FINES & FORFEITS**

### **Court Fines & Fees**

Court fines and fees are received from the Circuit Court, General District Court, and the Juvenile and Domestic Relations Court.

### **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 FY20.

## **UTILITY PAYMENTS TO THE GENERAL FUND**

### **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. The payment made to the City is a function of prior years' earnings, real estate values, and personal property values.

### **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.

### **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.

## **CHARGES FOR GOODS AND SERVICES**

Based on the FY20 Proposed Budget, charges for goods and services consist primarily of fire and rescue services, info technology, library services, refuse collection fees, inspection fees, risk management, and recycling proceeds.

## **OTHER GENERAL FUND REVENUE AND RESOURCES**

All other General Fund revenue include limited administrative payments from outside organizations, payments for administrative and data services, and one-time revenue such as prior year budgetary surplus (earmarked within the City's Assigned Fund Balance).

**STRATEGIC MANAGEMENT &  
PERFORMANCE**

## OVERVIEW

---

Richmond, Virginia is poised for a vibrant period of growth and progress marked by increased economic investment and increased recognition of the City's distinctive, eclectic, and continuously improving quality of life. Richmond City government is committed to playing a key role in that continuous improvement. In order to do that effectively, Richmond's Mayor, Levar M. Stoney, has made known his intention to transform City of Richmond government with bold, proactive action to build **One Richmond**: a city that provides a high quality of life and educational and economic opportunities to all constituents. **One Richmond** requires a city government that functions at a high level of professional excellence, part of which means administrative and operational efficiency.

The City of Richmond Strategic Plan consists of the following elements:

- **Mission (Written Declaration of Core Purpose) - What does the City do?**
- **Vision (Picture of Future Success) - What will the City be?**
- **Values (Words that Guide Our Perspective and Actions) - How do we define our culture and beliefs?**
- **Priority Areas (Strategic Themes Critical to the Success of the Mission and Vision) - What is our plan to accomplish the mission and vision?**
- **Objectives (Action Steps to Achieve Success-Building Blocks of Strategy) - What must we do to be successful?**
- **Key Performance Indicators (High Priority Performance Measures / Quantitative Data that provides an Analytical Basis for Decision Making) - What results matter most? And how will we know if we're successful?**

The strategic plan contained in the pages that follow reports the priorities that will guide budgeting and resource allocation for the next several years. Where applicable, the Stoney Administration's Priority Areas have been aligned with City Council's Five Critical Focus Areas. It is important to note that strategic planning is a cyclical process and will be revisited as part of the annual budget planning process. Items identified in one year, or by a particular administration, can change from year to year or as administrations change.

## CITY MISSION STATEMENT

---

We are a professional, accountable, transparent and compassionate government that provides exceptional municipal services.

## VISION

---

Richmond is a welcoming, inclusive, diverse, innovative, and equitable city that ensures a high quality of life for all. In other words, **“One Richmond - a city that works, and works together.”**

## VALUES

---

**Accountable** - We strive to use public resources responsibly, provide transparency, and act in the best interest of the public at all times.

**Equitable** - In the interest of our residents, the city will be just and fair in its availability of opportunities for residents to improve or maintain their quality of life.

**Competent** - City of Richmond administration and agencies must demonstrate a willingness to work together skillfully and in a timely manner.

**Compassionate** - We care about the well-being of the people we serve (citizens, visitors, workforce, etc.) and that concern inspires us in the work we do everyday.

**Perseverance** - We demonstrate continued dedication to the public and strive for consistent and better results.

**Responsive** - By exhibiting conscious leadership, the City of Richmond will be receptive of public feedback and proactive in finding solutions.

**Inclusive and Diverse** - We acknowledge the experiences of all people, regardless of race, gender, disability, socio-economic status, sexuality, or religion. Our city is truly **One Richmond** and is for everyone.

**Innovative** - We strive to redefine the standard of excellence in the services we provide. Therefore, we are open to ideas that challenge conventional views and drive innovation.



## MAYOR'S PRIORITY AREAS

---

### 1. Adult & Youth Education

Comprehensively promote improved educational outcomes, skill development and demand-driven workforce readiness while pursuing strategic partnerships.



**Aligns with Council Focus Area(s): Strong Futures for Children, Adults, and Families**

### 2. Economic Empowerment

Attract new businesses to the city, retain and expand existing enterprises, and create new businesses by local entrepreneurs, to include minority, small, and emerging businesses. Create and retain jobs.



**Aligns with Council Focus Area(s): 21<sup>st</sup> Century Richmond: Planned Growth, Economic Progress, and Affordable Housing and Strong Futures for Children, Adults, and Families**

### 3. Vibrant, Inclusive, & Mobile Communities

Promote neighborhood improvement, affordable housing, access to amenities as well as a safe, equitable, efficient, and sustainable citywide transportation network while ensuring that all in Richmond's diverse communities experiences a high quality of life



**Aligns with Council Focus Area(s): 21<sup>st</sup> Century Richmond: Planned Growth, Economic Progress, Affordable Housing and Responsive, Accountable and Innovative Government**

### 4. Public Safety, Health, & Wellness

Address all issues related to public safety opportunities and challenges, including the implementation of community-oriented governance that addresses all aspects of public preparedness and operations, while providing the infrastructure and services that will ensure that all Richmonders have the opportunity to experience an exceptional quality of life.



**Aligns with Council Focus Area(s): Safe Neighborhoods**

### 5. Efficient & High Quality Service Delivery

Promote a well-managed government that delivers high-quality services (both internal and external) to all, thereby inspiring confidence and preserving the public trust.



**Aligns with Council Focus Area(s): Responsive, Accountable and Innovative Government, and Strategic Infrastructure Investment**



## PRIORITY AREA 1: ADULT & YOUTH EDUCATION

“Whole Community Learning”

### Aligns with Council Focus Area: Strong Futures for Children, Adults, and Families

Richmond needs and deserves schools in which all residents and potential residents have confidence. Our students need and deserve the support of the entire community. This priority area reflects the Stoney administration’s commitment to improving the quality of public education and the lives of families in Richmond through a comprehensive approach that supports their needs inside and outside the classroom.

#### Major Objectives

- Foster a relationship of consistent collaboration and partnership between elected officials (Mayor, City Council, and School Board), business community, philanthropic organizations, higher education entities, and other community-based organizations
- Develop and execute a shared funding strategy for investment in the City’s school population and infrastructure
- Improve adult literacy rates
- Support an increase in high school graduation rate
- Increase opportunities for vocational and industry-specific training
- Increase access to adult education programming
- Increase availability of after-school and other out-of-school programming
- Improve access to quality preschool and childcare facilities that promote school readiness

Priority Area 1 Key Performance Indicators	2016	2017	2018
RPS On-Time Graduation Rate	80.5%	76.9%	75.4%
RPS Accreditation Rate	37.8%	43.2%	43.2%
Population 18 to 24 - Less than High School Graduate	8.9%	9.3%	N/A
Population 25 and Over - Less than 9th Grade	5.9%	5.7%	N/A
Population 25 and Over - 9th to 12th Grade, No Diploma	10.1%	9.8%	N/A
Out of School Time Program Participants (Richmond Parks & Rec Programs)	1,143	1,302	1,389
# of Youth Participating in Mayor's Youth Academy (MYA) Programs	375	N/A	170
# of Events, Training Classes, and Job Fairs Per Year (Office of Community Wealth Building)	N/A	N/A	2,430



## PRIORITY AREA 2: ECONOMIC EMPOWERMENT

**Aligns with Council Focus Area(s): 21<sup>st</sup> Century Richmond: Planned Growth, Economic Progress, and Affordable Housing and Strong Futures for Children, Adults, and Families**

The focus of this priority area is to ensure Richmond is a vibrant city with comprehensive economic growth and opportunity for all. We promote the creation and retention of jobs, and stimulate investment in neighborhoods and businesses (including minority, small, and emerging). This priority area also reflects the Stoney administration's commitment to promoting social and economic inclusion of those who have historically been left out of our City's prosperity, through inclusive economic development and community wealth building strategies that assure that those who most need employment and business opportunities have access to opportunities and the support needed to succeed.

### Major Objectives

- Develop and support Richmond's diverse tax revenue base
- Support minority, small, and local business development and entrepreneurship
- Attract long term investment in real property and development
- Attract and retain businesses and industries, thereby creating jobs
- Support the City's efforts to fight poverty and increase employment opportunities
- Promote mixed use development
- Increase access to workforce development programming

Priority Area 2 Key Performance Indicators	2016	2017	2018
Richmond Unemployment Rate	4.7%	4.4%	N/A
All Ages Poverty Rate	25.4%	25.2%	N/A
Child Poverty Rate	40.5%	40.5%	N/A
# Existing Jobs Retained through Dept of Economic Development Efforts	233	384	439
# New Jobs Created w / Assistance from Dept of Economic Development	1,146	1,926	92
# New Businesses Attracted through Dept of Economic Development Efforts	9	6	7
Public Investment Dollars Brought in	\$652,977	—	—
Private Investment Dollars Brought in	\$26M	\$66.4M	\$113M
MBE/ESB Business Investment	\$29.3M	\$28.2M	\$26.2M
# of New MBE / ESB Businesses	60	65	60
# of Enrolled Workforce Center Participants who Attained Employment (Office of Community Wealth Building)	212	228	372



## PRIORITY AREA 3: VIBRANT, INCLUSIVE, & MOBILE COMMUNITIES

**Aligns with Council Focus Area(s): 21<sup>st</sup> Century Richmond: Planned Growth, Economic Progress, Affordable Housing and Responsive, Accountable and Innovative Government**

Create vibrant, attractive, and sustainable neighborhoods characterized by a healthy population of diverse incomes and exceptionally designed living spaces, within a network of interconnected neighborhoods that offer a quality and diverse array of recreational, cultural and entertainment, retail, and service opportunities. Promote a safe, equitable, efficient, and sustainable citywide transportation network for pedestrians, bicyclists, motor vehicles, and public transit that supports economic prosperity and a high quality of life for all.

### Major Objectives

- Improve access to housing options
- Improve livability to appeal to all ages
- Promote community-based services, amenities, cultural activities, and entertainment
- Reduce blighted / vacant properties
- Foster viable mixed-income residential neighborhoods
- Support all residents, including elderly, disabled, and other vulnerable populations
- Champion inclusivity and diversity
- Expand access to outdoor green space and parks
- Link neighborhoods and communities throughout the City with a balanced system of multimodal, bike-able, walkable, transit-friendly transportation connections
- Ensure our roadways and all travel modes will be operationally safe for all users
- Manage our roadways, bridges and transportation infrastructure and preserve them for future generations by maintaining the City's capital assets
- Streets will be more complete, well designed, provide access to businesses, have efficient operations, and provide opportunities for attractive spaces and places
- Our multimodal system will be more equitable, universally accessible and provide improved access to jobs, attractions and activities
- We will think regionally; regional transit will be an extensive part of the future transportation system and access to jobs and housing will be coordinated regionally

Priority Area 3 Key Performance Indicators	2016	2017	2018
# of Boardings (Structures & Openings)	123 structures 303 openings	93 structures 279 openings	62 structures 183 openings
# of Vacant property Demolitions	16	12	12
Infrastructure Investment in Parks, Recreation & Community Facilities	\$5,674,705	\$2,685,650	\$4,706,317
Community Development Block Grant (CDBG) Funding	\$5,297,765	\$5,215,152	N/A
HOME Investment Partnership Funding	\$1,392,060	\$1,870,189	N/A
Affordable Housing Trust Fund	\$240,000	\$485,261	N/A
# of Miles of Sidewalk Improved	8	16	8
% of City Structures that Have a Structurally Deficient Rating	13.3%	12.1%	12.1%
Number of Cargo Containers Arriving through the Port of Richmond	20,416	N/A	N/A
# of Bike Racks Installed	184	68	0
# of Bike Lane Miles	N/A	0.2	5.3
# of Lane Miles Resurfaced	138.33	67.4	96.4
% of Open Pothole Requests that are Three Weeks Old or Less	N/A	N/A	50.9%



## PRIORITY AREA 4: PUBLIC SAFETY, HEALTH & WELLNESS

### Aligns with Council Focus Area: Safe Neighborhoods

The focus of this priority area is promoting public safety, health, and wellness throughout the City, both through collaborative strategies and long-term investments to ensure “One Richmond”. The Stoney Administration is committed to making certain that those in the City: 1) are safe and feel safe; 2) are informed by, and actively engaged in problem-solving efforts with each other and city officials; 3) are healthy; and 4) believe the quality of life exceeds expectations.

#### Major Objectives

- Reduction of major crime and other public safety incidents, including the inequitable exposure to crime incidents
- Investment in Public Safety Infrastructure
- Enhanced Emergency Management and Communications Capability
- Improved citizen perception of safety and increased citizen satisfaction, including improved resident sense of connectedness to neighbors
- Improved equity in Richmond’s justice system
- Promote healthy lifestyles (exercise, nutrition, and medical care)

Priority Area 4 Key Performance Indicators	2016	2017	2018
# Violent Crimes	1,305	1,280	1,178
# of Property Crimes	8,863	8,928	8,926
City of Richmond Health Ranking	114/134	109/133	114/133
# of Individuals Living with AIDS	1,038 (465 per 100,000 population)	987 (434 per 100,000 population)	1,041 (445 per 100,000 population)
New HIV Diagnoses	77 (34.6 per 100,000 population)	64 (28.2 per 100,000 population)	77 (33.9 per 100,000 population)
Teen Pregnancies	314 (25 per 1,000 females)	279 (22.8 per 1,000 females)	N/A
Infant Deaths	25 (8.4 per 1,000 live births)	32 (10.6 per 1,000 live births)	N/A
Percent of adults (≥18 years) with obesity (BMI ≥30.0 kg/m <sup>2</sup> )	34.8% [Age-adjusted]	N/A	N/A
Fatal overdoses from an opioid in Richmond City	79 (35.4 per 100,000 population)	100 (44.0 per 100,000 population)	N/A
# of Residential Fires Per 1,000 Population	2.01	2.4	1.4
% of Re-entry Residents who Obtained Employment (DJS Secure Detention Operations)	75%	35%	50%



## PRIORITY AREA 5: EFFICIENT & HIGH QUALITY SERVICE DELIVERY

### Aligns with Council Focus Area(s): Responsive, Accountable and Innovative Government and Strategic Infrastructure Investment

Providing high-quality public services (both internal and external) to all residents while being wise stewards of our City's infrastructure; natural and financial resources and planning intelligently for continued growth is a crucial priority of the Stoney administration. Richmond residents deserve to be provided with high quality and consistency of services all the time.

#### Major Objectives

- Achieve AAA Bond Rating
- Submit Key Financial Documents such as the CAFR (Comprehensive Annual Financial Report) on time and accurately each year
- Improve Departmental Performance and Service Delivery of City Departments and Functions
- Build a competitive workforce that is well trained, fairly-paid and better equipped to provide quality public service and increase city employees' job satisfaction
- Increase use and effectiveness of technology
- Improve the internal and external communication of city operations and build a transparent government for city employees and citizens
- Enhance responsiveness at all levels of government
- Develop and implement departmental strategic work plans
- Publish annual reports of organizational and departmental performance

Priority Area 5 Key Performance Indicators	2016	2017	2018
Credit Rating Assigned to the City (Fitch, Standard & Poor's, Moody's)	AA+, AA+, Aa2	AA+, AA+, Aa2	AA+, AA+, Aa2
Complete Comprehensive Annual Financial Report (CAFR) by November 30th Annually	FY2015 CAFR: October 2016	FY2016 CAFR: May 2017	FY2017 CAFR: November 2017
Turnover Rate ≤ 10%	10.40%	10.60%	10.60%
% of Contracts Renewed on Time	92%	67%	85%
Process Accounts Payables within 5 Days of Receiving Correct and Approved Invoices	N/A	N/A	100%
Delinquent Taxes Collected	\$14,491,369	\$18,774,789	\$23,837,809
% of 311 Calls Answered within 60 seconds	N/A	N/A	52%
% of Residential Permits Issued within 20 Business Days	N/A	71%	N/A
% of Commercial Permits Issued within 20 Business Days	N/A	57%	N/A

The chart below reflects the amount and percent of funding allocated to each of Mayor Stoney's Strategic Priority Areas for the FY2020 Adopted Budget, based on City departments identifying the Areas that best fit each of their Cost Centers (Programs) and Service Codes (Sub-Programs). This represents one of the major foundational elements of Performance Based Budgeting (See Section 5: Performance Based Budgeting).





# **PERFORMANCE BASED BUDGETING**

## BACKGROUND

---

The Department of Budget & Strategic Planning has, for years, been involved with efforts to evolve and improve the key processes for planning, budgeting, and managing performance, in an effort to make the best use of limited resources. Driven by a desire to be worthy stewards of taxpayer dollars and deliver value to Richmond citizens and other stakeholders, City leaders created the Office of Performance Management within the Budget Department as part of the FY2019 Adopted Budget. One of the primary responsibilities of the Office, from its inception, was the implementation of Performance Based Budgeting.

Performance Based Budgeting is budgeting that links the funds allocated to measurable results. In other words, it moves the focus away from "How much money will I get?" to "What can I achieve with this level of funding?" (*OECD Observer, March 2008*).

## PERFORMANCE BASED BUDGETING BASICS

---

- Starts with organizational mission / vision and sets priorities and objectives that will drive performance (See Section 4: Strategic Management and Performance)
- Engages the public and identifies community needs
- Assesses programs and services according to how well they align with strategic priorities
- Driven by a budget process that allocates resources according to priorities and service level mandates
- Requires a measurement process that ensures accountability for providing quality services and reporting results
- Uses performance information along with other important information to make funding decisions

## WHAT DOES THIS MEAN?

---

Once fully implemented, Richmond's budget process will involve allocating resources in alignment with strategic priorities and objectives in order to achieve successful service delivery outcomes and determine whether the intended results justify the investment being made. This means moving away from a concentration on line items and, instead, focusing on performance levels and the impact of funding on service delivery.

## PERFORMANCE BASED BUDGETING PILOT

---

As part of Mayor Stoney's Proposed FY20 Budget, seven departments (one from each of the major City governmental categories) either volunteered or agreed to participate in the inaugural Performance Based Budgeting Pilot. Those Departments are:

- Animal Care & Control
- City Auditor
- Commonwealth Attorney
- Parks, Recreation & Community Facilities
- Planning & Development Review
- Procurement Services
- Police

The Department of Budget & Strategic Planning would like to express sincere appreciation to the leadership and budget staff of all seven departments. These early adopters are critical to the success of this effort.

## PERFORMANCE BASED BUDGETING PAGES LAYOUT

---

The pages that follow depict performance data in alignment with budget dollars at the Cost Center (Program) and Service Code (Sub-Program) Levels for each of the seven Pilot departments. The information is displayed differently than the other budget pages in Section 6. It is our hope that the budget conversations of these departments will focus on service delivery and outcomes and how we can make the best use of resources to deliver the services that citizens need, want, and deserve.

The first section provides an organizational and strategic overview of the department, its strategic priorities, and core activities. The next section provides performance highlights in both narrative and graphical formats. The table that follows depicts the alignment between Programs and Services provided, performance measures, and funds allocated.

Within the table, at the performance measures level, there are color coded letters to identify the status of a particular measure. The status refers to whether or not the department achieved its target for a given performance measure. The status will be **R** for Red (meaning the department failed to meet its target at all), **Y** for Yellow, meaning the department did not quite meet its target, or **G** for Green, meaning the department met or exceeded the target.

Lastly, the Agency Fiscal Summary and Budget Highlights sections are the same as the non-Pilot budget pages.

## DEPARTMENT MISSION

Richmond Animal Care & Control manages and protects the animal population in Richmond, VA, enforces animal ordinances, protects the health and welfare of the citizens, and strives to place as many unwanted animals as possible in loving homes.

## DEPARTMENT OBJECTIVES

- Continuously improve adoption/foster rates
- Reduce the number of animals taken into the shelter through education and outreach
- Create the best shelter environment we can for animals in our care

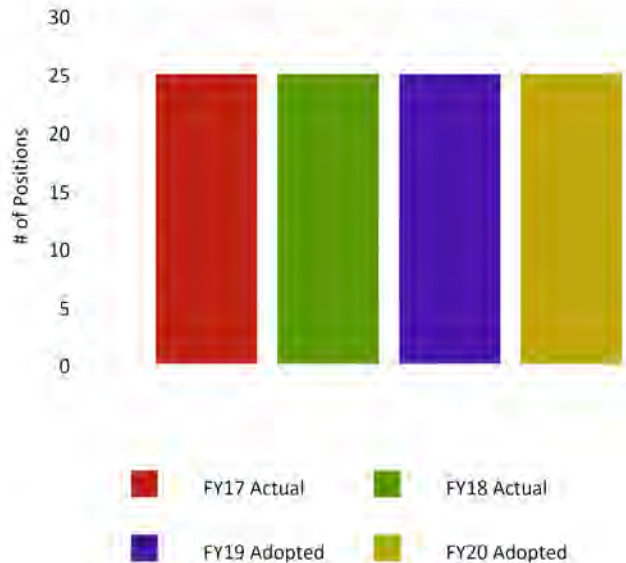
## GENERAL FUND AGENCY FUNDING BREAKDOWN

Agency Funding Breakdown



## FULL-TIME EQUIVALENT (FTE) POSITIONS (GF)

Full-Time Equivalent Positions



## MAYORAL PRIORITY AREA/S IMPACTED

- Public Safety, Health, & Wellness

## COUNCIL FOCUS AREA/S IMPACTED

- Safe Neighborhoods

## DEPARTMENT CORE ACTIVITIES

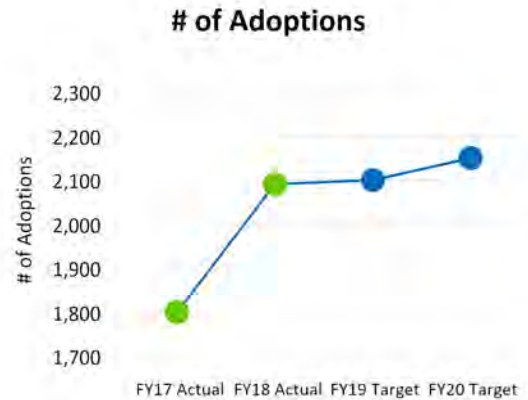
- **08801 - Animal Care & Control** - Removing animals from unsafe environments; Enforcing animal ordinances; Promoting adoption and/or foster

## PERFORMANCE HIGHLIGHTS

RACC tracks the total number of adopted animals vs the total number of intakes. These animals receive specific medical care prior to adoption that contributes to the Department's increased cost. Adoptions have been steadily increasing since FY16/17. **(Graph 1)**

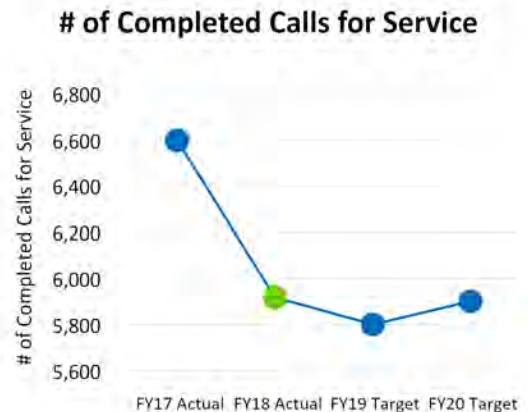
## SELECTED PERFORMANCE MEASURES

Graph 1



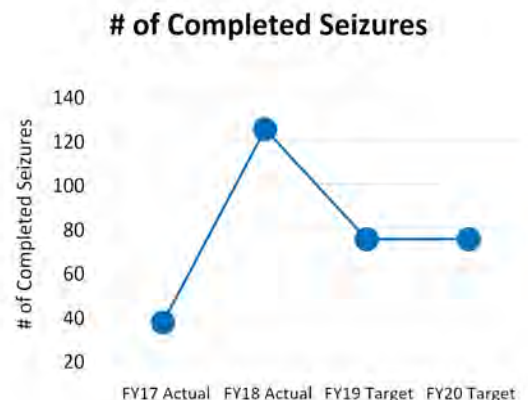
Animal Control Officers respond to each complaint and/or call for service. The number of calls completed depend on the amount of calls received from citizens. The spike in completed calls in FY17 is due to the increased community outreach beginning in FY16. **(Graph 2)**

Graph 2



All animals seized receive cruelty vet exams, treatment (if needed), and are boarded for extended amounts of time while awaiting court dates. The increase in completed number of seizures in FY18 were due to multiple large dogfighting/cruelty cases worked on by RACC. **(Graph 3)**

Graph 3



# OFFICE OF ANIMAL CARE & CONTROL

PERFORMANCE BASED BUDGETING

## PERFORMANCE BUDGET OVERVIEW\*

Cost Center / Program	Service / SubProgram	Performance Measure	FY 2017 Perf Target / Result / Status	FY 2017 Actual Expenditure	FY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	FY 2019 Perf Target	FY 2019 Adopted Budget	FY 2020 Perf Target	FY 2020 Adopted Budget
08801 - Animal Care & Control	Administration (SV0801)	# of Adoptions	1,800/1,800/ <b>G</b>	\$322,412	2,000/2,091/ <b>G</b>	\$325,663	2,100	\$268,532	2,150	\$350,320
	Animal Care (SV2216)	# of Intakes	NA/3,128	743,734	NA/3,386	819,810	3,300	745,122	3,300	958,900
	Animal Control (SV2201)	# of Completed Calls for Service	NA/6,597	378,959	5,000/5,918/ <b>G</b>	393,315	5,800	458,313	5,900	507,777
		# of Completed Seizures	NA/37		NA/125		75		75	
	Financial Management (SV0908)	NA	NA	139,351	NA	118,134	NA	122,117	NA	127,103
Fleet Management (SV1502)	NA	NA	63,540	NA	60,072	NA	20,500	NA	22,000	
Management Info Systems (SV1011)	NA	NA	—	—	—	—	NA	—	NA	3,500
Default	NA	NA	109	109	NA	—	NA	—	NA	—
		<b>Program Budget Total</b>		<b>\$1,648,105</b>		<b>\$1,716,994</b>		<b>\$1,614,585</b>		<b>\$1,969,600</b>
08810 - Animal Control Project/Grants	Administration (SV0801)	NA	NA	66	NA	—	NA	—	NA	—
		<b>Program Budget Total</b>		<b>\$66</b>		<b>\$—</b>		<b>\$—</b>		<b>\$—</b>
		<b>Total Budget</b>		<b>\$1,648,171</b>		<b>\$1,716,994</b>		<b>\$1,614,585</b>		<b>\$1,969,600</b>

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

\*\* The performance measures contained in the table above may not reflect all of the measures submitted by the department.

## AGENCY FISCAL SUMMARY – OFFICE OF ANIMAL CARE &amp; CONTROL\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$1,232,549	\$1,191,966	\$1,190,553	\$1,380,644
Operating	415,622	525,028	424,032	588,956
Total General Fund	\$1,648,171	\$1,716,994	\$1,614,585	\$1,969,600
Special Fund	119,780	150,578	65,000	65,000
Total Agency Summary	\$1,767,951	\$1,867,572	\$1,679,585	\$2,034,600
Per Capita	\$7.93	\$8.23	\$7.40	\$8.97
*Total Staffing	25.00	25.00	25.00	25.00

\* See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This budget includes reduced funding for vacant positions.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Personnel:** The budget includes 100% funding for all filled positions, limited funding for vacant positions, and rate adjustments for healthcare and retirement in FY2020. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions.

**Operating:** This budget reflects an increase to cover mandated spay/neuter expenses associated with an increase in adoptions, increased forensic testing funds associated with the increased number of cruelty cases, and increased funding for security and equipment needs for staff and citizens.

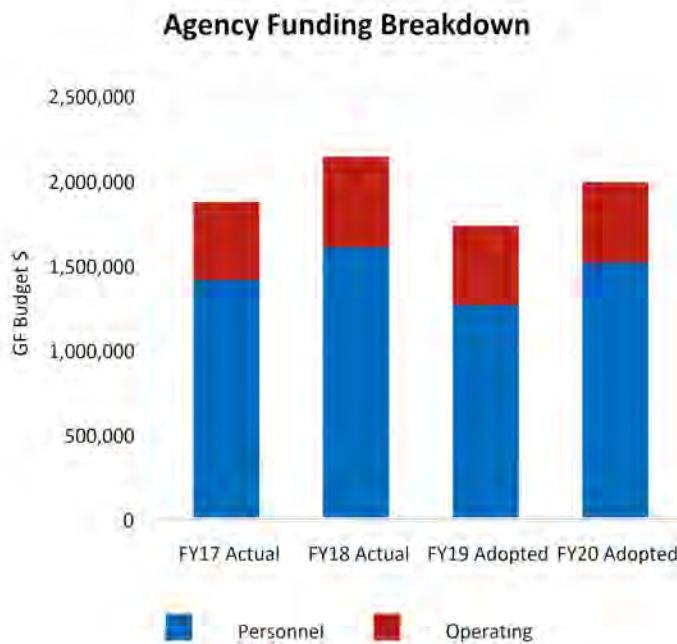
## DEPARTMENT MISSION

The mission of the City Auditor's Office is to promote open and accountable City government through independent audit services.

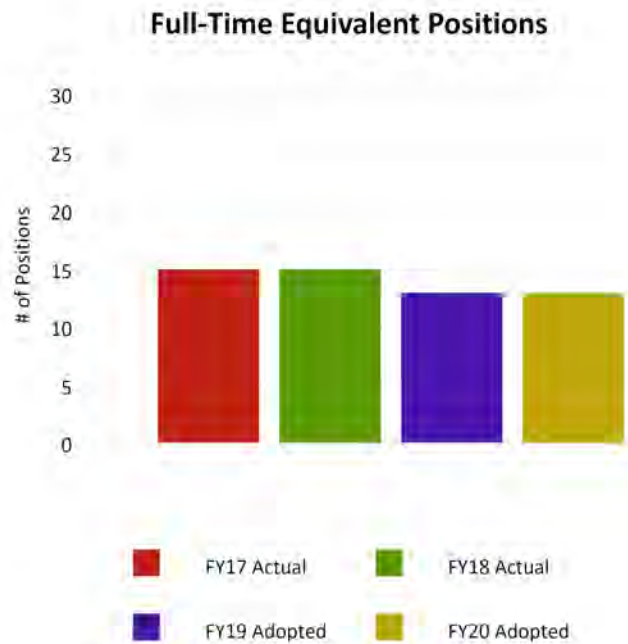
## DEPARTMENT OBJECTIVES

- Promote full financial accountability
- Promote efficiency and effectiveness of operations and programs
- Promote compliance with relevant laws and regulations.

## GENERAL FUND AGENCY FUNDING BREAKDOWN



## FULL-TIME EQUIVALENT (FTE) POSITIONS (GF)



## MAYORAL PRIORITY AREA/S IMPACTED

- Efficient & High-Quality Service Delivery

## COUNCIL FOCUS AREA/S IMPACTED

- Responsive, Accountable and Innovative Government, and Strategic Infrastructure Investment

## DEPARTMENT CORE ACTIVITIES

- **00901 - Internal Audit** - Risk assessment & Audit Planning; Performance Audits; Special Projects/ Audits; Manage External Audit Contract and Assist with External Audit
- **00902 - Administration of the External Audit Contract** - Manage External Audit Contract and Assist with External Audit



## PERFORMANCE HIGHLIGHTS

The City Auditor tracks the dollar value annually of items identified in audits that produce cost savings or provide revenue. Some of these savings are one time and others are annual. This measure started to be tracked in FY18 with \$959,000 identified. This is important to track to enhance stewardship of City resources. **(Graph 1)**

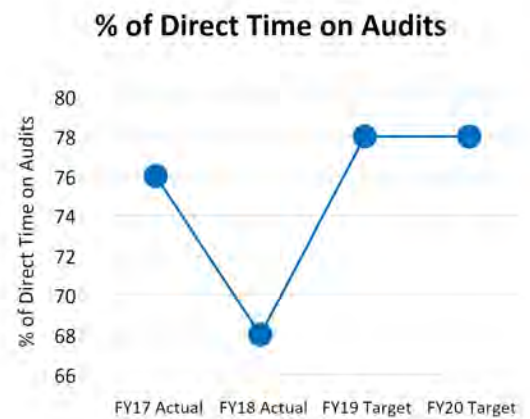
## SELECTED PERFORMANCE MEASURES

Graph 1



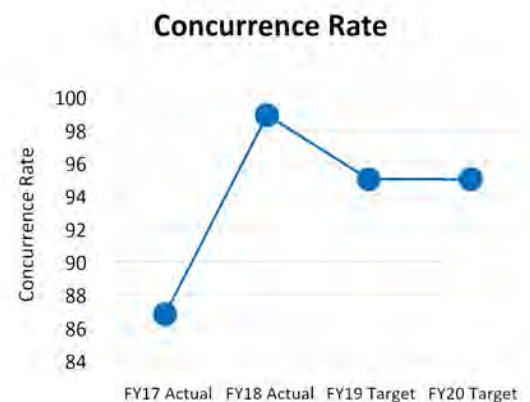
The City Auditor tracks time spent by audit staff on audit work vs administration after leave/benefit hours. This measure was relatively flat over the last three years with a slight decrease in FY18 (68%) in part due to significant staff turnover. This is important as a performance measure for productivity of audit staff and where hours are spent. **(Graph 2)**

Graph 2



The City Auditor tracks the total number of recommendations concurred with by management as a percentage of all recommendations made. This measure trended up in FY18 with 99% concurrence rate of 88/89. This is critical to track in terms of items suggested so that recommendations made by the City Auditor are actionable items that improve internal controls, compliance with laws, regulations and policies also enhancing performance in the City. **(Graph 3)**

Graph 3



# CITY AUDITOR

## PERFORMANCE BASED BUDGETING

### PERFORMANCE BUDGET OVERVIEW\*

Cost Center / Program	Service / SubProgram	Performance Measure	FY 2017 Perf Target / Result / Status	FY 2017 Actual Expenditure	FY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	FY 2019 Perf Target	FY 2019 Adopted Budget	FY 2020 Perf Target	FY 2020 Adopted Budget	
00901 - Internal Audit	Administration (SV0801)	NA	NA	\$405,018	NA	\$337,758	NA	\$181,687	NA	\$0	
		Cost Savings	NA		NA/959,494		1,000,000		1,000,000		
		% of direct time spent on audits	NA/76%		NA/68%		78%				
		Recommendation Concurrence Rate	NA/86.8%	841,268	NA/98.9%	1,218,951	95%	1,207,689		1,664,946	
		Recommendation Implementation Rate	NA/34%		NA/25%		60%				
		Financial Management (SV0908)	NA	NA	18,382	NA	19,703	NA	20,187	NA	—
		Investigations (SV2202)	Moved to the Office of the Inspector General	NA	1,285	NA	4,285	NA	—	NA	—
		Human Resource Management (SV0806)	NA	NA	—	NA	—	NA	—	NA	1,000
		Mail Services (SV1010)	NA	NA	—	NA	—	NA	215	NA	—
		Default	NA	NA	(1,151)	NA	1,512	NA	—	NA	—
		<b>Program Budget Total</b>		<b>\$1,264,801</b>		<b>\$1,582,208</b>		<b>\$1,409,778</b>		<b>\$1,665,946</b>	

Cost Center / Program	Service / SubProgram	Performance Measure	FY 2017 Perf Target / Result / Status	FY 2017 Actual Expenditure	FY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	FY 2019 Perf Target	FY 2019 Adopted Budget	FY 2020 Perf Target	FY 2020 Adopted Budget
00902 - Administration of the External Audit Contract	Audit Services (SV1801)	Completion of CAFR/ Single Audit and Required Audit Services Support	NA/ Completed	396,853	NA/ Completed	410,500	Complete	321,518	Complete	321,518
		Program Budget Total		\$396,853		\$410,500		\$321,518		\$321,518
00903 - Fiscal and Policy	Investigations (SV2202)	NA	NA	210,239	NA	147,480	NA	—	NA	—
		Program Budget Total		\$210,239		\$147,480		\$—		\$—
		Total Budget		\$1,871,893		\$2,140,188		\$1,731,296		\$1,987,464

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

\*\* The performance measures contained in the table above may not reflect all of the measures submitted by the department.

## AGENCY FISCAL SUMMARY – CITY AUDITOR\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$1,410,911	\$1,605,642	\$1,262,770	\$1,512,231
Operating	460,982	534,546	468,526	475,233
Total General Fund	\$1,871,893	\$2,140,188	\$1,731,296	\$1,987,464
Total Agency Summary	\$1,871,893	\$2,140,188	\$1,731,296	\$1,987,464
Per Capita	\$8.40	\$9.43	\$7.63	\$8.76
*Total Staffing	15.00	15.00	13.00	13.00

\* See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This budget includes reduced funding for vacant positions. This budget includes increased funding for vacant positions.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Personnel:** This budget includes 100% funding for all filled positions, limited funding for vacant positions, and rate adjustments for healthcare and retirement in FY2020. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions.

**Operating:** This budget reflects modest adjustments to the operating accounts.

THIS PAGE LEFT INTENTIONALLY BLANK

---

**DEPARTMENT MISSION**

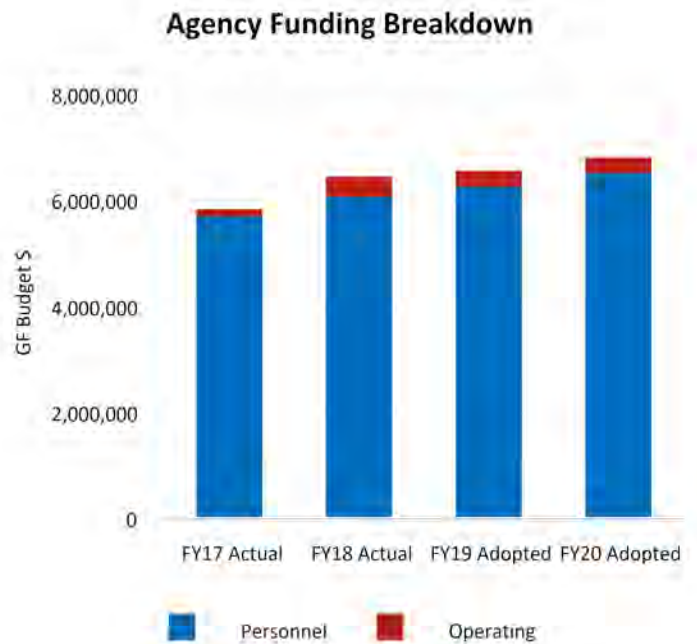
The Commonwealth’s Attorney’s Office prosecutes all levels of criminal and traffic offenses committed in the City of Richmond, with prosecutors and staff dispersed among the Manchester, John Marshall, and Oliver Hill Courthouses. Our jurisdiction includes all adult offenses as well as those committed 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.

It’s our mission to protect the safety of the community and the rights of its citizens through the vigorous enforcement of criminal laws in a just, honest, compassionate, efficient, and ethical manner. We work to protect the innocent, to convict and appropriately punish the guilty, and to protect the rights of victims and witnesses.

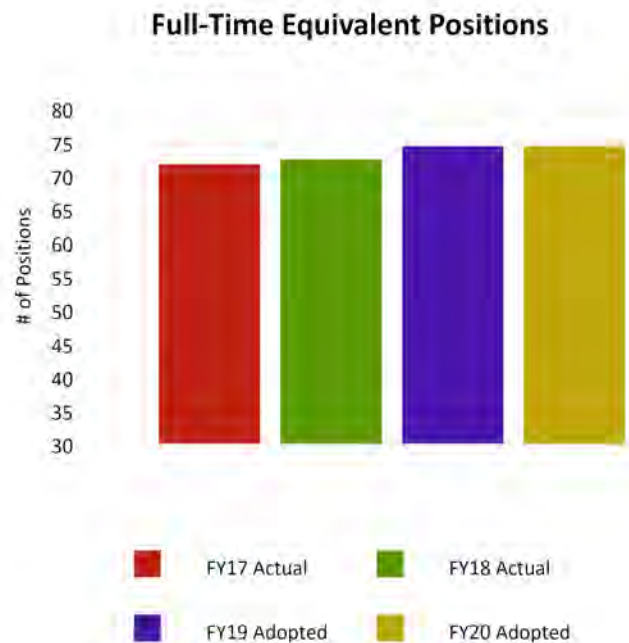
**DEPARTMENT OBJECTIVES**

- Avoid default felony convictions where a lesser conviction will suffice and preserve the defendant’s viability as a productive citizen
- Reduce continuances by digitally maintaining reliable historical information about witnesses and transferring that data to the defense in a timely manner
- Increase witness and community cooperation in the prosecution of violent offenses - many residents are reluctant to provide assistance to law enforcement or appear as witnesses and overcoming this hurdle will require considerable outreach (to build trust) and may require local resources for temporary witness relocation
- Reduce recidivism by diverting a significant number of eligible felony and misdemeanor offenders using arraignment hearings as the screening point
- Reduce the use the use of secured bail for pre-trial release

**GENERAL FUND AGENCY FUNDING BREAKDOWN**



**FULL-TIME EQUIVALENT (FTE) POSITIONS (GF)**



## MAYORAL PRIORITY AREA/S IMPACTED

---

- Public Safety, Health, & Wellness

## COUNCIL FOCUS AREA/S IMPACTED

---

- Safe Neighborhoods

## DEPARTMENT CORE ACTIVITIES

---

- **01301 - Judiciary - Attorney for Commonwealth -** Prosecute felony and misdemeanor charges in the City Of Richmond Circuit Court, Juvenile and Domestic Relations Court and General District Court; Argue felony violations before Circuit Court; Draft plea agreements, stipulations of evidence, and sentencing guidelines; Actively gather qualitative data on how residents are impacted by and feel about the criminal justice system in an effort to determine root causes for crime and to lower the barriers to goodwill and witness cooperation

## PERFORMANCE HIGHLIGHTS

---

The measures identified on the pages that follow were developed as part of the Performance Based Budgeting Pilot Program, implemented in FY2019, for the FY2020 budget process. As such, there are no performance results for FY2017 and FY2018. The department will use the data results from calendar year 2019 to determine targets for 2020.

# JUDICIARY – COMMONWEALTH ATTORNEY'S OFFICE

PERFORMANCE BASED BUDGETING

## PERFORMANCE BUDGET OVERVIEW\*

Cost Center / Program	Service / SubProgram	Performance Measure	CY 2017 Perf Target / Result / Status	FY 2017 Actual Expenditure	CY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	CY 2019 Perf Target	FY 2019 Adopted Budget	CY 2020 Perf Target	FY 2020 Adopted Budget	
01301 - Comm. Atty	Administration (SV0801)	# Staff Receiving Career Relevant Training Annually	NA	\$1,078,730	NA	\$1,185,668	Establishing Baseline	\$1,298,968	TBD	\$1,371,359	
		# Violent Crime Cases	NA		NA		Establishing Baseline		TBD		
		Alternative Placements (# of People Assigned to Special Dockets)	NA		NA		Establishing Baseline		TBD		
		# of Cases that Come Through the Office	NA		NA		Establishing Baseline		TBD		
		Felony Avoidance Rate (based on 1st intervention)	NA	4,625,264	NA	4,829,458	Establishing Baseline	4,932,081	TBD	5,099,097	
		# Attorneys Receiving Career Relevant Training Annually	NA		NA		Establishing Baseline				
		Allegations of Prosecutorial Misconduct	NA		NA		Establishing Baseline				
		NA	NA	—	NA	95,523	NA	NA	73,297	NA	75,544
		Community Outreach (SV2101)									



# JUDICIARY – COMMONWEALTH ATTORNEY'S OFFICE

## PERFORMANCE BASED BUDGETING

Cost Center / Program	Service / SubProgram	Performance Measure	CY 2017 Perf Target / Result / Status	FY 2017 Actual Expenditure	CY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	CY 2019 Perf Target	FY 2019 Adopted Budget	CY 2020 Perf Target	FY 2020 Adopted Budget
01301 - Comm. Atty Cont.	Desktop Support (SV1005)			—		184		—		—
	Financial Management (SV0908)	NA	NA	141,196	NA	146,109	NA	146,686	NA	156,694
	Investigations (SV2202)	NA	NA	—	NA	105,530	NA	110,272	NA	113,628
	Legal Counsel (SV1601)			—		54		—		—
	Default			(1,847)		90,711		—		—
		<b>Program Budget Total</b>		<b>\$5,843,343</b>		<b>\$6,453,237</b>		<b>\$6,561,304</b>		<b>\$6,816,322</b>
		<b>Total Budget</b>		<b>\$5,843,343</b>		<b>\$6,453,237</b>		<b>\$6,561,304</b>		<b>\$6,816,322</b>

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

\*\*The performance measures contained in the table above may not reflect all of the measures submitted by the department.

AGENCY FISCAL SUMMARY – JUDICIARY – COMMONWEALTH ATTORNEY\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$5,710,911	\$6,079,160	\$6,265,116	\$6,520,034
Operating	132,433	374,077	296,188	296,288
<b>Total General Fund</b>	<b>\$5,843,343</b>	<b>\$6,453,237</b>	<b>\$6,561,304</b>	<b>\$6,816,322</b>
Special Fund	677,037	861,100	818,047	832,908
<b>Total Agency Summary</b>	<b>\$6,520,380</b>	<b>\$7,314,337</b>	<b>\$7,379,351</b>	<b>\$7,649,230</b>
Per Capita	\$29.26	\$32.23	\$32.52	\$33.71
*Total Staffing	71.80	72.50	74.50	74.50

\*See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This budget includes reduced funding for vacant positions.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department’s proposed budget.

**Personnel:** The budget includes 100% funding for all filled positions, limited funding for vacant positions, and rate adjustments for healthcare and retirement in FY2020. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions.

**Operating:** There were no major changes to this department's operating budget.

THIS PAGE LEFT INTENTIONALLY BLANK

---

## DEPARTMENT MISSION

Parks, Recreation & Community Facilities will be a professional, accountable, and compassionate department that works to build One Richmond by providing exceptional services and opportunities for a high quality of life for all citizens and strives to preserve, protect, maintain, and improve all of its natural resources, parkland, community facilities, and recreation 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.

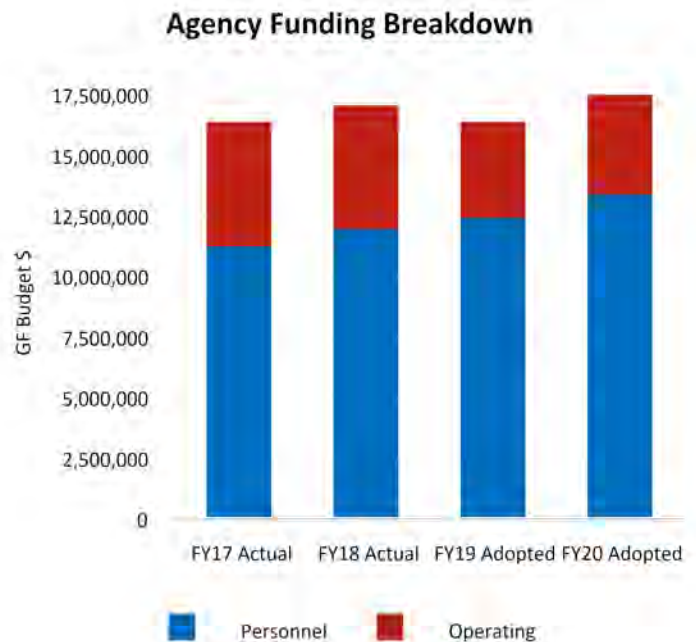
## DEPARTMENT OBJECTIVES

- Ensure customers, internal and external, are treated with respect at all time
- Ensure issues are resolved timely and effectively
- Ensure fiscal accountability of funds
- Ensure citizens are aware of, and encouraged to, participate in the department's various services and events through disseminating information via program guides and various media outlets
- Ensure department facilities are maintained based on their respective preventive maintenance schedule
- Ensure fee rates are comparable and competitive to surrounding jurisdictions
- Ensure comprehensive arts activities are provided to citizens of the Richmond Metropolitan area so that people can participate in high quality arts programing and entertainment through competitive pricing
- Ensure comprehensive services and support to youth, adults and seniors citywide in 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
- Ensure youth have opportunities to participate in a safe and structured quality out of school program in order to promote their success in reading, enhance Standards of Learning (SOL) scores, promote positive character development, and educate youth in constructive use of leisure

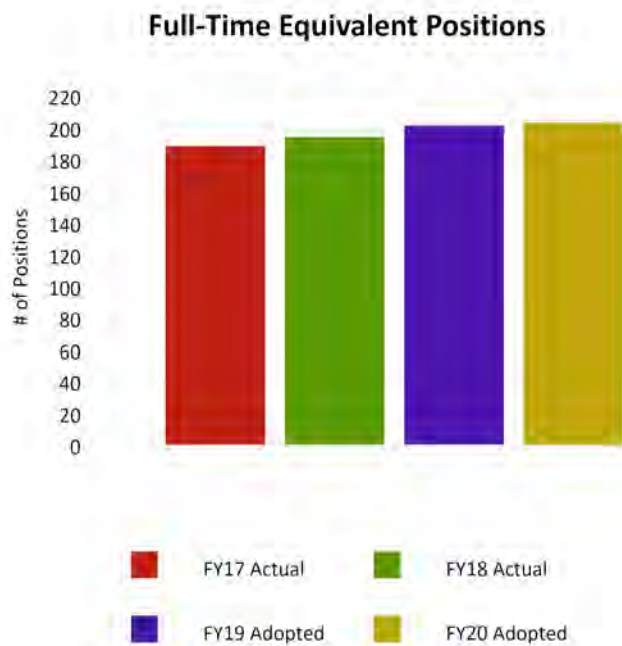
## DEPARTMENT OBJECTIVES, CONT.

- Ensure attractive, safe access to the river and scenic vistas, manage land for maximum wildlife habitats and provide information to the public about the land and water resources of parks
- Ensure attractive, well-maintained and safe parks, open spaces and facilities
- Ensure a high level recreational service and support is provided to youth, adults and seniors in the areas of athletics, aquatics, programming, camps, and special initiatives so that citizens can have access to quality activities that enhance skill development, promote social enjoyment and provide opportunities for a healthy lifestyle
- Train justice citizens for jobs within the landscape industry

## GENERAL FUND AGENCY FUNDING BREAKDOWN



## FULL-TIME EQUIVALENT (FTE) POSITIONS (GF)



## MAYORAL PRIORITY AREA/S IMPACTED

- Efficient and High-Quality Service Delivery
- Adults & Youth Education
- Public Safety, Health, & Wellness

## COUNCIL FOCUS AREA/S IMPACTED

- Responsive, Accountable and Innovative Government
- Strategic Infrastructure Investment
- Strong Futures for Children, Adults, and Families
- Safe Neighborhoods

## DEPARTMENT CORE ACTIVITIES

- **03001 - Administration** - Provide leadership, financial, and administrative oversight enabling department program to function effectively
- **03002 - Marketing** - Create program guides to support department program activities
- **03003 - Facility Maintenance** - Provide timely preventive maintenance for all the department assets; provide systematic facilities maintenance

## DEPARTMENT CORE ACTIVITIES, CONT.

- that improves the department's facilities in order that the infrastructure is maintained and enhanced
- **03004 - Permits** - Book, schedule, and coordinate events for the citizens using our facilities and equipment so that they may enjoy the amenities within the Park and Recreation system
  - **03005 - James River Parks**- Provide parks, grounds, and trails construction and maintenance; Provide recreation and educational programming to in-school/out of school
  - **03006 - Cultural Arts** - Provide high quality arts program, high quality dance and music programs, and high quality Dogwood Dell program
  - **03007 - Special Recreation** - Provide recreation services, senior and special needs activities, to include trips and programming, and aquatics services to youths and seniors
  - **03008 - Out of School Time**- Provide education development to include - SOL support curriculum, citizenship and leadership development and literacy; Provide homework assistance through homework help; Provide recreational activities to include health, nutrition and physical education, cultural enrichment, social recreation and special programs
  - **03011 - Bryan Park** - Provide volunteer coordination that assist with parks management; Provide special events, parks, grounds and structural maintenance; Provide maintenance of soccer field complex
  - **03017 - Cannon Creek** - Provide training to Justice Center residents in landscaping, grounds maintenance trade and tree maintenance to be future productive citizens
  - **03012:03016, 03018, 03021:03023, 03026:029, 03031:03033, 03035:03037, 03041, 03043 - Recreational Centers** - Provide recreation services to youth and adults; Provide senior recreational services; Provide camp services
  - **03044 - Forest Hill** - Provide volunteer coordination that assist with parks management; Provide special events, parks, grounds and structural maintenance
  - **03045 - Byrd Park** - Provide volunteer coordination that assist with parks management; Provide special events, parks, grounds and structural maintenance

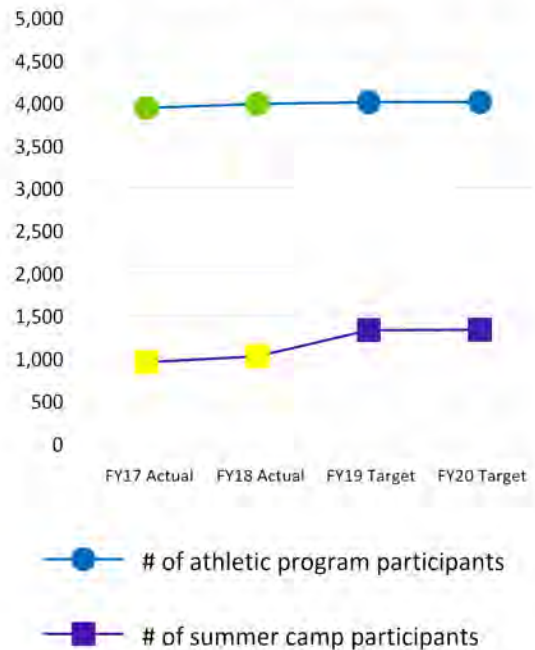
## PERFORMANCE HIGHLIGHTS

The Department of Parks, Recreation, and Community Facilities (PCRF) offers programming in over 20 sites throughout the City; this includes before and after school, summer programming, senior programs, athletics, aquatics, and special initiatives. As a high priority for the Mayor, the number of participants in recreation programs, both for athletic programs and summer camps, are tracked by the department. Non-registered participants, or spectators, are also tracked with regard to the above mentioned programs and participants. As seen in the forthcoming table, the number of non-registered participants have reached over 250,000. As a result of this, as well as the increase in athletic program participants in FY17 and FY18, the department has increased the target for FY19 and FY20. Despite lower than expected performance, the department is committed to increasing their summer camp participation based on the target levels for FY19 and FY20. **(Graph 1)**

## SELECTED PERFORMANCE MEASURES

Graph 1

### # of Programs & Participation in Recreation Centers



Graph 2

### # of Participants & Employment Rates for Workforce Development



The Department of Parks, Recreation, and Community Facilities (PCRF) has launched a new program in FY19, Workforce Development. This program aims to build employable skills for participants, assist in building wealth in impoverished communities, and reduce recidivism among re-entering citizens. As a result of the newness of this program, the department does not have any prior fiscal year data for this measure. **(Graph 2)**

## PERFORMANCE HIGHLIGHTS

PRCF's programming efforts span a variety of participant groups. The senior population is not only increasing in the City, but increasing their active lifestyle through the use of PRCF's program offerings. The department is committed to ensuring a comprehensive number and type of activities and events to provide opportunities for all citizens to have a healthy lifestyle. The department's target for FY17 and FY18 was significantly exceeded by the number of participants, and as such the department has increased their target for FY19 and FY20. **(Graph 3)**

PRCF's programming efforts strive to provide a quality, safe out of school structure for City students. This measure focuses primarily on the K-5 student population. The programming promotes children's success in reading, enhances Standards of Learning (SOL) scores, and supports positive character development. The department's target for FY17 and FY18 was met by the number of participants. The department expects this trend to continue, and as such has maintained their target for FY19 and FY20. **(Graph 4)**

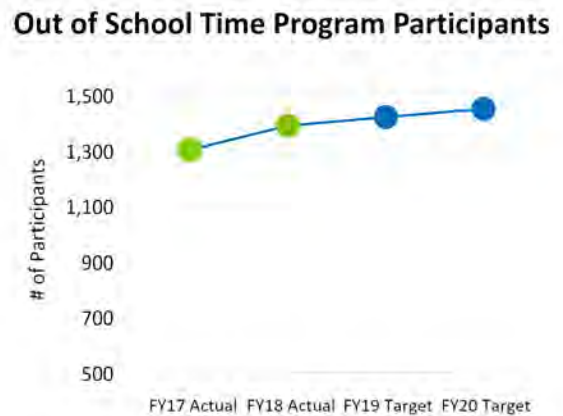
The James River Parks system continues to be one of the most visited parks systems in the region. This park system is home to several walking and biking trails, as well as the recently completed T. Potterfield Bridge. With numerous opportunities for recreation for City residents and visitors, the department tracks the number of visitors to this park system to demonstrate the importance of this exceptional space. The department's target for FY17 and FY18 was overwhelmingly surpassed. The department expects this trend to continue, and as such has increased their target for FY19 and FY20. **(Graph 5)**

## SELECTED PERFORMANCE MEASURES

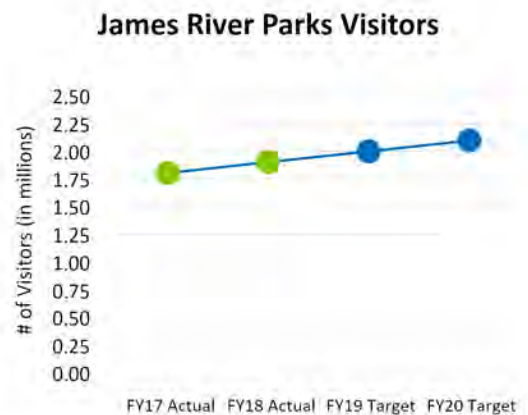
Graph 3



Graph 4



Graph 5



# PARKS, RECREATION & COMMUNITY FACILITIES

PERFORMANCE BASED BUDGETING

## PERFORMANCE BUDGET OVERVIEW\*

Cost Center / Program	Service / SubProgram	Performance Measure	FY 2017 Perf Target / Result / Status	FY 2017 Actual Expenditure	FY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	FY 2019 Perf Target	FY 2019 Adopted Budget	FY 2020 Perf Target	FY 2020 Adopted Budget
03001 - Admin	Admin (SV0801)	# of programs overseen to include CIP, USDA and Fee Based	11/11/ <b>G</b>	\$1,816,674	11/11/ <b>G</b>	\$977,535	11	\$2,117,479	11	\$2,614,617
	Benefits Admin (SV0802)	NA	NA	280	NA	—	NA	—	NA	—
	Employee Relations (SV0805)	NA	NA	103,758	NA	78,238	NA	100,811	NA	—
	Accounts Payable (SV0902)	NA	NA	20,796	NA	76,605	NA	77,323	NA	81,588
	Budget Management (SV0905)	NA	NA	283,457	NA	171,226	NA	253,259	NA	—
	Contract Admin (SV0907)	NA	NA	21,730	NA	5,951	NA	108,539	NA	101,000
	Payroll Admin (SV0911)	NA	NA	201,433	NA	209,231	NA	209,697	NA	214,896
	Default	NA	NA	11,058	NA	28,785	NA	—	NA	—
	City Copy & Print Services (SV1001)	NA	NA	—	NA	—	NA	1,000	NA	1,500



# PARKS, RECREATION & COMMUNITY FACILITIES

PERFORMANCE BASED BUDGETING

Cost Center / Program	Service / SubProgram	Performance Measure	FY 2017 Perf Target / Result / Status	FY 2017 Actual Expenditure	FY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	FY 2019 Perf Target	FY 2019 Adopted Budget	FY 2020 Perf Target	FY 2020 Adopted Budget
03001 - Admin	Telecommunications Systems Mgmt (SV1002)	NA	NA	752	NA	72	NA	—	NA	—
	Software / Apps Dev & Support (SV1016)	NA	NA	7,615	NA	—	NA	12,000	NA	—
	Burial Services (SV1501)	NA	NA	3,588	NA	—	NA	—	NA	—
	Fleet Management (SV1502)	NA	NA	494,056	NA	552,109	NA	53,736	NA	137,156
	Recreational Services (SV1901)	NA	NA	425,913	NA	501,026	NA	60,250	NA	149,065
	Aquatic Services (SV1902)	NA	NA	254,317	NA	291,405	NA	—	NA	—
	Camp Services (SV1903)	NA	NA	3,023	NA	2,455	NA	3,171	NA	—
	Parks Management (SV1904)	NA	NA	355,408	NA	424,303	NA	—	NA	—
	Sports & Athletics (SV1905)	NA	NA	—	NA	206	NA	—	NA	—
	Facilities Management (SV2006)	NA	NA	44,780	NA	135,797	NA	—	NA	134,915
	Public Info & Media Relations (SV2103)	NA	NA	5,773	NA	6,014	NA	—	NA	—

# PARKS, RECREATION & COMMUNITY FACILITIES

## PERFORMANCE BASED BUDGETING

Cost Center / Program	Service / SubProgram	Performance Measure	FY 2017 Perf Target / Result / Status	FY 2017 Actual Expenditure	FY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	FY 2019 Perf Target	FY 2019 Adopted Budget	FY 2020 Perf Target	FY 2020 Adopted Budget
<b>03001 - Admin</b>	Special Events (SV2209)	NA	NA	9,971	NA	—	NA	—	NA	—
	Sr & Spec Needs Programming (SV2421)	NA	NA	—	NA	1,055	NA	—	NA	—
	Financial Management (SV0908)	NA	NA	65,538	NA	589,766	NA	65,016	NA	343,023
	Customer Service (SV0302)	NA	NA	98,152	NA	86,058	NA	92,284	NA	74,565
	Human Res. Management (SV0806)	NA	NA	30,274	NA	150,834	NA	164,974	NA	157,666
	<b>Program Budget Total</b>			<b>\$4,258,350</b>		<b>\$4,288,670</b>		<b>\$3,319,539</b>		<b>\$4,009,991</b>
<b>03002 - Marketing</b>	Cultural Services (SV0101)	NA	NA	—	NA	2,000	NA	—	NA	—
	Admin (SV0801)	NA	NA	225	NA	—	NA	1,261	NA	764
	Recreational Services (SV1901)	NA	NA	1,015	NA	1,831	NA	3,150	NA	3,990
	Parks Management (SV1904)	NA	NA	—	NA	200	NA	—	NA	—
	Public Relations (SV2104)	NA	NA	794	NA	—	NA	—	NA	300
	Public Info & Media Relations (SV2103)	# of Program Guides printed & distributed	4,500/5,000/ <b>G</b>	142,041	5,000/5,000/ <b>G</b>	147,924	5,000	128,428	5,000	217,456

# PARKS, RECREATION & COMMUNITY FACILITIES

PERFORMANCE BASED BUDGETING

Cost Center / Program	Service / SubProgram	Performance Measure	FY 2017 Perf Target / Result / Status	FY 2017 Actual Expenditure	FY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	FY 2019 Perf Target	FY 2019 Adopted Budget	FY 2020 Perf Target	FY 2020 Adopted Budget
		Program Budget Total		144,075		151,955		132,839		222,510
	Emergency Preparedness (SV0700)	NA	NA	265	NA	—	NA	—	NA	—
	Admin (SV0801)	NA	NA	8,152	NA	—	NA	—	NA	—
	Telecommunications Systems Mgmt (SV1002)	NA	NA	—	NA	216	NA	—	NA	—
	Default	NA	NA	—	NA	(500)	NA	—	NA	—
	Mail Services (SV1010)	NA	NA	121	NA	47	NA	—	NA	—
	Employee Training & Development (SV1201)	NA	NA	—	NA	—	NA	500	NA	500
	Fleet Management (SV1502)	NA	NA	18,880	NA	4,645	NA	81,590	NA	—
	Infrastructure Management (SV1503)	NA	NA	1,135	NA	1,176	NA	2,076	NA	2,076
	Recreational Services (SV1901)	NA	NA	—	NA	45	NA	—	NA	—
	Facility Management (SV2006)	% of preventive maintenance repairs completed on schedule	90%/95%/G	1,569,707	95%/96%/G	1,552,795	98%	1,473,855	98%	1,348,188

# PARKS, RECREATION & COMMUNITY FACILITIES

## PERFORMANCE BASED BUDGETING

Cost Center / Program	Service / SubProgram	Performance Measure	FY 2017 Perf Target / Status	FY 2017 Actual Expenditure	FY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	FY 2019 Perf Target	FY 2019 Adopted Budget	FY 2020 Perf Target	FY 2020 Adopted Budget	
03003 - Facility Maintenance	Workforce Development (SV1203)	# of workforce staff trained/ graduated	NA		NA		15		15		
		# of workforce trained that received permanent employment	NA		NA		10		12		
		<b>Program Budget Total</b>		<b>\$1,598,260</b>		<b>\$1,558,424</b>		<b>\$1,558,021</b>		<b>\$1,350,764</b>	
03004 - Permits & Scheduling	Admin (SV0801)	NA	NA	14,551	NA	(192)	NA	20,532	NA	22,788	
	Human Res. Management (SV0806)	NA	NA	12,826	NA		NA	19,698	NA	22,788	
	Mail Services (SV1010)	NA	NA	44	NA	1	NA		NA		
	Employee Relations (SV0805)	NA	NA	38,477	NA		NA	59,095	NA		
	Recreational Services (SV1901)	NA	NA		NA	169	NA		NA		
	Parks Management (SV1904)	NA	NA	83	NA	2,422	NA		NA		
	Facility Management (SV2006)	NA	NA	680	NA	68	NA		NA		
	Special Events (SV2209)	# of shelters, park houses, ball fields, mobile stage etc. rented based on permits	900/1,330 <b>G</b>	91,112	1,000/1,343/ <b>G</b>	95,785	1,370	97,529	1,507	102,599	

# PARKS, RECREATION & COMMUNITY FACILITIES

## PERFORMANCE BASED BUDGETING

Cost Center / Program	Service / SubProgram	Performance Measure	FY 2017 Perf Target / Result / Status	FY 2017 Actual Expenditure	FY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	FY 2019 Perf Target	FY 2019 Adopted Budget	FY 2020 Perf Target	FY 2020 Adopted Budget
		Program Budget Total		157,774		98,254		196,854		148,175
	Visitors (SV1919)	# of Visitors to JRP annually	1,000,000/ 1,798,979/ G	—	1,600,000/ 1,899,421/ G	—	1,994,392	—	2,094,112	—
	Pedestrians, Bikes and Trails (SV0408)	# of trails users	200,000/ 245,803/ G	25,977	200,000/ 207,025/ G	28,177	217,376	28,406	228,245	29,664
	Recreation Services (SV1901)	# of programs offered	100/177/ G	—	100/148/ G	—	155	—	171	—
		# of program participants	3,000/3,185 G	—	3,000/2,823/ Y	—	3,105	—	3,416	—
	Emergency Preparedness (SV0700)	NA	NA	85	NA	—	NA	—	NA	—
	Telecommunications Systems Mgmt (SV1002)	NA	NA	—	NA	(22,345)	NA	—	NA	—
	Employee Training & Development (SV1201)	NA	NA	—	NA	—	NA	—	NA	500
	Fleet Management (SV1502)	NA	NA	5,865	NA	23,310	NA	70,457	NA	—
	Sports & Athletics (SV1905)	NA	NA	—	NA	1,834	NA	—	NA	—
	James River Park (SV1906)	NA	NA	70,880	NA	126,830	NA	5,940	NA	56,950
	Parks Management (SV1904)	NA	NA	315,225	NA	422,118	NA	560,049	NA	746,337

03005 - James River Park System

# PARKS, RECREATION & COMMUNITY FACILITIES

PERFORMANCE BASED BUDGETING

Cost Center / Program	Service / SubProgram	Performance Measure	FY 2017 Perf Target / Result / Status	FY 2017 Actual Expenditure	FY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	FY 2019 Perf Target	FY 2019 Adopted Budget	FY 2020 Perf Target	FY 2020 Adopted Budget
03005 - James River Park System	Grounds Management (SV2002)	NA	NA	132,155	NA	137,225	NA	141,589	NA	94,084
	Volunteer Coordinator (SV0304)	# of Volunteers	NA/1,701	—	1,500/2,677 <b>G</b>	—	2,945	—	3,240	—
		<b>Program Budget Total</b>		<b>\$550,187</b>		<b>\$717,148</b>		<b>\$806,441</b>		<b>\$927,534</b>
03006 - Cultural Arts Services	Cultural Services (SV0101)	# of registered participants in various Cultural Arts programs and summer programs	637/650 <b>G</b>	828,409	650/441 <b>Y</b>	796,005	550	633,971	550	650,773
			30/36/ <b>G</b>		30/38/ <b>G</b>		42		46	
	PRCF Dance Program (SV0102)	NA	—	—	NA	450	NA	—	NA	—
	PRCF Art Program (SV0103)	NA	791	NA	—	—	NA	—	NA	—
	City Copy & Print Services (SV1001)	NA	1,272	NA	715	NA	NA	—	NA	—
	Mail Services (SV1010)	NA	669	NA	4,783	NA	NA	—	NA	—
	Mayor's Youth Academy (SV1202)	NA	59,210	NA	6,106	NA	NA	4,603	NA	4,603
	Recreational Services (SV1901)	NA	—	—	919	NA	NA	—	NA	—
	Aquatic Services (SV1902)	NA	3,563	NA	—	NA	NA	—	NA	—

# PARKS, RECREATION & COMMUNITY FACILITIES

PERFORMANCE BASED BUDGETING

Cost Center / Program	Service / SubProgram	Performance Measure	FY 2017 Perf Target / Status	FY 2017 Actual Expenditure	FY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	FY 2019 Perf Target	FY 2019 Adopted Budget	FY 2020 Perf Target	FY 2020 Adopted Budget
03006 - Cultural Arts Services	Parks Management (SV1904)	NA	NA	—	NA	248	NA	—	NA	—
	James River Park (SV1906)	NA	NA	144	NA	—	NA	—	NA	—
	Special Events (SV2209)	NA	NA	31,073	NA	64,672	NA	120,450	NA	133,355
		<b>Program Budget Total</b>		<b>\$925,129</b>		<b>\$873,899</b>		<b>\$759,024</b>		<b>\$788,731</b>
03007 - Special Recreation Services	Recreation Services (SV1901)	NA	NA	549,511	NA	568,261	NA	623,319	NA	509,445
	Aquatic Services (SV1902)	# of aquatics program participants	63,084/89,120/ <b>G</b>	666,037	63,084/101,690/ <b>G</b>	758,428	107,791	709,595	107,791	829,207
	Senior and Spec Need Programming (SV2421)	# of special events & senior trips program participants	500/660/ <b>G</b>	13,215	500/934/ <b>G</b>	8,505	980	19,125	980	337,070
	Cultural Services (SV0101)	NA	NA	5,050	NA	—	NA	—	NA	—
	Educational Services (SV0502)	NA	NA	45,179	NA	51,867	NA	46,795	NA	35,060
	Admin (SV0801)	NA	NA	5,704	4,073	NA	NA	—	NA	—
	City Copy & Print Services (SV1001)	NA	NA	68	349	NA	NA	—	NA	—
Camp Services (SV1903)	NA	NA	60,465	47,160	NA	NA	62,202	NA	35,060	

# PARKS, RECREATION & COMMUNITY FACILITIES

PERFORMANCE BASED BUDGETING

Cost Center / Program	Service / SubProgram	Performance Measure	FY 2017 Perf Target / Result / Status	FY 2017 Actual Expenditure	FY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	FY 2019 Perf Target	FY 2019 Adopted Budget	FY 2020 Perf Target	FY 2020 Adopted Budget	
03007 - Special Recreation Services	Parks Management (SV1904)	NA	NA	26,309	NA	490	NA	—	NA	—	
	Sports & Athletics (SV1905)	NA	NA	338,946	NA	335,587	NA	257,605	NA	289,520	
	James River Park (SV1906)	NA	NA	793	NA	—	NA	—	NA	—	
	SW-Recreation Services (SV1907)	NA	NA	—	NA	917	NA	—	NA	—	
	Facilities Management (SV2006)	NA	NA	—	NA	1,766	NA	—	NA	—	
	Public Info & Media Relations (SV2103)	NA	NA	2,000	NA	—	NA	—	NA	—	
	Special Events (SV2209)	NA	NA	19,215	NA	20,081	NA	20,207	NA	35,060	
	Food Services (SV2411)	NA	NA	79,300	NA	136,546	NA	164,134	NA	201,566	
		<b>Program Budget Total</b>			<b>\$1,811,792</b>		<b>\$1,934,032</b>		<b>\$1,902,982</b>		<b>\$2,271,987</b>
	03008 - Out of School Time	Educational Services (SV0502)	# of register program attendance	980/1,302/ <b>G</b>	952,414	980/1,389/ <b>G</b>	926,638	1,420	973,964	1,450	1,027,123
Mail Services (SV1010)		NA	NA	11	NA	3	NA	—	NA	—	
	<b>Program Budget Total</b>			<b>\$952,426</b>		<b>\$926,640</b>		<b>\$973,964</b>		<b>\$1,027,123</b>	



# PARKS, RECREATION & COMMUNITY FACILITIES

PERFORMANCE BASED BUDGETING

Cost Center / Program	Service / SubProgram	Performance Measure	FY 2017 Perf Target / Result / Status	FY 2017 Actual Expenditure	FY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	FY 2019 Perf Target	FY 2019 Adopted Budget	FY 2020 Perf Target	FY 2020 Adopted Budget
	Volunteer Coordination (SV0304)	NA	NA	—	NA	—	NA	—	NA	—
	Parks Management (SV1904)	# of multi-sports fields prepped and maintained	264/264/ <b>G</b>	175,536	264/264/ <b>G</b>	134,427	264	118,015	264	32,714
	Grounds Management (SV2002)	# of park acreage maintained	6/6/ <b>G</b>	—	6/6/ <b>G</b>	—	6	—	6	—
<b>03011 - Bryan Park</b>	Visitors (SV1919)	# of annual visitors	NA/206,446	—	300,000/392,091/ <b>G</b>	—	500,000	—	550,000	—
	Software / Apps Dev & Support (SV1016)	NA	NA	—	NA	—	NA	1,500	NA	—
	Recreational Services (SV1901)	NA	NA	—	NA	—	NA	3,500	NA	3,500
	Sports & Athletics (SV1905)	NA	NA	—	NA	75	NA	—	NA	—
	<b>Program Budget Total</b>			<b>\$175,536</b>		<b>\$134,502</b>		<b>\$123,015</b>		<b>\$36,214</b>
<b>03017 - Cannon Creek &amp; Trails Maint.</b>	Recreational Services (SV1901)	NA	NA	66	NA	—	NA	—	NA	—

# PARKS, RECREATION & COMMUNITY FACILITIES

PERFORMANCE BASED BUDGETING

Cost Center / Program	Service / SubProgram	Performance Measure	FY 2017 Perf Target / Status	FY 2017 Actual Expenditure	FY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	FY 2019 Perf Target	FY 2019 Adopted Budget	FY 2020 Perf Target	FY 2020 Adopted Budget
	Pedestrians, Bikes and Trails (SV0408)	# of Justice Center Residents trained	NA/7		NA/7		10		10	
		# of Justice Center Residents trained that secured permanent employment	NA/2	—	NA/2	—	3		3	
	Parks Management (SV1904)	# of acres cleared of invasive plants	8/8/ <b>G</b>	102,519	8/8/ <b>G</b>	206,326	8	94,182	8	81,199
	Grounds Management (SV2002)	# of park acreage maintained	8/8/ <b>G</b>	—	8/8/ <b>G</b>	—	8	—	8	—
		<b>Program Budget Total</b>		<b>\$102,584</b>		<b>\$206,326</b>		<b>\$94,182</b>		<b>\$81,199</b>
03012-03016, 03018, 03021-03023, 03026-03029, 03031-03033, 03035-03037, 03041, 03043 - Rec Centers	Recreation Services (SV1901)	# of athletic program participants (registered)	3,375/3,930/ <b>G</b>	3,798,575	3,475/3,979/ <b>G</b>	4,216,400	4,000	4,393,657	4,000	4,831,167
		# of summer camp participants	1,275/946 <b>Y</b>		1,350/1,017/ <b>Y</b>		1,323		1,330	
	Default	NA	NA	39	NA	—	NA	—	NA	—
	Aquatic Services (SV1902)	NA	NA	—	NA	5,512	NA	—	NA	—
	Engineering Services (SV1701)	NA	NA	438	NA	—	NA	—	NA	—
	Public Info & Media Relations (SV2103)	NA	NA	—	NA	192	NA	—	NA	—

# PARKS, RECREATION & COMMUNITY FACILITIES

PERFORMANCE BASED BUDGETING

Cost Center / Program	Service / SubProgram	Performance Measure	FY 2017 Perf Target / Status	FY 2017 Actual Expenditure	FY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	FY 2019 Perf Target	FY 2019 Adopted Budget	FY 2020 Perf Target	FY 2020 Adopted Budget
03012-03016, 03018, 03021-03023, 03026-03029, 03031-03033, 03035-03037, 03041, 03043 - Rec Centers	Minority Business Development (SV0407)	NA	NA	1,060	NA	—	NA	—	NA	—
	Food Services (SV2411)	NA	NA	—	NA	258	NA	—	NA	—
	Educational Services (SV0502)	NA	NA	—	NA	1,570	NA	—	NA	—
	Mail Services (SV1010)	NA	NA	—	NA	12	NA	—	NA	—
	Parks Management (SV1904)	NA	NA	138	NA	29,113	NA	—	NA	—
	Camp Services (SV1903)	NA	NA	9,479	NA	3,239	NA	7,867	NA	—
	Cultural Services (SV0101)	NA	NA	17	NA	—	NA	—	NA	—
	SW-Recreation Services (SV1907)	NA	NA	577	NA	—	NA	—	NA	—
	NE-Recreation Services (SV1908)	NA	NA	460	NA	—	NA	—	NA	—
	PRCF Trophy Entrepreneur Program (SV1913)	NA	NA	—	NA	15	NA	—	NA	—
	<b>Program Budget Total</b>			<b>\$3,810,783</b>		<b>\$4,256,311</b>		<b>\$4,401,524</b>		<b>\$4,831,167</b>
03025 - Fisher Rec/Park	Recreational Services (SV1901)	NA	NA	—	NA	—	NA	10,000	NA	10,765

# PARKS, RECREATION & COMMUNITY FACILITIES

PERFORMANCE BASED BUDGETING

Cost Center / Program	Service / SubProgram	Performance Measure	FY 2017 Perf Target / Result / Status	FY 2017 Actual Expenditure	FY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	FY 2019 Perf Target	FY 2019 Adopted Budget	FY 2020 Perf Target	FY 2020 Adopted Budget	
03034 - Mosby Court Rec/Park	Recreational Services (SV1901)	Program Budget Total		\$—		\$—		\$10,000		\$10,765	
		NA	NA	480	NA	—	NA	—	NA	—	
03042 - Mary Munford Rec/Park	Recreational Services (SV1901)	Program Budget Total		\$480		\$—		\$—		\$—	
		NA	NA	10,119	NA	4,067	NA	10,000	NA	10,765	
03044 - Forest Hill Park	Volunteer Coordination (SV0304) Emergency Preparedness (SV0700) Recreational Services (SV1901) Facilities Management (SV2006) Special Events (SV2209) Protests & Disruptions (SV2220)	Program Budget Total		\$10,119		\$4,067		\$10,000		\$10,765	
		NA	NA	—	NA	—	NA	—	NA	—	
		NA	NA	1,567	NA	—	NA	—	—	NA	—
		NA	NA	111	NA	525	NA	—	—	NA	—
		NA	NA	27,233	NA	30,758	NA	NA	29,601	NA	31,442
		NA	NA	4,806	NA	5,428	NA	NA	5,224	NA	5,549
		NA	NA	—	NA	6,828	NA	—	—	NA	—
		# of park acreage maintained	109/109/ <b>G</b>	811,506	109/109/ <b>G</b>	847,627	109	873,398	109	957,969	
		# of community centers cleaned	11/11/ <b>G</b>	—	11/11/ <b>G</b>	—	11	—	—	11	—

# PARKS, RECREATION & COMMUNITY FACILITIES

## PERFORMANCE BASED BUDGETING

Cost Center / Program	Service / SubProgram	Performance Measure	FY 2017 Perf Target / Result / Status	FY 2017 Actual Expenditure	FY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	FY 2019 Perf Target	FY 2019 Adopted Budget	FY 2020 Perf Target	FY 2020 Adopted Budget
03044 - Forest Hill Park	Visitors (SV1919)	# of annual visitors	NA	—	NA/167,764	—	176,152	—	228,915	—
		<b>Program Budget Total</b>		<b>\$845,223</b>		<b>\$891,166</b>		<b>\$908,223</b>		<b>\$994,960</b>
03045 - Byrd Park	Parks Management (SV1904)	# of park acreage maintained	NA/272	957,088	NA/272	1,019,347	272	1,189,160	272	1,189,133
	Recreational Services (SV1901)	NA	NA	42,258	NA	3,404	NA	—	NA	—
	NE-Recreation Services (SV1908)	NA	NA	26,311	NA	—	NA	—	NA	—
	Protests & Disruptions (SV2220)	NA	NA	—	8,545	NA	NA	—	NA	—
	Grounds Management (SV2002)	# of multi-sports fields prepped & maintained	NA/13	—	—	13	13	—	13	—
	Visitors (SV1919)	# of annual visitors	NA/47,198	—	—	NA/734,673	—	771,407	848,547	—
	<b>Program Budget Total</b>			<b>\$1,025,657</b>		<b>\$1,031,297</b>		<b>\$1,189,160</b>		<b>\$1,189,133</b>
03046 - Volunteer Coordination Services (N2N)	Volunteer Coordination (SV0304)	# of volunteers	NA	—	NA	—	Establishing Baseline	—	TBD	116,672
		# of volunteer projects	NA	—	NA	—	Establishing Baseline	—	TBD	—
	<b>Program Budget Total</b>			<b>\$—</b>		<b>\$—</b>		<b>\$—</b>		<b>\$116,672</b>
	<b>Total Budget</b>			<b>\$16,368,375</b>		<b>\$17,072,689</b>		<b>\$16,385,768</b>		<b>\$18,017,689</b>

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

\*\*The performance measures contained in the table above may not reflect all of the measures submitted by the department.

## AGENCY FISCAL SUMMARY – PARKS, RECREATION, AND COMMUNITY FACILITIES\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$11,237,820	\$11,946,123	\$12,416,458	\$13,367,798
Operating	5,130,555	5,126,566	3,969,310	4,649,891
<b>Total General Fund</b>	<b>\$16,368,375</b>	<b>\$17,072,689</b>	<b>\$16,385,768</b>	<b>\$18,017,689</b>
Enterprise Fund	1,751,893	1,785,426	1,844,065	1,700,399
Special Fund	1,533,512	1,120,779	2,178,431	2,724,290
Capital Improvement Fund	2,685,650	4,706,317	4,158,650	3,605,309
<b>Total Agency Summary</b>	<b>\$22,339,430</b>	<b>\$24,685,211</b>	<b>\$24,566,914</b>	<b>\$26,047,687</b>
Per Capita	\$100.24	\$108.78	\$108.26	\$114.79
Total Staffing	218.90	221.90	228.90	234.90

\*See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

### BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This budget includes reduced funding for vacant positions.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Personnel:** The budget includes 100% funding for all filled positions, limited funding for vacant positions, and rate adjustments for healthcare and retirement in FY2020. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions. This budget also includes an increase of two new positions: one for the central district recreational services and one position transferred from Human Services for volunteer coordination services.

**Operating:** This budget reflects an increase in operating due to the transfer of the operations of the Farmer's Market, formerly managed by the Department of Economic Development. Additional funds are for the central services recreation district programming and facilities, operating costs associated with the Powhatan capital projects, and funding for the Calhoun center pool.

THIS PAGE LEFT INTENTIONALLY BLANK

---

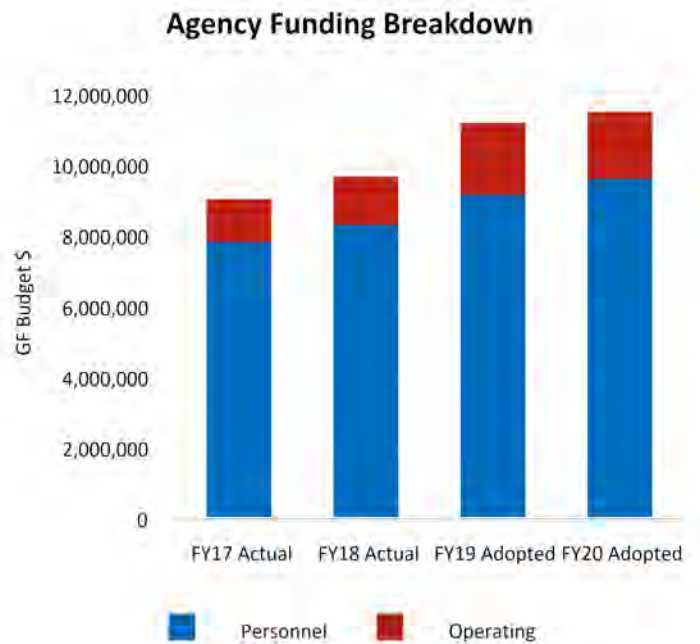
## DEPARTMENT MISSION

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.

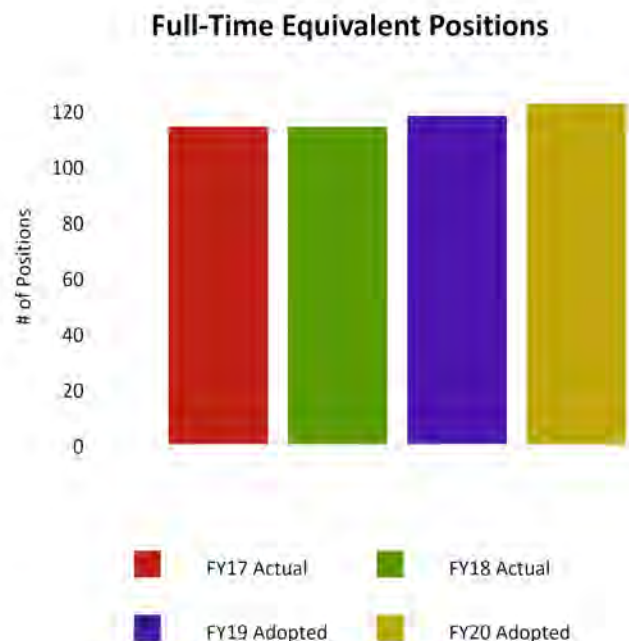
## DEPARTMENT OBJECTIVES

- Promote orderly development of the City that accomplishes Citywide strategic priorities regarding land use, transportation, historic preservation, economic development and vibrant communities
- Perform permitting functions such as, plan review and inspections mandated by the Virginia Construction code, federal law and local ordinances
- Protect safety, health, and welfare, reduce crime, and support economically strong neighborhoods and businesses through education and enforcement of property maintenance regulations
- Assist with the development of long range and small areas plans
- Provide accurate information, and other services, for public, financial and legal institutions, as well as other City agencies

## GENERAL FUND AGENCY FUNDING BREAKDOWN



## FULL-TIME EQUIVALENT (FTE) POSITIONS (GF)





## MAYORAL PRIORITY AREA/S IMPACTED

---

- Public Safety, Health, & Wellness
- Efficient & High-Quality Service Delivery
- Vibrant, Inclusive, & Mobile Communities
- Economic Empowerment

## COUNCIL FOCUS AREA/S IMPACTED

---

- Safe Neighborhoods
- 21st Century Richmond: Planned Growth, Economic Progress, and Affordable Housing
- Responsive, Accountable and Innovative Government
- Strategic Infrastructure Investment

## DEPARTMENT CORE ACTIVITIES

---

- **00501 - Land Use** - Review and approve Plans of Development and Subdivisions; Review and present Special Use Permits, Rezoning, Conditional Use Permits, etc. to City Council for approval; Oversee operations of the Planning Commission and Public Art Commission; Participate in city-initiated zoning projects and Master Plan updates; Provide advice and analysis for proposed developments that may not be permitted by current underlying zoning regulations
- **00502 - Permits & Inspections** - Provide a Permit Center for customer service to citizens, contractors, engineers, architects, developers, etc.; Conduct Plan Review functions to issue permits; Provide and conduct new construction inspections; Provide an annual elevator inspection and certification program; Perform audits of construction costs and fees for projects over \$500,000 in cost of work; Provide for a Special Inspection program for high rise buildings or large projects; Undertake the collection and reconciliation of permitting revenue from all sources in PDR; Provide educational opportunities regarding the permitting process to citizens, contractors, architects, engineers and developers
- **00503 - Administration** - Process invoices in a timely manner; Process payroll to ensure employees are paid on time and accurately; Manage recruitment process; Ensure IT related issues are responded to and delivered in a timely

## DEPARTMENT CORE ACTIVITIES, CONT.

---

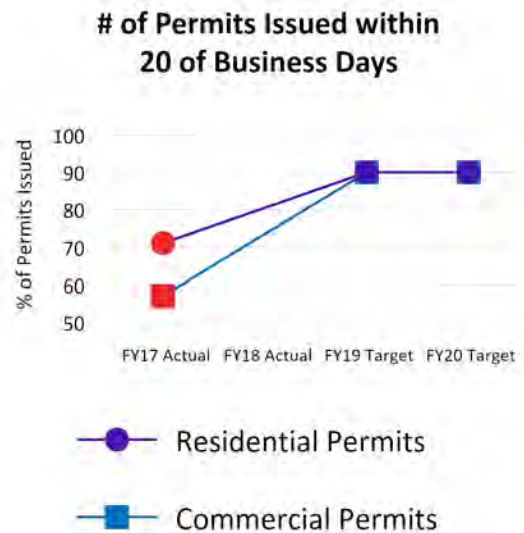
- manner; Monitor budget to ensure department does not exceed funding
- **00504 - Property Maintenance Code Enforcement** - Enforcement of Virginia Maintenance Code to protect the health, safety and welfare of the Citizens of the City of Richmond; Enforcement of City of Richmond Environmental Codes to improve quality of life issues
  - **00505 - Planning & Preservation** - Assist with the creation of comprehensive and small area plans, and focus on the protection, preservation, and enhancement of the City's built environment which encourages economic development and investment that supports expanded economic opportunities; Protect, preserve, and enhance the City's built environment; Section 106 review of HUD funded projects are directly linked to the provision of affordable housing
  - **00507 - Zoning & Administration** - Issue Certificates of Zoning Compliance; Issue Zoning Confirmation Letters after research of property; Review all building permit applications; Review all sign permit applications; Review trade (electrical, plumbing, mechanical) permit application; Inspect properties and issues Notices' of Violation (NOV's)

## PERFORMANCE HIGHLIGHTS

The Department of Planning & Development Review (PDR) tracks the number of days to issue two types of permits: 20 days for residential and 20 days for commercial. Timeliness of permit issuance is essential to maintain high quality customer service, ensure public safety, and ensure continuity of operations for economic development projects. The department continues to strive to increase their performance for this measure. The department notes that it is unable to provide data for this measure for FY18. **(Graph 1)**

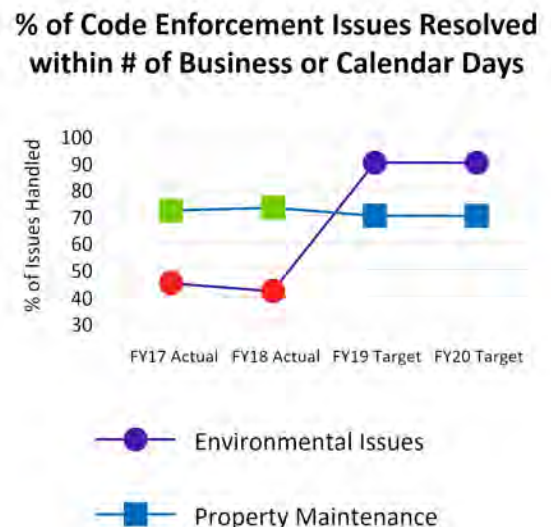
## SELECTED PERFORMANCE MEASURES

Graph 1



Graph 2

The Department of Planning & Development Review tracks the percentage of property maintenance issues that are resolved within a certain number of calendar days: 15 business days for environmental and 180 calendar days for property maintenance. The management of these regulations protects the safety, health, and welfare of citizens, as well as reduces crime, and supports neighborhoods and businesses. While property maintenance issues are consistently handled in a timely manner, the department continues to strive to increase their performance for environmental issues. **(Graph 2)**



## PERFORMANCE HIGHLIGHTS

The Department of Planning & Development Review tracks the percentage of residential and commercial inspections that are performed within two business days. Timeliness of inspection is essential to maintain high quality customer service, ensure public safety, and ensure continuity of operations for economic development projects. The department has been successful with this performance measure and will continue to achieve high results. PDR notes that it is unable to provide data for this measure for FY18. **(Graph 3)**

## SELECTED PERFORMANCE MEASURES

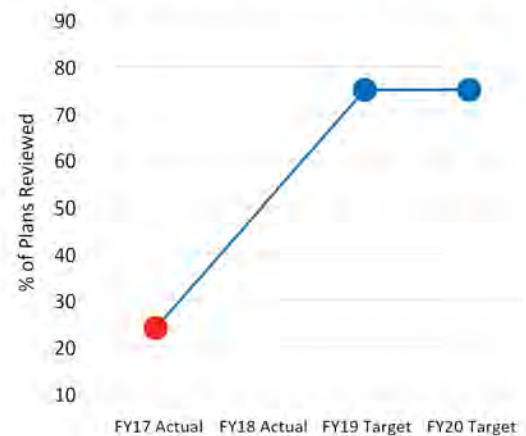
Graph 3

**% of Permits Inspected w/in 2 Business Days**



Graph 4

**% of Plans of Development Reviewed**



The Department of Planning & Development Review tracks the percentage of "Plans of Development" reviewed by pertinent City agencies prior to final PDR review. The timeliness of this review is essential to maintaining continuity of City operations, as well as ensuring quality service delivery. The department continues to work with other City agencies to ensure that this process continues to improve. PDR notes that it is unable to provide data for this measure for FY18. **(Graph 4)**

# PLANNING & DEVELOPMENT REVIEW

PERFORMANCE BASED BUDGETING

## PERFORMANCE BUDGET OVERVIEW\*

Cost Center / Program	Service / SubProgram	Performance Measure	FY 2017 Perf Target / Result / Status	FY 2017 Actual Expenditure	FY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	FY 2019 Perf Target	FY 2019 Adopted Budget	FY 2020 Perf Target	FY 2020 Adopted Budget
00501 - Land Use	Administration (SV0801)	NA	NA	\$1,808	NA	—	NA	\$6,328	NA	—
	Boards & Commission Support (SV0411)	NA	NA	144,080	NA	130,416	NA	147,780	NA	125,029
	City & Copy Prints (SV1001)	NA	NA	—	NA	—	NA	600	NA	—
	Customer Service (SV0302)	NA	NA	22,263	NA	22,468	NA	22,043	NA	23,019
	Default	NA	NA	4,914	NA	1,836	NA	—	NA	—
	Development Review (SV2005)	% of Plans of Development reviewed by all agencies w/in 15 business days to issue letter in 22 business days	75%/24% <span style="color: red;">R</span>	77,251	75%/NA	72,901	75%	85,103	75%	194,823
	Fleet Management (SV1502)	NA	NA	1,194	NA	1,502	NA	10,000	NA	—
	Permits & Inspections (SV2007)	NA	NA	—	NA	933	NA	—	NA	—
	Cultural Services (SV0101)	NA	NA	—	NA	—	NA	—	NA	32,449

# PLANNING & DEVELOPMENT REVIEW

## PERFORMANCE BASED BUDGETING

Cost Center / Program	Service / SubProgram	Performance Measure	FY 2017 Perf Target / Result / Status	FY 2017 Actual Expenditure	FY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	FY 2019 Perf Target	FY 2019 Adopted Budget	FY 2020 Perf Target	FY 2020 Adopted Budget
00501 - Land Use	Planning (SV2009)	% of Special Use Permits brought to City Council w/in 5 months	NA	25,466	NA	20,517	75%	30,548	75%	36,806
		% of Conditional Use Permits brought to City Council w/in 5 months	NA		NA		75%			
	Historic Preservation (SV0401)	NA	—	NA	39	NA	—	—	NA	—
	Master Plans (SV0410)	NA	650	NA	9	NA	—	—	NA	—
00502 - Permits & Inspections	Zoning (SV0413)	% of Rezoning/ Conditional Rezoning brought to City Council w/in 5 months	NA	66,897	NA	62,354	75%	176,274	75%	79,737
		<b>Program Budget Total</b>		<b>\$344,523</b>		<b>\$312,975</b>		<b>\$478,676</b>		<b>\$491,863</b>
00502 - Permits & Inspections	Boards & Commission Support (SV0411)	NA	NA	223	NA	—	NA	—	NA	—
		NA	NA	10,105	NA	—	NA	—	NA	—
	City & Copy Prints (SV1001)	NA	—	NA	39	NA	—	—	NA	—
	Mail Services (SV1010)	NA	—	NA	—	—	NA	3,750	NA	—
	Warehouse (SV2008)	NA	484	NA	—	—	NA	—	NA	—

# PLANNING & DEVELOPMENT REVIEW

## PERFORMANCE BASED BUDGETING

Cost Center / Program	Service / SubProgram	Performance Measure	FY 2017 Perf Target / Result / Status	FY 2017 Actual Expenditure	FY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	FY 2019 Perf Target	FY 2019 Adopted Budget	FY 2020 Perf Target	FY 2020 Adopted Budget		
00502 - Permits & Inspections	Planning (SV2009)	NA	NA	10,104	NA	—	NA	—	NA	—		
	Code Enforcement (SV2004)	NA	NA	55	NA	55	NA	—	NA	—		
	Permits & Inspections (SV2007)	% of Residential Permits issued w/in 20 business days	90%/71% <span style="color: red;">R</span>	90%/NA	2,179,655	2,359,256	90%	90%	2,672,097	90%	2,722,236	
		% of Commercial Permits issued w/in 20 business days	90%/57% <span style="color: red;">R</span>	90%/NA								90%
		% of all inspections performed w/in 2 business days	85%/99% <span style="color: green;">G</span>	85%/NA								85%
	Default	NA	NA	NA	—	NA	36,508	NA	NA	—		
	Historic Preservation (SV0401)	NA	NA	NA	—	NA	—	NA	15,000	—		
	Master Plans (SV0410)	NA	NA	NA	2,022	NA	1,004	NA	8,200	—		
	Financial Management (SV0908)	NA	NA	NA	30,591	NA	32,034	NA	32,645	34,192		
	Customer Service (SV0302)	% of contractors rating service delivery of Good, Very Good, or Excellent	NA	NA	1,134,218	NA	1,083,958	85%	1,122,038	85%	1,189,504	

# PLANNING & DEVELOPMENT REVIEW

PERFORMANCE BASED BUDGETING

Cost Center / Program	Service / SubProgram	Performance Measure	FY 2017 Perf Target / Result / Status	FY 2017 Actual Expenditure	FY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	FY 2019 Perf Target	FY 2019 Adopted Budget	FY 2020 Perf Target	FY 2020 Adopted Budget
00502 - Permits & Inspections	Development Review (SV2005)	% of Plans of Development reviewed by P&I within 15 business days	NA	65,566	NA	68,465	85%	70,095	85%	72,722
	Fleet Management (SV1502)	NA	NA	99,401	NA	103,918	NA	41,834	NA	—
		<b>Program Budget Total</b>		<b>\$3,532,426</b>		<b>\$3,685,238</b>		<b>\$3,965,659</b>		<b>\$4,018,655</b>
00503 - Admin	Cultural Services (SV0101)	NA	NA	—	NA	—	NA	80,167	NA	—
	City & Copy Prints (SV1001)	NA	NA	—	NA	663	NA	—	NA	—
	Arts & Culture (SV0100)	NA	NA	2,500	NA	—	NA	—	NA	—
	Customer Service (SV0302)	% of Customers who rate the department good or better on evaluation form	NA	238,627	NA	219,866	85%	243,069	85%	263,027
	Historic Preservation (SV0401)	NA	NA	104	NA	—	NA	997	NA	2,000
	Administration (SV0801)	NA	NA	924,332	NA	1,016,730	NA	848,764	NA	703,634
	Boards & Commissions Support (SV0411)	NA	NA	60,874	NA	85,993	NA	66,003	NA	72,803
Warehouse (SV2008)	NA	NA	24	—	NA	—	—	NA	—	

# PLANNING & DEVELOPMENT REVIEW

PERFORMANCE BASED BUDGETING

Cost Center / Program	Service / SubProgram	Performance Measure	FY 2017 Perf Target / Result / Status	FY 2017 Actual Expenditure	FY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	FY 2019 Perf Target	FY 2019 Adopted Budget	FY 2020 Perf Target	FY 2020 Adopted Budget
00503 - Admin	Permits & Inspections (SV2007)	NA	NA	—	NA	487	NA	—	NA	—
	Fleet Management (SV1502)	NA	NA	117	NA	412	NA	—	NA	—
	Zoning (SV0413)	NA	NA	—	NA	—	NA	—	NA	34,775
	Financial Management (SV0908)	NA	NA	108,802	NA	98,620	NA	111,138	NA	112,662
	Geographic Information Systems (SV1007)	NA	NA	74,853	NA	76,636	NA	78,966	NA	82,065
	Blight Abatement (SV2003)	# of parcels purchased through Blight Abatement	NA	34,217	NA	47,067	85%	46,447	85%	—
	Planning (SV2009)	% of projects completed on schedule	NA	59,453	NA	45,817	85%	27,581	85%	32,261
	Transportation Services (SV2507)	NA	NA	—	NA	—	NA	245,000	NA	—
	Management Information Systems (SV1011)	NA	NA	84,363	NA	1,550	NA	—	NA	—
	Master Plans (SV0410)	% of Master Plan recommendations implemented	NA	785	NA	41,113	85%	—	85%	337,000
		<b>Program Budget Total</b>		<b>\$1,589,050</b>		<b>\$1,634,955</b>		<b>\$1,748,132</b>		<b>\$1,640,226</b>



# PLANNING & DEVELOPMENT REVIEW

## PERFORMANCE BASED BUDGETING

Cost Center / Program	Service / SubProgram	Performance Measure	FY 2017 Perf Target / Result / Status	FY 2017 Actual Expenditure	FY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	FY 2019 Perf Target	FY 2019 Adopted Budget	FY 2020 Perf Target	FY 2020 Adopted Budget
00504 - Code Enforcement	Customer Service (SV0302)	% of 311 case referrals entered into Energov w/in 7 business days	NA	659,115	NA	725,840	90%	775,035	90%	914,325
	Default	NA	NA	—	NA	18,387	NA	—	NA	—
	Master Plans (SV0410)	NA	NA	9,438	NA	11,601	NA	—	NA	—
	Desktop Support (SV1005)	NA	NA	—	NA	970	NA	—	NA	—
	Boards & Commissions (SV0411)	NA	NA	—	NA	201	NA	—	NA	—
	Legal Counsel (SV1601)	NA	NA	—	NA	5,202	NA	—	NA	—
	Permits & Inspections (SV2007)	NA	NA	3,784	NA	1,992	NA	—	NA	—
	CAPS (Comm Asst Pub Safety) Prog (SV2215)	% of CAPS initially inspected within 10 business days	NA	171,341	NA	184,667	75%	275,863	75%	231,789
	Code Enforcement (SV2004)	% of property maintenance cases resolved w/in 180 calendar days	70%/72% <span style="color: green;">G</span>	1,838,900	70%/73% <span style="color: green;">G</span>	1,929,230	70%	2,593,131	70%	2,733,767
		% of environmental complaints resolved w/in 15 business days	90%/45% <span style="color: red;">R</span>		90%/42% <span style="color: red;">R</span>		90%			

# PLANNING & DEVELOPMENT REVIEW

PERFORMANCE BASED BUDGETING

Cost Center / Program	Service / SubProgram	Performance Measure	FY 2017 Perf Target / Result / Status	FY 2017 Actual Expenditure	FY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	FY 2019 Perf Target	FY 2019 Adopted Budget	FY 2020 Perf Target	FY 2020 Adopted Budget	
00504 - Property Maintenance Code Enforcement	Fleet Management (SV1502)	NA	NA	58,918	NA	83,486	NA	96,434	NA	—	
		<b>Program Budget Total</b>		<b>\$2,741,496</b>		<b>\$2,961,578</b>		<b>\$3,740,463</b>		<b>\$3,879,882</b>	
00505 - Planning & Preservation	Customer Service (SV0302)	NA	NA	26,472	NA	7,558	NA	25,121	NA	27,579	
	Default	NA	NA	21,166	NA	—	NA	—	NA	—	
	City Copy & Print Services (SV1001)	NA	NA	—	NA	339	NA	—	NA	—	
	Legal Counsel (SV1601)	NA	NA	—	NA	212	NA	—	NA	—	
	Historic Preservation (SV0401)	% of all Section 106 (HUD funded) projects will be reviewed within 5 business days	NA	NA	70,057	NA	68,301	NA	67,336	75%	94,693
	Master Plans (SV0410)	NA	NA	68,612	64,083	NA	50,377	NA	105,649		
	Boards & Commissions Support (SV0411)	NA	NA	108,154	92,849	NA	138,060	NA	135,949		
Administration (SV0801)	NA	NA	—	39,422	NA	40,945	NA	48,317			

# PLANNING & DEVELOPMENT REVIEW

PERFORMANCE BASED BUDGETING

Cost Center / Program	Service / SubProgram	Performance Measure	FY 2017 Perf Target / Result / Status	FY 2017 Actual Expenditure	FY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	FY 2019 Perf Target	FY 2019 Adopted Budget	FY 2020 Perf Target	FY 2020 Adopted Budget
00505 - Planning & Preservation	Geographic Information Systems (SV1007)	NA	NA	24,531	NA	21,568	NA	16,453	NA	19,107
		% of detailed plans for neighborhoods/small areas coordinated w/ neighborhoods that will be completed within the fiscal year	NA	33,334	NA	49,354	NA	123,011	50%	125,560
	Fleet Management (SV1502)	NA	NA	1,335	NA	635	NA	10,000	NA	—
	Permits & Inspections (SV2007)	NA	NA	—	NA	—	NA	2,500	NA	—
		<b>Program Budget Total</b>		<b>\$353,660</b>		<b>\$344,322</b>		<b>\$473,803</b>		<b>\$556,852</b>
00507 - Zoning	Business Attraction (SV0403)	NA	NA	3,430	NA	39,264	NA	39,755	NA	45,829
	Zoning (SV0413)	% of Zoning Permits issued w/in 10 business days of application  % of City Council initiated complaints inspected w/in 2 business days	NA  NA	467,476	NA  NA	672,321	90%  NA	732,704	90%  90%	859,005

# PLANNING & DEVELOPMENT REVIEW

## PERFORMANCE BASED BUDGETING

Cost Center / Program	Service / SubProgram	Performance Measure	FY 2017 Perf Target / Result / Status	FY 2017 Actual Expenditure	FY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	FY 2019 Perf Target	FY 2019 Adopted Budget	FY 2020 Perf Target	FY 2020 Adopted Budget
00507 - Zoning	CAPS (Comm Asst Pub Safety) Prog (SV2215)	% of CAPS violations inspected w/in 10 business days	NA	12,779	NA	26,176	NA	26,503	90%	30,552
		% of CAPS violations resolved w/in 120 business days	NA		NA		80%			
	Developer Services (SV0412)	NA	NA	—	NA	1,619	NA	—	NA	—
	Master Plans (SV0410)	NA	NA	1,348	NA	2,715	NA	1,600	NA	—
		<b>Program Budget Total</b>		<b>\$485,033</b>		<b>\$742,095</b>		<b>\$800,562</b>		<b>\$935,386</b>
00508 - Projects/ Grants	Master Plans (SV0410)	NA	NA	2,469	NA	1,500	NA	—	NA	—
	Fleet Management (SV1502)	NA	NA	136	NA	—	NA	—	NA	—
		<b>Program Budget Total</b>		<b>\$2,604</b>		<b>\$1,500</b>		<b>\$—</b>		<b>\$—</b>
		<b>Total Budget</b>		<b>\$9,048,792</b>		<b>\$9,682,663</b>		<b>\$11,207,295</b>		<b>\$11,522,864</b>

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

\*\*The performance measures contained in the table above may not reflect all of the measures submitted by the department.

## AGENCY FISCAL SUMMARY – PLANNING & DEVELOPMENT REVIEW\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$7,825,645	\$8,319,243	\$9,166,643	\$9,622,655
Operating	1,223,147	1,363,420	2,040,652	1,900,209
<b>Total General Fund</b>	<b>\$9,048,792</b>	<b>\$9,682,663</b>	<b>\$11,207,295</b>	<b>\$11,522,864</b>
Special Fund	197,324	188,833	289,000	984,960
Capital Improvement Plan	300,000	145,546	300,000	482,442
<b>Total Agency Summary</b>	<b>\$9,546,116</b>	<b>\$10,017,042</b>	<b>\$11,796,295</b>	<b>\$12,990,266</b>
Per Capita	\$42.84	\$44.14	\$51.98	\$57.25
*Total Staffing	119.79	119.79	121.74	125.00

\*See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This budget includes reduced funding for vacant positions and increased funding for postage.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Personnel:** The budget includes 100% funding for all filled positions, limited funding for vacant positions, and rate adjustments for retirement in FY2020. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions. This budget also includes an increase of one new position for the History & Culture Commission.

**Operating:** This budget reflects modest decreases to operating accounts which are aligned with the previous biennial budget.

## DEPARTMENT MISSION

Support the City by performing the procurement function in a customer-focused, strategic, ethical, and transparent manner while ensuring opportunities to diverse suppliers and complying with applicable governing laws and policies.

## DEPARTMENT OBJECTIVES

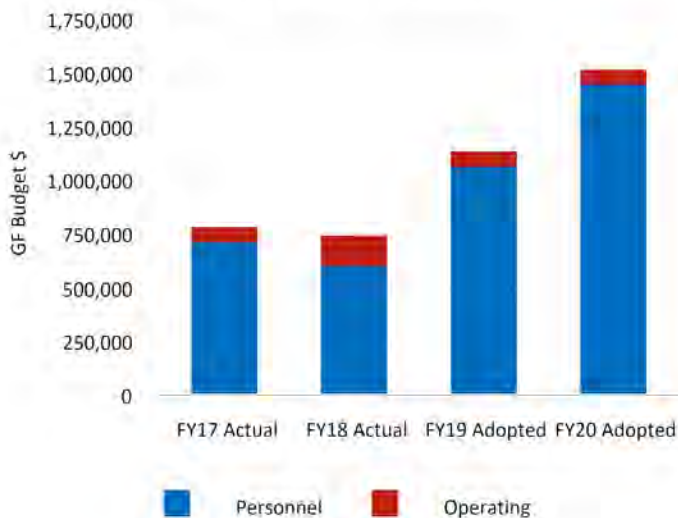
- Provide highly-ethical procurement leadership, technical assistance, and exceptional customer service for acquisition of high-quality goods, services, and construction at fair and reasonable costs
- Ensure solicitation, requisitions, contracts, negotiations, and related tasks are completed in accordance with Virginia and City laws and DPS policies
- Manage the City's Purchasing Card program in accordance with Virginia and City of Richmond laws and DPS policy
- Provide high-quality training to City departments and agencies

## MAYORAL PRIORITY AREA/S IMPACTED

- Efficient & High-Quality Service Delivery
- Economic Empowerment

## GENERAL FUND AGENCY FUNDING BREAKDOWN

Agency Funding Breakdown



## FULL-TIME EQUIVALENT (FTE) POSITIONS (GF)

Full-Time Equivalent Positions



## COUNCIL FOCUS AREA/S IMPACTED

- Responsive, Accountable and Innovative Government, and Strategic Infrastructure Investment
- 21st Century Richmond: Planned Growth, Economic Progress, and Affordable Housing and Strong Futures for Children, Adults, and Families

## DEPARTMENT CORE ACTIVITIES

- **08401- Administration** - Ensure contracts renewed on time; Provide vendor customer service; Maintain contract & solicitation files; Assist vendors with self-registration; Manage City's Surplus Property; Manage department budget.
- **08402- Contract Management** - Assist departments/agencies with scope of work preparation; quote requests and other decentralized procurement activities; Ensure City procurements are conducted openly, fairly, ethically, in accordance with laws, regulations, and policies; Ensure contract compliance; Develop procurement strategies to avoid emergency purchases or contract extensions; Provide timely guidance and responses to departments, agencies, and vendors; Communicate effectively and regularly with Procurement Liaisons.

## PERFORMANCE HIGHLIGHTS

Competitively procured goods and/or services with executed contracts may allow a limited number of renewals up to a certain number of years (generally five). When the using agency has received satisfactory goods and/or services from the Contractor, renewal of the existing contract is the most efficient means of procuring those goods and/or services. Having renewal options also likely results in better pricing for the City from the Contractors because of renewal expectation if the City's expectations and contractual obligations are met or exceeded. Department has consistently improved its performance. **(Graph 1).**

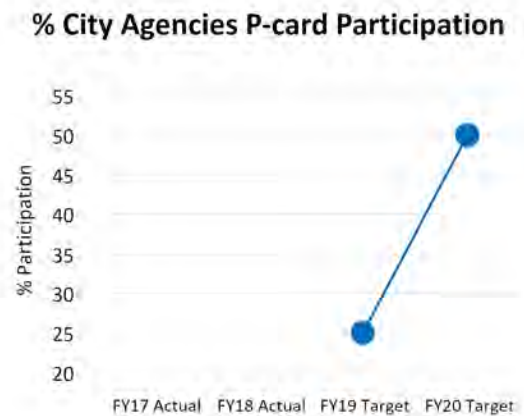
## SELECTED PERFORMANCE MEASURES

Graph 1



Implemented in FY19, the Purchasing Card Program (P-card) uses a bank-issued corporate card which streamlines the purchasing process for small dollar business related needs. P-card allows the City an opportunity to decrease the volume of administrative procurement processes on small dollar orders as well as reduce overall payment processing costs. The P-card program provides an immediate improvement by creating significant workflow and financial efficiencies across City government as well as generate revenue for the City in the form of 'cash rebate' purchases. **(Graph 2).**

Graph 2



# PROCUREMENT SERVICES

PERFORMANCE BASED BUDGETING

## PERFORMANCE BUDGET OVERVIEW\*

Cost Center / Program	Service / SubProgram	Performance Measure	FY 2017 Perf Target / Result / Status	FY 2017 Actual Expenditure	FY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	FY 2019 Perf Target	FY 2019 Adopted Budget	FY 2020 Perf Target	FY 2020 Adopted Budget
08401 - Procurement Services Administration	Contract Administration (SV0907)	NA	NA	\$49,946	NA	\$31,412	NA	\$236,661	NA	\$51,239
	Customer Service (SV0302)	Complete system access privilege w/ in 5 bus. days	NA	45,875	NA	27,847	NA	44,808	75%	134,964
		Clear vendor registrations w/in 10 bus. days	NA	NA	NA	NA	90%			
	Financial Management (SV0908)	NA	NA	66,049	NA	57,252	NA	40,639	NA	30,581
	Recruit, Select, & Retention Svcs (SV0807)	NA	NA	—	NA	—	NA	—	NA	—
	Administration (SV0801)	NA	NA	239,867	NA	290,955	NA	254,818	NA	374,672
	<b>Program Budget Total</b>			<b>\$401,738</b>		<b>\$407,466</b>		<b>\$576,926</b>		<b>\$591,456</b>



# PROCUREMENT SERVICES

## PERFORMANCE BASED BUDGETING

Cost Center / Program	Service / SubProgram	Performance Measure	FY 2017 Perf Target / Result / Status	FY 2017 Actual Expenditure	FY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	FY 2019 Perf Target	FY 2019 Adopted Budget	FY 2020 Perf Target	FY 2020 Adopted Budget
08402 - Contract Management	Contract Administration (SV0907)	% Contracts Renewed on time	85%/67%/R	249,765	90%/85%/Y	226,944	90%	349,575	95%	598,644
		% Pcard Agency Participation	NA		NA		25		50%	
	Purchasing Card (SV0918)	Combined PCard volume City Agencies	NA	—	NA	—	25%	—	750,000	197,194
	Customer Service (SV0302)	# Client Trainings Offered Per Year	NA	68,628	NA	44,573	NA	155,430	4	26,688
	Financial Management (SV0908)	NA	NA	13,864	NA	14,759	NA	17,243	NA	96,208
	Recruit, Select, & Retention Svcs (SV0807)	NA	NA	1,898	NA	342	NA	—	NA	—
	Administration (SV0801)	NA	NA	45,525	NA	46,186	NA	35,369	NA	6,707
	City Copy & Print Services (SV1001)	NA	NA	—	NA	194	NA	482	NA	—
	Grants Management (SV0909)	NA	NA	—	NA	50	NA	—	NA	—
	Default	NA	NA	—	NA	76	NA	—	NA	—
		Program Budget Total		\$379,680		\$333,124		\$558,099		\$925,441
		Total Budget		\$781,418		\$740,590		\$1,135,025		\$1,516,897

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

\*\* The performance measures contained in the table above may not reflect all of the measures submitted by the department.

## AGENCY FISCAL SUMMARY - PROCUREMENT SERVICES\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$709,965	\$602,793	\$1,062,055	\$1,445,927
Operating	71,453	137,797	72,970	70,970
Total General Fund	<b>\$781,418</b>	<b>\$740,590</b>	<b>\$1,135,025</b>	<b>\$1,516,897</b>
Total Agency Summary	<b>\$781,418</b>	<b>\$740,590</b>	<b>\$1,135,025</b>	<b>\$1,516,897</b>
Per Capita	\$3.51	\$3.26	\$5.00	\$6.68
*Total Staffing	15.00	14.50	17.00	17.00

\*See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This budget includes reduce funding for vacant positions.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Personnel:** The budget includes 100% funding for all filled positions, limited funding for vacant positions, and rate adjustments to healthcare and retirement in FY2020. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions.

**Operating:** This budget reflects an overall decrease in funding for operating expenses.

THIS PAGE LEFT INTENTIONALLY BLANK

---

---

## DEPARTMENT MISSION

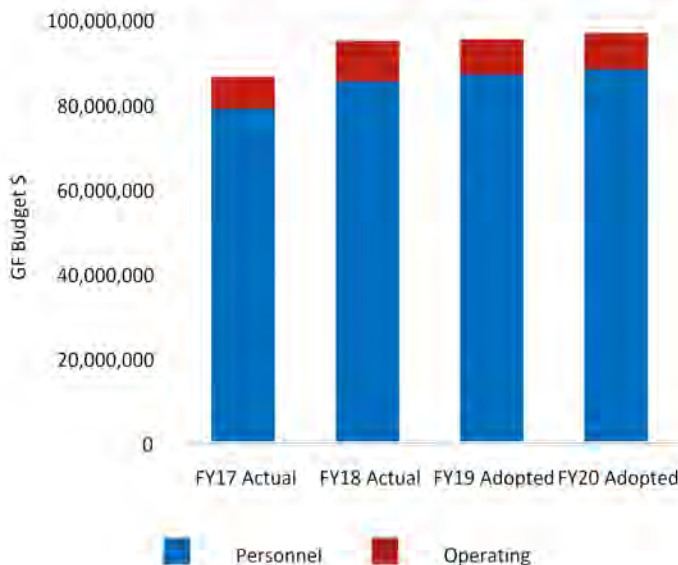
The mission of the Richmond Police Department (RPD) is to make Richmond a safer city through community policing and engagement.

## DEPARTMENT OBJECTIVES

- Provide for the executive leadership and Management of all aspects of the department, maintaining safe, healthy and secure communities with 24-hour police coverage, response to citizens' calls for service, investigation of crimes, and enforcement of the laws
- Provide key support functions of the department by providing financial management, human resources, legal counsel, planning, research, and technical support to all areas of the department

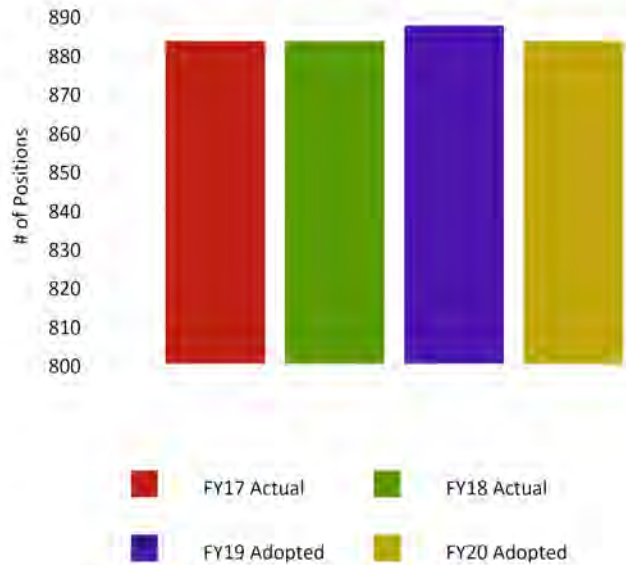
## GENERAL FUND AGENCY FUNDING BREAKDOWN

Agency Funding Breakdown



## FULL-TIME EQUIVALENT (FTE) POSITIONS (GF)

Full-Time Equivalent Positions



## MAYORAL PRIORITY AREA/S IMPACTED

- Public Safety, Health, & Wellness

## COUNCIL FOCUS AREA/S IMPACTED

- Safe Neighborhoods

## DEPARTMENT CORE ACTIVITIES

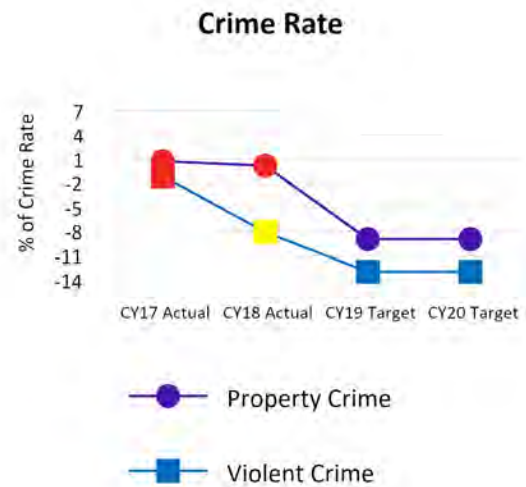
- **04120 - Police Operations** - Provide executive leadership and management; Maintain professional integrity; Provide special operations support; Provide patrol services
- **04121 - Police Administrative Support** - Provide financial management, human resource services, legal counsel, and planning, research and technical support

## PERFORMANCE HIGHLIGHTS

To make our streets and neighborhoods safer, the RPD has always had a strong commitment toward reducing crime. The department strives to annually reduce property crime by 9% and violent crime by 13%. Through internal programs and external partnerships, community policing, and civic engagement, the department is constantly working to make the City of Richmond a safer place. This measure is tracked by the Richmond Police Department on a calendar year basis. **(Graph 1)**

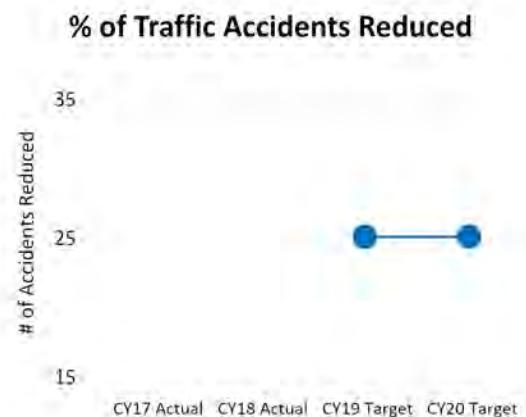
## SELECTED PERFORMANCE MEASURES

Graph 1



The Richmond Police Department strives to reduce the number of traffic accidents by 25% through the Vision Zero strategy. This measure is focused on the top 10 accident intersections within the City. As a member of the task force, the department is committed to the Vision Zero strategy to keep neighborhoods and streets safe through directive patrols, seatbelt checkpoints, and additional traffic enforcement measures. In FY19, the department created new cost centers and service codes that better align with the department's data tracking. As such, the department does not have prior fiscal year data for this measure. Additionally, this measure is tracked by the Richmond Police Department on a calendar year basis. **(Graph 2)**

Graph 2

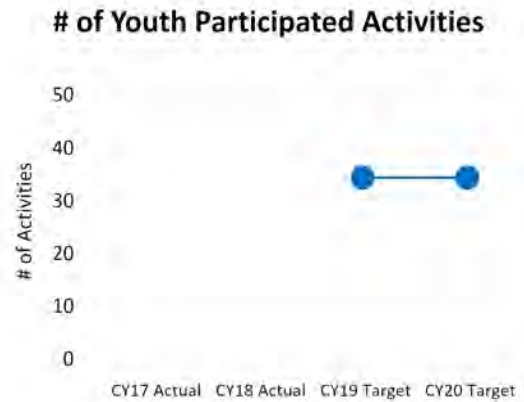


## PERFORMANCE HIGHLIGHTS

The Richmond Police Department tracks the number of event driven activities in which youth participate. This measure demonstrates the department's commitment to youth engagement as RPD staff works to get youth needs addressed. These efforts contribute toward public safety, as well as work to keep the youth population safe, clean, and healthy. In FY19, the department created new cost centers and service codes that better align with the department's data tracking. As such, the department does not have prior fiscal year data for this measure. Additionally, this measure is tracked by the Richmond Police Department on a calendar year basis. **(Graph 3)**

## SELECTED PERFORMANCE MEASURES

Graph 3



The Richmond Police Department (RPD) has begun to track the investigation rate of citizen generated complaints during the fiscal year. This measure demonstrates the department's responsiveness to complaints as an active participant in the Community Assisted Public Safety (CAPS) team. These efforts contribute toward public safety, as well as work to keep neighborhoods safe, clean, and healthy. In FY19, the department created new cost centers and service codes that better align with the department's data tracking. As such, the department does not have prior fiscal year data for this measure. Additionally, this measure is tracked by the Richmond Police Department on a calendar year basis. **(Graph 4)**

Graph 4



# RICHMOND POLICE DEPARTMENT

PERFORMANCE BASED BUDGETING

## PERFORMANCE BUDGET OVERVIEW\*

Cost Center / Program	Service / SubProgram	Performance Measure	CY 2017 Perf Target / Result / Status	FY 2017 Actual Expenditure	CY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	CY 2019 Perf Target	FY 2019 Adopted Budget	CY 2020 Perf Target	FY 2020 Adopted Budget
04101 - Chief of Police	NA	This cost center was eliminated as part of the FY19 Adopted Budget. As such, there is no performance measure for this cost center.	NA	\$2,070,660	NA	\$2,103,141	NA	\$0	NA	\$0
		<b>Program Budget Total</b>		<b>\$2,070,660</b>		<b>\$2,103,141</b>		<b>\$—</b>		<b>\$—</b>
04102 - Dept. of Emergency Communications	NA	This cost center was eliminated as part of the FY19 Adopted Budget. As such, there is no performance measure for this cost center.	NA	—	NA	—	NA	—	NA	—
		<b>Program Budget Total</b>		<b>\$—</b>		<b>\$—</b>		<b>\$—</b>		<b>\$—</b>
04103 - Administration	NA	This cost center was eliminated as part of the FY19 Adopted Budget. As such, there is no performance measure for this cost center.	NA	17,888,574	NA	19,796,759	NA	—	NA	—
		<b>Program Budget Total</b>		<b>\$17,888,574</b>		<b>\$19,796,759</b>		<b>\$—</b>		<b>\$—</b>

# RICHMOND POLICE DEPARTMENT

## PERFORMANCE BASED BUDGETING

Cost Center / Program	Service / SubProgram	Performance Measure	CY 2017 Perf Target / Result / Status	FY 2017 Actual Expenditure	CY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	CY 2019 Perf Target	FY 2019 Adopted Budget	CY 2020 Perf Target	FY 2020 Adopted Budget
04104 - Support Service	NA	This cost center was eliminated as part of the FY19 Adopted Budget. As such, there is no performance measure for this cost center.	NA	19,127,935	NA	19,526,813	NA	—	NA	—
		<b>Program Budget Total</b>		<b>\$19,127,935</b>		<b>\$19,526,813</b>		<b>\$—</b>		<b>\$—</b>
04105 - Office of Prof. Responsibility	NA	This cost center was eliminated as part of the FY19 Adopted Budget. As such, there is no performance measure for this cost center.	NA	1,250,584	NA	1,614,650	NA	—	NA	—
		<b>Program Budget Total</b>		<b>\$1,250,584</b>		<b>\$1,614,650</b>		<b>\$—</b>		<b>\$—</b>
04106 - Police Area I	NA	This cost center was eliminated as part of the FY19 Adopted Budget. As such, there is no performance measure for this cost center.	NA	23,531,933	NA	25,889,045	NA	—	NA	—
		<b>Program Budget Total</b>		<b>\$23,531,933</b>		<b>\$25,889,045</b>		<b>\$—</b>		<b>\$—</b>
04107 - Police Area II	NA	This cost center was eliminated as part of the FY19 Adopted Budget. As such, there is no performance measure for this cost center.	NA	22,643,834	NA	24,879,072	NA	—	NA	—



# RICHMOND POLICE DEPARTMENT

## PERFORMANCE BASED BUDGETING

Cost Center / Program	Service / SubProgram	Performance Measure	CY 2017 Perf Target / Result / Status	FY 2017 Actual Expenditure	CY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	CY 2019 Perf Target	FY 2019 Adopted Budget	CY 2020 Perf Target	FY 2020 Adopted Budget
		<b>Program Budget Total</b>		\$22,643,834		\$24,879,072		\$—		\$—
<b>01408- Projects/ Grants</b>	NA	This cost center was eliminated as part of the FY19 Adopted Budget. As such, there is no performance measure for this cost center.	NA	(5)	NA	—	NA	—	NA	—
		<b>Program Budget Total</b>		<b>-\$5</b>		<b>\$—</b>		<b>\$—</b>		<b>\$—</b>
<b>04120 - Police Operations</b>	Assessments (SV0903)	NA	NA	—	NA	1,685	NA	127,009	NA	140,395
	Management Information Systems (SV1011)	NA	NA	—	NA	539	NA	123,110	NA	—
	Employee Training and Development (SV1201)	Conduct three basic recruit classes annually	NA	—	NA	102,314	3	5,115,120	3	7,494,817
	Fleet Management (SV1502)	NA	NA	—	NA	—	NA	1,104,000	NA	1,440,000
	Legal Counsel (SV1601)	NA	NA	—	NA	—	NA	88,209	NA	—
	Permits & Inspections (SV2007)	NA	NA	—	NA	1,718	NA	109,368	NA	109,839
			<b>Program Budget Total</b>		<b>-\$5</b>		<b>\$—</b>		<b>\$—</b>	

# RICHMOND POLICE DEPARTMENT

## PERFORMANCE BASED BUDGETING

Cost Center / Program	Service / SubProgram	Performance Measure	CY 2017 Perf Target / Result / Status	FY 2017 Actual Expenditure	CY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	CY 2019 Perf Target	FY 2019 Adopted Budget	CY 2020 Perf Target	FY 2020 Adopted Budget
04120 - Police Operations	Investigations (SV2202)	NA	NA	—	NA	808	NA	78,044	NA	86,858
	Homeland Security (SV2206)	Conduct 4 annual multi-jurisdictional intelligence gathering activities and special operations	NA	—	NA	13,812	4	836,095	4	729,495
	Patrol Services (SV2207)	NA	NA	—	NA	1,367	NA	74,211	NA	1,044,497
	Property & Evidence (SV2208)	Ensure 100% accuracy in the maintenance, availability and receipt of all evidence	NA	—	NA	8,677	100%	1,073,308	100%	1,056,735
	Warrant & Information (SV2214)	Ensure the availability and accuracy of all incident reports	NA	—	NA	7,176	100%	845,375	100%	575,473
	CAPS (Community Assisted Public Safety) (SV2215)	Investigate 100% of citizen generated complaints	NA	—	NA	1,842	90%	135,809	90%	150,188
	Office of the Chief of Police-Administrative (SV2221)	Conduct four annual town hall meetings to keep the community informed of crime statistics, public safety concerns	NA	—	NA	13,066	4	651,563	4	1,086,642

# RICHMOND POLICE DEPARTMENT

## PERFORMANCE BASED BUDGETING

Cost Center / Program	Service / SubProgram	Performance Measure	CY 2017 Perf Target / Result / Status	FY 2017 Actual Expenditure	CY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	CY 2019 Perf Target	FY 2019 Adopted Budget	CY 2020 Perf Target	FY 2020 Adopted Budget
04120 - Police Operations	Support Services Administration (SV2222)	NA	NA	—	NA	5,188	NA	178,314	NA	332,423
	Support Services Major Crimes (SV2223)	Reduce the number of total Major Crimes by 9%	NA	—	NA	90,738	9%	6,806,833	9%	5,762,005
	Support Services Special Investigation Administration (SV2224)	Special Investigations will meet and work with Major Crimes in 100% of drug related homicides and aggravated assaults	NA	—	NA	35,468	100%	2,889,367	100%	2,443,295
	Support Services Traffic Enforcement (SV2225)	Conduct one multi-day Traffic/Violent Crime initiative per quarter	NA	—	NA	21,133	1	1,395,684	1	1,323,883
	Support Services Tactical Operations (SV2226)	NA	NA	—	NA	6,837	NA	500,162	NA	493,320
	Support Services K9 (SV2227)	NA	NA	—	NA	16,353	NA	1,280,383	NA	1,211,099
	Support Services Mounted Unit (SV2228)	NA	NA	—	NA	5,627	NA	387,066	NA	408,060

# RICHMOND POLICE DEPARTMENT

## PERFORMANCE BASED BUDGETING

Cost Center / Program	Service / SubProgram	Performance Measure	CY 2017 Perf Target / Result / Status	FY 2017 Actual Expenditure	CY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	CY 2019 Perf Target	FY 2019 Adopted Budget	CY 2020 Perf Target	FY 2020 Adopted Budget	
04120 - Police Operations	SWAT (SV2229)	NA	NA	—	NA	—	NA	15,000	NA	—	
	Support Services Hit and Run Unit (SV2231)	NA	NA	—	NA	3,270	NA	224,202	NA	122,109	
	Support Services Motorcycle Unit (SV2232)	NA	NA	—	NA	8,586	NA	540,162	NA	524,844	
	Support Services Bomb Unit (SV2233)	NA	NA	—	NA	3,506	NA	216,677	NA	223,087	
	Support Services Community Youth Intervention Services (SV2234)	Conduct 34-event driven activities in which youth participate and the needs of youth are addressed	NA	NA	—	NA	36,696	34	2,599,749	34	2,570,463
	Office of Professional Responsibility Investigation (SV2238)	NA	NA	—	NA	6,643	NA	566,358	NA	505,705	
	Office of Professional Responsibility Administration (SV2239)	NA	NA	—	NA	4,179	NA	—	NA	299,913	

# RICHMOND POLICE DEPARTMENT

## PERFORMANCE BASED BUDGETING

Cost Center / Program	Service / SubProgram	Performance Measure	CY 2017 Perf Target / Result / Status	FY 2017 Actual Expenditure	CY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	CY 2019 Perf Target	FY 2019 Adopted Budget	CY 2020 Perf Target	FY 2020 Adopted Budget
04120 - Police Operations	Area I Administration (SV2240)	Engage the community in Command Staff Neighborhood walks	NA	—	NA	36,408	12	2,500,180	12	2,228,736
	Area I FMT Investigation Detectives (SV2241)	Reduce the number of Property Crimes by 9%	NA	—	NA	22,456	9%	1,530,697	9%	1,542,684
	Area I Patrol (SV2242)	Reduce the number of Violent Crimes by 13% with the implementation of enhanced patrol beats within each precinct	NA	—	NA	213,572	13%	18,458,250	13%	17,760,562
	Area I FMT Tactical Response (SV2243)	NA	NA	—	NA	17,800	NA	1,214,227	NA	1,190,731
	Area II Administration (SV2244)	Engage the community in Command Staff Neighborhood walks	NA	—	NA	32,234	12	2,179,873	12	2,170,249
	Area II FMT Investigation Detectives (SV2245)	Reduce the number of Property Crimes by 9%	NA	—	NA	23,058	9%	1,664,627	9%	1,498,944

# RICHMOND POLICE DEPARTMENT

## PERFORMANCE BASED BUDGETING

Cost Center / Program	Service / SubProgram	Performance Measure	CY 2017 Perf Target / Result / Status	FY 2017 Actual Expenditure	CY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	CY 2019 Perf Target	FY 2019 Adopted Budget	CY 2020 Perf Target	FY 2020 Adopted Budget
04120 - Police Operations	Area II Patrol (SV2246)	Reduce the number of Violent Crimes by 13% with the implementation of enhanced patrol beats within each precinct	NA	—	NA	234,817	13%	19,258,068	13%	19,209,526
	Area II FMT Tactical Response (SV2247)	NA	NA	—	NA	20,821	NA	1,308,125	NA	1,294,191
	Human Services Administration (SV2248)	NA	NA	—	NA	15,820	NA	1,155,068	NA	1,009,697
	Business Services Sworn Expenses (SV2250)	NA	NA	—	NA	4,765	NA	6,158,513	NA	6,934,211
	Intervention Prevention Unit (SV2251)	NA	NA	—	NA	12,433	NA	928,283	NA	783,110
	Traffic Enforcement (SV2505)	Conduct 30 drug awareness events throughout the fiscal year	NA	—	NA	—	30	68,407	30	—
	<b>Program Budget Total</b>				<b>\$—</b>		<b>\$1,031,412</b>		<b>\$84,385,496</b>	

# RICHMOND POLICE DEPARTMENT

## PERFORMANCE BASED BUDGETING

Cost Center / Program	Service / SubProgram	Performance Measure	CY 2017 Perf Target / Result / Status	FY 2017 Actual Expenditure	CY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	CY 2019 Perf Target	FY 2019 Adopted Budget	CY 2020 Perf Target	FY 2020 Adopted Budget	
04121 - Police Administrative Support	Administration (SV0801)	NA	NA	—	NA	—	NA	—	NA	145,819	
	Human Resources (SV0806)	NA	NA	—	NA	14,151	NA	772,250	NA	593,293	
	Assessments (SV0903)	NA	NA	—	NA	11,361	NA	663,074	NA	803,804	
	Strategic Planning and Analysis (SV0913)	NA	NA	—	NA	—	NA	—	NA	83,368	
	Management Information Systems (SV1011)	Maintain 95% system normal up-time reliability	NA	—	NA	26,770	95%	3,389,463	95%	2,999,375	
	Employee Training and Development (SV1201)	NA	NA	—	NA	1,126	NA	183,487	NA	85,480	
	Legal Counsel (SV1601)	Achieve 100% compliance w/ VA Records Retention schedule for FOIA requests	NA	—	NA	6,116	100%	391,994	100%	348,832	
	Public Information & Media Relations (SV2103)	NA	NA	—	NA	4,760	NA	325,564	NA	362,050	

# RICHMOND POLICE DEPARTMENT

## PERFORMANCE BASED BUDGETING

Cost Center / Program	Service / SubProgram	Performance Measure	CY 2017 Perf Target / Result / Status	FY 2017 Actual Expenditure	CY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	CY 2019 Perf Target	FY 2019 Adopted Budget	CY 2020 Perf Target	FY 2020 Adopted Budget
04121 - Police Administrative Support	Property & Evidence (SV2208)	Ensure 100% accuracy in the maintenance, availability and receipt of all evidence	NA	—	NA	4,939	100%	363,807	100%	437,692
	Warrant & Information (SV2214)	NA	NA	—	NA	6,226	NA	442,226	NA	469,387
	Office of the Chief of Police - Administration (SV2221)	NA	NA	—	NA	2,269	NA	231,789	NA	192,418
	Support Services Major Crimes (SV2223)	NA	NA	—	NA	6,897	NA	739,892	NA	732,329
	Support Services Traffic Enforcement (SV2225)	NA	NA	—	NA	2,426	NA	293,348	NA	81,540
	Support Services Mounted Unit (SV2228)	NA	NA	—	NA	2,195	NA	73,787	NA	73,656
	Support Services Community Youth Intervention Services (SV2234)	Conduct prevention, community edu. forums/academies, including citizen & theme academies, church security forums, etc.	NA	—	NA	3,843	80	259,597	80	603,364



# RICHMOND POLICE DEPARTMENT

## PERFORMANCE BASED BUDGETING

Cost Center / Program	Service / SubProgram	Performance Measure	CY 2017 Perf Target / Result / Status	FY 2017 Actual Expenditure	CY 2018 Perf Target / Result / Status	FY 2018 Actual Expenditure	CY 2019 Perf Target	FY 2019 Adopted Budget	CY 2020 Perf Target	FY 2020 Adopted Budget	
04121 - Police Administrative Support	Office of Professional Responsibility Administration (SV2239)	NA	NA	—	NA	884	NA	64,007	NA	67,506	
	Area I Administration (SV2240)	NA	NA	—	NA	4,023	NA	352,878	NA	306,866	
	Area II Administration (SV2244)	NA	NA	—	NA	3,927	NA	333,012	NA	272,339	
	Business Services Administration (SV2252)	NA	NA	—	NA	18,699	NA	1,455,358	NA	1,856,488	
	Records Management (SV2302)	Maintain the availability of Police Reports to the public	NA	—	NA	8,779	100%	644,909	100%	657,504	
	Traffic Enforcement (SV2505)	NA	NA	—	NA	—	NA	21,630	NA	—	
		<b>Program Budget Total</b>			<b>\$—</b>		<b>\$129,393</b>		<b>\$11,002,072</b>		<b>\$11,173,111</b>
		<b>Total Budget</b>			<b>\$86,513,514</b>		<b>\$94,970,284</b>		<b>\$95,387,568</b>		<b>\$96,930,895</b>

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

\*\*The performance measures contained in the table above may not reflect all of the measures submitted by the department.

## AGENCY FISCAL SUMMARY – RICHMOND POLICE DEPARTMENT\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$78,900,319	\$85,411,719	\$87,006,115	\$88,236,301
Operating	7,613,195	9,558,566	8,381,453	8,694,594
<b>Total General Fund</b>	<b>\$86,513,514</b>	<b>\$94,970,284</b>	<b>\$95,387,568</b>	<b>\$96,930,895</b>
Special Fund	461,784	449,233	2,169,736	2,318,796
Capital Improvement Plan	2,194,721	3,352,000	716,838	700,000
<b>Total Agency Summary</b>	<b>\$89,170,019</b>	<b>\$98,771,517</b>	<b>\$98,274,142</b>	<b>\$99,949,691</b>
<b>Per Capita</b>	<b>\$400.13</b>	<b>\$435.27</b>	<b>\$433.08</b>	<b>\$440.46</b>
<b>*Total Staffing</b>	<b>883.50</b>	<b>883.50</b>	<b>887.50</b>	<b>883.50</b>

\* See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This budget includes reduced funding for vacant positions.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Personnel:** This budget includes 100% funding for all filled positions, limited funding for vacant positions, and rate adjustments for healthcare and retirement in FY2020. Additionally, this budget includes a 3% salary increase for all non-sworn permanent full and part-time positions. This budget includes funding for the continuance of the step based, salary increases for sworn staff, as well as funding to increase salaries for recruits up to \$43,000, making the City more competitive with surrounding jurisdictions. Additionally, this budget includes the FY20 Approved funding for five new positions to support the Community Outreach Initiative, and a decrease of nine positions transferred to Richmond Public Schools for the school crossing guard program.

**Operating:** This budget includes a modest increase to Fleet accounts, as well as increased funding for RVA League for Safer Streets. Remaining operating accounts align with the previous biennial budget.

THIS PAGE LEFT INTENTIONALLY BLANK

---

---

# **EXPENDITURES BY AGENCY**

**GENERAL GOVERNMENT**

THIS PAGE LEFT INTENTIONALLY BLANK

---

---

## MISSION STATEMENT

The mission of the Department of Budget & Strategic Planning is to ensure effective functioning of the City's resources by providing corporate performance informed 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 by providing recommendations and financial management strategies for the city and other entities. The department also oversees citywide grant applications, ensures compliance with grant requirements, matching fund requirements, and the City's comprehensive grant process. Additionally, the department contributes to the Mayor's goal of efficient and high quality service delivery by playing a central role in the implementation of a set of mission-driven, outcome-oriented, and performance-based management tools to include performance informed budgeting that guide investment to meet identified outcomes and evaluate success toward achieving City objectives.

## DEPARTMENT OBJECTIVES

- Improve service delivery outcomes
- Enhance community outreach by participating in community budget presentations for different venues/audiences
- Enhance leadership capabilities and improve the knowledge and skills of departmental personnel by urging employees to participate in GFOA or other Budget, Finance (including Grants), or Strategic Planning curriculum related courses

## PERFORMANCE MEASURES

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
02201	Budget Accountability Rate - Year End Expenditures ≤ 100% of the General Fund Budget	96%	97%	≤ 100%	≤ 100%
02202	% of Department measures tied to core service delivery	N/A	N/A	Establishing Baseline	TBD
02203	% success rate by total value of grants submitted	94%	94%	33%	33%

## GENERAL FUND PROGRAM BUDGETS

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
02201	Budget Formulation & Analysis	\$797,573	\$860,559	\$833,547	\$789,520
02202	Office of Performance Management	292,502	267,808	371,037	383,475
02203	Grants Writing Coordination	139,714	137,799	141,134	146,775
	<b>Total General Fund Program</b>	<b>\$1,229,789</b>	<b>\$1,266,166</b>	<b>\$1,345,718</b>	<b>\$1,319,769</b>

## SERVICE LEVEL BUDGETS\*

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Administration (SV0801)	\$24,911	\$37,435	\$52,382	\$57,265
Budget Management (SV0905)	724,806	747,039	716,521	741,991
Capital Improvement Plan (SV0906)	31,518	48,065	42,463	40,060
City Copy & Print Services (SV1001)	—	117	200	—
Financial Management (SV0908)	67,339	69,348	68,679	35,110
Grants Management (SV0909)	139,603	137,799	141,334	146,875
Investment & Debt Mgmt. (SV0910)	—	—	—	—
Strategic Planning & Analysis (SV0913)	241,613	226,363	324,140	298,468
<b>Total Service Level Budget</b>	<b>\$1,229,789</b>	<b>\$1,266,166</b>	<b>\$1,345,718</b>	<b>\$1,319,769</b>

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

## AGENCY FISCAL SUMMARY - BUDGET & STRATEGIC PLANNING\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$1,170,650	\$1,141,412	\$1,297,393	\$1,271,944
Operating	59,139	124,754	48,325	47,825
<b>Total General Fund</b>	<b>\$1,229,789</b>	<b>\$1,266,166</b>	<b>\$1,345,718</b>	<b>\$1,319,769</b>
<b>Total Agency Summary</b>	<b>\$1,229,789</b>	<b>\$1,266,166</b>	<b>\$1,345,718</b>	<b>\$1,319,769</b>
Per Capita	\$5.52	\$5.58	\$5.93	\$5.82
*Total Staffing	12.00	12.00	12.50	12.50

\* See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This budget includes reduced funding for vacant positions.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Personnel:** The budget includes 100% funding for all filled positions, limited funding for vacant positions, and rate adjustments for healthcare and retirement in FY2020. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions.

**Operating:** This budget reflects modest adjustments to the operating accounts.



## AGENCY FISCAL DETAIL - GENERAL FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Full-time Permanent	\$755,914	\$691,962	\$902,466	\$882,700
Holiday Pay Permanent	35,938	37,635	—	—
Vacation Pay Permanent	29,214	31,157	—	—
Sick Leave Permanent	20,087	22,167	—	—
Civil Leave Permanent	—	1,079	—	—
Death Leave Permanent	1,055	1,068	—	—
Part Time Salaries	—	—	24,120	18,015
Temporary Employee	8,687	10,803	—	—
FICA	49,421	46,729	57,448	55,749
Retirement Contribution RSRS	159,722	171,269	177,764	175,691
Medicare FICA	12,534	11,170	13,436	13,039
Group Life Insurance	5,696	5,819	7,168	7,299
Health Care Active Employees	86,884	92,941	114,992	119,452
Health Savings Accounts	1,000	1,250	—	—
Education Pay	—	885	—	—
Bonus Pay	4,500	15,480	—	—
<b>Operating Services</b>				
Public Info & Relations Svcs	—	—	—	—
Media Services (Advertising)	2,262	41	—	—
Management Services	22,968	59,000	1,500	1,500
Printing & Binding-External	168	—	150	—
Contract and Temporary Personnel Services	—	8,503	—	—
Food & Drinks Services	1,456	3,941	700	500
Office Supplies And Stationary	3,758	2,671	5,500	3,250
Books & Reference Material	—	141	350	250
Postal Services	1	—	50	—
Telecommunications Services	—	—	673	—
Conference/Conventions	355	390	1,550	1,225
Magazine/Newspaper Subscript	386	140	500	500
Membership Dues	2,188	10,823	7,726	11,382
Employee Training	505	610	1,561	2,608
Software	—	—	450	450
Equipment (Less Than \$5,000)	—	—	3,750	—
License & Permits (Other Than Software)	16,422	19,445	22,000	21,500
Internal Printing & Duplicating	7,698	10,127	1,865	4,660
DIT Charges (Billed from DIT Fund)	—	1	—	—
Equip And Other Assets Exp	972	8,920	—	—
<b>Total General Fund</b>	<b>\$1,229,789</b>	<b>\$1,266,166</b>	<b>\$1,345,718</b>	<b>\$1,319,769</b>

THIS PAGE LEFT INTENTIONALLY BLANK

---

## MISSION STATEMENT

The Chief Administrative Office is responsible for the day-to-day management of the City government, acting under the general direction of the Mayor.

## DEPARTMENT OVERVIEW

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

## DEPARTMENT OBJECTIVES

- Prepare the Mayor's annual budget for submission to the City Council
- Decrease the percentage of City population living below the poverty line
- Continue strengthening the City's financial position through the adoption of and adherence to sound financial policies, practices, and timely reporting
- Ensure the delivery of effective and efficient high quality services to Richmond residents

## PERFORMANCE MEASURES

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
02101	City G.O. Bond Rating (Standard & Poor's)	AA+	AA+	AA+	AA+
02101	CAFR Submitted on time	Yes	Yes	Yes	Yes
02101	Fund Balance at/above 10% per City Financial Policy	Yes	Yes	Yes	Yes
02101	Receive GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes
02101	Decrease Poverty Rate	N/A	N/A	TBD	TBD
02102	# of special events for which assistance is provided	N/A	N/A	TBD	TBD

## GENERAL FUND PROGRAM BUDGETS

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
02101	Citywide Leadership Administration and Management	\$846,596	\$623,998	\$682,089	\$646,200
02102	Citywide Special Services	262,165	264,291	242,754	129,116
	<b>Total General Fund Program</b>	<b>\$1,108,761</b>	<b>\$888,289</b>	<b>\$924,843</b>	<b>\$775,316</b>

## SERVICE LEVEL BUDGETS\*

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Administration (SV0801)	\$755,120	\$613,344	\$626,945	\$576,369
Audit Services (SV1801)	50	—	—	—
Benefits Admin (SV0802)	—	(195)	—	—
Community Outreach (SV2101)	138,399	119,697	115,988	—
Customer Service (SV0302)	72,362	50,351	72,809	107
Financial Management (SV0908)	12,111	11,333	8,810	12,912
Fleet Management (SV1502)	3,653	2,277	3,493	3,200
Grants Mgmt (SV0909)	—	—	—	—
Internal Consulting Services (SV1802)	8,756	11,333	8,810	12,912
Legislative Services (SV0604)	87,989	73,221	53,988	135,820
MPACT Program (SV0303)	30,091	6,472	—	—
Public Relations (SV2104)	—	282	25,000	25,000
Strategic Planning & Analysis (SV0913)	—	—	8,999	8,999
Default (000000)	229	174	—	—
<b>Total Service Level Budget</b>	<b>\$1,108,761</b>	<b>\$888,289</b>	<b>\$924,843</b>	<b>\$775,316</b>

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

## AGENCY FISCAL SUMMARY - CHIEF ADMINISTRATIVE OFFICE\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$1,004,254	\$809,107	\$758,827	\$609,334
Operating	104,507	79,182	166,016	165,982
<b>Total General Fund</b>	<b>\$1,108,761</b>	<b>\$888,289</b>	<b>\$924,843</b>	<b>\$775,316</b>
<b>Total Agency Summary</b>	<b>\$1,108,761</b>	<b>\$888,289</b>	<b>\$924,843</b>	<b>\$775,316</b>
Per Capita	4.98	3.91	\$4.08	\$3.42
*Total Staffing	12.00	10.00	10.00	10.00

\*See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## BUDGET HIGHLIGHTS

**City Council Actions by Amendments:** This budget includes reduced funding for vacant positions.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Personnel:** The budget includes 100% funding for all filled positions, limited funding for vacant positions, and rate adjustments for healthcare and retirement in FY2020. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions.

**Operating:** There are no changes in this department's budget.

## AGENCY FISCAL DETAIL - GENERAL FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Full-time Permanent	\$658,560	\$492,556	\$502,915	\$422,529
Overtime Permanent	112	893	—	—
Holiday Pay Permanent	30,200	29,148	—	—
Vacation Pay Permanent	26,766	14,170	—	—
Sick Leave Permanent	7,485	9,243	—	—
Civil Leave Permanent	—	48	—	—
Death Leave Permanent	477	—	—	—
FICA	36,780	26,837	31,181	26,196
Retirement Contribution RSRS	161,864	165,785	158,134	125,954
Medicare FICA	9,517	7,149	7,292	6,129
Group Life Insurance	7,444	5,821	6,278	5,214
Health Care Active Employees	61,050	44,406	53,027	23,313
State Unemployment Ins	—	—	—	—
Health Savings Account	1,000	—	—	—
Bonus Pay	3,000	13,053	—	—
<b>Operating Services</b>				
Public Info & Relations Svcs	—	282	16,500	16,500
Management Services	1,808	24,971	30,000	30,000
Vehicle Repair & Maint	2,254	628	1,500	1,200
Transportation Services	700	49	—	—
Mileage	244	20	—	—
Contract & Temp Personnel	—	32,930	—	—
Food & Drinks	742	4,662	—	—
Office Supplies & Stationary	643	4,522	9,900	9,899
Books & Reference Material	—	—	200	200
Postal Services	89	77	206	206
Conference/Conventions	6,911	7,661	7,500	7,500
Magazine/Newspaper Subscri	—	—	200	200
Membership Dues	83,606	1,745	45,178	45,438
Employee Training	—	—	3,113	3,113
Software	6,110	—	7,000	7,000
Indirect City Costs	—	—	11,226	11,226
Fuel for Dept Owned Vehicles	906	1,107	1,500	1,500
Monthly Standing Costs	493	493	493	500
DIT Charges (Billed from DIT Fund)	—	35	—	—
Equip & Other Assets Exp	—	—	1,500	1,500
Payment to Other Gov Agencies	—	—	30,000	30,000
<b>Total General Fund</b>	<b>\$1,108,761</b>	<b>\$888,289</b>	<b>\$924,843</b>	<b>\$775,316</b>

THIS PAGE LEFT INTENTIONALLY BLANK

---

## MISSION STATEMENT

The mission of the Department of Citizen Service and Response is to provide strategic support to City departments to enable consistent, best-in-class citizen services and response. The Department aims to gather, analyze, and report on citizen requests and the City's response to them in order to aid City departments in providing effective, efficient, and proactive delivery of citizen services.

## DEPARTMENT OVERVIEW

The Department of Citizen Service and Response includes oversight and operation of the City's 311 Call Center. The primary responsibility of the Department is to gather, analyze and report about citizen requests for information and services, and the City's responsiveness in fulfilling citizens' requests. The Department will measure, analyze, and report on citizen satisfaction with City services. The Department will ensure alignment of City departments' programs and services with the Mayor's vision of One Richmond.

## DEPARTMENT OBJECTIVES

- Answer 75% of citizen calls to 311 within 60 seconds
- Provide first call resolution for citizen calls received through 311
- Improve overall citizen satisfaction

## PERFORMANCE MEASURES

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
07301	% of calls answered within 60 seconds	N/A	52%	50%	50%
07301	Citizen satisfaction rate	N/A	N/A	Establishing Baseline	TBD

## GENERAL FUND PROGRAM BUDGETS

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
07301	311 - Citizen Service & Response	\$—	\$7,220	\$1,297,165	\$2,044,232
	<b>Total General Fund Program</b>	<b>\$—</b>	<b>\$7,220</b>	<b>\$1,297,165</b>	<b>\$2,044,232</b>

## SERVICE LEVEL BUDGETS\*

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Call Centers (SV0301)	\$—	\$7,220	\$1,297,165	\$2,044,232
<b>Total Service Level Budget</b>	<b>\$—</b>	<b>\$7,220</b>	<b>\$1,297,165</b>	<b>\$2,044,232</b>

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

## AGENCY FISCAL SUMMARY - CITIZEN SERVICE & RESPONSE\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$—	\$—	\$886,169	\$1,192,431
Operating	—	7,220	410,996	851,801
<b>Total General Fund</b>	<b>\$—</b>	<b>\$7,220</b>	<b>\$1,297,165</b>	<b>\$2,044,232</b>
<b>Total Agency Summary</b>	<b>\$—</b>	<b>\$7,220</b>	<b>\$1,297,165</b>	<b>\$2,044,232</b>
Per Capita	\$—	\$0.03	\$5.72	\$9.01
*Total Staffing	0	0	18.00	20.00

\*See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This budget includes reduced funding for vacant positions.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

The Department of Citizen Service and Response was a new department created in the FY2019 Adopted Budget. For previous year data, please see the Non-Departmental budget pages (311 Call Center).

**Personnel:** This budget includes 100% funding for all filled positions, limited funding for vacant positions, and rate adjustments for healthcare and retirement in FY2020. This budget includes funding for two positions. One of the positions was newly created in FY2019. The other was transferred from the Department of Public Utilities. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions.

**Operating:** This budget reflects additional funding of \$500,000 to begin the procurement process of selecting a new 311 software. The current 311 software agreement expires in 2020.

## AGENCY FISCAL DETAIL - GENERAL FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services				
Full-time Permanent	\$—	\$—	\$587,343	\$788,085
Overtime Permanent	—	—	58,311	48,493
Holiday Pay Permanent	—	—	—	—
Vacation Pay Permanent	—	—	—	—



Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Sick Leave Permanent	—	—	—	—
Civil Leave Permanent	—	—	—	—
Death Leave Permanent	—	—	—	—
Temporary Employee	—	—	—	—
Holiday Pay Temporary	—	—	—	—
Sick Leave Temporary	—	—	—	—
FICA	—	—	40,031	51,112
Retirement Contribution RSRS	—	—	48,971	142,361
Medicare FICA	—	—	9,362	11,954
Group Life Insurance	—	—	3,054	5,025
Health Care Active Employees	—	—	139,097	145,401
State Unemployment Insurance	—	—	—	—
Retirement Contribution - Co	—	—	—	—
Health Savings Account	—	—	—	—
Bonus Pay	—	—	—	—
VRIP Incentive Payments	—	—	—	—
<b>Operating Services</b>				
Public Info & Relations Svcs	—	—	5,000	5,000
Management Services	—	879	103,368	81,000
Transportation Services	—	—	2,200	12,340
Property Rental Agreements	—	—	40,107	40,107
Contract & Temp Personnel	—	6,341	200,000	158,752
Office Supplies & Stationary	—	—	2,200	2,200
Employee Appreciation Events & Awards	—	—	1,100	2,420
Employee Training	—	—	5,000	12,500
Software	—	—	48,321	532,782
Equipment (Less than \$5,000)	—	—	2,300	3,300
Internal Printing & Duplicating	—	—	1,400	1,400
<b>Total General Fund</b>	<b>\$—</b>	<b>\$7,220</b>	<b>\$1,297,165</b>	<b>\$2,044,232</b>

THIS PAGE LEFT INTENTIONALLY BLANK

---

## MISSION STATEMENT

It is the mission of the Richmond Real Estate Assessor's Office to annually make equitable assessments at market value through teamwork, while encouraging citizen participation in the process; to produce an assessment roll in accordance with state statutes 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.

## DEPARTMENT OBJECTIVES

- Complete the annual reassessment in accordance with state statutes and city ordinances
- Prepare and forward a certified land book data file to the Department of Finance for billing in a timely manner
- Provide great customer service for internal and external customers

## PERFORMANCE MEASURES

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
00801/00802	To maintain an assessment to sales ratio of 95% for residential properties	95%	95%	95%	95%
00801/00802	To maintain a coefficient of dispersion between 10% and 15% for residential properties	10%	10%	10%	10%
00801/00802	To maintain an assessment to sales ratio of 95% for commercial properties	95%	95%	95%	95%
00801/00802	To maintain a coefficient of dispersion between 10% and 15% for commercial properties	12%	12%	12%	12%
00803	To receive a complaint % of less than 1% for all phone calls that are received via the front desk phone lines	2%	1%	1%	1%
00804	Ensure all appeals have been scheduled, and a week before the hearing, all City Assessor's documents are available for the BOE to review	N/A	N/A	100%	100%

## GENERAL FUND PROGRAM BUDGETS

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
00801	Assessor- Administrative	\$388,826	\$370,074	\$370,878	\$982,108
00802	Assessor- Technical Support	2,470,628	2,213,395	2,644,872	2,923,321
00803	Assessor- Customer Service	505,563	562,768	561,247	591,030
00804	Assessor- Board Of Review	44,362	30,430	50,090	42,743
	<b>Total General Fund Program</b>	<b>\$3,409,379</b>	<b>\$3,176,667</b>	<b>\$3,627,087</b>	<b>\$4,539,202</b>

## SERVICE LEVEL BUDGETS\*

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Administration (SV0801)	\$288,173	\$246,519	\$234,839	\$53,887
Assessments (SV0903)	2,631,385	2,413,057	2,874,446	3,741,758
Board of Review (SV0601)	44,362	30,430	50,090	42,743
Cap Imprvmnt Plan (CIP) Mgmt (SV0906)	—	—	—	212,750
Customer Service (SV0302)	143,817	171,371	172,423	171,386
Financial Management (SV0908)	170,191	181,681	183,823	197,747
Fleet Management (SV1502)	34,789	29,834	10,658	10,658
Geographic Info Systems (SV1007)	48,662	50,433	49,804	54,384
Payroll Administration (SV0911)	47,999	53,343	51,004	53,887
<b>Total Service Level Budget</b>	<b>\$3,409,379</b>	<b>\$3,176,667</b>	<b>\$3,627,087</b>	<b>\$4,539,202</b>

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

## AGENCY FISCAL SUMMARY – CITY ASSESSOR\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$3,172,126	\$2,941,003	\$3,355,166	\$3,479,246
Operating	237,252	235,664	271,921	1,059,956
<b>Total General Fund</b>	<b>\$3,409,379</b>	<b>\$3,176,667</b>	<b>\$3,627,087</b>	<b>\$4,539,202</b>
<b>Total Agency Summary</b>	<b>\$3,409,379</b>	<b>\$3,176,667</b>	<b>\$3,627,087</b>	<b>\$4,539,202</b>
Per Capita	\$15.30	\$14.00	\$15.98	\$20.00
*Total Staffing	36.00	37.00	37.00	37.00

\*See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

**BUDGET HIGHLIGHTS**

**City Council Action by Amendments:** This budget includes reduced funding for vacant positions.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Personnel:** The budget includes 100% funding for all filled positions, limited funding for vacant positions, and rate adjustments for healthcare and retirement in FY2020. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions.

**Operating:** This budget includes the purchase of the CAMA software system which remains unchanged from the previous biennial budget.

**AGENCY FISCAL DETAIL - GENERAL FUND**

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Full-time Permanent	\$1,542,827	\$1,723,856	\$2,415,438	\$2,489,835
Holiday Pay Permanent	90,829	114,027	—	—
Vacation Pay Permanent	190,321	164,389	—	—
Sick Leave Permanent	60,624	74,880	—	—
FICA	111,959	125,542	149,757	152,836
Retirement Contribution RSRS	314,559	377,318	405,973	447,765
Medcare FICA	26,305	29,361	35,024	35,744
Group Life Insurance	605,967	26,666	31,576	32,227
Health Care Active Employees	215,058	259,191	317,398	320,839
Health Savings Account (HSA) Expense-Employer	—	750	—	—
Bonus Pay	13,679	45,023	—	—
<b>Operating Services</b>				
Public Info & Relations Svcs.	1,254	1,310	2,064	2,695
Attorney/Legal Services	—	19,500	20,000	—
Management Services	3,715	4,786	11,352	10,000
BD Of Review R E Assessment	44,362	28,290	50,090	42,743
Vehicle Repair & Maint.	9,850	4,780	5,000	5,000
Printing & Binding - External	836	136	—	—
Transportation Services	27,504	10,676	16,800	16,800
Employee Parking Subsidy	18,900	17,100	21,733	31,500
Office Supplies & Stationary	38,066	28,424	25,817	16,283
Books & Reference Material	1,921	1,734	2,067	2,358
Postal Services	29,084	32,569	29,329	40,209
Conference/Conventions	3,000	7,525	7,565	10,340
Membership Dues	5,303	6,720	5,475	7,302
Employee Training	6,843	8,491	8,600	4,200

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Operating Services</b>				
Software	2,329	—	—	—
Equipment (Less Than \$5K)	37,400	46,871	50,466	854,388
Fuel for Dept. Owned Vehicles	964	2,240	850	1,167
Monthly Standing Costs	1,480	1,480	1,480	1,480
Auto Expenses Charged by Fleet (M5 only)	—	10,657	10,658	10,658
DIT Charges (Billed from DIT Fund)	—	1,135	—	—
Equip & Other Assets Exp.	4,441	1,239	2,575	2,833
<b>Total General Fund</b>	<b>\$3,409,379</b>	<b>\$3,176,667</b>	<b>\$3,627,087</b>	<b>\$4,539,202</b>

**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.

**DEPARTMENT OBJECTIVES**

- Provide competent legal representation, directly and through staff, to all constituent/essential parts of the City organization
- Provide prompt and timely responses to requests for legal service
- Provide prompt and timely preparation of all ordinances and resolutions on behalf of members of the City Council and the Mayor

**PERFORMANCE MEASURES**

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
01001	Acknowledge receipt of claims and forward them to the City's Bureau of Risk Management within ten business days	100%	100%	100%	100%
01002	Auction or redeem a minimum of 240 tax delinquent parcels annually	100%	93%	90%	100%
01003	Close all of the Juvenile and Domestic Cases within a year of the cases being opened	100%	87%	90%	—%

**GENERAL FUND PROGRAM BUDGETS**

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
01001	Legal Counsel	\$2,621,581	\$2,891,664	\$3,043,116	\$3,916,633
01002	Tax Delinquent	—	—	200,000	200,000
	<b>Total General Fund Program</b>	<b>\$2,621,581</b>	<b>\$2,891,664</b>	<b>\$3,243,116</b>	<b>\$4,116,633</b>

## SERVICE LEVEL BUDGETS\*

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Administration (SV0801)	\$240,628	\$318,271	\$389,046	\$425,458
Financial Management (SV0908)	59,310	62,172	61,748	65,296
Legal Counsel (SV1601)	2,280,328	2,471,787	2,753,867	3,586,074
Management Info Systems (SV1011)	37,867	39,433	38,454	39,805
Default	3,448	—	—	—
<b>Total Service Level Budget</b>	<b>\$2,621,581</b>	<b>\$2,891,664</b>	<b>\$3,243,116</b>	<b>\$4,116,633</b>

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

## AGENCY FISCAL SUMMARY – CITY ATTORNEY\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$2,509,575	\$2,648,354	\$2,874,025	\$3,611,057
Operating	112,006	243,309	369,091	505,576
<b>Total General Fund</b>	<b>\$2,621,581</b>	<b>\$2,891,664</b>	<b>\$3,243,116</b>	<b>\$4,116,633</b>
Special Fund	1,740,963	6,977,131	2,617,496	3,451,806
<b>Total Agency Summary</b>	<b>\$4,362,544</b>	<b>\$9,868,795</b>	<b>\$5,860,612</b>	<b>\$7,568,439</b>
Per Capita	\$19.58	\$43.49	\$25.83	\$33.35
*Total Staffing	33.13	33.22	35.19	35.21

\*See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## BUDGET HIGHLIGHTS

**City Council Action by Amendment:** This budget includes reduce funding for vacant positions.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Personnel:** The budget includes 100% funding for all filled positions, limited funding for vacant positions, and rate adjustments for healthcare and retirement in FY2020. The General fund personnel budget reflects an increase of funding for the movement of seven Juvenile & Domestic Court Special Fund positions to the General Fund. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions.

**Operating:** This budget reflects an increase in operating expenditures to address the re-codification of the City Code as required by the City Charter Sec 4.13, as well as expenses associated with the movement of Juvenile & Domestic Relations District Court Special Fund to the General Fund.

## AGENCY FISCAL DETAIL – GENERAL FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services				
Full-time Permanent	\$1,484,870	\$1,515,730	\$1,969,772	\$2,486,397



Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Overtime Permanent	21	(9)	—	—
Holiday Pay Permanent	88,524	99,001	—	—
Vacation Pay Permanent	129,568	128,472	—	—
Sick Leave Permanent	52,266	59,603	—	—
Civil Leave Permanent	—	93	—	—
Death Leave Permanent	1,991	1,054	—	—
Temporary Employee	—	—	—	—
FICA	98,889	107,503	122,126	154,531
Retirement Contribution RSRS	432,835	478,000	522,867	632,210
Medicare FICA	24,771	26,408	28,562	36,140
Group Life Insurance	21,941	23,381	25,673	32,520
Health Care Active Employees	159,621	166,297	205,025	269,259
State Unemployment Ins	4,158	—	—	—
Health Savings Account (HSA) Expense - Employer	500	1,500	—	—
Bonus Pay	9,620	41,322	—	—
<b>Operating Services</b>				
Public Info & Relations Svcs	1,973	4,261	—	11,500
Attorney/Legal Services	7,294	51,288	30,000	84,500
Management Services	2,433	14,802	30,000	55,000
Mileage	30	1,951	—	1,500
Employee Parking Subsidy	12,548	12,470	18,239	22,189
Contract and Temporary Personnel Services	—	—	—	12,720
Office Supplies & Stationary	15,997	20,335	11,500	20,335
Books & Reference Material	41,680	28,015	35,000	36,790
Express Delivery Services	11	109	772	1,000
Postal Services	1,845	2,312	700	2,600
Conference/Conventions	100	—	2,900	3,000
Magazine/Newspaper Subscri	—	159	300	300
Membership Dues	6,946	7,866	6,273	12,930
Employee Training	12,597	16,906	26,357	34,000
Software	2,562	981	1,050	1,212
Equipment (Less than \$5K)	3,289	76,839	2,000	2,000
Internal Printing & Duplicating	2,703	3,443	4,000	4,000
DIT Charges (Billed from DIT)	—	1,573	—	—
Approp For Spec Rev Funds	—	—	200,000	200,000
<b>Total General Fund</b>	<b>\$2,621,581</b>	<b>\$2,891,664</b>	<b>\$3,243,116</b>	<b>\$4,116,633</b>

THIS PAGE LEFT INTENTIONALLY BLANK

---

*This Department is now participating in the Performance Based Budgeting Pilot. Please refer to Section 5 - Performance Based Budgeting of the FY2020 Adopted Amendments to the Biennial Fiscal Plan.*

THIS PAGE LEFT INTENTIONALLY BLANK

---

**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.

**DEPARTMENT OBJECTIVES**

- Support transparency and initiatives that increase engaged citizenry
- Continue digitization of office records stored off-site
- Continue to simplify existing processes, practices and procedures to ensure maximum efficiency and cost savings
- Focus on providing increased public services

**PERFORMANCE MEASURES**

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
00401	# of ordinances and resolutions introduced	340	433	435	435
00401	# of public hearings advertised	129	129	130	130
00401	# of Board Appointment applicants processed	214	320	300	300

**GENERAL FUND PROGRAM BUDGETS**

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
00401	Office of the City Clerk	\$812,522	\$770,476	\$917,351	\$1,140,247
	<b>Total General Fund Program</b>	<b>\$812,522</b>	<b>\$770,476</b>	<b>\$917,351</b>	<b>\$1,140,247</b>

## SERVICE LEVEL BUDGETS\*

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Administration (SV0801)	\$65,140	\$42,672	\$62,514	\$76,253
Boards and Commissions Support (SV0411)	66,171	70,231	74,971	86,462
Financial Management (SV0908)	18,240	21,135	19,973	23,723
Legislative Services (SV0604)	493,291	508,089	570,192	576,188
Records Management (SV2302)	169,681	128,399	189,701	377,622
Default	—	(50)	—	—
<b>Total Service Level Budget</b>	<b>\$812,522</b>	<b>\$770,476</b>	<b>\$917,351</b>	<b>\$1,140,247</b>

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

## AGENCY FISCAL SUMMARY - CITY CLERK'S OFFICE\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$634,787	\$520,159	\$610,696	\$688,897
Operating	177,735	250,317	306,655	451,350
<b>Total General Fund</b>	<b>\$812,522</b>	<b>\$770,476</b>	<b>\$917,351</b>	<b>\$1,140,247</b>
<b>Total Agency Summary</b>	<b>\$812,522</b>	<b>\$770,476</b>	<b>\$917,351</b>	<b>\$1,140,247</b>
Per Capita	\$3.65	\$3.40	\$4.04	\$5.02
<b>*Total Staffing</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

\*See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This budget includes reduce funding for vacant positions, reduce funding for postage, and increase in operating budget to provide funding for technology upgrades.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Personnel:** This budget includes 100% funding for all filled positions, limited funding for vacant positions, and rate adjustments for healthcare and retirement in FY2020. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions.

**Operating:** The level of funding remains the same as the FY20 approved budget.

## AGENCY FISCAL DETAIL - GENERAL FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Full-time Permanent	\$362,189	\$309,735	\$431,620	\$478,469
Holiday Pay Permanent	21,115	18,498	—	—
Vacation Pay Permanent	42,094	28,850	—	—
Sick Leave Permanent	14,200	10,108	—	—
Death Leave Permanent	—	414	—	—
FICA	26,701	22,721	26,760	29,441
Retirement Contribution RSRS	109,270	70,889	90,181	111,205
Medicare FICA	6,245	5,314	6,259	6,885
Group Life Insurance	5,438	4,632	5,589	6,154
Health Care Active Employees	44,036	40,689	50,287	56,743
State Unemployment Ins	—	—	—	—
Bonus Pay	3,500	8,309	—	—
<b>Operating Services</b>				
Public Info & Relations Svcs.	53,335	80,549	102,900	102,900
Management Services	350	(30)	38,269	202,964
Equipment Repair & Maint.	425	—	11,940	11,940
Printing & Binding - External	325	48	500	500
Transportation Services	—	—	200	200
Security /Monitoring Services	—	167	—	—
Food & Drinks	12,768	13,062	15,000	16,000
Other Services	16,917	17,342	18,250	18,500
Office Supplies & Stationary	6,397	10,010	10,891	10,855
Postal Services	16,506	10,085	33,397	5,946
Conference/Conventions	—	—	—	—
Magazine/Newspaper Subscri.	120	146	176	176
Membership Dues	67,651	69,449	64,655	70,891
Employee Training	1,585	1,195	3,667	3,668
Software	651	—	—	—
Dietary Supplies	255	402	540	540
DIT Charges (Billed from DIT Fund)	—	7,314	—	—
Equip & Other Assets Exp	450	40,578	6,270	6,270
<b>Total General Fund</b>	<b>\$812,522</b>	<b>\$770,476</b>	<b>\$917,351</b>	<b>\$1,140,247</b>

THIS PAGE LEFT INTENTIONALLY BLANK

---



## 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 from among its members a person to serve as President and one to serve as Vice President.

Richmond City Council appoints and oversees five Offices, which include: the 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 Formal Meetings; 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 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.

## DEPARTMENT OBJECTIVES

- Representing Richmond residents in creating and amending local laws
- Establishing an annual Richmond Government Budget
- Developing Richmond Government policy
- Providing oversight of Richmond Government

## PERFORMANCE MEASURES

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
00201	Holding formal meetings (regular meetings) at least once a month, except the month of August	18	19	18	18
00201	Establishing the official Richmond Government Budget for each upcoming Fiscal Year pursuant to the date established by the Richmond City Charter	5/17/17	5/17/18	5/31/19	5/31/20

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
00201	Adoption of the annual Virginia General Assembly Legislative Proposals for the upcoming year's session by meeting established Virginia General Assembly legislation introduction deadline	12/5/16	12/10/17	12/10/2018	Nov/Dec 2019

## GENERAL FUND PROGRAM BUDGETS

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
00201	Council Operations	\$447,109	\$478,971	\$547,989	\$536,135
00202	Council District 1	14,267	8,950	12,177	12,177
00203	Council District 2	11,110	10,644	12,177	12,177
00204	Council District 3	13,006	10,664	12,177	12,177
00205	Council District 4	12,301	11,413	12,177	12,177
00206	Council District 5	12,234	11,286	12,177	12,177
00207	Council District 6	12,268	11,634	12,177	12,177
00208	Council District 7	8,693	13,518	12,177	12,177
00209	Council District 8	11,847	12,181	12,177	12,177
00210	Council District 9	12,526	11,842	12,177	12,177
00211	City Council & Liaisons	802,301	741,520	761,976	771,790
	<b>Total General Fund Program</b>	<b>\$1,357,663</b>	<b>\$1,322,623</b>	<b>\$1,419,558</b>	<b>\$1,417,518</b>

## SERVICE LEVEL BUDGETS\*

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Administration (SV0801)	\$—	\$103	\$386	\$363
Arts & Culture (SV0100)	—	118	—	—
Case Management (SV2403)	121	—	—	—
City Copy & Print Services (SV1001)	348	—	—	—
Court Services (SV1302)	178	—	—	—
Fleet Management (SV1502)	234	58	—	—
Legislative Services (SV0604)	1,356,583	1,303,065	1,419,172	1,417,155
Voter Registration (SV0605)	98	—	—	—
Default	100	19,278	—	—
<b>Total Service Level Budget</b>	<b>\$1,357,663</b>	<b>\$1,322,623</b>	<b>\$1,419,558</b>	<b>\$1,417,518</b>

\*See Appendices & Glossary section for detailed service descriptions

## AGENCY FISCAL SUMMARY – CITY COUNCIL\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$1,087,798	\$1,060,926	\$1,094,584	\$1,110,362
Operating	269,865	261,697	324,974	307,156
<b>Total General Fund</b>	<b>\$1,357,663</b>	<b>\$1,322,623</b>	<b>\$1,419,558</b>	<b>\$1,417,518</b>
Special Fund	—	—	261,869	261,869
<b>Total Agency Summary</b>	<b>\$1,357,663</b>	<b>\$1,322,623</b>	<b>\$1,681,427</b>	<b>\$1,679,387</b>
Per Capita	\$6.09	\$5.83	\$7.41	\$7.40
*Total Staffing	18.00	17.50	18.00	18.00

\* See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## BUDGET HIGHLIGHTS

**City Council Action by Amendment:** This agency's budget was not amended by City Council.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Personnel:** The budget includes 100% funding for all filled positions, limited funding for vacant positions, and rate adjustments for healthcare and retirement in FY2020. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions.

**Operating:** This budget reflects a decrease to operating accounts.

## AGENCY FISCAL DETAIL – GENERAL FUND COUNCIL

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Full-time Permanent	\$734,000	\$652,727	\$748,031	\$768,717
Holiday Pay Permanent	27,227	40,211	—	—
Vacation Pay Permanent	36,847	15,996	—	—
Sick Leave Permanent	2,346	11,469	—	—
Death Leave Permanent	—	—	—	—
Part-time Salaries	53,475	57,412	65,469	67,557
Holiday Pay Part-time	2,567	3,960	—	—
Vacation Pay Part-time	270	618	—	—
Sick Leave Personal Part-time	—	1,253	—	—
Temporary Employee	6,840	—	—	—
Holiday Pay Temporary	130	—	—	—
FICA	52,424	46,907	50,437	51,849
Retirement Contribution RSRS	54,114	54,914	74,798	78,402
Medicare FICA	12,195	10,970	11,796	12,126

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Group Life Insurance	9,013	9,314	9,799	10,070
Health Care Active Employees	92,849	123,673	134,255	121,642
<b>Operating Services</b>				
State Unemployment Insurance	—	19,278	—	—
Health Savings Acct (HSA) Exp. Employer	—	750	—	—
Bonus Pay	3,500	11,474	—	—
Public Info & Relations Svcs	—	543	—	—
Media Svcs (Advertising)	60,750	45,563	65,000	60,750
Information & Research Svcs	—	—	—	—
Management Services	70,457	83,205	99,600	99,400
Transportation Services	234	58	300	300
Mileage	—	—	—	—
Employee Parking Subsidy	—	—	—	—
Contract & Temp Personnel	—	—	—	—
Food & Drinks	2,500	1,273	500	1,500
Office Supplies & Stationary	8,692	8,998	10,000	10,000
Books & Reference Material	—	—	—	200
Share of Retirement Costs	1,275	—	—	—
Council Budget	106,730	97,648	109,593	109,593
Postal Services	26	14	50	100
Conference/Conventions	12,641	11,722	18,000	13,000
Magazine/Newspaper Subscrip	436	447	450	450
Membership Dues	—	—	386	363
Employee Training	2,550	180	5,095	4,500
Computer Accessories	—	—	—	—
Equipment (Less Than \$5,000)	—	2,278	2,500	2,500
License & Permits (Other Than Software)	1,164	—	—	—
Internal Printing & Duplicating	778	—	500	500
DIT Charges (Billed from DIT Fund)	—	1,477	—	—
Equip & Other Assets Exp	1,633	5,492	13,000	4,000
Approp For Spec Rev Funds	—	2,800	—	—
<b>Total General Fund</b>	<b>\$1,357,663</b>	<b>\$1,322,623</b>	<b>\$1,419,558</b>	<b>\$1,417,518</b>

**MISSION STATEMENT**

The mission of the Richmond City Treasurer's Office is to inspire, encourage, and pursue the high possibilities of potential in others through the elimination of financial barriers by taking **"Small Steps for Big Change"**.

**DEPARTMENT OVERVIEW**

As a Constitutional Office of the Commonwealth of Virginia the City Treasurer is responsible for receiving and processing payments for portions of our judicial system including Sheriff's fees, the Commonwealth Attorney's Office and General District courts, as well as, managing payments for jurors and witness travel reimbursements. In addition, the Treasurer is working to promote financial literacy and a stronger future workforce amongst our youth, as well as, provide resources and tools to the working community to maximize their personal wealth.

**DEPARTMENT OBJECTIVES**

- Develop the Center of Financial Empowerment within the Treasurer's Office with tools to equip the citizens of our region to build financial wealth
- Serve as a primary resource to the community regarding monetary solutions
- Support the City's Finance Department through customer service for collections and other related services
- Provide and promote financial literacy throughout the city and in our local schools through partnerships throughout the community
- Enhance the Tax Referral Program to become more beneficial for our residents

**PERFORMANCE MEASURES**

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
05201	<b>Average # of days for bank account reconciliations to be completed in adherence with State Audit guidelines</b>	Monthly, within 5 days following receipt of bank statement	Monthly, within 5 days following receipt of bank statement	Monthly, within 5 days following receipt of bank statement	Monthly, within 5 days following receipt of bank statement
05201	<b>Average # of days to process jury checks</b>	5 days	5 days	5 days	5 days

**GENERAL FUND PROGRAM BUDGETS**

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>05201</b>	Treasurer City - Treasurer	\$171,244	\$186,310	\$166,242	\$187,359
	<b>Total General Fund Program</b>	<b>\$171,244</b>	<b>\$186,310</b>	<b>\$166,242</b>	<b>\$187,359</b>

## SERVICE LEVEL BUDGETS\*

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
City Treasurer (SV0602)	\$150,578	\$160,064	\$137,589	\$157,822
Financial Management (SV0908)	20,666	25,684	28,653	29,537
Default (000000)	—	562	—	—
<b>Total Service Level Budget</b>	<b>\$171,244</b>	<b>\$186,310</b>	<b>\$166,242</b>	<b>\$187,359</b>

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

## AGENCY FISCAL DETAIL - CITY TREASURER\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$163,329	\$171,115	\$158,188	\$178,765
Operating	7,916	15,194	8,054	8,594
<b>Total General Fund</b>	<b>\$171,244</b>	<b>\$186,310</b>	<b>\$166,242</b>	<b>\$187,359</b>
<b>Total Agency Summary</b>	<b>\$171,244</b>	<b>\$186,310</b>	<b>\$166,242</b>	<b>\$187,359</b>
Per Capita	\$0.77	\$0.82	\$0.73	\$0.83
*Total Staffing	2.00	2.00	2.00	2.00

\*See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This agency's budget was not amended by City Council.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Personnel:** The budget includes 100% funding for all filled positions and includes rate adjustments for healthcare and retirement in FY2020. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions.

**Operating:** This budget reflects modest adjustments to the operating accounts.

## AGENCY FISCAL DETAIL - GENERAL FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services				
Full-Time Permanent	\$118,051	\$118,227	\$124,295	\$128,024
Holiday Pay Permanent	5,626	5,241	—	—
Vacation Pay Permanent	—	1,295	—	—
Sick Leave Permanent	—	—	—	—
Temporary Employee	—	1,260	—	—
FICA	7,763	7,532	7,706	7,937

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Medicare FICA	1,816	1,761	1,802	1,856
Group Life Insurance	1,590	1,697	1,307	1,346
Constitutional Off Vsrs Ret	15,477	15,278	14,567	15,004
Health Care Active Employees	12,506	16,573	8,510	24,597
State Unemployment Insurance (SUI)	—	562	—	—
Bonus Pay	500	1,500	—	—
Retirement Contribution Rsrs	—	188	—	—
<b>Operating Services</b>				
Meals and Per Diem	—	23	160	—
Office Supplies And Stationary	2,941	6,219	2,221	88
Postal Services	1,171	680	1,100	1,100
Conference /Conventions	640	2,593	607	2,710
Membership Dues	875	440	670	895
Employee Training	295	2,726	145	1,000
Software	1,192	—	1,000	—
Computer Accessories	—	225	—	—
Refuse & Recycling Expenses	—	43	50	—
Bank Fees	704	800	801	801
Internal Printing & Duplicating	99	1,105	350	1,000
Medical Services	—	—	—	—
DIT Charges (Billed from DIT Fund)	—	342	—	—
Equipment And Other Assets Expense	—	—	950	1,000
<b>Total General Fund</b>	<b>\$171,244</b>	<b>\$186,310</b>	<b>\$166,242</b>	<b>\$187,359</b>

THIS PAGE LEFT INTENTIONALLY BLANK

---

---



## MISSION STATEMENT

The Council Chief of Staff Office supports Richmond City Council in representing residents in creating and amending local laws, providing government policy and oversight, and approving the City budget.

## DEPARTMENT OVERVIEW

The 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.

## DEPARTMENT OBJECTIVES

- Support Council in representing Richmond residents in creating and amending local laws
- Support Council in establishing an annual Richmond Government Budget
- Support Council in developing Richmond Government policy
- Support Council in providing oversight of Richmond Government
- Support Council in providing oversight of Council Offices

## PERFORMANCE MEASURES

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
00601	Supporting Council in holding a min. of 11 formal meetings per fiscal year	18	19	18	18
00602	Supporting Council in adopting the Richmond Government Budget by May 31 <sup>st</sup> per the Richmond City Charter	15-May-17	14-May-18	31-May-19	31-May-20
00603	Supporting Council in producing annual Virginia General Assembly Legislative Proposals by adopting Legislative Proposals by Nov/Dec each year	5-Dec-16	10-Dec-17	Nov/Dec 2018	Nov/Dec 2019
00604	Providing Council with operational and administrative support, policy and budget preparation, research, analysis, communications, and compliance	Achieve	Achieve	Achieve	Achieve

## GENERAL FUND PROGRAM BUDGETS

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
00601	Administration	\$229,827	\$171,305	\$227,002	\$265,248
00602	Legislative Services	247,658	241,480	269,064	631,884
00603	Research & Analysis	487,645	556,277	555,232	587,586
00604	Public Information	99,418	101,882	100,927	95,662
	<b>Total General Fund Program</b>	<b>\$1,064,548</b>	<b>\$1,070,944</b>	<b>\$1,152,224</b>	<b>\$1,580,380</b>

## SERVICE LEVEL BUDGETS\*

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Administration (SV0801)	\$190,257	\$203,879	\$258,088	\$197,685
Financial Management (SV0908)	153,836	141,071	139,614	146,236
Legislative Services (SV0604)	518,362	493,545	523,940	1,004,880
Public Information (SV2103)	202,093	232,448	230,583	231,579
<b>Total Service Level Budget</b>	<b>\$1,064,548</b>	<b>\$1,070,944</b>	<b>\$1,152,224</b>	<b>\$1,580,380</b>

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

## AGENCY FISCAL SUMMARY – OFFICE OF THE COUNCIL CHIEF OF STAFF\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$1,037,154	\$1,060,107	\$1,112,079	\$1,190,235
Operating	27,394	10,837	40,145	390,145
<b>Total General Fund</b>	<b>\$1,064,548</b>	<b>\$1,070,944</b>	<b>\$1,152,224</b>	<b>\$1,580,380</b>
<b>Total Agency Summary</b>	<b>\$1,064,548</b>	<b>\$1,070,944</b>	<b>\$1,152,224</b>	<b>\$1,580,380</b>
Per Capita	\$4.78	\$4.72	\$5.08	\$6.96
*Total Staffing	11.50	11.00	11.00	11.00

\*See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## BUDGET HIGHLIGHTS

**City Council Action by Amendment:** This budget includes reduce funding for vacant positions and reduce funding for part-time positions as well as an increase in the operating budget to provide funding for Consultant Services and an increase in the operating budget for an Efficiency Study.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Personnel:** The budget includes 100% funding for all filled positions, limited funding for vacant positions, and rate adjustments for healthcare and retirement in FY2020. This budget also includes a 3% salary increase for permanent full and part-time positions.

**Operating:** This budget reflects level funding for operating accounts.

## AGENCY FISCAL DETAIL - GENERAL FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Full-time Permanent	\$625,104	\$607,278	\$783,145	\$827,981
Overtime Permanent	—	—	—	—
Holiday Pay Permanent	29,411	38,933	—	—
Vacation Pay Permanent	53,273	56,373	—	—
Sick Leave Permanent	27,716	30,575	—	—
Civil Leave Permanent	—	248	—	—
Death Leave Permanent	907	3,004	—	—
Part Time Salaries	31,927	25,938	30,806	42,652
Holiday Pay Part time	1,424	1,592	—	—
Vacation Pay Part time	3,038	2,550	—	—
Sick Leave Personal Part time	1,377	575	—	—
FICA	45,682	46,676	50,465	53,312
Retirement Contribution RSRS	124,926	134,671	138,618	152,346
Medicare FICA	11,084	11,157	11,802	12,468
Group Life Insurance	8,865	9,553	10,195	10,781
Health Care Active Employees	66,066	73,785	87,048	90,698
State Unemployment Insurance (SUI)	—	—	—	—
Health Savings Account	—	—	—	—
Bonus Pay	6,354	17,199	—	—
<b>Operating Services</b>				
Public Info & Relations Svcs.	678	12	—	—
Laboratory and X-Ray Services	—	—	—	—
Management Services	1,907	1,964	22,700	372,700
Printing & Binding-External	—	220	500	1,000
Employee Parking Subsidy	450	—	—	—
Other Services	—	—	—	—
Office Supplies and Stationary	19,792	3,312	6,000	5,000
Express Delivery Services	149	—	—	—
Postal Services	92	7	200	100
Conference/Conventions	57	2,234	4,990	5,495
Membership Dues	2,229	50	1,255	1,400
Employee Training	—	—	2,000	1,950
Equipment (Less Than \$5,000)	1,450	—	2,500	—
License & Permits (Other Than Software)	590	—	—	—
DIT Charges (Billed from DIT Fund)	—	175	—	—
Equipment And Other Assets Expense	—	2,862	—	2,500
<b>Total General Fund</b>	<b>\$1,064,548</b>	<b>\$1,070,944</b>	<b>\$1,152,224</b>	<b>\$1,580,380</b>

THIS PAGE LEFT INTENTIONALLY BLANK

---

---

**MISSION STATEMENT**

The mission of the Department of Finance is to lead the City’s financial management efforts in keeping with the concept of “One Richmond”.

**DEPARTMENT OVERVIEW**

The Department of Finance 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; collecting 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.

**DEPARTMENT OBJECTIVES**

- To maintain strong bond ratings for the City of Richmond
- To complete the annual audit on time, providing the City’s Comprehensive Annual Financial Report (CAFR) to the Auditor of Public Accounts by November 30<sup>th</sup> of each year
- To provide accurate Monthly Financial Reports to City Council within 15 days of month’s end
- To maximize revenue collections, for both current and delinquent taxes and fees owed to the City

**PERFORMANCE MEASURES**

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
02501	<b>Credit rating assigned to the City (Fitch, Standard &amp; Poor's, Moody's)</b>	AA+, AA+, Aa2	AA+, AA+, Aa2	AA+, AA+, AA+	AA+, AA+, AA+
02502	<b>Complete Comprehensive Annual Financial Report by November 30th</b>	FY2016 CAFR: May 2017	FY2017 CAFR: November 2017	FY2018 CAFR: November 2018	FY2019 CAFR: November 2019
02503	<b>Process all accounts payables within 5 days of receiving correct and approved invoices</b>	N/A	100%	100%	100%
02506	<b>Increase collections of delinquent real estate and personal property taxes</b>	\$18,774,789	\$23,837,809	\$20,000,000	\$23,500,000
02507	<b>Increase vehicle personal property tax assessments</b>	N/A	\$1,169,790,697	\$1,069,326,797	\$1,101,406,600
02508	<b>Increase # of business audits performed each year</b>	N/A	45	60	60
02517	<b>Issue accurate real estate bills to all taxpayers more than 14 days prior to the due date</b>	N/A	30 days prior to due date	30 days prior to due date	30 days prior to due date
02518	<b>Maintain funded vacancy rate of less than 10% for the portfolio</b>	N/A	<10%	<10%	<10%

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
02519	<b>Upgrade Software on approved and published schedule</b>	N/A	N/A	100%	100%
02520	<b>Process payment lockbox files and checks received via drop box within two business days of receipt</b>	N/A	98% within 2 business days	98% within 2 business days	98% within 2 business days
02521	<b># of non-filing tax accounts worked per year</b>	N/A	2,500	2,000	2,000
02522	<b>Increase business personal property assessments</b>	N/A	\$32,401,117	\$31,733,521	\$31,733,521

**GENERAL FUND PROGRAM BUDGETS**

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>02501</b>	Financial Management	\$2,147,722	\$2,470,582	\$2,856,671	\$3,131,986
<b>02502</b>	General Accounting	1,576,950	1,665,722	1,869,611	1,166,569
<b>02503</b>	Disbursements	928,780	1,213,422	1,214,745	974,727
<b>02504</b>	Parking Financial Management	3,219	4,769	—	—
<b>02505</b>	Risk Management	9,349,345	—	—	—
<b>02506</b>	Collections	2,444,314	1,774,615	2,171,050	504,791
<b>02507</b>	Licenses and Assessments	778,150	837,449	804,784	578,982
<b>02508</b>	Audit and Compliance	381,620	548,776	559,246	297,243
<b>02509</b>	Debt Services	—	—	—	—
<b>02510</b>	City Wide Revenue	23,092	—	—	—
<b>02511</b>	Richmond Ambulance	—	—	—	—
<b>02517</b>	Revenue	—	653,671	602,447	697,024
<b>02518</b>	DCAO	—	30,975	270,135	1,329,545
<b>02519</b>	Financial Information Systems	—	12,577	23,750	768,557
<b>02520</b>	Cash Operations	—	12,579	108,369	1,248,163
<b>02521</b>	Tax Enforcement	—	3,855	62,300	302,445
<b>02522</b>	Business License & Assessments	—	8,033	222,315	517,941
	<b>Total General Fund Program</b>	<b>\$17,633,192</b>	<b>\$9,237,027</b>	<b>\$10,765,422</b>	<b>\$11,517,973</b>

## SERVICE LEVEL BUDGETS\*

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Accounting & Reporting (SV0901)	\$819,463	\$1,041,268	\$1,283,239	\$1,201,569
Accounts Payable (SV0902)	273,358	319,474	339,971	580,668
Administration (SV0801)	1,054,514	1,158,368	1,307,399	1,101,274
Assessments (SV0903)	484,325	479,159	452,019	524,056
Audit Services (SV1801)	380,500	546,718	559,246	399,091
Billing & Collections (SV0904)	2,361,978	2,402,974	3,177,500	3,240,376
Budget Mgmt (SV0905)	1,756	3,210	—	—
Cap Improve Plan Mgmt (SV0906)	—	—	—	—
City Copy & Print Services (SV1001)	13,360	97,558	—	—
Community Outreach (SV2101)	72	—	—	—
Contract Administration (SV0907)	338	—	—	—
Customer Service (SV0302)	2,607	—	—	—
Emp Rsrc Mgmt & Prg Sup (SV0800)	7,312	9,829	—	—
Employee Train & Dev (SV1201)	—	2,868	104,250	209,193
Facilities Management (SV2006)	—	11,043	—	—
Financial Management (SV0908)	757,720	551,357	591,905	1,132,300
Financial Strategies Group (SV0915)	168,963	—	—	—
Fleet Management (SV1502)	27,692	12,730	—	12,675
Human Resources Management (SV0806)	—	1,579	8,055	197,533
Investment & Debt Mgmt (SV0910)	387,925	704,011	1,242,125	1,165,358
Legal Counsel (SV1601)	—	—	—	—
Legal Services (SV1602)	7,000	—	5,000	5,000
Mail Services (SV1010)	44,377	79,677	—	2,000
Mgmt Info Systems (SV1011)	486,312	595,683	621,950	768,557
Payroll Administration (SV0911)	275,920	287,033	263,233	393,060
Project Management (SV1012)	330,766	440,301	435,199	—
Recreational Services (SV1901)	—	500	—	—
Rec, Sel & Retent Svcs (SV0807)	21,615	2,757	—	—
Risk Management (SV1703)	14,922,446	26,018	—	—
Software/Apps Dev (SV1016)	66,250	171,284	—	145,000
Strategic Planning & Analysis (SV0913)	—	2,233	23,740	137,819
Tax Enforcement (SV0914)	280,077	281,145	350,590	302,445
Telecomm Sys Mgmt (SV1002)	740	—	—	—
Default	(5,544,194)	8,250	—	—
<b>Total Service Level Budget</b>	<b>\$17,633,192</b>	<b>\$ 9,237,027</b>	<b>\$10,765,422</b>	<b>\$11,517,973</b>

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

## AGENCY FISCAL SUMMARY – FINANCE\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$6,331,993	\$7,076,093	\$8,133,523	\$8,012,492
Operating	11,301,199	2,160,934	2,631,899	3,505,481
<b>Total General Fund</b>	<b>\$17,633,192</b>	<b>\$9,237,027</b>	<b>\$10,765,422</b>	<b>\$11,517,973</b>
Special Fund	2,021,902	(876,699)	410,614	424,985
Capital Improvement Plan	—	—	—	3,100,000
<b>Total Agency Summary</b>	<b>\$19,655,094</b>	<b>\$8,360,328</b>	<b>\$11,176,036</b>	<b>\$15,042,958</b>
Per Capita	\$88.20	\$36.84	\$49.25	\$66.29
*Total Staffing	108.00	106.00	109.00	112.00

\*See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This budget includes reduced funding for vacant positions.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Personnel:** This budget includes 100% funding for all filled positions, limited funding for vacant positions, and rate adjustments for healthcare and retirement in FY2020. Three new positions were added to the departmental budget. Two of the positions will focus on supporting tax relief efforts while the other one will focus on revenue enhancement efforts. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions.

**Operating:** This budget remains essentially level with FY20 Approved, which reflects \$900,000 in Professional Services as matching funds for a CIP project to replace the City's revenue administration system. There are also additional operating dollars for postage, to support both tax relief and revenue enhancement efforts.

## AGENCY FISCAL DETAIL - GENERAL FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Full-time Permanent	\$4,051,146	\$4,257,066	\$5,669,554	\$5,678,257
Overtime Permanent	26,963	28,862	—	—
Holiday Pay Permanent	116,057	151,024	—	—
Vacation Pay Permanent	176,419	196,300	—	—
Sick Leave Permanent	112,414	144,229	—	—
Civil Leave Permanent	1,146	1,110	—	—
Death Leave Permanent	6,682	2,496	—	—
Earned HOL Pay-Permanent	113	130	—	—
Part-time Salaries	44,492	46,505	96,978	68,847
Overtime Part-time	204	152	—	—
Holiday Pay Part-time	2,158	2,355	—	—



Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Vacation Pay Part-time	564	640	—	—
Sick Leave Part-time	282	728	—	—
Temporary Employee	45,217	184,835	—	—
Overtime Temporary	322	2,249	—	—
Holiday Pay Temporary	1,972	7,256	—	—
Vacation Temporary	—	537	—	—
Sick Leave Temporary	216	3,191	—	—
Civil Leave Temporary	211	—	—	—
Funeral Leave Temporary	342	—	—	—
FICA	270,379	297,909	420,159	355,988
Retirement Contribution RSRS	786,015	798,674	873,452	852,613
Medcare FICA	64,146	70,911	83,615	83,253
Group Life Insurance	29,136	31,804	37,915	38,954
Workers Compensation-Fringes	585	—	—	—
Health Care Active Employees	558,638	742,380	951,850	934,580
State Unemployment Ins	1,946	6,882	—	—
Health Savings Account	3,500	8,500	—	—
Housing Allowance	—	—	—	—
Education Pay	449	1,486	—	—
Bonus Pay	30,250	87,882	—	—
Career Development	30	—	—	—
<b>Operating Services</b>				
Professional Services	206,556	55,448	255,000	985,000
Auditing Services - External	246,451	—	—	—
Financial & Invest Mgmt Svcs	39,347	330,273	705,000	623,474
Public Info & Relations Svcs	81,414	174,498	2,900	145,800
Media Services (Advertising)	4,660	25,237	7,000	8,200
Information & Research Svcs	30,094	57,753	16,250	16,400
Attorney/Legal Services	(118)	—	13,000	13,000
Management Services	417,253	79,614	91,700	67,000
Education & Training Services	2,675	3,359	4,500	2,200
Building Repair & Maint Services	4,434	16,363	—	600
Equipment Repair & Maint	2,779	222	300	4,600
Vehicle Repair & Maint	5,977	465	2,400	2,000
Office Furniture - Fixture	—	—	13,250	—
Printing & Binding - External	259,604	157,749	88,825	177,355
Moving & Relocation Services	—	5,041	—	—
Transportation Services	17,753	3,131	10,000	2,000
Mileage	—	—	—	—
Meals & Per Diem	—	46	—	600

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Operating Services</b>				
Lodging	—	—	—	—
Employee Parking Subsidy	855	3,548	1,200	1,200
Travel Settlement	700	636	—	—
Property Rental Agreements	—	—	—	—
Residential Property Rental	—	—	—	—
Security/Monitoring Services	1,164	8,145	5,000	5,000
Contract & Temp Personnel	263,592	112,310	413,400	481,315
Food & Drinks	11,371	5,605	250	1,000
Other Services	5,087	13	—	—
Disaster Preparedness & Recovery Services	—	—	—	—
Uniforms & Safety Supplies	—	12,565	—	5,500
Office Supplies & Stationary	34,971	31,759	27,550	32,968
Badges & Name Plates	—	927	—	—
Employee Appreciation Events & Awards	—	61	—	—
Office/Building Décor	5,914	3,779	2,000	500
Advertising & Publicity Supplies	7,648	4,984	7,500	7,500
Photographic Supplies	—	—	—	—
Agric & Botanical Supplies	—	—	—	—
Animal Supplies (Not Food)	—	—	—	—
Books & Reference Material	39,636	6,151	28,125	33,650
Recreational Supplies	—	—	—	—
Electrical Supplies	—	—	—	—
Air Conditioning Supplies	—	—	—	—
Medical & Laboratory Supp	270	664	—	—
Paint & Paint Supplies	—	1,600	—	—
Floor Covering	—	25,315	—	—
Reimbursed Interview Exp	—	—	—	—
Courier Service	12,171	15,271	26,200	24,700
Express Delivery Services	—	771	50	50
Postal Services	91,235	104,088	174,500	129,270
Freight	—	4,290	—	—
Telecommunications Service	15,564	88	1,000	1,000
Conference/Conventions	11,966	21,412	33,550	36,550
Magazine/Newspaper Subscrip	1,968	95	1,600	1,600
Membership Dues	6,429	9,304	14,959	14,582
Employee Training	17,285	24,315	32,215	99,310
Software	82,514	129,547	165,650	96,218
Computer Accessories	731	70	600	3,800
Charge-Offs & Collection of Charge-Offs	4	—	1,000	1,000
Appliances	—	414	—	—

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Operating Services</b>				
Equipment (Less Than \$5,000)	35,834	48,500	2,000	2,000
Software License	61,558	44,617	80,000	70,000
Electric Service	—	—	1,675	—
Refuse & Recycling Expenses	—	—	—	—
Bank Fees	359,714	307,410	365,000	360,000
Misc Operating Expenses	3,660	166	—	—
Grants To Civic Serv Cult	—	—	—	—
Administrative Plan/Mgt Costs	19,111	—	—	—
Dietary Supplies	—	4,707	—	—
Carwash	—	—	—	—
Fuel for Dept Owned Vehicles	592	376	600	1,083
Monthly Standing Costs	25,627	987	986	1,478
Auto Expenses Charged by Fleet	—	8,114	8,114	8,114
Internal Printing & Duplicating	13,596	17,282	7,350	23,164
CGS-Commercial Costs	—	—	—	—
Claims & Settlements	4,017,957	—	—	—
VA Workmans Comp Commission	104,889	—	—	—
Medical Services	—	—	—	—
Public Liability Auto Insurance	298,116	—	—	—
Public Liability Insurance	2,770,859	—	—	—
Faithful Perf Bond Blnkt Insur	887,546	—	—	—
Fire & Ext Coverage Insur	768,805	—	—	—
DIT Charges (Billed from DIT Fund)	—	73,480	—	—
Depreciation Expense	—	—	—	—
Equip & Other Assets Exp	3,381	218,367	19,700	14,700
Vehicle Expense	—	—	—	—
<b>Total General Fund</b>	<b>\$17,633,192</b>	<b>\$9,237,027</b>	<b>\$10,765,422</b>	<b>\$11,517,973</b>

THIS PAGE LEFT INTENTIONALLY BLANK

---

---

## 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 ensures 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, except absentee voting and campaign finance, fall within the purview of the Electoral Board, voter registration, absentee voting, and campaign finance is the sole province of the General Registrar.

## DEPARTMENT OBJECTIVES

- To process 52,373 voter registration transactions in FY19 and 82,733 in FY20
- To respond to 100% of Freedom of Information Act requests within 5 business days
- To conduct 2 elections in FY19 and 3 elections in FY20

## PERFORMANCE MEASURES

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
01701	# of Voter Registration Transactions Processed	95,074	115,176	52,373	82,733
01702	# of Elections Conducted	3	2	2	3

## GENERAL FUND PROGRAM BUDGETS

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
01701	General Registrar	\$377,101	\$337,558	\$257,613	\$512,774
01702	Electoral Board	1,690,950	1,114,333	1,523,339	1,719,352
	<b>Total General Fund Program</b>	<b>\$2,068,051</b>	<b>\$1,451,891</b>	<b>\$1,780,952</b>	<b>\$2,232,127</b>

## SERVICE LEVEL BUDGETS\*

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Administration (SV0801)	\$13,737	\$15,034	\$19,320	\$23,128
City Copy & Print Svcs (SV1001)	80	107	10,000	—
Elections Management (SV0603)	1,671,139	1,073,276	1,423,720	1,717,972
Financial Management (SV0908)	38,274	22,408	12,875	34,636

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Fleet Management (SV1502)	476	2,850	850	2,200
Human Resources Mgmt (SV0806)	—	10,641	—	22,607
Records Management (SV2302)	19,814	20,592	20,488	21,299
Voter Registration (SV0605)	322,975	301,697	293,699	410,285
Default	1,555	5,284	—	—
<b>Total Service Level Budget</b>	<b>\$2,068,051</b>	<b>\$1,451,891</b>	<b>\$1,780,952</b>	<b>\$2,232,127</b>

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

## AGENCY FISCAL SUMMARY – GENERAL REGISTRAR\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$1,028,550	\$891,990	\$880,100	\$996,833
Operating	1,039,502	559,901	900,852	1,235,294
<b>Total General Fund</b>	<b>\$2,068,051</b>	<b>\$1,451,891</b>	<b>\$1,780,952</b>	<b>\$2,232,127</b>
Capital Improvement	—	—	—	—
<b>Total Agency Summary</b>	<b>\$2,068,051</b>	<b>\$1,451,891</b>	<b>\$1,780,952</b>	<b>\$2,232,127</b>
Per Capita	\$9.28	\$6.40	\$7.85	\$9.84
*Total Staffing	13.30	13.30	13.30	14.96

\*See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This budget includes an increase to the personnel budget for 1.66 FTE and an increase for temporary overtime. This budget also includes a reduction in the operating budget for Contract and Temporary personnel due to an increase in the personnel budget for 1.66 FTE.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Personnel:** The budget includes 100% funding for all filled positions, limited funding for vacant positions, and rate adjustments for healthcare and retirement in FY2020. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions.

**Operating:** This budget reflects a \$356,866 increase to operating accounts, primarily for election-related services, to Contract and Temporary Personnel, Postage, and Printing.

## AGENCY FISCAL DETAIL - GENERAL FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services				
Full-time Permanent	\$357,425	\$354,663	\$433,282	\$458,234
Overtime Permanent	103,478	78,759	24,261	24,261

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Holiday Pay Permanent	12,790	15,438	—	—
Vacation Pay Permanent	22,577	10,367	—	—
Sick Leave Permanent	13,450	10,510	—	—
Death Leave Permanent	—	116	—	—
Part-time Salaries	147,538	106,787	131,370	178,256
Overtime Part-time	53,327	20,032	20,697	35,554
Holiday Pay Part-time	5,888	6,073	—	—
Vacation Pay Part-time	1,367	6,224	—	—
Sick Leave Personal Part-time	1,378	3,975	—	—
Military Leave Part-time	1,157	—	—	—
Death Leave Part-time	—	683	—	—
Temporary Employee	86,489	48,959	26,491	27,055
Overtime Temp	9,342	2,963	10,413	33,121
Holiday Pay Temporary	1,211	1,504	—	—
FICA	47,518	39,855	39,466	42,655
Retirement Contribution RSRS	—	—	—	—
Medcare FICA	11,113	9,321	8,924	9,975
Group Life Insurance	186	515	2,253	2,383
Constitutional Off VSRS Ret	50,065	47,839	50,781	53,705
Health Care Active Employees	94,158	110,813	132,162	131,633
State Unemployment Ins	1,592	5,095	—	—
Bonus Pay	6,500	11,497	—	—
<b>Operating Services</b>				
Public Info & Relations Svcs	12,167	10,114	48,882	23,236
Management Services	221	740	720	720
Building Repair & Maint	2,761	—	—	—
Equipment Repair & Maint	—	867	1,300	1,800
Mechanical Repair & Maint	—	—	—	1,000
Vehicle Repair and Maint	—	2,191	500	1,200
Printing & Binding - External	77,015	35,075	58,329	84,991
Transportation Services	4,932	4,676	8,203	14,280
Mileage	2,069	1,910	217	2,451
Meals & Per Diem	1,148	1,844	1,800	3,352
Lodging	686	3,853	3,910	5,400
Equipment Rental	67,260	—	—	—
Residential Property Rental	(1,314)	547	39,754	41,754
Security/Monitoring Services	1,162	1,162	1,162	1,163
Contract & Temp Personnel	289,777	112,602	119,274	243,575
Food & Drink Services	—	184	—	—
Other Services	229	529	—	—

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Operating Services</b>				
Election Services	354,009	226,932	356,247	481,315
Office Supplies & Stationary	74,214	23,141	41,583	64,804
Badges & Name Plates	—	—	—	—
Maps	—	—	248	248
Janitorial Supplies	553	—	337	1,000
Books & Reference Material	—	82	—	82
Electrical Supplies	—	—	—	—
Postal Services	38,117	12,129	47,490	67,480
Freight	1,708	156	—	—
Telecommunications Services	—	1,728	31,418	269
Conference/Conventions	5,401	3,263	1,628	2,657
Membership Dues	1,794	3,204	507	640
Employee Training	4,442	3,043	—	3,934
Software	811	—	—	—
Computer Accessories	—	—	—	—
Equipment (Less Than \$5K)	7,647	—	1,476	13,592
Software License	8,146	62,555	86,400	52,760
Electrical Service	4,020	3,347	4,209	4,209
Water & Sewer	1,271	4,240	1,309	4,140
Natural Gas	3,796	2,265	3,986	3,071
Warranty Fees	18,900	—	23,380	55,630
Fuel for Dept Owned Vehicles	607	539	350	1,000
Monthly Standing Costs	—	—	986	493
Internal Printing & Duplicating	15,632	11,422	15,247	38,648
DIT Charges (Billed from DIT Fund)	—	22,080	—	—
Building & Structures Expense	—	—	—	—
Equip & Other Assets Exp	40,321	—	—	—
Payment to Other Gov Agencies	—	3,481	—	14,400
<b>Total General Fund</b>	<b>\$2,068,051</b>	<b>\$1,451,891</b>	<b>\$1,780,952</b>	<b>\$2,232,127</b>



## MISSION STATEMENT

The Department of Human Resources delivers a human resources management program that is responsible for the entire employment life cycle 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.

## DEPARTMENT OBJECTIVES

- Reduce the City of Richmond's turnover rate
- Increase the number of and areas of online training courses available to employees by launching additional citywide training programs geared toward employee development
- Centralize all HR functions and fully transition department HR Liaisons to DHR organizational and reporting structure
- Review and recommend revisions to Administrative Regulations annually to ensure accuracy and relevance
- Increase number of education sessions on financial literacy as well as health and wellness factors

## PERFORMANCE MEASURES

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
01201	# of random test given annually	N/A	N/A	TBD	TBD
01202	Turnover rate ≤ 10%	10.60%	10.60%	≤ 10%	≤ 10%
01203	% of employees utilizing wellness program per month	N/A	10%	10%	10%
01204	# of personnel board meetings scheduled and presided over	12	8	TBD	TBD
01205	# of surveys used to benchmark City class and comp	N/A	N/A	Establishing baseline	TBD
01206	# of employee recognition programs delivered	1	1	TBD	TBD
01207	% increase in the # of training sessions in the areas of compliance, policies, procedures, and overall best practice	N/A	3	10%	10%
01208	# of files scanned into the updated document image system	N/A	N/A	TBD	TBD

## GENERAL FUND PROGRAM BUDGETS

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
01201	HR Management	\$457,025	\$497,847	\$898,798	\$1,083,159
01202	Recruitment, Selection and Retention	261,711	385,003	413,100	507,628
01203	Benefits Administration	339,206	256,892	249,884	316,577
01204	Employee Relations	150,034	177,136	209,688	410,763
01205	Classification & Compensation	187,844	297,694	167,088	193,069
01206	Administrative Support Services	520,649	667,170	564,102	261,178
01207	Training & Development	241,295	382,094	443,572	203,749
01208	Operations	399,554	368,481	316,635	534,606
	<b>Total General Fund Program</b>	<b>\$2,557,319</b>	<b>\$3,032,316</b>	<b>\$3,262,867</b>	<b>\$3,510,729</b>

## SERVICE LEVEL BUDGETS\*

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Administration (SV0801)	\$791,144	\$901,507	\$1,246,148	\$1,327,875
Benefits Administration (SV0802)	241,717	219,217	218,571	307,709
City Copy & Print Services (SV1001)	1,523	—	—	—
Compensation & Classification (SV0803)	273,166	319,420	229,708	231,900
Customer Service (SV0302)	15,837	60,053	—	—
Employee Relations (SV0805)	143,666	169,492	248,312	460,071
Employee Training & Develop. (SV1201)	237,585	359,204	447,327	189,749
Grounds Management (SV2002)	(1,204)	—	—	—
Human Resources Management (SV0806)	544,463	607,691	515,251	545,739
Recruit, Select, & Retention Svcs. (SV0807)	222,263	302,494	279,399	366,817
Wellness Program (SV1204)	81,599	81,463	78,151	80,869
Default	5,560	11,774	—	—
<b>Total Service Level Budget</b>	<b>\$2,557,319</b>	<b>\$3,032,316</b>	<b>\$3,262,867</b>	<b>\$3,510,729</b>

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

## AGENCY FISCAL SUMMARY – HUMAN RESOURCES\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$2,147,599	\$2,358,926	\$2,664,837	\$2,825,183
Operating	409,720	673,389	598,030	685,546
<b>Total General Fund</b>	<b>\$2,557,319</b>	<b>\$3,032,316</b>	<b>\$3,262,867</b>	<b>\$3,510,729</b>
Special Fund	—	2,082	—	—

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Total Agency Summary</b>	<b>\$2,557,319</b>	<b>\$3,034,398</b>	<b>\$3,262,867</b>	<b>\$3,510,729</b>
<b>Per Capita</b>	<b>\$11.48</b>	<b>\$13.37</b>	<b>\$14.38</b>	<b>\$15.47</b>
<b>*Total Staffing</b>	<b>37.00</b>	<b>38.00</b>	<b>38.00</b>	<b>38.00</b>

\* See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## BUDGET HIGHLIGHTS

**City Council Actions by Amendments:** This budget includes reduced funding for vacant positions.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Personnel:** The budget includes 100% funding for all filled positions, limited funding for vacant positions, and rate adjustments for healthcare and retirement in FY2020. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions.

**Operating:** This budget reflects an increase to cover the Department of Transportation's increased percentage of sensitive testing for the employee population as well as hazmat physicals for public safety employees.

## AGENCY FISCAL DETAIL - GENERAL FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Full-time Permanent	\$1,356,743	\$1,400,820	\$1,859,898	\$2,030,513
Overtime Permanent	1,446	4,387	—	—
Holiday Pay Permanent	66,794	77,766	—	—
Shift Other Differential Perm	—	—	—	—
Vacation Pay Permanent	93,750	77,439	—	—
Sick Leave Permanent	40,789	42,964	—	—
Compensatory Leave Perm	—	—	—	—
Civil Leave Permanent	—	304	—	—
Death Leave Permanent	—	2,365	—	—
Part time Salaries	—	—	—	—
Holiday Pay Part time	—	—	—	—
Vacation Pay Part time	—	—	—	—
Sick Leave Personal Part time	—	—	—	—
Temporary Employee	53,781	68,284	—	—
Overtime Temp	—	465	—	—
Holiday Pay Temporary	2,777	3,678	—	—
Sick Leave Temporary	534	307	—	—
Funeral Leave Temp	—	231	—	—
FICA	92,881	101,149	115,313	125,096

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Retirement Contribution RSRS	189,211	267,655	381,596	332,437
Medicare FICA	22,616	23,656	26,972	29,255
Group Life Insurance	10,175	10,313	13,904	12,572
Health Care Active Employees	198,091	228,496	267,154	295,310
State Unemployment Ins	5,560	11,524	—	—
Health Savings Account	500	4,250	—	—
Housing Allowance	—	—	—	—
Bonus Pay	11,950	32,873	—	—
VRIP Incentive Payments	—	—	—	—
<b>Operating Services</b>				
Public Info & Relations Svcs.	(10,156)	5,946	1,260	127,983
Information & Research Svcs.	—	—	—	—
Management Services	214,914	460,586	309,622	372,520
Education & Training Services	—	—	—	—
Equipment Repair & Maint.	2,950	3,709	5,140	5,140
Transportation Services	—	—	—	—
Mileage	148	225	—	—
Contract & Temp Personnel	—	—	—	—
Food & Drinks	522	1,100	—	—
Other Services	2,875	1,250	5,012	5,012
Office Supplies & Stationary	21,150	11,553	10,808	14,808
Multimedia Products	—	1,297	—	—
Postal Services	3,395	1,093	6,465	6,465
Membership Dues	718	45	3,165	3,165
Employee Training	24,176	71,739	95,755	4,128
Software	6,656	6,110	1,825	1,825
Equipment (less than \$5K)	—	—	—	—
Transitional Child Daycare	—	—	—	—
Internal Printing & Duplicating	1,225	—	—	—
Medical Services	141,147	107,586	158,978	144,500
DIT Charges (Billed from DIT Fund)	—	1,152	—	—
<b>Total General Fund</b>	<b>\$2,557,319</b>	<b>\$3,032,316</b>	<b>\$3,262,867</b>	<b>\$3,510,729</b>

## 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.

## PERFORMANCE MEASURES

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
02001	Average response rate of 12 hours for problem log tickets	N/A	—	—	—
02003	% of City workstations capable of running Windows 7 (in the DIT-supported pool)	N/A	—	—	—
02005	# of mobile devices deployed / End of the forecast period	N/A	—	—	—

## GENERAL FUND PROGRAM BUDGETS

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
02001	Administration	\$759,203	\$—	\$—	\$—
02002	System Engineering	2,265	—	—	—
02003	Systems & Progr	4,079,138	—	—	—
02004	Operations	4,168,678	—	—	—
02005	Telephone Services	3,213,979	—	—	—
02006	Telecommunication	2,046,086	—	—	—
02007	Printshop	170,246	—	—	—
02008	Mailroom	758,907	—	—	—
02009	Enterprise Resources	1,378,030	—	—	—
02010	Radio Shop	—	—	—	—
	<b>Total General Fund Program</b>	<b>\$16,576,532</b>	<b>\$—</b>	<b>\$—</b>	<b>\$—</b>

## SERVICE LEVEL BUDGETS\*

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Administration (SV0801)	\$561,867	\$—	\$—	\$—
Budget Management (SV0905)	35	—	—	—
City Copy & Print Services (SV1001)	676,140	—	—	—
Contract Administration (SV0907)	306,595	—	—	—

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Customer Service (SV0302)	23,218	—	—	—
Data Center Opers & Support (SV1003)	394,101	—	—	—
Database Management (SV1004)	1,449,408	—	—	—
Desktop Support (SV1005)	2,740,989	—	—	—
Emergency Communications (SV0701)	410,615	—	—	—
Employee Training & Devlpmnt (SV1201)	—	—	—	—
Fleet Management (SV1502)	5,744	—	—	—
Geographic Info Systems (SV1007)	27,720	—	—	—
Mail Services (SV1010)	442,912	—	—	—
Management Info Services (SV1011)	792,349	—	—	—
Network Infrastructure Support (SV1015)	1,343,736	—	—	—
Null (SV1009)	126,414	—	—	—
Parking Management (SV1505)	—	—	—	—
Project Management (SV1012)	12,020	—	—	—
Prop/Asset Mgmt and Maint (SV1012)	—	—	—	—
Recruit, Select, & Retent Svcs. (SV0807)	—	—	—	—
Software/Apps Devel. & Supp (SV1016)	5,121,995	—	—	—
Telecomm System Mgmt. (SV1002)	2,137,257	—	—	—
Default	3,417	—	—	—
<b>Total Service Level Budget</b>	<b>\$16,576,532</b>	<b>\$—</b>	<b>\$—</b>	<b>\$—</b>

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

## AGENCY FISCAL SUMMARY – INFORMATION TECHNOLOGY\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$6,770,345	\$—	\$—	\$—
Operating	9,806,187	—	—	—
<b>Total General Fund</b>	<b>\$16,576,532</b>	<b>\$—</b>	<b>\$—</b>	<b>\$—</b>
Special Fund	—	—	—	—
Capital Improvement	—	—	—	—
Internal Service Fund*	—	—	—	—
<b>Total Agency Summary</b>	<b>\$16,576,532</b>	<b>\$—</b>	<b>\$—</b>	<b>\$—</b>
Per Capita	\$74.38	\$—	\$—	\$—
Total Staffing*	87.60	0.00	0.00	0.00

\*See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## BUDGET HIGHLIGHTS

The Department of Information Technology is now an Internal Service Fund Department. Please refer to the Non-Departmental Transfer Out, Section 10 of the proposed FY2019/FY20 biennial budget document.

## AGENCY FISCAL DETAIL - GENERAL FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Full-time Permanent	\$3,996,883	\$—	\$—	\$—
Overtime Permanent	5,217	—	—	—
Holiday Pay Permanent	231,092	—	—	—
Vacation Pay Permanent	347,784	—	—	—
Sick Leave Permanent	168,016	—	—	—
Compensatory Leave Perm	1,033	—	—	—
Civil Leave Permanent	619	—	—	—
Death Leave Permanent	2,219	—	—	—
Part-time Salaries	89,621	—	—	—
Holiday Pay Part-time	3,978	—	—	—
Vacation Pay Part-time	8,796	—	—	—
Sick Leave Personal Part-time	2,133	—	—	—
Temporary Employee	51,802	—	—	—
Overtime Temp	4	—	—	—
Holiday Pay Temporary	3,125	—	—	—
Sick Leave Temporary	1,250	—	—	—
FICA	291,139	—	—	—
Retirement Contribution RSRS	916,423	—	—	—
Medcare FICA	68,364	—	—	—
Group Life Insurance	26,031	—	—	—
Health Care Active Employees	524,816	—	—	—
State Unemployment Ins	—	—	—	—
Health Savings Account	1,500	—	—	—
Bonus Pay	28,500	—	—	—
<b>Operating Services</b>				
Architectural & Engineering	—	—	—	—
Public Info & Relations Svcs	3,228	—	—	—
Management Services	171,333	—	—	—
Electrical Repair & Maint Svcs	—	—	—	—
Equipment Repair & Maint	171	—	—	—
Vehicle Repair & Maint	3,037	—	—	—
Lease Expense	204,080	—	—	—
Printing & Binding- External	35,525	—	—	—

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Operating Services</b>				
Transportation Services	870	—	—	—
Employee Parking Subsidy	—	—	—	—
Equipment Rental	204,302	—	—	—
Contract & Temp Personnel	312,886	—	—	—
Office Supplies & Stationary	1,329,910	—	—	—
Industrial & Shop Supplies	1,477	—	—	—
Postal Services	267,351	—	—	—
Telecommunications Services	1,959,070	—	—	—
Conference/Conventions	—	—	—	—
Membership Dues	35	—	—	—
Employee Training	—	—	—	—
Software	3,244,849	—	—	—
Computer Accessories	—	—	—	—
Appliances	19,490	—	—	—
Equipment (Less Than \$5K)	1,910,511	—	—	—
Software License	(371,180)	—	—	—
Pagers	—	—	—	—
Fuel for Dept. Owned Vehicles	1,173	—	—	—
Monthly Standing Costs	493	—	—	—
Internal Printing & Duplicating	76,220	—	—	—
Equip & Other Assets Exp	—	—	—	—
Retirement-Lease Obligations	431,356	—	—	—
<b>Total General Fund</b>	<b>\$16,576,532</b>	<b>\$—</b>	<b>\$—</b>	<b>\$—</b>



**MISSION STATEMENT**

The Inspector General's office promotes city government accountability through the prevention and investigation of suspected waste, fraud and abuse.

**DEPARTMENT OVERVIEW**

The department originally began as part of the City Auditor's Office. In FY2019 the City Charter was updated and the Inspector General's Office became an independent office.

**DEPARTMENT OBJECTIVES**

- Maintain fraud reporting hotline and fraud app for Richmond citizens and employees of the city of Richmond
- Investigate fraud waste and abuse allegations as outlined by City Code
- Engage in prevention activities to include review of legislation, policies and procedures and provide training and education to city employees to identify and prevent fraud waste and abuse of taxpayer resources
- Conduct joint investigations and projects with other oversight or law enforcement agencies
- Issue public reports

**PERFORMANCE MEASURES**

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
01101	# of cases received	N/A	N/A	50	60
01101	# of allegations substantiated and reports issues	N/A	N/A	8	10
01101	# of fraud prevention training presentations	N/A	N/A	12	16

**GENERAL FUND PROGRAM BUDGETS**

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
01101	Inspector General	\$—	\$—	\$464,503	\$531,886
	<b>Total General Fund Program</b>	<b>\$—</b>	<b>\$—</b>	<b>\$464,503</b>	<b>\$531,886</b>

**SERVICE LEVEL BUDGETS\***

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Audit Services (SV1801)	\$—	\$—	\$6,455	\$—
Investigations (SV2202)	—	—	458,048	531,886
<b>Total Service Level Budget</b>	<b>\$—</b>	<b>\$—</b>	<b>\$464,503</b>	<b>\$531,886</b>

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

## AGENCY FISCAL SUMMARY – INSPECTOR GENERAL\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$—	\$—	\$434,283	\$473,624
Operating	—	—	30,220	58,262
<b>Total General Fund</b>	<b>\$—</b>	<b>\$—</b>	<b>\$464,503</b>	<b>\$531,886</b>
<b>Total Agency Summary</b>	<b>\$—</b>	<b>\$—</b>	<b>\$464,503</b>	<b>\$531,886</b>
Per Capita	\$—	\$—	\$2.05	\$2.34
*Total Staffing	0.00	0.00	4.00	4.00

\* See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This budget includes reduced funding for vacant positions.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Personnel:** The budget includes 100% funding for all filled positions, limited funding for vacant positions, and rate adjustments for healthcare and retirement in FY2020. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions.

**Operating:** This budget reflects an increase to purchase a software to better track investigations.

## AGENCY FISCAL DETAIL - GENERAL FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Full-time Permanent	\$—	\$—	\$313,145	\$338,097
Holiday Pay Permanent	—	—	—	—
Vacation Pay Permanent	—	—	—	—
Sick Leave Permanent	—	—	—	—
Civil Leave Permanent	—	—	—	—
Death Leave Permanent	—	—	—	—
Temporary Employee	—	—	—	—
FICA	—	—	19,415	19,880
Retirement Contribution RSRS	—	—	68,067	89,515
Medicare FICA	—	—	4,540	4,650
Group Life Insurance	—	—	4,102	4,135
Health Care Active Employees	—	—	25,014	17,347
State Unemployment Insurance (SUI)	—	—	—	—
Health Savings Account	—	—	—	—
Bonus Pay	—	—	—	—

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Operating Services</b>				
Public Info & Relations Svcs	—	—	—	—
Media Services (Advertising)	—	—	—	—
Information & Research Svcs	—	—	462	—
Management Services	—	—	13,221	5,962
Mileage	—	—	202	125
Security/Monitoring Services	—	—	5,481	2,100
Office Supplies And Stationary	—	—	—	3,200
Books and Reference Materials	—	—	1,955	500
Express Delivery Services	—	—	—	—
Postal Services	—	—	—	100
Telecommunications Services	—	—	—	—
Conference/Conventions	—	—	6,573	5,700
Membership Dues	—	—	926	1,500
Employee Training	—	—	—	8,175
Software	—	—	1,400	30,000
Computer Accessories	—	—	—	—
Appliances	—	—	—	—
Equipment (Less Than \$5K)	—	—	—	600
Small Tools	—	—	—	—
Software License	—	—	—	—
License & Permits (Other Than Software)	—	—	—	300
<b>Total General Fund</b>	<b>\$—</b>	<b>\$—</b>	<b>\$464,503</b>	<b>\$531,886</b>

THIS PAGE LEFT INTENTIONALLY BLANK

---

---

**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 strategic 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.

“The City of Richmond will be a professional, accountable and compassionate government that works to build One Richmond by providing exceptional services and opportunities for a high quality of life for all citizens”- Mayor Levar M. Stoney

**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 Mayor’s office also works with other governmental bodies, the private sector, and most importantly, the citizens and the community to help build One Richmond.

**DEPARTMENT OBJECTIVES**

The One Richmond agenda consists of four related goals:

- Improving the quality of public education and the lives of children and families in Richmond using a holistic approach
- Promoting social and economic inclusion of those who have been left out of our city’s prosperity, through inclusive economic development and community wealth building strategies
- Promoting public safety in all our neighborhoods
- Providing high-quality public services to all residents while being wise stewards of our City’s infrastructure and natural resources

**PERFORMANCE MEASURES**

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
08501	Create RVA Education Compact	N/A	Complete	Complete	Complete
08501	Increase citizen Satisfaction Rate	N/A	5% Increase	5% Increase	5% Increase
08501	% Completion of Performance Audit In first 100 days as Mayor	N/A	100%	N/A	N/A
08501	Increase Bond Rating to AAA	AA+	AA+	AA+	AA+

**GENERAL FUND PROGRAM BUDGETS**

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>08501</b>	Mayor’s Office	\$979,742	\$1,032,506	\$1,157,478	\$1,012,112
	<b>Total General Fund Program</b>	<b>\$979,742</b>	<b>\$1,032,506</b>	<b>\$1,157,478</b>	<b>\$1,012,112</b>

## SERVICE LEVEL BUDGETS\*

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Administration (SV0801)	\$777,733	\$849,434	\$936,769	\$862,524
Community Outreach (SV2101)	60,345	43,231	56,907	37,710
Customer Service (SV0302)	101,646	101,338	97,441	68,230
Legislative Services (SV0604)	35,093	32,923	66,360	43,649
Fleet Management (SV1502)	80	16	—	—
Public Relations (SV2104)	4,845	—	—	—
Default (00000)	—	5,564	—	—
<b>Total Service Level Budget</b>	<b>\$979,742</b>	<b>\$1,032,506</b>	<b>\$1,157,478</b>	<b>\$1,012,112</b>

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

## AGENCY FISCAL SUMMARY - MAYOR'S OFFICE\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$925,238	\$940,296	\$1,090,330	\$944,965
Operating	54,503	92,211	67,148	67,147
<b>Total General Fund</b>	<b>\$979,742</b>	<b>\$1,032,506</b>	<b>\$1,157,478</b>	<b>\$1,012,112</b>
Special Fund	—	11,123	202,500	117,000
<b>Total Agency Summary</b>	<b>\$979,742</b>	<b>\$1,043,629</b>	<b>\$1,359,978</b>	<b>\$1,129,112</b>
Per Capita	\$4.40	\$4.60	\$5.99	\$4.98
*Total Staffing	9.00	9.50	10.00	10.00

\*See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This budget includes reduced funding for vacant positions.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Personnel:** The budget includes 100% funding for all filled positions, limited funding for vacant positions, and rate adjustments to healthcare and retirement. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions.

**Operating:** There were no changes to this department's operating budget.

## AGENCY FISCAL DETAIL - GENERAL FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Full-time Permanent	\$576,883	\$549,537	\$776,857	\$654,217
Overtime Permanent	2,856	—	—	—
Holiday Pay Permanent	18,874	29,764	—	—
Vacation Pay Permanent	77,587	10,933	—	—
Sick Leave Permanent	797	1,816	—	—
Death Leave Permanent	—	—	—	—
Part-time Salaries	21,383	36,630	—	—
Holiday Pay Part-time	918	602	—	—
Temporary Employee	4,060	32,818	—	—
Overtime Temp	—	1,772	—	—
Holiday Pay Temporary	1,629	1,368	—	—
Sick Leave Temporary	—	139	—	—
Funeral Leave Temp Employee	—	360	—	—
Earned HOL Pay-Temporary	—	90	—	—
FICA	40,413	39,734	48,165	40,562
Retirement Contribution RSRS	116,694	146,976	150,507	158,896
Medicare FICA	10,029	9,527	11,264	9,486
Group Life Insurance	6,434	7,450	9,791	8,218
Health Care Active Employees	43,224	67,110	93,746	73,586
State Unemployment Ins	—	—	—	—
Health Savings Account	458	750	—	—
Bonus Pay	3,000	2,918	—	—
<b>Operating Services</b>				
Public Info & Relations Svcs	10	208	5,000	5,000
Information & Research Svcs	—	740	9,224	9,224
Management Services	1,808	—	2,000	2,000
Education & Training Services	3,000	4,900	—	—
Transportation Services	80	16	—	—
Contract & Temp Personnel	125	3,790	852	852
Food & Drinks	503	6,003	—	—
Office Supplies & Stationary	9,664	8,830	9,372	9,372
Employee Appreciation Events & Awards	—	—	—	—
Cable	627	513	—	—
Postal Services	598	440	500	500
Telecommunications Service	2,042	—	—	—
Conference/Conventions	8,302	30,561	12,336	12,335
Magazine/Newspaper Subscri	2,336	957	1,930	1,930
Membership Dues	22,442	34,684	18,503	18,503

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Operating Services</b>				
Employee Training	—	—	822	822
Software	2,907	—	2,000	2,000
License & Permits (not software)	45	—	—	—
Internal Printing & Duplicating	16	—	—	—
DIT Charges (Billed from DIT Fund)	—	569	—	—
Equip & Other Assets Exp	—	—	4,609	4,609
<b>Total General Fund</b>	<b>\$979,742</b>	<b>\$1,032,506</b>	<b>\$1,157,478</b>	<b>\$1,012,112</b>



## MISSION STATEMENT

The mission of the Office of Minority Business Development (MBD) is to facilitate opportunities that enable minority owned, disadvantaged, and emerging small businesses to successfully participate in the full array of procurement and other growth opportunities available in the City of Richmond.

## DEPARTMENT OVERVIEW

MBD's programs and services ensure that minority owned, emerging small, and disadvantaged businesses have an equal opportunity to compete for the City's procurement of goods and services to help foster open and competitive procurement practices within the City. MBD provides compliance review of contract goals, as well as training seminars and technical assistance programs that promote minority growth, development, and sustainability.

## DEPARTMENT OBJECTIVES

- Increase contract compliance and minority participation in City procurement and award by 3%
- Increase the number of Emerging Small Businesses in the City of Richmond
- Work with Community Development's Micro-loan program to assist emerging and small businesses

## PERFORMANCE MEASURES

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
03401	Monthly Walk-ins and appointments for face to face	413	482	400	375
03402	Students attending Technical Assistance Courses/Business Planning and Development sessions	312	386	325	350
03403	% MBE/ESB Business Investment \$ MBE/ESB Spending # of New MBE/ESB Businesses Registered w/COR	8% \$24,473,488 59 registered	8% \$27,000,000 76 registered	10% \$30,000,000 75 registered	8% \$27,000,000 60 registered

## GENERAL FUND PROGRAM BUSGETS

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
03401	OMBD Administration	\$381,681	\$382,731	\$444,146	\$310,260
03402	OMBD- Technical Assistance	216,833	359,762	355,742	398,923
03403	OMBD -Compliance	25,951	43,616	17,827	17,827
	<b>Total General Fund Program</b>	<b>\$624,464</b>	<b>\$786,109</b>	<b>\$817,716</b>	<b>\$727,010</b>

## SERVICE LEVEL BUDGETS\*

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Administration (SV0801)	\$117,455	\$125,950	\$118,278	\$46,239
Billing & Collections (SV0904)	—	—	—	—
Contract Administration (SV0907)	178,408	205,116	194,598	203,875
Financial Management (SV0908)	—	—	—	—
Fleet Management (SV1502)	—	15	—	—
Minority Business Development (SV0407)	123,496	239,471	225,688	112,235
Project Management (SV1012)	99,856	104,206	102,894	100,177
Strategic Planning & Analysis (SV0913)	105,249	110,216	176,258	264,485
Default	—	1,134	—	—
<b>Total Service Level Budget</b>	<b>\$624,464</b>	<b>\$786,109</b>	<b>\$817,716</b>	<b>\$727,010</b>

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

## AGENCY FISCAL SUMMARY – MINORITY BUSINESS DEVELOPMENT\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$564,212	\$694,129	\$758,930	\$669,794
Operating	60,252	91,980	58,786	57,216
<b>Total General Fund</b>	<b>\$624,464</b>	<b>\$786,109</b>	<b>\$817,716</b>	<b>\$727,010</b>
<b>Total Agency Summary</b>	<b>\$624,464</b>	<b>\$786,109</b>	<b>\$817,716</b>	<b>\$727,010</b>
Per Capita	\$2.80	\$3.46	\$3.60	\$3.20
*Total Staffing	7.04	8.04	8.04	9.00

\*See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This budget includes reduced funding for vacant positions.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Personnel:** This budget includes 100% funding for all filled positions, limited funding for vacant positions, and rate adjustments for healthcare and retirement in FY2020. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions. Additionally, this budget includes an increase of one FTE from the reallocation of the Deputy Director position to two Program Managers to manage contract compliance and minority participation.

**Operating:** This budget reflects modest adjustments to the operating accounts.

## AGENCY FISCAL DETAIL - GENERAL FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Full-time Permanent	\$369,648	\$414,420	\$543,212	\$471,081
Overtime Permanent	2,843	—	—	—
Holiday Pay Permanent	8,443	24,383	—	—
Shift Other Differential Perm	—	—	—	—
Vacation Pay Permanent	14,194	30,576	—	—
Sick Leave Permanent	11,928	17,457	—	—
Temporary Employee	4,507	1,807	—	—
Holiday Pay Temporary	75	—	—	—
Sick Leave Temporary	—	69	—	—
Funeral Leave Temporary	—	—	—	—
FICA	23,039	28,879	33,679	28,838
Retirement Contribution RSRS	79,629	93,195	94,405	94,156
Medicare FICA	5,816	6,942	7,877	6,743
Group Life Insurance	4,433	5,666	5,966	5,203
Health Care Active Employees	37,636	58,759	73,790	63,773
State Unemployment Ins	—	—	—	—
Bonus Pay	2,020	11,976	—	—
<b>Operating Services</b>				
Public Info & Relations Svcs	11,659	2,675	7,400	7,400
Management Services	21,015	4,400	10,000	10,000
Transportation Services	—	15	—	—
Contract & Temp Personnel	—	49,136	9,845	9,845
Office Supplies & Stationary	4,979	6,977	5,000	6,930
Advertising & Publicity Supplies	—	1,134	2,000	2,000
Postal Services	515	540	800	800
Conference/Conventions	13,613	1,350	2,651	2,651
Magazine/Newspaper Subscri	798	165	285	285
Membership Dues	3,767	450	782	782
Employee Training	901	7,837	5,079	4,079
Software	311	3,270	8,970	8,970
Business Dev Assistance	1,010	298	—	—
Internal Printing & Duplicating	1,684	5,024	2,474	2,474
DIT Charges (Billed from DIT Fund)	—	526	—	—
Equip & Other Assets Exp	—	8,185	3,500	1,000
<b>Total General Fund</b>	<b>\$624,464</b>	<b>\$786,109</b>	<b>\$817,716</b>	<b>\$727,010</b>

THIS PAGE LEFT INTENTIONALLY BLANK

---

**MISSION STATEMENT**

The Office of the Press Secretary speaks for the Mayor and City administration and 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 the communications and public relations adviser 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 a newly launched website (2019), numerous electronic and print publications, press releases, video public service announcements (PSAs), and communications and public relations content. The Office also informs the public through media interviews, government cable channel (Channel 17), and various social media platforms.

**DEPARTMENT OBJECTIVES**

- Continually innovate, enhance, and improve public communications and the means by which to inform the public of municipal operations and initiatives
- Promote the Richmond brand to assist City departments responsible for economic development, tourism, and growing the Richmond economy
- Further the “One Richmond” initiative to build a City that works together to improve public education, public safety, and the quality of life of Richmond residents

**PERFORMANCE MEASURES**

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
03701	# of Programs produced on Channel 17 annually	90	90	100	100
03701	# of Followers, Fans, or Subscribers to the City's Social Media Websites	35,000	50,000 Twitter/ 2,500 Facebook	57,000 Twitter/ 3,250 Facebook	60,000 Twitter/ 5,000 Facebook
03701	% OF FOIA requests responded to within mandatory timeframes prescribed by State law	100%	100%	100%	100%

**GENERAL FUND PROGRAM BUDGETS**

Programs Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
03701	Press Secretary, Communications, Media Relations and Marketing	\$555,296	\$479,547	\$487,626	\$512,644
	<b>Total General Fund Program</b>	<b>\$555,296</b>	<b>\$479,547</b>	<b>\$487,626</b>	<b>\$512,644</b>

**SERVICE LEVEL BUDGETS\***

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Administration (SV0801)	\$122,308	\$69,421	\$74,112	\$76,325

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Electronic Media Oversight & Tech (SV2102)	57,579	62,186	62,951	66,121
Financial Management (SV0908)	80,374	74,002	72,992	75,635
Fleet Management (SV1502)	—	203	—	—
Mail Services (SV1010)	158	162	—	—
Permits & Inspections (SV2007)	—	—	—	—
Public Info and Community Outreach (SV2100)	—	—	—	—
Public Info and Media Relations (SV2103)	134,232	132,593	130,987	139,015
Public Relations (SV2104)	160,645	139,448	146,584	155,548
Default	—	1,533	—	—
<b>Total Service Level Budget</b>	<b>\$555,296</b>	<b>\$479,547</b>	<b>\$487,626</b>	<b>\$512,644</b>

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

**AGENCY FISCAL SUMMARY - PRESS SECRETARY'S OFFICE\***

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$513,276	\$425,247	\$420,308	\$445,326
Operating	42,020	54,300	67,318	67,318
<b>Total General Fund</b>	<b>\$555,296</b>	<b>\$479,547</b>	<b>\$487,626</b>	<b>\$512,644</b>
Special Fund	41,708	207,156	150,000	150,000
<b>Total Agency Summary</b>	<b>\$597,004</b>	<b>\$686,703</b>	<b>\$637,626</b>	<b>\$662,644</b>
Per Capita	\$2.68	\$3.03	\$2.81	\$2.92
*Total Staffing	6.00	6.00	6.00	6.00

\*See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

**BUDGET HIGHLIGHTS**

**City Council Action by Amendments:** This budget includes reduced funding for vacant positions.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Personnel:** The budget includes 100% funding for all filled positions, limited funding for vacant positions, and rate adjustments for healthcare and retirement in FY2020. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions.

**Operating:** This budget reflects modest adjustments to the operating accounts.

**AGENCY FISCAL DETAIL - GENERAL FUND**

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services				
Full-time Permanent	\$364,581	\$314,507	\$338,393	\$351,045

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Overtime Permanent	454	470	—	—
Holiday Pay Permanent	14,508	17,042	—	—
Vacation Pay Permanent	39,762	3,714	—	—
Sick Leave Permanent	3,252	1,483	—	—
Death Leave Permanent	81	—	—	—
Temporary Employee	—	1,260	—	—
Holiday Pay Temporary	—	—	—	—
FICA	25,304	21,064	20,980	21,765
Retirement Contribution RSRS	21,535	17,223	16,920	17,552
Medcare FICA	6,107	4,926	4,907	5,091
Group Life Insurance	3,536	3,600	3,617	3,749
Health Care Active Employees	30,105	31,490	35,491	46,125
Health Savings Account (HSA) Expense-Employer	500	750	—	—
Bonus Pay	3,550	7,718	—	—
<b>Operating Services</b>				
Public Info & Relations Svcs	25,508	22,959	21,636	21,636
Photographic Services	324	586	2,500	2,500
Information & Research Svcs	3,067	6,531	8,000	8,000
Management Services	1,808	—	—	—
Equipment Repair & Maint	—	1,776	5,277	5,277
Transportation Services	—	203	—	—
Contract & Temp Personnel	—	—	2,126	2,126
Food & Drinks	2,381	550	1,000	1,000
Office Supplies & Stationary	4,507	8,124	3,121	3,121
Advertising Supplies	900	2,040	4,188	4,188
Photographic Supplies	—	—	—	—
Cable	—	186	241	241
Postal Services	158	62	50	50
Conference/Conventions	1,595	7,635	6,844	6,844
Magazine/Newspaper Subscri	1,252	530	780	780
Membership Dues	380	1,203	539	539
Employee Training	—	230	965	965
Computer Accessories	—	899	—	—
License & Permits (Other Than Software)	—	—	5,128	5,128
Internal Printing & Duplicating	140	662	4,923	4,923
DIT Charges (Billed from DIT Fund)	—	124	—	—
<b>Total General Fund</b>	<b>\$555,296</b>	<b>\$479,547</b>	<b>\$487,626</b>	<b>\$512,644</b>

THIS PAGE LEFT INTENTIONALLY BLANK

---



*This Department is now participating in the Performance Based Budgeting Pilot. Please refer to Section 5 - Performance Based Budgeting of the FY2020 Adopted Amendments to the Biennial Fiscal Plan.*

THIS PAGE LEFT INTENTIONALLY BLANK

---

**JUDICIAL**

THIS PAGE LEFT INTENTIONALLY BLANK

---

## MISSION STATEMENT

The mission of the 13th District Court Services Unit (CSU) is to protect the public through a balanced approach of accountability and comprehensive services that prevent and reduce delinquency through partnerships with families, schools, communities, law enforcement, and others while providing opportunities for delinquent youth to become responsible and productive citizens.

## DEPARTMENT OVERVIEW

The 13th District Court Service Unit 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, juvenile probation and parole communication supervision, and monitors court ordered services for juvenile offenders. CSU operations address public safety, a strategic priority area of the City of Richmond.

## DEPARTMENT OBJECTIVES

- Decrease recidivism among juvenile and adult criminal offenders by increasing cognitive thinking skills
- Ensure probation and parole case contact compliance by meeting the Department of Juvenile Justice standards
- Divert juvenile delinquency/status offense intakes to appropriate diversion programs as guided by the YASI assessment tool

## PERFORMANCE MEASURES

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
05501	# of Total Intake Complaints (includes juvenile delinquency & domestic relations, see footnote*)	5,666	5,195	5,586	5,666
05501	# of Person Felony Complaints (see footnote**)	143	197	161	143

\*Juvenile delinquency complaints include all felonies, misdemeanors, violations of probation/parole, weapons, narcotics and status offenses.

\*Domestic Relation complaints include custody, visitation, child support, domestic violence, paternity, etc.

\*\*Person Felony Complaints have increase-these complaints include but are not limited to all murders, malicious wounding, armed robberies, etc.

## GENERAL FUND PROGRAM BUDGETS

Program Number	Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
05501	Probation Services (CSU)	\$213,919	\$206,242	\$218,010	\$220,612
	<b>Total General Fund Program</b>	<b>\$213,919</b>	<b>\$206,242</b>	<b>\$218,010</b>	<b>\$220,612</b>

## SERVICE LEVEL BUDGETS\*

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Administration (SV0801)	\$1,595	\$—	\$—	\$—
Case Management (SV2403)	38,971	40,599	40,964	43,229
Court Services (SV1302)	—	18,214	53,000	53,016

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Fleet Management (SV1502)	32,328	31,353	7,954	8,000
Multi-Cult Affairs (SV2419)	42,995	—	—	—
Probation Services (SV1304)	58,433	75,241	69,075	67,313
Youth Services (SV2424)	39,596	40,835	47,017	49,054
Default	—	—	—	—
<b>Total Service Level Budget</b>	<b>\$213,919</b>	<b>\$206,242</b>	<b>\$218,010</b>	<b>\$220,612</b>

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

## AGENCY FISCAL SUMMARY - 13th DISTRICT COURT SERVICES UNIT\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$77,875	\$81,192	\$81,928	\$86,458
Operating	136,044	125,049	136,082	134,154
<b>Total General Fund</b>	<b>\$213,919</b>	<b>\$206,242</b>	<b>\$218,010</b>	<b>\$220,612</b>
<b>Total Agency Summary</b>	<b>\$213,919</b>	<b>\$206,242</b>	<b>\$218,010</b>	<b>\$220,612</b>
Per Capita	\$0.96	\$0.91	\$0.96	\$0.97
*Total Staffing	1.00	1.00	1.00	1.00

\* See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This agency's budget was not amended by City Council.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Personnel:** The budget includes 100% funding for all filled positions and rate adjustments for healthcare and retirement in FY2020. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions.

**Operating:** This budget reflects modest adjustments to the operating accounts.

## AGENCY FISCAL DETAIL - GENERAL FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Full-time Permanent	\$38,754	\$40,075	\$46,408	\$48,038
Holiday Pay Permanent	1,966	2,398	—	—
Vacation Pay Permanent	4,397	2,009	—	—
Sick Leave Permanent	1,188	1,166	—	—
Death Leave Permanent	—	533	—	—
FICA	2,825	2,846	2,877	2,978

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Retirement Contribution RSRS	20,270	22,047	23,218	25,681
Medicare FICA	661	665	673	697
Group Life Insurance	232	240	241	250
Health Care Active Employees	7,083	8,059	8,510	8,814
Bonus Pay	500	1,154	—	—
<b>Operating Services</b>				
Building Repair & Maint Services	—	2,050	593	595
Cleaning/Janitorial Services	—	39	—	—
Electrical Repair & Maint Services	—	—	39	40
Equipment Repair & Maint	332	8,648	1,100	1,100
Pest Control Services	—	—	25	28
Mechanical Repair & Maint	—	—	41	50
Vehicle Repair & Maint	20,242	13,452	12,000	5,000
Transportation Services	900	1,050	800	800
Property Rental Agreements	42,995	19,050	—	—
Residential Property Rental	—	10,688	35,548	35,548
Security/Monitoring Services	—	7,402	10,924	10,925
Contract & Temp Personnel	29,923	33,178	33,800	34,000
Food & Drinks Svcs	2,334	1,992	1,100	1,100
Office Supplies & Stationary	7,755	5,227	6,053	5,825
Psychiatric Test Therapy Supp	—	879	417	400
Membership Dues	916	20	—	—
Employee Training	15,096	2,448	3,088	3,000
Equipment (Less Than \$5K)	1,659	—	—	—
Electric Service	—	—	5,745	5,745
Refuse & Recycling Expenses	—	—	85	85
<b>Operating Services</b>				
Carwash	956	1,013	—	—
Fuel for Dept Owned Vehicles	3,096	3,963	3,850	7,500
Monthly Standing Costs	6,009	5,985	5,920	6,413
Auto Expenses Charged by Fleet	—	7,954	7,954	8,000
Depreciation Expense	—	—	—	—
Equip & Other Assets Exp	2,982	13	7,000	8,000
Vehicle Expense	850	—	—	—
<b>Total General Fund</b>	<b>\$213,919</b>	<b>\$206,242</b>	<b>\$218,010</b>	<b>\$220,612</b>

THIS PAGE LEFT INTENTIONALLY BLANK

---



## MISSION STATEMENT

The mission of the Richmond Adult Drug Treatment Court is to offer treatment for participants with substance use disorders who engage in drug related criminal activity by providing them quality substance abuse treatment and case management services as the program seeks to decrease the prevalence of drug related crime in the City of Richmond and advance the safety and well-being of our community.

## DEPARTMENT OVERVIEW

The Richmond Adult Drug Treatment 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.

## DEPARTMENT OBJECTIVES

- Reduce the incidence of drug use by participants assigned to the program
- Serve as an alternative to incarceration and help reduce overcrowding at the jails
- Increase the rate of successful completions of the Adult Drug Court program by providing evidence-based treatment solutions to participants of the program
- Decrease the City of Richmond's and taxpayer's cost associated with incarcerating an offender by providing an alternative to incarceration

## PERFORMANCE MEASURES

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
01303	% of Negative Drug Test	94%	95%	98%	98%
01303	# of New Client Intakes	27	49	28	28
01303	# of Successful Completions	16	24	19	19

## GENERAL FUND PROGRAM BUDGETS

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
01303	Judiciary - Adult Drug Court	\$543,851	\$588,353	\$612,504	\$644,973
	<b>Total General Fund Program</b>	<b>\$543,851</b>	<b>\$588,353</b>	<b>\$612,504</b>	<b>\$644,973</b>

## SERVICE LEVEL BUDGETS\*

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Administration (SV0801)	\$112,930	\$119,418	\$113,820	\$119,606
Financial Management (SV0908)	64,681	69,626	64,768	72,971
Fleet Management (SV1502)	2,263	165	1,000	2,480
Grounds Management (SV2002)	1,686	84	—	—
Re-Entry Services (SV1101)	123,392	124,475	129,687	132,601
Substance Abuse Services (SV2425)	238,231	271,182	303,229	317,315

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Default	667	3,403	—	—
<b>Total Service Level Budget</b>	<b>\$543,851</b>	<b>\$588,353</b>	<b>\$612,504</b>	<b>\$644,973</b>

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

## AGENCY FISCAL SUMMARY – JUDICIARY – ADULT DRUG TREATMENT COURT\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$466,745	\$469,678	\$489,291	\$522,025
Operating	77,105	118,675	123,213	122,948
<b>Total General Fund</b>	<b>\$543,851</b>	<b>\$588,353</b>	<b>\$612,504</b>	<b>\$644,973</b>
Special Fund	482,241	447,195	244,500	500,000
<b>Total Agency Summary</b>	<b>\$1,026,092</b>	<b>\$1,035,548</b>	<b>\$857,004</b>	<b>\$1,144,973</b>
Per Capita	\$4.60	\$4.56	\$3.78	\$5.05
*Total Staffing	7.00	8.00	8.00	8.00

\* See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This agency's budget was not amended by City Council.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Personnel:** The budget includes 100% funding for all filled positions and rate adjustments for healthcare and retirement in FY2020. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions.

**Operating:** This budget reflects modest adjustments to the operating accounts.

## AGENCY FISCAL DETAIL - GENERAL FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Full-time Permanent	\$296,662	\$311,668	\$345,396	\$369,637
Vacation Pay Permanent	14,680	7,297	—	—
Sick Leave Permanent	14,273	5,000	—	—
Temporary Employee	11,054	78	—	—
Vacation Temporary	263	—	—	—
FICA	19,438	18,985	21,415	22,917
Medcare FICA	4,546	4,440	5,008	5,360
Group Life Insurance	4,155	4,227	4,525	4,842
Constitutional Off VSRS Ret	38,433	40,399	40,480	43,321

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Health Care Active Employees	60,075	64,793	72,467	75,947
State Unemployment Ins	667	3,403	—	—
Health Savings Account	500	750	—	—
Bonus Pay	2,000	8,639	—	—
<b>Operating Services</b>				
Information & Research Services	—	—	—	—
Management Services	4,048	6,194	48,100	43,344
Equipment Repair & Maint	—	—	—	—
Vehicle Repair & Maint	1,472	(754)	3,500	1,800
Transportation Services	—	—	—	3,500
Employee Parking Subsidy	—	—	—	—
Residential Property Rental	—	—	—	—
Food & Drinks Svcs	478	682	660	660
Office Supplies & Stationary	11,677	15,692	5,780	7,800
Medical & Laboratory Supp	51,874	57,016	53,616	53,616
Postal Services	11	4	120	120
Membership Dues	700	50	811	802
Employee Training	4,900	20,780	4,800	4,000
Software	406	—	406	406
Computer Accessories	—	—	—	—
Housing	625	17,696	4,000	4,000
Fuel for Dept Owned Vehicles	790	919	1,000	1,000
Monthly Standing Costs	—	—	—	1,480
Internal Printing & Duplicating	124	82	420	420
DIT Charges (Billed from DIT Fund)	—	314	—	—
<b>Total General Fund</b>	<b>\$543,851</b>	<b>\$588,353</b>	<b>\$612,504</b>	<b>\$644,973</b>

THIS PAGE LEFT INTENTIONALLY BLANK

---

## MISSION STATEMENT

The Circuit Court Clerk's Office strives to provide quality, professional service to the public and participants of the judiciary system in a timely and cost effective manner with courtesy and impartiality. The clerk's focus includes being accessible to all parties requiring use of the court system; assisting individuals by providing procedures and guidance, if appropriate; providing administrative support to the court; recording accurate and reliable information; creating and preserving the court's records and maintaining the court's financial accounts.

We aim to continually advance our use of technology creating an atmosphere that is user friendly to the citizens, officers of the court and representatives of other agencies. The clerk collects several million dollars in local and state fees and taxes annually.

## DEPARTMENT OVERVIEW

The Clerk of the Circuit Court ensures that all filings, recordings, practices and procedures of the Clerk's office and the Court are processed and maintained as prescribed by law.

## DEPARTMENT OBJECTIVES

- Ensure the efficient and mannerly processing of filings, applications, recordings and trials as prescribed by law
- Ensure accessibility of our offices to all individuals (public, counsel, representatives of many various agencies, etc.) in a courteous and professional manner
- To continue to use technology to advance our levels of customer service and maintenance of our court records

## PERFORMANCE MEASURES

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
01302	# of Civil Cases	5,286	TBD	TBD	TBD
01302	# of Criminal Cases	5,755	TBD	TBD	TBD

## GENERAL FUND PROGRAM BUDGETS

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
01302	Judiciary-Circuit Ct.	\$3,617,811	\$3,758,705	\$3,912,492	\$4,116,191
	<b>Total General Fund Program</b>	<b>\$3,617,811</b>	<b>\$3,758,705</b>	<b>\$3,912,492</b>	<b>\$4,116,191</b>

## SERVICE LEVEL BUDGETS\*

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Administration (SV0801)	\$156,236	\$163,381	\$164,681	\$163,601
City Copy & Print Services (SV1001)	—	—	2,000	2,000
Clerk of Court (SV1306)	2,405,322	2,510,473	2,640,659	2,771,081
Court Services (SV1302)	899,038	919,978	939,245	1,008,662
Financial Management (SV0908)	156,735	164,873	165,907	170,848

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Default	480	—	—	—
<b>Total Service Level Budget</b>	<b>\$3,617,811</b>	<b>\$3,758,705</b>	<b>\$3,912,492</b>	<b>\$4,116,191</b>

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

## AGENCY FISCAL SUMMARY - CIRCUIT COURT\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>	\$3,439,231	\$3,591,715	\$3,686,048	\$3,873,099
<b>Operating</b>	178,580	166,989	226,444	243,092
<b>Total General Fund</b>	<b>\$3,617,811</b>	<b>\$3,758,705</b>	<b>\$3,912,492</b>	<b>\$4,116,191</b>
<b>Special Fund</b>	305,324	46,799	200,000	415,000
<b>Total Agency Summary</b>	<b>\$3,923,135</b>	<b>\$3,805,504</b>	<b>\$4,112,492</b>	<b>\$4,531,191</b>
<b>Per Capita</b>	<b>\$17.60</b>	<b>\$16.77</b>	<b>\$18.12</b>	<b>\$19.97</b>
<b>*Total Staffing</b>	<b>57.00</b>	<b>55.00</b>	<b>55.00</b>	<b>55.00</b>

\* See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This budget includes reduced funding for vacant positions.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department’s proposed budget.

**Personnel:** The budget includes 100% funding for all filled positions, limited funding for vacant positions, and rate adjustments for healthcare and retirement in FY2020. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions.

**Operating:** This budget reflects modest adjustments to the operating accounts which align with the previous biennial budget.

## AGENCY FISCAL DETAIL - GENERAL FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Full-time Permanent	\$2,106,500	\$2,156,086	\$2,481,321	\$2,571,280
Overtime Permanent	—	—	—	10,192
Holiday Pay Permanent	132,126	146,228	—	—
Vacation Pay Permanent	123,306	130,082	—	—
Part-time Salaries	175,054	183,579	207,824	243,517
Holiday Pay Part-time	9,864	10,493	—	—
Temporary Employee	1,815	5,170	5,000	5,000
FICA	151,265	156,551	167,037	175,598
Medicare FICA	35,745	36,784	39,167	41,068

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Group Life Insurance	16,680	17,810	18,084	18,586
Constitutional Off VSRS Ret	293,010	301,862	290,811	301,617
Health Care Active Employees	370,116	434,459	476,804	506,242
State Unemployment Ins	—	—	—	—
Bonus Pay	23,750	12,612	—	—
<b>Operating Services</b>				
Auditing Services - External	1,383	2,395	3,200	2,500
Professional Painting Services	—	—	2,000	6,000
Information & Research Svcs	15,200	3,845	20,334	10,000
Management Services	616	1,308	2,760	3,600
Equipment Repair & Maint	—	4,942	5,513	5,674
Moving & Relocation Services	510	2,050	1,000	3,000
Transportation Services	5,766	6,027	6,550	6,550
Meals and Per Diem	—	—	—	400
Lodging	—	—	—	500
Equipment Rental	4,118	3,412	4,324	4,550
Security/Monitoring Services	—	442	—	—
Food & Drinks	4,314	5,305	4,440	5,400
Jury Fees	65,415	62,209	87,330	87,330
Office Supplies & Stationary	16,690	18,000	15,855	17,500
Employee Appreciation Events And Awards	—	—	750	750
Books & Reference Material	21,825	25,038	21,175	25,000
Electrical Supplies	—	4,015	—	—
Postal Services	23,373	18,650	27,000	20,265
Conference/Conventions	762	1,048	2,598	1,500
Membership Dues	530	530	2,606	2,000
Employee Training	—	283	2,000	1,500
Software	173	173	195	250
Equipment (Less Than \$5,000)	—	1,614	3,200	10,953
Electric Service	540	—	565	592
Paper Products	—	—	—	200
Internal Printing & Duplicating	645	787	2,000	2,000
DIT Charges (Billed from DIT Fund)	—	342	—	—
Equip & Other Assets Exp	16,720	4,575	11,049	25,078
<b>Total General Fund</b>	<b>\$3,617,811</b>	<b>\$3,758,705</b>	<b>\$3,912,492</b>	<b>\$4,116,191</b>

THIS PAGE LEFT INTENTIONALLY BLANK

---



## MISSION STATEMENT

The mission of the Judiciary - Civil Court 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

To continue providing services to the citizens of the City of Richmond and Commonwealth of Virginia according to statutes that govern actions in the General District Courts.

## DEPARTMENT OBJECTIVES

- To effectively manage resources to instill confidence in the court system among the general public
- To leverage technology to expand and enhance the provision of court services
- To maintain the court's efficiency of concluding civil case filings within the time guidelines established by the Supreme Court of Virginia

## PERFORMANCE MEASURES

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
01307	# of transactions handled	77,776	NA	TBD	TBD
01307	# of Emergency custody and temporary detention orders related to mental commitments	3,748	NA	TBD	TBD
01307	% of compliance with APA/ Clerk Audit	100%	NA	100%	100%

## GENERAL FUND PROGRAM BUDGETS

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
01307	Judiciary - Civil Division	\$69,468	\$90,941	\$61,322	\$79,012
	<b>Total General Fund Program</b>	<b>\$69,468</b>	<b>\$90,941</b>	<b>\$61,322</b>	<b>\$79,012</b>

## SERVICE LEVEL BUDGETS\*

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Court Services (SV1302)	\$30,880	\$90,941	\$34,235	\$72,012
Financial Management (SV0908)	38,588	—	27,087	7,000
<b>Total Service Level Budget</b>	<b>\$69,468</b>	<b>\$90,941</b>	<b>\$61,322</b>	<b>\$79,012</b>

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

## AGENCY FISCAL SUMMARY - JUDICIARY - CIVIL COURT\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Operating	\$69,468	\$90,941	\$61,322	\$79,012
Total General Fund	69,468	90,941	61,322	79,012
Total Agency Summary	\$69,468	\$90,941	\$61,322	\$79,012
Per Capita	\$0.31	\$0.40	\$0.27	\$0.35
*Total Staffing	0.00	0.00	0.00	0.00

\*See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

### BUDGET HIGHLIGHTS

**City Council Action by Amendment:** This agency's budget was not amended by City Council.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Operating:** This budget reflects increases in operating accounts associated with the purchase of equipment.

### AGENCY FISCAL DETAIL - GENERAL FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Operating Services</b>				
Information & Research Svcs	\$—	\$120	\$—	\$—
Security/Monitoring Services	6,429	6,540	4,740	4,800
Food & Drinks Svcs	958	884	1,300	1,300
Laundry & Dry Cleaning Svcs	—	481	2,000	2,000
Testing Services	—	360	—	—
Office Supplies & Stationary	2,347	2,358	5,300	5,300
Books & Reference Material	4,638	4,509	6,087	7,000
Postal Services	5,688	5,688	6,188	5,800
Magazine/Newspaper Subscri	369	389	713	712
Membership Dues	320	350	1,000	1,000
Employee Training	1,099	995	4,994	4,100
Equipment (Less Than \$5K)	8,438	18,082	8,000	18,000
Equip & Other Assets Exp	39,181	50,184	21,000	29,000
<b>Total General Fund</b>	<b>\$69,468</b>	<b>\$90,941</b>	<b>\$61,322</b>	<b>\$79,012</b>

*This Department is now participating in the Performance Based Budgeting Pilot. Please refer to Section 5 - Performance Based Budgeting of the FY2020 Adopted Amendments to the Biennial Fiscal Plan.*

THIS PAGE LEFT INTENTIONALLY BLANK

---

## 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 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. 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.

## DEPARTMENT OBJECTIVES

- Effectively manage resources to install confidence in the court system among the general public
- Ensure staff are trained by staying current with proposed/enacted legislation and online resources
- Leverage technology to expand and enhance the provision of court services

## PERFORMANCE MEASURES

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
01304	# of transactions handled	45,361	N/A	55,000	60,000
01305	% of compliance with APA/ Clerk Audit	100%	N/A	100%	100%

## GENERAL FUND PROGRAM BUDGET

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
01304	Judiciary - Criminal Division	\$18,222	\$72,178	\$61,017	\$84,393
01305	Judiciary - Manchester Division	29,323	(240)	—	—
	<b>Total General Fund Program</b>	<b>\$47,545</b>	<b>\$71,938</b>	<b>\$61,017</b>	<b>\$84,393</b>

## SERVICE LEVEL BUDGETS\*

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Court Services (SV1302)	\$45,003	\$71,938	\$61,017	\$84,393
Spec Magistrate (SV1305)	120	—	—	—
Default	2,422	—	—	—
<b>Total Service Level Budget</b>	<b>\$47,545</b>	<b>\$71,938</b>	<b>\$61,017</b>	<b>\$84,393</b>

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

## AGENCY FISCAL SUMMARY - JUDICIARY - CRIMINAL/MANCHESTER\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Operating	\$47,545	\$71,938	\$61,017	\$84,393
<b>Total General Fund</b>	<b>\$47,545</b>	<b>\$71,938</b>	<b>\$61,017</b>	<b>\$84,393</b>
Special Fund	382,556	21,650	400,000	100,000
<b>Total Agency Summary</b>	<b>\$430,101</b>	<b>\$93,588</b>	<b>\$461,017</b>	<b>\$184,393</b>
Per Capita	\$1.93	\$0.41	\$2.03	\$0.81
*Total Staffing	0.00	0.00	0.00	0.00

\* See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

### BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This agency's budget was not amended by City Council.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Operating:** This budget reflects an increase in operating accounts associated with court appointed attorney fees.

### AGENCY FISCAL DETAIL - GENERAL FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Operating Services</b>				
Information & Research Svcs	\$34,406	\$55,336	\$37,013	\$62,538
Equipment Rental	(88)	1,684	1,811	1,900
Security/Monitoring Services	4,282	4,944	5,000	5,250
Laundry & Dry Cleaning Svcs	—	—	55	55
Office Supplies & Stationary	2,536	255	3,742	3,742
Books & Reference Material	647	400	2,898	2,898
Recreational Supplies	278	448	1,000	1,050
Membership Dues	175	285	654	654
Employee Training	1,470	2,080	2,106	2,106
Electric Service	1,798	—	1,883	—
Natural Gas	624	—	655	—
Equip & Other Assets Exp	1,418	6,506	4,200	4,200
<b>Total General Fund</b>	<b>\$47,545</b>	<b>\$71,938</b>	<b>\$61,017</b>	<b>\$84,393</b>

## 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 and 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 62% of the Court's cases were adult matters and the remaining 38% juvenile with a total of 47,510 hearings from January - November 2018.

## DEPARTMENT OBJECTIVES

- Continue to move cases from filings to disposition in a timely, efficient manner
- Continue to undertake all possible enhancements to maintain the highest level of security for the safety of the public and agencies housed in the Oliver Hill Courts Building
- Continue to make every effort to maintain our exact time docket structure to ensure the best possible service to the public
- Continue to offer a variety of mediation services that empower families to resolve their differences rather than going to court

## PERFORMANCE MEASURES

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
01901	Total # of filings (Adult and Juvenile)	14,341	17,819	18,353	18,903
01901	Total # of cases concluded (Adult and Juvenile)	15,143	19,322	19,901	20,498
01902	Total # of referred truancy cases	511	578	560	560
01902	Total # of mediated truancy cases	243	245	250	250

## GENERAL FUND PROGRAM BUDGETS

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
01901	Court Functions	\$119,797	\$154,684	\$129,685	\$130,205
01902	Dispute Resolution Center	100,070	109,871	107,226	113,709
	<b>Total General Fund Program</b>	<b>\$219,867</b>	<b>\$264,555</b>	<b>\$236,911</b>	<b>\$243,914</b>

## SERVICE LEVEL BUDGETS\*

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Administration (SV0801)	\$8,527	\$8,903	\$77,433	\$9,252
Clerk of Court (SV1306)	615	—	—	—
Court Services (SV1302)	211,060	253,914	159,478	234,662
Desktop Support (SV1005)	—	970	—	—
Victim/Witness Svcs (SV1307)	—	—	—	—
Default	(335)	767	—	—
<b>Total Service Level Budget</b>	<b>\$219,867</b>	<b>\$264,555</b>	<b>\$236,911</b>	<b>\$243,914</b>

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

## AGENCY FISCAL SUMMARY – JUVENILE & DOMESTIC RELATIONS COURT\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$84,919	\$89,031	\$86,037	\$92,520
Operating	134,948	175,524	150,874	151,394
<b>Total General Fund</b>	<b>\$219,867</b>	<b>\$264,555</b>	<b>\$236,911</b>	<b>\$243,914</b>
<b>Total Agency Summary</b>	<b>\$219,867</b>	<b>\$264,555</b>	<b>\$236,911</b>	<b>\$243,914</b>
Per Capita	\$0.99	\$1.17	\$1.04	\$1.07
*Total Staffing	1.00	1.00	1.00	1.00

\*See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This agency's budget was not amended by City Council.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Personnel:** The budget includes 100% funding for all filled positions and rate adjustments for healthcare and retirement in FY2020. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions.

**Operating:** This budget reflects modest adjustments to the operating accounts.

## AGENCY FISCAL DETAIL - GENERAL FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services				
Full-time Permanent	\$55,990	\$52,812	\$65,170	\$67,459
Overtime Permanent	—	—	—	—
Holiday Pay Permanent	2,761	3,367	—	—



Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Vacation Pay Permanent	4,754	6,531	—	—
Sick Leave Permanent	1,519	2,136	—	—
Death Leave Permanent	—	—	—	—
FICA	3,987	3,914	4,041	4,182
Retirement Contribution RSRS	6,573	6,647	6,517	6,746
Medcare FICA	932	915	945	978
Group Life Insurance	819	849	854	884
Health Care Active Employees	7,083	10,239	8,510	12,270
Bonus Pay	500	1,621	—	—
<b>Operating Services</b>				
Information & Research Services	—	34	—	—
Attorney/Legal Services	5,930	1,777	2,700	2,700
Mediation Services (Court)	12,900	20,800	20,984	20,984
Management Services	11,259	1,775	7,300	11,500
Building Repair & Maint Services	19,433	22,580	33,833	33,833
Cleaning/Janitorial Services	2,190	460	2,500	2,500
Equipment Repair & Maint	1,263	2,357	1,759	1,759
Pest Control Services	—	—	900	900
Mileage	203	340	616	616
Meals & Per Diem	33	—	—	—
Employee Parking Subsidy	—	—	—	—
Equipment Rental	3,906	3,798	4,500	4,500
Security/Monitoring Services	6,226	13,182	11,600	14,865
Food & Drinks	2,696	4,539	2,162	2,162
Laundry & Dry Cleaning Supplies	54	352	300	300
Jury Fees	—	—	—	—
Uniform & Safety Supplies	—	270	386	386
Office Supplies & Stationary	7,463	7,908	4,922	4,922
Badges & Name Plates	398	444	193	193
Office/Building Decor	7,807	—	—	—
Books & Reference Material	8,657	5,491	6,273	6,228
Telecommunications Services	1,259	1,514	7,935	—
Conference/Conventions	10,223	13,778	19,300	19,300
Magazine/Newspaper Subscrip	369	414	200	200
Membership Dues	2,825	3,230	965	2,000
Employee Training	416	—	—	—
Appliances	—	388	616	616
Equipment (Less Than \$5k)	37	1,458	—	—
Internal Printing & Duplicating	1,738	1,122	1,930	1,930
DIT Charges (Billed from DIT Fund)	—	970	—	—

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Operating Services</b>				
Equip & Other Assets Exp	27,663	66,542	19,000	19,000
<b>Total General Fund</b>	<b>\$219,867</b>	<b>\$264,555</b>	<b>\$236,911</b>	<b>\$243,914</b>

## MISSION STATEMENT

The mission of the Special Magistrates' Office is to fairly and expeditiously handle requests for arrest and mental health processes.

## DEPARTMENT OVERVIEW

The Richmond City Magistrate's Office is a first contact point for the judicial system and handles arrest and search warrants, mental health processes, and conducts bond hearings.

## DEPARTMENT OBJECTIVES

- To conduct neutral and impartial hearings for both the public and law enforcement related to arrest, searches, and bail
- To engage in continuing legal education and training of all staff members, as well as local law enforcement

## PERFORMANCE MEASURES

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
01308	# of Arrest Warrants Issued	12,308	N/A	14,000	14,000
01308	# of Search Warrants Issued	1,326	N/A	1,050	1,050
01308	# of Mental Health processes issued	1,756	N/A	1,950	1,950

## GENERAL FUND PROGRAM BUDGETS

Programs Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
01308	Judiciary - Special Magistrate Division	\$15,795	\$17,207	\$39,227	\$39,227
	<b>Total General Fund Program</b>	<b>\$15,795</b>	<b>\$17,207</b>	<b>\$39,227</b>	<b>\$39,227</b>

## SERVICE LEVEL BUDGETS\*

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Special Magistrate (SV1305)	\$15,795	\$17,207	\$39,227	\$39,227
<b>Total Service Level Budget</b>	<b>\$15,795</b>	<b>\$17,207</b>	<b>\$39,227</b>	<b>\$39,227</b>

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

## AGENCY FISCAL SUMMARY - JUDICIARY - SPECIAL MAGISTRATE

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Operating	\$15,795	\$17,207	\$39,227	\$39,227
<b>Total General Fund</b>	<b>\$15,795</b>	<b>\$17,207</b>	<b>\$39,227</b>	<b>\$39,227</b>

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Total Agency Summary</b>	<b>\$15,795</b>	<b>\$17,207</b>	<b>\$39,227</b>	<b>\$39,227</b>
<b>Per Capita</b>	<b>\$0.07</b>	<b>\$0.08</b>	<b>\$0.17</b>	<b>\$0.17</b>
<b>*Total Staffing</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

*\*See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.*

## BUDGET HIGHLIGHTS

**City Council Action by Amendment:** This agency's budget was not amended by City Council.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Operating:** This budget reflects a level budget for operating accounts.

## AGENCY FISCAL DETAIL - GENERAL FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Operating Services</b>				
Information & Research Svcs	\$15,795	\$17,207	\$35,665	\$35,665
Mileage	—	—	—	—
Office Supplies & Stationary	—	—	193	193
Street Cleaning Supplies	—	—	—	—
Books & Reference Material	—	—	—	—
Multimedia Products	—	—	870	870
Membership Dues	—	—	—	—
Employee Training	—	—	831	831
Equipment (Less Than \$5K)	—	—	1,668	1,668
<b>Total General Fund</b>	<b>\$15,795</b>	<b>\$17,207</b>	<b>\$39,227</b>	<b>\$39,227</b>

## 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 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.

## DEPARTMENT OBJECTIVES

- To effectively manage resources to install confidence in the court system among the general public
- To ensure staff are trained by staying current with proposed/enacted legislation and online resources
- To provide quality customer service that treats all with respect and fairness

## PERFORMANCE MEASURES

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
01306	# of transactions handled	90,000	80,000	80,000	82,000
01306	% of compliance with APA/ Clerk Audit	100%	100%	100%	100%

## GENERAL FUND PROGRAM BUDGETS

Programs Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
01306	Judiciary - Traffic Division	\$39,056	\$97,845	\$94,542	\$85,755
	<b>Total General Fund Program</b>	<b>\$39,056</b>	<b>\$97,845</b>	<b>\$94,542</b>	<b>\$85,755</b>

## SERVICE LEVEL BUDGETS\*

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Clerk of Court (SV1306)	\$285	\$120	\$—	\$—
Court Services (SV1302)	38,771	97,725	94,542	85,755
<b>Total Service Level Budget</b>	<b>\$39,056</b>	<b>\$97,845</b>	<b>\$94,542</b>	<b>\$85,755</b>

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

## AGENCY FISCAL SUMMARY - JUDICIARY - TRAFFIC COURT

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Operating	\$39,056	\$97,845	\$94,542	\$85,755
<b>Total General Fund</b>	<b>\$39,056</b>	<b>\$97,845</b>	<b>\$94,542</b>	<b>\$85,755</b>
<b>Total Agency Summary</b>	<b>\$39,056</b>	<b>\$97,845</b>	<b>\$94,542</b>	<b>\$85,755</b>
Per Capita	\$0.18	\$0.43	\$0.42	\$0.38
*Total Staffing	0.00	0.00	0.00	0.00

\*See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This agency's budget not amended by City Council.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Operating:** This budget reflects a decrease in operating accounts due to fewer assigned cases requiring court appointed attorneys.

## AGENCY FISCAL DETAIL - GENERAL FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Operating Services</b>				
Professional Painting Svcs	\$—	\$—	\$—	\$—
Information & Research Svcs	20,633	18,808	74,705	64,705
Security/Monitoring Services	4,805	4,551	4,978	5,000
Food & Drinks Svcs	471	482	520	530
Office Supplies & Stationary	1,052	1,138	1,225	1,300
Books & Reference Material	1,134	2,260	2,000	1,500
Magazine/Newspaper Subscri	748	569	659	750
Membership Dues	125	150	2,000	1,500
Employee Training	1,541	1,965	2,085	1,500
Internal Printing & Duplicating	—	661	970	970
Equip & Other Assets Exp	8,548	67,261	5,400	8,000
<b>Total General Fund</b>	<b>\$39,056</b>	<b>\$97,845</b>	<b>\$94,542</b>	<b>\$85,755</b>

**PUBLIC SAFETY**

THIS PAGE LEFT INTENTIONALLY BLANK

---



*This Department is now participating in the Performance Based Budgeting Pilot. Please refer to Section 5 - Performance Based Budgeting of the FY2020 Adopted Amendments to the Biennial Fiscal Plan.*

THIS PAGE LEFT INTENTIONALLY BLANK

---

---

## MISSION STATEMENT

The Department of Emergency Communications' mission is to answer and dispatch all 9-1-1 and non-emergency calls, as well as provide and support public safety infrastructures for citizens, other stakeholders of Richmond, internal City departments and other external partners in order to ensure safety by linking the public with first responders and other non-emergency services so that we deliver efficient, expedient, and courteous quality service which promotes a safe, supportive, and thriving community.

## 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.

## DEPARTMENT OBJECTIVES

- Provide efficient delivery of emergency communications services that is standards based and customer focused
- Attract diverse, qualified candidates and retain a high performing workforce
- Meet evolving technology needs/upgrades for operational effectiveness
- Enhance community outreach and public education meetings

## PERFORMANCE MEASURES

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
08701	Average dispatch time for priority calls	18 seconds	17.52 seconds	≤ 18.36 seconds	18.36 seconds
08701	Average process time for priority calls	34.4 seconds	28.35 seconds	≤ 34.81 seconds	34.81 seconds
08701	# of public education/ community events attended	24	31	24	24
08701	% of calls entered within 30 seconds	91.20%	97.74%	95.00%	95.56%

## GENERAL FUND PROGRAM BUDGETS

Programs Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
08701	Emergency Communications	\$4,043,801	\$4,899,082	\$5,147,924	\$5,197,591
08720	Radio Shop - DEC	3,009	—	67,519	—
	<b>Total General Fund Program</b>	<b>\$4,046,809</b>	<b>\$4,899,082</b>	<b>\$5,215,443</b>	<b>\$5,197,591</b>

## SERVICE LEVEL BUDGETS\*

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Administration (SV0801)	\$979,243	\$1,167,114	\$1,193,315	\$1,132,531
City Copy & Print Services (SV1001)	—	138	—	—

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Customer Service (SV0302)	—	—	—	—
Emergency Communications (SV0701)	2,419,794	2,022,828	2,380,056	2,269,312
Fleet Management (SV1502)	12,115	1,459	—	—
Management Info Systems (SV1011)	631,208	1,761,132	1,642,072	1,795,747
Re-Entry Services (SV1101)	—	—	—	—
Telecomm Systms Mgmt (SV1002)	25	—	—	—
Default	4,424	(53,590)	—	—
<b>Total Service Level Budget</b>	<b>\$4,046,809</b>	<b>\$4,899,082</b>	<b>\$5,215,443</b>	<b>\$5,197,591</b>

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

**AGENCY FISCAL SUMMARY – EMERGENCY COMMUNICATIONS\***

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$2,895,156	\$3,004,246	\$2,944,198	\$2,977,650
Operating	1,151,653	1,894,836	2,271,245	2,219,941
<b>Total General Fund</b>	<b>\$4,046,809</b>	<b>\$4,899,082</b>	<b>\$5,215,443</b>	<b>\$5,197,591</b>
Special Fund	4,859,097	4,401,607	4,639,000	4,839,000
Internal Service Fund	1,253,510	1,212,372	1,354,304	1,427,716
Capital Improvement Plan	14,883,000	7,076,372	4,845,500	—
<b>Total Agency Summary</b>	<b>\$25,042,416</b>	<b>\$17,589,433</b>	<b>\$16,054,247</b>	<b>\$11,464,307</b>
Per Capita	\$112.37	\$77.51	\$70.75	\$50.52
Total Staffing	117.00	117.00	117.00	118.00

\*See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

**BUDGET HIGHLIGHTS**

**City Council Action by Amendments:** This budget includes reduced funding for vacant positions.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department’s proposed budget.

**Personnel:** This budget includes 100% funding for all filled positions, limited funding for vacant positions, and rate adjustments for healthcare and retirement in FY2020. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions. This budget also includes an increase of one FTE to manage the False Alarm program internally.

**Operating:** This budget reflects a reduction in operating expenditures to or below FY2019 Adopted levels.

## AGENCY FISCAL DETAIL - GENERAL FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Full-time Permanent	\$1,530,260	\$1,576,432	\$1,914,796	\$2,019,859
Overtime Permanent	251,710	159,906	175,000	125,000
Holiday Pay Permanent	88,424	93,800	—	—
Shift Other Differential Perm	18,062	12,651	—	8,318
Vacation Pay Permanent	115,864	115,882	—	—
Sick Leave Permanent	47,493	47,021	—	—
Compensatory Leave Perm	3,935	10,921	—	—
Civil Leave Permanent	261	—	—	—
Death Leave Permanent	1,642	2,681	—	—
Temporary Employee	62,558	122,752	—	—
Overtime Temporary	3,183	7,975	—	—
Holiday Pay Temporary	1,057	3,388	—	—
Shift 2 Diff Pay Temporary	—	32	—	—
Vacation Temporary	—	16	—	—
Sick Leave Temporary	—	114	—	—
Compensatory Leave - Hourly Temp	586	386	—	—
FICA	123,223	125,056	129,566	133,026
Retirement Contribution RSRS	310,550	324,397	342,174	312,709
Medicare FICA	29,062	29,443	30,303	31,111
Group Life Insurance	11,392	12,435	13,153	14,304
Health Care Active Employees	268,736	308,108	339,206	333,323
State Unemployment Ins	4,654	7,464	—	—
Health Savings Account	2,000	2,750	—	—
Housing Allowance	—	—	—	—
Police Operational Diff	—	—	—	—
Bonus Pay	20,505	40,634	—	—
<b>Operating Services</b>				
Demolition Services	1,500	150	—	—
Architectural & Engineering Services	6	—	—	—
Public Info & Relations Svcs	270	5,727	10,000	10,000
Media Svcs (Advertising)	1,294	1,615	—	—
Information & Research Svcs	8,670	9,734	—	—
Attorney/Legal Services	45	—	—	—
Management Services	55,614	106,170	170,000	—
Education & Training Services	—	75	—	—
Building Repair & Maint Svcs	25,976	8,910	28,000	10,000
Cleaning/Janitorial Services	—	—	—	—
Grounds Services	7,187	10,708	20,000	20,000

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Operating Services</b>				
Electrical Repair and Maint Services	—	1,692	—	—
Equipment Repair & Maint	320,933	362,547	684,350	1,062,959
Vehicle Repair & Maint	6,725	169	367	5,000
Printing & Binding - External	434	1,566	—	—
Moving and Relocation Services	—	450	—	—
Transportation Services	655	31	—	—
Mileage	1,764	575	965	965
Equipment Rental	77	309	—	—
Security/Monitoring Services	4,438	—	—	—
Contract & Temp Personnel	2,805	—	—	—
Food & Drinks	2,698	3,292	1,300	1,300
False Alarm Charges	—	43,027	—	—
Uniforms & Safety Supplies	30,464	23,722	20,600	35,000
Office Supplies & Stationary	24,420	21,691	11,000	15,000
Employee Appreciation Events & Awards	1,586	1,573	5,000	5,000
Janitorial Supplies	329	—	—	—
Vehicle Cleaning Supplies	21	—	—	—
Books & Reference Materials	877	2,848	1,185	1,185
Floor Covering	6,600	41,036	—	—
Express Delivery Services	—	—	800	800
Postal Services	86	50	—	—
Freight	12	—	—	—
Telecommunications Services	420,157	288,409	561,000	561,000
Conference/Conventions	1,565	1,559	—	—
Magazine/Newspaper Subscript	—	73	—	—
Membership Dues	7,956	5,569	3,853	3,853
Employee Training	47,474	78,756	66,670	66,670
Software	9,605	77,111	261,000	90,000
Computer Accessories	3,128	112,910	—	—
Appliances	—	1,283	—	—
Equipment (Less Than \$5K)	86,714	205,920	255,200	149,019
Software License	15,600	478	70,237	70,237
Bank Fees	—	49	—	—
Warranty Fees	—	10	—	—
Utility Operating Supplies	—	20	—	—
Carwash	—	776	—	—
Fuel for Dept Owned Vehicles	4,677	1,183	4,000	5,000
Monthly Standing Costs	568	123	493	3,453
Internal Printing & Duplicating	3,635	3,140	5,500	5,500
Medical Services	—	8,500	9,100	12,000

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Operating Services</b>				
DIT Charges (Billed from DIT Fund)	—	51	—	—
Equip & Other Assets Exp	9,091	424,370	80,625	86,000
Vehicle Expense	35,999	36,877	—	—
<b>Total General Fund</b>	<b>\$4,046,809</b>	<b>\$4,899,082</b>	<b>\$5,215,443</b>	<b>\$5,197,591</b>

THIS PAGE LEFT INTENTIONALLY BLANK

---



## MISSION STATEMENT

The mission of the Department of Fire and Emergency Services is to provide safe, effective and efficient emergency services; built on strong relationships and designed to produce high quality results.

## DEPARTMENT OVERVIEW

The Department of Fire and Emergency Services is an all hazards, emergency service provider responsible for the delivery of many services such community emergency and disaster preparedness, fire code enforcement, fire response, emergency medical response, water/technical rescue response, hazardous materials response, and non-emergency service response. The Department operates 24 hours a day and prioritizes the safety of department members and the general public, training and development of staff, logistical support and management of fiscal resources for over 430 members, operating out of twenty fire stations, and three support facilities across the City of Richmond.

## DEPARTMENT OBJECTIVES

- To provide a trained and certified team of emergency personnel on all emergency and non-emergency hazard responses
- To provide fire prevention programs throughout the year for the purpose of educating the community to fire hazards, fire safety and burn safety
- To provide trained, certified rescue team members to respond to water recovery and rescue emergencies, hazardous materials emergencies, and technical rescue emergencies

## PERFORMANCE MEASURES

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
04201	# of planning sessions held	N/A	N/A	N/A	TBD
04202	% of requisitions approved by management prior to processing	N/A	N/A	N/A	100%
04203	Time of arrival of the first Richmond Fire & Emergency Service unit on scene to a dispatched emergency	6 minutes, 30 seconds	5 minutes, 30 seconds	6 minutes, 30 seconds	6 minutes, 30 seconds
04203	\$ of residential fire confined to room or origin	60%	62%	72%	72%
04203	# of residential fires per 1,000 population	2.4/1,000	1.4/1,000	2.0/1,000	2.0/1,000
04204	% of inspections for which time since last inspections is greater than the Department's target cycle time	N/A	40%-45%	60%	60%
04205	% of Fire Recruit graduation rate	N/A	N/A	N/A	80%
04206	Host 2 large outreach events annually, Survivor Day and Prepare-a-thon	N/A	N/A	N/A	2

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
04206	Host 2 basic CERT trainings are provided annually (Spring and Fall) with a maximum number of seats for each session 30-40	N/A	N/A	N/A	2
04210	# of days to process internal orders, availability of essential equipment	N/A	N/A	N/A	TBD

## GENERAL FUND PROGRAM BUDGETS

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
04201	Office of the Fire Chief	\$580,365	\$485,864	\$545,628	\$550,648
04202	Fire Administration	2,017,875	3,635,709	2,039,849	2,027,611
04203	Fire Operations	38,367,780	42,110,543	42,858,412	45,355,945
04204	Fire Prevention	2,296,121	2,082,679	2,217,262	2,100,345
04205	Fire Training	947,181	1,346,814	767,728	763,566
04206	Office of Emerg	457,338	382,287	504,377	376,890
04208	Emergency Medical Services/ Safety Unit	1,142,358	139,006	—	—
04209	Fire & Emergency Service Projects/Grants	—	1,221	—	—
04210	Logistics	13,647	1,572,214	2,542,163	2,623,269
	<b>Total General Fund Program</b>	<b>\$45,822,665</b>	<b>\$51,756,337</b>	<b>\$51,475,418</b>	<b>\$53,798,275</b>

## SERVICE LEVEL BUDGETS\*

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Administration (SV0801)	\$3,662,629	\$2,967,461	\$1,221,822	\$1,584,141
Community Outreach (SV2101)	5,183,786	30,921	77,847	44,500
Emergency Communications (SV0701)	—	—	150,000	293,861
Emergency Medical Services (SV0702)	17,830,015	125,251	104,816	—
Emergency Operations Coord (SV0703)	848,498	362,661	504,377	375,640
Employee Preparedness (SV0700)	47	796	—	—
Employee Relations (SV0805)	32,508	—	—	—
Employee Training & Development (SV1201)	940,311	1,312,061	734,204	700,005
Facilities Management (SV2006)	16,870	835,305	792,568	606,707
Financial Management (SV0908)	542,777	316,091	339,077	359,899
Fire Suppression (SV2204)	9,711,562	39,786,075	42,731,757	44,876,687
Fleet Management (SV1502)	3,154,877	2,950,782	1,465,109	1,724,349
Hazardous Materials Mgmt (SV2205)	71	—	68,848	180,000
Homeland Security (SV2206)	2,517	4,796	—	—

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Human Resources Mgmt (SV0806)	68,316	216,435	364,484	270,048
Investigations (SV2202)	447,982	932,556	918,979	841,928
Management Info Systems (SV1011)	513,193	498,092	541,214	653,934
Multi-Cultural Affairs (SV2419)	63	—	—	—
Permits & Inspections (SV2007)	1,194,952	1,316,375	1,426,554	1,171,286
Protests & Disruptions (SV2220)	—	4,376	—	—
Public Info & Media Relations (SV2103)	—	—	—	115,290
Risk Management (SV1703)	155,786	—	—	—
Specialty Rescue (SV2210)	1,048,728	35,886	33,761	—
Strategic Planning & Analysis (SV0913)	338,688	—	—	—
Telecomm Systems Mgmt (SV1002)	124,969	69,607	—	—
Wellness Program (SV1204)	1,200	—	—	—
Default	2,320	(9,189)	—	—
<b>Total Service Level Budget</b>	<b>\$45,822,665</b>	<b>\$51,756,337</b>	<b>\$51,475,418</b>	<b>\$53,798,275</b>

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

## AGENCY FISCAL SUMMARY – FIRE & EMERGENCY SERVICES\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$41,037,818	\$45,122,139	\$45,214,883	\$47,440,710
Operating	4,784,847	6,634,198	6,260,535	6,357,565
<b>Total General Fund</b>	<b>\$45,822,665</b>	<b>\$51,756,337</b>	<b>\$51,475,418</b>	<b>\$53,798,275</b>
Special Fund	1,033,538	1,021,815	944,156	950,330
Capital Improvement Plan	2,313,424	—	461,285	1,550,000
<b>Total Agency Summary</b>	<b>\$49,169,627</b>	<b>\$52,778,152</b>	<b>\$52,880,859</b>	<b>\$56,298,605</b>
Per Capita	\$220.64	\$232.59	\$233.04	\$248.10
Total Staffing	433.00	433.00	434.00	434.00

\*See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This budget includes reduced funding for vacant positions.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Personnel:** This budget includes 100% funding for all filled positions, limited funding for vacant positions, and rate adjustments for healthcare and retirement in FY2020. Additionally, this budget includes a 3% salary increase for all non-sworn permanent full and part-time positions. This budget includes funding for the continuance of the step based, salary increases for sworn staff, as well as funding to increase salaries for recruits up to \$43,000, making the City more competitive with surrounding jurisdictions.

**Operating:** This budget modest increase to fleet accounts. Remaining operating accounts align with the previous biennial budget.

## AGENCY FISCAL DETAIL - GENERAL FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Full-time Permanent	\$20,077,663	\$21,264,932	\$28,581,738	\$28,695,022
Overtime Permanent	260	2,489	973,000	1,123,000
Holiday Pay Permanent	1,309,472	1,355,578	—	—
Vacation Pay Permanent	2,022,690	1,884,758	—	—
Sick Leave Permanent	1,444,902	1,448,822	—	—
Military Leave Permanent	57,861	71,700	—	—
Civil Leave Permanent	3,909	716	—	—
Death Leave Permanent	72,383	86,818	—	—
Fire FLSA Overtime	1,608,928	1,687,497	—	—
Temporary Employee	—	46,888	—	—
Holiday Pay Temporary	—	160	—	—
FICA	1,661,067	1,801,736	1,786,708	1,799,328
Retirement Contribution RSRS	7,453,930	8,666,154	8,799,828	9,334,616
Medcare FICA	389,129	421,679	418,150	420,810
Group Life Insurance	133,469	145,791	150,579	151,156
Health Care Active Employees	3,149,487	3,514,900	3,877,942	4,238,829
State Unemployment Insurance (SUI)	—	9,828	—	—
Health Savings Account	11,500	22,250	—	—
Educntv #81	35,352	33,557	—	—
Bonus Pay	208,500	29,750	—	—
Sworn Court Overtime	1,397,317	2,626,135	—	—
Public Safety - Lump Sum Pay	—	—	626,938	1,677,949
<b>Operating Services</b>				
Public Info & Relations Svcs	5,628	25,511	180,000	30,000
Media Services (Advertising)	—	1,125	—	—
Laboratory & X-Ray Services	—	—	9,402	—
Information & Research Svcs	278	2,675	—	—
Management Services	340,683	2,309,272	521,604	409,937
Building Repair & Maint Svcs	3,205	—	—	—
Electrical Repair & Maint Svcs	—	3,033	—	—
Equipment Repair & Maint	317,226	249,965	254,511	391,928
Vehicle Repair & Maint	2,045,434	1,058,029	1,468,255	1,335,450
Printing & Binding - External	14,889	5,479	1,000	2,163
Mileage	—	—	—	2,025
Employee Parking Subsidy	184,289	2,150	33,660	39,780
Property Rental Agreements	1,110	—	320,878	306,000
Residential Property Rental	131,985	214,207	—	—
Security/Monitoring Services	708	2,115	4,000	9,725

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Operating Services</b>				
Contract And Temporary Personnel Services	—	3,248	—	—
Food & Drinks	300	3,516	7,187	7,300
Other Services	—	23,235	—	—
Uniforms & Safety Supplies	101,523	100,265	147,590	251,521
Office Supplies & Stationary	54,090	22,260	38,119	38,119
Employee Appreciation Events & Awards	—	1,465	2,904	5,600
Photographic Supplies	2,073	—	—	1,800
Maps	229	733	—	—
Janitorial Supplies	74,228	51,054	40,724	61,300
Vehicle Cleaning Supplies	—	2,681	10,548	11,330
Books & Reference Material	1,479	9,607	5,099	13,867
Multimedia Products	51	1,369	—	1,500
Educational Supplies	—	1,197	5,000	5,650
Recreational Supplies	23,937	2,069	10,772	14,500
Industrial & Shop Supplies	913	—	—	—
Medical & Laboratory Supp	540	34,921	234,021	304,456
Lumber	2,977	320	1,654	—
Paint & Paint Supplies	4,260	—	241	—
Postal Services	413	294	516	1,041
Telecommunications Services	26,027	536	122,744	121,044
Conference/Conventions	150	2,080	3,343	7,200
Magazine/Newspaper Subscri	1,341	198	437	445
Membership Dues	12,081	2,556	3,269	8,448
Employee Training	44,572	4,384	—	6,529
Vehicle Equipment & Supple (Less than \$5K)	50	—	—	—
Equipment (Less Than \$5K)	267,171	529,413	999,050	864,281
Small Tools	—	703	392	10,400
License & Permits (Other Than Software)	—	—	219	219
Electrical Service	20,476	16,377	21,438	23,949
Water & Sewer	2,525	2,323	2,601	2,781
Refuse & Recycling Expenses	887	878	1,840	6,365
Fire Protection & Emerg Svcs	144,706	56,548	—	—
Law Enforcement Supplies	—	1,355	6,219	7,000
Veterinarian Services	1,602	484	1,062	1,339
Dietary Supplies	9,628	13,149	9,929	16,875
Laundry Supplies & Linen	—	5,429	10,200	10,940
Fuel for Dept Owned Vehicles	183,959	208,050	240,800	239,705
Monthly Standing Costs	50,550	50,046	61,665	64,160
Auto Expenses Charged by Fleet (M5 only)	—	1,599,761	1,462,642	1,720,893

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Operating Services</b>				
Claims & Settlements	32,885	3,853	—	—
DIT Charges (Billed from DIT Fund)	—	409	—	—
Administrative	—	2,295	—	—
Equip & Other Assets Exp	673,788	1,577	15,000	—
<b>Total General Fund</b>	<b>\$45,822,665</b>	<b>\$51,756,337</b>	<b>\$51,475,418</b>	<b>\$53,798,275</b>

*This Department is now participating in the Performance Based Budgeting Pilot. Please refer to Section 5 - Performance Based Budgeting of the FY2020 Adopted Amendments to the Biennial Fiscal Plan.*

THIS PAGE LEFT INTENTIONALLY BLANK

---

---



## MISSION STATEMENT

The Richmond City Sheriff's Office is responsible for maintaining a secure jail and a safe court system along with seamless inmate transport, and the proficient service of civil process to preserve public safety. We remain committed to performing these duties with unsurpassed integrity and professionalism. While partnering with the community, we strive to lower recidivism by providing faith-based and community-based programming that empowers ex-offenders to become productive members of society.

## DEPARTMENT OVERVIEW

The Richmond City Sheriff's Office (RCSO) operates and secures the Richmond City Justice Center and all courthouses in the City, provides seamless inmate transport, and ensures the proficient service of civil process. 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.

## DEPARTMENT OBJECTIVES

- Enhance the safety of the community
- Ensure the respect and support of the citizens of Richmond City by serving them with honesty, integrity, pride and professionalism
- Promote and maintain an innovative and efficient organization
- Maintain a highly skilled, diverse, and professional workplace that is our most valuable resource in accomplishing our mission
- Ensure safe and secure environment for inmates, staff, contractors and visitors of the facility

## PERFORMANCE MEASURES

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
01601	# of residents processed for release	12,631	13,560	12,654	12,655
01602	# of security breaches	0	0	0	0
01602	# of Civil Process papers Served	101,156	105,000	110,000	110,000
01603	# of applicants hired	51	77	100	83
01604	# of assaults investigated	332	555	337	340
01604	# of commitments	13,568	12,777	12,010	11,290
01604	Average Daily Population	996	952	846	846

## GENERAL FUND PROGRAM BUDGETS

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
01601	Jail Administration	\$4,157,200	\$4,251,317	\$3,863,053	\$5,557,208
01602	Courts	4,500,232	4,682,688	4,934,051	5,347,528
01603	Jail Human Services	483,009	570,452	479,415	631,562

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
01604	Jail Operations	26,314,766	27,269,021	28,297,144	29,172,839
	<b>Total General Fund Program</b>	<b>\$35,455,207</b>	<b>\$36,773,478</b>	<b>\$37,573,663</b>	<b>\$40,709,137</b>

## SERVICE LEVEL BUDGETS\*

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Accounting & Reporting (SV0901)	\$89,583	\$85,639	\$102,961	\$88,590
Accounts Payable (SV0902)	17,708	—	—	—
Administration (SV0801)	1,574,262	1,959,599	1,739,817	2,616,129
Animal Control (SV2201)	4,606	2,360	—	—
Audit Services (SV1801)	109,918	189,304	52,800	233,049
Benefits Administration (SV0802)	—	—	—	—
Budget Management (SV0905)	65,208	74,884	98,166	122,792
Burial Services (SV1501)	23,658	28,275	—	—
City Copy & Print Services (SV1001)	8,692	—	13,600	—
Clerk of Court (SV1306)	(15)	—	—	—
Community Outreach (SV2101)	307,813	367,400	339,316	570,444
Comp & Classification Admin (SV0803)	—	—	—	38,582
Contract Administration (SV0907)	—	13,708	—	38,882
Counseling Services (SV2406)	106,624	89,431	106,935	70,557
Court Services (SV1302)	—	—	—	—
Customer Service (SV0302)	322,303	175,290	299,038	40,000
Desktop Support (SV1005)	154,396	181,412	180,733	186,667
Educational Services (SV0502)	121,366	91,852	124,147	85,144
Elect Media Oversight & Coord (SV2102)	593	—	—	—
Emergency Medical Services (SV0702)	1,620	2,263	—	—
Employee Perform Mgmt (SV0804)	7	—	—	—
Employee Train & Develop (SV1201)	431,215	437,505	368,395	193,482
Facilities Management (SV2006)	620,905	510,578	474,373	539,481
Financial Management (SV0908)	350,481	419,191	526,544	462,460
Fleet Management (SV1502)	319,580	371,402	323,741	425,867
Food Services (SV2411)	1,200,600	1,198,679	1,400,000	1,437,188
Grants Management (SV0909)	—	—	—	83,313
Grounds Management (SV2002)	191,423	214,781	227,036	301,367
Home Electronic Monitor (SV2218)	130,687	168,708	106,679	183,092
Human Resources Mgmt (SV0806)	283,251	291,422	224,725	358,676
Internal Consulting Serv (SV1802)	—	—	—	—
Investigations (SV2202)	361,456	344,769	410,757	161,160
Jails and Detention Facilities (SV1100)	—	—	—	—
Legal Counsel (SV1601)	62,186	30,181	2,000	—

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Legislative Services (SV0604)	151,767	124,817	89,060	96,139
Mail Services (SV1010)	136,294	132,135	126,626	138,168
Mgmt Information Systems (SV1011)	105,083	77,340	15,000	58,220
Medical Services (SV2417)	7,139,433	7,901,114	8,253,000	9,345,442
Mental Health Services (SV2418)	—	16,429	—	229,499
Natural Gas Distribution (SV0202)	—	—	—	—
Network and Data Security (SV1014)	—	—	—	—
Network Infrastructure Support (SV1015)	—	—	—	—
Patrol Services (SV2207)	851,563	842,711	907,943	709,221
Payroll Administration (SV0911)	383,192	344,764	326,150	388,336
Perform Measurement (SV1803)	80,969	42,428	62,481	17,526
Pre-Trial Services (SV1303)	8,110	6,915	—	—
Property & Evidence (SV2208)	91,056	75,432	86,474	—
Pub Info & Media Relations (SV2103)	52,889	52,254	2,653	85,012
Public Law Library (SV2301)	6,642	10,067	32,837	20,065
Recruit, Select, & Ret Svcs (SV0807)	201,822	223,637	173,366	235,360
Re-Entry Services (SV1101)	763,446	688,521	554,476	745,872
Secure Detention (SV1102)	14,862,603	15,410,236	16,014,251	16,672,155
Security Management (SV2217)	3,319,068	3,377,852	3,648,692	3,251,302
Software/Apps Dev & Supp (SV1016)	165,918	123,267	88,964	187,054
Strategic Plan & Analysis (SV0913)	44,053	140,477	69,927	239,568
Telecommunications Sys Mgmt (SV1002)	456	759	—	—
Warehouse (SV2008)	1,269	—	—	53,277
Water Distribution Services (SV0207)	—	—	—	—
Default	229,454	(66,310)	—	—
<b>Total Service Level Budget</b>	<b>\$35,455,207</b>	<b>\$36,773,478</b>	<b>\$37,573,663</b>	<b>\$40,709,137</b>

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

## AGENCY FISCAL SUMMARY – RICHMOND SHERIFF'S OFFICE\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$24,989,182	\$25,734,776	\$24,906,570	\$27,290,837
Operating	10,466,025	11,038,702	12,667,093	13,418,300
<b>Total General Fund</b>	<b>\$35,455,207</b>	<b>\$36,773,478</b>	<b>\$37,573,663</b>	<b>\$40,709,137</b>
Special Fund	15,881	345,266	1,055,000	2,085,000
<b>Total Agency Summary</b>	<b>\$35,471,088</b>	<b>\$37,118,744</b>	<b>\$38,628,663</b>	<b>\$42,794,137</b>
Per Capita	\$159.17	\$163.58	\$170.23	\$188.59
*Total Staffing	481.29	461.93	466.00	466.00

\* See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This budget includes reduced funding for vacant positions.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Personnel:** This budget includes 100% funding for all filled positions, limited funding for vacant positions, and rate adjustments for healthcare and retirement in FY2020. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions.

**Operating:** This budget reflects an increase in contractual obligations for medical services.

## AGENCY FISCAL DETAIL - GENERAL FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Full-Time Permanent	\$15,683,952	\$15,059,377	\$17,625,489	\$18,817,642
Overtime Permanent	—	—	—	—
Holiday Pay Permanent	36,845	—	—	—
Vacation Pay Permanent	1,405,769	1,376,763	—	—
Sick Leave Permanent	681,700	874,211	—	—
Compensatory Leave Perm	—	194	—	—
Death Leave Permanent	—	—	—	—
Earned HOL Pay-Permanent	228,401	298,929	—	—
Part Time Salaries	10,843	134,801	23,072	513,241
Vacation Pay Part Time	1,856	—	—	—
Earned HOL Pay-Part-Time	—	321	—	—
Temporary Employee	34,214	38,563	35,000	—
Overtime Temp	—	—	—	—
FICA	1,075,023	1,100,894	1,094,210	1,214,332
Medcare FICA	251,954	257,801	255,906	283,997
Group Life Insurance	90,249	92,063	90,404	97,614
Constitutional Off Vsrs Ret	2,233,378	2,174,125	2,037,608	2,203,260
Health Care Active Employees	2,913,385	3,207,513	3,484,881	3,900,751
State Unemployment Insurance (SUI)	28,694	40,461	—	—
Health Savings Account (HSA) Expense-Employer	6,500	21,250	—	—
Bonus Pay	183,150	392,000	—	—
Sworn Court Ot	123,269	665,509	260,000	260,000
<b>Operating Services</b>				
Auditing Services-External	14,205	—	14,800	—
Public Information & Public Relations Services	1,159	372	—	—
Management Services	111,241	89,758	119,500	95,950
Education & Training Services	—	320	—	—

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Operating Services</b>				
Equipment Repair and Maint Services	126,168	58,014	160,000	139,900
Vehicle Repair And Maint Services	191,552	132,242	135,500	136,500
Burial	23,658	28,275	28,950	40,000
Transportation Services	1,682	1,114	2,800	3,900
Mileage	33	205	400	400
Meals and Per Diem	1,137	656	2,650	1,600
Lodging	4,020	1,642	2,400	3,300
Security/Monitoring Services	(15)	—	—	—
Food & Drink Services	3,757	4,038	4,350	4,350
Uniforms & Safety Supplies-Employee	38,327	46,287	120,000	125,825
Office Supplies And Stationary	18,144	24,760	21,900	21,900
Employee Appreciation Events And Awards	3,806	101	2,000	2,500
Office/Building Decor	174	3,862	1,500	2,500
Advertising & Publicity Supplies	389	5,305	6,000	18,875
Agric And Botanical Supplies	4,932	1,841	9,000	9,000
Janitorial Supplies	146,697	119,098	127,000	136,000
Vehicle Cleaning Supplies	—	765	—	—
Books & Reference Materials	—	435	—	—
Electrical Supplies	—	303	—	—
Industrial and Shop Supplies	1,977	7,709	10,250	14,350
Medical And Laboratory Supp	3,449	1,021,376	1,200,000	1,080,000
Lumber	—	227	—	—
Paint & Paint Supplies	—	28	1,000	1,000
Express Delivery Services	1,273	2,503	7,250	6,000
Postal Services	38,519	30,471	31,000	41,700
Telecommunications Service	2,932	2,995	3,100	3,000
Conference /Conventions	5,210	3,628	4,250	4,525
Magazine/Newspaper Subscript	1,983	762	1,500	—
Membership Dues	4,536	14,262	3,500	4,200
Employee Training	8,739	15,140	14,476	18,275
Software	14,596	3,896	465,000	17,300
Appliances	63	—	1,400	1,500
Vehicle Equipment & Supply (Less Than \$5K)	960	11,826	—	—
Equipment (Less Than \$5K)	15,996	47,766	51,700	37,108
Electric Service	553,893	490,289	579,925	550,000
Water & Sewer	386,491	380,631	471,000	462,000
Natural Gas	100,533	128,367	105,559	102,000
Refuse & Recycling Expenses	751	805	800	900
Bank Fees	10	20	100	50
Warranty Fees	5,990	664	13,000	13,000

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Operating Services</b>				
Law Enforcement Supplies	39,238	52,544	93,500	241,600
ID Card Replacement	—	(8)	—	—
Dietary Supplies	1,201,152	1,198,913	1,400,600	1,437,188
Laundry Supplies & Linen	12,597	19,429	34,000	—
Personal Care Supplies	45,591	38,519	53,000	24,000
Wearing Apparel Inmate	48,349	11,593	54,000	—
Hospital Services (Sheriff)	7,135,482	6,766,775	7,039,000	8,252,642
Fuel For Dept Owned Vehicles	67,247	85,893	93,500	102,500
Monthly Standing Costs	36,328	34,568	37,985	37,712
Auto Expenses Charged by Fleet (M5 only)	—	102,177	86,848	108,650
Internal Printing & Duplicating	11,463	14,097	17,100	21,100
Claims & Settlements	—	—	—	—
Medical Services	9,477	11,388	14,000	12,800
DIT Charges (Billed from DIT Fund)	—	7,046	—	—
Depreciation Expense	—	—	—	—
Buildings & Structures Expense	—	4,950	—	—
Equipment And Other Assets Expense	20,134	8,058	20,000	80,700
Vehicles Expense	—	—	—	—
<b>Total General Fund</b>	<b>\$35,455,207</b>	<b>\$36,773,478</b>	<b>\$37,573,663</b>	<b>\$40,709,137</b>

**PUBLIC WORKS**

THIS PAGE LEFT INTENTIONALLY BLANK

---



**MISSION STATEMENT**

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

**DEPARTMENT OBJECTIVES**

- To resolve pothole service request at a rate of 10 per day
- To enhance facility preventive maintenance and achieve an 80% on time rate
- To increase outreach via public meetings

**PERFORMANCE MEASURES**

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
02902	Provide a timely response 100 percent of the time to maintenance and repair requests.	N/A	Respond within two weeks	Respond within two weeks	Respond within two weeks
02903	Percentage of on-time household refuse collection -	N/A	98.9	98.9	98.9
02903	Reduce tonnage at Landfill by 5%	N/A	5%	5%	5%
02907	To maintain 100% accuracy of all signalized City Intersections	N/A	100%	100%	100%
02909	Percentage of capital projects completed within budget appropriations	N/A	70%	70%	70%
02913	Percent of capital projects completed within contract parameters	N/A	100%	100%	100%

**GENERAL FUND PROGRAM BUDGETS**

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
02901	Finance & Administration	\$17,152,781	\$4,746,493	\$4,664,338	\$6,047,414
02902	Facilities Management	12,299,802	13,674,936	12,979,257	14,300,704
02903	Solid Waste Management	10,767,616	11,713,347	12,673,550	13,298,804
02904	Surface Cleaning	3,447,216	(407)	—	—
02905	Grounds Maintenance	3,625,068	35,307	—	—
02906	Urban Forestry	1,884,928	12	—	—

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
02907	Geographic Information Services	258,513	414,897	496,138	418,317
02908	Row-Permits/Sur	989,198	—	—	—
02909	CIP Infrastructure Administration	746,040	954,435	789,595	826,076
02910	Transportation Administration/ Signs/Pave /Signals	2,728,565	25,262	—	—
02912	Roadway Maintenance	5,302,178	6,816,769	2,690,584	1,343,470
02913	CIP Facility Construction	404,475	542,433	623,452	573,669
02914	Bridge Maintenance & Asset Management	1,142,706	(304)	—	—
02915	Public Works Projects/ Grants	20	—	—	—
02921	Replace Parking Equipment	—	375	—	—
02925	Fleet Management	47,838	—	—	—
02926	Fleet - CGS	178,234	—	—	—
02939	Winter Storm Events	—	184	—	—
	<b>Total General Fund Program</b>	<b>\$60,975,177</b>	<b>\$38,923,739</b>	<b>\$34,916,914</b>	<b>\$36,808,454</b>

## SERVICE LEVEL BUDGETS\*

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Accounting & Reporting (SV0901)	4,380	42,084	58,019	92,886
Administration (SV0801)	3,611,577	1,832,779	1,516,018	1,471,196
Alley Maintenance (SV2011)	—	—	90,000	—
Animal Care (SV2216)	—	65,387	—	—
Audit Services(SV1801)	—	247	—	—
Blight Abatement (SV2003)	120,611	—	—	—
Bulk & Brush (SV1401)	324,406	1,764,007	1,233,449	1,208,219
Burial Services (SV1501)	346	—	—	—
Cap Improvement Plan (SV0906)	3,541	8,681	—	—
City Copy & Print Svcs (SV1001)	2,954	740	—	—
Community Outreach (SV2101)	66,246	—	—	—
Court Services (SV1302)	—	253,283	—	—
Curbside Recycling (SV1402)	5,415	1,636,413	2,173,672	2,722,531
Emergency Communications (SV0701)	—	57,043	—	—
Employee Training & Devel (SV1201)	—	—	11,238	17,238
Engineering Services (SV1701)	723,732	25,011	—	—
Facilities Management (SV2006)	10,972,968	12,334,642	12,846,712	14,212,318
Financial Management (SV0908)	10,941,563	229,622	270,678	1,078,808

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Fleet Management (SV1502)	5,821,693	2,038,034	425,969	537,513
Geographic Info Systems (SV1007)	258,426	413,308	488,900	411,079
Graffiti Abatement (SV2001)	124,476	—	—	—
Grants Management (SV0909)	36,220	14,050	—	—
Grounds Management (SV2002)	2,789,611	100,933	—	—
Home Electronic Monitoring (SV2218)	—	—	2,500	2,500
Human Resources Mgmt (SV0806)	209,690	212,928	238,305	259,316
Infrastructure Management (SV1503)	2,246,112	1,324,078	1,367,992	1,344,543
Jails & Dentention Facil (SV1100)	1,028,461	—	—	—
Job Training and Employee Assistance (SV1200)	—	4,853	—	—
Landfill Management (SV1504)	308,181	278,980	149,102	296,816
Leaf Collection (SV1403)	1,605,183	480,902	1,295,830	1,139,809
Misc Public Svcs (SV1700)	112	—	—	—
MPACT Program (SV0303)	—	—	—	—
Parking Management (SV1505)	45	—	—	—
Pavement Management (SV2508)	621,148	—	—	—
Payroll Administration (SV0911)	46,571	53,619	46,347	55,844
Pedestrians, Bikes, and Trails (SV0408)	—	—	—	120,000
Permits and Inspections (SV2007)	121,121	—	2,400	2,400
Planning (SV2009)	155	—	—	—
Pre-Trial Services (SV1303)	—	—	20,000	—
Pub Info & Media Relations (SV2103)	191,478	198,644	197,574	208,180
Public Relations (SV2104)	—	2,009	31,000	31,000
Recreational Services (SV1901)	—	—	—	—
Refuse (SV1404)	9,358,890	6,755,678	7,475,744	7,549,409
Right-of-Way Mgmt (SV1506)	882,843	—	—	—
Roadway Management (SV2501)	3,550,920	6,823,387	2,600,584	1,343,470
Security Management (SV2217)	204,376	806,351	1,374,882	1,703,377
Signals (SV2502)	1,188,359	32,293	—	—
Signs (SV2503)	432,989	580	—	—
Software/App Dev&Supp (SV1016)	—	20,893	—	—
Special Events (SV2209)	61,035	5,197	—	—
Stormwater Management (SV1405)	8	119	—	—
Street Cleaning (SV2504)	1,206,397	15,971	—	—
Street Lighting (SV2211)	146,723	79,006	—	—
Sustain Mgmt Svcs (SV1406)	48,909	—	—	—
Tactical Response (SV2212)	—	744	—	—
Telecomm Systms Mgmt (SV1002)	—	1,156	—	—
Transportation (SV2500)	77	—	—	—
Transportation Svcs (SV2507)	1,467	—	—	—
Urban Forestry (SV1407)	1,661,998	—	—	—

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Winter Storm Events (SV2602)	—	1,000,000	1,000,000	1,000,000
Default (000000)	43,762	10,087	—	—
<b>Total Service Level Budget</b>	<b>\$60,975,177</b>	<b>\$38,923,739</b>	<b>\$34,916,914</b>	<b>\$36,808,454</b>

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

## AGENCY FISCAL SUMMARY - PUBLIC WORKS\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$19,220,637	\$9,942,012	\$10,933,302	\$11,346,165
Operating	41,754,540	28,981,727	23,983,612	25,462,289
<b>Total General Fund</b>	<b>\$60,975,177</b>	<b>\$38,923,739</b>	<b>\$34,916,914</b>	<b>\$36,808,454</b>
Special Fund	2,588,465	32,285,879	32,001,335	34,571,972
Internal Service Fund	16,905,796	16,974,326	17,249,707	17,803,201
Parking Enterprise Fund	11,234,673	14,435,222	19,448,645	19,493,770
Capital Improvement Plan	25,243,024	37,239,980	24,823,677	62,180,273
<b>Total Agency Summary</b>	<b>\$116,947,135</b>	<b>\$139,859,146</b>	<b>\$128,440,278</b>	<b>\$170,857,670</b>
Per Capita	\$524.77	\$616.34	\$566.02	\$752.95
*Total Staffing	484.60	543.75	544.20	550.00

\*See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## BUDGET HIGHLIGHTS

**City Council Actions by Amendments:** This budget includes reduced funding for vacant positions.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Personnel:** The budget includes 100% funding for all filled positions, limited funding for vacant positions, and rate adjustments for healthcare and retirement in FY2020. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions. One position was transferred from the Department of Economic Development to support transportation initiatives and three positions were added to address sustainability initiatives that would improve the quality of life for residents.

**Operating:** This budget reflects an increase to operating accounts to reflect the transfer of Main Street Station oversight; increased contractual obligations for elevator inspections, security monitoring, recycling, jail maintenance and a lease agreement; facility maintenance and upkeep of the Coliseum until closed; space reprogramming for the Registrar in advance of the November 2020 election; and a lower contribution to the Street Maintenance Special Fund.

## AGENCY FISCAL DETAIL - GENERAL FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Full-time Permanent	\$9,337,735	\$4,816,945	\$7,242,018	\$7,555,191
Overtime Permanent	1,103,859	387,332	243,198	193,198
Holiday Pay Permanent	596,957	365,401	—	—
Shift Other Differential Perm	11,403	10,709	—	10,493
Vacation Pay Permanent	835,112	405,902	—	—
Sick Leave Permanent	533,498	246,173	—	—
Military Leave Permanent	7,552	—	—	—
Civil Leave Permanent	2,533	1,136	—	—
Death Leave Permanent	16,576	7,760	—	—
Earned HOL Pay- Permanent	—	196	—	—
Temporary Employee	355,599	244,923	—	—
Overtime Temp	22,303	26,220	—	—
Holiday Pay Temporary	10,490	10,367	—	—
Vacation Temporary	3	—	—	—
Sick Leave Temporary	2,036	4,120	—	—
Funeral Leave Temporary	350	—	—	—
FICA	833,071	441,023	449,005	479,666
Retirement Contribution RSRS	3,224,443	1,483,792	1,424,078	1,509,596
Medcare FICA	195,635	103,799	108,330	112,180
Group Life Insurance	74,866	42,985	47,243	47,040
Health Care Active Employees	1,913,845	1,186,346	1,419,430	1,438,801
Health Savings Account(HSA) Expense	—	8,980	—	—
State Unemployment Ins	4,368	9,837	—	—
Education Pay	1,007	1,077	—	—
Bonus Pay	132,250	136,987	—	—
Ase Diff	5,145	—	—	—
<b>Operating Services</b>				
Demolition Services	37,979	—	—	—
Architectural & Engineering	112,013	142,060	—	—
Inspection Services	242,181	2,801	—	—
Contractor Construction Svcs	337,382	—	—	—
Environmental Svcs	22,300	49,411	20,000	35,000
Public Info & Relations Svcs	2,481,112	33,622	31,000	31,000
Media Svcs (Advertising)	2,976	(3,252)	500	500
Laboratory & X-Ray Services	7,270	—	—	—
Information and Research Services	—	52,726	—	—
Legal Fees Gas Supply	—	1,507	—	—
Management Services	718,161	187,262	253,200	165,200

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Operating Services</b>				
Bd. of Review R E Assessment	—	1,044	—	—
Recreational Professional Services	—	1,104	—	—
Building Repair & Maint Svcs	358,567	389,665	300,000	500,300
Cleaning/Janitorial Services	1,770,139	1,779,045	2,147,817	2,212,252
Grounds Services	70,934	3,364	—	—
Electrical Repair & Maint Svcs	1,168,664	1,717,070	1,500,000	1,700,000
Equipment Repair & Maint	703,884	446,626	348,000	566,500
Pest Control Services	64,659	40,069	55,000	65,000
Mechanical Repair & Maint	710,907	696,024	550,000	559,000
Vehicle Repair & Maint	4,353,412	1,376,506	1,595,500	1,466,950
Landfill Services	104,800	8,667	25,000	25,000
Printing & Binding - External	—	939	—	—
Transportation Services	31,126	12,443	—	—
Moving & Relocation Services	620	309	—	—
Mileage	2,265	—	1,200	1,200
Meals & Per Diem	40	42	250	250
Equipment Rental	264,977	10,228	—	—
Property Rental Agreements	—	—	375,000	375,000
Residential Property Rental	292,158	316,487	—	—
Security/Monitoring Services	766,058	919,871	1,246,672	1,592,672
Contract & Temp Personnel	4,253,666	847,170	1,066,830	990,790
Food & Drinks	1,333	2,411	360	360
Other Services	1,800	—	—	—
Uniforms & Safety Supplies	150,256	179,468	86,735	127,548
Office Supplies & Stationary	78,138	17,831	31,025	33,925
Badges & Name Plates	78	—	—	—
Employee Appreciation Events & Awards	8,606	9,984	4,200	18,960
Office/Building Décor	7,150	1,744	10,000	18,220
Photographic Supplies	1,226	—	—	—
Agric & Botanical Supplies	85,376	4,368	—	—
Engineering & Archi Supplies	5,669	—	—	—
Maps	176	—	—	—
Janitorial Supplies	142,545	173,226	120,000	125,517
Vehicle Cleaning Supplies	262	—	—	—
Street Cleaning Supplies	12,505	—	—	—
Books & Reference Material	—	56	6,450	6,450
Recreational Supplies	33,871	—	—	—
Electrical Supplies	66,243	39,543	50,000	79,500
Air Conditioning Supplies	53,116	56,294	75,000	105,000
Heating Supplies	4,962	92,717	25,000	78,000

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Operating Services</b>				
Cable	—	335	—	—
Industrial & Shop Supplies	233,393	58,528	40,365	75,365
Mechanical Supplies	—	80	—	—
Plumbing Supplies	145,311	90,110	100,000	106,000
Med & Laboratory Supp	875	—	—	—
Bulk Chemicals	33,387	65,260	29,791	32,491
Lumber	1,100	4,888	22,118	22,118
Paint & Paint Supplies	139,875	—	—	—
Floor Covering	—	25,707	20,000	32,000
Postal Services	1,202	15,957	2,500	4,500
Freight	—	—	—	—
Telecommunications Services	—	—	4,800	7,680
Conference/Conventions	620	1,373	3,000	6,184
Magazine/Newspaper Subscriptions	—	—	—	—
Membership Dues	8,443	4,868	4,660	4,660
Employee Training	11,528	30,335	21,318	23,818
Software	69,442	46,502	72,500	75,100
Computer Accessories	4,347	1,475	—	—
Equipment (Less Than \$5K)	411,489	33,488	10,050	23,450
Small Tools	9,844	26,582	12,365	17,365
Software License	8,750	24,745	10,800	10,800
License & Permits (Other Than Software)	110	—	—	—
Electrical Service	3,013,710	2,822,805	3,155,344	3,140,244
Water & Sewer	725,061	687,253	746,813	730,731
Natural Gas	618,915	685,206	649,862	707,100
Oil	10,955	16,451	18,000	17,000
Refuse & Recycling Expenses	2,811,335	6,192,413	4,823,672	5,454,531
Misc Operating Expenses	—	30,195	15,300	31,300
Street Lighting	9,705,668	632	—	—
Pagers	—	—	—	—
Highway/Road Supplies	292,792	109,744	—	—
Street/Highway Markers	169,327	705	—	—
Roofing Materials	19,259	6,625	20,000	20,000
Refuse & Recycl Collection	136,491	170,629	31,640	70,285
Gr-Maintenance	1,666	—	—	—
Public Services	—	—	—	—
Auto Parts & Other Automotive Supplies	—	(421)	—	—
Carwash	—	95	—	600
Fuel for Dept Owned Vehicles	425,996	143,385	110,455	189,450
Monthly Standing Costs	222,319	47,437	42,919	60,663

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Operating Services</b>				
Internal Printing & Duplicating	8,975	4,825	4,500	5,500
Auto Expenses Charged by Fleet	—	411,890	385,517	399,320
CGS-Commercial Costs	—	—	—	—
Medical Services	10,338	300	10,000	10,000
Depreciation Expense	—	—	—	—
DIT Charges (Billed from DIT Fund)	—	19,266	—	—
Building & Structures Expense	692	—	—	—
Equip & Other Assets Exp	519,033	2,700	—	—
Vehicle Expense	—	44,865	—	—
Appropriation to Spec Rev Fund	2,450,727	7,544,049	3,690,584	3,303,940
<b>Total General Fund</b>	<b>\$60,975,177</b>	<b>\$38,923,739</b>	<b>\$34,916,914</b>	<b>\$36,808,454</b>



**HEALTH & WELFARE**

THIS PAGE LEFT INTENTIONALLY BLANK

---

## MISSION STATEMENT

The mission of the Office of Community Wealth Building is to create policy and structural change resulting in a coherent ladder out of poverty for our lowest income residents. This ladder will be established through access to quality employment and related supports, bolstering the community and economic assets of low income neighborhoods and creating strong neighborhoods and educational opportunities to improve the life chances of Richmond's low income children.

## DEPARTMENT OVERVIEW

The Office of Community Wealth Building serves as the collective impact hub for an informed, energized, and aligned community of non-profits, ministries, government agencies, funders, businesses and people -- Community Wealth Builders. We coordinate the implementation of a service delivery and philanthropic approach - based on a Self-Sufficiency Framework - that provides a consistent ladder out of poverty through access to quality employment and related supports. We are the connector between the ideas for transforming communities that are created by the people and the assets that exist in the community and we provide comprehensive workforce assistance for thousands of people each year.

## DEPARTMENT OBJECTIVES

- Propose structural and policy changes to make it easier for individuals and families living in crisis to move toward financial well-being or "thriving"
- Establish the Community Wealth Building Matrix and corresponding CWB Ladder as a citywide tool to ensure that public, private and nonprofit partners share a consistent approach toward service delivery
- Build the capacity of the Center for Workforce Innovation so that individuals have the necessary credentials and work experience to access available living wage jobs
- Establish the Conrad Center as a resource for job seekers as well as people with low wealth who want to explore being entrepreneurs; micro-business incubators
- Broaden the awareness of the role of the OCWB in leading the community wealth building collective impact strategy to reduce the poverty rate by 40% by 2030

## PERFORMANCE MEASURES

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
08901	# of listening sessions scheduled & conducted	N/A	33	50	50
08901	# of resident ambassadors trained	N/A	21	20	20
08902	# of enrolled participants who attained employment	228	372	350	350
08902	# of BLISS (Building Lives of Independence & Self-Sufficiency) participants enrolled	17	72	50	50
08902	# of businesses served	20	182	175	150
08902	# Youth participating in Mayor's Youth Academy (MYA) work experience employment programs	N/A	170	225	225
08903	# of events, training classes, and job fairs per year	N/A	2,430	2,000	2,000

## GENERAL FUND PROGRAM BUDGETS

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
08901	Administration	\$344,632	\$488,817	\$521,528	\$498,648
08902	Workforce Development	954,810	1,103,867	1,283,991	1,318,772
08903	Social Enterprise	92,496	94,611	162,595	168,095
08904	Early Childhood Initiatives	76,945	55,799	—	—
08910	Projects/Grants	596	28,964	—	—
	<b>Total General Fund Program</b>	<b>\$1,469,479</b>	<b>\$1,772,058</b>	<b>\$1,968,115</b>	<b>\$1,985,515</b>

## SERVICE LEVEL BUDGETS\*

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Administration (SV0801)	\$218,673	\$263,063	\$289,834	\$292,945
Benefits Administration (SV0802)	39	195	—	—
BLISS Program (SV2428)	136,628	106,894	126,097	83,125
Call Centers (SV0301)	—	10,416	—	—
City Copy & Print Services (SV1001)	131	—	5,000	—
Economic & Comm Develop (SV0400)	92,496	94,611	—	—
Fleet Management (SV1502)	815	705	—	—
Mayor's Youth Academy (SV1202)	—	252,911	463,451	474,450
Public Info & Media Relations (SV2103)	—	261	—	—
RVA Reads (SV0504)	53,832	54,234	—	—
Social Enterprise Initiatives (SV0414)	9,773	—	162,595	168,095
Workforce Development (SV1203)	955,561	988,766	921,136	966,900
Default	1,532	—	—	—
<b>Total Service Level Budget</b>	<b>\$1,469,479</b>	<b>\$1,772,058</b>	<b>\$1,968,115</b>	<b>\$1,985,515</b>

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

## AGENCY FISCAL SUMMARY – COMMUNITY WEALTH BUILDING\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$1,046,338	\$1,477,998	\$1,641,638	\$1,566,413
Operating	423,140	294,060	326,477	419,102
<b>Total General Fund</b>	<b>\$1,469,479</b>	<b>\$1,772,058</b>	<b>\$1,968,115</b>	<b>\$1,985,515</b>
Special Fund	305,324	705,896	1,982,866	1,982,866
<b>Total Agency Summary</b>	<b>\$1,774,803</b>	<b>\$2,477,954</b>	<b>\$3,950,981</b>	<b>\$3,968,381</b>
Per Capita	\$7.96	\$10.92	\$17.41	\$17.49
*Total Staffing	10.50	20.50	34.00	34.00

\*See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

**BUDGET HIGHLIGHTS**

**City Council Action by Amendments:** This budget includes reduced funding for vacant positions.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Personnel:** This budget includes 100% funding for all filled positions, limited funding for vacant positions, and rate adjustments for healthcare and retirement in FY2020. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions.

**Operating:** This budget reflects no change in operating from FY2020 Approved to FY2020 Proposed.

**AGENCY FISCAL DETAIL - GENERAL FUND**

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Full-time Permanent	\$611,369	\$808,571	\$1,065,150	\$985,472
Overtime Permanent	—	87	—	—
Holiday Pay Permanent	31,310	44,142	—	—
Vacation Pay Permanent	12,880	24,345	—	—
Sick Leave Permanent	11,198	12,400	—	—
Death Leave Permanent	214	—	—	—
Part-time Salaries	18,740	18,960	—	—
Holiday Pay Part-time	846	960	—	—
Vacation Pay Part-time	260	880	—	—
Sick Leave Personal Part-time	400	—	—	—
Temporary Employee	109,655	199,628	199,966	199,966
Overtime Temp	—	552	—	—
Holiday Pay Temporary	489	736	—	—
FICA	43,838	78,816	69,558	74,132
Retirement Contribution RSRS	88,927	111,537	132,008	143,417
Medicare FICA	10,222	18,285	18,344	17,337
Group Life Insurance	4,928	6,908	7,266	7,227
Health Care Active Employees	94,293	130,893	149,345	138,862
State Unemployment Insurance (SUI)	2,519	—	—	—
Bonus Pay	4,250	20,297	—	—
<b>Operating Services</b>				
Public Info & Relations Svcs	7,956	3,029	9,317	11,817
Management Services	27,679	5,240	24,000	24,000
Education & Training Services	31,354	—	—	—
Building Repair & Maint.	—	—	10,000	10,000
Printing & Binding - External	596	423	1,500	1,525
Transportation Services	985	40,679	18,000	15,000
Mileage	—	—	2,000	2,000

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Operating Services</b>				
Property Rental Agreements	11,367	—	20,000	20,000
Contract & Temp Personnel Services	40,411	7,076	31,283	31,283
Food & Drink Services	3,213	3,868	11,020	10,420
Other Services	916	85	—	—
Uniforms & Safety Supplies	—	6,179	9,000	9,000
Office Supplies & Stationary	8,949	291	13,890	14,465
Janitorial Supplies	—	—	4,000	5,000
Books & Reference Materials	—	3,000	1,000	1,000
Recreational Supplies	—	1,963	6,000	6,000
Postal Services	—	—	500	500
Telecommunications Services	1,731	—	2,547	2,547
Conference/Conventions	7,557	1,471	4,466	4,866
Membership Dues	190	—	—	—
Employee Training	4,900	6,902	7,454	7,454
Software	—	—	—	10,000
Equipment (Less Than \$5,000)	1,896	2,446	—	—
Electric Service	—	—	10,000	10,000
Water & Sewer	—	—	12,000	12,600
Business Dev. Assistance	—	—	50,000	90,000
Emp Ser Prog	6,293	—	—	—
Construction	4,888	—	—	—
Program Administration	262,130	207,869	66,500	112,625
Internal Printing & Duplicating	131	3,330	12,000	7,000
DIT Charges (Billed from DIT Fund)	—	210	—	—
Equip & Other Assets Exp	—	—	—	—
<b>Total General Fund</b>	<b>\$1,469,479</b>	<b>\$1,772,058</b>	<b>\$1,968,115</b>	<b>\$1,985,515</b>

## MISSION STATEMENT

To provide quality support and direction to agencies and programs that enhance the financial stability, health, education and overall well-being of Richmond residents.

## 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 internal departments: Justice Services, Social Services, and Parks, Recreation and Community Facilities and The Office on Aging and Persons with Disabilities, The Office of Multi-Cultural Affairs and The Office of Community Wealth Building. The Office also serves as the liaison to the following external 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 internal 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 fostering upward economic mobility, 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, family stability, and meeting the needs of seniors and persons with disabilities. The overarching objective of the office is to align the services and resolve in the portfolio to support a community wealth building framework for the citizens of Richmond.

## DEPARTMENT OBJECTIVES

- Increase service effectiveness by engaging in inter-agency collaboration and community partnerships
- Increase access to appropriate services to the residents of the City of Richmond and to the visitors to the City of Richmond
- Increase customer service levels

## PERFORMANCE MEASURES

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
01401	<b>Comprehensive portfolio business plan:</b> a. % supervisory staff accountability and dev. plans completed / implemented b. % collaborative case management plan completed / implemented c. % plan to address needs of homeless residents completed / implemented	N/A	100%	100%	TBD Measures of program success to be identified as part of each plan
01402	<b>% of completed vital document translations</b>	N/A	100%	100%	100%
01405	<b># of seniors and persons with disabilities participating in programming</b>	N/A	5,500 older adults and individuals with disabilities served through helpline and participated in outreach programs.	Serve 3,000 older adults with disabilities through helpline/ Serve 5,000 older adults through outreach	Serve 4,000 older adults with disabilities through helpline/ Serve 6,000 older adults through outreach

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
01406	# of new individual volunteers recruited	N/A	N/A	Establishing Baseline	TBD

## GENERAL FUND PROGRAM BUDGETS

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
01401	Management Services	\$631,842	\$385,403	\$553,439	\$621,570
01402	Multicultural Affairs	207,738	315,812	387,583	388,788
01403	Children and Youth	67,062	86,268	73,629	—
01405	Aging & Persons with Disabilities	134,379	139,844	215,453	216,384
01406	Projects/Grants	100	49	—	—
01407	Mayor's Youth Academy	212,168	4,727	—	—
01408	Volunteerism / Neighbor to Neighbor	271,531	269,325	264,630	149,211
	<b>Total General Fund Program</b>	<b>\$1,524,820</b>	<b>\$1,201,429</b>	<b>\$1,494,733</b>	<b>\$1,375,954</b>

## SERVICE LEVEL BUDGETS\*

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Administration (SV0801)	\$710,359	\$487,488	\$672,655	\$686,956
Animal Control (SV2201)	119	—	—	—
Boards & Commissions Support (SV0411)	—	—	—	50,000
City Copy & Print Svcs (SV1001)	1,178	1,274	1,700	1,700
Community Outreach (SV2101)	47,105	51,699	57,260	49,090
Comm Wealth Bldg Initiatives (SV2427)	—	—	—	—
Educational Services (SV0502)	—	1,158	1,200	1,200
Elections Mgmt (SV0603)	16	—	—	—
Employee Train & Dev (SV1201)	—	250	1,158	1,600
Fleet Management (SV1502)	100	38	—	—
Grants Management (SV0909)	—	—	—	—
Human Resources Management (SV0806)	—	39	—	—
Legal Counsel (SV1601)	—	11	—	—
Mail Services (SV1010)	173	290	—	—
Mayor's Youth Academy (SV1202)	205,933	1,104	—	—
Multicultural Affairs (SV2419)	166,030	233,043	301,945	298,105
Project Management (SV1012)	—	—	—	—
Pub Info & Media (SV2103)	—	741	1,200	1,200
Recreational Services (SV1901)	—	590	1,650	2,200
Recruit, Sel, Reten Svcs (SV0807)	202	1,073	—	—
Senior & Spec. Needs Programming (SV2421)	73,714	79,672	144,101	140,932



General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Strategic Planning & Analysis (SV0913)	—	16,304	—	—
Volunteer Coordination (SV0304)	248,421	247,292	241,135	142,970
Workforce Develop (SV1203)	2,216	—	—	—
Youth Services (SV2424)	67,755	69,925	70,729	—
Default	1,499	9,437	—	—
<b>Total Service Level Budget</b>	<b>\$1,524,820</b>	<b>\$1,201,429</b>	<b>\$1,494,733</b>	<b>\$1,375,954</b>

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

## AGENCY FISCAL SUMMARY – HUMAN SERVICES\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$1,257,325	\$1,006,550	\$1,291,388	\$1,122,609
Operating	267,494	194,879	203,345	253,345
<b>Total General Fund</b>	<b>\$1,524,820</b>	<b>\$1,201,429</b>	<b>\$1,494,733</b>	<b>\$1,375,954</b>
Special Fund	207,515	213,516	254,397	253,334
<b>Total Agency Summary</b>	<b>\$1,732,335</b>	<b>\$1,414,945</b>	<b>\$1,749,130</b>	<b>\$1,629,288</b>
Per Capita	\$7.77	\$6.24	\$7.71	\$7.18
*Total Staffing	16.00	15.00	16.00	14.00

\*See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## BUDGET HIGHLIGHTS

**City Council Action by Amendments:** The budget includes reduced funding for vacant positions.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Personnel:** This budget includes 100% funding for all filled positions, limited funding for vacant positions, and rate adjustments for healthcare and retirement in FY2020. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions. The Proposed Budget also reflects a decrease of two Full-Time Equivalents, a transfer to the Department of Justice Services and a transfer to the Department of Parks, Recreation, and Community Facilities.

**Operating:** This budget reflects the transfer of the Children and Youth program to the Department of Justice Service, along with one FTE, as well as the transfer of the Volunteer/Neighbor to Neighbor program to the Department of Parks & Recreation, along with one FTE. This transfer was made to provide more resources to these growing programs within the Human Services portfolio. Additional, this budget reflects an increase of \$50,000 for the Human Services Commission.

## AGENCY FISCAL DETAIL - GENERAL FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services				
Full-time Permanent	\$734,542	\$639,264	\$926,015	\$797,272
Overtime Permanent	269	—	—	—

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Holiday Pay Permanent	37,120	37,357	—	—
Shift Other Differential Perm	—	—	—	—
Vacation Pay Permanent	35,460	38,177	—	—
Sick Leave Permanent	28,723	23,596	—	—
Military Leave Permanent	—	5,499	—	—
Civil Leave Permanent	—	69	—	—
Death Leave Permanent	—	427	—	—
Temporary Employee	116,481	5,834	—	—
Overtime Temporary	—	—	—	—
Holiday Pay Temporary	41	273	—	—
Sick Leave Temporary	79	—	—	—
FICA	49,704	40,290	57,413	47,961
Retirement Contribution RSRS	136,769	77,205	142,689	168,821
Medicare FICA	12,759	9,423	13,427	11,217
Group Life Insurance	5,193	3,907	6,185	6,246
Health Care Active Employees	93,493	99,998	145,660	91,092
State Unemployment Ins	1,493	9,437	—	—
Health Savings Account	—	—	—	—
Education Pay	—	—	—	—
Bonus Pay	5,200	15,794	—	—
<b>Operating Services</b>				
Public Info & Relations Svcs	3,808	1,200	1,400	2,000
Info & Research Services	—	—	—	—
Management Services	47,908	14,340	18,650	73,700
Education & Training Services	210	—	—	—
Recreational Professional Svcs	4,800	2,899	2,000	2,500
Building Repair & Maint Svcs	—	—	—	—
Cleaning/Janitorial Services	—	12	—	—
Electrical Repair & Maint Svcs	—	—	—	—
Equipment Repair and Maint Services	—	27	—	—
Printing & Binding - External	—	661	1,000	1,000
Transportation Services	476	38	—	—
Mileage	2,229	2,349	4,900	5,000
Meals & Per Diem	693	175	1,500	1,200
Equipment Rental	475	—	—	—
Property Rental Agreements	13,757	9,514	—	—
Residential Property Rental	—	—	15,900	15,900
Security/Monitoring Services	—	2,369	976	976
Contract & Temp Personnel	14,844	5,372	1,700	1,900
Food & Drinks	5,673	5,945	1,850	1,400

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Operating Services</b>				
Election Services	16	—	—	—
Uniforms & Safety Supplies	5,817	222	—	—
Office Supplies & Stationary	11,482	9,026	14,250	11,800
Employee Appreciation Events & Awards	—	—	350	—
Office/Building Decor	—	218	—	—
Advertising & Publicity Supplies	7,386	5,718	9,400	9,600
Janitorial Supplies	—	—	—	—
Books & Reference Material	62	90	—	—
Recreational Supplies	8,480	—	—	—
Electrical Supplies	—	—	—	—
Air Conditioning Supplies	—	—	—	—
Paint & Paint Supplies	331	350	500	—
Reimbursed Interview Exp	—	—	—	—
Postal Services	540	909	500	1,000
Conference/Conventions	31	859	1,250	1,874
Membership Dues	283	250	869	1,100
Employee Training	2,496	5,256	5,958	6,600
Software	636	—	—	—
Equipment (Less Than \$5,000)	300	700	1,250	—
Electric Service	—	—	1,731	—
Refuse & Recycling Expenses	—	—	—	—
Recreation & Entertain Exp	533	1,486	—	—
Henrico Wastewater Treat	—	—	—	—
Non-Mandated Local Services	—	—	—	—
Dietary Supplies	—	—	—	—
Fuel for Dept Owned Vehicles	—	—	—	—
Internal Printing & Duplicating	4,553	1,889	1,200	1,500
DIT Charges (Billed from DIT Fund)	—	226	—	—
Equip & Other Assets Exp	—	—	—	—
Appropriation to Spec Rev Fund	129,675	122,781	116,211	114,295
<b>Total General Fund</b>	<b>\$1,524,820</b>	<b>\$1,201,429</b>	<b>\$1,494,733</b>	<b>\$1,375,954</b>

THIS PAGE LEFT INTENTIONALLY BLANK

---

---

## MISSION STATEMENT

The Department of Justice Services' mission is 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, Adult Day Reporting Center, Home Electronic Monitoring, the Richmond Juvenile Detention Center, and Administration. The department provides a variety of services to include jail screening and interviewing of pretrial defendants, case management/supervision, risk and clinical assessments, substance abuse education/testing, home electronic monitoring, anger management, community services, intake, mental health, food operations, security operations and maintenance & custodial services.

## DEPARTMENT OBJECTIVES

- Data Collection and Measurement - Collect and analyze key data elements to develop performance and outcome data reports that identify departmental success and areas for enhancement
- Communication - provide timely and accurate information to stakeholders and community partners
- Treatment and Dosage - Establish and implement standards for use of Cognitive Behavioral Interventions and dosage for moderate to high risk offenders

## PERFORMANCE MEASURES

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
01501	% of staff trained on trauma-informed practices	60%	71%	90%	90%
01502	% of Re-entry residents who obtained employment	35%	50%	50%	50%
01503	% of discharged clients who satisfactorily complete service plan goals	79%	74%	80%	85%
01504	% of discharged clients who satisfactorily completed service plan goals	79%	74%	80%	85%
01505	% of discharged clients who satisfactorily completed service plan goals	N/A	72%	85%	85%
01506	% of discharge clients who satisfactorily completed supervision plan	69%	72%	75%	75%
01507	% of face-to-face contacts for ensuring compliance	77%	77%	75%	75%
01508	% of clients that complete their supervision plan goals	91%	86%	75%	75%
01510	% of case plans targeting criminogenic needs based on risk assessment	93%	100%	100%	100%
01511	% of clients that complete their supervision plan goals	93%	79%	75%	75%

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
01512	% of face-to-face contacts for ensuring compliance	100%	75%	75%	75%
01513	% of discharged clients who satisfactorily completed service plan goals	N/A	72%	N/A	N/A
01513	% of clients who receive court date reminder notifications	N/A	N/A	90%	90%
01513	% of Re-entry residents who obtained employment	35%	50%	50%	50%
01517	% of discharged clients who satisfactorily completed service plan goals	N/A	51%	75%	75%

### GENERAL FUND PROGRAM BUDGETS

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
01501	Administration	\$1,190,150	\$1,308,455	\$1,223,331	\$1,405,194
01502	Secure Detention Operations	3,728,351	4,085,326	4,157,221	4,101,338
01503	In-Home Services	220,584	248,046	249,743	148,907
01504	Functional Families	154,501	141,181	155,358	223,435
01505	Juvenile Drug Court	214,172	221,467	314,565	257,421
01506	Community Monitoring	209,269	214,405	220,063	228,875
01507	Outreach Program	301,469	316,060	328,059	397,983
01508	Community Services	124,204	121,461	126,754	158,087
01510	Community Corrections	1,889,950	1,617,942	1,208,824	1,268,204
01511	Specialized Services	227,407	250,773	231,960	231,960
01512	Home Electronic Monitoring	505,055	595,104	583,233	679,890
01513	Project/Grants	25	—	—	—
01517	Day Reporting Center	—	326,995	335,309	681,022
01518	Children and Youth	—	—	—	79,589
	<b>Total General Fund Program</b>	<b>\$8,765,137</b>	<b>\$9,447,214</b>	<b>\$9,134,419</b>	<b>\$9,861,905</b>

### SERVICE LEVEL BUDGETS\*

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Accounting & Reporting (SV0901)	\$—	\$—	\$250	\$201
Administration (SV0801)	839,473	909,241	789,828	942,327
Case Management (SV2403)	577,304	963,173	954,992	1,220,453
City Copy & Print Services (SV1001)	32	252	2,107	1,068
Community Outreach (SV2101)	—	4	1,583	1,583
Counseling Services (SV2406)	—	—	18,653	18,653

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Court Services (SV1302)	—	989	—	—
Educational Services (SV0502)	54	1,000	—	—
Employee Training & Develop (SV1201)	864	209	1,875	1,875
Financial Management (SV0908)	319,513	334,252	355,455	387,379
Fleet Management (SV1502)	34,775	33,588	28,886	28,812
Food Services (SV2411)	193,754	177,610	201,305	248,202
Home Electronic Monitoring (SV2218)	796,958	869,484	906,049	1,073,083
Human Resources Management (SV0806)	—	199	—	—
Jails and Detention Facilities (SV1100)	24,957	56,330	386	386
Legal Counsel (SV1601)	—	1,504	—	—
Mail Services (SV1010)	562	1,929	3,724	3,800
Mgmt Information Systems (SV1011)	36,065	16,731	16,066	16,883
Mayor's Youth Academy (SV1202)	—	—	17,000	18,301
Medical Services (SV2417)	130,506	113,522	108,051	114,067
Misc Utility (SV0201)	5	—	—	—
Pre-Trial Services (SV1303)	207,968	235,007	270,814	416,722
Probation Services (SV1304)	703,760	814,050	394,961	392,125
Recruit, Select, & Reten Svcs (SV0807)	—	36	—	—
Re-Entry Services (SV1101)	973,063	597,532	570,779	443,959
Secure Detention (SV1102)	3,375,347	3,735,225	3,792,112	3,727,972
Substance Abuse Services (SV2425)	—	735	600	—
Truancy Prevention Services (SV2423)	300	—	—	—
Winter Storm Events-1/6/2017 Snow Storm (SV2603)	—	(4,081)	—	—
Youth Services (SV2424)	552,722	584,835	698,943	804,053
Default	(2,844)	3,858	—	—
<b>Total Service Level Budget</b>	<b>\$8,765,137</b>	<b>\$9,447,214</b>	<b>\$9,134,419</b>	<b>\$9,861,905</b>

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

### AGENCY FISCAL SUMMARY – JUSTICE SERVICES\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$6,908,004	\$7,687,587	\$7,577,765	\$8,288,654
Operating	1,857,133	1,759,627	1,556,654	1,573,251
<b>Total General Fund</b>	<b>\$8,765,137</b>	<b>\$9,447,214</b>	<b>\$9,134,419</b>	<b>\$9,861,905</b>
Special Fund	1,662,322	1,726,387	1,596,385	2,044,612
Capital Improvement Plan	185,000	—	—	—
<b>Total Agency Summary</b>	<b>\$10,612,459</b>	<b>\$11,173,601</b>	<b>\$10,730,804</b>	<b>\$11,906,517</b>
Per Capita	\$47.62	\$49.24	\$47.29	\$52.47
<b>*Total Staffing</b>	<b>144.63</b>	<b>154.50</b>	<b>154.63</b>	<b>156.00</b>

\* See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

**BUDGET HIGHLIGHTS**

**City Council Action by Amendments:** This budget includes reduced funding for vacant positions.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Personnel:** This budget includes 100% funding for all filled positions, limited funding for vacant positions, and rate adjustments for healthcare and retirement in FY2020. Additionally, this budget includes funding for two positions that were not part of the department's personnel count in FY2019. One of those positions was transferred from the Department of Human Services. This budget also includes a 3% salary increase for permanent full and part-time positions.

**Operating:** This budget reflects a slight increase in operating expenditures from the FY20 Approved budget to increase healthy food options at the Juvenile Detention Center.

**AGENCY FISCAL DETAIL - GENERAL FUND**

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Full-time Permanent	\$4,161,331	\$4,467,229	\$5,323,830	\$5,782,250
Overtime Permanent	25,276	137,033	23,000	23,000
Holiday Pay Permanent	218,318	272,418	—	—
Shift Other Differential Perm	28,157	30,214	—	31,834
Vacation Pay Permanent	277,912	290,434	—	—
Sick Leave Permanent	208,028	167,958	—	—
Compensatory Leave Perm	4,868	5,826	—	—
Military Leave Permanent	674	2,310	—	—
Civil Leave Permanent	222	488	—	—
Death Leave Permanent	7,338	5,757	—	—
Part-time Salaries	38,006	35,547	39,836	62,728
Holiday Pay Part-time	2,449	3,061	—	—
Vacation Pay Part-time	2,048	2,369	—	—
Sick Leave Personal Part-time	1,307	2,494	—	—
Death Leave Perm Part-Time	349	—	—	—
Temporary Employee	140,276	170,111	72,000	72,000
Overtime Temp	93	—	—	—
Holiday Pay Temporary	3,976	8,146	—	—
Vacation Temporary	136	—	—	—
Sick Leave Temporary	973	1,278	—	—
Civil Leave Temp	143	—	—	—
Earned HOL Pay-Temporary	—	24	—	—
FICA	299,431	330,499	338,439	366,527
Retirement Contribution RSRS	636,904	693,857	709,007	791,693
Medicare FICA	70,437	77,196	78,934	85,724
Group Life Insurance	31,186	33,241	34,119	37,717



Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Health Care Active Employees	692,276	832,894	958,600	1,035,181
State Unemployment Ins	3,890	3,858	—	—
Health Savings Account	2,000	5,250	—	—
Bonus Pay	50,000	108,072	—	—
Gift Cards	—	26	—	—
<b>Operating Services</b>				
Auditing Services - External	—	5,000	6,000	6,000
Public Info & Relations Svcs	2,380	1,455	—	—
Laboratory & X-Ray Services	—	7,422	17,138	17,138
Information & Research Svcs	1,927	4,204	1,581	1,581
Attorney/Legal Services	45	—	—	—
Management Services	1,196,672	881,184	806,174	827,602
Education & Training Services	—	4,900	2,000	2,000
Building Repair & Maint Svcs	—	67	30,000	30,000
Equipment Repair & Maint	4,551	5,839	11,269	11,269
Vehicle Repair & Maint	24,668	15,204	7,810	8,682
Transportation Services	72	1,750	500	500
Mileage	2,796	397	11,961	10,922
Employee Parking Subsidy	1,210	1,111	1,950	1,950
Equipment Rental	133,874	147,814	246,497	246,497
Property Rental Agreements	—	—	21,600	—
Security/Monitoring Services	240	690	12,037	12,037
Contract And Temporary Personnel Services	—	1,000	—	—
Food & Drink Services	732	24,745	2,128	2,128
Uniforms & Safety Supplies	3,792	12,151	15,983	13,950
Office Supplies & Stationary	12,410	23,095	39,518	39,964
Janitorial Supplies	6,200	4,645	5,568	4,508
Books & Reference Materials	—	9,442	150	150
Recreational Supplies	424	606	980	962
Medical & Laboratory Supplies	5,550	6,648	12,020	12,020
Paint & Paint Supplies	—	—	500	500
Postal Services	1,539	1,611	4,924	5,018
Conference/Conventions	5,757	4,346	10,764	9,264
Magazine/Newspaper Subscript	—	114	—	—
Membership Dues	35	270	386	386
Employee Training	383	10,333	1,931	6,793
Software	20,581	—	2,605	2,605
Equipment (Less Than \$5,000)	151	3,511	5,963	5,000
Refuse & Recycling Expenses	—	77	—	—
Misc Utility Services	(22)	—	200	200

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Operating Services</b>				
Emergency Shelter	—	—	5,000	5,000
Public Facilities & Improvement	—	63	—	—
Psychiatric Services	20,400	17,325	20,300	21,300
Dietary Supplies	33,116	40,252	60,306	85,306
Paper Products	5,727	10,351	2,936	2,887
Kitchen Supplies	—	3,992	3,846	3,846
Laundry Supplies & Linen	—	—	5,000	5,000
Personal Care Supplies	921	1,627	4,224	4,224
Wearing Apparel-Inmates	229	108	4,536	4,536
Medical Services (Sheriff)	1,764	—	7,200	7,200
Dental Services - Inmates	105	257	2,520	2,520
Carwash	893	—	—	—
Fuel for Dept Owned Vehicles	4,615	6,134	6,135	5,650
Monthly Standing Costs	2,558	2,467	4,932	5,919
Auto Fuel	20	—	—	—
Auto Expenses Charged by Fleet (M5 only)	—	9,637	11,064	11,096
Internal Printing & Duplicating	1,397	713	14,325	3,948
Medical Services	355,722	456,274	27,500	28,500
DIT Charges (Billed from DIT Fund)	—	2,888	—	—
Equip & Other Assets Exp	3,702	27,910	—	—
Approp For Spec Rev Funds	—	—	96,693	96,693
<b>Total General Fund</b>	<b>\$8,765,137</b>	<b>\$9,447,214</b>	<b>\$9,134,419</b>	<b>\$9,861,905</b>

## 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.

## PERFORMANCE MEASURES

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
02801	% of restaurant inspections completed on time	94.8%	N/A	90%	90%
02801	% of patients newly diagnosed with early syphilis or HIV who are appropriately counseled	89%	N/A	90%	90%
02801	# of People successfully navigated to medical homes	173	N/A	315	346
02801	# of Long Acting Reversible Contraceptive devices (LARCs) placed	190	N/A	200	200

## GENERAL FUND PROGRAM BUDGETS

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
02801	Public Health Services	\$3,781,490	\$3,781,490	\$4,030,490	\$4,863,490
	<b>Total General Fund Program</b>	<b>\$3,781,490</b>	<b>\$3,781,490</b>	<b>\$4,030,490</b>	<b>\$4,863,490</b>

## SERVICE LEVEL BUDGETS\*

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Public Health Services (SV2420)	\$3,781,490	\$3,781,490	\$4,030,490	\$4,863,490
<b>Total Service Level Budget</b>	<b>\$3,781,490</b>	<b>\$3,781,490</b>	<b>\$4,030,490</b>	<b>\$4,863,490</b>

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

## AGENCY FISCAL SUMMARY – RICHMOND CITY HEALTH DISTRICT

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Operating	\$3,781,490	\$3,781,490	\$4,030,490	\$4,863,490
<b>Total General Fund</b>	<b>\$3,781,490</b>	<b>\$3,781,490</b>	<b>\$4,030,490</b>	<b>\$4,863,490</b>

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Total Agency Summary</b>	<b>\$3,781,490</b>	<b>\$3,781,490</b>	<b>\$4,030,490</b>	<b>\$4,863,490</b>
Per Capita	\$16.97	\$16.66	\$17.76	\$21.43

## BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This budget was increased to provide funding for a Smoking Cessation and a Disease Prevention Program

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Operating:** The proposed budget reflects funding of \$365,000 in FY20 for personnel and operational funding for Health Workers, Resource Center Staff and a Family Transition Coach. The City and the Health District aim to build a public-private partnership to fund these initiatives by contributing 50 percent of funding from the City, and 50 percent of funding from foundations.

Funding of \$225,000 in FY20 will be used to fund two Health Workers and staff in all Resource Centers in public housing. Increased funding for the Resource Center Staff and Health Workers will ensure that existing Resource Centers in public housing remain open to serve residents within those communities, in order to provide vital health services to public housing residents.

Funding of \$140,000 in FY20 will be used to hire four Family Transition Coaches to help residents living in public housing transition to mixed-income housing.

Funding of \$117,000 was also included as a local match for the state salary increase.

## AGENCY FISCAL DETAIL - GENERAL FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Operating Services</b>				
Payments To Other Government Agencies	\$3,781,490	\$3,781,490	\$4,030,490	\$4,863,490
<b>Total General Fund</b>	<b>\$3,781,490</b>	<b>\$3,781,490</b>	<b>\$4,030,490</b>	<b>\$4,863,490</b>

## 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, 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, foster homes, and in the community.

## DEPARTMENT OBJECTIVES

- To increase the percentage of youth receiving services in their community
- To meet the Virginia Department of Social Services' standards in investigating public assistance fraud to ensure appropriate allocation of government resources
- To meet the Virginia Department of Social Services' guidelines for timely processing applications for assistance

## PERFORMANCE MEASURES

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
02701	# completed cases per investigator per year	1,050	1,069	1,224	1,224
02702	Increase the % of youth receiving State and Local funded home based services that are not eligible for federal funded Title IV-E services	32%	30%	28%	28%
02703	VDSS guidelines for timely processing rate is 97% per month per program area	98%	99.86%	97%	97%
02704	To timely process a minimum of 97% of general relief cases for unattached children within 45 days	98%	N/A	97%	97%
02705	To timely process a minimum of 97% of all AG cases within the VDSS processing guideline of 45 days	98%	N/A	97%	97%
02706	To increase the % of eligible destitute families with children who may or may not meet TANF eligibility factors for emergency assistance not to exceed 30 days	98%	N/A	98%	98%
02707	To timely process Refugee Assistance applications in accordance with VDSS requirements for timely processing at a rate of 97%	98%	100%	97%	97%

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
02708	Provides Administrative Function for CF&A	72%	80%	80%	80%
02709	Discharges to Permanency-youth discharged to permanent homes	72%	43%	50%	50%
02710	Referral Contacts Within Response Priority	79%	92%	90%	90%
02711	Increase the # of Long Term Care Screenings within the 30 day timeframe by 5%	80%	95%	95%	95%
02712	To reduce the amount of time children are in out-of-home care to less than 24 months for at least 5% of all clients discharged to adoption	90%	18%	46%	46%
02713	Increase the # of dispositions made for APS investigations within the 45 day timeframe by 5%	90%	95%	95%	95%
02714	To increase the successful rate for preserving and strengthening families, avoid unnecessary out-of-home or out-of-community placements, reunify children with families or find new permanent homes	90%	90%	90%	90%
02715	VDSS guidelines for timely processing rate is 97% per month per program area	98%	97%	97%	97%
02716	VDSS guidelines for timely processing rate is 97% per month per program area	98%	97%	97%	97%
02717	VDSS guidelines for timely processing rate is 97% per month per program area	98%	99%	97%	97%
02718	Increase # of participants	90%	90%	90%	90%
02719	VDSS guidelines for timely processing rate is 97% per month per program area	98%	100%	97%	97%
02720	VDSS guidelines for timely processing rate is 97% per month per program area	98%	98%	98%	98%
02721	Increase the # of available foster care families	17	20	5	5
02722	VDSS and City of Richmond guidelines for timely processing rate is 97% per month per program area	97%	97%	97%	97%
02723	Increase # of participants in parenting groups	8	16	10	10
02724	Increase # of family partnership meetings by 5%	98%	98%	100%	100%

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
02725	Increase # of participants	90%	90%	90%	90%
02726	Increase the % of youth receiving State and Local funded home based services that are not eligible for federal funded Title IV-E services	32%	25%	25%	25%
02727	Increase the # of homeless population receiving services	90%	90%	90%	90%

### GENERAL FUND PROGRAM BUDGETS

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
02701	Administration	\$4,451,030	\$13,817,499	\$4,494,844	\$5,236,224
02702	CSA	—	255,742	9,544,316	9,442,201
02703	Financial Assist Administration	8,230,832	7,417,802	7,009,631	7,457,994
02704	General Relief	581,534	111,189	237,839	237,839
02705	Auxiliary Grants-Aged, Blind & Disabled	3,271,546	2,704,734	2,871,843	2,702,800
02706	Emergency Assistance	906	—	—	—
02707	Refugee Assistance	2,378	—	15,000	15,000
02708	Adult/Family Admin	2,201,462	2,375,758	2,499,811	2,514,858
02709	Foster Care	6,072,313	6,425,366	7,262,677	7,300,891
02710	Child Protective Services (CPS)	2,563,578	2,577,451	2,689,567	2,616,466
02711	Adult Services	914,141	873,403	931,719	963,386
02712	Adoption	7,418,373	7,593,835	8,062,028	8,117,071
02713	Adult Protective Services (APS)	620,464	568,670	501,200	451,852
02714	Family Stabilization	1,691,596	1,736,854	1,862,353	1,697,247
02715	V.I.E.W.	2,676,129	2,430,421	2,551,679	2,392,410
02716	SNAPET	79,492	55,070	30,526	29,776
02717	Hospital Based Eligibility Workers	560,725	388,034	331,579	218,319
02718	Healthy Start - Local Only	127,369	164,706	111,400	111,150
02719	Child Day Care (VIEW)	694,548	721,905	738,066	793,669
02720	Southside Community Services Center	1,135,383	867,905	700,413	752,450
02721	Foster Parent Training	336,635	381,130	489,503	316,702
02722	Finance & Admin Tech Supp	1,976,094	2,314,606	2,463,122	2,791,563
02723	Early Childhood-Local Only	453,220	136,291	27,378	27,378
02724	Family Preservation	216,345	69,069	70,000	70,000
02725	Local Only	8,997,626	228,203	190,952	190,952
02726	Projects/Grants	1,235	—	—	—

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
02727	Non-Reimbursable Local Portion	145,199	691,341	946,634	877,174
	<b>Total General Fund Program</b>	<b>\$55,420,152</b>	<b>\$54,906,986</b>	<b>\$56,634,080</b>	<b>\$57,325,372</b>

## SERVICE LEVEL BUDGETS\*

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Accounts Payable (SV0902)	\$—	\$—	\$—	\$—
Administration (SV0801)	4,516,028	8,554,784	8,092,767	8,151,228
Adoption Services (SV2401)	743,514	7,358,019	8,146,874	8,175,820
Adult Services (SV2402)	969,932	1,450,480	1,668,150	1,662,576
Audit Services (SV1801)	1,691	—	—	—
Burial Services (SV1501)	(27,275)	36,851	48,250	48,250
Cap Improve Plan (CIP) Mgmt (SV0906)	74	—	—	—
Case Management (SV2403)	304,408	155,444	51,093	37,687
Childcare Services (SV2404)	450,351	212,947	7,243	7,530
Children's Protective Services (SV2405)	2,800,769	2,725,401	2,800,491	2,675,497
City Copy & Print Services (SV1001)	24,750	8,507	8,492	8,492
Community Outreach (SV2101)	58,277	28,939	—	—
Counseling Services (SV2406)	34,873	5,359	—	—
Customer Service (SV0302)	1,286,972	1,631,440	1,959,435	1,932,783
Desktop Support (SV1005)	23,249	34,372	—	—
Early Child Dev. Initiative (SV2407)	357,951	387,592	223,265	225,788
Educational Services (SV0502)	10,870	—	—	—
Eligibility Determ Svcs (DSS) (SV2408)	4,402,581	7,916,232	9,381,363	9,949,554
Emergency and Gen. Assist. (SV2409)	2,487,171	1,342,592	491,141	574,149
Emergency Operations Coord (SV0703)	—	—	3,576	2,076
Emergency Preparedness (SV0700)	2,097	3,281	—	—
Employee Relations (SV0805)	—	136	—	—
Employee Train & Develop (SV1201)	437,514	303,560	346,022	174,480
Engineering Services (SV1701)	18,601	26,676	—	—
Facilities Management (SV2006)	14,365	20,937	—	—
Fam Focused/Preservatn Svcs (SV2410)	1,747,490	2,024,754	2,044,477	1,962,006
Financial Management (SV0908)	950,256	1,039,647	993,622	1,092,551
Fleet Management (SV1502)	115,105	142,757	118,271	124,486
Food Services (SV2411)	—	550	—	—
Food Stamps (SV2412)	—	—	—	—
Foster Care Services (SV2413)	2,114,481	14,877,678	16,965,046	16,916,130
Grants Management (SV0909)	8,511	4,213	—	—
Grounds Management (SV2002)	1,495	—	—	—
Homeless Services (SV2415)	505,323	575,167	594,006	602,701



General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Housing Assistance (SV2414)	—	—	—	—
Human Resources Mgmt. (SV0806)	406,059	327,240	366,969	466,295
Human Services (SV2400)	2,846,929	(156,508)	—	—
Interagency Svc. Coord./CSA (SV2416)	8,409,942	61,840	71,654	74,170
Investigations (SV2202)	510,030	568,704	540,163	439,980
Legal Counsel (SV1601)	—	16,225	—	—
Mail Services (SV1010)	52,418	40,045	—	—
Management Info Systems (SV1011)	381,427	306,253	386,222	389,058
Mayor's Youth Academy (SV1202)	—	9,473	—	—
Parking Management (SV1505)	—	186,850	—	234,960
Perfrm Measurement Ovrsght (SV1803)	82,261	31,304	—	—
Public Health Services (SV2420)	798	—	—	—
Purchased Svcs for Client Pay (SV2426)	—	1,975	—	—
Records Management (SV2302)	519,715	509,139	523,542	565,954
Recruit, Select, & Retent. Svcs (SV0807)	—	2,832	14,875	14,875
Re-Entry Services (SV1101)	158,364	84,730	19,938	20,634
Risk Management (SV1703)	3,420	—	—	—
Security Management (SV2217)	420	—	441,878	441,878
Software/Apps Dev & Supp (SV1016)	—	24,500	—	—
Special Events (SV2209)	23,567	—	—	—
Strategic Planning & Analysis (SV0913)	52,019	68,412	50,271	77,982
Telecomm Systms Mgmt (SV1002)	16,937	326	—	—
Transportation Services (SV2507)	—	158,089	262,884	262,884
Workforce Development (SV1203)	1,736,578	852,076	12,100	12,918
Default	15,857,846	945,167	—	—
<b>Total Service Level Budget</b>	<b>\$55,420,152</b>	<b>\$54,906,986</b>	<b>\$56,634,080</b>	<b>\$57,325,372</b>

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

### AGENCY FISCAL SUMMARY – SOCIAL SERVICES\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$25,822,980	\$25,464,084	\$25,890,109	\$26,156,102
Operating	29,597,172	29,442,902	30,743,971	31,169,270
<b>Total General Fund</b>	<b>\$55,420,152</b>	<b>\$54,906,986</b>	<b>\$56,634,080</b>	<b>\$57,325,372</b>
Special Fund	20,773,254	20,788,865	24,477,014	22,689,525
<b>Total Agency Summary</b>	<b>\$76,193,406</b>	<b>\$75,695,851</b>	<b>\$81,111,094</b>	<b>\$80,014,897</b>
Per Capita	\$341.90	\$333.58	\$357.45	\$352.61
Total Staffing	497.30	496.32	498.80	496.30

\*See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This budget includes reduced funding for vacant positions.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Personnel:** The budget includes 100% funding for all filled positions, limited funding for vacant positions, and rate adjustments for healthcare and retirement in FY2020. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions.

**Operating:** This budget reflects an increase in operating primarily due Architectural & Engineering account.

## AGENCY FISCAL DETAIL - GENERAL FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Full-time Permanent	\$14,589,179	\$13,893,068	\$17,503,283	\$17,838,320
Overtime Permanent	246,921	256,773	37,629	36,779
Holiday Pay Permanent	852,471	926,254	—	—
Shift Other Differential Perm	40	—	—	—
Vacation Pay Permanent	1,158,038	1,174,072	—	—
Sick Leave Permanent	819,873	774,954	—	—
Civil Leave Permanent	7,013	3,674	—	—
Death Leave Permanent	27,085	27,414	—	—
Part-time Salaries	20,223	18,188	19,989	20,692
Holiday Pay Part-time	1,005	1,109	—	—
Vacation Pay Part-time	2,024	210	—	—
Sick Leave Personal Part-time	445	383	—	—
Temporary Employee	216,963	216,632	—	—
Overtime Temp	2,008	487	—	—
Holiday Pay Temporary	13,264	10,862	—	—
Sick Leave Temporary	4,853	6,354	—	—
Funeral Leave Temporary	1,201	—	—	—
FICA	1,113,261	1,026,288	1,088,731	1,109,314
Retirement Contribution RSRS	3,494,816	3,422,004	3,553,290	3,395,562
Medicare FICA	260,736	240,288	254,623	259,436
Group Life Insurance	95,773	95,990	99,714	100,209
Health Care Active Employees	2,692,323	2,959,983	3,332,850	3,395,790
State Unemployment Ins	21,531	24,033	—	—
Health Savings Account	2,000	3,688	—	—
Education Pay	2,683	2,645	—	—
Bonus Pay	177,250	378,731	—	—
Professional Services	—	6,430	15,000	15,000
Architectural & Engineering	18,601	26,676	80,730	161,460

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Operating Services</b>				
Contractor Construction Svcs	750	—	—	—
Public Info & Relations Svcs	14,443	12,013	5,688	5,688
Media Svcs (Advertising)	—	1,732	14,875	14,875
Information & Research Svcs	5,912	1,810	2,500	2,500
Management Services	10,804	55,845	10,000	40,399
Education & Training Services	22,705	147,971	—	5,000
Building Repair & Maint Svcs	2,106	10,780	4,851	4,851
Cleaning/Janitorial Services	8,230	7,876	—	9,862
Electrical Repair & Maint Svcs	2,917	—	—	—
Equipment Repair & Maint	13,430	3,194	5,000	2,500
Pest Control Services	3,420	—	—	—
Vehicle Repair & Maint	74,203	80,086	40,650	41,200
Printing & Binding - External	4,583	2,127	—	—
Moving & Relocation Services	—	922	—	—
Transportation Services	116,040	167,171	311,344	311,344
Mileage	5,900	26	—	250
Meals & Per Diem	5,770	—	—	—
Employee Parking Subsidy	154,729	184,540	—	234,960
Equipment Rental	3,072	—	—	—
Property Rental Agreements	2,769,871	3,462,673	2,910,352	2,947,692
Residential Property Rental	35,972	—	—	—
Security/Monitoring Services	402,785	467,120	317,152	317,152
Contract & Temp Personnel	425,721	211,356	146,187	154,907
Food & Drinks	16,502	9,351	3,488	2,738
Other Services	433,818	22,635	—	—
Uniforms & Safety Supplies	957	—	—	—
Office Supplies & Stationary	211,902	153,108	168,380	142,498
Employee Appreciation Events & Awards	6,004	7,708	1,970	1,970
Office/Building Décor	67	2,395	—	—
Advertising Supplies	38,212	11,787	—	—
Books & Reference Material	7,592	6,310	4,620	4,620
Educational Supplies	—	525	—	—
Electrical Supplies	22	—	—	—
Cable	4,442	326	—	—
Industrial & Shop Supplies-	617	—	—	—
Mechanical Supplies	33	—	—	—
Medical & Laboratory Supp	9,294	1,077	—	—
Paint & Paint Supplies	65	—	—	—
Express Delivery Services	120	—	—	—
Postal Services	52,558	26,567	33,915	33,915

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Operating Services</b>				
Telecommunications Services	17,098	301	—	—
Conference/Conventions	87,271	84,611	10,298	1,250
Magazine/Newspaper Subscri	—	146	—	—
Membership Dues	11,386	9,455	2,625	2,625
Employee Training	58,858	53,847	57,182	86,321
Software	129,508	10,279	—	—
Computer Accessories	953	180	—	—
Appliances	3,600	159	—	—
Equipment (Less Than \$5K)	54,869	31,870	—	—
Software License	957	143,113	123,000	125,000
Refuse & Recycling Expenses	8,101	856	2,400	21,168
Recreation and Entertainment Expenses	—	218	—	—
Pagers	54	—	—	—
ADC FC FH Maint & Care	658,856	478,554	892,445	892,445
ADC FC Instit Main Care	4,354,236	3,726,433	4,116,072	4,116,072
General Relief-Burial Asst.	395,198	8,831	—	—
Child Care Service	27,500	—	—	—
Education and Training	82,372	40,176	91,623	91,623
Emergency Assistance	44,410	—	—	—
Emergency Prevention	102,554	225,543	240,899	240,899
Emergency Shelter	42,665	945	—	—
Emp.Ser.Prog.-Gr-Pur.Ser	—	750	—	—
Foster Care FH S L Maint Care	471	—	—	—
Grants To Civic Serv Cult	2,700	—	—	—
Gr-Maintenance	10,841	27,741	44,839	44,839
Home Based Services	415,683	332,907	451,923	451,923
Homelessness Prevention	—	—	—	—
Opt Grants Aged Blind Disable	1,897,159	1,836,464	2,017,100	2,017,100
Protective Services	1,080	28,133	34,130	34,130
Public Services	—	242	—	—
Administrative Plan/Mgt Costs	11,272	—	—	—
Special Needs Adoption	1,444,066	1,258,340	1,515,628	1,515,628
Special Needs Adoption Iv-E	5,321,003	5,856,888	6,053,378	6,053,378
Storage	26,611	9,244	5,203	5,203
Supplement To Aid To Aged	642,833	668,753	675,700	675,700
Supplement To Aid To Blind	6,857	4,143	10,000	10,000
Trav Rel To And For Wel Client	9,559	6,676	11,785	11,785
Welfare Grants	—	—	15,000	15,000
Non-Mandated Local Services	227,652	377,289	818,861	820,522
Emergency Contingency	45	1,107	1,500	—

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Operating Services</b>				
Workforce Training	17,532	27,126	—	—
Foster Care Independent Living	86,429	352,242	389,500	389,500
Program Administration	—	21,302	—	—
Fire Protection & Emergency Services Supplies	6,048	—	—	—
Law Enforcement Supplies	225	—	—	—
Dietary Supplies	22,052	37	—	—
Paper Products	—	65	—	—
Auto Parts & Other Supplies	365	—	—	—
Fuel for Dept Owned Vehicles	29,725	42,746	40,465	47,500
Monthly Standing Costs	11,346	11,182	33,545	35,786
Auto Fuel	—	10	—	—
Auto Expenses Charged by Fleet (M5 only)	—	2,757	3,676	—
Internal Printing & Duplicating	34,640	10,684	8,492	8,492
Medical Services	333	—	—	—
DIT Charges (Billed from DIT Fund)	—	37,137	—	—
Equip & Other Assets Exp	32,607	8,681	—	—
Vehicle Expense	—	123,698	—	—
Approp For Spec Rev Funds	8,378,364	8,488,906	9,000,000	9,000,000
Payment to Other Gov Agencies	1,898	—	—	—
Conversion	(6,839)	—	—	—
<b>Total General Fund</b>	<b>\$55,420,152</b>	<b>\$54,906,986</b>	<b>\$56,634,080</b>	<b>\$57,325,372</b>

THIS PAGE LEFT INTENTIONALLY BLANK

---

**EDUCATION**

THIS PAGE LEFT INTENTIONALLY BLANK

---



## MISSION STATEMENT

The mission of Richmond Public Schools, the gateway to infinite possibilities, is to lead our students to extraordinary, honorable lives as inspirational global leaders who shape the future with intellect, integrity and compassion through challenging, engaging learning experiences guided by highly qualified, passionate educators in partnership with families and communities.

## DEPARTMENTAL OVERVIEW

The district serves nearly 24,000 students, representing the region’s diverse socioeconomic mix. Richmond Public Schools (RPS) is comprised of 25 elementary schools, including one charter school, seven middle schools, five comprehensive high schools and three specialty schools. U. S. News and World Report ranked Richmond Community and Open high schools among the state’s top public high schools. And, Franklin Military Academy stands as the nation’s first public military school. The district also operates two regional Governor’s School programs. Gifted and talented students are served by SPACE (Special Program for Academic and Creative Excellence) at the elementary and middle school levels, and by advanced placement and dual enrollment courses at the high school level. Academically advanced students may also earn the prestigious International Baccalaureate (IB) diploma at Thomas Jefferson High School or apply to attend the Maggie L. Walker Governor’s School for Government and International Studies and the Appomattox Governor’s School for the Arts and Technology.

## DEPARTMENTAL OBJECTIVES

- Improve Student Achievement
- Promote a Safe and Nurturing Environment
- Provide Strong Leadership for Effective and Efficient Operations
- Enhance Capacity Building through Professional Development
- Strengthen Collaborations with Stakeholders
- Increase Parent and Community Satisfaction

## GENERAL FUND PROGRAM BUDGETS

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
07801	RPS - Pubic Schools	\$151,521,909	\$155,175,684	\$169,146,483	\$175,193,143
07802	RPS - State Sales Tax	25,461,412	—	—	—
	<b>Total General Fund Program</b>	<b>\$176,983,321</b>	<b>\$155,175,684</b>	<b>\$169,146,483</b>	<b>\$175,193,143</b>

## SERVICE LEVEL BUDGETS\*

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Educational Services (SV0502)	\$176,983,321	\$155,175,684	\$169,146,483	\$175,193,143
<b>Total City Appropriation</b>	<b>\$176,983,321</b>	<b>\$155,175,684</b>	<b>\$169,146,483</b>	<b>\$175,193,143</b>

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

## AGENCY FISCAL SUMMARY – RICHMOND PUBLIC SCHOOLS\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Operating	\$176,983,321	\$155,175,684	\$169,146,483	\$175,193,143
<b>Total General Fund</b>	<b>\$176,983,321</b>	<b>\$155,175,684</b>	<b>\$169,146,483</b>	<b>\$175,193,143</b>
Special Fund	—	—	27,107,353	28,247,705
Capital Improvement Plan	9,400,000	9,393,957	151,862,000	19,000,000
<b>Total Agency Summary</b>	<b>\$186,383,321</b>	<b>\$164,569,641</b>	<b>\$348,115,836</b>	<b>\$222,440,848</b>
Per Capita	\$836.35	\$725.24	\$1,534.10	\$980.27

\*FY2016 and FY2017 included +\$26M in State Shared Sales Tax revenue which was moved to a special fund, dedicated to RPS, in FY2018.

### BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This agency's budget was not amended by City Council.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Operating:** This budget reflects the removal of one-time funding budgeted in FY2019 of \$12,470,800.

Additionally, this budget includes the following, a \$18,517,460 increase from the FY2020 Approved Budget (\$156,675,683):

- Proposed funding of \$11,760,000 for DREAMS4RPS strategic initiatives,
- Proposed funding of \$6,100,000 for the local match for teacher and staff salary increases,
- Proposed funding of \$373,360 for Richmond Public Schools to partner with Nextup RVA to fund on-site security and transportation that will aid in connecting up to 800 students to more than 40 expanded learning programs across five middle schools, and
- Proposed funding of \$284,100 for the School Crossing Guard program which was transferred from the Richmond Police Department

### AGENCY FISCAL DETAIL - GENERAL FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Appropriation For Rich Pub Schools	\$176,983,321	\$155,175,684	\$169,146,483	\$175,193,143
<b>Total General Fund</b>	<b>\$176,983,321</b>	<b>\$155,175,684</b>	<b>\$169,146,483</b>	<b>\$175,193,143</b>

**RECREATION & CULTURE**

THIS PAGE LEFT INTENTIONALLY BLANK

---

*This Department is now participating in the Performance Based Budgeting Pilot. Please refer to Section 5 - Performance Based Budgeting of the FY2020 Adopted Amendments to the Biennial Fiscal Plan.*

THIS PAGE LEFT INTENTIONALLY BLANK

---

## 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.

## DEPARTMENT OBJECTIVES

- Children will enter school ready to learn and will have resources to help them succeed academically
- Residents will have access to technology needed for school, work, and life
- Residents will have access in their communities to resources and information for lifelong learning and development
- Richmond Public Library's structure and operations will be improved to increase efficiency and effectiveness
- Library buildings will be designed and constructed to provide inviting and appropriate spaces to meet the needs of Richmond's residents

## PERFORMANCE MEASURES

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
00302,00303,00304, 00305,00306,00309	Circulation of library materials	\$396,588/ 626,842	\$485,971/ 665,688	518,417/ 710,411	556,116/ 745,623
00302,00303,00304, 00305,00306,00309	# of visitors to libraries (door count)	791,667	805,281	890,820	905,851
00301	Amount of money raised annually	\$276,179	\$39,867	\$205,000	\$275,000
00302,00303,00304, 00305,00306,00309	Turnover rate of collection (print, eBooks)	1.50	1.62	1.73	1.95

## GENERAL FUND PROGRAM BUDGETS

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
00301	Library Administration	\$726,921	\$712,370	\$731,552	\$757,018
00302	Adult & Family Services	2,747,977	3,183,835	3,286,735	3,816,073
00303	Children & Family Services	842,340	751,267	889,547	831,254
00304	Young Adult Services	584,892	666,184	708,773	671,610
00305	City Records Center	65,955	88,154	92,363	104,210
00306	Neighborhood Community Services	71,823	64,389	76,383	46,738
00312	Richmond Public Library	—	31,017	—	77,734
	<b>Total General Fund Program</b>	<b>\$5,039,907</b>	<b>\$5,497,215</b>	<b>\$5,785,353</b>	<b>\$6,304,636</b>

### SERVICE LEVEL BUDGETS\*

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Administration (SV0801)	\$406,496	\$554,301	\$473,275	\$565,763
Adoption Services (SV2401)	192	—	—	—
Benefits Administration (SV0802)	—	66	—	—
Business Attraction (SV0403)	—	1,382	—	—
Catalog and Circulation (SV0501)	645,005	807,896	822,672	895,828
Community Outreach (SV2101)	359	992	—	—
Comm Wealth Bldg Init (SV2427)	—	—	22,226	25,600
Customer Service (SV0302)	1,627,836	1,599,920	2,023,549	2,222,603
Early Child Dev Initiative (SV2407)	3,129	—	47,892	100,479
Educational Services (SV0502)	1,277,687	1,301,233	1,285,111	1,385,234
Facilities Management (SV2006)	169,564	324,706	135,830	113,443
Financial Management (SV0908)	129,509	129,984	132,348	138,981
Fleet Management (SV1502)	6,103	5,390	—	—
Grants Management (SV0909)	72,759	73,802	72,370	74,912
Human Resources Mgmt (SV0806)	66,334	215	1,995	2,297
Mail Services (SV1010)	40,575	41,902	41,609	43,676
Mgmt Info Systems (SV1011)	103,335	107,225	107,379	113,561
Public Access Computers (SV1013)	160,232	196,176	266,494	255,441
Records Management (SV2302)	65,845	78,802	76,963	87,710
Reference Services (SV0503)	264,947	273,198	275,638	279,108
Default (000)	—	24	—	—
<b>Total Service Level Budget</b>	<b>\$5,039,907</b>	<b>\$5,497,215</b>	<b>\$5,785,353</b>	<b>\$6,304,636</b>

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

### AGENCY FISCAL SUMMARY – LIBRARY\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$4,148,077	\$4,383,217	\$4,569,563	\$5,054,784
Operating	891,830	1,113,998	1,215,790	1,249,852
<b>Total General Fund</b>	<b>\$5,039,907</b>	<b>\$5,497,215</b>	<b>\$5,785,353</b>	<b>\$6,304,636</b>
Special Fund	651,161	719,767	712,500	407,977
Capital Improvement Plan	553,424	—	—	—
<b>Total Agency Summary</b>	<b>\$6,244,492</b>	<b>\$6,216,982</b>	<b>\$6,497,853</b>	<b>\$6,712,613</b>
Per Capita	\$28.02	\$27.40	\$28.64	\$29.58
*Total Staffing	83.00	84.00	84.00	89.50

\*See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.



## BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This budget includes reduced funding for vacant positions.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Personnel:** The budget includes 100% funding for all filled positions, limited funding for vacant positions, and rate adjustments for healthcare and retirement in FY2020. Personnel funding represents the continuation of extended hours and Sunday opening. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions.

**Operating:** This budget reflects a small increase to operating accounts.

## AGENCY FISCAL DETAIL - GENERAL FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Full-time Permanent	\$2,269,431	\$2,288,198	\$2,748,590	\$3,068,562
Overtime Permanent	1,458	1,803	—	—
Holiday Pay Permanent	133,291	149,148	—	—
Vacation Pay Permanent	166,885	169,310	—	—
Sick Leave Permanent	108,571	106,303	—	—
Compensatory Leave Permanent	—	—	—	—
Civil Leave Permanent	1,407	730	—	—
Death Leave Permanent	2,821	3,567	—	—
Earned HOL Pay-Permanent	138	—	—	—
Part-time Salaries	187,205	198,387	381,164	340,544
Overtime Part-time	101	1,150	—	—
Holiday Pay Part-time	9,403	11,001	—	—
Vacation Pay Part-time	7,137	15,790	—	—
Sick Leave Personal Part-time	6,407	5,800	—	—
Civil Leave Part Time	—	284	—	—
Death Leave Part-time	170	—	—	—
Temporary Employee	435	24,250	—	—
Holiday Pay Temporary	—	1,388	—	—
Sick Leave Temporary	—	168	—	—
FICA	174,310	181,679	194,045	211,410
Retirement Contribution RSRS	564,448	595,616	611,445	685,267
Medicare FICA	40,766	42,490	45,381	49,443
Group Life Insurance	15,130	16,112	16,396	18,134
Health Care Active Employees	421,521	497,521	572,542	681,425
Health Savings Account	4,500	7,750	—	—
Education Pay	291	—	—	—
Bonus Pay	32,250	64,773	—	—
Public Info & Relations Svcs	—	1,749	1,995	2,297

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Operating Services</b>				
Management Services	134,923	238,609	262,170	223,055
Vehicle Repair & Maint	2,855	3,191	2,000	2,000
Printing & Binding - External	828	1,021	1,300	3,000
Transportation Services	1,601	—	—	—
Mileage	1,086	779	2,760	2,763
Security/Monitoring Services	217,058	231,670	296,050	294,553
Contract & Temp Personnel	14,760	37,961	20,000	27,500
Office Supplies & Stationary	4,368	23,424	8,086	8,955
Advertising Supplies	100	—	—	—
Books & Reference Material	424,187	468,042	500,274	561,783
Multimedia Products	944	7,613	6,953	9,823
Educational Supplies	16,371	15,290	17,946	20,220
Postal Services	7,129	4,553	4,569	4,456
Conference/Conventions	935	2,711	2,092	2,240
Magazine/Newspaper Subscri	31,079	29,880	36,659	36,596
Membership Dues	620	296	1,352	1,352
Employee Training	431	1,947	1,189	1,189
Software	23,604	25,108	28,537	25,662
Equipment (Less Than \$5K)	1,340	9,633	12,200	12,200
Bank Fees	12	34	—	—
Pagers	71	50	—	—
Fuel for Dept Owned Vehicles	1,153	1,706	2,200	2,555
Monthly Standing Costs	493	493	493	493
DIT Charges (Billed from DIT Fund)	—	3,705	—	—
Equip & Other Assets Exp	5,881	4,532	6,965	7,160
<b>Total General Fund</b>	<b>\$5,039,907</b>	<b>\$5,497,215</b>	<b>\$5,785,353</b>	<b>\$6,304,636</b>

**COMMUNITY  
DEVELOPMENT**

THIS PAGE LEFT INTENTIONALLY BLANK

---

## MISSION STATEMENT

The mission of Economic and Community Development was 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) was 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 supported 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 promoted 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.

## DEPARTMENT OBJECTIVES

- Create a business environment that promotes and supports commercial growth and development, maintains a stable job market provides economic fiscal benefit and viability that results in a stable and sustainability economy
- Promote and support community revitalization and neighborhood development that results in mixed-income mixed-use communities comprised of strong stable blocks with quality and affordable residences, viable commercial corridors that offer recreational, retail and service amenities to a work-ready citizenry
- Collaborate with the entire economic and community development team and other city agencies to utilize tools, programs and resources to enhance the visitor experience, to increase tourism activity throughout the city in a manner that supports the local tourism industry

## PERFORMANCE MEASURES

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
03605	CARE Program - Public Investment	\$250,000	\$500,000	—	—
03605	CARE Program - Private Investment	\$2,500,000	\$3,000,000	—	—
03605	CARE Program - # of jobs retained & created	125	200	—	—
03602	Enterprise Zone - Public Investment	\$450,000	\$450,000	—	—
03602	Enterprise Zone - Private Investment	\$15,000,000	\$15,000,000	—	—
03602	Enterprise Zone - # of jobs retained & created	450	450	—	—

## GENERAL FUND PROGRAM BUDGETS

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
03601	Administration/Executive Management	\$915,350	\$1,956,885	\$—	\$—

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
03602	Business Development	613,601	1,357,748	—	—
03603	DCAO for Economic and Community Development	223,024	146,294	—	—
03604	Financial Strategies Group	154,280	97,945	—	—
03605	Housing and Neighborhood Revitalization	1,719,486	970,108	—	—
03606	Asset Management	517,947	553,052	—	—
03607	Tourism	9,449	3,149	—	—
03610	Projects/Grants	—	1,023	—	—
	<b>Total General Fund Program</b>	<b>\$4,153,137</b>	<b>\$5,086,204</b>	<b>\$—</b>	<b>\$—</b>

## SERVICE LEVEL BUDGETS\*

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Administration (SV0801)	\$938,832	\$872,457	\$—	\$—
Business Attraction (SV0403)	348,258	380,538	—	—
Business Retention & Expansion (SV0404)	100,295	179,223	—	—
City Copy & Print Services (SV1001)	—	—	—	—
Desktop Support (SV1005)	—	485	—	—
Developer Services (SV0412)	182	5	—	—
Economic & Comm Develop Svcs (SV0400)	2,028	653,864	—	—
Emergency Operations Coord (SV0703)	60	—	—	—
Emp Rsrc Mgmt & Prg Supp Svcs (SV0800)	65,932	8,136	—	—
Farmer's Market (SV0405)	75,690	223,846	—	—
Financial Management (SV0908)	123,563	1,127,674	—	—
Financial Strategies Group (SV0915)	156,345	97,493	—	—
Fleet Management (SV1502)	4,144	5,000	—	—
Historic Preservation (SV0401)	2	—	—	—
Housing & Neighborhood Revital (SV0406)	1,712,751	969,623	—	—
Infrastructure Management (SV1503)	—	—	—	—
Planning (SV2009)	5,166	—	—	—
Real Estate Strategies (SV0409)	296,607	315,016	—	—
Recruit, Select, & Reten Svcs (SV0807)	74	—	—	—
Stormwater Management (SV1405)	—	1,717	—	—
Sustainability Management Svcs (SV1406)	4,663	—	—	—
Tourism Services (SV0402)	171,136	99,333	—	—
Transportation Services (SV2507)	148,255	151,809	—	—
Workforce Development (SV1203)	9,449	1	—	—
Default	(10,292)	(15)	—	—
<b>Total Service Level Budget</b>	<b>\$4,153,137</b>	<b>\$5,086,204</b>	<b>\$—</b>	<b>\$—</b>

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

## AGENCY FISCAL SUMMARY – ECONOMIC & COMMUNITY DEVELOPMENT\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$1,957,233	\$1,936,467	\$—	\$—
Operating	2,195,904	3,149,738	—	—
<b>Total General Fund</b>	<b>\$4,153,137</b>	<b>\$5,086,204</b>	<b>\$—</b>	<b>\$—</b>
Special Fund	8,855,548	13,564,976	—	—
Capital Improvement Plan	8,900,000	10,477,355	—	—
<b>Total Agency Summary</b>	<b>\$21,908,685</b>	<b>\$29,128,535</b>	<b>\$—</b>	<b>\$—</b>
Per Capita	\$98.31	\$128.37	\$—	\$—
Total Staffing	30.97	31.02	0.00	0.00

\*See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

### BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This agency’s budget was not amended by City Council.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department’s proposed budget.

The Department of Economic & Community Development was an abolished department in FY2019, and adopted as two new departments, the Department of Economic Development and the Department of Housing & Community Development. For agency overview and detail, see the two individual department’s budget pages.

**Personnel:** N/A

**Operating:** N/A

### AGENCY FISCAL DETAIL - GENERAL FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Full-time Permanent	\$1,177,164	\$1,145,811	\$—	\$—
Overtime Permanent	—	291	—	—
Holiday Pay Permanent	68,600	70,347	—	—
Vacation Pay Permanent	100,918	76,805	—	—
Sick Leave Permanent	56,100	55,212	—	—
Civil Leave Permanent	1,281	662	—	—
Death Leave Permanent	—	2,926	—	—
Temporary Employee	5,008	13,124	—	—
Holiday Pay Temporary	239	597	—	—
FICA	81,299	81,316	—	—
Retirement Contribution RSRS	275,982	264,346	—	—
Medicare FICA	19,225	19,110	—	—

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Group Life Insurance	12,964	12,876	—	—
Health Care Active Employees	149,009	161,319	—	—
Health Savings Account	458	750	—	—
Bonus Pay	8,985	30,976	—	—
<b>Operating Services</b>				
Architectural & Engineering Svcs	109,758	2,829	—	—
Inspection Services	—	263	—	—
Contractor Construction Svcs	415,000	—	—	—
Public Info & Relations Svcs	35,312	18,090	—	—
Photographic Services	—	7	—	—
Laboratory & X-Ray Services	160	—	—	—
Information & Research Svcs	650	3,000	—	—
Management Services	769,158	1,007,402	—	—
Transportation Services	38,969	10,348	—	—
Mileage	640	417	—	—
Meals and Per Diem	1,395	—	—	—
Travel Settlement	—	1,392	—	—
Equipment Rental	735	—	—	—
Property Rental Agreements	120,833	169,167	—	—
Contract & Temp Personnel	38,971	—	—	—
Food & Drinks	5,066	6,730	—	—
Office Supplies & Stationary	13,000	12,930	—	—
Agric & Botanical Supplies	111	—	—	—
Courier Service	—	25	—	—
Postal Services	727	244	—	—
Conference/Conventions	583	5,254	—	—
Magazine/Newspaper Subscri	25	456	—	—
Membership Dues	12,404	5,141	—	—
Employee Training	2,325	3,177	—	—
Software	9,079	2,320	—	—
License & Permits (Other Than Software)	931	330	—	—
Discounts Taken	1,000	—	—	—
Business Dev Assistance	604,940	589,033	—	—
Purchased Inventory	—	3,000	—	—
Internal Printing & Duplicating	12,321	1,428	—	—
DIT Charges (Billed from DIT Fund)	—	616	—	—
Equip & Other Assets Exp	1,811	667	—	—
Approp For Spec Rev Funds	—	1,305,470	—	—
<b>Total General Fund</b>	<b>\$4,153,137</b>	<b>\$5,086,204</b>	<b>\$—</b>	<b>\$—</b>



## MISSION STATEMENT

To aggressively pursue and generate equitable economic opportunities that create high quality jobs for the citizens of the City of Richmond and increase the tax base to support the funding of essential services to Richmond residents.

## DEPARTMENT OVERVIEW

The Department of Economic Development is a predominantly outwardly-facing organization that provides assistance and services to businesses with the goal of stimulating job creation and capital investment in the City. The Department of Economic Development globally markets the City of Richmond as a preferred business location to domestic and international prospects, and fosters local business retention and expansion opportunities throughout the City of Richmond, as well as implements real estate strategies that leverage City-owned real estate assets to create economic development throughout the City.

## DEPARTMENT OBJECTIVES

- Create a business environment that promotes and supports commercial growth and development
- Market the City to targeted industries with the goal of attracting new high quality jobs and investment
- Support and assist existing and expanding businesses within the City
- Stimulate measurable growth and tax base to pay for essential public services
- Partner with regional and state economic development organizations to further mutual economic development goals for the City and the region
- Work collaboratively with City agencies to ensure that economic development goals are aligned across agency lines

## PERFORMANCE MEASURES

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
03601/03603	# of budgets maintained; # of new projects	-	-	N/A	N/A
03602/03603	# of business visited; # businesses retained/expanded; # of new businesses; # of jobs created; \$ value of new investment	-	120 7 92 \$112,981,000	125 10 500 \$25,000,000	125 10 500 \$25,000,000
03603/03606	# of surplus prop. sold; \$ of private investment; \$ increase of tax base	-	3 \$278,000 \$30,000,000	2 \$260,000 \$771,350	3 \$600,000 \$1,200,000
03606/03607	# of Visitors in Richmond; \$ amount of visitor spending in the City	-	-	7,000,000 \$750,000,000	7,000,000 \$750,000,000

## GENERAL FUND PROGRAM BUDGETS

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
03601	Administration/Executive Management	\$—	\$—	\$1,850,835	\$829,769
03602	Business Development	—	—	1,437,732	813,920
03603	DCAO for Economic and Community Development	—	—	433,213	583,588

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
03606	Asset Management	—	—	562,075	296,108
03612	17 <sup>th</sup> Street Farmer's Market	—	—	250,000	—
	<b>Total General Fund Program</b>	<b>\$—</b>	<b>\$—</b>	<b>\$4,533,855</b>	<b>\$2,523,385</b>

## SERVICE LEVEL BUDGETS\*

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Administration (SV0801)	\$—	\$—	\$898,776	\$1,178,921
Business Attraction (SV0403)	—	—	475,236	756,507
Business Retention & Expansion (SV0404)	—	—	135,107	95,543
Developer Services (SV0412)	—	—	—	750
Econ & Comm Development Svcs (SV0400)	—	—	—	8,818
Farmer's Market (SV0405)	—	—	71,626	75,486
Financial Management (SV0908)	—	—	1,201,522	11,436
Real Estate Strategies (SV0409)	—	—	1,582,028	354,249
Tourism Services (SV0402)	—	—	21,230	20,838
Transportation Services (SV2507)	—	—	148,330	20,838
<b>Total Service Level Budget</b>	<b>\$—</b>	<b>\$—</b>	<b>\$4,533,855</b>	<b>\$ 2,523,385</b>

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

## AGENCY FISCAL SUMMARY – ECONOMIC DEVELOPMENT\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$—	\$—	\$1,619,746	\$1,698,015
Operating	—	—	2,914,109	825,370
<b>Total General Fund</b>	<b>\$—</b>	<b>\$—</b>	<b>\$4,533,855</b>	<b>\$2,523,385</b>
Special Fund	—	—	6,295,573	2,500,000
Capital Improvement Plan	—	—	300,000	—
<b>Total Agency Summary</b>	<b>\$—</b>	<b>\$—</b>	<b>\$11,129,428</b>	<b>\$5,023,385</b>
Per Capita	\$—	\$—	\$49.05	\$22.14
Total Staffing	0.00	0.00	16.085	17.00

\*See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This budget includes reduced funding for vacant positions.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

The Department of Economic Development was adopted as a new department in FY2019. For previous year data, please see the Department of Economic & Community Development budget pages.

**Personnel:** This budget includes 100% funding for all filled positions, limited funding for vacant positions, and rate adjustments for healthcare and retirement in FY2020. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions. This budget also includes the increase of one new position which will be responsible for managing planning and community engagement functions for Shockoe Bottom.

**Operating:** This budget reflects a decrease in operating funding due to the operations of Main Street Station and management of the Coliseum being transferred to the Department of Public Works. Additionally, the operations of the 17th Street Farmer's Market is now managed by the Department of Parks, Recreation, and Community Facilities. This budget also reflects the transfer of the Enterprise Zone Incentive Program from the Department of Housing and Community Development.

## AGENCY FISCAL DETAIL - GENERAL FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Full-time Permanent	\$—	\$—	\$1,155,510	\$1,151,047
Holiday Pay Permanent	—	—	—	—
Vacation Pay Permanent	—	—	—	—
Sick Leave Permanent	—	—	—	—
Civil Leave Permanent	—	—	—	—
Death Leave Permanent	—	—	—	—
Temporary Employee	—	—	—	—
Holiday Pay Temporary	—	—	—	—
Sick Leave Temporary	—	—	—	—
FICA	—	—	71,642	69,784
Retirement Contribution RSRS	—	—	206,682	303,725
Medicare FICA	—	—	16,755	16,321
Group Life Insurance	—	—	11,465	12,585
Health Care Active Employees	—	—	157,693	144,553
State Unemployment Insurance	—	—	—	—
Retirement Contribution - Co	—	—	—	—
Health Savings Account	—	—	—	—
Bonus Pay	—	—	—	—
VRIP Incentive Payments	—	—	—	—
<b>Operating Services</b>				
Public Info & Relations Svcs	—	—	27,676	—
Photographic Services	—	—	1,397	—
Information & Research Svcs	—	—	48,000	33,818
Management Services	—	—	1,426,032	282,000
Transportation Services	—	—	1,000	—
Mileage	—	—	250	—
Property Rental Agreements	—	—	145,000	70,860
Contract & Temp Personnel	—	—	43,000	—

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Operating Services</b>				
Food & Drinks	—	—	6,086	4,216
Office Supplies & Stationary	—	—	9,088	7,836
Postal Services	—	—	625	7,225
Magazine/Newspaper Subscri	—	—	941	3,115
Membership Dues	—	—	2,281	9,000
Employee Training	—	—	2,486	7,300
Software	—	—	1,500	—
License & Permits (Other Than Software)	—	—	1,800	—
Business Dev. Assistance	—	—	—	400,000
Internal Printing & Duplicating	—	—	6,477	—
Approp For Spec Rev Funds	—	—	1,190,470	—
<b>Total General Fund</b>	<b>\$—</b>	<b>\$—</b>	<b>\$4,533,855</b>	<b>\$2,523,385</b>

## MISSION STATEMENT

The City of Richmond's Department of Housing and Community Development's (DHCD) mission is to build strong, thriving, mixed-income communities made up of healthy neighborhoods and growing businesses.

## DEPARTMENT OVERVIEW

The Department of Housing & Community Development works to coordinate the housing and neighborhood development efforts of its federal, state, and local government, and public/private partners. The department is responsible for implementing programs and initiatives that benefit low and moderate income people, helping stabilize and grow neighborhoods and older commercial corridors, and supporting business development and economic growth through the provision of technical assistance, loans, grants, and financial incentives programs that help to create healthy sustainable neighborhoods and communities. Additionally, the department promotes neighborhood revitalization and diversity through its federally-funded programs supporting housing development and rehabilitation.

## DEPARTMENT OBJECTIVES

- Create rental housing and home ownership opportunities for low and moderate income residents
- Assist existing aging and low and moderate income home owners in maintaining affordable housing
- Develop opportunities with private and non-profit partners to achieve our goals
- Create job opportunities through financial incentives, loans and grants
- Support job training initiatives leading to wealth building
- Create and retain businesses for profitability
- Increase the development of housing to increase tax revenue
- Partner with banks and other financial institutions
- Leverage public funds with private funds

## PERFORMANCE MEASURES

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
03801	Process invoices to internal clients within 7 business days	-	-	N/A	100%
03802	# of businesses that receive local Enterprise Zone financial assistance	-	-	N/A	95
03802	# of businesses that receive CARE incentives	-	-	N/A	50
03802	# of affordable housing units developed	-	-	N/A	10
03803	# of loans approved	-	-	N/A	12

## GENERAL FUND PROGRAM BUDGETS

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
03801	HCD Administration	\$—	\$—	\$392,905	\$577,047
03802	Housing & Neighborhoods	—	—	1,530,261	1,095,631
03803	HCD Financial Strategies	—	—	115,859	172,354
	<b>Total General Fund Program</b>	<b>\$—</b>	<b>\$—</b>	<b>\$2,039,026</b>	<b>\$1,845,033</b>

## SERVICE LEVEL BUDGETS\*

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Administration (SV0801)	\$—	\$—	\$131,624	\$157,884
Business Attraction (SV0403)	—	—	112,250	115,250
Business Retention & Expansion (SV0404)	—	—	50,000	50,000
Financial Management (SV0908)	—	—	119,126	125,912
Financial Strategies Group (SV0915)	—	—	115,734	172,229
Housing & Neighborhood Revital (SV0406)	—	—	1,510,291	1,223,758
<b>Total Service Level Budget</b>	<b>\$—</b>	<b>\$—</b>	<b>\$2,039,026</b>	<b>\$1,845,033</b>

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

## AGENCY FISCAL SUMMARY – HOUSING &amp; COMMUNITY DEVELOPMENT\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$—	\$—	\$727,034	\$852,542
Operating	—	—	1,311,992	992,491
<b>Total General Fund</b>	<b>\$—</b>	<b>\$—</b>	<b>\$2,039,026</b>	<b>\$1,845,033</b>
Special Fund	—	—	17,483,297	23,444,844
Capital Improvement Plan	—	—	350,000	118,467
<b>Total Agency Summary</b>	<b>\$—</b>	<b>\$—</b>	<b>\$19,872,323</b>	<b>\$25,408,344</b>
Per Capita	\$—	\$—	\$87.57	\$111.97
<b>Total Staffing</b>	<b>0.00</b>	<b>0.00</b>	<b>18.14</b>	<b>19.00</b>

\*See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This budget includes reduced funding for vacant positions.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget. The Department of Housing & Community Development was adopted as a new department in FY2019. For previous year data, please see the Department of Economic & Community Development budget pages.

**Personnel:** This budget includes 100% funding for all filled positions, limited funding for vacant positions, and rate adjustments for healthcare and retirement in FY2020. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions. This budget also includes the increase of one position that was transferred from the Department of Economic Development.

**Operating:** This budget includes a decrease in funding due to the Enterprise Zone Incentive Program being transferred to the Department of Economic Development.

## AGENCY FISCAL DETAIL - GENERAL FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Full-time Permanent	\$—	\$—	\$477,164	\$563,006
Holiday Pay Permanent	—	—	—	—
Vacation Pay Permanent	—	—	—	—
Sick Leave Permanent	—	—	—	—
Civil Leave Permanent	—	—	—	—
Death Leave Permanent	—	—	—	—
Temporary Employee	—	—	—	—
Holiday Pay Temporary	—	—	—	—
Sick Leave Temporary	—	—	—	—
FICA	—	—	29,584	34,164
Retirement Contribution RSRS	—	—	157,173	185,686
Medicare FICA	—	—	6,919	7,990
Group Life Insurance	—	—	4,983	5,377
Health Care Active Employees	—	—	51,212	56,318
State Unemployment Insurance	—	—	—	—
Retirement Contribution - Co	—	—	—	—
Health Savings Account	—	—	—	—
Bonus Pay	—	—	—	—
VRIP Incentive Payments	—	—	—	—
<b>Operating Services</b>				
Public Info & Relations Svcs	—	—	12,801	12,801
Management Services	—	—	532,500	538,000
Mileage	—	—	250	250
Property Rental Agreements	—	—	—	75,000
Office Supplies & Stationary	—	—	7,250	7,250
Postal Services	—	—	250	250
Magazine/Newspaper Subscri	—	—	328	328
Membership Dues	—	—	781	781
Employee Training	—	—	1,354	1,353
Business Dev Assistance	—	—	700,000	300,000
Internal Printing & Duplicating	—	—	6,478	6,478
Approp For Spec Rev Funds	—	—	50,000	50,000
<b>Total General Fund</b>	<b>\$—</b>	<b>\$—</b>	<b>\$2,039,026</b>	<b>\$1,845,033</b>

THIS PAGE LEFT INTENTIONALLY BLANK

---



*This Department is now participating in the Performance Based Budgeting Pilot. Please refer to Section 5 - Performance Based Budgeting of the FY2020 Adopted Amendments to the Biennial Fiscal Plan.*

THIS PAGE LEFT INTENTIONALLY BLANK

---

---

**OTHER PUBLIC SERVICES**

THIS PAGE LEFT INTENTIONALLY BLANK

---

## DEPARTMENT OVERVIEW

The Non-Departmental budget includes funding for quasi-governmental entities, community contracts and economic development partnerships that either span departments or are not department specific. This budget also includes funds for Tax Relief for the Elderly and Disabled.

Non-Department programs and activities include funding to state, local, and regional governments that provide services to the City of Richmond. Additionally, funding is provided to community agencies and organizations which enhance the quality of life in the City of Richmond and the region.

Several of the entities funded in this category reflect the City's contribution to regional efforts with surrounding counties. This category includes funds for the 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), Richmond Behavioral Health Authority, and retiree healthcare.

## BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This budget includes savings from the implementation of a Voluntary Retirement Incentive Package (VRIP), reduced funding for Greater Richmond Transit Corporation (GRTC), reducing funding for Housing Opportunities Made Equal (HOME), and provides funding in Non-Departmental as a separate line item for the Eviction Diversion Program.

**Mayor's Proposed Budget:**

The Mayor's proposed funding for the FY2020 budget reflects proposed increases to specific organizations. This includes an increase for the Affordable Housing Trust Fund and Tax Relief for the Elderly/Disabled. Additionally, the City of Richmond's share of the Greater Richmond Convention Center Authority expenses is also increasing, which is supported by a commensurate increase in lodging taxes.

The proposed budget also includes the addition of pay as you go (cash) funding in the amount of \$9,370,962, supported by the pre-approved meals tax increase, as a transfer to a special reserve fund for school capital construction.

## GENERAL FUND PROGRAM BUDGETS

Non-Departmental Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Administration and Finance</b>				
311 Call Center	\$664,622	\$878,962	\$—	\$—
Employee Salary Adjustments - Compensation/ Classification Study	—	—	523,514	—
Richmond Performing Arts Alliance (formerly Center Stage Foundation)	180,000	—	180,000	180,000
CRM Operating Costs	46,360	—	—	—
GRCCA Operating Subsidy	8,753,089	8,837,142	8,528,415	9,045,680
MetroCare Water Assistance Program (FY18 proposed budget includes MetroCare Conservation Program)	117,292	285,000	300,000	—
MetroCare Water Conservation Program (FY18 Proposed budget is included as a part of MetroCare Water Assistance Program)	202,063	—	—	—
OPEB Trust	—	—	—	250,000
Retirees Expenses (Healthcare)	3,265,292	2,880,607	3,600,000	3,600,000
RPAC Matching Funds	500,000	500,000	500,000	250,000

Non-Departmental Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
RRHA - Property Maintenance and Insurance	138,987	58,600	—	—
Tax Relief - Elderly/Disabled	2,712,885	2,760,411	2,700,000	4,588,000
Transfer to Information Technology Internal Service Fund	—	16,089,046	19,630,074	19,444,801
Transfer to Risk Management Internal Service Fund	—	9,207,271	10,000,000	10,144,875
Transfer to RPS Capital Construction Special Reserve Fund	—	—	9,113,276	9,370,962
Transfer to Richmond Retirement System	—	—	2,000,000	—
VHA/RNH Subsidy	7,651	9,086	28,000	38,492
Voluntary Retirement Incentive Package (VRIP)	—	—	—	(3,000,000)
<b>Subtotal Administration and Finance</b>	<b>\$16,588,241</b>	<b>\$41,506,125</b>	<b>\$57,103,279</b>	<b>\$53,912,810</b>
<b>City Council</b>				
Advisory Task Force	—	—	17,500	17,500
Clean City Commission	148,636	7,589	—	—
Sister Cities Commission	8,685	—	10,000	10,000
Slave Trail Commission Support	978	—	—	—
<b>Subtotal City Council</b>	<b>\$158,299</b>	<b>\$7,589</b>	<b>\$27,500</b>	<b>\$27,500</b>
<b>Economic &amp; Community Development</b>				
Affordable Housing Trust Fund Contribution	1,152,488	731,250	1,000,000	2,900,000
Asian American Business Assistance Center (VA Asian Chamber of Commerce)	18,712	—	18,712	18,712
Better Housing Coalition	28,125	9,375	39,840	39,840
Black History Museum & Cultural Center of Virginia	—	37,500	100,000	100,000
Boulevard Relocation & Remediation	20,882	5,973	—	—
Capital Region Airport Commission	—	—	—	—
Capital Regional Workforce Partnership	—	39,800	62,400	84,000
Carytown, Inc. dba Carytown Merchants Association	35,000	—	25,000	25,000
Clayco, Inc. Economic Development Grant	—	428,009	300,000	300,000
Fulton Hill Studios Economic Development Grant	250,000	250,000	250,000	—
Greater Richmond Partnership	385,000	385,000	385,000	385,000
Groundwork RVA (Green Team)	14,063	44,688	60,000	60,000
Groundwork RVA for Kinfolk	37,500	—	—	—
GRTC Equipment Note	555,157	541,493	344,493	344,493
GRTC Senior Rate Break	190,000	190,000	—	—
GRTC Transit Corp	12,300,000	13,963,188	15,117,247	15,915,367
James River Advisory Council	5,000	—	—	—
Local Initiatives Support Corporation (FOC)	—	—	50,000	50,000
Local Initiatives Support Corporation (NSIF)	56,250	—	—	—
MeadWestvaco Economic Development Grant	250,000	250,000	250,000	250,000
Metro Richmond Sportsbackers	110,598	—	150,000	150,000

Non-Departmental Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Metropolitan Business League	98,680	95,000	75,000	75,000
Owens & Minor - Project Engage Economic Development Grant	—	50,000	—	—
Owens & Minor Medical	—	1,500,000	—	—
Owens & Minor Medical, Inc. On the Job Training Grant through the EDA	—	—	—	90,000
Philip Morris Real Estate Grant	1,250,000	1,250,000	1,250,000	—
The Podium Foundation	18,750	—	17,500	17,500
Richmond Forum	12,400	—	—	—
Richmond Regional Planning District Commission (RRPDC)	128,190	273,788	143,452	143,452
Richmond Metropolitan Convention & Visitors Bureau (Richmond Region Tourism)	1,732,095	1,621,611	1,744,092	1,890,290
Richmond Parade, Inc.	15,000	15,000	—	—
The Richmond Symphony	—	50,000	50,000	50,000
Ridefinders	7,500	7,500	7,500	7,500
RRHA East End Transformation	400,000	200,000	200,000	200,000
RRHA 6 <sup>th</sup> St. Marketplace Legal Counsel	125,000	—	—	—
RRHA East End Grocery Store	500,000	—	—	—
Southside Community Development & Housing Corporation (SCDC) - Operation First Home	—	125,000	125,000	125,000
Stone Brewery Economic Development Grant	300,000	300,000	300,000	300,000
Stone Brewery Conditional Real Estate Grant	—	291,840	265,000	350,000
Stone Brewery Governor's Development Opportunity Fund	—	(3,000)	—	—
Storefront for Community Design	45,000	—	45,000	45,000
<i>Venture Richmond (EDC)* (FY16 &amp; FY17 adopted budget includes Clean and Safe Partnership)</i>	587,624	1,691,624	—	—
Venture Richmond* (Festivals/Parades) *Combined in FY16-18 in Venture Richmond (EDC)	—	—	265,000	265,000
Venture Richmond* (Downtown Municipal Services) *Combined in FY16-18 in Venture Richmond (EDC)	—	—	900,000	900,000
Virginia High Speed Rail	10,000	—	—	—
New Warwick Townhomes, LLC	30,000	—	45,000	45,000
Wyeth, LLC	58,920	61,920	65,000	65,000
<b>Subtotal Economic &amp; Community Development</b>	<b>\$20,727,934</b>	<b>\$24,406,558</b>	<b>\$23,650,236</b>	<b>\$25,191,154</b>
<b>Education</b>				
CodeVA, Inc.	18,750	—	—	—
Communities in Schools of Richmond	245,728	481,909	400,000	400,000
J Sargeant Reynolds Community College (Capital)	196,274	196,274	240,163	224,676
J Sargeant Reynolds Community College (Oper)	63,216	63,216	77,354	72,365
Junior Achievement of Central Virginia, Inc.	—	16,000	16,000	16,000
Middle School Renaissance 2020, LLC. dba NextUP RVA	196,875	328,125	262,500	362,500
Richmond Community of Caring	28,125	9,375	40,000	40,000

Non-Departmental Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
RPS Education Foundation, Inc. - Armstrong Freshman Academy	8,438	8,438	—	—
RPS Education Foundation, Inc. - "I Have a Dream"	13,257	—	—	—
RPS Education Foundation, Inc. - Promise Scholarships	159,375	479,375	320,000	320,000
Virginia Literacy Foundation	—	—	63,832	63,832
YMCA (After-School Programs)	11,250	5,000	382,000	382,000
<b>Subtotal Education</b>	<b>\$941,287</b>	<b>\$1,587,712</b>	<b>\$1,801,849</b>	<b>\$1,881,373</b>
<b>Human Services</b>				
Adult Alternative Program	—	—	100,000	100,000
SOAR365 (formerly Greater Richmond ARC)	16,451	23,484	39,000	39,000
Art 180	3,750	—	5,000	5,000
Boaz & Ruth	25,313	8,438	15,000	15,000
Boys & Girls Club of Metro Richmond	11,250	3,750	—	—
Cadence Theatre Company	5,000	2,250	—	—
Capital Area Partnership Uplifting People, Inc. (CAPUP)	126,630	100,000	102,856	102,856
CARITAS	25,987	37,125	162,125	162,125
Center for High Blood Pressure	15,750	7,500	—	—
Central Virginia Legal Aid Society	44,104	—	37,500	37,500
Commonwealth Catholic Charities	—	—	100,000	100,000
Conexus	—	—	52,038	52,038
Crossover Ministries	18,750	—	20,000	20,000
Culture Works	267,300	269,550	356,400	356,400
Daily Planet	30,000	30,000	30,000	30,000
East End Teen Center	13,922	10,000	20,000	20,000
Enrichmond Foundation	—	75,000	125,000	75,000
Emergency Shelter Home Again	7,500	7,500	50,000	50,000
Eviction Diversion Program	—	—	—	485,140
Family Resource Center	40,000	—	—	—
Health Brigade (formerly Fan Free Clinic)	40,051	30,000	30,000	30,000
Feedmore Inc.	86,372	128,791	100,000	100,000
Girls for a Change (Camp Diva)	16,875	—	15,000	15,000
Healing Place	59,400	60,000	60,000	60,000
Healthy Hearts Plus II, Inc.	—	20,000	20,000	20,000
Higher Achievement	—	—	50,000	50,000
Homeward	27,844	39,281	30,000	30,000
Housing Opportunities Made Equal (HOME)	—	—	30,000	30,000
Lewis Ginter Botanical Gardens	—	—	25,000	25,000
Maymont Contribution	337,350	450,000	460,000	460,000
Memorial Child Guidance Clinic - Childsavers	36,720	—	50,000	50,000
Neighborhood Resource Center - Fulton	31,220	30,005	36,000	36,000
Offender Aid and Restoration	92,323	75,000	75,000	75,000



Non-Departmental Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Open Door Resource Center, Inc. to support Liberation Family Services	33,750	—	—	—
Peter Paul Development Center	37,500	35,000	50,000	50,000
Renew Richmond	18,750	10,000	—	—
Richmond Ballet	—	—	100,000	100,000
Richmond Behavioral Health Authority (RBHA)	2,695,000	2,695,000	3,428,240	3,428,240
Richmond Boys Choir	18,750	—	35,000	35,000
Robinson Theater Community Arts Center	10,688	3,563	15,000	15,000
SCAN of Greater Richmond	15,000	—	15,000	15,000
Senior Center of Greater Richmond	10,125	3,375	19,000	19,000
Senior Connections	45,590	40,000	40,000	40,000
South Richmond Adult Day Care Services	7,425	—	—	—
The Literacy Lab	—	—	96,250	96,250
Virginia Cooperative Extension - Richmond	43,321	35,000	35,000	35,000
Virginia Opera	3,375	—	—	—
Virginia Supportive Housing	40,095	40,000	40,000	40,000
Virginia Treatment Center for Children	30,000	—	30,000	30,000
VJ Harris Health Clinic	59,400	40,000	—	—
YWCA Richmond	—	—	50,000	50,000
<b>Subtotal Human Services</b>	<b>\$4,448,629</b>	<b>\$4,309,610</b>	<b>\$6,149,409</b>	<b>\$6,584,549</b>
<b>Public Safety</b>				
Med-Flight (Chesterfield County)	35,400	7,000	8,900	8,900
Peumansend Regional Jail	998,296	—	—	—
Richmond Ambulance Authority	4,155,500	4,405,500	5,000,000	5,000,000
<b>Subtotal Public Safety</b>	<b>\$5,189,196</b>	<b>\$4,412,500</b>	<b>\$5,008,900</b>	<b>\$5,008,900</b>
<b>Grand Total Non-Departmental</b>	<b>\$48,053,586</b>	<b>\$76,230,095</b>	<b>\$93,741,173</b>	<b>\$92,606,286</b>

### SERVICE LEVEL BUDGETS\*

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Accounting & Reporting (SV0901)	\$—	\$—	\$28,000	\$38,492
Administration (SV0801)	—	12,425,992	—	—
Adult Services (SV2402)	269,861	266,406	384,981	384,981
Arts & Culture (SV0100)	25,201	7,734	44,000	5,000
Boards & Commissions Support (SV0411)	128,190	273,788	143,452	143,452
Bulk & Brush (SV1401)	203	—	—	—
Business Attraction (SV0403)	2,712,632	2,193,920	2,218,712	718,712
Business Retention & Expansion (SV0404)	303,709	2,569,849	865,000	950,000
Call Centers (SV0301)	666,202	878,962	—	—
City Copy & Print Services (SV1001)	—	397,953	—	—
Community Outreach (SV2101)	61,875	100,375	181,000	131,000

General Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Comp & Classification Admin (SV0803)	—	—	523,514	—
Cultural Services (SV0101)	1,020,957	875,613	1,363,900	1,113,900
Desktop Services (SV1005)	—	730,085	—	—
Educational Services (SV0502)	839,897	1,448,875	1,511,814	1,606,825
Emergency & General Assistance (SV2409)	319,355	285,000	300,000	—
Emergency Medical Services (SV0702)	3,152,025	4,412,500	5,008,900	5,008,900
Facilities Management (SV2006)	156,160	64,574	—	—
Fam Focused/Preservation Svcs (SV2410)	55,000	—	15,000	15,000
Food Services (SV2411)	86,372	128,791	100,000	100,000
Housing & Neighborhood Revital (SV0406)	1,589,051	1,110,938	1,547,500	3,932,640
Housing Assistance (SV2414)	47,595	47,500	90,000	90,000
Human Services (SV2422)	—	—	205,000	205,000
Infrastructure Management (SV1503)	196,274	196,274	9,353,439	9,595,638
Legal Counsel (SV1601)	169,104	—	37,500	37,500
Legislative Services (SV0604)	2,568	—	—	—
Mgmt. Information Systems (SV1011)	—	628,884	19,630,074	19,444,801
Mental Health Services (SV2418)	2,731,720	2,695,000	3,478,240	3,478,240
Minority Business Development (SV0407)	98,680	95,000	75,000	75,000
Miscellaneous Public Services (SV1700)	148,313	7,589	—	—
Parks Management (SV1904)	342,350	450,000	460,000	460,000
Project Management (SV1012)	202,624	680,298	—	—
Public Health Services (SV2420)	163,951	97,500	70,000	70,000
Public Relations (SV2104)	300,000	926,000	900,000	900,000
Re-Entry Services (SV1101)	92,323	75,000	75,000	75,000
Retirement Services (SV0912)	—	—	5,600,000	850,000
Risk Management (SV1703)	—	9,207,271	10,000,000	10,144,875
Secure Detention (SV1102)	2,304,266	—	—	—
Software/Apps Dev & Support (SV1016)	—	15,424	—	—
Special Events (SV2209)	207,998	85,326	415,000	415,000
Sr & Spec Needs Programming (SV2421)	63,140	61,375	2,759,000	4,686,000
Telecommunications Systems Mgmt (SV1002)	—	1,890,709	—	—
Tourism Services (SV0402)	1,982,799	1,621,611	10,272,507	10,935,970
Transportation Services (SV2507)	17,500	4,500	15,469,240	16,267,360
Urban Forestry (SV1407)	120	—	—	—
Workforce Development (SV1203)	—	39,800	62,400	174,000
Youth Services (SV2424)	84,517	48,755	553,000	553,000
Default	27,511,054	29,184,926	—	—
<b>Total Service Level Budget</b>	<b>\$48,053,586</b>	<b>\$76,230,095</b>	<b>\$93,741,173</b>	<b>\$92,606,286</b>

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

## GENERAL FUND BUDGET SUMMARY - NON-DEPARTMENTAL\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$3,819,271	\$3,499,455	\$3,628,000	\$3,888,492
Operating	44,234,315	72,730,640	90,113,173	88,717,794
<b>Total Agency Summary</b>	<b>\$48,053,586</b>	<b>\$76,230,095</b>	<b>\$93,741,173</b>	<b>\$92,606,286</b>
Per Capita	\$215.63	\$335.94	\$413.10	\$408.10
*Total Staffing	16.00	16.00	0.00	0.00

\*See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## AGENCY FISCAL DETAIL - GENERAL FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Full-time Permanent	\$329,536	\$362,562	\$—	\$—
Overtime Permanent	38,406	12,936	—	—
Holiday Pay Permanent	14,816	22,275	—	—
Vacation Pay Permanent	15,924	18,914	—	—
Sick Leave Permanent	13,551	12,599	—	—
Civil Leave Permanent	259	608	—	—
Death Leave Permanent	396	762	—	—
Temporary Employee	3,033	1,842	—	—
FICA	18,420	23,030	—	—
Retirement Contribution RSRS	54,794	66,711	28,000	38,492
Medcare FICA	4,308	5,386	—	—
Group Life Insurance	1,454	2,106	—	—
Health Care Active Employees	55,083	82,973	—	—
Health Care Retired Employees	3,265,292	2,880,607	3,600,000	3,850,000
Health Savings Account (HSA) Expense	—	1,250	—	—
Bonus Pay	4,000	4,892	—	—
<b>Operating Services</b>				
Architectural & Engineering	13,890	—	—	—
Contractor Construction Svcs	—	5,973	—	—
Public Info & Relations Svcs	4,835	—	—	—
Management Services	1,151	150,133	—	—
Grounds Services	42,105	—	—	—
Electrical Repair & Maint Svcs	(1,580)	—	—	—
Moving & Relocation Services	3,284	—	—	—
Transportation Services	13,047,745	14,694,508	15,461,740	16,259,860
Contract & Temp Personnel	195,747	186,056	—	—
Office Supplies & Stationary	1,085	2,045	—	—

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Operating Services</b>				
Employee Appreciation Events & Awards	728	8,607	—	—
Share of Retirement Cost	—	—	2,000,000	(3,000,000)
Tax Relief - Elderly	2,712,885	2,760,411	2,700,000	4,588,000
Employee Training	5,000	240	—	—
Software	—	35,163	—	—
Equipment (Less Than \$5K)	—	2,532	—	—
Education and Training	21,695	8,438	262,500	362,500
Foster Care FH S L Maint Care	—	200,000	—	—
Grants To Civic Serv Cult	7,875,458	10,475,640	11,185,370	11,646,634
Administrative Plan/Mgt Costs	—	—	523,514	—
Loan Assistance	3,709	—	—	—
Claims & Settlements	—	9,207,271	—	—
DIT Charges (Billed from DIT Fund)	—	16,089,046	—	—
Equip & Other Assets Exp	66,974	32,636	—	—
Approp for Rich Pub Schools	—	—	9,113,276	9,370,962
Approp for Spec Rev Funds	1,152,077	731,250	—	—
Payment to Other Gov Agencies	19,087,530	18,140,690	19,236,699	19,900,162
Operating Transfers to ISF	—	—	29,630,074	29,589,676
<b>Total General Fund</b>	<b>\$48,053,586</b>	<b>\$76,230,095</b>	<b>\$93,741,173</b>	<b>\$92,606,286</b>

**NON-DEPARTMENT TRANSFERS OUT**

THIS PAGE LEFT INTENTIONALLY BLANK

---

## 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.

## DEPARTMENT OBJECTIVES

- To maintain the highest possible credit ratings for all short and long term General Obligation debt by making timely debt service payments
- To keep outstanding debt within limits prescribed by ordinance and at levels consistent with its creditworthiness objective
- To maintain that the amount of tax supported debt service will not exceed ten percent (10%) of the total budgeted expenditures for the General Fund, Richmond Public Schools, and the Special Fund for Highway and Street Maintenance

## PERFORMANCE MEASURES

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
Investment & Debt Management	Maintain the highest possible credit rating (annual score)*	AA+/Aa2	AA+/Aa2	AA+	AA+
Investment & Debt Management	Maintain monthly debt service payments (# of times paid on time should equal 12 within the fiscal year)	12	12	12	12
Investment & Debt Management	% of tax supported debt service compared to the budgeted expenditures for the General Fund and Richmond Public Schools (not to exceed 10%)	8%	9%	9%	9%

## DEBT SERVICE FUND BUDGET\*

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
00000	Default	\$—	(\$39,792)	\$—	\$—
02509	Finance-Debt Service	64,044,928	63,400,792	73,432,738	85,056,971
02501	Finance-Management	37,020	—	—	—
	<b>Total Debt Service Fund Program</b>	<b>\$64,081,948</b>	<b>\$63,361,000</b>	<b>\$73,432,738</b>	<b>\$85,056,971</b>

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

## AGENCY FISCAL SUMMARY – DEBT SERVICE

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Operating	\$64,081,948	\$63,361,000	\$73,432,738	\$85,056,971
<b>Total Agency Summary</b>	<b>\$64,081,948</b>	<b>\$63,361,000</b>	<b>\$73,432,738</b>	<b>\$85,056,971</b>
Total Debt Revenue	\$65,430,391	\$63,410,662	\$73,432,738	\$85,056,971
Per Capita	\$287.55	\$279.22	\$323.61	\$374.83

## BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This budget includes reduce the General Fund Transfer to Debt Service for saving associated with lower interest rates.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department’s proposed budget.

As in prior years, in 2020 the City anticipates receiving Federal interest reimbursement on two Build America bonds which financed schools construction in 2010- 2012. The City also has budgeted to receive reimbursement from the Economic Development Authority (EDA) to be applied toward curtailing debt issued to finance the Stone Brewing Project. Debt issued as a HUD Section 108 Note is repaid from an allocation of CDBG funds. 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Transfer from the General Fund*	\$61,726,406	\$59,414,793	\$69,874,320	\$81,452,709
Interest Cost Reimbursement from Federal Government **	1,488,160	1,225,929	990,626	1,023,647
Interest On Investments	—	49,659	—	—
Transfer in from the EDA - Stone Brewing Project ***	1,429,408	1,433,463	1,438,762	1,438,363
Transfer in from the EDA - Leigh Street Project ***	—	500,000	—	—
Transfer in from CDGB - HUD Note ****	786,418	786,818	785,853	787,252
Other Revenue	—	—	343,177	355,000
<b>Total Debt Service Revenue</b>	<b>\$65,430,391</b>	<b>\$63,410,662</b>	<b>\$73,432,738</b>	<b>\$85,056,971</b>

\* Includes \$9.37M from Non-Departmental as payment on the debt service for the New School from the 1.5% meals tax increase

\*\*The City issued two 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 Economic Development Authority reimburses the City’s Debt Service Fund for various projects.

\*\*\*\* CDGB allocation to pay HUD Section 108 debt service



## DEBT SERVICE FUND BUDGET

Program	Services	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Long-Term Debt: Principal &amp; Interest</b>	General Obligation Bonds and Notes Payable	\$62,511,650	\$61,992,724	\$70,914,317	\$80,262,262
<b>Short Term Debt: Bond Anticipation Notes/ Line of Credit</b>	General Obligation Bond Anticipation Notes providing interim financing for Capital Improvement Plan Projects	426,877	224,855	1,375,000	3,651,288
<b>Payments to Bond Sinking Funds</b>	Required Annual Deposits to Bond Sinking Funds	1,143,421	1,143,421	1,143,421	1,143,421
	<b>Total Debt Service Fund Program</b>	<b>\$64,081,948</b>	<b>\$63,361,000</b>	<b>\$73,432,738</b>	<b>\$85,056,971</b>

THIS PAGE LEFT INTENTIONALLY BLANK

---

### 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

The General Fund Transfer to Debt Service & Capital includes the City's general fund costs to the City's Debt and/or Capital Improvement Plan (CIP) funds. This departmental funding excludes the City's increase in meals tax revenue for school construction projects - which is located within Non-Departmental - that is also another general fund cash source of funding that will be transferred to the Debt Fund. For transparency purposes that funding will remain within Non-Departmental.

### DEPARTMENT OBJECTIVES

- To finance capital projects of the City which serve all citizens' concerns and needs in the community

### GENERAL FUND BUDGET SUMMARY

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$—	\$—	\$—	\$—
Operating	61,726,406	63,969,233	70,124,320	74,322,485
<b>Total General Fund Expenditures</b>	<b>\$61,726,406</b>	<b>\$63,969,233</b>	<b>\$70,124,320</b>	<b>\$74,322,485</b>
Per Capita	\$276.98	\$281.90	\$309.03	\$327.53

### GENERAL FUND PROGRAM BUDGETS

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
00101	General Fund Transfer to Capital Improvement Program	\$—	\$3,931,811	\$250,000	\$2,240,738
00102	General Fund Transfer to Debt Service Fund	61,726,406	60,037,422	69,874,320	72,081,747
	<b>Total General Fund Program</b>	<b>\$61,726,406</b>	<b>\$63,969,233</b>	<b>\$70,124,320</b>	<b>\$74,322,485</b>

### BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This budget was reduced by \$7,398,745 for cash funding for the Capital Improvement Program. This budget was also reduced by \$355,204 for savings associated with lower interest rates.

**Operating:** The General Fund obligated debt service budget is estimated to increase by \$11,952,114 from the FY2019 Adopted Budget. This increase is primarily related to the use of cash funding, \$9,639,483, to be transferred to the (CIP). The proposed cash is recommended to fund increases in the City's paving, sidewalks, and fleet capital projects in FY2020 (see the Proposed FY2020-FY2024 CIP for more details). The use of cash as a funding source for the CIP is a highly valued financial best practice in which the City will continue to strive.

Additionally, the City's General Fund Transfer to the Debt Service Fund is anticipated to increase by \$2,562,631, compared to the FY2019 Adopted budget, due to a higher level of outstanding General Fund supported debt, which is associated with costs in past CIPs as well as the currently proposed FY2020-FY204 CIP.

THIS PAGE LEFT INTENTIONALLY BLANK

---

# **ENTERPRISE FUND**

THIS PAGE LEFT INTENTIONALLY BLANK

---

**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.

**DEPARTMENT OVERVIEW**

Parks, Recreation, and Community Facilities (PRCF) operate seven municipal cemeteries: active cemeteries are Maury Cemetery, Oakwood Cemetery, Riverview Cemetery, Mt. Olivet Cemetery and inactive cemeteries are Shockoe Hill Cemetery, Barton Heights Cemetery and St. John's Cemetery.

**DEPARTMENT OBJECTIVES**

- Reduce equipment repairs through improved maintenance and accountability
- Re-establish burials at Shockoe Hill Cemetery with the establishment of columbaria and reclaimed lots
- Complete phase one of cremation initiatives by placing columbarium at Riverview Cemetery
- Improve overall quality of turf to enhance appearance and reduce mowing cycle time
- Continue to seek financial support through public and private organizations, such as Friends of Shockoe Hill Cemetery

**PERFORMANCE MEASURES**

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
30601* (FY19/20 are with the assumption that columbarium are in place)	# of graves sold	118	120	140	140
	# of interments	235	235	255	255
	# of lots sold	5	5	5	5
	# of foundations laid	146	150	150	150
	# of pre-need graves	24	25	35	35
30602	# of graves sold	8	8	8	8
	# of interments	21	21	21	21
	# of lots sold	1	1	1	1
	# of foundations laid	15	15	15	15
	# of pre-need graves	3	3	3	3
30603* (FY19/20 are with the assumption that columbarium are in place)	# of graves sold	281	281	300	300
	# of interments	351	351	371	371
	# of lots sold	1	1	1	1
	# of foundations laid	266	266	266	266
	# of pre-need graves	29	29	39	39
30604	# of graves sold	87	87	107	107
	# of interments	184	184	204	204
	# of lots sold	5	5	5	5
	# of foundations laid	83	83	83	83
	# of pre-need graves	13	13	23	23
30605* (perf. measure pending approval of single source columbarium to begin performing interments)	# of graves sold	N/A	N/A	TBD	TBD
	# of interments	N/A	N/A	TBD	TBD
	# of lots sold	N/A	N/A	TBD	TBD
	# of foundations laid	57	57	57	57
	# of pre-need graves	N/A	N/A	TBD	TBD

## ENTERPRISE FUND PROGRAM BUDGETS

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
02509	Finance Debt Services	\$9,627	\$8,096	\$—	\$—
30601	Maury Cemetery	471,902	408,159	472,944	419,505
30602	Mount Olivet Cemetery	1,984	1,509	1,500	1,500
30603	Oakwood Cemetery & Oakwood Paupers Cemetery	634,701	632,435	762,393	708,233
30604	Riverview Cemetery	615,573	720,240	603,083	567,016
30605	Shockoe Cemetery	16,354	12,156	2,742	2,741
30606	Barton Heights Cemetery	—	3,600	—	—
30607	St. John's Cemetery	1,753	—	1,404	1,404
00000	Default	—	(770)	—	—
	<b>Total Enterprise Fund Program</b>	<b>\$1,751,893</b>	<b>\$1,785,426</b>	<b>\$1,844,065</b>	<b>\$1,700,399</b>

## SERVICE LEVEL BUDGETS\*

Enterprise Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Administration (SV0801)	\$1,808	\$69,348	\$440	\$440
Burial Services (SV1501)	1,583,840	1,593,851	1,613,272	1,452,965
City Copy & Print Services (SV1001)	—	1,481	400	400
Customer Service (SV0302)	—	2,818	1,902	750
Desktop Support (SV1005)	—	2,184	—	—
Emergency Prepared (SV0700)	425	—	—	—
Facilities Management (SV2006)	—	—	1,404	1,404
Financial Management (SV0908)	1,354	—	600	600
Fleet Management (SV1502)	133,222	149,872	128,359	138,237
Grants Management (SV0909)	1,734	2,731	440	440
Grounds Management (SV2002)	—	—	2,750	2,750
Investment & Debt Management (SV0910)	9,627	8,096	—	—
Mail Services (SV1010)	92	138	—	—
Mgmt Info Systems (SV1011)	—	—	83,869	92,312
Parks Management (SV1904)	—	45	—	—
Risk Management (SV1703)	—	—	10,629	10,102
Roadway Mgmt (SV2501)	69	—	—	—
Telecomm Systems Mgmt (SV1002)	—	9,293	—	—
Default	19,722	(54,428)	—	—
<b>Total Service Level Budget</b>	<b>\$1,751,893</b>	<b>\$1,785,426</b>	<b>\$1,844,065</b>	<b>\$1,700,399</b>

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



## AGENCY FISCAL SUMMARY – CEMETERIES\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$1,246,832	\$1,212,432	\$1,295,297	\$1,166,652
Operating	505,062	572,994	548,768	533,747
<b>Total Enterprise Fund</b>	<b>\$1,751,893</b>	<b>\$1,785,426</b>	<b>\$1,844,065</b>	<b>\$1,700,399</b>
<b>Total Agency Summary</b>	<b>\$1,751,893</b>	<b>\$1,785,426</b>	<b>\$1,844,065</b>	<b>\$1,700,399</b>
Per Capita	\$7.86	\$7.87	\$8.13	\$7.49
*Total Staffing	25.00	25.00	25.00	25.00

\*See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This agency's budget was not amended by City Council.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Personnel:** The budget includes 100% funding for all filled positions, limited funding for vacant positions, and rate adjustments for healthcare and retirement in FY2020. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions.

**Operating:** This budget reflects modest decreases to operating accounts.

## AGENCY FISCAL DETAIL - ENTERPRISE FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Full-time Permanent	\$577,905	\$590,176	\$804,482	\$706,781
Overtime Permanent	20,661	11,564	—	—
Holiday Pay Permanent	33,787	40,558	—	—
Vacation Pay Permanent	47,143	53,566	—	—
Sick Leave Permanent	25,290	27,393	—	—
Civil Leave Permanent	497	348	—	—
Death Leave Permanent	1,185	2,246	—	—
Temporary Employee	138,924	104,326	—	—
Overtime Temp	7,101	1,478	—	—
Holiday Pay Temporary	5,825	5,224	—	—
Sick Leave Temporary	346	624	—	—
FICA	51,423	49,505	49,878	43,820
Retirement Contribution RSRS	177,138	188,191	200,113	213,694
Medicare FICA	12,026	11,578	11,665	10,248
Group Life Insurance	3,391	3,690	4,183	3,675

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Health Care Active Employees	139,609	177,110	224,976	188,434
Health Savings Account (HSA) Expense-Employer	—	751	—	—
Education Pay	722	1,146	—	—
Bonus Pay	8,000	15,723	—	—
GASB 68-Pension Expense	(113,286)	(72,909)	—	—
OPEB Expense	109,145	146	—	—
<b>Operating Services</b>				
Contractor Construction Svcs	—	986	—	—
Public Info & Relations Svcs	1,568	709	1,402	250
Media Svcs (Advertising)	—	—	250	250
Information & Research Svcs	300	150	633	—
Management Services	1,808	—	—	—
Building Repair & Maint Svcs	8,260	5,274	—	—
Cleaning/Janitorial Services	—	342	—	—
Grounds Services	27,179	10,674	—	—
Electrical Repair & Maint Svcs	982	—	—	—
Equipment Repair & Maint	56,632	43,518	40,000	40,000
Pest Control Services	—	—	432	432
Mechanical Repair & Maint	2,398	1,438	—	—
Vehicle Repair & Maint	69,904	80,078	64,500	48,350
Printing & Binding-External	—	2,527	—	—
Mileage	1,734	2,731	1,320	1,320
Security/Monitoring Services	2,787	750	1,500	1,500
Contract & Temp Personnel	149,708	133,346	186,555	155,527
Food & Drinks	1,954	7,724	—	—
Uniforms & Safety Supplies	7,380	4,413	8,250	8,250
Office Supplies & Stationary	4,994	1,575	2,165	2,165
Employee Appreciation Events & Awards	69	123	—	—
Advertising & Publicity Supplies	—	1,061	250	250
Agric & Botanical Supplies	7,386	2,662	6,300	6,300
Janitorial Supplies	2,584	3,009	2,505	2,505
Street Cleaning Supplies	—	417	—	—
Multimedia Products	—	1,930	—	—
Air Conditioning Supplies	100	227	—	—
Heating Supplies	69	—	480	480
Industrial & Shop Supplies	2,396	7,948	920	920
Lubricants	1,484	1,262	1,600	1,600
Mechanical Supplies	—	502	—	—
Plumbing Supplies	—	431	—	—
Bulk Chemicals	—	1,352	—	—

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Operating Services</b>				
Lumber	—	1,619	2,400	2,400
Paint & Paint Supplies	81	491	—	—
Postal Services	92	105	—	—
Telecommunications Services	12,666	—	13,000	13,000
Conference/Conventions	350	350	400	400
Magazine/Newspaper Subscri	548	—	—	—
Membership Dues	250	445	250	250
Software	—	1,168	—	—
Vehicle Equip & Supply (Less Than \$5K)	986	291	—	—
Equipment (Less Than \$5K)	7,276	26,253	27,500	27,500
Small Tools	5,948	10,715	—	—
Electrical Service	14,191	15,427	12,458	12,458
Water & Sewer	7,758	10,015	10,167	10,166
Natural Gas	1,970	3,045	2,040	2,040
Bank Fees	3,450	3,764	—	—
Miscellaneous Operating Expenses	—	65	—	—
Natural Gas Transportation	624	762	—	—
Highway/Road Supplies	1,872	2,432	—	—
Brick	1,597	—	—	—
Fire Protection and Emergency Services Supplies	—	151	—	—
Dietary Supplies	—	261	—	—
Fuel for Dept Owned Vehicles	12,405	12,501	13,500	21,097
Monthly Standing Costs	10,337	10,420	11,841	11,837
Auto Expenses Charged by Fleet (M5 only)	—	46,372	38,518	56,953
Internal Printing & Duplicating	166	199	400	400
DIT Charges (Billed from DIT Fund)	—	82,339	—	—
Depreciation Expense	44,420	18,550	—	—
Equip & Other Assets Exp	16,773	—	2,734	2,734
Interest on Bonds	(704)	—	—	—
Interest on Long Term Debt	10,331	8,096	—	—
Operating Trans to ISF	—	—	94,498	102,414
<b>Total Enterprise Fund</b>	<b>\$1,751,893</b>	<b>\$1,785,426</b>	<b>\$1,844,065</b>	<b>\$1,700,399</b>

THIS PAGE LEFT INTENTIONALLY BLANK

---

## 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.

## DEPARTMENT OBJECTIVES

- To increase off-street revenues by installation of new pay stations
- To achieve a 75% collection rate on parking citations
- To increase Pay by Phone and bank card usage

## PERFORMANCE MEASURES

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
08603	Maintain 85% turnover rate	N/A	N/A	85%	85%
08604	Upgrade elevators in 3 decks	N/A	3	3	3

## ENTERPRISE FUND PROGRAM BUDGETS

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
08601	Transportation Strategic Mast	\$19	\$—	\$—	\$—
08602	Transportation Office Projects/Grants	7,034	5,565	—	—
08603	Parking Administration	4,522,976	2,820,657	8,084,732	8,526,230
08604	Parking 5 <sup>th</sup> & M	559,629	704,979	681,000	681,000
08605	Parking 5 <sup>th</sup> & B	67,117	76,313	82,000	82,000
08606	Parking 6 <sup>th</sup> & F	51,287	44,833	70,000	70,000
08607	Parking 7 <sup>th</sup> & M	367,523	259,044	739,775	489,775
08608	Parking 7 <sup>th</sup> & G	85,186	119,731	120,000	120,000
08609	Coliseum Parking	241,989	422,557	400,000	400,000
08610	100 Virginia Street (Shockoe-14 <sup>th</sup> St.)	243,413	359,142	300,000	300,000
08611	Expressway Parking Deck	452,593	532,734	617,850	617,850
08612	Biotech Deck	47,874	57,368	63,300	63,300

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
08613	Carytown Decks	31,413	25,164	30,000	50,000
08614	2 <sup>nd</sup> & Franklin Garage	70,887	175,720	432,800	182,800
08615	Adams & Grace Surface Lot	17,765	24,391	16,000	16,000
08616	17 <sup>th</sup> Street Farmers Market	9,977	13,154	18,700	18,700
08617	Pay Station Lot 8 <sup>th</sup> & Clay	73,444	44,476	40,000	40,000
08618	Meter Revenue	—	(40)	—	—
08619	Citation Revenue	270	90	—	—
08622	On Street Parking Operations	1,282,758	3,196,698	—	—
08623	Gateway Garage	446,423	512,095	600,000	600,000
08630	GO Bond Debt Service: RMA Expressway Decks	1,728,495	679,702	2,587,183	1,960,515
08631	GO Bond Debt Service: Coliseum Decks	572,330	69,362	764,022	571,755
08632	GO Bond Debt Service: CDA Decks	4,910,044	1,392,764	3,801,283	4,703,845
02509	<b>Finance -Debt Services</b>	—	4,538,336	—	—
02516	<b>Finance-Special Parking Districts</b>	—	1,223	—	—
02921	DPW-Repl Parking Eq	—	(677,831)	—	—
02922	DPW-Vehicle Replacement	—	(470,130)	—	—
02928	DPW-Main Street Station	1	281,694	—	—
00000	Default	(4,555,771)	(774,569)	—	—
	<b>Total Enterprise Fund Program</b>	<b>\$11,234,673</b>	<b>\$14,435,222</b>	<b>\$19,448,645</b>	<b>\$19,493,770</b>

## SERVICE LEVEL BUDGETS\*

Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Administration (SV0801)	\$20,738	\$22,089	\$39,000	\$30,000
Burial Services (SV1501)	—	54	—	—
City Copy & Print Services (SV1001)	796	559	—	—
Employee Relations (SV0805)	1,202	—	—	—
Fleet Management (SV1502)	—	5,252	—	10,091
Infrastructure Mgmt (SV1503)	—	—	—	—
Investment & Debt Mgmt (SV0910)	7,206,747	6,797,466	8,530,182	4,026,115
Land, Property, & Records Mgmt (SV1500)	—	941	—	—
Management Info Systems (SV1011)	—	—	—	23,230
Parking Management (SV1505)	6,598,057	7,564,097	10,848,501	15,389,810
Retirement Services (SV0912)	—	15,649	—	—
Risk Management (SV1703)	—	—	30,962	14,524
Default	(2,592,866)	29,114	—	—
<b>Total Service Level Budget</b>	<b>\$11,234,673</b>	<b>\$14,435,222</b>	<b>\$19,448,645</b>	<b>\$19,493,770</b>

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

## EXPENDITURE BUDGET SUMMARY

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$557,174	\$507,704	\$673,854	\$910,528
Operating	10,677,499	13,927,518	18,774,791	18,583,242
<b>Total Enterprise Fund</b>	<b>\$11,234,673</b>	<b>\$14,435,222</b>	<b>\$19,448,645</b>	<b>\$19,493,770</b>
Capital Improvement Plan	200,000	—	—	—
<b>Total Agency Summary</b>	<b>\$11,434,673</b>	<b>\$14,435,222</b>	<b>\$19,448,645</b>	<b>\$19,493,770</b>
Per Capita	\$51.31	\$63.61	\$85.71	\$85.91
*Total Staffing	6.00	8.00	8.00	12.00

\* See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This agency's budget was not amended by City Council.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Personnel:** The budget includes 100% funding for all filled positions, limited funding for vacant positions and rate adjustments for healthcare and retirement in FY2020. Three positions were added to the budget to enhance enforcement of parking regulations and one position was added to assist with financial monitoring. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions.

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

## AGENCY FISCAL DETAIL - ENTERPRISE FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Full-time Permanent	\$265,300	\$287,937	\$456,575	\$621,074
Overtime Permanent	160	—	—	—
Holiday Pay Permanent	15,709	20,354	—	—
Vacation Pay Permanent	23,215	29,403	—	—
Sick Leave Permanent	27,444	22,347	—	—
Civil Leave Permanent	610	610	—	—
Death Leave Permanent	404	—	—	—
Temporary Employee	375	810	—	—
FICA	19,820	21,420	28,308	38,507
Retirement Contribution RSRS	81,204	93,778	103,114	122,327
Medicare FICA	4,635	5,010	6,620	9,006
Group Life Insurance	2,387	3,105	4,482	4,900
Health Care Active Employees	40,990	50,732	74,756	114,715
Bonus Pay	3,000	8,314	—	—

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
GASB 68-Pension Expense	22,076	(36,188)	—	—
OPEB Expense	49,845	73	—	—
<b>Operating Services</b>				
Public Info & Relations Svcs	2,606	26,302	—	—
Management Services	6,824	638,038	2,100,000	2,500,000
Building Repair & Maint Svcs	4,886,746	4,661,757	6,211,425	5,521,426
Equipment Repair & Maint	135,904	18,888	500,000	350,000
Lease Expense	—	—	—	—
Vehicle Repair and Maint Services	—	2,746	—	3,350
Transportation Services	—	14	—	—
Employee Parking Subsidy	—	2,179	—	—
Property Rental Agreements	478,500	414,312	—	—
Uniforms & Safety Supplies	—	194	—	—
Office Supplies & Stationary	1,578	3,733	1,322	10,000
Postal Services	17,163	19,140	39,000	30,000
Freight	2,668	—	—	—
Conference/Conventions	—	8,033	—	—
Membership Dues	995	1,590	1,400	1,440
Equipment (Less Than \$5,000)	—	12,767	—	—
Bank Fees	338,459	297,752	—	—
Administrative Plan/Mgt Costs	8,406	131,143	363,000	363,000
Storage	—	82	—	—
Fuel for Dept Owned Vehicles	—	179	—	700
Monthly Standing Cost	—	206	—	986
Adjuster Services	—	—	90,000	90,000
Auto Expense Charged by Fleet	—	2,107	—	5,055
Internal Printing & Duplicating	15,169	20,617	7,500	10,000
DIT Charges (Billed from DIT Fund)	—	18,293	—	—
Depreciation Expense	1,677,870	2,158,373	1,377,694	1,673,416
Equip & Other Assets Exp	54,721	1,089,118	900,000	750,000
Interest on Bonds	2,650,976	1,633,064	1,658,395	1,544,923
Retirement of Serial Bonds	—	—	5,494,093	5,691,192
Approp to Cap Proj Funds	—	—	—	—
Debt Issuance Costs	—	508,764	—	—
Payments to Escrow	—	4,538,336	—	—
Approp For Spec Rev Funds	—	366,006	—	—
Fund Bal.-Trans. To Gen.Fd	500,000	—	—	—
Operating Transfers to ISF	—	—	30,962	37,754
CWIP-Transfer Project Expenditures to CWIP (Fixed Assets)	(101,086)	(2,646,213)	—	—
<b>Total Enterprise Fund</b>	<b>\$11,234,673</b>	<b>\$14,435,222</b>	<b>\$19,448,645</b>	<b>\$19,493,770</b>



## 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 is organized by utility business unit, providing strategic and tactical decision making relative to the production and provision of service to our customer base. Each utility is supported by our customer service department, financial operations and administrative operations.

### 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.

### 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, regulations of the Secretary of the Army for floodwall operations, 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 guide Operations & Maintenance and capital reinvestment into the future.

### Infrastructure

Richmond, like other older urban communities throughout the country, has an aging infrastructure. Gas mains, water mains, storm sewer lines, and sewer lines underneath our streets 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. During the FY2014 - FY2018 heating season, DPU's Natural Gas MetroCare Program distributed \$188,204 in heating assistance to 492 families throughout the Richmond Metropolitan Area. During the FY16 - FY18 period, the Water Metro Care Financial Assistance Program distributed \$304,213 for assistance in paying water bills to 966 families in Richmond.

## 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 114,500 residential, commercial and industrial customers via approximately 1,923 miles of pipeline. Of the 1,923 miles of gas mains, about 13% are cast iron and ductile iron, 24% are steel and the remaining 1,223 miles, or 63%, 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 in need of replacement based on Distribution Integrity Management Program calculations. 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 operations 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. That facility, the Fulton Gas Works, is currently undergoing brownfield remediation to return the property to its highest and best use in the Fulton community.

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 64,000 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 60 MGD with summer peaks of approximately 90 MGD, and operates in total compliance with the Safe Drinking Water regulation. The distribution system consists of approximately 1,200 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.

DPU is continuously renewing Richmond's water mains. The city has about 400 to 500 miles of mains older than 50 years, mostly in areas surrounding the core of the city. DPU upgrades all the water mains to improve water pressure, fire protection, and water quality. DPU replaces approximately 5 miles of water main each year.

### ***Wastewater Utility***

The Wastewater Utility provides wastewater collection and treatment for approximately 60,800 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 operates at flows greater than 75 MGD wet weather and it provides tertiary treatment including removal of the nutrients nitrogen and phosphorus. The wastewater treatment facility recently underwent a complete renovation to its processes in order to produce cleaner water than required by the Chesapeake Bay Act.

The collection system consists of two defined systems (the sanitary sewer collection system and the combined sewer collection system (CSS). The sanitary sewer collection system consists of four sanitary pumping stations, a network of over 125 miles of intercepting sewer lines, and roughly 478 miles of separated sanitary sewer lines. This makes up approximately 1/2 of the system. The CSS has combined sewer overflow control facilities and another 524 miles of collection lines to complete the service area of

the City of Richmond. The sanitary sewer collection system (the 1,500 miles) is a major piece of infrastructure found in the Wastewater Utility. DPU is faced with the need to rehabilitate a significant amount of its 1,500-mile sewer system each year.

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 five 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. The goal of the electric utility is to provide safe streets for vehicular traffic.

## **UTILITIES RATES**

---

The following rate increases were adopted for FY2020:

#### ***Gas Utility - FY20 = 3.5%***

The average monthly residential gas bill will increase \$1.86 in FY2020.

#### ***Water Utility - FY20 = 4.0%***

The average monthly residential water bill will increase by \$1.41 in FY2020.

#### ***Wastewater Utility - FY20 = 4.0%***

The average monthly residential wastewater bill will increase \$2.39 in FY2020.

#### ***Stormwater Utility - FY20 = 4%***

The average monthly residential stormwater bill will increase \$0.16 in FY2020.

## **DEPARTMENT OBJECTIVES**

---

- To improve utility service delivery
- To expand the sustainable environment
- To improve operational efficiencies

## PERFORMANCE MEASURES

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
Natural Gas Marketing	Volume of Natural gas sold to CNG stations in CCF.	\$2,000,000	\$2,006,609	\$2,500,000	\$2,500,000
Water Distribution Services	Miles of water mains renewed per year	5 miles Cast Iron	5 miles Cast Iron	6 miles Cast Iron; 4 mile Transite	6 miles Cast Iron; 4 mile Transite
Water Purification Services	% compliance of time drinking water quality standards are met at each facility (WTP)	100%	100%	100%	100%
Wastewater Collections	% compliance of effluent quality standards at each facility (WWTP)	98.1% - 99.7%	98.1% - 99.7%	98.1% - 99.7%	98.1% - 99.7%
Utility Field Operations	% of Emergency response time for sanitary sewer back-ups w/n 2 hours	100%	100%	100%	100%
Utility Field Operations	# sanitary sewer overflows	< 15	< 15	< 15	< 15
Utility Field Operations	% of emergency gas response w/in 30 minutes	90%	91%	90%	90%
CUSTOMER SERVICE					
Call Centers	% of customer service calls responded to within 60 seconds	75%	51%	1%	1%

## AGENCY FISCAL SUMMARY - PUBLIC UTILITIES\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Total Enterprise Fund Expenditures	\$289,833,755	\$308,594,957	\$332,989,564	\$352,470,444
Total Other Fund Exp	93,448,324	90,961,170	110,798,203	128,169,000
<b>Total Utilities Summary</b>	<b>\$383,282,079</b>	<b>\$399,556,127</b>	<b>\$443,787,767</b>	<b>\$480,639,444</b>
Total Utilities Revenue	311,017,870	337,914,346	347,876,742	366,897,481
Per Capita	\$1,719.89	\$1,760.79	\$1,955.71	\$2,118.11
*Total Staffing	771.50	772.50	772.75	772.75

\*See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## ENTERPRISE FUND PROGRAM BUDGETS

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
	Natural Gas	\$133,752,647	\$145,901,593	\$160,711,891	\$170,297,080
	Water	62,120,446	68,611,896	70,644,688	73,502,283
	Wastewater	76,126,010	76,118,668	81,551,802	84,848,343

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
	Electric Light	8,002,303	8,042,067	9,483,014	12,022,697
	Stormwater	8,947,827	9,295,511	9,821,439	11,015,191
	Stores	884,522	625,221	776,730	784,850
	<b>Total Enterprise Fund Program</b>	<b>\$289,833,755</b>	<b>\$308,594,956</b>	<b>\$332,989,564</b>	<b>\$352,470,444</b>

## ENTERPRISE FUND REVENUE BUDGETS

Department of Public Utilities Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Revenues:</b>				
Gas Recovery Revenue	\$61,835,258	\$73,668,924	\$78,641,000	\$82,459,049
City Revenues	235,023,545	245,744,131	251,566,043	261,976,392
County Revenues (Contracts)	11,201,772	14,504,872	11,860,026	15,656,270
Interest Income & Other	2,957,295	3,996,419	5,809,673	6,805,770
<b>Total Revenue</b>	<b>\$311,017,870</b>	<b>\$337,914,346</b>	<b>\$347,876,742</b>	<b>\$366,897,481</b>

Department of Public Utilities Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Expenses:</b>				
Gas Costs	\$61,835,258	\$67,059,781	\$78,641,000	\$82,459,049
O&M Expense	112,452,443	120,873,552	132,868,171	151,019,407
Depreciation	61,306,039	63,870,506	64,055,716	62,783,573
Taxes	27,987,292	26,922,726	22,938,180	20,750,123
Interest Expense & Other	26,252,723	29,868,392	34,486,497	35,458,292
<b>Total Expenditures</b>	<b>\$289,833,755</b>	<b>\$308,594,957</b>	<b>\$332,989,564</b>	<b>\$352,470,444</b>
Construction In Aid Revenue	17,929,859	18,919,845	23,690,297	16,040,824
<b>Net Income</b>	<b>\$39,113,974</b>	<b>\$48,273,961</b>	<b>\$38,577,475</b>	<b>\$30,467,861</b>

## ENTERPRISE FUND BUDGET SUMMARY

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Capital Gas	\$27,993,484	\$24,143,618	\$37,831,000	\$33,435,000
Capital Water	25,175,779	24,541,371	26,165,000	30,056,000
Capital Wastewater	35,891,148	28,801,351	37,416,000	45,772,000
Capital Stormwater	3,421,539	11,498,594	7,263,000	15,006,000
Capital Electric	966,375	1,976,236	2,123,200	3,900,000
<b>Total Enterprise Fund Expenses</b>	<b>\$93,448,325</b>	<b>\$90,961,170</b>	<b>\$110,798,200</b>	<b>\$128,169,000</b>

THIS PAGE LEFT INTENTIONALLY BLANK

---

# **INTERNAL SERVICE FUND**

THIS PAGE LEFT INTENTIONALLY BLANK

---



## 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, provide financing for such activities. Currently, the ARC leases Marshall Plaza to the Richmond Department of Social Services.

## BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This agency's budget was not amended by City Council.

The budget includes funding for day-to-day operations and maintenance of the facility, including security, service and repair calls, grounds and landscape expenses, and utilities. In addition, \$425,621 of the rental revenues for FY2020 fund necessary improvement expenses such as facility reconfiguration for additional security and customer service improvement, as well as repairs and maintenance to building equipment and systems.

## REVENUE BUDGET SUMMARY

Revenue Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Rental Revenues	\$2,400,000	\$2,400,000	\$2,400,000	\$2,400,000
<b>Total Revenue</b>	<b>\$2,400,000</b>	<b>\$2,400,000</b>	<b>\$2,400,000</b>	<b>\$2,400,000</b>

## INTERNAL SERVICE FUND PROGRAM BUDGETS

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
25501	ARC-Operating Expenditures	\$1,821,008	\$1,574,118	\$2,400,000	\$2,400,000
	<b>Total Internal Service Fund Program</b>	<b>\$1,821,008</b>	<b>\$1,574,118</b>	<b>\$2,400,000</b>	<b>\$2,400,000</b>

## SERVICE LEVEL BUDGETS\*

Internal Service Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Contract Administration (SV0907)	\$1,201,492	\$1,095,587	\$584,000	\$584,000
Facilities Management (SV2006)	149,568	78,559	425,621	425,621
Investment & Debt Management (SV0910)	244,948	195,323	1,390,379	1,390,379
Default	225,000	204,649	—	—
<b>Total Service Level Budget</b>	<b>\$1,821,008</b>	<b>\$1,574,118</b>	<b>\$2,400,000</b>	<b>\$2,400,000</b>

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

## EXPENDITURE BUDGET SUMMARY

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Operating Expenses</b>	\$1,576,060	\$1,415,946	\$1,234,621	\$1,234,621
<b>Long-Term Debt Service</b>	244,948	158,173	1,165,379	1,165,379
<b>Total Internal Service Fund</b>	<b>\$1,821,008</b>	<b>\$1,574,118</b>	<b>\$2,400,000</b>	<b>\$2,400,000</b>
<b>Total Agency Summary</b>	<b>\$1,821,008</b>	<b>\$1,574,118</b>	<b>\$2,400,000</b>	<b>\$2,400,000</b>
<b>Per Capita</b>	<b>\$8.17</b>	<b>\$6.94</b>	<b>\$10.58</b>	<b>\$10.58</b>

## EXPENDITURE FISCAL DETAIL - INTERNAL SERVICE FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Operating Services</b>				
Buildings Repair & Maint Svcs	\$—	\$—	\$139,414	\$139,414
Building & Structures Expense	149,568	78,559	—	—
Depreciation Expense	225,000	225,000	225,000	225,000
Electrical Service	131,129	133,510	161,000	161,000
Equipment And Other Assets Expense	—	60,016	—	—
Equipment Repair & Maint	642,361	450,919	286,207	286,207
Interest on Bonds	—	—	143,022	87,901
Interest on Notes Payable	244,948	158,173	—	—
Management Services	24,000	24,000	—	—
Retirement of Serial Bonds	—	—	1,022,357	1,077,478
Security/Monitoring Services	381,590	372,643	400,000	400,000
Telecommunications Service	—	49,431	—	—
Water & Sewer	22,412	21,867	23,000	23,000
<b>Total Internal Service Fund</b>	<b>\$1,821,008</b>	<b>\$1,574,118</b>	<b>\$2,400,000</b>	<b>\$2,400,000</b>

## 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.

## DEPARTMENT OBJECTIVES

- Improve Service Delivery of Fleet Operations through Maintenance
- Improve average maintenance cost per vehicle
- Improve average age of the fleet

## PERFORMANCE MEASURES

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
02924	% of fleet overdue for replacement	20%	N/A	TBD	TBD
02925	To reduce the number of fleet vehicles in inventory with 100,000 miles or less	N/A	N/A	TBD	TBD
02925	Average maintenance cost per vehicle	N/A	N/A	TBD	TBD
02925	% of fleet requests delivered on schedule	N/A	N/A	90%	90%

## INTERNAL SERVICE FUND PROGRAM BUDGETS

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
00000	Default	(\$1,352,556)	\$98,000	\$—	\$—
02708	Social Ser-Adult/Family Ad	(100,128)	21,456	—	—
02901	Finance & Administration	6,040	5,032	—	—
02902	General Svs-Facilities	(9,128)	3,293	—	—
02905	DPW-Grounds Mainten	—	—	—	195,752
02922	Vehicle Replacement	5,415,502	635,678	—	—
02923	Fleet Fueling	2,200,763	2,631,392	2,486,807	2,800,000
02924	Fleet Replacement	1,357,284	74,607	1,808,694	1,805,000
02925	Fleet Management	7,306,837	11,322,763	10,754,981	10,204,923
02926	Fleet- CSG	1,975,005	2,176,413	2,199,225	2,797,527
04209	Fire&Emg Serv Projects/ Grants	(22,741)	5,569	—	—
79074	Non Depart-Rbha	128,916	123	—	—

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
99001	DPU Administration	2	—	—	—
	<b>Total Internal Service Fund Program</b>	<b>\$16,905,796</b>	<b>\$16,974,326</b>	<b>\$17,249,707</b>	<b>\$17,803,201</b>

## SERVICE LEVEL BUDGETS\*

Internal Service Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Administration (SV0801)	\$1,836	\$145,974	\$—	\$—
City Copy & Print Services (SV1001)	—	7,928	—	—
Desktop Support (SV1005)	—	3,882	—	—
Facilities (SV2006)	42,645	8,960	—	—
Fleet Management (SV1502)	18,847,018	16,238,896	15,966,862	16,509,170
Infrastructure Mgmt. (SV1503)	—	—	41,226	60,447
Invest and Debt Mgmt. (SV0910)	595,611	(56,509)	—	—
Legal Services (SV1602)	34,009	—	—	—
Mgmt. Info Systems (SV1011)	—	—	187,972	205,257
Parking Management (SV1505)	121,875	144,638	159,865	104,326
Right of Way Mgmt. (SV1506)	—	—	2,333	—
Risk Management (SV1703)	—	—	835,239	805,645
Signals (SV2502)	158,178	57,931	56,209	118,356
Telecom. System Mgmt. (SV1002)	—	51,354	—	—
Winter Storm Events (SV2602)	—	3,734	—	—
Default	(2,895,375)	367,537	—	—
<b>Total Service Level Budget</b>	<b>\$16,905,796</b>	<b>\$16,974,326</b>	<b>\$17,249,707</b>	<b>\$17,803,201</b>

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

## EXPENDITURE BUDGET SUMMARY\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$2,740,232	\$2,894,384	\$3,024,198	\$3,657,160
Operating	6,549,300	10,812,872	9,930,008	9,541,041
Fuel	2,200,763	2,631,392	2,486,807	2,800,000
Vehicle Replacement	5,415,502	635,678	1,808,694	1,805,000
<b>Total Internal Service Fund</b>	<b>\$16,905,796</b>	<b>\$16,974,326</b>	<b>\$17,249,707</b>	<b>\$17,803,201</b>
<b>Total Agency Summary</b>	<b>\$16,905,796</b>	<b>\$16,974,326</b>	<b>\$17,249,707</b>	<b>\$17,803,201</b>
Per Capita	\$75.86	\$74.80	\$76.02	\$78.46
*Total Staffing	56.00	56.00	56.00	56.00

\* See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This budget was not amended by City Council.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Personnel:** This budget includes 100% funding for all filled positions and rate adjustments for healthcare and retirement in FY2020. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions.

**Operating:** This budget reflects modest adjustments to the operating accounts.

## AGENCY FISCAL DETAIL - INTERNAL SERVICE FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Full-time Permanent	\$1,462,130	\$1,618,350	\$1,961,945	\$2,471,089
Overtime Permanent	84,658	111,217	—	—
Holiday Pay Permanent	82,731	106,710	—	—
Shift Other Differential Perm	722	3,359	—	4,706
Vacation Pay Permanent	104,948	95,586	—	—
Sick Leave Permanent	57,016	65,370	—	—
Military Leave Permanent	1,761	—	—	—
Civil Leave Permanent	—	—	—	—
Death Leave Permanent	1,045	2,608	—	—
FICA	110,213	124,329	121,641	153,208
Retirement Contribution RSRS	377,077	426,392	430,910	464,425
Medicare FICA	25,776	29,077	28,449	35,831
Group Life Insurance	9,764	11,272	11,436	14,193
Health Care Active Employees	265,033	374,186	429,818	513,710
Health Savings Account	1,000	5,750	—	—
Education Pay	137	2,586	—	—
Bonus Pay	18,500	37,061	—	—
Ase Diff	35,676	42,536	40,000	—
GASB 68-Pension Expense	(130,025)	(162,331)	—	—
OPEB Expense	232,068	326	—	—
<b>Operating Services</b>				
Financial & Invest Mgmt Svcs	260,000	—	—	—
Environmental Services	3,618	—	—	—
Public Info & Relations Svcs	—	—	—	—
Management Services	562,813	355,751	507,708	58,032
Equipment Repair & Maint	73,509	60,440	81,000	82,920
Vehicle Repair & Maint	171,143	60,415	65,000	56,000
Printing & Binding - External	996	115	—	—

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Operating Services</b>				
Moving & Relocation Services	(230)	—	—	—
Transportation Services	8,422	123	—	—
Meals & Per Diem	—	3,510	—	—
Equipment Rental	—	—	—	—
Security/Monitoring Services	—	—	—	—
Contract & Temp Personnel	15,453	31,911	—	—
Food & Drinks	177	827	—	—
Uniforms & Safety Supplies	16,601	34,312	30,000	30,000
Office Supplies & Stationary	5,276	2,678	5,000	5,000
Industrial & Shop Supplies	31,115	33,328	40,000	40,700
Postal Services	25	20	—	—
Telecommunications Services	40,058	—	—	—
Conference/Conventions	—	204	—	—
Magazine/Newspaper Subscri	8,910	874	300	598
Membership Dues	2	499	500	500
Employee Training	11,982	30,282	30,000	30,000
Software	11,391	17,109	8,675	11,095
Computer Accessories	327	—	—	—
Vehicle Equipment & Supply	859,319	—	—	—
Small Tools	16,582	15,487	19,800	19,800
License & Permits (Other Than Software)	1,823	1,513	1,000	1,000
Electrical Service	170,267	18,742	150,000	150,000
Water & Sewer	30,556	9,476	50,000	50,000
Natural Gas	8,268	16,385	50,000	50,000
Indirect City Costs	—	—	260,000	260,000
Pagers	216	—	—	—
Refuse & Recycling Collection Splys	—	1,094	—	—
Removal of Hazard Waste	17,740	5,040	20,000	12,000
Auto Parts & Other Supplies	2,115,654	2,207,129	2,352,922	2,418,605
Carwash	5,090	24,895	—	14,000
Fuel for Dept Owned Vehicles	5,450	6,389	6,000	8,000
Monthly Standing Costs	5,558	12,666	27,133	21,600
Adjuster Services	795,659	—	—	—
Auto Expenses Charged by Fleet	—	24,942	—	3,450,000
Internal Printing & Duplicating	—	465	—	—
CGS-Commercial Costs	3,262,246	2,652,761	2,460,000	1,760,289
Cost Good Sold Fuel	2,059,413	2,638,675	2,486,807	2,800,000
Claims & Settlements	—	601,234	—	—
Medical Services	—	—	—	—
DIT Charges (Billed from DIT Fund)	—	179,596	—	—

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Operating Services</b>				
Depreciation Expense	4,626,588	5,175,870	2,741,759	—
Vehicles Expense	5,591,310	4,515,209	—	—
Interest on Bonds	81,066	56,164	107,795	105,000
Interest on Notes Payable	12,513	18,443	—	—
Retirement of Serial Bonds	—	—	1,700,899	1,700,000
Amort-of Debt Premium	(112,673)	(112,673)	—	—
Operating Trans Out to ISF	—	—	1,023,211	1,010,902
CWIP-Transfer Project Expenditures to CWIP (Fixed Assets)	(6,608,670)	(4,621,957)	—	—
<b>Total Internal Service Fund</b>	<b>\$16,905,796</b>	<b>\$16,974,326</b>	<b>\$17,249,707</b>	<b>\$17,803,201</b>

THIS PAGE LEFT INTENTIONALLY BLANK

---



## MISSION STATEMENT

The Department of Information Technology (DIT) seeks to deliver secure, reliable, and convenient technology services that meet the needs of the government of the City of Richmond.

## DEPARTMENT OVERVIEW

The Department of Information Technology (DIT) is a service organization that develops, implements, and operates complex information systems in support of the technology needs of the City.

An Information Technology Steering Committee, appointed by and accountable to the Chief Administrative Officer, speaks as the voice of DIT's customer agencies. The Steering Committee ensures open communication for collaborative planning, prioritizes and approves major IT projects, evaluates IT service delivery, mitigates risks and vulnerabilities through standardization and oversight of project methodologies, and defines strategic goals and policies.

## DEPARTMENT OBJECTIVES

- Operate existing IT services that enable the City to deliver its mission-critical services
- Mitigate risks arising from IT infrastructure and software components that are at or past life-expectancy or have reached maximum capacity
- Reduce complexity by right-sizing the City's technology services to match available financial and human resources.
- Prioritize appropriately requests for new or modified services
- Create 12-, 24- and 36- roadmaps for City IT needs

## PERFORMANCE MEASURES

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
02001	% of critical incidents resolved within target	N/A	N/A	90% of target	95% of target
02001	Planned changes as a % of total changes. (Department-wide)	81%	85%	85%	85%
02001	% of SAPRs processed within target. (Department-wide)	N/A	N/A	80%	80%
02002	Planned changes as % of total changes	81%	80%	85%	85%
02003	% of critical incidents acknowledged within target	N/A	N/A	90%	90%
02004	% of SAPR's processed within target	N/A	N/A	80%	80%
02005	% of customers who rate services as excellent or good	N/A	N/A	92%	92%
02007	% of customers who rate services as excellent or good	N/A	92%	92%	92%
02008	% of customers who rate mail services as good or excellent	N/A	92%	92%	92%

## INTERNAL SERVICE FUND PROGRAM BUDGETS

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
02001	DIT-Administration	\$—	\$7,450,488	\$9,629,948	\$9,458,809
02002	DIT-System Engineering	—	85,016	—	—
02003	DIT-Systems & Progr	—	894,371	959,718	1,028,943
02004	DIT-Operations	—	3,230,197	4,298,762	4,798,300
02005	DIT-Telephone Services	—	1,440,469	1,883,097	2,742,780
02006	DIT-Telecommunication	—	4,811,305	3,616,650	3,727,730
02007	DIT-Printshop	—	571,400	1,987,133	1,690,500
02008	DIT-Mailroom	—	409,892	510,900	462,493
02009	DIT-Enterprise Resources	—	725,738	1,460,519	1,171,558
	<b>Total Internal Service Fund Program</b>	<b>\$—</b>	<b>\$19,618,878</b>	<b>\$24,346,727</b>	<b>\$25,081,114</b>

## SERVICE LEVEL BUDGETS\*

Internal Service Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Administration (SV0801)	\$—	\$260,890	\$293,196	\$—
City Copy & Print Services (SV1001)	—	570,286	1,987,133	1,690,500
Contract Administration (SV0907)	—	176,945	—	—
Customer Service (SV0302)	—	2,021	77,875	—
Data Center Op. & Support (SV1003)	—	8,343	4,161,531	2,937,912
Database Management (SV1004)	—	162,424	—	—
Desktop Support (SV1005)	—	1,622,583	1,852,408	2,888,266
Emergency Communications (SV0701)	—	575,846	—	—
Employee Training & Devlpmnt (SV1201)	—	1,230	—	—
Facilities Management (SV2006)	—	775	—	—
Fleet Management (SV1502)	—	4,743	1,600	—
Geographic Information Systems (SV1007)	—	55,286	—	—
IT Resource Management (SV1009)	—	7,296,206	9,186,361	10,220,568
Legal Counsel (SV1601)	—	190,782	—	—
Mail Services (SV1010)	—	409,155	510,900	462,493
Mgmt. Info Services (SV1011)	—	50,404	—	—
Network and Data Security (SV1014)	—	244,496	100,000	935,211
Network Infrastructure Support (SV1015)	—	3,076,229	—	1,645,877
Recruit, Selection, & Retention Services (SV0807)	—	—	12,000	—
Risk Management (SV1703)	—	—	80,403	79,873
Software/Applications Development & Support (SV1016)	—	1,355,310	2,466,670	—
Telecommunications System Management (SV1002)	—	4,441,566	3,616,650	4,220,415

Internal Service Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Default (000000)	—	(886,643)	—	—
<b>Total Service Level Budget</b>	<b>\$—</b>	<b>\$19,618,878</b>	<b>\$24,346,727</b>	<b>\$25,081,114</b>

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

## EXPENDITURE BUDGET SUMMARY\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$—	\$7,499,514	\$9,186,361	\$9,034,393
Operating	—	12,119,364	15,160,366	16,046,721
<b>Total Internal Service Fund</b>	<b>\$—</b>	<b>\$19,618,878</b>	<b>\$24,346,727</b>	<b>\$25,081,114</b>
<b>Total Agency Summary</b>	<b>\$—</b>	<b>\$19,618,878</b>	<b>\$24,346,727</b>	<b>\$25,081,114</b>
Per Capita	\$—	\$86.46	\$107.29	\$110.53
<b>Total Staffing</b>	<b>0.00</b>	<b>92.60</b>	<b>92.60</b>	<b>92.60</b>

\* See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This agency's budget was not amended by City Council.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

The Department of Information Technology was established as an Internal Service Fund in FY2018. Please refer to the General Government Section 1 of the Budget document for prior year General Fund Budget and Expenditure data.

**Personnel:** This budget includes 100% funding for all filled positions and rate adjustments for healthcare and retirement in FY2020. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions.

**Operating:** This budget reflects the City's continued investment in technology infrastructure and upgrade.

## AGENCY FISCAL DETAIL - INTERNAL SERVICE FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Full-time Permanent	\$—	\$4,213,862	\$6,839,107	\$6,617,829
Overtime Permanent	—	8,699	—	—
Holiday Pay Permanent	—	282,218	—	—
Vacation Pay Permanent	—	683,670	—	—
Sick Leave Permanent	—	180,797	—	—
Compensatory Leave Perm	—	3,737	—	—
Civil Leave Permanent	—	1,009	—	—
Death Leave Permanent	—	3,110	—	—

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Part-time Salaries	—	93,142	—	51,869
Holiday Pay Part Time	—	3,216	—	—
Vacation Pay Part Time	—	7,894	—	—
Sick Leave Personal Part Time	—	4,993	—	—
Temporary Employee	—	273,445	—	—
Overtime Temp	—	187	—	—
Holiday Pay Temporary	—	14,398	—	—
Sick Leave Temporary	—	6,855	—	—
Funeral Leave Temp Employee	—	320	—	—
FICA	—	322,933	424,025	413,521
Retirement Contribution RSRS	—	849,491	906,528	955,431
Medicare FICA	—	75,618	99,167	96,711
Group Life Insurance	—	27,799	37,634	36,473
Health Care Active Employees	—	649,513	879,900	862,559
State Unemployment Insurance (SUI)	—	756	—	—
Health Savings Account (HSA) Expense-Employer	—	6,000	—	—
Education Pay	—	680	—	—
Bonus Pay	—	107,572	—	—
GASB 68-Pension Expense	—	(323,047)	—	—
OPEB Expense	—	648	—	—
<b>Operating Services</b>				
Public Information & Public Relations Services	—	2,021	12,000	—
Information & Research Services	—	—	—	12,500
Management Services	—	3,267	408,200	799,801
Education & Training Services	—	390	—	—
Equipment Repair and Maint Services	—	139,468	768,100	514,265
Pest Control Services	—	775	—	—
Vehicle Repair And Maint Services	—	2,331	—	2,000
Lease Expense	—	116,952	—	19,452
Printing & Binding-External	—	95,156	55,200	65,000
Transportation Services	—	48	1,600	1,700
Equipment Rental	—	350,840	435,462	420,000
Security/Monitoring Services	—	—	100,000	115,000
Contract And Temporary Personnel Services	—	89,410	430,000	356,000
Disaster Preparedness & Recovery Services	—	392,637	—	—
Uniforms & Safety Supplies-Employee	—	1,085	—	—
Office Supplies And Stationary	—	1,066,953	1,219,408	1,315,500
Employee Appreciation Events And Awards	—	437	—	—

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Operating Services</b>				
Janitorial Supplies	—	—	5,000	—
Industrial and Shop Supplies	—	4,592	—	—
Reimbursed Interview Exp	—	494	—	—
Postal Services	—	362,672	451,800	400,650
Telecommunications Service	—	3,835,620	3,161,350	3,378,730
Conference /Conventions	—	3,490	—	—
Membership Dues	—	—	15,000	15,000
Employee Training	—	3,695	74,970	117,619
Computer Peripherals	—	—	—	70,000
Software	—	2,408,191	1,657,619	—
Computer Accessories	—	613	—	—
Equipment (Less Than \$5,000)	—	166,808	—	1,216,858
Software License	—	1,232,282	3,906,567	5,721,153
License & Permits (Other Than Software)	—	2,766	—	—
Structural Repair/Main Materials	—	—	—	20,000
Roofing Materials	—	—	150,618	—
Fuel For Dept. Owned Vehicles	—	1,824	1,109	500
Monthly Standing Costs	—	493	3,000	986
DIT Charges (Billed from DIT Fund)	—	22	—	—
Fixed Assets (Expenditures Over \$5,000)	—	—	—	—
Depreciation Expense	—	170,438	—	—
Equipment And Other Assets Expense	—	2,199,641	1,645,000	826,174
Retirement-Lease Obligations	—	576,087	577,960	577,960
Operating Transfers to ISF	—	—	80,403	79,873
CWIP-Transfer Project Expenditures to CWIP (Fixed Assets)	—	(1,112,134)	—	—
<b>Total Internal Service Fund</b>	<b>\$—</b>	<b>\$19,618,878</b>	<b>\$24,346,727</b>	<b>\$25,081,114</b>

THIS PAGE LEFT INTENTIONALLY BLANK

---

## MISSION STATEMENT

The Department of Emergency Communications exists to answer and dispatch all 9-1-1 and non-emergency calls. As well as provide and support public safety infrastructures for citizens, other stakeholders of Richmond, internal City departments, and other external partners in order to ensure safety by linking the public with first responders and other non-emergency services so that we deliver efficient, expedient, and courteous quality service which promotes a safe, supportive, and thriving community.

## DEPARTMENT OVERVIEW

The Radio Shop, as a part of the Department of Emergency Communications, 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.

## DEPARTMENT OBJECTIVES

- Successfully implement the City's new 800 MHz Radio System
- Meet evolving technology needs/upgrades for operational effectiveness
- Reduce cost to the City by providing efficient installation and repair of radios and vehicle equipment

## PERFORMANCE MEASURES

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
08720	Timeliness of 800 MHz implementation (Phase 2)	85%	100%	100%	100%
08720	Average turn-around time for radio system vehicle installation	2.16 Hrs	3.55Hrs	3Hrs	3Hrs
08720	Turn-around time for radio repairs (non-proprietary)	42.15 Min	55.15 Min	30 Min	30 Min
08720	% of Radio Shop staff with General Radio Telephone Operators License	60%	60%	80%	100%
08720	# of stakeholder meetings for radio system subscribers	12	6	6	6

## INTERNAL SERVICE FUND PROGRAM BUDGETS

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
01801	Retirement-Richmond Retire	\$—	\$2,971	\$—	\$—
02010	Department of Information Technology	2,153	—	—	—
02925	Public Works	9,446	—	—	—
08701	Emergency Communication	—	239	—	—
08720	Radio Shop - DEC	915,933	889,879	973,295	1,113,584
08721	Radio Shop-CGS	325,977	322,254	381,009	314,131
00000	Default	—	(2,971)	—	—

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
	Total Internal Service Fund Program	\$1,253,510	\$1,212,372	\$1,354,304	\$1,427,716

## SERVICE LEVEL BUDGETS\*

Internal Service Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Administration (SV0801)	\$1,936	\$23,394	\$—	\$—
Desktop Support (SV1005)	—	243	—	—
Emergency Communications (SV0701)	798	32,734	—	—
Facilities Management (SV2006)	2,153	—	—	—
Fleet Management (SV1502)	147	12,959	—	—
Mgmt Info Systems (SV1011)	—	—	30,314	25,656
Retirement Services (SV0912)	—	—	—	—
Secure Detention (SV1102)	—	596	—	—
Telecomm Systems Mgmt (SV1002)	1,225,532	1,217,367	1,323,990	1,402,060
Default	22,943	(74,920)	—	—
<b>Total Service Level Budget</b>	<b>\$1,253,510</b>	<b>\$1,212,372</b>	<b>\$1,354,304</b>	<b>\$1,427,716</b>

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

## EXPENDITURE BUDGET SUMMARY\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$461,357	\$427,842	\$513,593	\$467,470
Operating	792,152	784,530	840,711	960,246
<b>Total Radio Shop Summary</b>	<b>\$1,253,510</b>	<b>\$1,212,372</b>	<b>\$1,354,304</b>	<b>\$1,427,716</b>
Per Capita	\$5.62	\$5.34	\$5.97	\$6.29
*Total Staffing	8.00	7.60	7.60	6.60

\*See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## BUDGET HIGHLIGHTS

**City Council Action by Amendments:** This budget was not amended by City Council.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Personnel:** This budget includes 100% funding for all filled positions and rate adjustments for healthcare and retirement in FY2020. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions.

**Operating:** This budget reflects modest adjustments to the operating accounts.



## AGENCY FISCAL DETAIL - INTERNAL SERVICE FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Full-time Permanent	\$298,740	\$316,206	\$404,684	\$350,392
Overtime Permanent	3,073	4,456	—	—
Holiday Pay Permanent	16,698	21,107	—	—
Vacation Pay Permanent	18,800	(29,000)	—	—
Sick Leave Permanent	4,566	8,171	—	—
Compensatory Leave Perm	644	1,386	—	—
Civil Leave Permanent	—	—	—	—
Death Leave Permanent	736	704	—	—
FICA	19,342	21,768	25,090	21,724
Retirement Contribution RSRS	19,603	22,616	24,309	20,554
Medicare FICA	4,524	5,091	5,868	5,081
Group Life Insurance	1,744	2,039	2,458	2,188
Health Care Active Employees	60,222	55,374	51,184	67,531
Bonus Pay	4,800	6,652	—	—
GASB 68-Pension Expense	(4,234)	(8,745)	—	—
OPEB Expense	12,099	18	—	—
<b>Operating Services</b>				
Architectural & Engineering	16,520	420	—	—
Inspection Services	448	—	—	—
Public Info & Pub. Relation Svcs	—	—	—	—
Media Svcs. (Advertising)	—	—	1,000	1,000
Management Services	1,808	222	—	—
Building Repair And Maint Services	—	14,466	11,000	10,000
Grounds Services	315	4,256	—	—
Electrical Repair & Maint Svcs	6,662	4,664	—	—
Equipment Repair & Maint.	28,359	11,898	—	—
Vehicle Repair & Maint.	—	7,067	10,000	4,000
Printing & Binding-External	798	—	—	—
Moving & Relocation	4,696	—	—	—
Security/Monitoring Services	480	—	7,500	7,500
Contract & Temp Personnel	81,732	47,408	45,000	45,000
Food & Drinks	68	169	500	500
Laundry & Dry Cleaning Services	—	413	—	—
Uniforms & Safety Supplies	7,340	6,490	11,350	11,350
Office Supplies & Stationary	2,590	1,887	5,000	5,000
Office/Building Décor	1,714	—	—	—
Electrical Supplies	—	181	—	—

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Operating Services</b>				
Industrial & Shop Supplies	—	97	5,000	5,000
Express Delivery Services	208	501	2,000	2,000
Postal Services	1	—	—	—
Freight	50	—	—	—
Telecommunications Services	7,812	11	26,000	26,000
Conference/Conventions	420	—	—	—
Membership Dues	199	499	—	—
Employee Training	4,205	8,848	—	—
Software	—	—	1,000	—
Vehicle Equipment & Supply (less than \$5K)	4,462	—	—	—
Equipment (less than \$5K)	74,870	60,397	61,000	120,000
Small Tools	448	—	—	—
Software License	—	2,177	—	—
Electric Service	41,761	43,741	—	56,695
Water & Sewer	879	7,569	—	—
Natural Gas	943	123	—	—
Indirect City Costs	—	—	—	—
Pagers	5,231	—	—	—
Fuel for Dept. Owned Vehicles	75	5,248	10,000	3,000
Monthly Standing Costs	—	370	2,000	1,480
Internal Printing & Duplicating	368	646	—	—
Cost Good Sold-Radio Parts	476,596	542,118	555,000	565,515
Cost Good Sold-Pagers	10,794	8,483	1,500	—
DIT Charges (Billed from DIT Fund)	—	24,798	—	—
Depreciation Expense	9,299	12,154	—	—
Equip & Other Assets Exp.	—	—	55,547	70,550
Operating Transfers to ISF	—	—	30,314	25,656
CWIP-Transfer Project Expenditures to CWIP (Fixed Assets)	—	(32,793)	—	—
<b>Total Internal Service Fund</b>	<b>\$1,253,510</b>	<b>\$1,212,372</b>	<b>\$1,354,304</b>	<b>\$1,427,716</b>

## MISSION STATEMENT

The City's Bureau of Risk Management directs strategic planning, provides operational control, and establishes rules, policies, and procedures to accomplish risk management goals related to employee and workplace safety, loss control, claims, insurance, and self-insurance program objectives.

Our mission is to protect the employees and assets of the City of Richmond from loss and damage and provide effective, proactive risk management.

The City is committed to the preservation and protection of its human, physical, and financial assets. This policy builds on this commitment by providing the policy of risk management, including the objectives of the risk management program and the responsibilities of all city employees.

The City of Richmond is responsible to its employees, citizens and visitors for the preservation and protection of human and physical assets. The City Administration takes this responsibility seriously and is committed to a comprehensive risk management program.

Each agency must be committed to a risk management, safety and loss prevention program. All levels of management are inherently responsible for promptly resolving exposures to loss and insuring that all employees comply with appropriate policies and procedures to insure their safety, and the well-being of those around them, of self-insurance and insurance to minimize uninsured losses. This is accomplished by safety inspections, review of services, contracts and operations of the various departments in the City.

## DEPARTMENT OVERVIEW

The Bureau of Risk Management is responsible for directing and coordinating all functions relative to the Risk Management Program. The Risk Manager will work with agency heads and other managers and employees to identify and respond to issues concerning the program and to provide training and education on safety and risk reduction.

## DEPARTMENT OBJECTIVES

- To provide to the extent possible an exposure-free work and service environment for employees, citizens and visitors
- To protect and preserve city assets and work force; wherever possible, against losses which could deplete city resources or impair the City's ability to meet its legal obligations to provide services to its citizens
- To institute all practical measures to eliminate or control injury to citizens, employees and visitors; loss to property or other loss producing conditions
- To implement sound business practices of risk financing that protect the city against catastrophic loss
- To administer claims against the city ethically, efficiently and in the best interests of the City

## PERFORMANCE MEASURES

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
25001	Uninsured losses	N/A	No Losses	No Losses	No Losses
25001	Place insurance renewals 20 days prior to expiration	N/A	100%	100%	100%
25001	Conduct safety inspections	N/A	20	24	24
25001	Safety observations of employee work use of PPE	N/A	37	36	36
25001	Safety training	N/A	28	30	30

## SERVICE LEVEL BUDGETS\*

Internal Service Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Administration (SV0801)	\$—	\$242	\$—	\$—
Emergency Operations Coord (SV0703)	—	350	—	—
Fleet Management (SV1502)	—	1,166	—	—
Mail Services (SV1010)	—	148	—	—
Risk Management (SV1703)	—	12,882,326	16,234,178	15,985,919
Default (000000)	—	1,620,592	—	—
<b>Total Service Level Budget</b>	<b>\$—</b>	<b>\$14,504,825</b>	<b>\$16,234,178</b>	<b>\$15,985,919</b>

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

## INTERNAL SERVICE FUND PROGRAM BUDGETS

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
02401	Risk-Self-Insurance	\$—	\$1,618,053	\$—	\$—
02501	Finance-Management	—	(5,208)	—	—
02505	Finance-Risk Management	—	689,457	—	—
02801	Health-Clinical Services	—	204,211	—	—
25001	Risk Management-Administration	—	11,998,312	16,234,178	15,985,919
	<b>Total Internal Service Fund Program</b>	<b>\$—</b>	<b>\$14,504,825</b>	<b>\$16,234,178</b>	<b>\$15,985,919</b>

## EXPENDITURE BUDGET SUMMARY\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$—	\$287,649	\$306,157	\$330,421
Operating	—	14,217,175	15,928,021	15,655,498
<b>Total Internal Service Fund</b>	<b>\$—</b>	<b>\$14,504,825</b>	<b>\$16,234,178</b>	<b>\$15,985,919</b>
<b>Total Agency Summary</b>	<b>\$—</b>	<b>\$14,504,825</b>	<b>\$16,234,178</b>	<b>\$15,985,919</b>
Per Capita	\$—	\$63.92	\$71.54	\$70.45
*Total Staffing	0.00	3.00	3.00	3.00

\* See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## BUDGET HIGHLIGHTS

The Department of Risk Management was adopted as an Internal Service Fund in FY2018.

**City Council Action by Amendments:** This agency's budget was not amended by City Council.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Personnel:** This budget includes 100% funding for all filled positions and rate adjustments for healthcare and retirement in FY2020. Additionally, this budget includes a 3% salary increase for permanent full and part-time positions.

**Operating:** This budget reflects a decrease in operating primarily due to Claims & Settlements account.

## EXPENDITURE FISCAL DETAIL - INTERNAL SERVICE FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Full-time Permanent	\$—	\$188,745	\$253,623	\$271,986
Holiday Pay Permanent	—	11,387	—	—
Vacation Pay Permanent	—	22,106	—	—
Sick Leave Permanent	—	12,360	—	—
Death Leave Permanent	—	1,354	—	—
FICA	—	14,201	15,725	16,863
Retirement Contribution RSRS	—	12,893	13,861	17,546
Medicare FICA	—	3,403	3,678	3,944
Group Life Insurance	—	2,122	2,251	2,454
Health Care Active Employees	—	18,685	17,021	17,628
Bonus Pay	—	4,809	—	—
GASB 68-Pension Expense	—	(4,425)	—	—
OPEB Expense	—	9	—	—
<b>Operating Services</b>				
Management Services	—	350,966	323,500	333,500
Vehicle Repair And Maint Services	—	624	—	—
Mileage	—	724	800	800
Employee Parking Subsidy	—	2,240	—	—
Uniforms & Safety Supplies	—	299	2,500	2,500
Office Supplies & Stationary	—	325	1,762	1,100
Advertising Supplies	—	—	600	524
Books & Reference Material	—	—	200	200
Educational Supplies	—	1,591	—	—
Recreational Supplies	—	1,034	2,400	2,400
Postal Services	—	124	120	120
Conference/Conventions	—	305	1,200	1,200
Magazine/Newspaper Subscription	—	—	262	270

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Operating Services</b>				
Membership Dues	—	1,050	1,230	1,230
Employee Training	—	4,517	5,980	5,950
Software	—	5,326	4,500	4,500
Equipment (Less Than \$5,000)	—	5,763	—	—
Fuel For Dept. Owned Vehicles	—	131	—	—
Monthly Standing Costs	—	129,702	—	—
Claims & Settlements	—	9,366,371	10,520,692	10,006,532
Medical Services	—	4,500	5,000	5,000
Public Liability Auto Insurance	—	—	623,866	655,060
Public Liability Insurance	—	3,574,402	3,428,935	3,588,914
Faithful Perf Bond Blnkt Insur	—	18,093	18,900	19,845
Fire & Ext Coverage Insur	—	748,691	805,574	845,853
Line of Duty-Health (Risk Mgt)	—	—	80,000	80,000
Line of Duty-Death (Risk Mgt)	—	—	100,000	100,000
DIT Charges (Billed from DIT Fund)	—	397	—	—
Depreciation Expense	—	—	—	—
<b>Total Internal Service Fund</b>	<b>\$—</b>	<b>\$14,504,825</b>	<b>\$16,234,178</b>	<b>\$15,985,919</b>

# **RETIREMENT FUND**

THIS PAGE LEFT INTENTIONALLY BLANK

---



## MISSION STATEMENT

To deliver timely and effective communications and retirement services with integrity and professionalism 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 Richmond Retirement System displays a devotion to maintaining excellence in public service and embraces the highest standards of excellence, accountability, dependability, and integrity. The 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 is an exemplary steward 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 the Defined Benefit and the 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 22 of the City of Richmond. One employer, the City of Richmond, and its component unit, the Richmond Behavioral Health Authority, participate in the RRS on behalf of their employees.

## DEPARTMENT OBJECTIVES

- Issue payment of pension benefits on the last business day of the month
- Completion of Comprehensive Annual Financial Report
- Not exceed the approved budget set by the Board of Trustees

## PERFORMANCE MEASURES

Program/ Subprogram	Department Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2020 Target
01801	Paying pension benefits on time (on the last business day of the month)	100%	100%	100%	100%
01801	Not exceed the approved budget set by the Board of Trustees	Did not exceed	Not expected to exceed	Not expected to exceed	Not expected to exceed
01801	Complete the Comprehensive Annual Financial Report on time	Yes	Yes	Yes	Yes

## RETIREMENT FUND PROGRAM BUDGETS

Program Number	Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
01801	Richmond Retirement	\$1,180,574	\$1,270,617	\$1,761,802	\$1,799,281
	<b>Total Retirement Fund Program</b>	<b>\$1,180,574</b>	<b>\$1,270,617</b>	<b>\$1,761,802</b>	<b>\$1,799,281</b>

## SERVICE LEVEL BUDGETS\*

Retirement Fund Services Level Budget	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Accounts Payable (SV0902)	\$375	\$—	\$—	\$—
Administration (SV0801)	—	22,204	—	—
City Copy & Print Services (SV1001)	453	31,464	—	—
Desktop Support	—	3,203	—	—
Mail Services (SV1010)	3,784	6,409	—	—
Mgmt Information Systems (SV1011)	—	—	74,737	89,664
Payroll Administration (SV0911)	6,124	7,988	—	—
Public Relations (SV2104)	96	—	—	—
Retirement Services (SV0912)	1,168,937	1,198,310	1,686,110	1,708,708
Risk Management (SV1703)	—	—	955	909
Tax Enforcement (SV0914)	804	—	—	—
Telecommunications Systems Mgmt (SV1002)	—	1,039	—	—
Default	—	—	—	—
<b>Total Service Level Budget</b>	<b>\$1,180,574</b>	<b>\$1,270,617</b>	<b>\$1,761,802</b>	<b>\$1,799,281</b>

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

## AGENCY FISCAL SUMMARY – RETIREMENT\*

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Personnel Services	\$948,332	\$881,411	\$1,257,039	\$1,221,993
Operating	232,242	389,206	504,763	577,288
<b>Total Retirement Fund</b>	<b>\$1,180,574</b>	<b>\$1,270,617</b>	<b>\$1,761,802</b>	<b>\$1,799,281</b>
<b>Total Agency Summary</b>	<b>\$1,180,574</b>	<b>\$1,270,617</b>	<b>\$1,761,802</b>	<b>\$1,799,281</b>
Per Capita	\$5.30	\$5.60	\$7.76	\$7.93
*Total Staffing	11.75	11.75	11.75	11.75

\* See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

## BUDGET HIGHLIGHTS

**City Council Action by Amendment:** This agency's budget was not amended by City Council.

Identified above, where applicable, are departmental workload measures that summarize past, current, and proposed performance levels. Identified throughout is a summary of all cost factors that make up this department's proposed budget.

**Personnel:** The budget includes 100% funding for all filled positions, limited funding for vacant positions, rate adjustments for healthcare and retirement as well as a 3% increase for permanent full and part-time positions.

**Operating:** This budget reflects an increase in operating accounts associated with financial and investment management services and employee training.

## AGENCY FISCAL DETAIL - RETIREMENT FUND

Budget Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Personnel Services</b>				
Full-time Permanent	\$553,079	\$498,021	\$860,946	\$857,270
Holiday Pay Permanent	20,175	29,069	—	—
Vacation Pay Permanent	47,151	24,102	—	—
Sick Leave Permanent	31,345	24,569	—	—
Death Leave Permanent	1,690	788	—	—
Part-time Salaries	30,731	28,472	35,404	36,831
Holiday Pay Part-time	2,031	2,156	—	—
Vacation Pay Part-time	1,816	2,224	—	—
Sick Leave Personal Part-time	925	2,190	—	—
Death Leave Part Time	—	363	—	—
Temporary Employee	—	—	9,120	—
FICA	36,601	33,151	53,009	55,435
Retirement Contribution RSRS	123,485	121,187	166,386	131,813
Medcare FICA	9,687	8,893	12,997	12,965
Group Life Insurance	7,570	7,076	11,428	10,915
Health Care Active Employees	77,295	71,945	107,749	116,764
Bonus Pay	4,750	27,205	—	—
<b>Operating Services</b>				
Financial & Invest Mgmt Svcs	165,789	256,491	241,800	273,060
Public Info & Relations Svcs	886	1,254	9,600	10,000
Employee Parking Subsidy	4,307	5,450	7,700	7,500
Contract & Temp Personnel	—	2,966	—	9,120
Other Services	1,200	1,650	5,250	4,500
Office Supplies & Stationary	7,562	6,882	9,000	9,900
Special Reserve Account	2,077	3,036	63,830	61,270
Postal Services	4,948	6,079	5,230	2,615
Telecommunications Services	5,381	126	5,100	2,550
Conference/Conventions	14,321	27,276	34,636	30,000
Magazine/Newspaper Subscri	646	1,515	3,000	3,000
Membership Dues	4,320	4,140	3,200	5,100
Employee Training	3,275	3,518	18,800	40,000
Software	804	—	3,300	5,800
Equipment (Less Than \$5K)	10,004	5,071	5,950	7,500
Medical Examiner Services	3,884	494	5,400	7,000
Internal Printing & Duplicating	2,837	3,547	5,175	3,600
DIT Charges (Billed from DIT Fund)	—	58,013	—	—
Equip & Other Assets Exp	—	1,699	2,100	4,200
Operating Transfer to ISF	—	—	75,692	90,573
<b>Total Retirement Fund</b>	<b>\$1,180,574</b>	<b>\$1,270,617</b>	<b>\$1,761,802</b>	<b>\$1,799,281</b>

THIS PAGE LEFT INTENTIONALLY BLANK

---

**CAPITAL IMPROVEMENT  
PROGRAM**

## BACKGROUND

---

The City continues to emphasize the importance of addressing its infrastructure needs while also investing in neighborhood projects and improvements. 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: improvements to roadways, sidewalks and bikeways; improvements to neighborhood parks, libraries and recreational facilities; construction and major renovations of schools and other city facilities; economic development activities; acquisition of property; 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, detailed analysis is conducted each year to ensure that the appropriate levels of spending and types of spending by project are understood and captured in the CIP.

## LONG RANGE PLANNING

---

The City will provide a Long Range Capital Improvement Plan, beginning with the CIP for Fiscal Years 2020 through 2024. This 20-year long range CIP will focus on investing in the City's physical infrastructure to include maintaining basic services and strategic investments needed to increase economic empowerment; provide for vibrant, inclusive and mobile neighborhoods; and address issues of public safety, health and wellness.

Richmond owns and manages a wide-ranging variety of infrastructure assets, including streets, sidewalks, bridges, facilities, vehicles, and parklands. A number of factors affect the needs and priorities for capital projects. The demand for certain types of infrastructure may be impacted by the changing demographics and mobility patterns of residents and businesses. The economic climate and a host of other factors must also be considered.

National studies have identified the poor condition of our nation's infrastructure and the need for critical improvements. The City faces the same challenges, which make the 20-year CIP all the more important.

This addition to the Capital Improvement Plan, located in the "Appendices" section, contains a detailed listing of City assets and inventory by category, as well as a forecast of anticipated funding needs for capital projects within the next 20 years.

## GUIDING PRINCIPLES

---

For the CIP included in this budget, the City employed the fundamentals of outcome-based budgeting in evaluating and recommending projects and funding. These basic principles include:

- Begin the process with departments closing and/or updating prior year capital projects and identifying new capital or funding needs;
- Identification and development of other capital needs based on citizen, legislative, and administrative priorities and regional issues;
- Recommend a CIP that completes existing projects and appropriately funds new projects or costs within available funding levels;
- Continuation of fiscal processes to require that pay-as-you go revenues or other bond facilities are budgeted in a manner that maximizes their use first;
- Assure management of assets in keeping with best practices while preserving the existing tax base; and
- Position the City for the future through good financial stewardship and by outlining a realistic CIP plan within existing resources.

To guide the CIP decision-making process, projects, both new and existing, were evaluated on the degree to which they meet the following objectives or criteria:

- Address health concerns, safety or emergency needs;
- Ensure basic infrastructure is maintained and improved so that the useful life is maximized;
- Meet a legal or contractual obligation or federal or state mandate;
- Leverage outside funding including federal, state, regional or private funding;
- Result in unacceptable outcomes if the project is deferred;
- Enjoy broad community support; and
- Support the priority initiatives included in one or more of the City's seven focus areas.

## SUMMARY OF CIP FUNDING AND MAJOR CIP PROJECTS

---

The Adopted General Fund CIP totals \$462.8 million for FY2020-2024. Of that amount, \$91.6 million is included in Fiscal Year 2020.

The Mayor's top priorities of Schools and Roads are proposed to receive 82.9% of the adopted funding. Funding for school modernization and new construction is recommended at \$228.5 million. Transportation infrastructure is funded at \$155.4 million. This includes proposed funding for paving at \$34.8 million; Major Bridge Improvements at \$23.1 million; Improvements to major thoroughfares such as Hull Street and the Broad Street interchange with I-95 proposed at \$46.2 million. Projects to provide for vibrant, inclusive, and mobile communities include Culture and Recreation projects, which consist of major upgrades to community centers, major parks, and libraries and are proposed to be funded at \$20.8 million. Funds are also provided in Economic Development to address Housing Initiatives and riverfront access at \$3.9 million. There are three projects proposed to address

ADA issues throughout the City, Tredegar/Brown's Island, Huguenot Flats, and sidewalk repairs at Boulevard Bridge. Public Safety projects, including the replacement of fire stations, purchase of a regional aircraft, architectural and engineering funding for a joint Police/Fire/Parks Facility in the East End to replace the First Precinct are funded at \$17.8 million. City Equipment and Other Investments are funded with \$26.6 million, and City Facilities are funded with \$9.8 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 2020 budget was on improving the City's well-managed government practices. A review of the City's debt management policies resulted in a request to City Council to revise the policy. These policies and guidelines establish parameters for the planning, issuance, and management of debt. The following summarizes the revisions to the policies recently adopted:

- 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 plus the non-local portion of the recurring special funds for Street Maintenance.
- The City will not incur tax supported general obligation debt in excess of three and three quarter percent (3.75%) 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 Adopted debt utilized in funding the FY 2020 - FY 2024 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.

**Transportation Alternative Funds** - Federal funds allocated on a competitive basis by the Commonwealth for projects related to Pedestrian, Bike, Trails, historical and scenic improvements to the transportation network. Funding requires a local 20% match.



**Congestion Mitigation and Air Quality Improvement Program (CMAQ)** - Federal grant program for transportation projects with an aim to improve air quality passed through the State to the municipality via a statutory formula based on population and air quality classification as designated by the EPA. These funds are budgeted to specific projects through the federally-mandated regional metropolitan Planning organization or MPO.

**Pay-as-you-go-Funds (Cash)** - Revenue allocated as a direct cash contribution.

**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 Infrastructure** – 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.

**Priority Area** - Identifies which priority area(s) the project supports. These include: Adult and Youth Education / Strong Futures for Children, Adults, and Families; Public Safety, Health, and Wellness / Safe Neighborhoods; Economic Empowerment / Planned Growth, Economic Progress, and Affordable Housing and Responsive, Accountable, and Innovative Government; Efficient and High-Quality Service Delivery; and Vibrant, Inclusive, and Mobile Communities.

**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 2020 Adopted** - Indicates the Proposed amounts for the project. Amounts listed in FY 2021 - FY 2024 are planned amounts for the project in the upcoming years.
- **FY 2019 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, 2018.
- 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.
- FY2020 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 2019 budget year or in the out-years of the five-year CIP.

## OPERATING IMPACT OF MAJOR CIP PROJECTS

---

The Departments are requested to assess the impact new projects may have on future operating costs. Not all projects have quantifiable measurements even if greater efficiency or effectiveness is the expected result. In addition, some projects may be undertaken due to the need for enhanced health and/or safety factors. The operating costs of a project, and any savings resulting from the project, are captured in the Operating Budget. The City carefully considers all potential operating impacts before including a project in the five-year plan. These considerations are also included in the City’s five-year forecast.

## FY 2020 - FY 2024 Capital Improvement Program Funding Sources: All Funds Summary

All Funds Sources of Funds	FY 2020 Adopted	Planned				TOTAL
		FY2021	FY2022	FY2023	FY2024	
Bonds	132,556,608	106,587,407	108,718,299	104,473,880	99,231,412	551,567,606
Short-Term Debt	8,291,067	4,431,810	4,931,810	5,471,810	5,500,000	28,626,497
Pay-as-you-go Sources	36,428,188	32,605,538	30,632,310	29,586,310	29,478,310	158,730,656
Other	38,629,628	23,102,572	19,336,080	6,555,000	200,747,000	288,370,280
<b>Total: All Funds</b>	<b>215,905,491</b>	<b>166,727,327</b>	<b>163,618,499</b>	<b>146,087,000</b>	<b>334,956,722</b>	<b>1,027,295,039</b>

## FY 2020 - FY 2024 Capital Improvement Program Funding Sources: Summary by Fund

General Fund Sources of Funds	FY 2020 Adopted	Planned				TOTAL
		FY2021	FY2022	FY2023	FY2024	
General Obligation Bonds	45,365,559	22,298,707	28,034,799	26,230,380	21,003,912	142,933,357
Short-Term Debt	8,291,067	4,431,810	4,931,810	5,471,810	5,500,000	28,626,497
Other Sources	2,490,738	1,031,810	1,031,810	1,031,810	931,810	6,517,978
Other Sources (Prior Appropriations)	3,595,358	—	—	—	—	3,595,358
Other Sources (Line of Credit)	—	—	—	—	200,000,000	200,000,000
Federal & State Transportation Funds	31,893,769	22,557,000	19,336,080	6,555,000	747,000	81,088,849
<b>Total - General Fund Capital Funding</b>	<b>91,636,491</b>	<b>50,319,327</b>	<b>53,334,499</b>	<b>39,289,000</b>	<b>228,182,722</b>	<b>462,762,039</b>
Non-General Fund						
Sources of Funds	FY 2020 Adopted	Planned				TOTAL
		FY2021	FY2022	FY2023	FY2024	
Utility Revenue Bonds	87,191,049	84,288,700	80,683,500	78,243,500	78,227,500	408,634,249
DEQ/Virginia Resource Authority Funds	3,140,501	545,572	—	—	—	3,686,073
Pay-as-you-go Cash Funding	33,937,450	31,573,728	29,600,500	28,554,500	28,546,500	152,212,678
<b>Total - Non-General Fund Capital Funding</b>	<b>124,269,000</b>	<b>116,408,000</b>	<b>110,284,000</b>	<b>106,798,000</b>	<b>106,774,000</b>	<b>564,533,000</b>
<b>Grand Total: All Capital Funding</b>	<b>215,905,491</b>	<b>166,727,327</b>	<b>163,618,499</b>	<b>146,087,000</b>	<b>334,956,722</b>	<b>1,027,295,039</b>

# CAPITAL IMPROVEMENT PROGRAM

SOURCES & USES  
OVERVIEW

FY 2020 - FY 2024 Capital Improvement Program Funding Sources Detail						
General Fund Sources of Funds	FY 2020 Adopted	Planned				TOTAL
		FY2021	FY2022	FY2023	FY2024	
<b>Bonds &amp; Short-Term Debt</b>						
General Obligation Bonds	45,365,559	22,298,707	28,034,799	26,230,380	21,003,912	142,933,357
Short-Term Debt	8,291,067	4,431,810	4,931,810	5,471,810	5,500,000	28,626,497
<b>Subtotal: Bonds</b>	<b>53,656,626</b>	<b>26,730,517</b>	<b>32,966,609</b>	<b>31,702,190</b>	<b>26,503,912</b>	<b>171,559,854</b>
<b>Other Sources</b>						
Pay As You Go	2,240,738	931,810	931,810	931,810	931,810	5,967,978
Line of Credit	—	—	—	—	200,000,000	200,000,000
Private Donations	250,000	100,000	100,000	100,000	—	550,000
<b>Subtotal: Other Pay-as-you-go Sources</b>	<b>2,490,738</b>	<b>1,031,810</b>	<b>1,031,810</b>	<b>1,031,810</b>	<b>200,931,810</b>	<b>206,517,978</b>
<b>Federal &amp; State Transportation Funds</b>						
Transportation Alternative Funds	2,301,600	—	—	—	—	2,301,600
Congestion Mitigation and Air Quality Improvement Program (CMAQ)	2,726,000	—	594,000	—	—	3,320,000
Highway Safety Improvement Program (HSIP)	2,843,000	2,932,000	4,804,080	1,648,000	747,000	12,974,080
State of Good Repair	329,185	790,000	—	—	—	1,119,185
State Smart Scale	15,453,411	17,835,000	10,802,000	4,907,000	—	48,997,411
Revenue Sharing	2,455,573	—	—	—	—	2,455,573
MPO RSTP	5,785,000	1,000,000	3,136,000	—	—	9,921,000
<b>Subtotal: Federal &amp; State Transportation Funds</b>	<b>31,893,769</b>	<b>22,557,000</b>	<b>19,336,080</b>	<b>6,555,000</b>	<b>747,000</b>	<b>81,088,849</b>
<b>Other Funding Sources - Prior Appropriations</b>						
Carver District Lighting	34,062	—	—	—	—	34,062
CH Emergency Generator Replacement	26,067	—	—	—	—	26,067
Commonwealth Gateway Interstate Landscaping	58,337	—	—	—	—	58,337
Duval Street Circulation	21,970	—	—	—	—	21,970
Eastview Initiative	68,467	—	—	—	—	68,467
Franklin Street Streetscape	500,000	—	—	—	—	500,000
Fulton Area Commercial Corridor Improvements	4,720	—	—	—	—	4,720
Gaston Account	200,000	—	—	—	—	200,000
Oak Grove School Renovations and Improvements And Playground Upgrade	200,000	—	—	—	—	200,000
Public Housing Transformation	2,100,000	—	—	—	—	2,100,000
Richmond Coliseum Renovations	374,185	—	—	—	—	374,185

# CAPITAL IMPROVEMENT PROGRAM

SOURCES & USES  
OVERVIEW

Terminal Ave Belt Blvd Sidewalk Improvements	7,550	—	—	—	—	7,550
<b>Total Other Funding Sources</b>	<b>3,595,358</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>3,595,358</b>
<b>Total: General Fund Capital Funding</b>	<b>91,636,491</b>	<b>50,319,327</b>	<b>53,334,499</b>	<b>39,289,000</b>	<b>228,182,722</b>	<b>462,762,039</b>
<b>Non-General Fund</b>						
	<b>Adopted</b>	<b>Planned</b>				
<b>Non-General Fund Supported Sources</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>TOTAL</b>
Utility Revenue Bonds	87,191,049	84,288,700	80,683,500	78,243,500	78,227,500	408,634,249
DEQ/Virginia Resource Authority funds	3,140,501	545,572	—	—	—	3,686,073
Pay-as-you-go Funds (Cash)	33,937,450	31,573,728	29,600,500	28,554,500	28,546,500	152,212,678
<b>Total: Non-General Fund Capital Funding</b>	<b>124,269,000</b>	<b>116,408,000</b>	<b>110,284,000</b>	<b>106,798,000</b>	<b>106,774,000</b>	<b>564,533,000</b>
<b>Grand Total: All Capital Funding</b>	<b>215,905,491</b>	<b>166,727,327</b>	<b>163,618,499</b>	<b>146,087,000</b>	<b>334,956,722</b>	<b>1,027,295,039</b>

## Capital Improvement Program: FY 2020 Uses of Funds

Project Title	Page	FY2020 Adopted
<b>General Fund</b>		
<b>City Facility Maintenance &amp; Improvements</b>		
730 Building	19	550,000
City Hall Renovations (rooms 101 and 103)	21	100,000
Hopkins Road Transfer Station Repairs	23	400,000
Major Building Renovations	24	2,150,000
<b>Subtotal: City Facility Maintenance &amp; Improvements</b>		<b>3,200,000</b>
<b>Culture &amp; Recreation</b>		
Ann Hardy Family Life Center	25	150,000
Blackwell Playground Upgrades	26	250,000
Chimborazo Park Sidewalk Installation	27	250,000
Community Center Enhancements	28	500,000
East District Park Transformation	29	458,650
Library Retrofit	32	100,000
Major Parks Renovations	33	500,000
Neighborhood Parks Renovations	34	500,000
Parks and Recreation Building Maintenance	36	200,000
Southside Regional Park and Community Center	37	800,000
Swimming Pool Projects	38	250,000
Universal Access at Huguenot Flatwater	39	150,000
<b>Subtotal: Culture &amp; Recreation</b>		<b>4,108,650</b>
<b>Economic &amp; Community Development</b>		
25th Street Development	40	118,467

Corridor/Gateway Blight Abatement	41	100,000
Low Line Phase III	42	115,000
Percent for Art	47	150,000
Tredegar/Brown's Island Accessible Walk Improvements	49	117,442
<b>Subtotal: Economic &amp; Community Development</b>		<b>600,909</b>
<b>Education</b>		
School Capital Maintenance	50	19,000,000
<b>Subtotal: Education</b>		<b>19,000,000</b>
<b>Public Safety</b>		
Fire Station Buildings	53	250,000
John Marshall Courts Building	55	250,000
Juvenile Detention Center	56	220,000
Manchester Courthouse	57	300,000
New Fire Station 9, HQ & Gov. Center	58	1,000,000
Oliver Hill Courts Building	59	200,000
Patrol Aircraft Priority	60	700,000
Replacement of Fire stations 5,6,12,21	63	550,000
<b>Subtotal: Public Safety</b>		<b>3,470,000</b>
<b>Transportation</b>		
Bike Parking (Racks)	66	25,000
Boulevard Bridge - New Sidewalk Approaches	68	50,000
Broad Street Streetscape Project	69	2,517,000
Capitol Trail - Canal Walk - Connection to Brown's Island	70	1,027,000
Central Transit Signal Priority and Emergency Vehicle Preemption	71	40,000
City Wide Traffic Calming Measures	72	200,000
Commerce Road Improvements	73	3,400,000
Deepwater Terminal Road Connector to Goodes Street	74	1,111,000
Gillies Creek Gateway (TAP)	75	1,050,000
Highland Grove/Dove Street Development	78	52,000
Hull Street Phase I Federal	80	4,618,200
Hull Street Streetscape - Mayo Bridge to 9th Street	81	202,000
Kanawha Plaza Pedestrian Safety Improvements	83	153,000
Libbie Avenue Corridor Study	84	60,000
Lynhaven Ave over Broad Rock Creek Bridge Replacement	85	269,185
Major Bridge Improvements Program	86	3,489,392
Mary Munford ES Pedestrian Safety Improvements	88	175,000
Matching Funds for Federal/State Grants (VDOT)	89	70,000
Mayo Bridges Rehabilitation	90	1,334,000
New Traffic Control Signal - Grove Ave @ Maple Avenue	93	300,000
Nine Mile Road Streetscape	95	1,255,877
Oak Grove ES Pedestrian Safety	96	284,000
Pedestrian Safety Crossing Improvement Program at Signalized Intersections on Fed/State Routes	98	325,000

# CAPITAL IMPROVEMENT PROGRAM

## SOURCES & USES OVERVIEW

Pedestrian Safety Improvements with HAWKs and RRFBs (HSIP)	99	240,000
Richmond Signal System Phase III Congestion Mitigation Air Quality (CMAQ)	103	2,360,000
Semmes Ave, Forest Hill Ave, and Dundee Ave Pedestrian Safety & Operation Enhancements	106	800,000
Shockoe Valley Street Improvements/I-95 Broad Street Area Improvements	107	7,963,211
Sidewalk Projects	108	900,000
Street Lighting - General	109	400,000
Street Lighting - LED Conversion	110	500,000
Streets, Sidewalks, and Alley Improvements	111	300,000
Systematic Pedestrian Safety Improvements Phase III	112	1,540,000
Systemic Sight Distance Imp.(HSIP)	113	154,000
Traffic Control Installation	114	200,000
Traffic Signal Visibility Improvements - Citywide Pedestal Pole to Mast Arm Signal Upgrades	115	235,000
Transit Stop Access Improvements	116	366,000
Transportation Projects	117	15,000,000
<b>Subtotal: Transportation</b>		<b>52,965,865</b>
<b>City Equipment &amp; Other Infrastructure Investment</b>		
Revenue Administration System Replacement	118	3,100,000
Vehicle Replacement	119	5,191,067
<b>Subtotal: City Equipment &amp; Other Infrastructure Investment</b>		<b>8,291,067</b>
<b>Total: General Fund</b>		<b>91,636,491</b>
<b>Non-General Fund</b>		
Gas Utility New Business	120	8,273,000
System Replacement	121	25,162,000
<b>Subtotal: Gas Utility</b>		<b>33,435,000</b>
<b>Stormwater Utility</b>		
Stormwater Facilities Improvements	122	15,006,000
<b>Subtotal: Stormwater Utility</b>		<b>15,006,000</b>
<b>Wastewater Utility</b>		
Combined Sewer Overflow	123	2,323,000
Sanitary Sewers	124	39,465,000
Wastewater Treatment	125	3,984,000
<b>Subtotal: Wastewater Utility</b>		<b>45,772,000</b>
<b>Water Utility</b>		
Major Plant & Pumping Improvements	126	10,590,000
Transmission Main Improvements	127	2,522,000
Water Utility Distribution System Improvements	128	16,944,000
<b>Subtotal: Water Utility</b>		<b>30,056,000</b>
<b>Total: Non-General Fund</b>		<b>124,269,000</b>
<b>Grand Total: Capital Improvement</b>		<b>215,905,491</b>



# CAPITAL IMPROVEMENT PROGRAM

SOURCES & USES  
OVERVIEW

FY 2020 - FY 2024 Proposed Capital Improvement Program								
Project Title	Pg.	Originally Planned	Adopted	Planned				TOTAL
		FY2020	FY2020	FY2021	FY2022	FY2023	FY2024	
<b>General Fund Capital</b>								
<b>City Facility Maintenance &amp; Improvements</b>								
730 Building	19	550,000	550,000	—	—	—	—	550,000
City Hall	20	—	—	600,000	1,500,000	—	—	2,100,000
City Hall Renovations (rooms 101 and 103)	21	—	100,000	—	—	—	—	100,000
Hopkins Road Transfer Station Repairs	23	—	400,000	—	—	—	—	400,000
Major Building Renovations	24	550,000	2,150,000	1,474,688	1,000,000	1,000,000	990,722	6,615,410
<b>Subtotal: City Facility Maintenance &amp; Improvements</b>		<b>1,100,000</b>	<b>3,200,000</b>	<b>2,074,688</b>	<b>2,500,000</b>	<b>1,000,000</b>	<b>990,722</b>	<b>9,765,410</b>
<b>Culture &amp; Recreation</b>								
Ann Hardy Family Life Center	25	—	150,000	—	—	—	—	150,000
Blackwell Playground Upgrades	26	—	250,000	—	—	—	—	250,000
Chimborazo Park Sidewalk Installation	27	—	250,000	—	—	—	—	250,000
Community Center Enhancements	28	—	500,000	1,000,000	1,000,000	1,000,000	1,000,000	4,500,000
East District Park Transformation	29	458,650	458,650	—	—	—	—	458,650
James River Park Infrastructure	30	—	—	—	—	100,000	100,000	200,000
Library Projects	31	—	—	500,000	—	—	—	500,000
Library Retrofit	32	—	100,000	—	—	—	—	100,000
Major Parks Renovations	33	500,000	500,000	500,000	1,200,000	500,000	750,000	3,450,000
Neighborhood Park Renovations	34	500,000	500,000	500,000	650,000	500,000	650,000	2,800,000
Park and Facility Connectivity	35	—	—	—	—	100,000	—	100,000
Parks and Recreation Building Maintenance	36	250,000	200,000	250,000	900,000	250,000	500,000	2,100,000
Southside Regional Park and Community Center	37	—	800,000	—	700,000	1,000,000	2,000,000	4,500,000
Swimming Pools Projects	38	250,000	250,000	250,000	250,000	250,000	250,000	1,250,000
Universal Access	39	—	150,000	—	—	—	—	150,000
<b>Subtotal: Culture &amp; Recreation</b>		<b>1,958,650</b>	<b>4,108,650</b>	<b>3,000,000</b>	<b>4,700,000</b>	<b>3,700,000</b>	<b>5,250,000</b>	<b>20,758,650</b>
<b>Economic &amp; Community Development</b>								
25th Street Development	40	—	118,467	—	—	—	—	118,467
Corridor/Gateway Blight Abatement	41	100,000	100,000	200,000	200,000	200,000	200,000	900,000
Low Line Phase III	42	—	115,000	—	—	—	—	115,000

# CAPITAL IMPROVEMENT PROGRAM

## SOURCES & USES OVERVIEW

Manchester Canal/ Walker's Creek	43	—	—	—	—	—	100,000	100,000
Neighborhood Development Housing Initiatives	44	—	—	250,000	250,000	—	250,000	750,000
Neighborhoods in Bloom	45	100,000	—	100,000	100,000	100,000	100,000	400,000
Parkland Acquisition	46	—	—	—	100,000	100,000	100,000	300,000
Percent for Art	47	—	150,000	250,000	200,000	150,000	250,000	1,000,000
Public Housing Transformation	48	1,000,000	—	100,000	—	—	—	100,000
Tredegar/Brown's Island Accessible Walk Improvements	49	—	117,442	—	—	—	—	117,442
<b>Subtotal: Economic &amp; Community Development</b>		<b>1,200,000</b>	<b>600,909</b>	<b>900,000</b>	<b>850,000</b>	<b>550,000</b>	<b>1,000,000</b>	<b>3,900,909</b>
<b>Education</b>								
School Capital Maintenance	50	3,500,000	19,000,000	4,000,000	3,000,000	2,500,000	—	28,500,000
School Modernization	51	—	—	—	—	—	200,000,000	200,000,000
<b>Subtotal: Education</b>		<b>3,500,000</b>	<b>19,000,000</b>	<b>4,000,000</b>	<b>3,000,000</b>	<b>2,500,000</b>	<b>200,000,000</b>	<b>228,500,000</b>
<b>Public Safety</b>								
1st Precinct Joint Location Project	52	—	—	—	—	—	198,000	198,000
Fire Station Buildings	53	250,000	250,000	300,000	—	—	—	550,000
Fire Station Land Acquisition	54	—	—	1,000,000	—	—	—	1,000,000
John Marshall Courts Building	55	250,000	250,000	250,000	500,000	500,000	500,000	2,000,000
Juvenile Detention Center	56	220,000	220,000	220,000	400,000	400,000	400,000	1,640,000
Manchester Courthouse	57	300,000	300,000	300,000	300,000	390,000	400,000	1,690,000
New Fire Station 9, HQ & Gov. Center	58	1,000,000	1,000,000	1,000,000	—	—	—	2,000,000
Oliver Hill Courts Building	59	200,000	200,000	200,000	300,000	300,000	300,000	1,300,000
Patrol Aircraft	60	—	700,000	—	—	—	—	700,000
Police Headquarters Building	61	—	—	155,000	450,000	—	—	605,000
Replacement Fire Stations 5,6,12,21	63	—	550,000	900,000	1,691,305	1,500,000	1,500,000	6,141,305
<b>Subtotal: Public Safety</b>		<b>2,220,000</b>	<b>3,470,000</b>	<b>4,325,000</b>	<b>3,641,305</b>	<b>3,090,000</b>	<b>3,298,000</b>	<b>17,824,305</b>
<b>Transportation</b>								
Belmont Rd at Walmsley Blvd	64	—	—	—	—	200,000	—	200,000
Bike Lanes/Boulevard (Street Conversions)	65	—	—	—	—	753,000	747,000	1,500,000
Bike Parking (Racks)	66	25,000	25,000	25,000	—	25,000	25,000	100,000
Blanton Avenue, Garrett Street, and Park Drive Pedestrian & Vehicular Safety Improvements	67	—	—	—	—	100,000	—	100,000

# CAPITAL IMPROVEMENT PROGRAM

## SOURCES & USES OVERVIEW

Boulevard Bridge – New Sidewalk Approaches	68	—	50,000	—	—	—	—	50,000
Broad Street Streetscape Project	69	3,015,804	2,517,000	500,000	—	—	—	3,017,000
Capital Trail - Canal Walk - Connection to Brown's Island	70	—	1,027,000	—	—	—	—	1,027,000
Central Transit Signal Priority and Emergency Vehicle Preemption	71	—	40,000	—	1,776,080	—	—	1,816,080
City Wide Traffic Calming Measures	72	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000
Commerce Road Improvements	73	—	3,400,000	—	—	—	—	3,400,000
Deepwater Terminal Road Connector to Goodes St	74	—	1,111,000	—	1,136,000	—	—	2,247,000
Gillies Creek Gateway (TAP)	75	—	1,050,000	—	—	—	—	1,050,000
Government Road Slope Repair	76	—	—	—	—	650,000	650,000	1,300,000
Hey Road Improvements	77	—	—	—	—	700,000	800,000	1,500,000
Highland Grove/Dove Street Development	78	—	52,000	500,000	—	—	500,000	1,052,000
Hull Street @Belt BLVD (HSIP)	79	—	—	100,000	460,000	—	—	560,000
Hull Street Phase I Federal	80	1,000,000	4,618,200	5,734,000	5,125,000	—	—	15,477,200
Hull Street Streetscape – Mayo Bridge to 9th Street	81	—	202,000	—	1,798,000	2,061,000	—	4,061,000
Kanawha Plaza Pedestrian Safety Improvements	83	—	153,000	—	310,000	2,846,000	—	3,309,000
Libbie Avenue Corridor Study	84	—	60,000	—	—	—	—	60,000
Lynhaven Bridge	85	—	269,185	—	—	—	—	269,185
Major Bridge Improvements	86	2,000,000	3,489,392	2,000,000	4,255,304	6,000,000	2,000,000	17,744,696
Mary Munford ES Pedestrian Safety Improvements	88	—	175,000	—	—	—	—	175,000
Matching Funds for Federal/State Grants (VDOT)	89	70,000	70,000	70,000	70,000	70,000	70,000	350,000
Mayo Bridge Rehabilitation	90	2,225,000	1,334,000	1,790,000	2,000,000	—	—	5,124,000
New Traffic Control Signal Grove Ave @ Maple Avenue	93	—	300,000	—	—	—	—	300,000
New Traffic Control Signals (HSIP)	94	—	—	155,000	394,000	894,000	—	1,443,000
Nine Mile Road Streetscape	95	545,000	1,255,877	—	—	—	—	1,255,877
Oak Grove ES Pedestrian Safety	96	—	284,000	—	—	—	—	284,000

# CAPITAL IMPROVEMENT PROGRAM

## SOURCES & USES OVERVIEW

Pedestrian Safety Crossing Improvement Program	97	—	—	—	200,000	200,000	200,000	600,000
Pedestrian Safety Crossing Improvement Program at signalized Intersections on Fed/ State routes	98	—	325,000	515,000	1,330,000	—	—	2,170,000
Pedestrian Safety Improvements with HAWKs and RRFBs (HSIP)	99	—	240,000	666,000	—	—	—	906,000
Richmond Fiber Optic Network System	101	—	—	125,000	—	—	—	125,000
Richmond Signal System Phase III Congestion Mitigation Air Quality (CMAQ)	103	2,360,000	2,360,000	—	—	—	—	2,360,000
Safety Improvement Program Contingency Account	105	—	—	50,000	50,000	50,000	50,000	200,000
Semmes Ave, Forest Hill Ave, and Dundee Ave Pedestrian Safety & Operation Enhancements	106	—	800,000	—	—	—	—	800,000
Shockoe Valley Street Improvements/I-95 Broad Street Area Improvements	107	6,130,000	7,963,211	11,601,000	3,569,000	—	—	23,133,211
Sidewalk Projects	108	500,000	900,000	500,000	2,500,000	2,550,000	2,000,000	8,450,000
Street Lighting – General	109	400,000	400,000	300,000	300,000	300,000	300,000	1,600,000
Street Lighting - LED Conversion	110	1,000,000	500,000	700,000	800,000	800,000	—	2,800,000
Streets, Sidewalks, and Alley Improvements	111	300,000	300,000	300,000	500,000	300,000	300,000	1,700,000
Systematic Pedestrian Safety Improvements Phase III (HSIP)	112	—	1,540,000	—	—	—	—	1,540,000
Systemic Sight Distance Imp.(HSIP)	113	—	154,000	421,000	844,000	—	—	1,419,000
Traffic Control Installation	114	200,000	200,000	—	500,000	—	—	700,000
Traffic Signal Visibility Improvements – Citywide Pedestal Pole to Mast Arm Signal Upgrades	115	235,000	235,000	1,075,000	—	—	—	1,310,000
Transit Stop Access Improvements	116	—	366,000	—	594,000	—	—	960,000
Transportation Projects	117	1,500,000	15,000,000	4,260,829	5,000,000	5,250,000	5,302,000	34,812,829
<b>Subtotal: Transportation</b>		<b>21,705,804</b>	<b>52,965,865</b>	<b>31,587,829</b>	<b>33,711,384</b>	<b>23,949,000</b>	<b>13,144,000</b>	<b>155,358,078</b>
<b>City Equipment &amp; Other Investments</b>								
Revenue Administration System Replacement	118	3,100,000	3,100,000	—	—	—	—	3,100,000
Vehicle Replacement	119	1,580,000	5,191,067	4,431,810	4,931,810	4,500,000	4,500,000	23,554,687

# CAPITAL IMPROVEMENT PROGRAM

## SOURCES & USES OVERVIEW

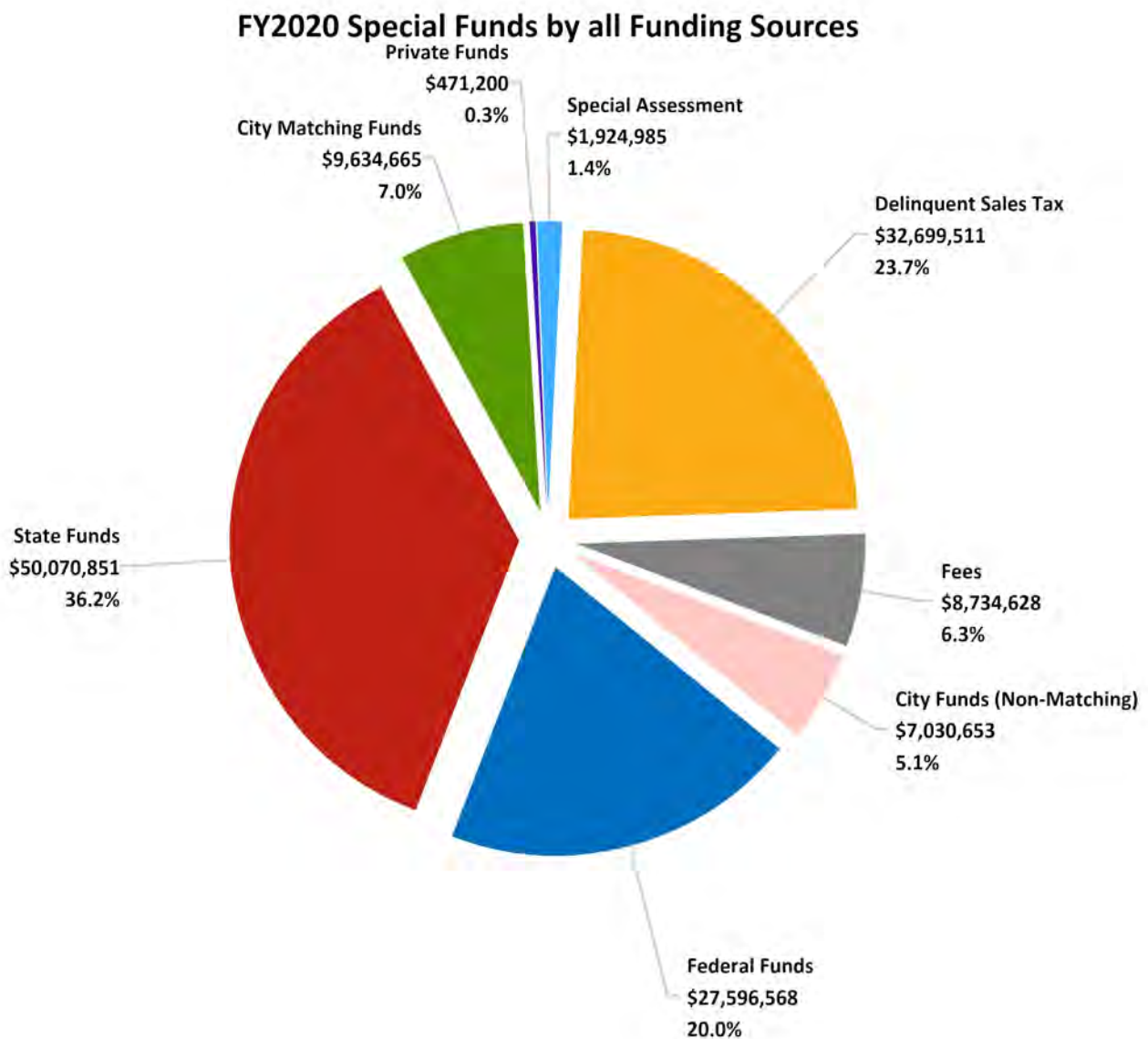
<b>Total City Equipment &amp; Other Investments</b>		<b>4,680,000</b>	<b>8,291,067</b>	<b>4,431,810</b>	<b>4,931,810</b>	<b>4,500,000</b>	<b>4,500,000</b>	<b>26,654,687</b>
<b>Total General Fund Capital</b>		<b>36,364,454</b>	<b>91,636,491</b>	<b>50,319,327</b>	<b>53,334,499</b>	<b>39,289,000</b>	<b>228,182,722</b>	<b>462,762,039</b>
<b>Non-General Fund Capital</b>								
<b>Gas Utility</b>								
Gas Utility New Business	120	14,193,000	8,273,000	15,043,000	11,824,000	12,696,000	13,077,000	60,913,000
System Replacement	121	23,775,000	25,162,000	21,735,000	22,605,000	23,509,000	24,214,000	117,225,000
<b>Subtotal: Gas Utility</b>		<b>37,968,000</b>	<b>33,435,000</b>	<b>36,778,000</b>	<b>34,429,000</b>	<b>36,205,000</b>	<b>37,291,000</b>	<b>178,138,000</b>
<b>Stormwater Utility</b>								
Stormwater Facilities Improvements	122	14,950,000	15,006,000	14,950,000	14,950,000	14,950,000	14,950,000	74,806,000
<b>Subtotal: Stormwater</b>		<b>14,950,000</b>	<b>15,006,000</b>	<b>14,950,000</b>	<b>14,950,000</b>	<b>14,950,000</b>	<b>14,950,000</b>	<b>74,806,000</b>
<b>Wastewater Utility</b>								
Combined Sewer Overflow	123	—	2,323,000	—	—	—	—	2,323,000
Sanitary Sewer Upgrade	124	39,715,000	39,465,000	39,465,000	35,025,000	35,025,000	35,025,000	184,005,000
Wastewater Treatment	125	—	3,984,000	7,123,000	—	—	—	11,107,000
<b>Subtotal: Wastewater</b>		<b>39,715,000</b>	<b>45,772,000</b>	<b>46,588,000</b>	<b>35,025,000</b>	<b>35,025,000</b>	<b>35,025,000</b>	<b>197,435,000</b>
<b>Water Utility</b>								
Distribution System Improvements	112	11,890,000	10,590,000	710,000	4,323,000	1,678,000	—	17,301,000
Plant & Pumping Improvements	113	—	2,522,000	328,000	3,125,000	—	—	5,975,000
Transmission Main Improvements	114	16,975,000	16,944,000	17,054,000	18,432,000	18,940,000	19,508,000	90,878,000
<b>Subtotal: Water Utility</b>		<b>28,865,000</b>	<b>30,056,000</b>	<b>18,092,000</b>	<b>25,880,000</b>	<b>20,618,000</b>	<b>19,508,000</b>	<b>114,154,000</b>
<b>Total Non-General Fund Capital</b>		<b>121,498,000</b>	<b>124,269,000</b>	<b>116,408,000</b>	<b>110,284,000</b>	<b>106,798,000</b>	<b>106,774,000</b>	<b>564,533,000</b>
<b>Total Capital Improvement Program</b>		<b>157,862,454</b>	<b>215,905,491</b>	<b>166,727,327</b>	<b>163,618,499</b>	<b>146,087,000</b>	<b>334,956,722</b>	<b>1,027,295,039</b>

**GRANTS & SPECIAL  
FUND SUMMARIES**

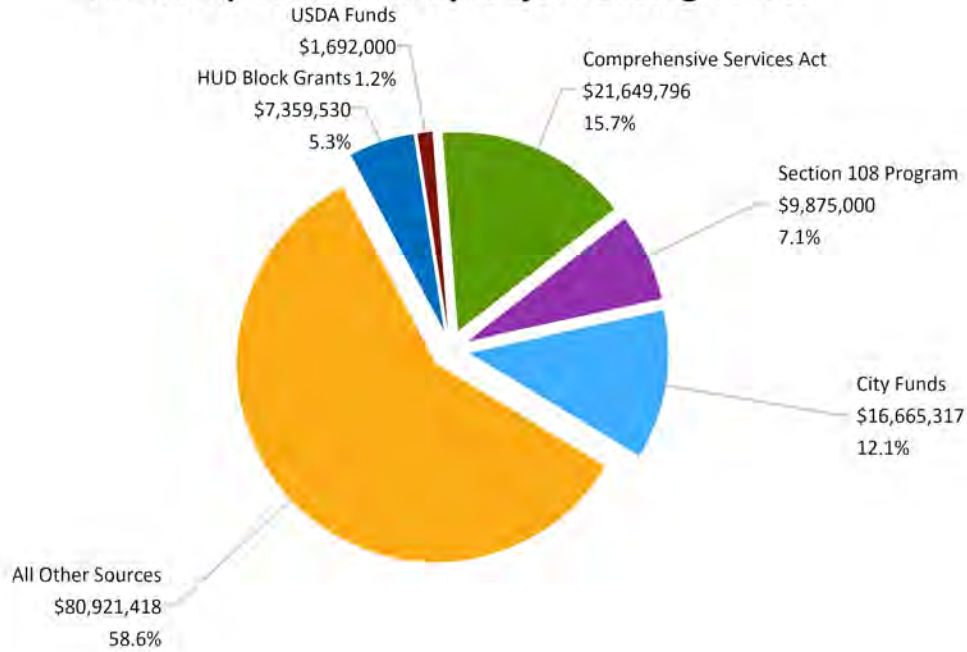
## SPECIAL FUND BUDGET

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) 2020 Special Funds that follow have been adopted and approved, respectively, by City Council.

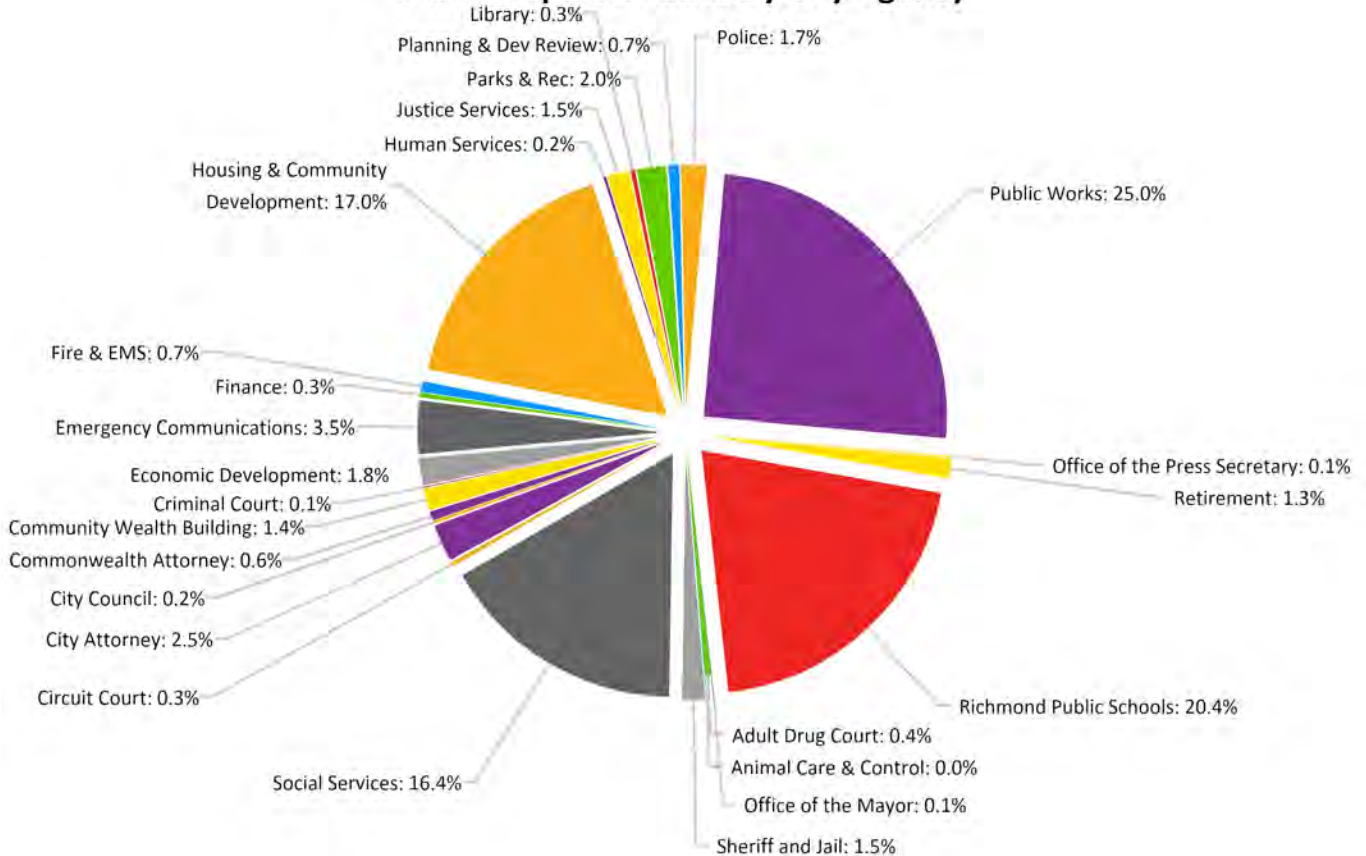
The City's total adopted Special Fund Budget for FY2020 is \$138,163,061. The chart below identifies all FY2020 adopted Special Fund funding sources, the one that follows identifies the major funding sources, and the final chart shows the relative size of the Special Fund Budget by agency.



### FY2020 Special Funds by Major Funding Source



### FY2020 Special Funds by City Agency





# SPECIAL FUND SUMMARY

SPECIAL  
FUNDS

Agency	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Adult Drug Court	\$482,241	\$447,194	\$244,500	\$500,000
Animal Care and Control	119,780	150,577	65,000	65,000
Circuit Court	305,324	46,799	200,000	415,000
City Attorney	1,740,963	6,977,131	2,617,496	3,451,806
City Council	—	—	261,869	261,869
Commonwealth Attorney	677,038	861,099	818,047	832,908
Community Wealth Building	305,324	705,896	1,982,866	1,982,866
Criminal/Manchester Court	382,556	21,650	400,000	100,000
Economic and Community Development	8,855,548	13,564,976	—	—
Economic Development	—	—	6,295,573	2,500,000
Emergency Communications	4,859,097	4,401,607	4,639,000	4,839,000
Finance	2,021,902	(876,699)	410,614	424,985
Fire & EMS	1,033,538	1,021,816	944,156	950,330
Housing and Community Development	—	—	17,483,297	23,444,844
Human Resources	—	2,082	—	—
Human Services	207,515	213,516	254,397	253,334
Justice Services	1,662,322	1,726,387	1,596,385	2,044,612
Library	651,161	719,767	712,500	407,977
Office of the Mayor	—	11,123	202,500	117,000
Office of the Press Secretary	41,708	207,156	150,000	150,000
Parks, Recreation and Community Facilities	1,533,512	1,120,779	2,178,431	2,724,290
Planning and Development Review	197,324	188,833	289,000	984,960
Police	461,784	449,232	2,169,736	2,318,796
Public Works	2,588,465	32,285,878	32,001,335	34,571,972
Retirement	1,180,574	1,270,617	1,761,802	1,799,281
Richmond Public Schools	—	—	27,107,353	28,247,705
Sheriff and Jail	15,881	345,266	1,055,000	2,085,000
Social Services	20,773,254	20,788,865	24,477,014	22,689,525
<b>Total Special Fund</b>	<b>\$50,096,811</b>	<b>\$86,651,547</b>	<b>\$130,317,871</b>	<b>\$138,163,061</b>

THIS PAGE LEFT INTENTIONALLY BLANK

---

Agency	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Adult Drug Court</b>				
RADTC- Step Up and Out Program	162,735	155,334	139,500	150,000
RADTC-SAMHSA Grant	319,506	295,949	105,000	350,000
Judiciary Projects/Grants	—	(4,089)	—	—
<b>Total Agency Special Funds</b>	<b>\$482,241</b>	<b>\$447,194</b>	<b>\$244,500</b>	<b>\$500,000</b>
<b>Animal Care and Control</b>				
Duffield Family FY15 - SPCA	7,019	—	—	—
Maddies Fund	26,605	4,276	—	—
Pet License Collections	86,156	146,301	65,000	65,000
<b>Total Agency Special Funds</b>	<b>\$119,780</b>	<b>\$150,577</b>	<b>\$65,000</b>	<b>\$65,000</b>
<b>Circuit Court</b>				
Technology Trust Fund	305,324	46,799	200,000	200,000
Clerk's Non-Reverting Fund	—	—	—	200,000
Library of VA Records Preservation Grant	—	—	—	15,000
<b>Total Agency Special Funds</b>	<b>\$305,324</b>	<b>\$46,799</b>	<b>\$200,000</b>	<b>\$415,000</b>
<b>City Attorney</b>				
Attorney-Legal Counsel	—	82,496	—	—
Delinquent Tax Sales	1,040,885	6,204,054	1,822,093	3,451,806
Juvenile & Domestic Relations - Lgl. Svcs.	700,078	690,581	795,403	—
<b>Total Agency Special Funds</b>	<b>\$1,740,963</b>	<b>\$6,977,131</b>	<b>\$2,617,496</b>	<b>\$3,451,806</b>
<b>City Council</b>				
Cable Communications	—	—	261,869	261,869
<b>Total Agency Special Funds</b>	<b>\$0</b>	<b>\$0</b>	<b>\$261,869</b>	<b>\$261,869</b>
<b>Commonwealth Attorney</b>				
State Asset Forfeiture	16,242	131,121	75,000	75,000
Federal Asset Forfeiture	27,073	—	—	—
Victim Witness	633,723	729,663	743,047	757,908
Attorney for Co	—	315	—	—
<b>Total Agency Special Funds</b>	<b>\$677,038</b>	<b>\$861,099</b>	<b>\$818,047</b>	<b>\$832,908</b>
<b>Community Wealth Building</b>				
Kellogg Foundation	305,324	17,164	—	—
TANF Grant	—	685,569	1,982,866	1,982,866
Living Wage Certification	—	1,844	—	—
OCWB - Projects/Grants: Default	—	1,319	—	—
<b>Total Agency Special Funds</b>	<b>\$305,324</b>	<b>\$705,896</b>	<b>\$1,982,866</b>	<b>\$1,982,866</b>

Agency	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Criminal/Manchester Court</b>				
Courthouse Maintenance	382,556	21,650	400,000	100,000
<b>Total Agency Special Funds</b>	<b>\$382,556</b>	<b>\$21,650</b>	<b>\$400,000</b>	<b>\$100,000</b>
<b>Econ. and Comm. Development</b>				
CDBG	5,215,152	4,421,852	—	—
HOME	1,870,189	951,641	—	—
ESG	393,450	289,464	—	—
HOPWA	857,881	921,618	—	—
Special Assessment Districts	—	2,906,940	—	—
Brownfield Site Assessment	32,811	6,157	—	—
Affordable Housing - Non CDBG Areas	485,261	294,982	—	—
Main Street Station Operating	—	2,019,800	—	—
Tax Delinquent Property Sale Program	804	4,247	—	—
Economic Development Projects /Grants	—	1,573	—	—
Richmond Transit Network	—	1,548,147	—	—
ECD - Rapid Transit Pulse Project	—	138,555	—	—
Neighborhoods in Bloom	—	60,000	—	—
<b>Total Agency Special Funds</b>	<b>\$8,855,548</b>	<b>\$13,564,976</b>	<b>\$0</b>	<b>\$0</b>
<b>Economic Development</b>				
Special Assessment Districts	—	—	1,500,000	1,500,000
Brownfield Site Assessment	—	—	435,000	—
17th Street Farmer's Market	—	—	—	—
Main Street Station Operating	—	—	3,360,573	—
Tax Delinquent Property Sale Program	—	—	1,000,000	1,000,000
<b>Total Agency Special Funds</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,295,573</b>	<b>\$2,500,000</b>
<b>Emergency Communications</b>				
911 Emergency Telephone	1,224,719	917,244	1,139,000	1,139,000
Emergency Communications	3,634,378	3,484,363	3,500,000	3,700,000
<b>Total Agency Special Funds</b>	<b>\$4,859,097</b>	<b>\$4,401,607</b>	<b>\$4,639,000</b>	<b>\$4,839,000</b>
<b>Finance</b>				
Riverfront Special Assessment	1,850,970	(1,063,170)	410,614	424,985
Special Parking District	170,932	186,471	—	—
<b>Total Agency Special Funds</b>	<b>\$2,021,902</b>	<b>-\$876,699</b>	<b>\$410,614</b>	<b>\$424,985</b>
<b>Fire &amp; EMS</b>				
State Fire Programs	702,717	799,109	682,716	683,000
Four for Life	108,921	83,333	160,110	165,000
HAZMAT Team Equipment	98,720	—	—	—

# SPECIAL FUND AGENCY DETAIL

SPECIAL  
FUNDS

Agency	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Fire &amp; EMS Con't</b>				
CERT (Citizen Corps)	4,782	—	15,000	15,000
LEMPG	118,398	78,791	85,630	86,630
Fire Administration	—	1,315	—	—
SHSP	—	57,816	—	—
Dominion Repp Grant	—	1,452	700	700
<b>Total Agency Special Funds</b>	<b>\$1,033,538</b>	<b>\$1,021,816</b>	<b>\$944,156</b>	<b>\$950,330</b>
<b>Housing and Community Development</b>				
CDBG	—	—	4,082,806	4,442,426
HOME	—	—	1,096,518	1,500,301
Section 108 Loan Program	—	—	9,875,000	9,875,000
ESG	—	—	375,498	366,794
HOPWA	—	—	813,475	1,050,009
Brownfields	—	—	—	600,000
Lead Hazards	—	—	—	2,710,314
Neighborhood Stabilization Program	—	—	240,000	—
Affordable Housing - Non CDBG Areas	—	—	1,000,000	2,900,000
<b>Total Agency Special Funds</b>	<b>\$0</b>	<b>\$0</b>	<b>\$17,483,297</b>	<b>\$23,444,844</b>
<b>Human Resources</b>				
WorkWell VA	—	2,082	—	—
<b>Total Agency Special Funds</b>	<b>\$0</b>	<b>\$2,082</b>	<b>\$0</b>	<b>\$0</b>
<b>Human Services</b>				
Richmond Disability Service Board	—	3,431	—	—
Richmond AmeriCorp Grant	207,515	209,352	254,397	253,334
W. K. Kellogg Foundation	—	733	—	—
<b>Total Agency Special Funds</b>	<b>\$207,515</b>	<b>\$213,516</b>	<b>\$254,397</b>	<b>\$253,334</b>
<b>Justice Services</b>				
Supervision Fees	40,510	71,279	60,000	60,000
Community Corrections	1,124,361	1,136,465	1,137,735	1,149,112
Criminal Justice Planner	20,232	—	—	—
USDA	90,822	69,214	92,000	92,000
JAIBG	11,606	8,298	50,000	—
Detention Center Donations	48	20,996	6,650	8,500
Justice and Mental Health Collaboration	960	—	—	—
Lipman	2,013	875	—	—
Re-Entry Detention	50,181	44,062	75,000	125,000
Permanent Supportive Housing (PSH)	—	—	—	—
HUD - Collaborative FUSE PSH	229,970	115,969	—	—
Juvenile Behavioral Health Docket (JBHD)	91,619	233,357	100,000	50,000

Agency	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Justice Services Con't</b>				
Intake Detention	—	25,872	75,000	460,000
Richmond Circuit Court Behavioral Health Docket	—	—	—	50,000
Richmond General District Mental Health Docket	—	—	—	50,000
<b>Total Agency Special Funds</b>	<b>\$1,662,322</b>	<b>\$1,726,387</b>	<b>\$1,596,385</b>	<b>\$2,044,612</b>
<b>Library</b>				
Gifts to the Library	165,372	189,032	105,000	—
Verizon-Erate USF Grant	139,444	147,944	137,500	87,977
Public Law Library	301,074	321,177	400,000	250,000
Library Foundation	32,351	39,799	40,000	40,000
Friends of the Library	12,922	20,315	30,000	30,000
Library: Children and Family	—	1,500	—	—
<b>Total Agency Special Funds</b>	<b>\$651,161</b>	<b>\$719,767</b>	<b>\$712,500</b>	<b>\$407,977</b>
<b>Office of the Mayor</b>				
Youth Initiatives	—	11,123	202,500	117,000
<b>Total Agency Special Funds</b>	<b>\$0</b>	<b>\$11,123</b>	<b>\$202,500</b>	<b>\$117,000</b>
<b>Office of the Press Secretary</b>				
Cable Communications	41,708	207,156	150,000	150,000
<b>Total Agency Special Funds</b>	<b>\$41,708</b>	<b>\$207,156</b>	<b>\$150,000</b>	<b>\$150,000</b>
<b>Parks, Recreation, and Community</b>				
Sports & Athletics	31,641	14,314	13,461	18,000
James River Park	4,730	41,356	20,357	18,000
Carillon Renovation	7,801	5,319	—	—
Swimming Classes (Aquatics)	17,729	9,197	9,840	6,000
Camps	297,997	204,330	1,089	5,000
Summer Food Program	677,239	592,471	1,000,000	1,000,000
Child & Adult Care Food Program	—	70,894	600,000	600,000
Rec - CarMax Youth Summer League	—	—	100,000	100,000
Administration	281,407	16,591	62,000	60,000
Carpenter Foundation Grant	10,311	38,044	20,000	20,000
Southwest District (Recreation)	55,320	1,076	23,670	25,000
Northeast District (Recreation)	15,715	180	15,198	15,000
South/Broad Rock District (Rec)	29,481	1,620	37,604	40,000
Pine Camp Rental	1,415	—	3,100	5,000
Dance Classes 70/30	36,009	56,216	37,918	60,000
Art Classes 70/30	22,796	15,430	18,181	40,000
PASS After School	19,357	50,056	62,132	70,000
Fun Club (Recreation)	—	—	144,038	300,000
Trophies By Teens Program	4,260	2,425	—	—
Park Maintenance	3,145	11,467	4,843	7,000

Agency	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Parks, Recreation, and Community Facilities Con't</b>				
Park Concessions	5,411	9,178	5,000	8,000
City Stadium Rental	3,563	11,835	—	—
USTA Best Tennis Town	—	2,400	—	—
Misc - Service Levels	—	39,299	—	—
MYA - CIT	—	15,200	—	—
NRPA/Walmart Foundation	8,186	(88,119)	—	—
17th Street Farmer's Market	—	—	—	327,290
<b>Total Agency Special Funds</b>	<b>\$1,533,512</b>	<b>\$1,120,779</b>	<b>\$2,178,431</b>	<b>\$2,724,290</b>
<b>Planning and Development Review</b>				
Public Art Commission	—	—	—	60,000
Permitting & Insp Tech Renewal Fund	197,324	188,833	289,000	924,960
<b>Total Agency Special Funds</b>	<b>\$197,324</b>	<b>\$188,833</b>	<b>\$289,000</b>	<b>\$984,960</b>
<b>Police</b>				
Federal Asset Forfeiture	—	2,075	300,000	300,000
State Asset Forfeiture	54,227	90,964	500,000	500,000
Internet Crimes Against Children	38,441	44,686	72,000	72,000
Edward Byrne Justice Asst. Grant (JAG)	141,884	123,104	200,000	200,000
DMV Traffic Enforc. & Safety Initiative	161,010	82,582	100,000	200,000
TRIAD	2,382	—	3,025	3,025
Washington/Baltimore HIDTA	29,719	—	58,771	58,771
GRIP-Gang Reduction Intervention Prgm	20,134	(5,000)	—	—
Cal Ripken	1,429	2,673	5,000	5,000
VDEM/Homeland Security	—	—	150,000	150,000
Project Safe Neighborhood (OAG)	—	—	82,500	100,000
Department of Criminal Justice Services	—	—	200,000	200,000
COPS	—	45,015	100,000	100,000
Virginia Rules Camp	—	—	5,000	5,000
One-Time Equip/Training Grant - Byrne	9,500	—	—	—
Byrne/JAG - Policing	—	49,807	—	—
Police Department Project/Grants	3,058	—	—	—
LISC - Midnight Basketball	—	13,326	20,000	50,000
Tech. Innovation for Public Safety (TIPS)	—	—	300,000	300,000
LIFE Program	—	—	73,440	75,000
<b>Total Agency Special Funds</b>	<b>\$461,784</b>	<b>\$449,232</b>	<b>\$2,169,736</b>	<b>\$2,318,796</b>
<b>Public Works</b>				
Urban and Community Forestry	10,542	(2,900)	10,000	10,000
Litter Control Act Grant	11,223	15,364	35,000	35,000
Richmond Employee Trip Reduction	108,479	144,563	300,000	350,000
Parking Management	—	(1,984)	—	—

# SPECIAL FUND AGENCY DETAIL

SPECIAL  
FUNDS

Agency	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Public Works Con't</b>				
Winter Storm Events	1,387,974	1,919,657	1,000,000	1,000,000
Main Street Station Operating	1,054,368	(22,096)	—	2,348,170
Recycling Partnership	—	10,346	—	—
DPW Special Parking District	—	(125,854)	—	—
Street Maintenance	15,879	30,360,675	30,656,335	30,358,802
Biotech Deck	—	(2,179)	—	—
Street Projects/Grants	—	(5,837)	—	—
Transportation	—	(3,877)	—	—
City Bike Share	—	—	—	470,000
<b>Total Agency Special Funds</b>	<b>\$2,588,465</b>	<b>\$32,285,878</b>	<b>\$32,001,335</b>	<b>\$34,571,972</b>
<b>Retirement</b>				
Richmond Retirement System	1,180,574	1,270,617	1,761,802	1,799,281
<b>Total Agency Special Funds</b>	<b>\$1,180,574</b>	<b>\$1,270,617</b>	<b>\$1,761,802</b>	<b>\$1,799,281</b>
<b>Richmond Public Schools</b>				
State Sales Tax for Education	—	—	27,107,353	28,247,705
<b>Total Agency Special Funds</b>	<b>\$0</b>	<b>\$0</b>	<b>\$27,107,353</b>	<b>\$28,247,705</b>
<b>Sheriff and Jail</b>				
State Asset Forfeiture	15,881	—	5,000	5,000
SCAAP (State Criminal Alien Assistance Program)	—	—	50,000	100,000
State Out Of Compliance Inmate Medical Funds	—	—	1,000,000	—
Byrne Justice Assistance Grant (DCJS)	—	—	—	50,000
Byrne Justice Assistance Grant-Local (OJP/BJA)	—	—	—	50,000
Project Safe Neighborhood (OAG)	—	—	—	25,000
Firehouse Subs	—	—	—	30,000
2nd Chance Act Innovations in Reentry Initiative (OJP/BJA)	—	—	—	1,000,000
JAG Law Enforcement (DCJS)	—	—	—	75,000
Mental Health Jail Pilot Program	—	345,266	—	750,000
<b>Total Agency Special Funds</b>	<b>\$15,881</b>	<b>\$345,266</b>	<b>\$1,055,000</b>	<b>\$2,085,000</b>
<b>Social Services</b>				
Community Advisory Board	—	—	—	—
Healthy Families	159,292	224,204	378,972	289,729
IL Administration & Purchased Services	2,968	—	—	—
Shelter Plus Care	953,205	747,841	886,575	—
Richmond Healthy Start Initiative	623,043	716,162	750,000	750,000



Agency	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Social Services Con't</b>				
CSA	18,743,775	18,947,453	22,399,796	21,649,796
IL Education & Training	100	—	—	—
Shelter Plus Care - Capacity	25,632	7,560	—	—
Shelter Plus Care - Expansion	48,677	2,429	—	—
Housing First	35,474	—	—	—
APTS - A Place to Start	111,685	110,165	—	—
Virginia Foundation for Healthy Youth	26,415	28,916	61,671	—
DSS Emergency Financial Assistance	5,743	—	—	—
MIECHV	37,247	—	—	—
RPS Share of Services	—	3,332	—	—
Smart Beginnings Partnership	—	803	—	—
<b>Total Agency Special Funds</b>	<b>\$ 20,773,254</b>	<b>\$ 20,788,865</b>	<b>\$ 24,477,014</b>	<b>\$ 22,689,525</b>
<b>Total Special Fund</b>	<b>\$ 50,096,811</b>	<b>\$ 86,651,547</b>	<b>\$ 130,317,871</b>	<b>\$ 138,163,061</b>

THIS PAGE LEFT INTENTIONALLY BLANK

---

## ADULT DRUG COURT

### Description

#### **RADTC- Step Up and Step Out**

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.

#### **RADTC-SAMHSA Grant**

This special fund provides clinical supervision and wrap around services to allow RADTC to accept and treat offenders with substance abuse and co-occurring disorders. It also enhances alcohol monitoring and the aftercare management phase of RADTC. Project funding is mainly in the form of services to RBHA, Rubicon, and an alcohol monitoring company.

## 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 regulations. 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.

## CIRCUIT COURT

### Description

#### **Clerk's Non-Reverting Fund**

The Code of Virginia establishes fees that are collected by the clerks of circuit courts in accounts that the Code refers to as "non-reverting funds." The clerk maintains these in the court's accounts. The Code of Virginia requires these funds to be used for court technology enhancements or other related operating expenses.

#### **Library of Virginia Records Preservation Grant**

Grants are awarded yearly to the Circuit Court by the Library of Virginia, with money coming from the Virginia Circuit Court Records Preservation Program. Records preserved under this program are required by state law to be kept permanently and maintained by the Clerk of the Circuit Court.

#### **Technology Trust Fund**

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.

**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.

**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.

**COMMONWEALTH ATTORNEY****Description****State Asset Forfeiture**

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.

**Victim Witness**

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 of 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.

**COMMUNITY WEALTH BUILDING****Description****TANF Grant**

The purpose of this special fund is to support the Employment for TANF Participants project, which will prepare participants to work in occupations that are both in demand and offer self-sufficient wages. The program pairs holistic workforce development practices (including comprehensive assessment, soft skills job readiness training based on business indicated need, life skills, addressing barriers to employment, and career pathway training) with economic development structured business service practices. The proposed project will serve a total of 650 participants. The planned outcomes are 325 participants placed into employment at an average wage of \$8.50 per hour.

## CRIMINAL/MANCHESTER COURT

### Description

#### **Courthouse Maintenance Fund**

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.

## ECONOMIC DEVELOPMENT

### Description

#### **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.

#### **Tax Delinquent Property Sale Program**

Funds will be used to operate the tax delinquent sales program and for repayment of any Section 108 loans, as needed, related to the implementation of the City's East End revitalization efforts.

## 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.

## 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.

## FIRE AND EMERGENCY SERVICES

### Description

#### Four for Life

Four-for-Life funds are collected pursuant to Section 46.2-694, Code of Virginia, and shall be used only for emergency medical services. The funds are generated as a result of charges collected at the time of registration of each passenger vehicle, pickup, and panel truck in the Commonwealth. Each fiscal year, \$30,000 of the Four-for-Life funds are passed-through as a subaward to Forest View Volunteer Rescue Squad, Incorporated and \$30,000 of the Four-for-Life funds are passed-through as a subaward to the West End Volunteer Rescue Squad, Inc. d/b/a Richmond Volunteer Rescue Squad.

#### 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.

#### 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 coordinators 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.

#### Dominion Repp Grant

The purpose of this fund is to support community education for residents identified in targeted nuclear power ingestion pathways.

## HOUSING AND COMMUNITY DEVELOPMENT

### Description

#### Community Development Block Grant (CDBG)

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.

#### Emergency Solutions Grant (ESG)

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.

## HOUSING AND COMMUNITY DEVELOPMENT

### Description

#### 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.

#### Brownfield Site Assessment

This special fund is supported by grants from the U.S. Environmental Protection Agency (EPA) for the assessment and Phase I evaluation of vacant and underutilized commercial and industrial properties.

#### Lead Hazards

The purpose of the Lead Hazardous Grant is to prevent the hazard of lead paint throughout the City of Richmond.

#### Section 108 Loan Program

This project will enhance the economic vitality of Richmond's business community by providing loans for any/or all of the allowable Section 108 activities. This program will benefit specific projects.

#### Affordable Housing - Non CDBG Project Areas

The purpose of this special fund 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.

## HUMAN SERVICES

### Description

#### Richmond AmeriCorps Program

The City of Richmond and its project partners, CARITAS, The McShin Foundation and Virginia Commonwealth University (VCU) Rams In Recovery will take a coalition approach to address prescription drug abuse and the intensifying Opioid Crisis targeting Richmond. AmeriCorps members will be deployed within the community to provide peer recovery coaching support services and educational outreach to increase knowledge, promote wellness and dissuade substance use.

## JUSTICE SERVICES

### Description

#### Supervision Fees

These fees are collected from court ordered clients/offenders (\$100 or \$20 depending on financial requirements). The amount fluctuates based on number of probationers; therefore, the amount requested in the budget is base on average total collected in prior years.

#### Community Corrections

Provide local probation and pretrial services to the City of Richmond residents as ordered by a judicial officer. Utilize evidence-based practices, including risk assessments, to assist the Court in making pretrial release decisions and assist pretrial/probation officers in providing appropriate supervision and referrals to service.

#### USDA

This is a reimbursement from the state for meals for residents housed at the Richmond Juvenile Detention Center. The amounts are based on population conversely fluctuating each month. The amount requested is based on the highest amount ever received; however, appropriation amounts are determined by reimbursement totals and if necessary increases are requested never exceeding \$92K.

## JUSTICE SERVICES

Description
<p><b>Detention Center Donations</b>                      These funds are derived from telephone commissions, rebates as well as an occasional non-profit donation. The amount requested in the budget is an estimate based the average total amount collected in prior years.</p>
<p><b>Re-entry Detention</b>                      The funds are a per diem reimbursement from DJJ for Post D youth transitioning from state confinement home. The total amount per day is \$200 the maximum amount of days is set by DJJ on per-authorized purchase order and it differs for each resident. Therefore, the total requested within the budget is based projections from prior year revenue.</p>
<p><b>Juvenile Behavioral Health Docket</b>                      Supporting programs or strategies that recognize and engage the family as a valued partner in all components of the program. Supporting local training programs or teams that educate practitioners and their families to meet the needs of the adolescent client and include adolescent brain development, integrated treatment, trauma-informed care, cultural competency and strong judicial interaction. Supporting the development of local programs that will engage stakeholders or enhance partnerships among judges, representative from behavioral health treatment programs, juvenile justice, social services, school and vocational training programs, law enforcement, probation, prosecution, defense, and community organizations. Supporting existing juvenile drug strategies to create policies and procedures tat will address and provide solutions to identified local barriers. Developing and implementing management systems, including disaggregated data by race and ethnicity of participants.</p>
<p><b>Intake Detention</b>                      These funds are a per diem reimbursement from Virginia Dept. Juvenile Justice for youth that have been confined and committed to state facilities. RJDC serves as an intake site for DJJ to conduct intake evaluations for juvenile offenders. The total amount per day is \$155. The maximum amount of days differs for each resident. Therefore, the total requested within the budget is a projection based on prior year revenue.</p>
<p><b>Richmond Circuit Court Behavioral Health Docket</b>                      The intended purpose is to assist in the case management of alleged offenders with underlying mental illness and identify those defendants who may be suitable for management in the community, rather than detention at the Richmond Justice Center. The goal of ht BHD are to improve clinical outcomesm reduce recidivism; reduce behavioral health related court worklaords; increase personal, familial and societal accountability amony offenders and promote effective planning and use of resources among the criminal justice and community agencies.</p>
<p><b>Richmond General District Mental Health Docket</b>                      Intended to identify those defendants who may be suitable for management in the community, rather than incarceration. Presence on the MHD does not dictate or mandate an outcome or sentence. It simply ensures that the stakeholders will consider the defendant's relevant behavioral health issues when handling the case. The MHD program incorporates the 3 core principles of effective intervention known as the Risk-Need Reponsivity model. The MHD expects that all participants maintain sobriety, attend all scheduled treatment sessions and refrain from criminal activity. As the team focuses on criminogenic and clinical interventions grounded in evidenc-base practices, peer support services and pro-social activities will be added to increase stability in the community setting.</p>



## LIBRARY

### Description

#### 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.

#### 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.

#### 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.

#### Friends of the Library

The purpose of this special fund is to accept donations for the purchase of books and other library materials, furniture and equipment, planning and management services, and the costs for library programs and activities.

## OFFICE OF THE MAYOR

### Description

#### Youth Initiatives

This special fund supports the position of Mayor's Adviser for Youth Initiatives, created by the Office of the Mayor to oversee implementation of the RVA Educational Compact on behalf of the City and serve as Director of the Education Compact.

## 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 for the support and improvement of the James River Park System.

## PARKS, RECREATION, AND COMMUNITY FACILITIES

Description
<p><b>Swimming Classes (Aquatics)</b> Funds are collected from fee based classes, of which 70% are used to pay instructors and 30% used to defray other expenses such as registration fees for swim meets, music for water aerobics and materials for classes.</p>
<p><b>Camps</b> Funds are collected from participants in summer camps in order to defray cost to the department for providing camps with comprehensive environments and recreational programs for youth in designated areas.</p>
<p><b>Summer Food Program</b> This is a federally funded program established to provide nutritious meals to eligible youth at departmental sites and other locations in the City of Richmond.</p>
<p><b>Child &amp; Adult Care Food Program - After School</b> This is a federal program established to provide nutritious meals to eligible youth at the Department's after-school program sites.</p>
<p><b>Recreation - CarMax Youth Summer League</b> 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><b>Administration</b> 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><b>Carpenter Foundation Grant</b> This fund is used to promote various "Dogwood Dell" programming throughout the year.</p>
<p><b>Southwest District (Recreation)</b> 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><b>Northeast District (Recreation)</b> 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><b>South/Broad Rock District (Rec)</b> 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><b>Pine Camp Rental Services</b> 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><b>Dance Classes 70/30</b> The purpose of this fund is to provide, promote and enhance various forms of dance throughout the entire Community Centers, including, but not limited to, Modern, Rhythm, African, Modern/Country Line, Belly, Zumba, etc.</p>
<p><b>Art Classes 70/30</b> The purpose of this fund is to provide, promote and enhance various forms of art throughout the entire community, including, but not limited to, Pottery, Wool Spinning, Tot, Weaving, Clay-Hand Building, etc.</p>

## PARKS, RECREATION, AND COMMUNITY FACILITIES

### Description

#### 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.

#### PASS After School

The Before and After School Program is a Virginia Department of Social Services licensed childcare program. It is fee-based per school semester per individual child, with a 10% discount for multiple children. The program's goal is to provide a safe and structured learning environment that blends educational and recreational activities for students in Grades K-5 to improve academic achievement and positive use of leisure time.

#### Park Maintenance

The purpose of this fund is to provide management oversight to ensure parks are run efficiently, are kept safe, attractive, and clean; provide support for all capital investment programs to ensure all project requirements are met and inspections are completed.

#### Park Concessions

The purpose of this fund is to account for revenue generated through the sales of concessions.

#### 17th Street Farmer's Market

Funds will support utilities and other operating expenses for the 17th Street Farmer's Market.

## PLANNING AND DEVELOPMENT REVIEW

### Description

#### Public Art Commission

The recently adopted Public Art Master Plan discusses a variety of programs (e.g., Conservation & Maintenance) and funding opportunities (Non-CIP grants and donations) that could support public art in the City. The creation of this special fund would provide mechanism for these funds to be deposited in an account specifically designed for public art use not related to the existing Percent for Art Program.

#### 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, plan and project review, and approval.

## POLICE

### Description

#### 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.

#### 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.

## POLICE

### Description

#### **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.

#### **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.

#### **DMV Traffic Enforcement & Safety Initiative**

Funds awarded are to support the implementation of highway safety projects related to supporting statewide goals; identify problems experienced by crash severity problems; incorporate alcohol awareness and occupant protection safety. Focused goal - to reduce the number of pedestrian related injury crashes and fatal crashes and also bicycle related injury crashes and fatalities.

#### **TRIAD**

The Department of Criminal Justice Service provided funding to RPD for crime prevention activities. The activities include monthly meetings, field trips, training and dissemination of literature for seniors.

#### **Washington/Baltimore HIDTA**

Funds from the Washington/Baltimore High Intensity Drug Traffic Area (HIDTA) program are used to address drug-related issues by supporting and collaborating with prevention partners, treatment and law enforcement.

#### **Cal Ripken**

The Cal Ripken, Sr. Foundation provides grant funding for the Badges for Baseball program. Youth and volunteers (RPD personnel) meet for six to eight weeks to learn baseball fundamentals and the Healthy Choices program curriculum. Funding is also provided to purchase baseball equipment, team apparel and pay overtime for officers.

#### **VDEM/Homeland Security**

The purpose of this fund is to assist local, state, and federal partners with prevention and response to acts of terrorism within the Richmond region. Funding will provide training and equipment to RPD to 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. RPD and its partners have identified both hard and soft targets that may be prone to an attack.

#### **Project Safe Neighborhood (OAG)**

Funds are used to address drug-related issues by supporting and collaborating with prevention partners, treatment, and law enforcement.

#### **Department of Criminal Justice Services**

The purpose of this special fund is to support needed law enforcement equipment, leadership development, community outreach, and gang reduction and intervention programs.

#### **COPS**

The purpose of this special fund is to provide prevention and intervention services, resources, and programs to assist in the diversion of youth from the criminal justice system and to support youth programs and initiatives.

#### **VA Rules Camp**

The Virginia Rules Camp is a law-themed summer day-camp experience for youth hosted by Virginia Law enforcement agencies. Virginia Rules camps offer young people a fun, healthy way to spend a summer week, interactive instruction on Virginia law, and the opportunity to build positive relationships with law enforcement officers that serve their communities.

## POLICE

### Description

#### LISC - Midnight Basketball

Funds are used to support local basketball tournaments in an effort to reduce crime in some of Richmond's target areas.

#### Technology Innovation for Public Safety (TIPS)

Funds from the Department of Justice, Office of Justice Programs, and Bureau of Justice Assistance which are used to support innovative technology implementation to address increases in crime.

#### LIFE Program

Funding provided to support ongoing partnerships with the Richmond Police Department. Funding includes but is not limited to the LIFE Program, Research and Program Evaluation and Community, Youth and Intervention Services programs and projects.

## PUBLIC WORKS

### Description

#### City Bike Share

The City's bike share system was initiated to enhance transit access through the City. The City of Richmond has contracted with a company to provide docking stations and maintenance. There are at least 400 bikes and 40 stations to be serviced.

#### Urban and Community Forestry

This special fund will provide resources for the Urban Forestry Division to undertake projects throughout the City of Richmond.

#### 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.

#### 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.

#### 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. VCU rents the station parking resulting in \$23,000/month in revenue.

#### Street Maintenance

The objective of this special fund is to capture all of the costs that are eligible for re-imbursement by the Commonwealth for street maintenance. In the past, these funds were placed into the general fund.

## 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

#### **2nd Chance Act Innovations in Re-entry Initiatives (OJP/BJA)**

Provide local jurisdictions with technical resources and training assistance necessary to identify assets and gaps in their local reentry systems and to develop capacity and partnerships with other justice agencies to provide services that reduce recidivism, crime and improve public safety.

#### **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.

#### **Byrne Justice Assistance Grant (DCJS)**

This is a 6 month grant to improve the functionality of local, state and campus law enforcement agencies. Funding categories include: Law Enforcement Equipment, Law Enforcement Training, Law Enforcement Staff, Community Safety and Security.

#### **Byrne Justice Assistance Grant - Local (OJP/BJA)**

May be used to provide additional personnel, equip, supplies, training, systems for criminal justice, etc including any one or more of: Law enforcement programs, Prosecution/court programs, Prevention/education programs, Corrections/community corrections programs, Drug treatment/enforcement programs, Planning, evaluation, tech improvement programs, Crime victim/witness programs (not compensation), Mental health programs/related law enforcement and corrections programs, including behavioral programs and crisis intervention teams.

#### **Firehouse Subs**

This grant is meant to provide first responders with life saving equipment; Provide prevention education tools to the public re: public safety in order to prevent disasters in the home and community; Provide financial resources or continued education to individuals pursuing a career in public safety; Provide assistance and resources during and after natural and man-made disasters such as fires, tornadoes, hurricanes, etc.; and Benefit men and women of the military who have served their country in any of the branches of the United States Uniformed Services.

#### **JAG Law Enforcement (DCJS)**

This is a 9 month grant for localities and law enforcement agencies that face difficulties in providing for 1 of 4 areas: Equipment & Tech, Training, Staff, Recruitment & Retention, Programs.

#### **Project Safe Neighborhood**

On or about October 1, 2017, the U.S. Department of Justice (DOJ), Office of Justice Programs' (OJP) Bureau of Justice Assistance (BJA) awarded the OAG a grant under the Violent Gang and Gun Crime Reduction Program, also know as "Project Safe Neighborhoods" (PNS). This program furthers DOJ's mission and violent crime reductions strategy by providing support to state, local, and tribal efforts to reduce gun and gang related crime.

## SHERIFF AND JAIL

### Description

#### **Mental Health Jail Pilot Program**

This grant provides services including, but not limited to: mental health treatment services, behavioral health services, case managers to provide discharge planning for individuals, reentry services, and transportation services. Use of mental health screening and assessment instruments designated by the VDBHDS; Provisions of services to all mentally ill inmates in the designated pilot program, whether state or local responsible; Use of a collaborative partnership among local agencies and officials.

#### **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

#### **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

#### **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.

#### **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.

THIS PAGE LEFT INTENTIONALLY BLANK

---



**RICHMOND PUBLIC  
SCHOOLS**

**Richmond Public Schools**

Contained in this section is the budget for 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. The City of Richmond's FY2020 Adopted Amendments to the Biennial Fiscal Plan recommends a General Fund appropriation of \$175,193,143 to Richmond Public Schools.

For more information on the Richmond Public Schools School Board Approved Budget for FY2019-2020, please visit <https://www.rvaschools.net>.

THIS PAGE LEFT INTENTIONALLY BLANK

---

---



The Honorable Dawn C. Page  
 Chair  
 8<sup>th</sup> District  
[dpage2@rvaschools.net](mailto:dpage2@rvaschools.net)

June 4, 2019  
 Honorable Cynthia I. Newbille  
 City of Richmond  
 900 East Broad Street, Suite 201  
 Richmond, Virginia 23219

Dear President Newbille:

I am pleased to present Richmond Public Schools' budget for FY20. This budget is the culmination of months of organizational assessment, long range planning and public input.

The School Board budget for FY20 is reflected below:

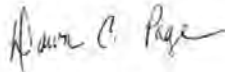
General Fund Budget	\$311,213,760
Special Revenue Fund Budget	\$87,242,491
Capital Improvement Fund Budget	\$19,000,000

Highlights of this budget include funding for the following items:

- Dreams4RPS, our 2018-23 RPS Strategic Plan. After more than 170 community meetings and the participation of over 3,000 stakeholders, we now have an ambitious, innovative, and inspiring plan for the future of RPS.
- A 3% salary increase for RPS teachers and support staff.
- Transfers to support educational programs, i.e., PHSSA, Code RVA, the governor's schools.

While these are only some of the highlights of our FY20 financial plan, the School Board is ready to work with City Council to identify additional investments in RPS that are focused, strategic, and outcome driven. We are continuing our work on finding ways to operate more efficiently such that any savings can be reinvested into the classroom.

Sincerely,



Dawn C. Page

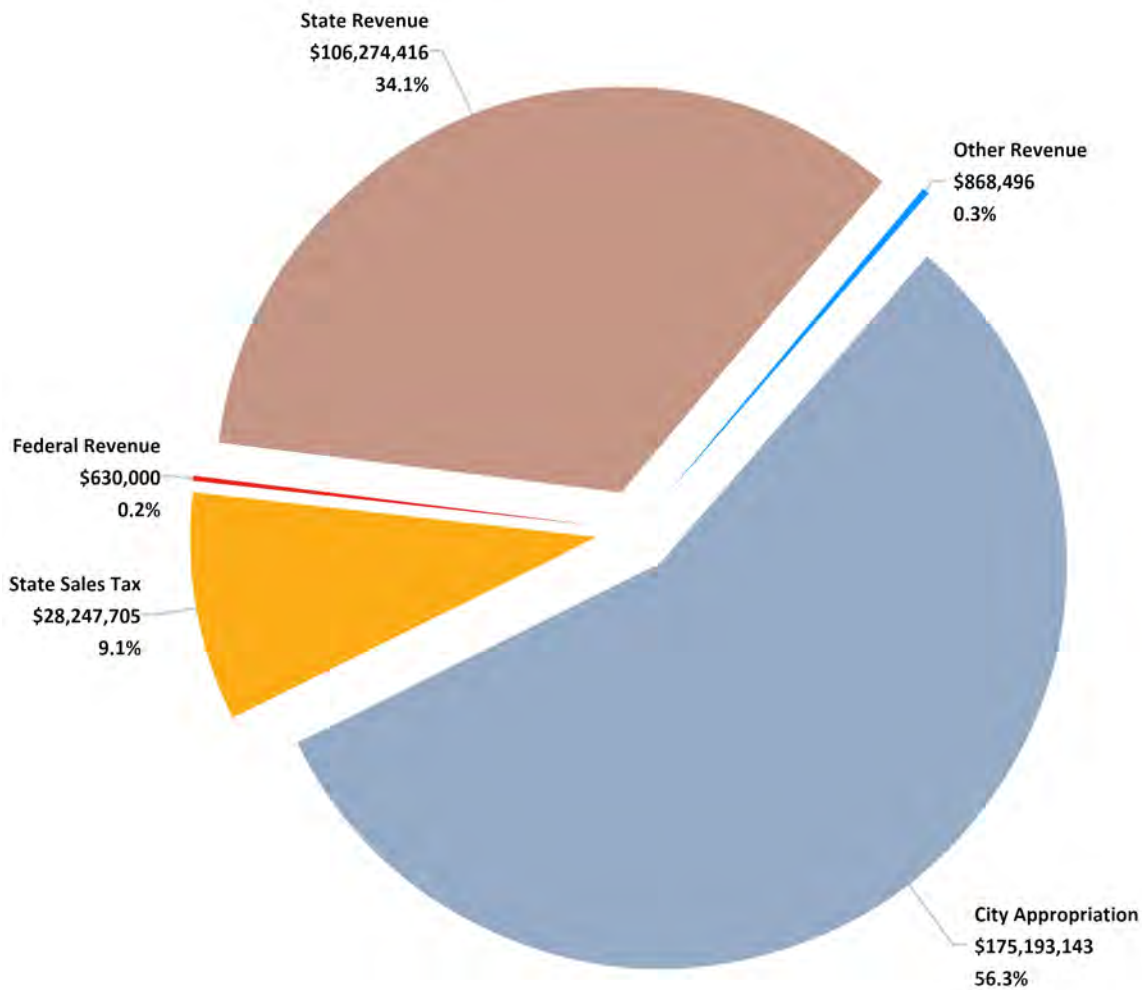
THIS PAGE LEFT INTENTIONALLY BLANK

---

---

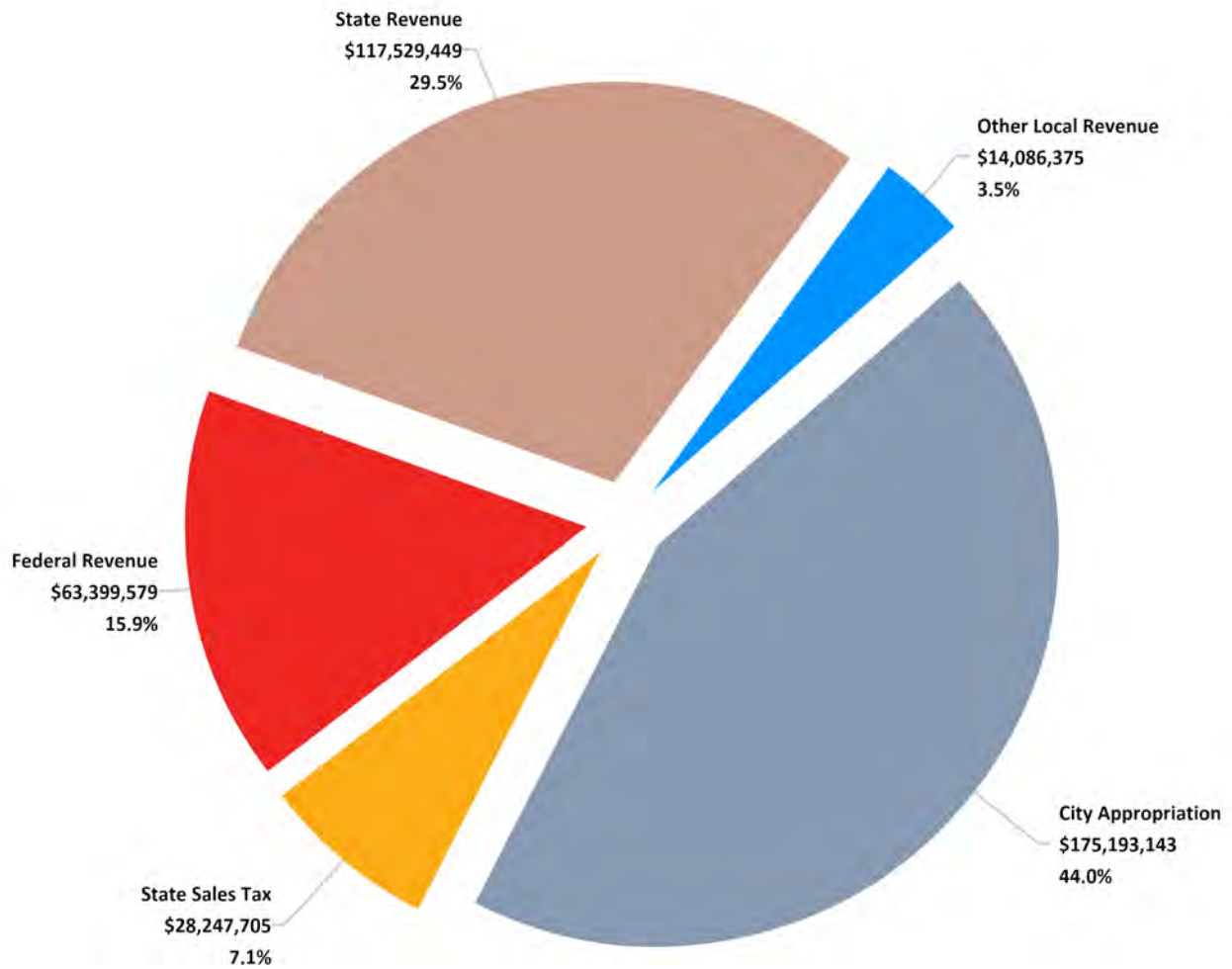
## RICHMOND PUBLIC SCHOOLS FY2019-2020 BUDGET GENERAL FUND OPERATING BUDGET REVENUES

SOURCE	ACTUAL FY18	BUDGET FY18	BUDGET FY19	BUDGET FY20	\$ Change	% Change
Prior Year Fund Balance	—	3,800,000	12,470,800	—	(12,470,800)	(100.0)%
City Appropriation	158,975,683	156,675,683	156,675,683	175,193,143	18,517,460	11.8 %
State Sales Tax	26,329,353	26,213,079	27,107,353	28,247,705	1,140,353	4.2 %
State Revenue	104,195,000	104,207,113	103,358,540	106,274,416	2,915,876	2.8 %
Other Revenue	806,383	624,651	735,851	868,496	132,645	18.0 %
Federal Revenue	469,729	720,000	612,300	630,000	17,700	2.9 %
<b>Total Revenue</b>	<b>290,776,148</b>	<b>292,240,526</b>	<b>300,960,527</b>	<b>311,213,760</b>	<b>10,253,234</b>	<b>3.4 %</b>



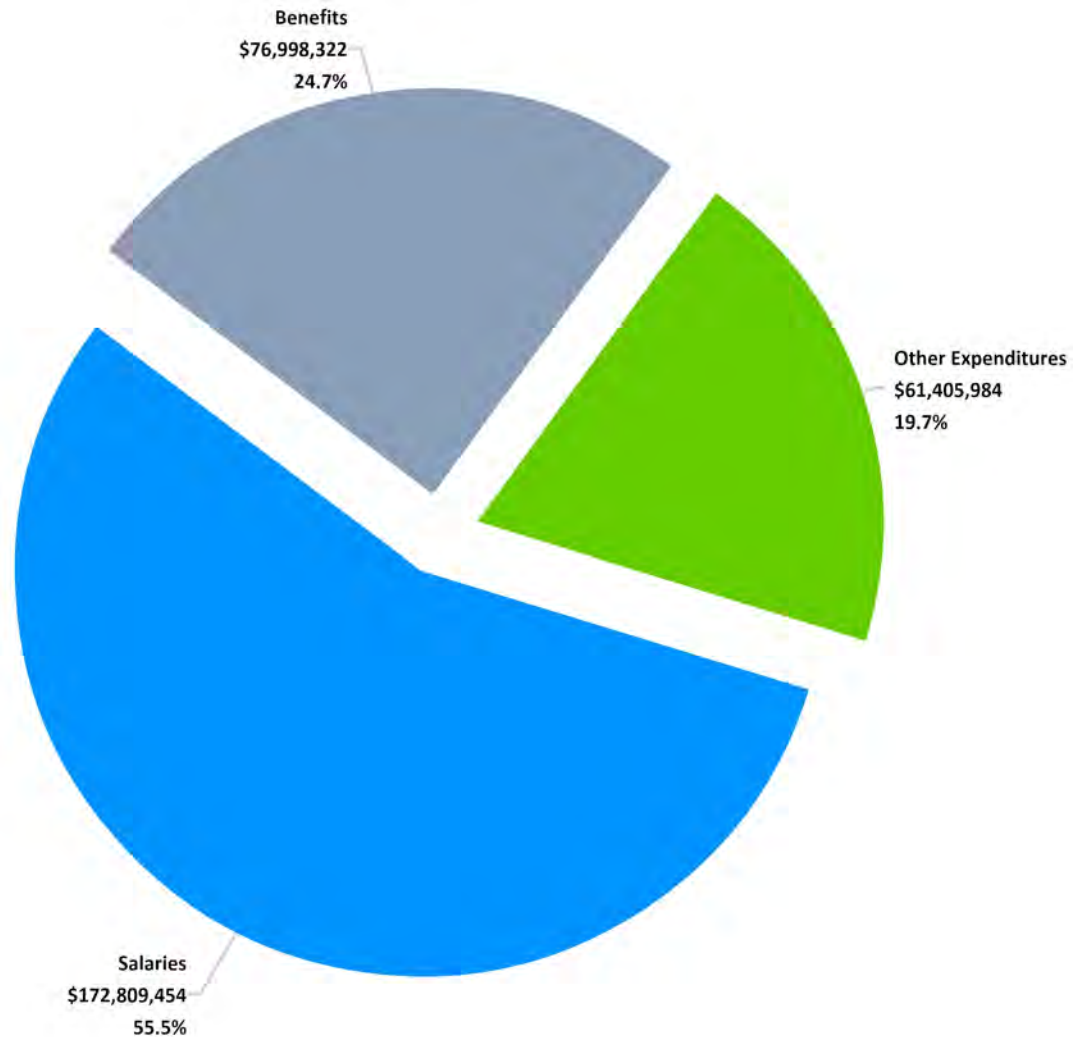
**RICHMOND PUBLIC SCHOOLS  
2019-2020 Budget Report  
REVENUE FUND SUMMARY - ALL FUNDS**

SOURCE	ACTUAL FY18	BUDGET FY18	BUDGET FY19	BUDGET FY20	\$ CHANGE	% CHANGE
PY Fund Balance	9,410,603	3,800,000	12,470,800	—	(12,470,800)	(100)%
City Appropriation	158,977,062	156,675,683	156,675,683	175,193,143	18,517,460	11.8 %
State Sales Tax	26,422,286	26,213,079	27,107,353	28,247,705	1,140,352	4.2 %
State Revenue	116,779,129	114,658,577	114,213,782	117,529,449	3,315,667	2.9 %
Other Local Revenue	15,865,507	16,272,641	16,813,336	14,086,375	(2,726,961)	(16.2)%
Federal Revenue	64,063,770	62,756,625	62,923,758	63,399,579	475,821	0.8 %
<b>TOTAL</b>	<b>391,518,357</b>	<b>380,376,605</b>	<b>390,204,712</b>	<b>398,456,251</b>	<b>8,251,539</b>	<b>2.1 %</b>



**RICHMOND PUBLIC SCHOOLS  
FY2019-2020 BUDGET  
EXPENDITURES BY OBJECT GROUP - GENERAL FUND**

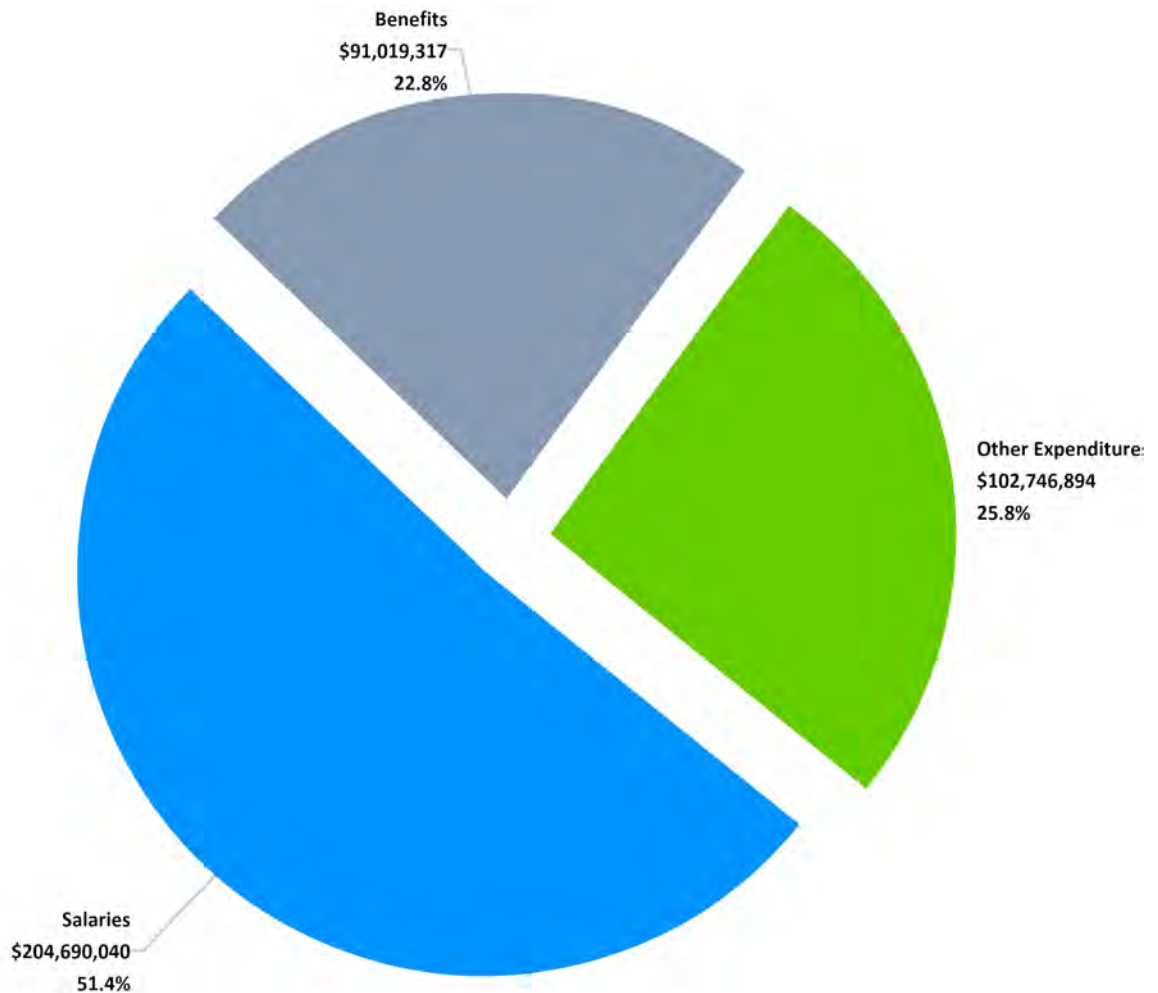
OBJECT GROUP	FTE FY20	ACTUAL FY18	BUDGET FY18	BUDGET FY19	BUDGET FY20	\$ CHANGE	% CHANGE
SALARIES	3,238.8	163,362,729	159,919,753	166,518,402	172,809,454	6,291,052	3.8%
BENEFITS	—	68,217,913	73,767,356	75,338,258	76,998,322	1,660,064	2.2%
OTHER EXPENDITURES	—	65,865,237	58,553,417	59,103,867	61,405,984	2,302,117	3.9%
<b>TOTAL</b>	<b>3,238.8</b>	<b>297,445,879</b>	<b>292,240,526</b>	<b>300,960,527</b>	<b>311,213,760</b>	<b>10,253,233</b>	<b>3.4%</b>





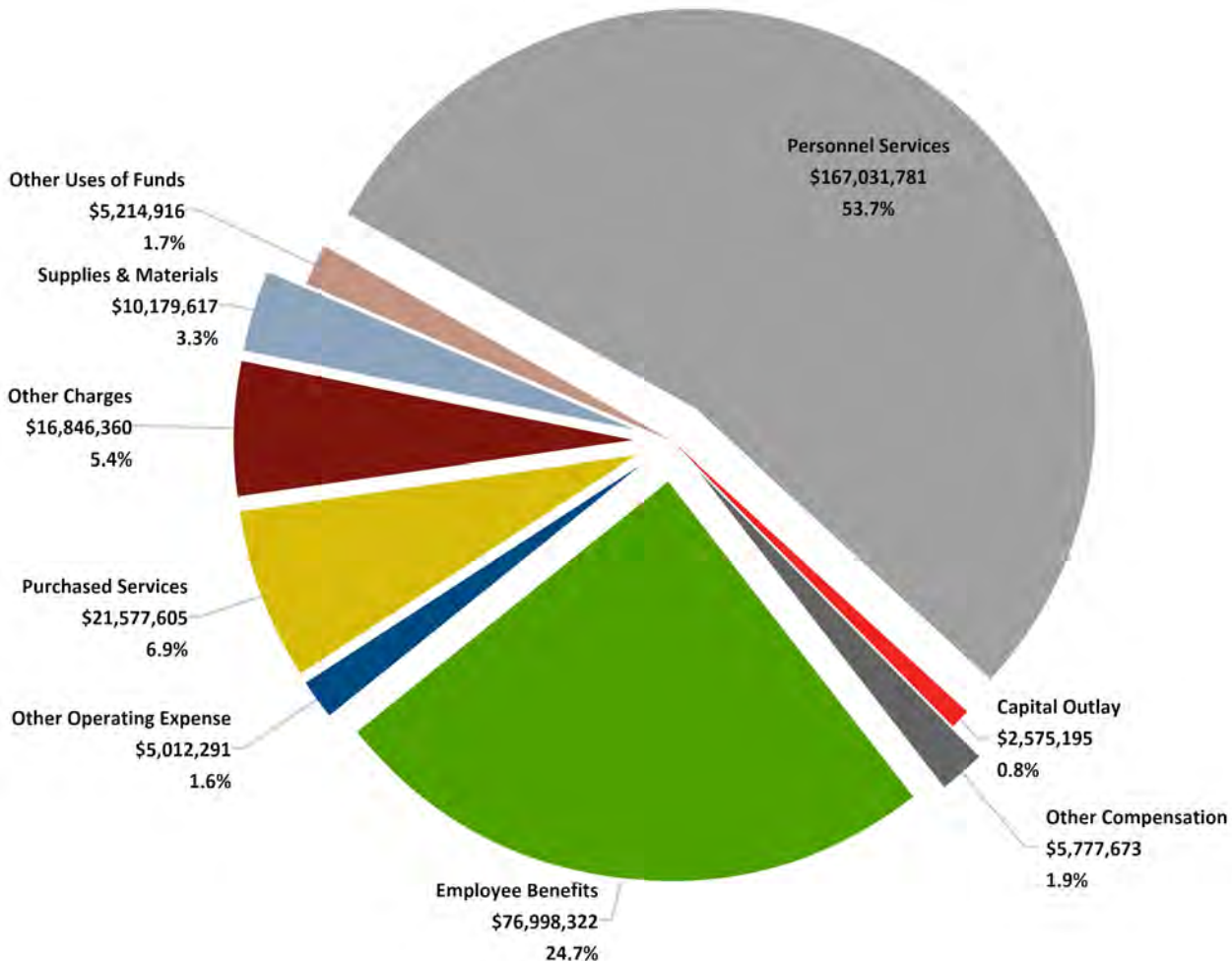
**RICHMOND PUBLIC SCHOOLS  
2019-2020 Budget Report  
EXPENDITURES BY OBJECT GROUP - ALL FUNDS**

OBJECT GROUP	FTE FY20	ACTUAL FY18	BUDGET FY18	BUDGET FY19	BUDGET FY20	\$ CHANGE	% CHANGE
SALARIES	3,904.4	197,269,671	193,880,516	199,732,789	204,690,040	4,957,251	2.5%
BENEFITS	—	81,545,662	87,434,204	89,446,433	91,019,317	1,572,884	1.8%
OTHER EXPENDITURES	—	107,552,269	99,061,885	101,025,490	102,746,894	1,721,404	1.7%
<b>TOTAL</b>	<b>3,904.4</b>	<b>386,367,602</b>	<b>380,376,605</b>	<b>390,204,712</b>	<b>398,456,251</b>	<b>8,251,539</b>	<b>2.1%</b>



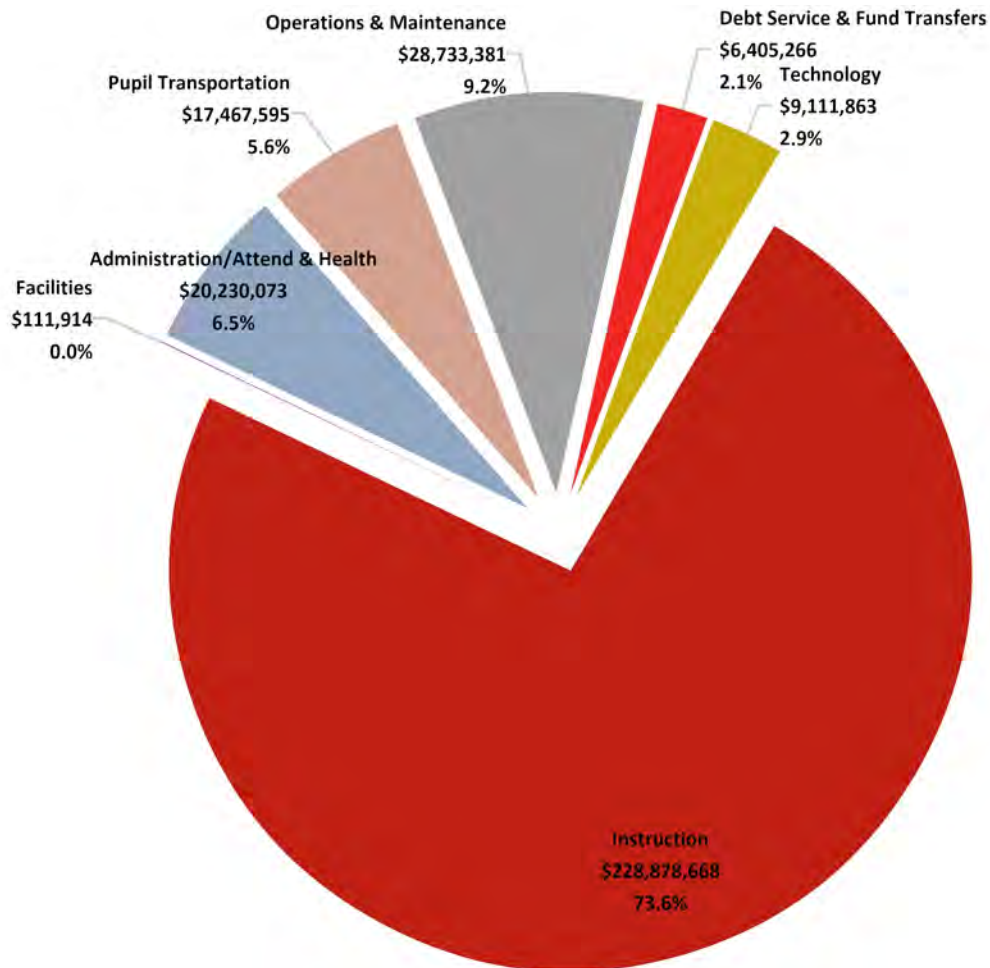
**RICHMOND PUBLIC SCHOOLS  
FY2019-2020 BUDGET  
GENERAL FUND EXPENDITURES BY OBJECT CATEGORY**

OBJECT CATEGORY	FTE FY20	ACTUAL FY18	BUDGET FY18	BUDGET FY19	BUDGET FY20	\$ CHANGE	% CHANGE
PERSONNEL SERVICES	3,248.8	150,855,134	152,780,365	159,198,845	167,031,781	7,832,936	4.9 %
OTHER COMPENSATION		12,417,638	7,139,388	7,319,557	5,777,673	(1,541,884)	(21.1)%
EMPLOYEE BENEFITS		68,217,913	73,767,256	75,338,258	76,998,322	1,660,064	2.2 %
PURCHASED SERVICES		20,053,595	19,072,881	19,705,907	21,577,605	1,871,698	9.5 %
OTHER CHARGES		15,594,352	14,212,205	14,336,630	16,846,360	2,509,730	17.5 %
SUPPLIES & MATERIALS		7,521,283	9,622,947	11,181,878	10,179,617	(1,002,261)	(9)%
OTHER OPERATING EXPENSE		2,962,956	3,523,844	3,870,906	5,012,291	1,141,385	29.5 %
CAPITAL OUTLAY		3,538,393	4,858,641	2,167,832	2,575,195	407,363	18.8 %
OTHER USES OF FUNDS		16,284,615	7,262,899	7,840,714	5,214,916	(2,625,798)	(33.5)%
<b>TOTAL</b>	<b>3,248.8</b>	<b>297,445,879</b>	<b>292,240,426</b>	<b>300,960,527</b>	<b>311,213,760</b>	<b>10,253,233</b>	<b>3.4 %</b>



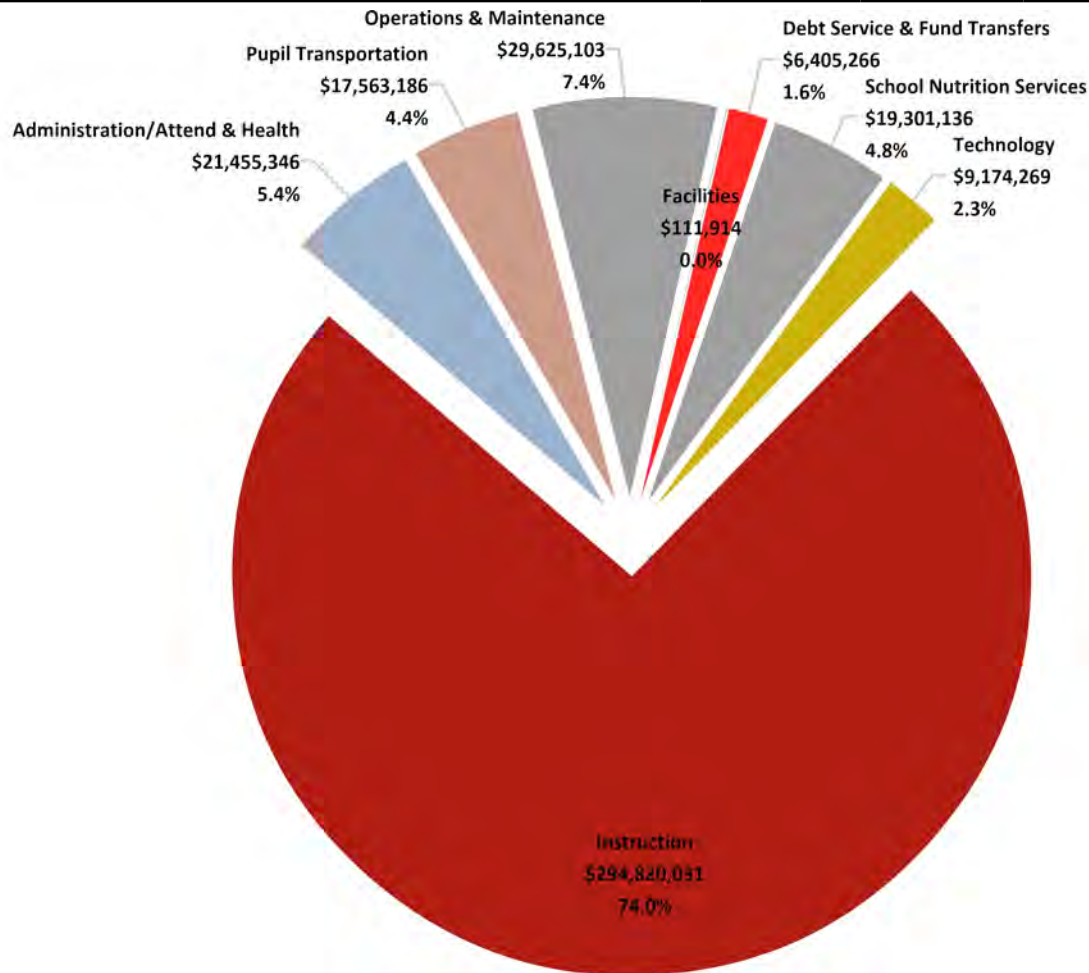
**RICHMOND PUBLIC SCHOOLS  
FY2019-2020 BUDGET  
FUNCTION SUMMARY - GENERAL FUND**

OBJECT CATEGORY	FTE FY20	ACTUAL FY18	BUDGET FY18	BUDGET FY19	BUDGET FY20	\$ CHANGE	% CHANGE
INSTRUCTION	2,502.3	209,904,221	214,505,631	218,965,857	228,878,668	9,912,811	4.5 %
ADMINISTRATION/ ATTEND & HEALTH	196	17,117,564	17,797,055	20,346,464	20,230,073	(116,391)	(0.6)%
PUPIL TRANSPORTATION	230	13,901,503	13,569,827	14,597,290	17,467,595	2,870,305	19.7 %
OPERATIONS & MAINTENANCE	283	27,195,460	27,565,710	27,912,996	28,733,381	820,385	2.9 %
SCHOOL NUTRITION SERVICES	—	—	—	—	275,000	275,000	100 %
FACILITIES	1	68,351	102,313	121,756	111,914	(9,842)	(8.1)%
DEBT SERVICE & FUND TRANSFERS	—	17,712,582	6,348,717	8,931,066	6,405,266	(2,525,800)	(28.3)%
TECHNOLOGY	36.5	11,546,198	12,351,273	10,085,098	9,111,863	(973,235)	(9.7)%
<b>TOTAL</b>	<b>3,248.8</b>	<b>297,445,879</b>	<b>292,240,526</b>	<b>300,960,527</b>	<b>311,213,760</b>	<b>10,253,233</b>	<b>3.4 %</b>



**RICHMOND PUBLIC SCHOOLS  
FY2019-2020 BUDGET  
FUNCTION SUMMARY - ALL FUNDS**

OBJECT CATEGORY	FTE FY20	ACTUAL FY18	BUDGET FY18	BUDGET FY19	BUDGET FY20	\$ CHANGE	% CHANGE
INSTRUCTION	2,998.6	278,309,755	283,951,043	288,279,310	294,820,031	6,540,721	2.3 %
ADMINISTRATION/ ATTEND & HEALTH	207.8	18,267,110	18,887,821	19,175,830	21,455,346	2,279,516	11.9 %
PUPIL TRANSPORTATION	233	14,094,277	13,733,703	15,321,201	17,563,186	2,241,985	14.6 %
OPERATIONS & MAINTENANCE	286	27,831,921	28,860,669	29,260,800	29,625,103	364,303	1.2 %
SCHOOL NUTRITION SERVICES	141	18,341,408	15,960,567	18,753,680	19,301,136	547,456	2.9 %
FACILITIES	1	126,956	102,313	101,183	111,914	10,731	10.6 %
DEBT SERVICE & FUND TRANSFERS	—	17,790,769	6,455,279	9,201,066	6,405,266	(2,795,800)	(30.4)%
TECHNOLOGY	37	11,605,405	12,425,210	10,111,642	9,174,269	(937,373)	(9.3)%
<b>TOTAL</b>	<b>3,904.4</b>	<b>386,367,601</b>	<b>380,376,605</b>	<b>390,204,712</b>	<b>398,456,251</b>	<b>8,251,539</b>	<b>2.1 %</b>



THIS PAGE LEFT INTENTIONALLY BLANK

---

---

### RICHMOND PUBLIC SCHOOLS

#### FY2019-2020 BUDGET

#### GENERAL FUND OPERATING REVENUES

SOURCE	Actual FY18	Budget FY18	Budget FY19	Budget FY20	\$ Change	% Change
<b>LOCAL REVENUE</b>						
Prior Year Fund Balance	—	3,800,000	12,470,800	—	(12,470,800)	(100)%
Total Reserves	—	3,800,000	12,470,800	—	(12,470,800)	(100)%
Operations - City Funds	158,975,683	156,675,683	156,675,683	175,193,143	18,517,460	11.8 %
Total City Appropriation	158,975,683	156,675,683	156,675,683	175,193,143	18,517,460	11.8 %
<b>STANDARDS OF QUALITY PROGRAMS</b>						
Basic Aid SOQ	51,628,488	52,477,153	53,030,018	51,427,307	(1,602,711)	(3)%
Sales Tax	26,329,353	26,213,079	27,107,353	28,247,705	1,140,353	4.2 %
Textbooks	1,262,348	1,274,889	1,144,644	1,119,094	(25,550)	(2.2)%
Career & Technical Education	988,904	998,729	1,148,168	1,122,539	(25,629)	(2.2)%
Gifted Education	551,946	557,430	557,032	544,598	(12,434)	(2.2)%
Special Education	10,732,936	11,125,375	9,992,472	9,769,426	(223,046)	(2.2)%
Remedial Education	5,036,511	5,086,550	5,058,760	4,945,841	(112,919)	(2.2)%
VRS Retirement	8,739,151	8,825,976	8,298,640	8,168,974	(129,666)	(1.6)%
Social Security	3,806,130	3,843,945	3,762,808	3,701,045	(61,763)	(1.6)%
Group Life	264,474	267,102	250,096	255,628	5,532	2.2 %
English As A Second Language	1,394,042	1,239,110	1,556,218	1,224,011	(332,207)	(21.3)%
Sub-Total SOQ Revenues	110,734,282	111,909,338	111,906,209	110,526,168	(1,380,041)	(1.2)%
<b>INCENTIVE PROGRAMS</b>						
Compensation Supplement	684,668	1,028,929	—	3,802,941	3,802,941	100 %
At Risk	5,626,295	5,521,047	5,576,228	6,747,426	1,171,198	21 %
Math/Reading Instructional Specialists	—	—	—	—	—	— %
Early Reading Specialists Initiatives	—	100,528	235,136	—	(235,136)	(100)%
Sub-Total Incentive Revenues	6,310,963	6,650,504	5,811,364	10,550,367	4,739,003	81.5 %
<b>CATEGORICAL PROGRAMS</b>						
Spec Educ: Homebound	130,242	74,712	126,724	114,298	(12,426)	(9.8)%
Sub-Total Categorical Revenues	130,242	74,712	126,724	114,298	(12,426)	-9.8%
<b>LOTTERY FUNDED PROGRAMS</b>						
Foster Care Children	101,999	16,957	114,960	147,918	32,958	28.7 %
Supplemental Lottery Per Pupil Allocation	3,224,531	2,615,857	3,267,242	4,327,814	1,060,572	32.5 %

Virginia Preschool Initiative	2,247,508	2,706,641	2,800,000	2,568,357	(231,643)	(8.3)%
K-3 Class Size Reduction	5,151,116	5,124,964	5,124,964	4,879,353	(245,611)	(4.8)%
SOL Algebra Readiness	408,479	399,040	414,430	407,846	(6,584)	(1.6)%
Special Education Regional Tuition	—	22,179	—	—	—	— %
Sub-Total Lottery Funded Programs	11,133,633	10,885,638	11,721,596	12,331,288	609,692	5.2 %
<b>OTHER PROGRAM REVENUE</b>						
Other State Agencies	2,581	—	—	—	—	— %
Medicaid Reimbursements (state funds)	2,212,651	900,000	900,000	1,000,000	100,000	11.1 %
Sub-Total Other Program Revenue	2,215,232	900,000	900,000	1,000,000	100,000	11.1 %
<b>Total State Revenue</b>	<b>130,524,353</b>	<b>130,420,192</b>	<b>130,465,893</b>	<b>134,522,121</b>	<b>4,056,229</b>	<b>3.1 %</b>
<b>OTHER REVENUE</b>						
Building Rental Permit	299,588	250,300	300,000	314,000	14,000	4.7 %
Student Fees	—	500	—	—	—	— %
Cobra Administrative Fees	1,136	1,500	1,500	1,500	—	— %
Library Fines	698	1,500	1,500	1,500	—	— %
Textbook Fines	1,095	1,600	1,600	1,600	—	— %
Textbook Buyback	—	—	—	75,000	75,000	100 %
Attorney's Fees	—	1,000	—	—	—	— %
Restitution/FOIA/Garnishments	4,792	7,700	7,700	7,700	—	— %
Vendor Rebates	29,204	10,700	10,700	30,700	20,000	186.9 %
Operating Expense Recovery	—	—	—	—	—	— %
Sale Of Surplus Property	847	7,000	5,000	48,645	43,645	872.9 %
Interest/Dividends/Gains Invest	(16,244)	4,300	4,300	4,300	—	— %
Damages Recovery	137,737	1,200	1,200	1,200	—	— %
Richmond Sch / Math-Science	42,351	42,351	42,351	42,351	—	— %
Indirect Cost Recovery	289,393	260,000	300,000	300,000	—	— %
Miscellaneous	15,786	35,000	60,000	20,000	(40,000)	(66.7)%
P-Card Initiative	—	—	—	20,000	20,000	— %
<b>Total Other Revenue</b>	<b>806,383</b>	<b>624,651</b>	<b>735,851</b>	<b>868,496</b>	<b>132,645</b>	<b>18 %</b>
<b>FEDERAL REVENUE</b>						
Air Force	—	60,000	2,300	—	(2,300)	(100)%
Impact Aid PL 103-382, Title VIII	11,019	210,000	180,000	180,000	—	— %
Army Reserve	458,710	450,000	430,000	450,000	20,000	4.7 %
<b>Total Federal Revenue</b>	<b>469,729</b>	<b>720,000</b>	<b>612,300</b>	<b>630,000</b>	<b>17,700</b>	<b>2.9 %</b>
<b>Total General Fund Revenue</b>	<b>290,776,148</b>	<b>292,240,526</b>	<b>300,960,527</b>	<b>311,213,760</b>	<b>10,253,234</b>	<b>3.4 %</b>

# **PERSONNEL COMPLEMENT**



# PERSONNEL COMPLEMENT

GENERAL FUND SUMMARY BY AGENCY	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
13th District Court Services Unit	1.00	1.00	1.00	1.00
Animal Care and Control	25.00	25.00	25.00	25.00
Budget and Strategic Planning	12.00	12.00	12.50	12.50
Chief Administrative Officer	12.00	10.00	10.00	10.00
Citizen Service and Response	—	—	18.00	20.00
City Assessor	36.00	37.00	37.00	37.00
City Attorney	24.72	25.24	24.20	30.71
City Auditor	15.00	15.00	13.00	13.00
City Clerk	8.00	8.00	8.00	8.00
City Council	18.00	17.50	18.00	18.00
City Treasurer	2.00	2.00	2.00	2.00
Council Chief of Staff	11.50	11.00	11.00	11.00
Department of Emergency Communications	38.00	38.00	39.00	40.00
Economic and Community Development	23.77	22.77	—	—
Economic Development	—	—	16.09	17.00
Finance	106.00	106.00	109.00	112.00
Fire and Emergency Services	433.00	433.00	434.00	434.00
General Registrar	13.30	13.30	13.30	14.96
Housing and Community Development	—	—	7.24	7.55
Human Resources	37.00	38.00	38.00	38.00
Human Services	15.30	14.30	15.30	13.30
Information Technology	87.60	—	—	—
Inspector General	—	—	4.00	4.00
Judiciary - Adult Drug Court	6.00	7.00	7.00	7.00
Judiciary - Commonwealth Attorney	62.00	61.50	62.50	62.50
Judiciary - Circuit Court	57.00	55.00	55.00	55.00
Justice Services	121.00	130.00	131.13	133.00
Juvenile and Domestic Relations Court	1.00	1.00	1.00	1.00
Library	82.00	83.00	83.00	88.50
Mayor's Office	9.00	9.50	9.00	9.00
Minority Business Development	7.04	7.04	8.04	9.00
Non-Departmental	16.00	16.00	—	—
Office of Community Wealth Building	10.50	20.50	20.00	20.00
Parks, Recreation, and Community Facilities	188.90	194.90	201.90	203.90
Planning and Development Review	114.24	114.24	118.24	122.50
Police	883.50	883.50	887.50	883.50
Press Secretary	6.00	6.00	6.00	6.00
Procurement Services	15.00	14.50	17.00	17.00
Public Works	402.50	238.65	238.65	240.90
Sheriff and Jail	481.29	461.93	464.00	464.00
Social Services	482.30	482.32	482.30	482.30
<b>Total General Fund</b>	<b>3,864.46</b>	<b>3,615.69</b>	<b>3,647.89</b>	<b>3,674.12</b>

# PERSONNEL COMPLEMENT

OTHER FUNDS SUMMARY	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Capital Improvement Funds	23.10	23.10	22.95	23.40
Enterprise Funds	31.00	34.00	33.00	37.00
Enterprise Funds – Public Utilities	771.50	772.50	772.75	771.75
Internal Service Funds	64.00	159.20	159.20	158.20
Special Funds	159.04	377.13	399.84	394.00
<b>Total Other Funds</b>	<b>1,048.64</b>	<b>1,365.93</b>	<b>1,387.74</b>	<b>1,384.35</b>
<b>Total All Positions Except Schools</b>	<b>4,913.10</b>	<b>4,981.62</b>	<b>5,035.63</b>	<b>5,058.47</b>
<b>Total School Board</b>	<b>3,321.05</b>	<b>3,204.60</b>	<b>3,255.90</b>	<b>3,255.90</b>
<b>Total All Positions - All Funds</b>	<b>8,234.15</b>	<b>8,186.22</b>	<b>8,291.53</b>	<b>8,314.37</b>

# PERSONNEL COMPLEMENT

CAPITAL IMPROVEMENT BY AGENCY	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Parks, Recreation, & Community Facilities	2.00	2.00	2.00	2.00
Planning and Development Review	1.00	1.00	—	—
Public Works	20.10	20.10	20.95	21.40
<b>Total Capital Budget Fund</b>	<b>23.10</b>	<b>23.10</b>	<b>22.95</b>	<b>23.40</b>
ENTERPRISE FUND BY AGENCY	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Parks & Recreation - Cemeteries	25.00	25.00	25.00	25.00
Department of Public Utilities	771.50	772.50	772.75	771.75
Public Works - Parking Management	6.00	8.00	8.00	12.00
Minority Business Development	—	1.00	—	—
<b>Total Enterprise Fund</b>	<b>802.50</b>	<b>806.50</b>	<b>805.75</b>	<b>808.75</b>
INTERNAL SERVICES FUND BY AGENCY	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Public Works - Fleet Management	56.00	56.00	56.00	56.00
Risk Management	—	3.00	3.00	3.00
Department of Information Technology	—	92.60	92.60	92.60
Dept. of Emergency Communications - Radio Shop	8.00	7.60	7.60	6.60
<b>Total Internal Services Fund</b>	<b>64.00</b>	<b>159.20</b>	<b>159.20</b>	<b>158.20</b>
SPECIAL FUND BY AGENCY	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
City Attorney	8.41	7.98	10.99	4.50
Department of Emergency Communications	71.00	71.40	70.40	71.40
Economic and Community Development	7.20	8.25	—	—
Finance	2.00	—	—	—
Housing and Community Development	—	—	10.90	11.45
Human Services	0.70	0.70	0.70	0.70
Judiciary - Adult Drug Court	1.00	1.00	1.00	1.00
Judiciary - Commonwealth Attorney	9.80	11.00	12.00	12.00
Justice Services	23.63	24.50	23.50	23.00
Library	1.00	1.00	1.00	1.00
Mayor's Office	—	—	1.00	1.00
Office of Community Wealth Building	—	—	14.00	14.00
Parks, Recreation, & Community Facilities	3.00	—	—	4.00
Planning and Development Review	4.55	4.55	3.50	2.50
Public Works	—	221.00	220.60	219.70
Richmond Retirement System	11.75	11.75	11.75	11.75
Sheriff and Jail	—	—	2.00	2.00
Social Services	15.00	14.00	16.50	14.00
<b>Total Special Fund</b>	<b>159.04</b>	<b>377.13</b>	<b>399.84</b>	<b>394.00</b>

THIS PAGE LEFT INTENTIONALLY BLANK

---

# PERSONNEL COMPLEMENT

GENERAL FUND DETAIL BY AGENCY	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>13th District Court Services Unit</b>				
Management Analyst, Associate	1.00	1.00	1.00	1.00
<b>13th District Court Services Unit Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Animal Care and Control</b>				
Administrative Technician	1.00	1.00	1.00	1.00
Administrative Technician, Senior	2.00	1.00	1.00	1.00
Animal Control Kennel Assistant	9.00	9.00	9.00	9.00
Animal Control Officer	5.00	5.00	5.00	5.00
Animal Control Officer, Senior	2.00	2.00	2.00	2.00
Animal Control Supervisor	1.00	1.00	1.00	1.00
Animal Control Supervisor	—	—	1.00	1.00
Customer Service Technician	1.00	1.00	1.00	1.00
Director of Animal Care and Control	1.00	1.00	1.00	1.00
Management Analyst, Associate	2.00	3.00	3.00	3.00
Operations Manager	1.00	1.00	—	—
<b>Animal Care and Control Total</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>
<b>Budget and Strategic Planning</b>				
Administrative Technician, Senior	—	—	—	1.00
Deputy Department Director	1.00	1.00	1.00	1.00
Director of Budget and Strategic Planning	1.00	1.00	1.00	1.00
Grant Coordinator	1.00	1.00	1.00	1.00
Grant Writer	1.00	—	—	—
Management Analyst, Associate	—	—	—	0.50
Management Analyst, Principal	8.00	9.00	8.00	7.00
Senior Manager	—	—	1.50	1.00
<b>Budget and Strategic Planning Total</b>	<b>12.00</b>	<b>12.00</b>	<b>12.50</b>	<b>12.50</b>
<b>Chief Administrative Officer</b>				
Chief Administrative Officer	1.00	1.00	1.00	1.00
Executive Assistant, Senior	2.00	2.00	3.00	3.00
Executive Assistant, Principal	1.00	1.00	—	—
Management Analyst, Associate	1.00	1.00	1.00	1.00
Management Analyst, Principal	3.00	3.00	3.00	3.00
Management Analyst, Senior	1.00	—	—	—
Senior Manager	3.00	2.00	2.00	2.00
<b>Chief Administrative Officer Total</b>	<b>12.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>
<b>Citizen Service and Response</b>				
Customer Care Specialist	—	—	14.00	14.00

# PERSONNEL COMPLEMENT

GENERAL FUND DETAIL BY AGENCY	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Citizen Service and Response Con't</b>				
Customer Service Manager	—	—	1.00	1.00
Customer Service Supervisor	—	—	1.00	1.00
Director of Citizen Service & Response	—	—	1.00	1.00
Management Analyst, Associate	—	—	1.00	2.00
Technology Manager, Senior (Agency)	—	—	—	1.00
<b>Citizen Service and Response Total</b>	<b>—</b>	<b>—</b>	<b>18.00</b>	<b>20.00</b>
<b>City Assessor</b>				
Business Systems Analyst (Council Agency)	1.00	1.00	1.00	1.00
City Assessor	1.00	1.00	1.00	1.00
Customer Service Technician (Council Agency)	2.00	2.00	2.00	2.00
Deputy Department Director	1.00	1.00	1.00	1.00
GIS Specialist (Council Agency)	1.00	1.00	1.00	1.00
GIS and Project Manager (Council Agency)	1.00	1.00	1.00	1.00
Management Analyst, Associate (Council Agency)	—	—	1.00	1.00
Project Management Analyst	1.00	1.00	—	—
Real Estate Appraiser	9.00	11.00	10.00	10.00
Real Estate Appraiser, Associate	7.00	6.00	7.00	7.00
Real Estate Appraiser, Senior	7.00	7.00	7.00	7.00
Real Estate Assessment Manager	1.00	1.00	1.00	1.00
Real Estate Assessment Supervisor	3.00	3.00	3.00	3.00
Real Estate Title Examiner	1.00	1.00	1.00	1.00
<b>Assessor Total</b>	<b>36.00</b>	<b>37.00</b>	<b>37.00</b>	<b>37.00</b>
<b>City Attorney</b>				
Assistant City Attorney	5.08	4.44	6.24	9.15
City Attorney	1.00	1.00	1.00	1.00
Deputy City Attorney	3.34	3.50	4.22	5.00
Executive Assistant, Principal	1.00	1.00	1.00	1.00
Legal Secretary	1.00	1.00	1.00	2.00
Legal Secretary, Senior	1.00	1.00	1.00	2.00
Management Analyst, Senior (Council Agency)	1.00	1.00	1.00	1.00
Paralegal	4.00	5.00	3.00	3.00
Paralegal, Senior	3.25	2.25	3.00	4.00
Senior Assistant City Attorney	3.05	4.05	1.74	1.56
Technology Specialist (Council Agency)	1.00	1.00	1.00	1.00
<b>City Attorney Total</b>	<b>24.72</b>	<b>25.24</b>	<b>24.20</b>	<b>30.71</b>
<b>City Auditor</b>				
Auditor Investigator	1.00	1.00	—	—

# PERSONNEL COMPLEMENT

GENERAL FUND DETAIL BY AGENCY	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>City Auditor Con't</b>				
City Auditor	1.00	1.00	1.00	1.00
Deputy Department Director, Senior	1.00	1.00	1.00	1.00
Executive Assistant, Senior	1.00	1.00	1.00	1.00
Internal Audit Manager	2.00	2.00	1.00	1.00
Internal Auditor	8.00	9.00	9.00	9.00
Project Management Analyst/Council Agencies	1.00	—	—	—
<b>City Auditor Total</b>	<b>15.00</b>	<b>15.00</b>	<b>13.00</b>	<b>13.00</b>
<b>City Clerk's Office</b>				
City Clerk	1.00	1.00	1.00	1.00
Deputy Department Director	1.00	1.00	1.00	1.00
Executive Assistant	3.00	3.00	4.00	4.00
Executive Assistant, Senior	1.00	1.00	—	—
Management Analyst, Associate (Council Agency)	2.00	2.00	2.00	2.00
<b>City Clerk's Office Total</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
<b>City Council</b>				
Council Liaison	9.00	8.50	9.00	9.00
Council Member	7.00	7.00	7.00	7.00
Council President	1.00	1.00	1.00	1.00
Council Vice President	1.00	1.00	1.00	1.00
<b>City Council Total</b>	<b>18.00</b>	<b>17.50</b>	<b>18.00</b>	<b>18.00</b>
<b>City Treasurer</b>				
City Treasurer	1.00	1.00	1.00	1.00
Deputy Treasurer	1.00	1.00	1.00	1.00
<b>City Treasurer Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Council Chief of Staff</b>				
Communications and Marketing Analyst (Council Agency)	1.00	0.50	0.50	0.50
Council Chief of Staff	1.00	1.00	1.00	1.00
Deputy Department Director	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Management Analyst, Associate (Council Agency)	1.00	1.00	1.00	1.00
Management Analyst, Principal (Council Agency)	4.00	4.00	4.00	4.00
Management Analyst, Senior (Council Agency)	1.50	1.50	1.50	1.50
Public Information Manager, Senior (Council Agency)	1.00	1.00	1.00	1.00
<b>Council Chief of Staff Total</b>	<b>11.50</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>

# PERSONNEL COMPLEMENT

GENERAL FUND DETAIL BY AGENCY	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Dept. of Emergency Communications</b>				
Administrative Technician, Senior	1.00	1.00	1.00	3.00
Communications and Marketing Analyst	—	—	1.00	1.00
Deputy Department Director	1.00	1.00	1.00	1.00
Deputy Department Director, Senior	1.00	1.00	1.00	1.00
Director of Emergency Communications	1.00	1.00	1.00	1.00
Emergency Communications Assistant Supervisor	10.00	10.00	10.00	10.00
Emergency Communications Officer	14.00	14.00	14.00	10.00
Emergency Communications Manager	1.00	1.00	1.00	1.00
Emergency Communications Supervisor	5.00	5.00	4.00	4.00
Executive Assistant, Senior	1.00	1.00	1.00	1.00
Geographic Information Systems Analyst	1.00	1.00	1.00	1.00
Management Analyst, Associate	—	—	—	2.00
Management Analyst, Senior	1.00	1.00	1.00	1.00
Program and Operations Manager	—	—	1.00	1.00
Program and Operations Supervisor	1.00	1.00	1.00	1.00
Technology Manager (Agency)	—	—	—	1.00
<b>Dept. of Emergency Communication Total</b>	<b>38.00</b>	<b>38.00</b>	<b>39.00</b>	<b>40.00</b>
<b>Economic and Community Development</b>				
Administrative Program Support Assistant	1.00	1.00	—	—
Administrative Project Analyst	1.75	1.75	—	—
Business Management Officer	1.00	1.00	—	—
Deputy Chief Administrative Officer	0.17	0.17	—	—
Deputy Director II	1.85	1.85	—	—
Econ Development Programs Administrator	4.85	3.85	—	—
Director of Economic Development	0.95	0.95	—	—
Executive Assistant III	1.00	1.00	—	—
Manager, Real Estate Services	1.00	1.00	—	—
Senior Policy Adviser	—	1.00	—	—
Project Development Manager	5.60	5.60	—	—
Project Management Analyst	4.60	3.60	—	—
<b>Economic and Community Dev. Total</b>	<b>23.77</b>	<b>22.77</b>	<b>—</b>	<b>—</b>
<b>Economic Development</b>				
Accounting Technician	—	—	—	1.00
Community and Economics Development Administrator	—	—	3.00	4.00
Community and Economics Development Analyst	—	—	5.00	4.00
Deputy Chief Administrative Officer	—	—	0.09	1.00
Deputy Department Director, Senior	—	—	1.00	1.00
Director of Economic Development	—	—	1.00	1.00



# PERSONNEL COMPLEMENT

GENERAL FUND DETAIL BY AGENCY	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Economic Development Con't</b>				
Executive Assistant, Senior	—	—	1.00	1.00
Management Analyst, Associate	—	—	1.00	—
Management Analyst, Senior	—	—	2.00	1.00
Manager, Real Estate Services	—	—	1.00	—
Senior Manager	—	—	1.00	2.00
Utilities Natural Gas Marketing Manager	—	—	—	1.00
<b>Economic Development Total</b>	<b>—</b>	<b>—</b>	<b>16.09</b>	<b>17.00</b>
<b>Finance</b>				
Accountant	10.00	7.00	6.00	6.00
Accountant, Senior	6.00	4.00	3.00	3.00
Accounting Manager	1.00	4.00	4.00	4.00
Accounting Specialist	4.00	4.00	5.00	5.00
Accounting Technician	2.00	5.00	6.00	6.00
Administrative Technician	1.00	1.00	1.00	1.00
Administrative Technician, Senior	1.00	2.00	2.00	2.00
Assistant Controller	2.00	2.00	2.00	2.00
Business Systems Analyst	4.00	4.00	3.00	3.00
Business Systems Specialist	1.00	1.00	1.00	1.00
Chief of Revenue Administration	1.00	—	—	—
Chief of Risk Management	1.00	—	—	—
Chief of Tax Enforcement	1.00	1.00	—	—
Customer Service Specialist	6.00	7.00	7.00	7.00
Customer Service Supervisor	3.00	3.00	3.00	3.00
Customer Service Technician	8.00	8.00	9.50	11.50
Deputy Chief Administrative Officer	1.00	1.00	1.00	1.00
Deputy Department Director	1.00	1.00	1.00	1.00
Deputy Department Director, Senior	1.00	1.00	1.00	1.00
Director of Finance	1.00	1.00	1.00	1.00
Executive Assistant, Senior	1.00	1.00	1.00	1.00
Field Auditor	1.00	—	—	—
Financial Pre-Auditor	1.00	—	—	—
Financial Regulatory Manager	7.00	6.00	7.00	7.00
Financial Regulatory Specialist	2.00	2.00	2.00	2.00
Financial Regulatory Specialist, Senior	3.00	4.00	4.00	4.00
Financial Regulatory Technician	16.00	17.00	16.00	16.00
Investment and Debt Portfolio Manager	1.00	1.00	1.00	1.00
Management Analyst, Associate	9.00	11.00	12.50	13.50
Management Analyst, Principal	2.00	1.00	2.00	2.00
Management Analyst, Senior	1.00	1.00	2.00	2.00

# PERSONNEL COMPLEMENT

GENERAL FUND DETAIL BY AGENCY	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Finance Con't</b>				
Payroll Manager	1.00	1.00	1.00	1.00
Program and Operations Manager	—	3.00	3.00	3.00
System Developer	2.00	—	—	—
Tax Assistance/Assessment Supervisor	1.00	—	—	—
Tax Enforcement Officer III	1.00	—	—	—
Technology Manager, Senior (Agency)	1.00	1.00	1.00	1.00
<b>Finance Total</b>	<b>106.00</b>	<b>106.00</b>	<b>109.00</b>	<b>112.00</b>
<b>Fire and Emergency Services</b>				
Administrative Technician, Senior	2.00	2.00	1.00	1.00
Business Systems Analyst	1.00	1.00	1.00	1.00
Chief of Fire and Emergency Services	1.00	1.00	1.00	1.00
Deputy Department Director, Senior	1.00	1.00	1.00	1.00
Deputy Chief of Fire and Emergency Services	2.00	2.00	3.00	3.00
Engineer, Senior	1.00	1.00	1.00	1.00
Executive Assistant, Senior	2.00	2.00	2.00	2.00
Fire Battalion Chief	14.00	15.00	15.00	15.00
Fire Captain	30.00	30.00	30.00	30.00
Fire Fighter I	47.00	33.00	17.00	17.00
Fire Fighter II	96.00	98.00	106.00	106.00
Fire Fighter III	56.00	66.00	63.00	63.00
Fire Fighter IV	44.00	43.00	48.00	48.00
Fire Lieutenant	68.00	68.00	68.00	68.00
Management Analyst, Associate	8.00	8.00	8.00	8.00
Management Analyst, Principal	—	—	1.00	1.00
Management Analyst, Senior	2.00	2.00	2.00	2.00
Master Fire Fighter	52.00	55.00	60.00	60.00
Staff Battalion Chief	3.00	2.00	2.00	2.00
Technology Coordinator (Agency)	1.00	1.00	2.00	2.00
Technology Manager (Agency)	1.00	1.00	1.00	1.00
Training Analyst	1.00	1.00	1.00	1.00
<b>Fire and Emergency Services Total</b>	<b>433.00</b>	<b>433.00</b>	<b>434.00</b>	<b>434.00</b>
<b>General Registrar</b>				
Assistant Registrar	6.00	6.00	5.00	6.00
Deputy General Registrar	—	—	1.00	1.00
Elections Specialist	3.30	3.30	2.64	3.30
Elections Supervisor	1.00	1.00	1.66	1.66
Elections Technician, Senior	—	—	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00

# PERSONNEL COMPLEMENT

GENERAL FUND DETAIL BY AGENCY	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>General Registrar Con't</b>				
Executive Assistant II	1.00	1.00	—	—
General Registrar	1.00	1.00	1.00	1.00
<b>General Registrar Total</b>	<b>13.30</b>	<b>13.30</b>	<b>13.30</b>	<b>14.96</b>
<b>Housing and Community Development</b>				
Administrative Technician, Senior	—	—	1.00	1.00
Community and Economics Development Administrator	—	—	2.00	1.00
Community and Economics Development Analyst	—	—	—	0.40
Deputy Chief Administrative Officer	—	—	0.09	—
Deputy Department Director, Senior	—	—	0.85	0.85
Director of Housing & Community Development	—	—	0.95	0.95
Management Analyst, Associate	—	—	1.75	2.75
Management Analyst, Senior	—	—	0.60	0.60
<b>Housing and Community Development Total</b>	<b>—</b>	<b>—</b>	<b>7.24</b>	<b>7.55</b>
<b>Human Resources</b>				
Administrative Technician, Senior	5.00	5.00	6.00	6.00
Deputy Department Director, Senior	2.00	2.00	2.00	2.00
Director of Human Resources	1.00	1.00	1.00	1.00
Executive Assistant, Senior	1.00	1.00	1.00	1.00
Health and Wellness Coordinator	1.00	1.00	1.00	1.00
Human Resources Specialist	17.00	17.00	14.00	14.00
Human Resources Division Chief	4.00	4.00	3.00	3.00
Management Analyst, Associate	4.00	4.00	6.00	6.00
Management Analyst, Principal	1.00	1.00	1.00	1.00
Management Analyst, Senior	—	—	1.00	1.00
Program and Operations Supervisor	—	1.00	1.00	1.00
Technology Coordinator (Agency)	1.00	1.00	1.00	1.00
<b>Human Resources Total</b>	<b>37.00</b>	<b>38.00</b>	<b>38.00</b>	<b>38.00</b>
<b>Human Services</b>				
Administrative Technician, Senior	1.00	1.00	1.00	1.00
Bilingual Interpreter	2.00	2.00	2.00	2.00
Deputy Chief Administrative Officer	1.00	1.00	1.00	1.00
Executive Assistant, Senior	1.00	1.00	1.00	1.00
Human Services Analyst	2.00	2.00	3.00	2.00
Human Services Analyst, Senior	2.30	2.30	2.30	2.30
Management Analyst, Associate	1.00	1.00	1.00	1.00
Management Analyst, Principal	3.00	3.00	3.00	3.00
Management Analyst, Senior	1.00	1.00	1.00	—

# PERSONNEL COMPLEMENT

GENERAL FUND DETAIL BY AGENCY	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Human Services Con't</b>				
Program and Operations Supervisor	1.00	—	—	—
<b>Human Services Total</b>	<b>15.30</b>	<b>14.30</b>	<b>15.30</b>	<b>13.30</b>
<b>Information Technology</b>				
Administrative Program Support Assistant	4.00	—	—	—
Administrative Project Analyst	1.00	—	—	—
Administrative Services Manager	1.00	—	—	—
Business Analysis Manager	1.60	—	—	—
Contracts Administrator	1.00	—	—	—
Database Manager	2.00	—	—	—
Deputy Director II	1.00	—	—	—
Director of Information Technology	1.00	—	—	—
Geographic Information Systems Coordinator	1.00	—	—	—
Geographic Information Systems Project Manager	1.00	—	—	—
Graphics Designer II	1.00	—	—	—
Information Technology Manager	4.00	—	—	—
Management Analyst II	1.00	—	—	—
Network Engineer	5.00	—	—	—
Operations Shift Lead	1.00	—	—	—
Operations Technical Support Representative	6.00	—	—	—
Production Manager	1.00	—	—	—
Production Technician II	1.00	—	—	—
Project Management Analyst	2.00	—	—	—
Senior Services Coordinator	1.00	—	—	—
Systems Developer	21.00	—	—	—
Systems Developer Lead	14.00	—	—	—
Systems Engineer	12.00	—	—	—
Telecommunications System Technician	3.00	—	—	—
<b>Information Technology Total</b>	<b>87.60</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Inspector General</b>				
Executive Assistant	—	—	1.00	1.00
Internal Audit Manager	—	—	1.00	1.00
Internal Auditor/Investigator	—	—	1.00	1.00
Inspector General Director	—	—	1.00	1.00
<b>Inspector General Total</b>	<b>—</b>	<b>—</b>	<b>4.00</b>	<b>4.00</b>
<b>JUDICIARY</b>				
<b>Adult Drug Court</b>				
Adult Drug Assistant Director	1.00	1.00	1.00	1.00

# PERSONNEL COMPLEMENT

GENERAL FUND DETAIL BY AGENCY	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Adult Drug Court Con't</b>				
Adult Drug Court Financial/Statistical Analyst	1.00	1.00	1.00	1.00
Adult Drug Court Specialist	4.00	5.00	5.00	5.00
<b>Adult Drug Court Total</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b>Commonwealth's Attorney</b>				
Administrative Assistant	2.00	2.00	2.00	2.00
Assistant Commonwealth Attorney	38.00	37.50	38.50	38.50
Automation Coordinator	1.00	1.00	1.00	1.00
Commonwealth's Attorney	1.00	1.00	1.00	1.00
Executive Assistant-Commonwealth Attorney	1.00	1.00	1.00	1.00
Finance Director	1.00	1.00	1.00	1.00
Office Support Specialist	7.00	7.00	—	—
Paralegal - Commonwealth Attorney	9.00	9.00	16.00	16.00
Secretary Commonwealth Attorney	2.00	2.00	2.00	2.00
<b>Commonwealth's Attorney Total</b>	<b>62.00</b>	<b>61.50</b>	<b>62.50</b>	<b>62.50</b>
<b>Circuit Court</b>				
Administrative Assistant - Circuit Court	1.00	1.00	1.00	1.00
Assistant Chief Deputy Clerk	1.00	1.00	1.00	1.00
Chief Deputy Clerk	1.00	1.00	1.00	1.00
Clerk - Circuit Court	1.00	1.00	1.00	1.00
Court Assistant (Judge Bailiff)	2.00	2.00	2.00	2.00
Deputy Clerk - Circuit Court	35.00	35.00	35.00	35.00
Deputy Clerk - Circuit Court Supervisor	4.00	4.00	4.00	4.00
General Office Clerk - Circuit Court	4.00	2.00	2.00	2.00
Secretary to Judge of the Circuit Court	8.00	8.00	8.00	8.00
<b>Circuit Court Total</b>	<b>57.00</b>	<b>55.00</b>	<b>55.00</b>	<b>55.00</b>
<b>Justice Services</b>				
Administrative Technician	1.00	1.00	1.00	1.00
Administrative Technician, Senior	1.00	2.00	2.00	2.00
Clinical Supervisor	—	—	2.00	2.00
Deputy Department Director	1.00	1.00	1.00	1.00
Deputy Department Director, Senior	1.00	1.00	1.00	1.00
Director of Justice Services	1.00	1.00	1.00	1.00
Electronic Monitoring Officer	6.00	6.00	6.00	6.00
Electronic Monitoring Pgm Supv	1.00	—	—	—
Executive Assistant, Senior	1.00	1.00	1.00	1.00
Food Service Supervisor	1.00	1.00	1.00	1.00
Food Service Technician	5.00	5.00	5.00	5.00

# PERSONNEL COMPLEMENT

GENERAL FUND DETAIL BY AGENCY	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Justice Services Con't</b>				
Human Services Analyst	5.00	5.00	6.00	7.00
Human Services Manager	—	2.00	1.00	1.00
Licensed Practical Nurse	1.00	1.00	1.00	1.00
Maintenance Specialist	1.00	1.00	1.00	1.00
Management Analyst, Associate	2.00	2.00	3.00	3.00
Management Analyst, Principal	1.00	1.00	1.00	1.00
Management Analyst, Senior	4.00	4.00	2.00	2.87
Pretrial Probation Officer	5.00	6.00	6.00	6.00
Pretrial/Probation Services Technician	2.00	2.00	2.00	2.00
Program and Operations Supervisor	4.00	5.00	5.00	5.00
Protective Services Counselor	9.50	8.50	8.50	8.50
Protective Services Manager	1.00	1.00	1.00	1.00
Protective Services Specialist	47.00	47.00	47.00	47.00
Protective Services Supervisor	3.00	3.00	3.00	3.00
Protective Services Support Supervisor	8.00	8.00	8.00	8.00
Registered Nurse	1.00	1.00	1.00	1.00
Social Casework Coordinator	4.00	11.00	11.00	11.00
Social Casework Technician	2.50	1.50	1.63	1.63
Technology Specialist (Agency)	1.00	1.00	1.00	1.00
<b>Justice Services Total</b>	<b>121.00</b>	<b>130.00</b>	<b>131.13</b>	<b>133.00</b>
<b>Juvenile and Domestic Relations Court</b>				
Dispute Resolution Coordinator	1.00	1.00	1.00	1.00
<b>Juvenile and Domestic Relations Court Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Library</b>				
Administrative Technician, Senior	1.00	—	—	—
City Librarian / Library Director	1.00	1.00	1.00	1.00
Deputy Department Director	1.00	1.00	1.00	1.00
Executive Assistant, Senior	—	—	1.00	1.00
Grant Writer	1.00	1.00	1.00	1.00
Librarian	7.00	—	2.00	2.00
Librarian, Senior	1.00	8.00	6.00	6.00
Library Associate	13.5	14.5	14.00	16.00
Library Associate, Senior	1.00	1.00	1.00	1.00
Library Community Service Manager	10.00	10.00	10.00	10.00
Library Operations Manager	1.00	—	—	—
Library Support Supervisor	1.00	1.00	1.00	1.00
Library Technician	24.00	24.00	24.00	27.50
Library Technician, Senior	12.00	12.00	12.00	12.00

# PERSONNEL COMPLEMENT

GENERAL FUND DETAIL BY AGENCY	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Library Con't</b>				
Maintenance and Operations Facilities Manager	—	1.00	1.00	1.00
Management Analyst, Associate	1.00	4.00	3.50	3.50
Management Analyst, Senior	3.00	1.00	1.00	1.00
Office Assistant	1.00	1.00	1.00	1.00
Technology Coordinator (Agency)	1.00	1.00	1.00	1.00
Technology Specialist (Agency)	1.50	1.50	1.50	1.50
<b>Library Total</b>	<b>82.00</b>	<b>83.00</b>	<b>83.00</b>	<b>88.50</b>
<b>Mayor's Office</b>				
Chief of Staff - Mayor's Office	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Executive Assistant, Senior	1.00	1.00	1.00	1.00
Mayor	1.00	1.00	1.00	1.00
Senior Assistant to the Mayor	1.00	1.00	1.00	1.00
Senior Manager	1.00	1.5	1.00	2.00
Staff Assistant to Mayor/CAO	3.00	3.00	3.00	2.00
<b>Mayor's Office Total</b>	<b>9.00</b>	<b>9.50</b>	<b>9.00</b>	<b>9.00</b>
<b>Minority Business Development</b>				
Administrative Technician, Senior	1.00	1.00	1.00	1.00
Community and Economics Development Administrator	—	—	1.00	1.00
Community and Economics Development Analyst	1.00	1.00	1.00	1.00
Community and Economics Development Specialist	2.00	2.00	2.00	2.00
Deputy Chief Administrative Officer	0.04	0.04	0.04	—
Deputy Department Director	1.00	—	—	—
Deputy Department Director, Senior	—	1.00	1.00	1.00
Director of Minority Business Development	1.00	1.00	1.00	1.00
Program and Operations Supervisor	1.00	1.00	1.00	2.00
<b>Minority Business Development Total</b>	<b>7.04</b>	<b>7.04</b>	<b>8.04</b>	<b>9.00</b>
<b>Non-Departmental</b>				
Customer Care Specialist	15.00	15.00	—	—
Customer Service Supervisor	1.00	1.00	—	—
<b>Non-Departmental Total</b>	<b>16.00</b>	<b>16.00</b>	<b>—</b>	<b>—</b>
<b>Office of Community Wealth Building</b>				
Administrative Technician, Senior	—	1.00	1.00	1.00
Community and Economics Development Administrator	1.00	1.00	1.00	1.00
Community and Economics Development Analyst	1.00	1.00	1.00	1.00

# PERSONNEL COMPLEMENT

GENERAL FUND DETAIL BY AGENCY	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Office of Community Wealth Building Con't</b>				
Director, Office of Community Wealth Building	1.00	1.00	1.00	1.00
Executive Assistant, Senior	—	1.00	1.00	1.00
Human Services Analyst	—	1.00	1.00	1.00
Management Analyst, Associate	5.50	10.5	10.00	10.00
Management Analyst, Senior	2.00	3.00	3.00	3.00
Program and Operations Supervisor	—	1.00	1.00	1.00
<b>Office of Community Wealth Building Total</b>	<b>10.50</b>	<b>20.50</b>	<b>20.00</b>	<b>20.00</b>
<b>Parks, Recreation, and Community Facilities</b>				
Accountant, Senior	1.00	1.00	1.00	1.00
Accounting Supervisor	1.00	1.00	1.00	1.00
Administrative Technician	2.00	2.00	2.00	2.00
Administrative Technician, Senior	7.00	8.00	6.00	5.00
Communications and Marketing Analyst	—	—	—	1.00
Community Program Coordinator	1.00	1.00	1.00	1.00
Deputy Department Director	1.00	1.00	1.00	1.00
Deputy Department Director, Senior	2.00	2.00	2.00	2.00
Director of Parks, Recreation, & Community Facilities	1.00	1.00	1.00	1.00
Electrician, Senior	2.00	2.00	2.00	2.00
Equipment Operator	2.00	2.00	3.00	2.00
Equipment Operator, Senior	3.00	3.00	3.00	2.00
Executive Assistant, Senior	1.00	1.00	1.00	1.00
Head Lifeguard	1.00	1.00	2.00	2.00
HVAC Mechanic	1.00	1.00	1.00	1.00
Lifeguard	1.50	1.50	1.50	1.50
Maintenance and Operations Crew Chief	6.00	6.00	5.00	7.00
Maintenance and Operations Crew Supervisor	3.00	3.00	2.00	1.00
Maintenance and Operations Crew Supervisor, Senior	2.00	2.00	2.00	—
Maintenance and Operations Superintendent	1.00	1.00	1.00	8.00
Maintenance Specialist	—	—	—	5.00
Maintenance Specialist, Senior	6.00	6.00	7.00	7.00
Maintenance Technician	15.00	15.00	15.00	6.00
Maintenance Technician, Senior	16.00	16.00	16.00	13.00
Maintenance Worker	—	—	—	11.00
Management Analyst, Associate	3.00	1.00	2.00	3.00
Management Analyst, Senior	2.00	4.00	4.00	1.00
Master Plumber	3.00	3.00	1.00	1.00
Parks and Recreation Bus Operator	0.95	0.95	0.95	0.95
Program and Operations Manager	1.00	1.00	1.00	1.00



# PERSONNEL COMPLEMENT

GENERAL FUND DETAIL BY AGENCY	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Parks, Recreation, and Community Facilities Con't</b>				
Program and Operations Supervisor	—	—	—	2.00
Public Information Manager	1.00	—	—	—
Recreation Center Supervisor	23.50	23.50	25.50	23.50
Recreation Services Assistant	7.45	7.45	6.95	5.45
Recreation Services Instructor	34.50	36.00	34.50	36.00
Recreation Services Instructor, Senior	6.00	7.00	14.00	13.00
Recreation Services Manager	6.00	7.00	8.00	6.00
Recreation Services Program Specialist	14.00	15.50	15.50	15.50
Recreation Services Supervisor	9.00	11.00	11.00	10.00
Systems Developer	1.00	—	—	—
Technology Manager (Agency)	—	—	1.00	1.00
<b>Parks, Recreation and Community Facilities Total</b>	<b>188.90</b>	<b>194.90</b>	<b>201.90</b>	<b>203.90</b>
<b>Planning and Development Review</b>				
Administrative Technician	3.00	3.00	2.00	2.00
Administrative Technician, Senior	5.00	5.00	5.00	6.00
Code Enforcement Inspector	12.00	12.00	13.00	13.00
Code Enforcement Inspector, Senior	2.00	2.00	1.00	1.00
Commissioner of Buildings	1.00	1.00	1.00	1.00
Community Assisted Public Safety (CAPS) Manager	—	—	1.00	1.00
Customer Service Specialist	5.00	5.00	5.00	3.00
Demolition Coordinator	2.00	2.00	2.00	3.00
Deputy Chief Administrative Officer	0.74	0.74	0.74	—
Deputy Department Director, Senior	1.00	1.00	1.00	1.00
Director of Planning & Development Review	1.00	1.00	1.00	1.00
Engineer, Senior	6.00	7.00	7.00	6.00
Engineer, Principal	1.00	1.00	1.00	1.00
Executive Assistant, Senior	1.00	1.00	1.00	1.00
GIS Analyst	2.00	2.00	2.00	2.00
Inspection Field Supervisor	7.00	7.00	7.00	7.00
Management Analyst	1.00	1.00	1.00	1.00
Management Analyst, Associate	3.00	1.00	1.00	1.00
Management Analyst, Senior	1.00	2.00	3.00	3.00
Permits Architect	—	—	—	1.00
Planner	12.50	12.50	12.50	13.50
Planner Associate	6.00	6.00	6.00	6.00
Planning Specialist	4.00	4.00	5.00	6.00
Planning Supervisor	4.00	4.00	5.00	4.00
Plans Examiner	5.00	4.00	4.00	4.00
Program and Operations Supervisor	2.00	2.00	2.00	2.00

# PERSONNEL COMPLEMENT

GENERAL FUND DETAIL BY AGENCY	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Planning and Development Review Con't</b>				
Program and Operations Manager	2.00	3.00	3.00	3.00
Property Maintenance Enforcement Inspector	24.00	24.00	25.00	29.00
<b>Planning and Development Review Total</b>	<b>114.24</b>	<b>114.24</b>	<b>118.24</b>	<b>122.50</b>
<b>Richmond Police Department</b>				
<b>Police Sworn</b>				
Chief of Police	1.00	1.00	1.00	1.00
Deputy Chief of Police/Administration	1.00	1.00	1.00	1.00
Deputy Chief of Police/Operations	2.00	2.00	1.00	2.00
Master Police Officer	181.00	164.00	182.00	170.00
Police Captain	16.00	15.00	14.00	13.00
Police Lieutenant	36.00	34.00	36.00	36.00
Police Major	4.00	4.00	5.00	4.00
Police Officer I	148.00	131.00	142.00	171.00
Police Officer II	133.00	131.00	91.00	79.00
Police Officer III	83.00	74.00	89.00	84.00
Police Officer IV	49.00	44.00	55.00	49.00
Police Recruit	—	54.00	44.00	50.00
Police Sergeant	95.00	95.00	93.00	94.00
<b>Police Total Sworn</b>	<b>749.00</b>	<b>750.00</b>	<b>754.00</b>	<b>754.00</b>
<b>Police Civilian</b>				
Accounting Supervisor	2.00	2.00	2.00	2.00
Administrative Technician	30.00	28.00	26.00	24.00
Administrative Technician, Senior	33.00	34.00	32.00	30.00
Business Systems Analyst	—	1.00	1.00	1.00
Clinician	—	—	—	1.00
Communications and Marketing Analyst	3.00	3.00	3.00	3.00
Crime Analyst	6.00	6.00	8.00	7.00
Crime Analyst and Forensic Supervisor	1.00	1.00	1.00	1.00
Deputy Department Director	1.00	1.00	1.00	1.00
Executive Assistant, Senior	1.00	1.00	1.00	1.00
Farrier	1.00	1.00	1.00	1.00
Forensic Technician I	—	—	1.00	—
Forensics Analyst	2.00	2.00	3.00	4.00
Health and Safety Specialist	1.00	1.00	1.00	1.00
Human Resources Specialist	2.00	2.00	2.00	2.00
Human Resources Division Chief	1.00	1.00	1.00	1.00
Information Services Manager	1.00	1.00	1.00	1.00
Maintenance Worker	0.50	0.50	0.50	0.50

# PERSONNEL COMPLEMENT

GENERAL FUND DETAIL BY AGENCY	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Police Civilian Con't</b>				
Management Analyst, Associate	5.00	5.00	5.00	8.00
Management Analyst, Senior	4.00	4.00	4.00	8.00
Photographic Laboratory Technician	1.00	1.00	1.00	1.00
Police Executive Advisor	1.00	1.00	1.00	1.00
Police School Guard	8.00	8.00	8.00	—
Procurement Technician	2.00	2.00	2.00	2.00
Program and Operations Manager	1.00	1.00	1.00	1.00
Program and Operations Supervisor	5.00	5.00	5.00	5.00
Property Evidence Technician	5.00	5.00	5.00	6.00
Public Information Manager, Senior	1.00	1.00	1.00	1.00
Senior Manager	2.00	1.00	1.00	1.00
Technology Coordinator (Agency)	8.00	8.00	8.00	8.00
Technology Manager (Agency)	2.00	2.00	2.00	2.00
Technology Specialist (Agency)	1.00	1.00	1.00	1.00
Training Analyst	1.00	1.00	1.00	1.00
Warehouse and Materials Supervisor	1.00	1.00	1.00	1.00
Warehouse and Materials Technician, Senior	1.00	1.00	1.00	1.00
<b>Police Total Civilian</b>	<b>134.50</b>	<b>133.50</b>	<b>133.50</b>	<b>129.50</b>
<b>Police Total</b>	<b>883.50</b>	<b>883.50</b>	<b>887.50</b>	<b>883.50</b>
<b>Press Secretary</b>				
Communications and Marketing Analyst	2.00	1.00	1.00	1.00
Executive Assistant, Senior	1.00	2.00	2.00	2.00
Press Secretary	1.00	1.00	1.00	1.00
Public Information Manager	—	1.00	1.00	1.00
Public Information Manager, Senior	2.00	1.00	1.00	1.00
<b>Press Secretary Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Procurement</b>				
Accountant, Senior	—	—	—	1.00
Administrative Technician, Senior	1.00	1.00	1.00	3.00
Administrative Project Analyst	2.00	1.7	1.00	—
Business Systems Analyst	1.00	1.00	1.00	1.00
Procurement Analyst	5.00	4.00	5.00	4.00
Contract Specialist Supervisor	3.00	2.00	3.00	—
Procurement Manager	1.00	1.00	1.00	2.00
Contracts Administrator	—	2.00	2.00	—
Director of Procurement Services	1.00	0.80	1.00	1.00
Management Analyst, Senior	—	—	1.00	1.00
Procurement Analyst, Senior	1.00	1.00	1.00	4.00
<b>Procurement Total</b>	<b>15.00</b>	<b>14.50</b>	<b>17.00</b>	<b>17.00</b>

# PERSONNEL COMPLEMENT

GENERAL FUND DETAIL BY AGENCY	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Public Works</b>				
Accountant	1.00	1.00	1.00	1.00
Accountant, Senior	1.00	1.00	1.00	1.00
Accounting Specialist	1.00	1.00	1.00	1.00
Administrative Technician	3.50	2.00	1.00	1.00
Administrative Technician, Senior	15.00	10.00	13.00	12.00
Arborist	3.00	—	—	—
Asset Manager	1.00	0.50	0.50	1.00
Bridge Inspector	2.00	—	—	—
Business Systems Analyst	2.00	1.00	—	—
Capital Projects Manager	3.30	3.80	3.80	3.95
Capital Projects Manager, Senior	1.30	0.80	1.80	1.45
Chief Capital Projects Manager	1.00	1.00	1.00	1.00
Chief of Construction and Inspection	0.50	—	—	—
City Occupational Safety and Health	1.00	1.00	—	—
City Traffic Engineer	1.00	—	—	—
Communications and Marketing Analyst	1.00	1.00	1.00	1.00
Community Program Coordinator	1.00	—	—	—
Construction Inspector, Principal	1.60	1.60	1.60	1.00
Construction Inspector, Senior	6.00	—	—	—
Contract Administrator	1.00	1.00	—	—
Custodian	18.00	18.00	17.00	15.00
Custodian Crew Chief	2.00	2.00	2.00	2.00
Customer Service Technician	1.00	2.00	1.00	1.00
Customer Service Technician	1.00	1.00	1.00	1.00
Deputy Chief Administrative Officer	0.50	0.50	0.50	0.50
Deputy Department Director, Senior	3.50	3.50	2.50	2.00
Director of Public Works	1.00	1.00	1.00	1.00
Electrician	3.00	2.00	2.00	2.00
Electrician, Senior	—	—	1.00	2.00
Energy Services Manager	—	—	—	1.00
Engineer	1.00	1.00	1.00	—
Engineer, Principal	2.90	1.40	1.40	1.25
Engineer, Senior	5.90	1.05	1.05	2.50
Engineering Manager	1.50	0.50	0.50	0.25
Engineering Specialist	5.00	1.00	1.00	1.00
Engineering Support Supervisor	1.80	—	—	—
Engineering Technician	1.60	—	—	—
Engineering Technician, Senior	1.60	—	—	—
Environmental Compliance Officer	—	—	—	1.00

# PERSONNEL COMPLEMENT

GENERAL FUND DETAIL BY AGENCY	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Public Works Con't</b>				
Equipment Operator	14.00	—	—	—
Equipment Operator, Senior	22.00	2.00	1.00	1.00
Equipment Operator, Principal	40.00	3.00	9.00	9.00
Executive Assistant, Senior	2.00	2.00	2.00	2.00
Gardener	6.00	—	—	—
General Inspector	2.00	2.00	2.00	2.00
GIS Analyst	1.00	1.00	1.00	1.00
GIS Specialist	2.00	2.00	2.00	1.00
Health and Safety Specialist	1.00	1.00	1.00	1.00
HVAC Mechanic	7.00	7.00	6.00	6.00
Maintenance and Operations Crew Chief	21.00	1.00	1.00	1.00
Maintenance and Operations Crew Supervisor	20.00	7.00	7.00	7.00
Maintenance and Operations Crew Supervisor, Senior	2.00	1.00	2.00	3.00
Maintenance and Operations Facilities Manager	2.00	2.00	2.00	2.00
Maintenance and Operations Superintendent	7.00	1.00	1.00	1.00
Maintenance Specialist	24.00	9.00	8.00	7.00
Maintenance Specialist, Senior	5.00	—	—	1.00
Maintenance Technician	6.00	—	—	—
Maintenance Technician, Senior	9.00	1.00	—	—
Maintenance Worker	18.00	1.00	9.00	9.00
Management Analyst, Associate	5.00	3.00	4.00	4.00
Management Analyst, Principal	1.00	1.00	1.00	1.00
Management Analyst, Senior	3.00	3.00	4.00	5.00
Mason	6.00	—	—	—
Mason, Senior	2.00	—	—	—
Master Plumber	2.00	1.00	2.00	1.00
Program and Operations Manager	7.00	2.00	3.00	5.00
Public Information Manager	1.00	1.00	1.00	1.00
Real Estate Analyst	1.00	1.00	1.00	1.00
Refuse Collector	23.00	75.00	68.00	68.00
Refuse Truck Operator	38.00	44.00	37.00	37.00
Safety and Security Chief	1.00	1.00	1.00	1.00
Senior Manager	1.00	1.00	2.00	3.00
Warehouse and Materials Technician	1.00	1.00	1.00	1.00
<b>Public Works Total</b>	<b>402.50</b>	<b>238.65</b>	<b>238.65</b>	<b>240.90</b>
<b>Sheriff and Jail</b>				
Accounting/Accreditation Clerk	1.00	1.00	1.00	1.00
Accounting/Finance Manager	1.00	1.00	1.00	1.00
Accreditation Manager	—	—	1.00	1.00

# PERSONNEL COMPLEMENT

GENERAL FUND DETAIL BY AGENCY	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Sheriff and Jail Con't</b>				
Adm Staff Spec ADS11	3.00	—	—	—
Administrative Assistant	—	1.00	1.00	1.00
Application Support Developer	1.00	1.00	1.00	1.00
Assistant Chief of Chaplains	—	—	1.00	1.00
Attorney	1.00	1.00	1.00	1.00
Budget Manager	1.00	1.00	1.00	1.00
Business Manager/Controller	—	—	1.00	1.00
Captain C12	15.43	—	—	—
Captain CS12	2.00	—	—	—
Captain	—	15.43	15.00	15.00
Cashier	1.00	1.00	1.00	1.00
Cashier II	1.00	1.00	1.00	1.00
Chief of Staff	1.00	1.00	1.00	1.00
Chief Executive Officer	—	1.00	—	—
Chief of Chaplains	—	1.00	1.00	1.00
City Sheriff	1.00	1.00	1.00	1.00
Civil Process Clerk	—	3.00	4.00	4.00
Civil Process Office Representative	—	1.00	—	—
Classification Specialist	3.00	2.00	3.00	3.00
Clerk	10.43	6.50	4.00	4.00
Colonel C14	1.00	—	—	—
Community Custody Home Electronic Incarceration Case Manager	—	1.00	1.00	1.00
Community Custody Program and Office Manager	—	1.00	1.00	1.00
Corporal	—	97.00	98.00	98.00
Corporal C9	100.00	—	—	—
Corporal CS9	10.00	—	—	—
Deputy	—	56.00	92.00	92.00
Deputy C8	45.00	—	—	—
Deputy CS7 CS8	6.00	—	—	—
Deputy Sheriff	4.00	3.00	2.00	2.00
Director of Civil Process and Jury Office	1.00	1.00	—	—
Director of Community Services	1.00	1.00	—	—
Director of HR PTRT	1.00	—	—	—
Director of Hardware	1.00	1.00	1.00	1.00
Education Depart Coordinator	1.00	1.00	1.00	1.00
Education Program Assistant	—	1.00	1.00	1.00
Executive Secretary	1.00	1.00	1.00	1.00
Grant Manager	—	—	1.00	1.00
Help Desk Personnel	1.00	1.00	1.00	1.00
Human Resources and Payroll Mgr	1.00	1.00	—	—

# PERSONNEL COMPLEMENT

GENERAL FUND DETAIL BY AGENCY	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Sheriff and Jail Con't</b>				
Human Resources Generalist	—	1.00	1.00	1.00
Human Resources Representative	4.00	2.00	2.00	2.00
Information Service Director	1.00	—	1.00	1.00
Information Systems Technician	1.00	2.00	2.00	2.00
Intake Officer Manager	—	1.00	1.00	1.00
Interim CEO	—	—	1.00	1.00
Interim Chief Deputy	—	—	1.00	1.00
Internal Program Director	1.00	1.00	1.00	1.00
Jury Clerk	1.00	1.00	—	—
Jury Office Senior Specialist	—	—	2.00	2.00
Jury Office Specialist	—	—	2.00	2.00
Jury Office - Office Representative	—	2.00	—	—
Lieutenant	—	38.00	39.00	39.00
Lieutenant C11 CT11	33.00	—	—	—
Lieutenant CS11	2.00	—	—	—
Lt Colonel C14	8.00	7.00	8.00	8.00
Mail Clerk	1.00	—	—	—
Major CS13	20.00	23.00	18.00	18.00
Manager of Civil Process and Jury Office	—	—	1.00	1.00
Materials Manager	1.00	—	—	—
Master Control Technician	—	1.00	1.00	1.00
Master Deputy	—	—	1.00	1.00
Materials Technician	1.00	1.00	1.00	1.00
Media & Public Affairs Coordinator	—	1.00	1.00	1.00
Operations and Administrative Specialist	—	—	1.00	1.00
Payroll Manager PTRT	1.00	—	—	—
Payroll Technician	2.00	—	—	—
PREA Coordinator	—	—	1.00	1.00
Private C7,EC7,C8,EC8	101.00	—	—	—
Private	—	84.00	38.00	38.00
Private CS7 CS8	4.00	—	—	—
Program and Client Advocate	1.00	1.00	1.00	1.00
Program Coordinator	—	1.00	1.00	1.00
Re-Entry Case Manager	—	—	1.00	1.00
Records Clerk	—	—	3.00	3.00
Records Manager	1.00	1.00	—	—
Records Specialist	4.00	4.00	2.00	2.00
Records Supervisor	1.00	1.00	1.00	1.00
Recruitment Manager	1.00	1.00	1.00	1.00
Resident Services Representative	1.43	1.00	1.00	1.00

# PERSONNEL COMPLEMENT

GENERAL FUND DETAIL BY AGENCY	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Sheriff and Jail Con't</b>				
Senior Clerk	2.00	—	—	—
Sergeant C10 EC10	65.00	—	—	—
Sergeant CS10	4.00	—	—	—
Sergeant	—	73.00	81.00	81.00
Strategic Analyst Community/External Affairs	—	—	1.00	1.00
Team Leader/Jury Office and Civil Process	—	1.00	1.00	1.00
Timekeeper	—	3.00	2.00	2.00
Timekeeping Manager	1.00	1.00	1.00	1.00
Training Coordinator	1.00	1.00	1.00	1.00
Visitation Clerk	—	1.00	1.00	1.00
Work Release Case Manager	—	1.00	1.00	1.00
<b>Sheriff and Jail Total</b>	<b>481.29</b>	<b>461.93</b>	<b>464.00</b>	<b>464.00</b>
<b>Social Services</b>				
Accounting Supervisor	1.00	1.00	1.00	1.00
Accounting Technician	3.00	3.00	3.00	3.00
Administrative Technician	16.00	16.00	16.00	16.00
Administrative Technician, Senior	15.00	15.00	17.00	17.00
Bilingual Interpreter	2.00	2.00	2.00	2.00
Business Systems Analyst	1.00	1.00	1.00	1.00
Business Automation Analyst	1.00	1.00	—	—
Customer Service Supervisor	2.00	2.00	2.00	2.00
Deputy Department Director, Senior	3.00	3.00	3.00	3.00
Director of Social Services	1.00	1.00	1.00	1.00
Executive Assistant, Senior	1.00	1.00	1.00	1.00
Family Services Specialist	27.00	27.00	27.00	27.00
Family Services Supervisor	22.00	22.00	22.00	22.00
Family Services Worker	85.80	85.80	85.80	85.80
Human Services Analyst	8.00	8.00	7.00	7.00
Human Services Assistant	2.00	2.00	2.00	2.00
Human Services Specialist	7.00	7.00	7.00	7.00
Human Services Supervisor	16.00	16.00	16.00	16.00
Human Services Supervisor, Senior	1.00	1.00	1.00	1.00
Human Services Technician	33.00	34.00	35.00	35.00
Human Services Technician, Senior	113.00	113.00	113.00	113.00
Maintenance Specialist	1.00	1.00	1.00	1.00
Management Analyst, Associate	16.00	16.00	16.00	16.00
Management Analyst, Senior	9.00	9.00	10.00	10.00
Paralegal	0.50	0.50	—	—
Program and Operations Manager	5.00	5.00	5.00	5.00



# PERSONNEL COMPLEMENT

GENERAL FUND DETAIL BY AGENCY	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b>Social Services Con't</b>				
Program and Operations Supervisor	14.00	13.00	13.00	13.00
Senior Manager	1.00	1.00	1.00	1.00
Social Casework Coordinator	21.00	22.02	22.50	22.50
Social Casework Coordinator, Supervisor	2.00	2.00	2.00	2.00
Social Caseworker	35.00	34.00	33.00	33.00
Social Caseworker Supervisor	4.00	4.00	4.00	4.00
Technology Coordinator (Agency)	1.00	1.00	1.00	1.00
Technology Manager (Agency)	1.00	1.00	1.00	1.00
Technology Specialist (Agency)	2.00	2.00	2.00	2.00
Training Analyst	4.00	4.00	3.00	3.00
Warehouse and Materials Supervisor	1.00	1.00	1.00	1.00
Warehouse and Materials Technician	4.00	4.00	4.00	4.00
<b>Social Services Total</b>	<b>482.30</b>	<b>482.32</b>	<b>482.30</b>	<b>482.30</b>
<b>General Fund Total</b>	<b>3,864.46</b>	<b>3,615.69</b>	<b>3,647.89</b>	<b>3,674.12</b>

THIS PAGE LEFT INTENTIONALLY BLANK

---

# **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.

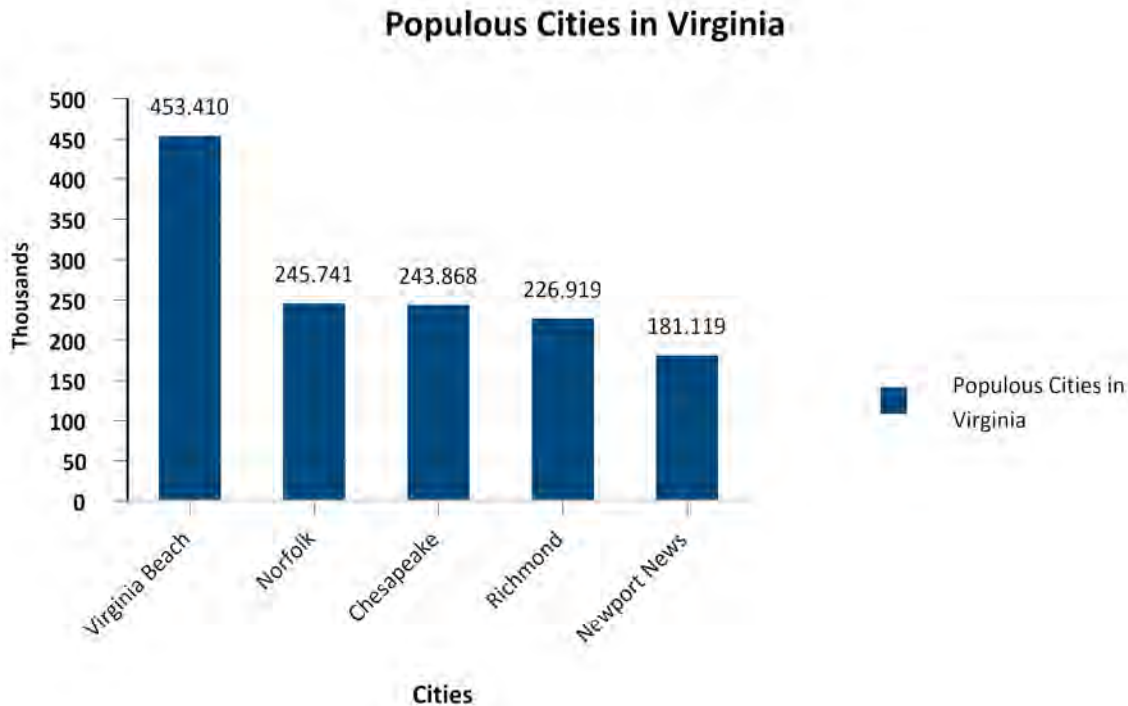
**Table 1: Population Trend Comparison 1980-2018**

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	1,208,101	8,001,024	308,745,538
2018*	226,919	1,299,270	8,517,685	332,527,548*

\*U.S. Estimated Total Population for 2020

City & State Data: Year 2018, Estimated by the U.S. Census Bureau/Weldon Cooper Center  
 National Data: Year 2020, Estimated by the U.S. Census Bureau/Weldon Cooper Center  
 Source: U.S. Census Bureau, Weldon Cooper Center for Public Services, January 28, 2019

**Graph 1: Five Most Populous Cities in Virginia**

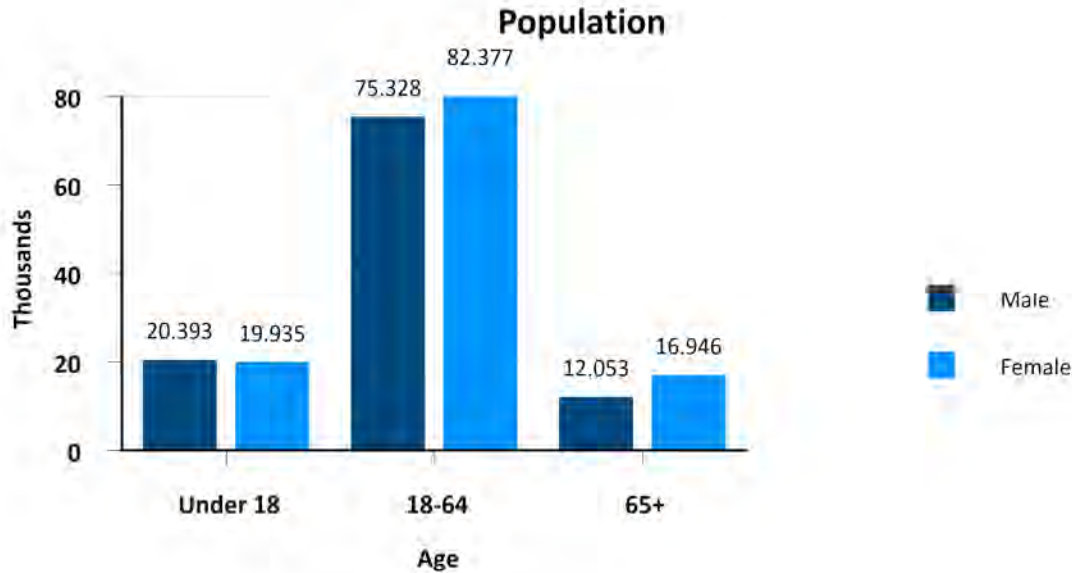


Source: U.S. Census Bureau, Weldon Cooper Center, 2018 Population Estimates.

## Age

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

**Graph 2: 2017 Population by Age**

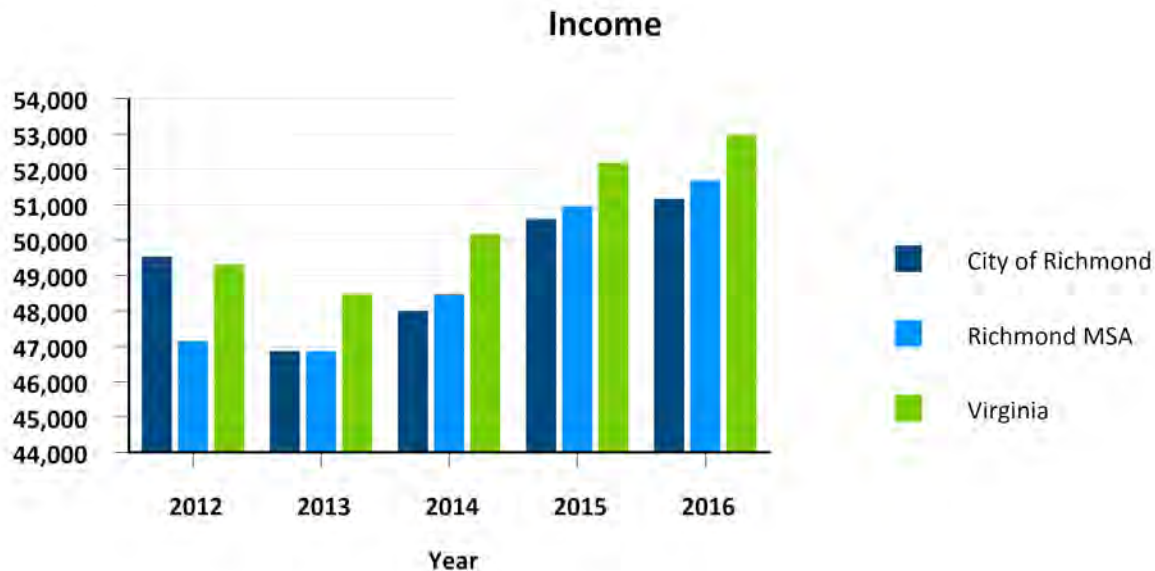


Source: U.S Census Bureau, Weldon Cooper Center for Public Service Estimates, January 28, 2019.

## Income

An annual comparison of per capita personal income from 2012 to 2016 is presented in Graph 3.

**Graph 3: Per Capita Income**

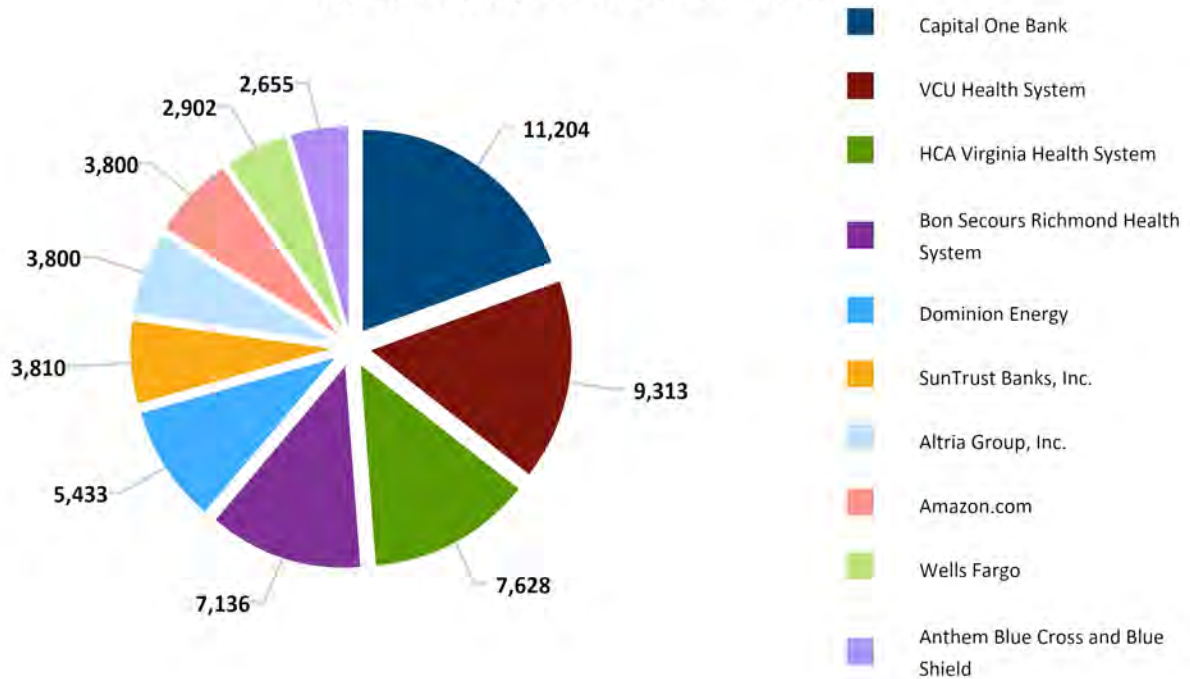


Source: U.S Census Bureau of Economic Analysis, Interactive Data, Regional Economic Accounts.

## 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 2018.

### Top 10 Employers: Richmond MSA

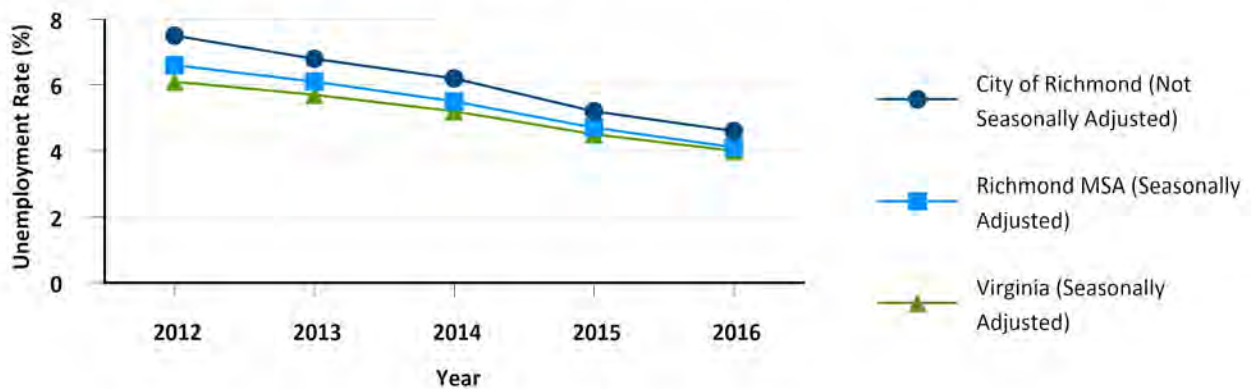


Source: Greater Richmond Partnership, Top Private Employers, February 22, 2019.

## Unemployment

The annual average unemployment rates for the City, Metropolitan Statistical area, and Virginia, from 2012 to 2016 are illustrated in Graph 5 below.

### Unemployment Rate



Source: Virginia Labor Market Information, [www.virginialmi.com](http://www.virginialmi.com), February 28, 2018.

THIS PAGE LEFT INTENTIONALLY BLANK

---

---

## TAX RATES

### Real Estate

- \$1.20 per \$100 of Assessed Value - 2008-2018
- \$1.23 per \$100 of Assessed Value - 2007
- \$1.29 per \$100 of Assessed Value - 2006

### Tangible Personal Property

- \$3.70 per \$100 Assessed Value - 1992-2018

### Machinery Used for Manufacturing and Mining

- \$2.30 per \$100 Assessed Value - 1992-2018

### Utility Consumers' Tax

#### **2018 Other taxes and fees imposed include:**

PILOT - Payment In Lieu of Taxes: companies that do not pay taxes but instead pay a fee for trash collections and disposal, police protection and fire protection. PILOT billed twice a year June and December. The PILOT rate is computed based on several different figures from the CAFR, Assessor's Office and other financial reports. Certain companies, i.e. Commonwealth of Virginia, have rates set by the General Assembly.

PSC - Public Service Corporation: companies deliver public services - considered essential to the public interest. These companies are assessed based on the Virginia State Corporation Commission. PSC is billed twice a year in June and December. The tax rate for all companies is the same as regular real estate and personal property accounts.

#### Utility Consumers' Tax:

##### Monthly Residential Billing:

- Electricity - \$1.40 plus .015116 per kilowatt-hour and the amount of tax shall not exceed \$4.00 per month.
- Gas - \$1.78 plus .010091 per 100 CCF delivered per month and the amount of tax shall not exceed \$4.00 per month.

##### Monthly Commercial and Industrial Billing:

- Commercial Metered Electricity- \$2.75 plus .016462 per kilowatt-hour (kWh) first 8,945, and .002160 per kWh in excess of 8,945 kWh.
- Industrial Metered Electricity- \$2.75 plus .0119521 per kilowatt-hour (kWh) first 1,232, .001837 per kWh in excess of 1,232 kWh.
- Commercial Gas - \$2.88 plus \$.01739027 per CCF delivered (small volume).
- Commercial Gas - \$ 24.00 plus \$.07163081 per CCF delivered (large volume).
- Industrial Metered Gas- \$ 120.00 plus \$.0011835 per CCF delivered.
- Commercial Telephone - 5% Communication Tax.\*

##### Electric Utility Consumption Tax:

- Less than 2,500 kWh per month .00038 per kWh.
- Excess of 2,501 kWh per month but not in excess of 50,000 kWh per month .00024 per kWh.
- All excess of 50,000 kWh per month .00018 per kWh.



## **Business and Professional Licenses**

For Businesses with Gross Receipts Exceeding Threshold:

- 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 gross contracts and/or 1.50% of fees from contracts on a fee basis
- Personal Service Contracts: \$.36 per \$100 gross receipts

Threshold

- Receipts less than \$5,000, no tax, no \$30 fee
- Receipts greater than \$5,000, less than \$100,000, \$30 fee only
- Receipts greater than \$100,000, rate per merchant classification multiplied by amount of receipts

## **Other Taxes**

### **Motor Vehicle License**

- Private passenger vehicles - \$40.74 on 4,000 lbs. or less; \$45.74 on 4,001 lbs. or more.
- Trucks - Rates graduated in accordance with gross weight; Minimum rate \$17; Maximum rate \$250.

### **Admission Tax**

- 7% of any charge for admission to any place of amusement or entertainment where such charge is \$0.50 or more.

### **Bank Stock Tax**

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

### **Cigarette Tax**

- \$.50 per pack of cigarettes, effective July 1, 2019.

### **Sales and Use Tax**

- 4.3% State and 1% Local - 2004 to 2018

### **Prepared Meals Tax**

- A tax rate of 7.5% on prepared meals sold in the City in addition to the sales tax, effective July 1, 2018.

### **Lodging Tax**

- A tax rate of 8% of the charge made for each room rented to such transient in a hotel or motel.
- 100% of the City's transient lodging tax revenue is allocated to the Greater Richmond Convention Center Authority.

### **Cable TV Tax**

- 5% Communications Tax\*

\* Effective January 1, 2007, the local consumer tax on communications services, including the 5% Cable TV service tax, was replaced with a 5% Communications Tax collected and administered by the Virginia Department of Taxation and distributed to the City on a pro-rata basis as determined by the Auditor of Public Accounts in October 2006.

## City of Richmond City Profile and Statistical Digest

### Executive Summary\*

The City of Richmond Statistical Digest is a compilation of demographic, economic, governmental, educational, social, and other statistical indicators about the City. Throughout the report, data from other jurisdictions is presented to provide context and benchmark how the City compares with other communities, as well as state and national averages. Where possible, data is provided for multiple years over a 3 to 12-year period. The overall purpose and intent of this report is to provide relevant data that City officials can use as a starting point to facilitate strategic plans, programs, and initiatives to further improve the quality of life of the citizens of the City of Richmond.

### Demographics

- According to the U.S. Census Bureau, the population of the City of Richmond was 223,170 in 2016. From 2006 to 2016, the City's population has increased by 12.4%. Except for 2010, the population of the City of Richmond continues to grow at a steady pace.
- In 2016, the City was comprised of 49.4% African Americans, 45.2% Whites (include Hispanic), 2.4% Asians, and 2.2% two or more races. Approximately 6.5% of city residents are Hispanic or Latino.
- The City's median age was 32.6 in 2014, which is "younger" than the City's median age in 2000 (33.9). From 2000 to 2014, the share of school age population continued to decline. The youth (age 20 to 34 years) represented the majority of population growth of the City. The number of senior citizens of the City and the share of senior citizens in City population continued to grow.
- In 2015, 83.2% of City residents had graduated from high school, which is lower than the national average (86.7%) and state average (88.3%). 36% of City residents had a college degree or higher, which is lower than state average (36.3%) and higher than national average (29.8%).
- There are approximately 100,672 households in the City as of 2016. 42.3% of the houses in the City are owner occupied, and 57.7% of the houses are renter occupied in 2016.
- The median value of owner occupied housing units of the City of Richmond is \$193,700 in 2016, which has more than doubled from \$87,300 in 2000.
- The City of Richmond's per capita income was \$28,023 in 2015 (increased from \$27,860 in 2014), which is lower than the national average (\$28,930) and much lower than the state average (\$34,152). Richmond also has the lowest per capita income in the region.
- The City of Richmond's median household income was \$40,758 in 2015, which is much lower than the state (\$65,015) and national (\$53,889) averages, and is in the bottom tier of localities sampled as part of this report.
- Approximately 34,011 Richmond city residents both live and work in the City. 56,171 City residents commute to work outside of the City. There are 120,669 commuters who commute into the City for employment in 2014.

### Local Economy

- The City's unemployment rate was 4.6% in 2016 down from 5.2% in 2015, which is above the state unemployment rate (4.0%) and lower than national unemployment rate (4.9%).
- In the City of Richmond, 72% of the employers have nine or less employees which employ 13,612, or 8.8% of the City's total workforce. There are 97 employers, each of whom have 250 or more employees. They provide 67,716 or nearly half (43.8%) of the total jobs in the City in 2017.
- The Commonwealth of Virginia government is the largest employer of the City, which provides 24,962 jobs to the City. Government sector is the biggest sector of the Capital City. It provides over a quarter of the jobs in the City. Healthcare

and Social Assistance, Accommodation and Food Services, Professional, Scientific and Technical Service, Management of Companies and Enterprises are four of the biggest non-governmental sectors in the City of Richmond.

- The top 3 industries of the City of Richmond that have with highest weekly wage are: Management of Companies and Enterprises (\$2,179), Utilities (\$1,920), Federal Government (\$1,744). Accommodation and Food Services (\$377), Arts, Entertainment, and Recreation (\$507) and Retail Trade (\$553) are the three industries that have lowest weekly wage.
- In 2016, the City of Richmond added 19,936 jobs. For all the new hires, Accommodation and Food Services added 3,845 new jobs. Administrative, Support and Waste Management added 2,980 jobs; Health Care and Social Assistance added 2,541 jobs. These three industries added 47% of total jobs in the City of Richmond in 2016.
- The employment in the field of Healthcare Support Occupations is projected to increase by 28% from 2014 to 2024 in the City, with an average annual growth rate of 2.79%. Healthcare Practitioners and Technical Occupations, as well as Personal Care and Service Occupations will also see strong growth in the next six years in Richmond.
- Over the next five years, the City is expected to see significant job gains in the fields of Healthcare Support, Personal Care and Services, Community and Social Science, Construction and Extraction, based on the forecast conducted by the Virginia Employment Commission.
- Since the 2<sup>nd</sup> Quarter of 2014, the City has seen a steady increase in the number of new startup firms. However, the trend peaked at the 3<sup>rd</sup> Quarter of 2015.
- The total taxable assessed value of real estate in the City is approximately \$21.6 billion in FY17. The value of real estate has increased from \$18.45B in Fiscal Year (FY) 2007 to \$21.6B in FY 2017. The pace of growth of the total assessed value of real properties accelerates after 2015.
- The rate of foreclosures in the City peaked in FY 2011 at 16.2% (928 foreclosures), then continued to drop to 4.1% (305 foreclosures) in FY 2017. Although the foreclosure rate is low, it is still higher than the pre-recession level in 2007.
- The tourism industry supports 7,238 jobs in the City, and achieved a 4.7% increase in 2016. In 2016, the local tax receipts from tourism related expenditures reached \$25M, a 7.4% increase over last year.

### City Government

- The City has a general fund budget of \$690.7M in FY17-18. Local taxes account for about 70% of all general fund revenue and consist of general property taxes (real estate and personal property) and other local taxes (bank stock, business license, communications sales, consumer utility, consumption, lodging, meals, motor vehicle license, recordation and sales).
- The real estate tax is the largest source of City revenue, accounting for nearly half of tax revenues in the general fund. Personal Property tax revenue is the second largest source of City revenues. The City's real estate tax rate is \$1.20 per \$100 of assessed value which is higher than other counties in the region.
- Meals tax revenue accounts for \$36 million or 7.4% of all General Fund revenue, according to the 2017 City CAFR. The City's meals tax rate was among the lowest of comparable cities in 2017.
- The City of Richmond levies an 8% lodging tax, which is the same rate as what Henrico and Chesterfield charge. Some cities, unlike Richmond, also collect \$1 or \$2 surcharge per guest per night on lodging tax.
- In FY 2017, there were 170 property owners receiving real estate tax exemptions through the Disabled Veterans Tax Relief Program in the City, with a total property value of \$25.88M. The number of program participants has increased by 86.8% since the inception of the program in FY 2012. The amount of annual tax exemption has increased by 82.5% in the last six years.

- The City has \$ 747.6 M in total general obligation bonds outstanding as of FY 2017, according to the most recent City Comprehensive Annual Financial Report. In December 2017, the City's General Obligation bond ratings were reaffirmed as Aa2 , AA+, AA+ with a stable outlook, respectively by Moody's, Standard & Poor's , and Fitch.
- From 2005 to 2016, while the City's population grew from 197,861 to 223,170, a 12.8% increase over an 11 year period, the number of City employees decreased from 4,577 to 4,120, a 10% decrease in City employees serving the increasing city residents. There is a 23% gap between the City's population growth and the growth of the number of City employees. The approved positions per 1,000 citizens decreased from 23.1 in 2005 to 18.5 in 2016, a 20% decrease.

## Education

- Richmond Public Schools enrollment dropped to the lowest level amid recession in FY2011-12 during the last ten years and then gradually climbed to the pre-recession level in recent years.
- The Schools' per pupil spending increased from \$11,497 in FY 2011 to \$14,002 in FY 2017, a 22% increase in eight years.
- Richmond's composite index is currently 0.4758 for the 2016 - 2018 biennium, increased slightly from the 2014-2016 biennium. Overall, the City's composite index has increased over the last ten years, indicating the City has a greater ability to pay for public education.
- In 2017, a total of 18 of 44 Richmond public schools gained full accreditation this year, compared with 12 at last year's initial accreditation release.
- In the 2016-2017 school year, the percentage of Richmond students passing state Standards of Learning (SOL) tests in five core subjects mostly declined, compared to 2016-17 school year, except for English Writing. There was a big decline in the pass rates on Science and Math.
- The percentage of Richmond students graduating in four years is dropping, while the dropout rate is going up, according to a new report from State Department of Education. Of the 1,382 freshmen who started at city high schools in 2013, just 1,052 received diplomas after four years in 2017. That's 76.6 percent. For the Richmond Public Schools' Class of 2016, the on-time graduation rate was 80.5%. The 2017 high school graduation rate is significantly lower than the on-time graduation rate of the Class of 2015, which was 83.8%.

## Public Safety

- In 2016, there was a significant increase in the numbers of murder, rape, robbery - Commercial and motor vehicle theft. The number of burglary decreased by 5%, compared to that of 2015.
- The Richmond Police Department received 281,677 calls for services in 2016, a significant increase (8.85%) compared to that in 2015. In the last six years, the calls for police services peaked in 2011 and then gradually declined till 2013. The number of calls for police service started to increase from 2014.
- The citizens' call for fire related services has increased by 8.21% from 2015 to 2016. The citizens' call for emergency medical services has increased by 5.32% in 2016, compared to that in 2015.

## Health & Welfare

- According to the U.S. Census data, 24.4% of Richmond residents and 36.3% of Richmond children were living in poverty in 2015, a slight decrease from the numbers in 2014. The poverty rate and child poverty rate of Richmond City are significant higher than those of Central Virginia and the Commonwealth of Virginia.
- The number of households in Richmond City who receive food stamp assistance (SNAP) has decreased by 8.7% from 36,552 in 2015 to 33,362 in 2016. The numbers of SNAP claims are directly related to national and local economy, which peaked in FY2013 and have gradually declined since then.

- The City has a birth rate of 13.4 per 1,000 population which is higher than the average rates of the region (11.7) and the state (12.3). The City's birth rate has declined from 15.6 in 2005 to 13.4 per 1,000 in 2014. The region and the state have also experienced a similar decline in birth rate over the last 10 years.
- The percentage of low weight births in the City is much higher than the region (8.6%) and state (7.9%) averages. However, the percentage of low weight births in the City of Richmond has slowly declined from 2005 to 2014.
- The City's teen pregnancy rate was 41.3 per 1,000 in 2013 (most recent data available), slightly up from 40.7 per 1,000 in the previous year. Although the teen pregnancy rate has been cut almost in half since 2003, the rate is still more than double the rate of state and regional teen pregnancy rates.
- The City's death rate was 8.7 per 1,000 residents in 2013, which is higher than the region (7.7) and state (7.5) averages. The top three causes of death in the City in 2013 were cancer, heart disease and cerebrovascular diseases, which accounted for over half of deaths.

### **Parks and Recreation**

- The Department of Parks, Recreation and Community Facilities is home to more than 169 parks, open spaces, athletic fields, playgrounds and tot lots. The department oversees 21 community centers while providing a full spectrum of recreational services and programs for all of Richmond's citizens. In FY17, over \$1.8 million people visited James River Park. There were 272,492 participants/visits to community center activities. There were 217,137 participants/visits to the USDA Summer Meals for Kids program.

\*For a complete copy of the report, please visit the website:

<http://www.richmondgov.com/Budget/index.aspx>

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
<b>Animal Care and Control</b>					
Owner turn-in fee	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00
Fee for initial and annual renewal of permit for female chickens	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00
Fee for initial application for hybrid canine permit	\$365.00	\$365.00	\$365.00	\$365.00	\$365.00
Fee for renewal of hybrid canine permit	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00
Fee for a dangerous dog registration certificate	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00
Fee for a dangerous dog registration certificate renewal	\$85.00	\$85.00	\$85.00	\$85.00	\$85.00
Fee for pickup and disposal of a dead companion animal by the city animal shelter	\$10.00	\$10.00	\$50.00	\$50.00	\$50.00
Fee for reclamation of an impounded dog or cat by the owner	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00
Plus for each day or portion of a day the dog or cat has been impounded	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00
Adoption fee for dogs, cats, puppies and kittens	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00
Annual fee for each applicant for a breeding permit, per dog or cat	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00
Fee for release of an impounded dog or cat found not wearing a valid rabies tag or which cannot be determined to be currently vaccinated	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00
Plus for each day or portion of a day the dog or cat has been impounded	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00
Annual license per each owned dog or cat	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00

<b>City Assessor</b>					
Application Fee for Partial Tax Exemption for Rehabs (1-5 Units)	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00
Application Fee for Partial Tax Exemption for Rehabs (6 or more Units)	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00

<b>City Attorney</b>					
FOIA Request Fee	Actual Cost	Actual Cost	Actual Cost	Actual Cost	Actual Cost

<b>Emergency Communications</b>					
Radio Subscriber rates - Internal	\$8.00/month	\$8.00/month	\$8.00/month	\$8.00/month	\$12.00/month

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
Radio Subscriber rates - External	\$16.00/month	\$16.00/month	\$16.00/month	\$20.00/month	\$20.00/month
Vehicle Installation Labor cost	\$50.00/hour	\$50.00/hour	\$50.00/hour	\$50.00/hour	\$70.00/hour
Fee for initial alarm permit application	—	\$10.00	\$10.00	\$10.00	\$10.00
Fee for annual renewal of alarm permit	—	\$5.00	\$5.00	\$5.00	\$5.00
<b>Charges for false alarms:</b>					
First two false alarms, no charge (warnings only)	no charge	no charge	no charge	no charge	no charge
Third false alarm	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00
Fourth and each additional false alarm within a 180-day period	\$100.00	—	—	—	—
Fourth false alarm	—	\$75.00	\$75.00	\$75.00	\$75.00
Fifth false alarm	—	\$100.00	\$100.00	\$100.00	\$100.00
Sixth false alarm	—	\$125.00	\$125.00	\$125.00	\$125.00
Seventh false alarm	—	\$175.00	\$175.00	\$175.00	\$175.00
Eighth false alarm	—	\$250.00	\$250.00	\$250.00	\$250.00
Ninth false alarm	—	\$350.00	\$350.00	\$350.00	\$350.00
Tenth false alarm (and in each in excess of ten)	—	\$500.00	\$500.00	\$500.00	\$500.00
Charge for violation of section 10-52 (a)	—	\$100.00	\$100.00	\$100.00	\$100.00
Charge for violation of section 10-50, section 10-51, or provision of section 10-52 other than section 10-52 (a)	—	\$100.00	\$100.00	\$100.00	\$100.00

<b>Public Works</b>					
Handling fee-per ton or portion of ton	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00
Permit and fees for disposal of inert solid waste at East Richmond Road Landfill.	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00
Fee for all water customers for the transfer of solid waste to the landfill, per month	\$20.00	\$20.00	\$20.80	\$20.80	\$21.45
Solid waste transfer fee for a City water customer with a building containing up to four dwelling units or multiple commercial establishments, per month for each such dwelling unit or commercial establishment if the customer receives City refuse collection services	\$20.00	\$20.00	\$20.80	\$20.80	\$21.45
Solid waste fee for buildings containing more than four dwelling units, per supercan per month if the customer receives City refuse collection services	\$20.00	\$20.00	\$20.80	\$20.80	\$21.45
Fee for all residential water customers of the City for recycling activities, per month	\$2.99	\$2.99	\$2.99	\$2.99	\$2.99
Recycle fee for any residential water customer of the City with a building eligible for curbside recycle service containing multiple dwelling units, for each dwelling unit	\$2.99	\$2.99	\$2.99	\$2.99	\$2.99

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
Fee for the same-day collection of bulk items	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00
Fee for the collection of appliances	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00
Fee for the collection of loose leaves outside the established collection period, per collection	\$75.00	\$75.00	\$30.00	\$30.00	\$30.00
Removal fee assessed to the building owner if an evicted tenant, building owner or the owner's agent fails to immediately remove property or items placed outside during an eviction after the 72-hour time period has elapsed	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00
Monthly charge for collection of refuse from multifamily properties per 90 gallons or 95 gallons (per supercan) or any portion thereof collected over and above the limit of four supercans per collection	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00
Security deposit as a precondition to the City's collection of such excess refuse	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00
Charge for the replacement of a refuse container that is damaged through no fault of the City, which will be replaced by the City and shall be paid for by the owner of the premises to which the container is assigned, per container	\$55.00	\$55.00	\$55.00	\$55.00	\$55.00
Fee for disposal of passenger car tires, in lots of five or more, per passenger tire	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
Fee for the disposal of tires, other than passenger car tires, per tire	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00

<b>Parking</b>					
<b>5th &amp; Marshall</b>					
Monthly rate unreserved	\$100.00	\$105.00	\$105.00	\$110.00	\$110.00
Special event and night rates	\$7.00 to \$10.00	\$5.00 to \$12.00	\$5.00 to \$12.00	\$5.00 to \$12.00	\$5.00 to \$12.00
Daily Rates					
· Per hour	\$4.00	\$4.00	\$4.00	\$5.00	\$5.00
· Maximum	\$17.00	\$18.00	\$18.00	\$20.00	\$20.00
· Early Bird (entry before 9:00 AM)	\$8.00	\$8.00	\$8.00	Eliminate	Eliminate
Note: A ten percent per month discount for accounts with 50 or more spaces applies to this facility.					
<b>7th &amp; Marshall</b>					
Monthly rate unreserved	\$100.00	\$105.00	\$105.00	\$110.00	\$110.00
Monthly rate reserved	\$115.00	\$120.00	\$120.00	\$125.00	\$125.00
Special event and night rates	\$7.00 to \$10.00	\$7.00 to \$12.00	\$7.00 to \$12.00	\$7.00 to \$12.00	\$7.00 to \$12.00
Daily Rates					
· Per hour	\$4.00	\$4.00	\$4.00	\$5.00	\$5.00
· Maximum	\$17.00	\$18.00	\$18.00	\$20.00	\$20.00



Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
· Early Bird (entry before 9:00 AM)	\$8.00	\$8.00	\$8.00	Eliminate	Eliminate

Note: A ten percent per month discount for accounts with 50 or more spaces applies to this facility.

### 6th & Franklin

Monthly rate unreserved	\$125.00	\$130.00	\$130.00	\$135.00	\$135.00
Monthly rate reserved	\$140.00	\$145.00	\$145.00	\$150.00	\$150.00
Special event and night rates	\$6.00 to \$10.00	\$7.00 to \$12.00	\$7.00 to \$12.00	\$7.00 to \$12.00	\$7.00 to \$12.00
Buddy Spaces	\$85.00	\$90.00	\$90.00	\$95.00	\$95.00

Note: A ten percent per month discount for accounts with 50 or more spaces applies to this facility.

### 5th & Broad

Monthly rate unreserved	\$100.00	\$105.00	\$105.00	\$110.00	\$110.00
Monthly rate reserved	\$130.00	\$135.00	\$135.00	\$140.00	\$140.00
Special event and night rates	\$8.00	\$8.00 to \$12.00	\$8.00 to \$12.00	\$8.00 to \$12.00	\$8.00 to \$12.00
Daily Rates					
· Per hour	\$4.00	\$4.00	\$4.00	\$5.00	\$5.00
· Maximum	\$18.00	\$18.00	\$18.00	\$20.00	\$20.00
· Early Bird (entry before 9:00 AM)	\$8.00	\$8.00	\$8.00	Eliminate	Eliminate

### 7th & Grace

Monthly rate unreserved	\$125.00	\$130.00	\$130.00	\$135.00	\$135.00
Monthly rate reserved	\$140.00	\$145.00	\$145.00	\$150.00	\$150.00
Special event and night rates	\$6.00 to \$10.00	\$7.00 to \$10.00	\$7.00 to \$10.00	\$7.00 to \$10.00	\$7.00 to \$10.00
Daily Rates					
· Per hour	\$4.00	\$4.00	\$4.00	\$5.00	\$5.00
· Maximum	\$20.00	\$20.00	\$20.00	\$25.00	\$25.00

### 2nd & Grace

Monthly rate unreserved	\$60.00	\$65.00	\$65.00	\$70.00	\$70.00
Daily Rate Per Hour	\$1.00	\$1.00	\$1.00	\$1.50	\$1.50
Daily Rate Maximum	\$5.00	\$6.00	\$6.00	\$7.00	\$7.00
Special event and night rates	\$5.00	\$6.00 to \$12.00	\$6.00 to \$12.00	\$6.00 to \$12.00	\$6.00 to \$12.00

### Biotech

Monthly rate unreserved	\$70.00	\$75.00	\$75.00	\$80.00	\$80.00
Special event and night rates	\$5.00	\$7.00 to \$12.00	\$7.00 to \$12.00	\$7.00 to \$12.00	\$7.00 to \$12.00

### Shockoe Plaza Garage (1310 D East Canal)

Monthly rate unreserved	\$100.00	\$105.00	\$105.00	\$110.00	\$110.00
Special event and night rates	\$5.00	\$7.00 to \$12.00	\$7.00 to \$12.00	\$7.00 to \$12.00	\$7.00 to \$12.00

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
Buddy Spaces	\$75.00	\$80.00	\$80.00	\$85.00	\$85.00
Daily Rates					
· Per hour	\$3.00	\$4.00	\$4.00	\$5.00	\$5.00
· Maximum	\$16.00	\$16.00	\$16.00	\$18.00	\$18.00
· Early Bird (entry before 9:00 AM)	\$8.00	\$8.00	\$8.00	Eliminate	Eliminate
Note: A ten percent per month discount for accounts with 50 or more spaces applies to this facility.					
<b>901 East Canal Garage</b>					
Monthly rate unreserved	\$100.00	\$105.00	\$105.00	\$110.00	\$110.00
Special event and night rates		\$7.00 to \$12.00	\$7.00 to \$12.00	\$7.00 to \$12.00	\$7.00 to \$12.00
Daily Rates					
· Per hour	\$3.00	\$4.00	\$4.00	\$5.00	\$5.00
· Maximum	\$15.00	\$18.00	\$18.00	\$20.00	\$20.00
<b>Adams &amp; Grace</b>					
Monthly rate unreserved	\$70.00	\$75.00	\$75.00	\$80.00	\$80.00
Monthly rate reserved		\$90.00	\$90.00	\$95.00	\$95.00
Special event and night rates	\$6.00	\$7.00	\$7.00	\$7.00	\$7.00
Daily Rates	\$6.00	\$7.00	\$7.00	\$8.00	\$8.00
Note: A ten percent per month discount for accounts with 50 or more spaces applies to this facility.					
<b>Coliseum</b>					
Monthly rate unreserved	\$90.00	\$95.00	\$95.00	\$100.00	\$100.00
Special event and night rates	\$5.00 to \$10.00	\$7.00 to \$12.00	\$7.00 to \$12.00	\$7.00 to \$12.00	\$7.00 to \$12.00
Daily Rates					
· Per Hour	\$4.00	\$4.00	\$4.00	\$5.00	\$5.00
Special event and night rates	\$5.00 to \$10.00	\$7.00 to \$12.00	\$7.00 to \$12.00	\$7.00 to \$12.00	\$7.00 to \$12.00
Maximum	\$14.00	\$16.00	\$16.00	\$18.00	\$18.00
Note: A ten percent per month discount for accounts with 50 or more spaces applies to this facility.					
<b>1500 East Franklin Street Lot</b>					
Monthly rates unreserved	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00
<b>Gateway Garage at 800 East Canal Street</b>					
Monthly rate unreserved		\$125.00	\$125.00	\$130.00	\$130.00
Monthly rate reserved		\$165.00	\$165.00	\$165.00	\$165.00
Special event and night rates		\$8.00 to \$12.00	\$8.00 to \$12.00	\$8.00 to \$12.00	\$8.00 to \$12.00
Daily Rates					
· Per hour		\$4.00	\$4.00	\$5.00	\$5.00
· Maximum		\$20.00	\$20.00	\$20.00	\$20.00
<b>1533 East Main Street Lot</b>					
Monthly rate unreserved	\$65.00	\$70.00	\$70.00	\$70.00	\$70.00

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
<b>Special event and night rates</b>					
· First Hour	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
· Per hour after 1st Hour	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
· Maximum	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00
<b>Daily Rates</b>					
· First Hour	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
· Per hour after 1st Hour	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
· Maximum	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00
<b>1520 East Main Street Lot</b>					
This lot is restricted to City employees					
<b>1519 East Main Street Lot</b>					
Monthly rate unreserved	\$65.00	\$70.00	\$70.00	\$70.00	\$70.00
<b>Special event and night rates</b>					
· First Hour	\$0.00	\$0.00	0.00	\$0.00	\$0.00
· Per hour after 1st Hour	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
· Maximum	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00
<b>Daily Rates</b>					
· First Hour	\$0.00	\$0.00	0.00	\$0.00	\$0.00
· Per hour after 1st Hour	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
· Maximum	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00
<b>7 South Crenshaw Street Garage</b>					
Monthly rate unreserved					
• Day rate 7:00 a.m. to 6:00 p.m.	no charge	no charge	no charge	no charge	\$20.00
• Evening rate 6:00 p.m. to 7:00 p.m.	no charge	no charge	no charge	no charge	\$20.00
• 24-Hour rate	no charge	no charge	no charge	no charge	\$35.00
<b>Daily Rate</b>					
• Day rate 7:00 a.m. to 6:00 p.m., any part of that period	no charge	no charge	no charge	no charge	\$1.00
• Evening rate 6:00 p.m. to 7:00 p.m., any part of that period	no charge	no charge	no charge	no charge	\$1.00
<b>16 South Colonial Street Garage</b>					
Monthly rate unreserved					
• Day rate 7:00 a.m. to 6:00 p.m.	no charge	no charge	no charge	no charge	\$20.00
• Evening rate 6:00 p.m. to 7:00 p.m.	no charge	no charge	no charge	no charge	\$20.00
• 24-Hour rate	no charge	no charge	no charge	no charge	\$35.00
<b>Daily Rate</b>					
• Day rate 7:00 a.m. to 6:00 p.m., any part of that period	no charge	no charge	no charge	no charge	\$1.00
• Evening rate 6:00 p.m. to 7:00 p.m., any part of that period	no charge	no charge	no charge	no charge	\$1.00
<b>8th and Clay Street Lot</b>					
Special event and night rates					

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
· Per hour	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
· Maximum	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00
<b>Daily Rates</b>					
· Per hour	\$1.00	\$1.00	\$1.00	\$1.00	\$1.50
· Maximum	\$5.00	\$5.00	\$5.00	\$5.00	\$7.50
<b>17th Street Farmer's Market at 50 North 17th Street</b>					
Special event and night rates	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00
<b>17th Street Farmer's Market at 100 North 17th St</b>					
Daily rates	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00
Special event and night rates	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00
<b>17th Street Farmer's Market at 212 North 18th Street</b>					
Monthly rate unreserved	\$40.00	\$45.00	\$45.00	\$50.00	\$50.00
Monthly rate reserved		\$60.00	\$60.00	\$65.00	\$65.00
Special event and night rates	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00
<b>Mandatory charge for using meters for on-street and off-street parking spaces</b>					
For 30-minute meters					
· Four minutes	\$0.05	\$0.05	\$0.05	\$0.05	\$0.05
· Eight minutes	\$0.10	\$0.10	\$0.10	\$0.10	\$0.10
· Fifteen minutes	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25
For 30-minute meters					
· Four minutes	\$0.05	\$0.05	\$0.05	\$0.05	\$0.05
· Eight minutes	\$0.10	\$0.10	\$0.10	\$0.10	\$0.10
· Twenty minutes	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25
· Thirty minutes	\$0.30	\$0.30	\$0.30	\$0.30	\$0.30
For 60-minute and 120-minute meters:					
· Four minutes	\$0.05	2 minutes \$.05	2 minutes \$.05	2 minutes \$.05	2 minutes \$.05
· Eight minutes	\$0.10	5 minutes \$.10	5 minutes \$.10	4 minutes \$.10	4 minutes \$.10
· Twenty minutes	\$0.25	12 minutes \$.25	12 minutes \$.25	10 minutes \$.25	10 minutes \$.25
· Sixty minutes	\$0.75	48 minutes \$1.00	48 minutes \$1.00	30 minutes \$.75	30 minutes \$.75
minutes · One hundred twenty	\$1.50	60 minutes \$1.25	60 minutes \$1.25	60 minutes \$1.50	60 minutes \$1.50
<b>Annual fee for a parking permit to park in a residential restricted parking district</b>	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00
<b>Fee for temporary parking passes to those owning a valid permit in a restricted parking district, per parking pass</b>	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00
<b>Fee for issuance of up to two annual visitor's parking passes per house or building address, for each parking pass</b>	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
Fee for each permit issued for vehicles of excessive size and weight	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00
<b>Valet Permit Fees- Effective November 14, 2016</b>					
· Permanent Permit Fee		\$100.00	\$100.00	\$100.00	\$100.00
· Annual Renewal Fee		\$25.00	\$25.00	\$25.00	\$25.00
· Transferred permit fee		\$25.00	\$25.00	\$25.00	\$25.00
· Modified permit fee		\$50.00	\$50.00	\$50.00	\$50.00
· Temporary permit fee		\$25.00	\$25.00	\$25.00	\$25.00
· Noncompliance fee, per month until complaint		\$250.00	\$250.00	\$250.00	\$250.00
<b>Parking violations; written notices; issuance of warrant or summons; penalty for noncompliance.</b>					
Exceeding the time limit designated on signs.	\$20.00	\$20.00	\$20.00	\$25.00	\$25.00
Violation of parking meter provisions	\$20.00	\$20.00	\$20.00	\$25.00	\$25.00
Parking improperly in a metered off-street parking area	\$20.00	\$20.00	\$20.00	\$25.00	\$25.00
Parking oversized vehicles improperly in metered spaces	\$20.00	\$20.00	\$20.00	\$25.00	\$25.00
Parking in a metered or nonmetered parking space	\$20.00	\$20.00	\$20.00	\$25.00	\$25.00
Parking or stopping on the wrong side of the street	\$20.00	\$20.00	\$20.00	\$25.00	\$25.00
Parking more than 18 inches from a curb	\$20.00	\$20.00	\$20.00	\$25.00	\$25.00
Parking in a crosswalk	\$20.00	\$20.00	\$20.00	\$60.00	\$60.00
Parking within an intersection	\$20.00	\$20.00	\$20.00	\$60.00	\$60.00
Parking in excess of time limit (w/o valid decal) in restricted parking district	\$50.00	\$50.00	\$50.00	\$50.00	\$55.00

<b>Fire Department</b>					
Aerosol Products inspection - Annual	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00
Amusement Buildings - Annual	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00
Amusement Buildings - Operational (permit required for each event or consecutive series)	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00
Assembly or educational - Annual	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00
Assembly or educational - Operational (permit required for each event or consecutive series)	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00
Aviation facilities - Annual	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00
Battery Systems - Annual	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
Blasting/Explosives - Operational (permit required for each event or consecutive series). \$125.00 to store explosives at an approved site form one day to one year, or for small blast which has no concern for damage beyond blast area; \$400.00 to blast where damage concerns beyond site. An additional \$25.00 is due during normal work hours for each witnessed blast after initial event. Contact FD for direct fee information specific to type of inspection required and subsequent fee schedule.	\$125.00 - \$400.00	\$125.00 - \$400.00	\$125.00 - \$400.00	\$125.00 - \$400.00	\$125.00 - \$400.00
Cellulose nitrate film - Annual	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00
Combustible dust-producing operations - Annual	\$225.00	\$225.00	\$225.00	\$225.00	\$225.00
Combustible fibers - Annual	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00
Compressed Gas - Annual	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00
Covered malls - Annual	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00
Covered malls - Operational (permit required for each event or consecutive series).	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00
Cryogenic fluids - Annual	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00
Cutting and welding - Annual	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00
Dry cleaning plants - Annual	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00
Exhibits and trade shows - Annual	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00
Exhibits and trade shows - Operational (permit required for each event or consecutive series).	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00
Fireworks, and/or Pyrotechnics (discharge) - Operational (permit required for each event or consecutive series).	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00
Flammable and combustible liquid storage - Annual. (Exception: \$45.00 for approved fill in place of a residential heating oil tank of less than 1,100 gallon size, or removal of an above-ground residential heating oil tank of less than 1,100 gallon size)	\$135.00 first tank on site, + \$70.00 each additional tank same site and time; \$45.00 when another inspection required to complete job beyond original appointed time.	\$135.00 first tank on site, + \$70.00 each additional tank same site and time; \$45.00 when another inspection required to complete job beyond original appointed time.	\$135.00 first tank on site, + \$70.00 each additional tank same site and time; \$45.00 when another inspection required to complete job beyond original appointed time.	\$135.00 first tank on site, + \$70.00 each additional tank same site and time; \$45.00 when another inspection required to complete job beyond original appointed time.	\$135.00 first tank on site, + \$70.00 each additional tank same site and time; \$45.00 when another inspection required to complete job beyond original appointed time.

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
Storage tank closure/removal - Operational. \$135.00 first tank on site, + \$70.00 each additional tank same site and time; \$45,00 when another inspection required to complete job beyond original appointed time. (Exception: for approved abandon in place of a residential heating oil tank of less than 1,100 gallon size).	\$35.00 - \$135.00	\$35.00 - \$135.00	\$35.00 - \$135.00	\$35.00 - \$135.00	\$35.00 - \$135.00
Floor finishing - Annual	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00
Fruit & crop ripening - Annual	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00
Fumigation and thermal insecticidal fogging, includes bed bugs					
Warehouse / Complex - Annual	\$225.00	\$225.00	\$225.00	\$225.00	\$225.00
Confined area / vault - Annual	\$115.00	\$115.00	\$115.00	\$115.00	\$115.00
1 -2 family detached home - Operational (permit required for each event or consecutive series).	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00
Hazardous materials - Annual	\$115.00	\$115.00	\$115.00	\$115.00	\$115.00
HPM facilities - Annual	\$115.00	\$115.00	\$115.00	\$115.00	\$115.00
High - piled storage - Annual	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00
Hot works operations - Annual	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00
Hot works operations - Operational (permit required for each event or consecutive series).	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00
Lumber yards and woodworking plants - Annual	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00
Liquid or gas filled vehicles or equipment - Annual	\$115.00	\$115.00	\$115.00	\$115.00	\$115.00
In assembly buildings - Operational (permit required for each event or consecutive series).	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00
LP gas - Assembly	\$115.00	\$115.00	\$115.00	\$115.00	\$115.00
Magnesium - Assembly	\$225.00	\$225.00	\$225.00	\$225.00	\$225.00
Miscellaneous combustible storage - Annual	\$115.00	\$115.00	\$115.00	\$115.00	\$115.00
Open burning residential - Operational (permit required for each event or consecutive series).	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00
Commercial (pit burn) - Operational (permit required for each event or consecutive series).	\$80.00	\$80.00	\$80.00	\$80.00	\$80.00
Open flames and candles - Annual and Operational (permit required for each event or consecutive series).	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00
Organic coatings - Annual	\$225.00	\$225.00	\$225.00	\$225.00	\$225.00
Pyrotechnic special effects material - Operational (permit required for each event or consecutive series).	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00
Pyroxylin plastics - Annual	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00
Repair garages and service stations - Annual	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
Rooftop heliports - Annual	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00
Spraying or dipping - Annual	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00
Storage of scrap tires and tire byproducts - Annual	\$115.00	\$115.00	\$115.00	\$115.00	\$115.00
Temporary membrane structures, tents, and canopies - Annual / Operational (permit required for each event or consecutive series).	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00
Tire-building plant - Annual	\$115.00	\$115.00	\$115.00	\$115.00	\$115.00
Thermal Pest Control treatment	—	\$40.00	\$40.00	\$40.00	\$40.00
Waste handling - Annual	\$105.00	\$105.00	\$105.00	\$105.00	\$105.00
Wood products - Annual	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00
Fee for copy of incident report (or replacement copy of inspection report or permit after original issued)	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00
Site assessment fee - single site	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00
Site assessment fee - multiple adjoining sites	\$90.00	\$90.00	\$90.00	\$90.00	\$90.00
Fee for a permit obtained from the Chief of Fire and Emergency Services authorizing a person to enter the James River between the west city limits and the city locks, even though the river has reached a level of nine feet as measured at the Westham Station gauge.	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00
Reimbursement to the city for expenses incurred in rescue operations necessitated by violation of section 66-312, per hour	\$155.00	\$155.00	\$155.00	\$155.00	\$155.00
A fee charged by the Chief of Fire and Emergency Services establishing an hourly fee per employee for emergency medical services and fire preventions services at special events.	\$45.00	\$45.00	\$45.00	\$45.00	\$45.00

Justice Services					
Supervision fees (Adult)	\$100 or \$25 per placement depending on ability to pay. (Clients receiving certain benefits TANF, WIC, etc.)	\$100 or \$25 per placement	\$100 or \$25 per placement	\$100 or \$25 per placement	\$100 or \$25 per placement
Home Electronic Monitoring (Adult)	Determined by earned income. The maximum fee is \$42/week.	Determined by earned income. The maximum fee is \$42/week.	Determined by earned income. The maximum fee is \$42/week.	Determined by earned income. The maximum fee is \$42/week.	Determined by earned income. The maximum fee is \$42/week.



Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
<b>Planning and Development Review</b>					
<b>Building permits-Residential</b>					
Value of work (higher of contractor's stated final value including material, labor, subcontracts, owner furnished materials, overhead and profit or estimated value from R S Means manuals)					
?From \$0.00 to \$2,000.00	\$63.00	\$63.00	\$63.00	\$63.00	\$63.00
?Over \$2,000.00	\$63.00*	\$63.00*	\$63.00*	\$63.00*	\$63.00*
*Plus \$6.07 per thousand or fraction thereof for single-family detached residential construction					
Re-stamping of residential plans will require an additional fee of \$32.00 per set of plans	\$32.00	\$32.00	\$32.00	\$32.00	\$32.00
<b>Building Permits - Commercial</b>					
Value of work (higher of contractor's stated final value including material, labor, subcontracts, owner furnished materials, overhead and profit or estimated value from R S Means manuals)					
From \$0.00 to \$2,000.00	\$131.00	\$131.00	\$131.00	\$131.00	\$131.00
Over \$2,000.00	\$131.00*	\$131.00*	\$131.00*	\$131.00*	\$131.00*
*Plus \$8.50 per thousand or fraction thereof for commercial construction					
Re-stamping of commercial plans will require an additional fee of \$55.00 per set of plans	\$55.00	\$55.00	\$55.00	\$55.00	\$55.00
Administrative charge for extending permits	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00
<b>Additional Fee Levy</b>	2.00%	2.00%	2.00%	2.00%	2%
An additional two percent levy of fees shall be assessed for all permits used under the fee structure cited above. The fee shall be remitted to the State Department of Housing and Community Development to support training programs conducted at the Virginia Building Code Academy					
The minimum administrative fee for permits which have been either withdrawn or rejected shall be five percent of the initial permit fee but in no case less than \$25.00	5%, minimum \$25.00	5%, minimum \$25.00	5%, minimum \$25.00	5%, minimum \$25.00	5%, minimum \$25.00
The minimum plans review fee for permits which have been either withdrawn (where the subject review has been undertaken) or rejected shall be ten percent of the initial permit fee but in no case less than \$25.00	10%, minimum \$25.00	10%, minimum \$25.00	10%, minimum \$25.00	10%, minimum \$25.00	10%, minimum \$25.00
The minimum revised plan fee once a permit has been issued shall be ten percent of the initial permit fee, but in no case less than \$30.00	10%, minimum \$30.00	10%, minimum \$30.00	10%, minimum \$30.00	10%, minimum \$30.00	10%, minimum \$30.00
<b>Demolition</b>					
? Residential	\$184.00	\$184.00	\$184.00	\$184.00	\$184.00
? Commercial	\$368.00*	\$368.00*	\$368.00*	\$368.00*	\$368.00*
*For commercial structures up to 10,000 square feet of floor area; add an additional \$0.01 per square foot floor area above 10,000 square feet, not to exceed a maximum fee of \$1,000.00					
<b>Additional fee levy</b>	2.00%	2.00%	2.00%	2.00%	2%
An additional two percent levy of fees shall be assessed for all permits used under the fee structure cited above. The fee shall be remitted to the State Department of Housing and Community Development to support training programs conducted at the Virginia Building Code Academy					
<b>Inspection fees</b>					
Note: Re-inspection fee for failure to correct violations previously cited (any trip to a job site is considered an inspection)					

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
· Residential	\$32.00	\$32.00	\$32.00	\$32.00	\$32.00
· Commercial	\$63.00	\$63.00	\$63.00	\$63.00	\$63.00
Failure to appear for an on-site inspection					
· Residential	\$32.00	\$32.00	\$32.00	\$32.00	\$32.00
· Commercial	\$63.00	\$63.00	\$63.00	\$63.00	\$63.00
Fee for afterhours inspection (weekdays 5:00 p.m. to 8:00 a.m.; weekends; holidays) per hour	\$95.00	\$95.00	\$95.00	\$95.00	\$95.00
Special inspection (request for an on-site inspection not required at the time of the request) during normal working hours					
· Residential	\$32.00	\$32.00	\$32.00	\$32.00	\$32.00
· Commercial	\$63.00	\$63.00	\$63.00	\$63.00	\$63.00
<b>Egress lighting test</b>					
Lighting test, per hour after normal working hours	\$95.00	\$95.00	\$95.00	\$95.00	\$95.00
Retest due failure, per hour anytime	\$184.00	\$184.00	\$184.00	\$184.00	\$184.00
Electrical certification for change in use					
Inspection, per hour for inspection and write up of report	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00
Fee for afterhours inspection (weekdays 5:00 p.m. to 8:00 a.m.; weekends; holidays) per hour	\$90.00	\$90.00	\$90.00	\$90.00	\$90.00
<b>Elevator test (includes coordinated routine inspections)</b>					
Cable elevators (annual routine test fee)					
??1-4 floor s/openings	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00
??5-10 floor s/openings	\$175.00	\$175.00	\$175.00	\$175.00	\$175.00
??>-10 floor s/openings	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00
Cable hydraulic (annual routine test fee)	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00
Hydraulic (annual routine test fee)	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00
Escalator (annual routine test fee)	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00
Miscellaneous for units not listed above (annual routine test fee)	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00
New work (includes re-inspection after lock-out)	see New work fee schedule	see New work fee schedule	see New work fee schedule	see New work fee schedule	see New work fee schedule
Re-inspections (per visit)	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00
Elevator annual routine inspection (without test)	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00
Elevator certificate processing fee	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00
<b>Appeals to the building code, electrical, mechanical or plumbing board of appeals (As provided for in Code of Virginia, § 36-105)</b>	\$184.00	\$184.00	\$184.00	\$184.00	\$184.00
<b>Building maintenance code</b>					
Certificate of occupancy, including temporary and partial	\$263.00	\$263.00	\$263.00	\$263.00	\$263.00

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
Reprinting of certificate of occupancy	\$32.00	\$32.00	\$32.00	\$32.00	\$32.00
<b>Code modification request fee</b>	\$125.00*	\$125.00*	\$125.00*	\$125.00*	\$125.00*
*Per code section modified, maximum fee \$375.00					
Environmental contractor abatement Administrative Fee	\$100.00	\$150.00	\$150.00	\$150.00	\$150.00
Vacant Building Registry	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00
Small Business Permit fee	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00
Boarding & Demolition contractor abatement Administrative Fee	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00
Investigation of "stop work" order, per permit	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00
<b>Zoning</b>					
Fee for filing an application for a certificate of zoning compliance:					
· Home occupation	\$50.00	\$50.00	\$50.00	\$75.00	\$75.00
· Single- or two-family detached or attached dwelling	\$50.00	\$50.00	\$50.00	\$75.00	\$75.00
· Private elementary or secondary school	\$50.00	\$50.00	\$50.00	\$75.00	\$75.00
· Church or other place of worship	\$50.00	\$50.00	\$50.00	\$75.00	\$75.00
· Day nursery	\$50.00	\$50.00	\$50.00	\$75.00	\$75.00
· Adult day care facility	\$50.00	\$50.00	\$50.00	\$75.00	\$75.00
· Multifamily dwelling (three to ten units)	\$100.00	\$100.00	\$100.00	\$150.00	\$150.00
· Multifamily dwelling (11-50 units)	\$200.00	\$200.00	\$200.00	\$300.00	\$300.00
· Multifamily dwelling (more than 50 units)	\$350.00	\$350.00	\$350.00	\$500.00	\$500.00
· Commercial or industrial use equal to or less than 5,000 square feet	\$100.00	\$100.00	\$100.00	\$150.00	\$150.00
· Commercial or industrial use greater than 5,000 square feet	\$200.00	\$200.00	\$200.00	\$300.00	\$300.00
· Adult care residence or lodging house	\$200.00	\$200.00	\$200.00	\$300.00	\$300.00
· Portable storage unit	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00
· Wireless communications facility	\$400.00	\$400.00	\$400.00	\$500.00	\$500.00
· Uses not specified	\$100.00	\$100.00	\$100.00	\$200.00	\$200.00
Fee for filing an application for a letter of zoning compliance for the respective use:					
· Home occupation	\$50.00	\$50.00	\$50.00	\$75.00	\$75.00
· Single- or two-family detached or attached dwelling	\$50.00	\$50.00	\$50.00	\$75.00	\$75.00
· Private elementary or secondary school	\$50.00	\$50.00	\$50.00	\$75.00	\$75.00
· Church or other place of worship	\$50.00	\$50.00	\$50.00	\$75.00	\$75.00

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
· Day nursery	\$50.00	\$50.00	\$50.00	\$75.00	\$75.00
· Adult day care facility	\$50.00	\$50.00	\$50.00	\$75.00	\$75.00
· Multifamily dwelling (three to ten units)	\$100.00	\$100.00	\$100.00	\$150.00	\$150.00
· Multifamily dwelling (11-50 units)	\$200.00	\$200.00	\$200.00	\$300.00	\$300.00
· Multifamily dwelling (more than 50 units)	\$350.00	\$350.00	\$350.00	\$500.00	\$500.00
· Commercial or industrial use equal to or less than 5,000 square feet	\$100.00	\$100.00	\$100.00	\$150.00	\$150.00
· Commercial or industrial use greater than 5,000 square feet	\$200.00	\$200.00	\$200.00	\$300.00	\$300.00
· Adult care residence or lodginghouse	\$200.00	\$200.00	\$200.00	\$300.00	\$300.00
· Uses not specified	\$100.00	\$100.00	\$100.00	\$150.00	\$150.00
· Building or structure for which no building permit is required	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00
· Additional fee for filing an expedited application for a letter of zoning compliance for any use.	\$400.00	\$400.00	\$400.00	\$600.00	\$600.00
· Fee which shall accompany each application for a variance granted by the zoning administrator	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00
· Fee for BZA hearing request for single- and 2-family dwellings.	\$175.00	\$175.00	\$175.00	\$175.00	\$175.00
· Fee for BZA hearing request for any use, except 1- and 2-family dwellings.	\$550.00	\$550.00	\$550.00	\$550.00	\$550.00
· Fee for BZA hearing request for appeal of zoning decision.	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00
· Fee for BZA hearing request for zoning violation correction.	\$750.00	\$750.00	\$750.00	\$750.00	\$750.00
<b>Land Use Administration</b>					
Schedule of fees which shall accompany each application for approval or extension of approval of a subdivision plat:					
· Tentative plat approval	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00
· Plus, for each lot within the plat	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00
· Extension of tentative approval	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00
· Final plat approval	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00
· Plus, for each lot within the plat	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00
· Each request for a subdivision confirmation letter	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
· Continuance. There shall be no charge for the first such continuance requested by the applicant. There shall be no charge for a continuance requested by the Planning Commission. Fee for the second or subsequent continuance requested by the applicant	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00
· Plat of correction	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00
· Fee which shall accompany the preliminary community unit plan application	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00
· Plus, per acre over ten acres	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00
· Fee which shall accompany the final community unit plan application	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00
· Plus, per acre over ten acres	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00
· Fee which shall accompany the extension community unit plan application	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00
· Plus, per acre over ten acres	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00
· Fee which shall accompany each application for an amendment to a community unit plan	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00
· Plus, per acre amended over ten acres	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00
Fee, based on the floor area and area of land disturbing activity for the project as set forth below, which shall accompany each plan of development or amendment thereto:					
· Less than or equal to 5,000 square feet	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00
· 5,001 square feet to 50,000 square feet	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00
· Over 50,000 square feet	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00
· Plus, per acre	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00
· Fee which shall accompany each conditional use permit application	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00
· Plus, per acre	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00
· Fee which shall accompany each application for an amendment to a conditional use permit	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00
· Plus, per acre	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00
Fee which shall accompany each special use permit application:					
· Day nursery	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00
· Single- or two-family detached or attached dwelling	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00
· Outdoor dining	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00
· Mobile food business	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00
· Multifamily dwelling (three to ten units)	\$1,800.00	\$1,800.00	\$1,800.00	\$1,800.00	\$1,800.00

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
Commercial or industrial use equal to or less than 5,000 square feet	\$1,800.00	\$1,800.00	\$1,800.00	\$1,800.00	\$1,800.00
Multifamily dwelling (more than ten units)	\$2,400.00	\$2,400.00	\$2,400.00	\$2,400.00	\$2,400.00
Commercial or industrial use greater than 5,000 square feet	\$2,400.00	\$2,400.00	\$2,400.00	\$2,400.00	\$2,400.00
Signs	—	—	—	\$300.00	\$300.00
Fee which shall accompany each application for an amendment to a special use permit pertaining to a change in the originally approved special use permit or amendment thereto:					
Day nursery	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00
Single- or two-family detached or attached dwelling	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00
Outdoor dining	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00
Mobile food business	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00
Multifamily dwelling (three to ten units)	\$1,200.00	\$1,200.00	\$1,200.00	\$1,200.00	\$1,200.00
Commercial or industrial use equal to or less than 5,000 square feet	\$1,200.00	\$1,200.00	\$1,200.00	\$1,200.00	\$1,200.00
Multifamily dwelling (more than ten units)	\$1,800.00	\$1,800.00	\$1,800.00	\$1,800.00	\$1,800.00
Commercial or industrial use greater than 5,000 square feet	\$1,800.00	\$1,800.00	\$1,800.00	\$1,800.00	\$1,800.00
Signs	—	—	—	\$200.00	\$200.00
Fee which shall accompany each continuance of a special use permit caused by the applicant	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00
Fee to accompany a petition for amendment, supplementation or repeal of the regulations and restrictions and the boundaries of the districts established by Chapter 30	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00
Plus, per acre	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00
Fee which shall accompany each continuance of a rezoning caused by the applicant	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00

Police					
Fee for conducting an investigation of the character and qualifications of each person whom an applicant (an individual, firm or corporation) requests the chief of police to appoint a special police officer	\$590.00	\$590.00	\$590.00	\$590.00	\$590.00
Fee for a permit for each additional location that the applicant desires such person so appointed as a special police officer to serve, per location	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
Fee for the costs of inspection of a person attending any training course required by the chief of police to be completed by a person appointed or requesting appointment as a special police officer	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00
Fee for conducting a record check for police clearance requisite to obtaining a visa or similar document	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00
Fee for police training academy	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
Fee for the processing an application or issuance of a permit for the concealed handgun	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00
Fee to cover the cost of conducting an investigation for a concealed handgun permit	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00
Fees for Police Record Checks-A compiled record of local criminal arrest and dispositions.	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00
Extra Copy of Records- An extra copy compiled record of local criminal arrest and dispositions.	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
Fingerprint cards- Recording of fingerprints impression citizens	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00
Each additional finger print card	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00
Police Offense Report fee- Copy of offense report subsequent to initial report (fee for non-victim only)	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00
Extra copy of offense report- An extra copy offense report.	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
Police Accident Report- Copy of state accident report occurring within city limits	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00
Extra Copy of accident report- An extra copy accident report.	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
Taxi cab permit-Certificate to grant any person in business of to provide taxi service	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00
Taxi cab renewal- Renewal of Certificate to grant any person in business of to provide taxi service	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00
Application and renewal fees for a certificate of public convenience and necessity to operate a taxicab, in addition to any other fees prescribed elsewhere in this code, per vehicle.	—	\$15.00	\$15.00	\$15.00	\$15.00
Duplicate taxi permits- Duplicate Certificate to grant any person in business of to provide taxi service	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00
Certificate for pawnshop - Certificate to grant any person in business of pawn broking license	\$220.00	\$220.00	\$220.00	\$220.00	\$220.00
Certificate for Billiard - Certificate to operate a billiard parlor	\$735.00	\$735.00	\$735.00	\$735.00	\$735.00

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
Virginia Freedom of Information Act fee	Various on the amount of information required and the time involved.	Various on the amount of information required and the time involved.	Various on the amount of information required and the time involved.	Various on the amount of information required and the time involved.	Various on the amount of information required and the time involved.
Use of marked police vehicle for off - duty assignment	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00

Parks, Recreation and Community Facilities					
Cash payment required from each concessionaire to the Director of Parks, Recreation and Community Facilities, before the permit is issued for the sale of each class of merchandise	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00
Dogwood Dell: For programs other than Festival of Arts productions staged under the joint auspices of the department of parks, recreation and community facilities, including graduation ceremonies, orientations, and sponsored performances and productions (other than the Festival of the Arts)	\$850.00	\$850.00	\$850.00	\$850.00	\$850.00
Dogwood Dell: For programs other than Festival of Arts productions staged under the joint auspices of the department of parks, recreation and community facilities, including graduation ceremonies, orientations, and sponsored performances and productions (other than the Festival of the Arts) Non-residents	\$935.00*	\$935.00*	\$935.00*	\$935.00*	\$935.00*
Dogwood Dell: For complete access, per day	\$1,150.00	\$1,150.00	\$1,150.00	\$1,150.00	\$1,150.00
Dogwood Dell: For complete access, per day Non-residents	\$1,265.00*	\$1,265.00*	\$1,265.00*	\$1,265.00*	\$1,265.00*
Dogwood Dell: Staff cost per hour, per staff	\$26.00	\$26.00	\$26.00	\$27.00	\$27.00
Carillon: For a one-day, weekday meeting, four hours or less, attended by 200 persons or less. <b>Carillon is being handled by the VA Department of General Services</b>	\$195.00	\$195.00	\$195.00	—	—
Carillon: For a one-day, weekday meeting, four hours or less, attended by 200 persons or less Non-residents. <b>Carillon is being handled by the VA Department of General Services</b>	\$214.50*	\$214.50*	\$214.50*	—	—
Carillon: For a one-day, weekday meeting, four hours or less. <b>Carillon is being handled by the VA Department of General Services</b>	\$325.00	\$325.00	\$325.00	—	—
Carillon: For a one-day, weekday meeting, four hours or less Non-residents, <b>Carillon is being handled by the VA Department of General Services</b>	\$357.50*	\$357.50*	\$357.50*	—	—
Carillon: For wedding receptions, per day. <b>Carillon is being handled by the VA Department of General Services</b>	\$1,300.00	\$1,300.00	\$1,300.00	—	—



Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
Carillon: For wedding receptions, per day Non-residents. <b>Carillon is being handled by the VA Department of General Services</b>	\$1,430.00*	\$1,430.00*	\$1,430.00*	—	—
Carillon: Operational/Staff fee per hour, with a four-hour minimum. <b>Carillon is being handled by the VA Department of General Services</b>	\$40.00	\$40.00	\$40.00	—	—
Carillon: For the use of the grounds and steps with an interior rental only, per four-hour period. <b>Carillon is being handled by the VA Department of General Services</b>	\$275.00	\$275.00	\$275.00	—	—
Carillon: For the use of the grounds and steps with an interior rental only, per four-hour period Non-residents. <b>Carillon is being handled by the VA Department of General Services</b>	\$302.50*	\$302.50*	\$302.50*	—	—
Carillon: Refundable deposit, by check prior to the event, for damages to the building. <b>Carillon is being handled by the VA Department of General Services</b>	\$250.00	\$250.00	\$250.00	—	—
Carillon: Early Move-in fee, per day. <b>Carillon is being handled by the VA Department of General Services</b>	\$100.00	\$100.00	\$100.00	—	—
Equipment: Six-foot round tables, each	\$8.50	\$8.50	\$8.50	\$8.50	\$8.50
Equipment: Six-foot long tables, each	\$6.50	\$6.50	\$6.50	\$6.50	\$6.50
Equipment: Chairs, each	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
Equipment: Mobile Stages (Showmobile & Stage II)	\$625.00	\$625.00	\$625.00	\$625.00	\$625.00
Equipment: Mobile Stages (Showmobile & Stage II) Non-residents	\$687.50*	\$687.50*	\$687.50*	\$687.50*	\$687.50*
Equipment: Plus staffing cost for delivery, staffing (if necessary), and pick up, per hour/ per staff person assigned	\$26.00	\$26.00	\$27.00	\$27.00	\$27.00
Equipment: P/A System (no longer available)	\$55.00	\$55.00	0.00	0.00	—
Equipment: Piano rental, per day	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00
Park House/Recreation Centers: For the privilege of renting the indoor facilities of park houses and recreation centers for private parties, receptions and weddings, for a four-hour period plus staff overtime	\$250.00	\$250.00	\$275.00	\$275.00	\$275.00
Park House/Recreation Centers: For the privilege of renting the indoor facilities of park houses and recreation centers for private parties, receptions and weddings, for a four-hour period plus staff overtime Non-residents	\$275.00*	\$275.00*	\$302.50*	\$302.50*	\$302.50*

\*Note: This fee includes an additional 10% for non-residents

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
Park House/Recreation Centers: Fee for any civic or community meeting that is open to the public for a two-hour period for meetings held in park houses, recreation centers and other facilities administered by the department of parks, recreation and community facilities, per meeting	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00
Park Houses/Recreation Centers: Fee for private meeting held in park houses, recreation centers and other facilities administered by the department of parks, recreation and community facilities, per meeting of up to four hours	\$130.00	\$130.00	\$140.00	\$140.00	\$140.00
Park Houses/Recreation Centers: Fee for private meeting held in park houses, recreation centers and other facilities administered by the department of parks, recreation and community facilities, per meeting of up to four hours Non-residents	\$143.00*	\$143.00*	\$154.00*	\$154.00*	\$154.00*
Park Houses/Recreation Centers: Fee for the use of a facility on an official city holiday	\$275.00	\$275.00	\$275.00	\$275.00	\$275.00
Park Houses/Recreation Centers: Fee for the use of a facility on an official city holiday Non-residents	\$302.50*	\$302.50*	\$302.50*	\$302.50*	\$302.50*
Recreation Centers: Staff costs in setting up and preparing any room, in addition to the fees set forth in subsections (a) and (b) of this section, per hour per staff person	\$26.00	\$26.00	\$27.00	\$27.00	\$27.00
Wedding on public grounds: Class I (150 persons or more attending), for a two-hour period <b>Effective July 1<sup>st</sup>, 2017, new fee will not include # of attendees</b>	\$200.00	\$200.00	—	—	—
Wedding on public grounds: Class I (150 persons or more attending), for a two-hour period Non-residents, <b>Effective July 1<sup>st</sup>, 2017, new fee will not include # of attendees</b>	\$220.00*	\$220.00*	—	—	—
Wedding on public grounds: Class II (26-150 persons attending), for a two-hour period <b>Effective July 1<sup>st</sup>, 2017, new fee will not include # of attendees</b>	\$100.00	\$100.00	—	—	—
Wedding on public grounds: Class II (26-150 persons attending), for a two-hour period Non-residents <b>Effective July 1<sup>st</sup>, 2017, new fee will not include # of attendees</b>	\$110.00*	\$110.00*	—	—	—
Wedding on public grounds <b>Effective July 1<sup>st</sup>, 2017, new fee will not include # of attendees</b>	\$15.00	\$15.00	\$150.00	\$150.00	\$150.00
Wedding on public grounds Non-residents, <b>Effective July 1<sup>st</sup>, 2017, new fee will not include # of attendees</b>	\$16.50*	\$16.50*	\$165.50*	\$165.50*	\$165.50*
Grounds Fee: Events 300 or more attending or events that meet one or more of the special event criteria	\$750.00	\$750.00	\$775.00	\$775.00	\$775.00

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
Grounds Fee: Events 300 or more attending or events that meet one or more of the special event criteria Non-residents	\$825.00*	\$825.00*	\$852.00*	\$852.00*	\$852.00*
Grounds Fee: Special events at which fundraising occurs or for which admissions charges will be collected, per day	\$875.00	\$875.00	\$900.00	\$900.00	\$900.00
Grounds Fee: Special events at which fundraising occurs or for which admissions charges will be collected, per day Non-residents	\$962.50*	\$962.50*	\$990.00*	\$990.00*	\$990.00*
Grounds Fee: Commercial use for profit, per hour	\$75.00	\$75.00	\$80.00	\$80.00	\$80.00
Grounds Fee: Commercial use for profit, per hour Non-residents	\$82.50*	\$82.50*	\$88.00*	\$88.00*	\$88.00*
Grounds Fee: Commercial use for non-profit, per hour	\$25.00	\$25.00	\$30.00	\$30.00	\$30.00
Grounds Fee: Commercial use for non-profit, per hour Non-residents	\$27.50*	\$27.50*	\$33.00*	\$33.00*	\$33.00*
Grounds Fee: Other reserved use or public grounds, each one-hour period of use	\$15.00	\$15.00	\$20.00	\$20.00	\$20.00
Grounds Fee: Other reserved use or public grounds, each one-hour period of use Non-residents	\$16.50	\$16.50	\$22.00	\$22.00	\$22.00
*Note: This fee includes an additional 10% for non-residents					
Fee to aid in defraying the cost of issuing a permit for the use of public grounds, parks, playfields, park houses, recreation centers and playgrounds	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00
Adult meeting usage fee for meetings held in Belle Isle Environmental Education Center of James River Park	\$45.00	\$45.00	\$45.00	\$45.00	\$45.00
Adult meeting usage fee for meetings held in Belle Isle Environmental Education Center of James River Park Non-residents	\$49.50*	\$49.50*	\$49.50*	\$49.50*	\$49.50*
Fee for a permit to locate, excavate or remove historical or archaeological resources, relics, artifacts or items upon city parks or playgrounds	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00
Community Gardens: Fee for initial application for a permit to use City property as a Community Garden	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00
Community Gardens: Fee for renewal application City property as a Community Garden	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00
Picnic Shelter: Fee for reserving for use any picnic shelter located in any public park of the city, per day	\$55.00	\$55.00	\$55.00	\$55.00	\$55.00
Picnic Shelter: Fee for reserving for use any picnic shelter located in any public park of the city, per day Non-residents	\$60.50*	\$60.50*	\$60.50*	\$60.50*	\$60.50*
Athletics: Softball, per hour, including practice (exclusive of tournaments)	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
Athletics: Softball, per hour, including practice (exclusive of tournaments) Non-residents	\$17.60*	\$17.60*	\$17.60*	\$17.60*	\$17.60*
Athletics: Fee for conducting a softball tournament, per field, per day	\$56.00	\$56.00	\$56.00	\$56.00	\$56.00
Athletics: Fee for conducting a softball tournament, per field, per day Non-residents	\$61.60*	\$61.60*	\$61.60*	\$61.60*	\$61.60*
Athletics: Baseball Lacrosse, Football, Rugby, Soccer, per game	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
Athletics: Baseball Lacrosse, Football, Rugby, Soccer, per game Non-residents	\$33.00*	\$33.00*	\$33.00*	\$33.00*	\$33.00*
Gymnasium for athletic purposes, per hour	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00
Gymnasium for athletic purposes, per hour Non-residents	\$55.00*	\$55.00*	\$55.00*	\$55.00*	\$55.00*
Athletics: Outdoor light fee, per field (off season)	\$45.00	\$45.00	\$45.00	\$45.00	\$45.00
Athletics: Volleyball tournaments (outdoor), per court, per day	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00
Athletics: Volleyball tournaments (outdoor), per court, per day Non-residents	\$38.50*	\$38.50*	\$38.50*	\$38.50*	\$38.50*
Tennis: Per court, per day (weekdays)	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00
Tennis: Per court, per day (weekdays) Non-residents	\$38.50*	\$38.50*	\$38.50*	\$38.50*	\$38.50*
Tennis: Per court, per day for nights and weekends (eight hour period or any fraction thereof)	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00
Tennis: Per court, per day for nights and weekends (eight hour period or any fraction thereof) Non-residents	\$55.00*	\$55.00*	\$55.00*	\$55.00*	\$55.00*
Tennis: Fee for attending a tennis camp sponsored for youths by the department of parks, recreation and community facilities, per session	\$42.00	\$42.00	\$42.00	\$42.00	\$42.00
Tennis: Fee for attending a tennis camp sponsored for youths by the department of parks, recreation and community facilities, per session Non-residents	\$62.00*	\$62.00*	\$62.00*	\$62.00*	\$62.00*
Pine Camp Cultural Arts Center: Theater backstage area for up to five hours	\$380.00	\$380.00	\$380.00	\$380.00	\$380.00
*Note: This fee includes an additional 10% for non-residents					
Pine Camp Cultural Arts Center: Theater backstage area for up to five hours Non-residents	\$418.00*	\$418.00*	\$418.00*	\$418.00*	\$418.00*
Pine Camp Cultural Arts Center: Theater backstage area for up to five hours or more	\$755.00	\$755.00	\$755.00	\$755.00	\$755.00
Pine Camp Cultural Arts Center: Theater backstage area for up to five hours or more Non-residents	\$830.50*	\$830.50*	\$830.50*	\$830.50*	\$830.50*
Pine Camp Cultural Arts Center: Nonrefundable deposit (30 days in advance)	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
Pine Camp Cultural Arts Center: Dance studio, per two hours	\$55.00	\$55.00	\$55.00	\$55.00	\$55.00
Pine Camp Cultural Arts Center: Dance studio, per two hours Non-residents	\$60.50*	\$60.50*	\$60.50*	\$60.50*	\$60.50*
Pine Camp Cultural Arts Center: Group social functions up to 50 people for use up to four hours	\$175.00	\$175.00	\$175.00	\$175.00	\$175.00
Pine Camp Cultural Arts Center: Group social functions up to 50 people for use up to four hours Non-residents	\$192.50*	\$192.50*	\$192.50*	\$192.50*	\$192.50*
Pine Camp Cultural Arts Center: Group social functions up to 100 people for use up to four hours	\$275.00	\$275.00	\$275.00	\$275.00	\$275.00
Pine Camp Cultural Arts Center: Group social functions up to 100 people for use up to four hours Non-residents	\$302.50*	\$302.50*	\$302.50*	\$302.50*	\$302.50*
Pine Camp Cultural Arts Center: Group social functions up to 200 people for use up to eight hours	\$600.00	\$600.00	\$600.00	\$600.00	\$600.00
Pine Camp Cultural Arts Center: Group social functions up to 200 people for use up to eight hours Non-residents	\$660.00*	\$660.00*	\$660.00*	\$660.00*	\$660.00*
Pine Camp Cultural Arts Center: Staffing costs for outside business hours, per hour	\$26.00	\$26.00	\$26.00	\$26.00	\$26.00
Hickory Hill Community Center: Auditorium every four hours	\$325.00	\$325.00	\$325.00	\$325.00	\$325.00
Hickory Hill Community Center: Auditorium every four hours Non-residents	\$357.50*	\$357.50*	\$357.50*	\$357.50*	\$357.50*
Hickory Hill Community Center: Auditorium for a full day	\$675.00	\$675.00	\$675.00	\$675.00	\$675.00
Hickory Hill Community Center: Auditorium for a full day Non-residents	\$742.50*	\$742.50*	\$742.50*	\$742.50*	\$742.50*
Hickory Hill Community Center: Dining area, for every four hours	\$275.00	\$275.00	\$275.00	\$275.00	\$275.00
Hickory Hill Community Center: Dining area, for every four hours Non-residents	\$302.50*	\$302.50*	\$302.50*	\$302.50*	\$302.50*
Hickory Hill Community Center: Break out rooms, for every four hours	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00
Hickory Hill Community Center: Break out rooms, for every four hours Non-residents	\$137.50	\$137.50	\$137.50	\$137.50	\$137.50
Hickory Hill Community Center: Kitchen facility, per event	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00
Hickory Hill Community Center: Kitchen facility, per event Non-residents	\$82.50*	\$82.50*	\$82.50*	\$82.50*	\$82.50*
Hickory Hill Community Center: Civic Association meetings, for every two hours	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00
Hickory Hill Community Center: Setup fee, per event	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00
Hickory Hill Community Center: TV/VCR, per day	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
Hickory Hill Community Center: P/A system, per day	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
Hickory Hill Community Center: Round tables , per day (each)	\$8.50	\$8.50	\$8.50	\$8.50	\$8.50
Aquatics: Fee for course of instruction in swimming, per lesson per day	\$5.50	\$5.50	\$5.50	\$5.50	\$5.50
Aquatics: Senior water aerobics, every two months	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00
Aquatics: Lifeguard classes	\$87.00	\$87.00	\$87.00	\$87.00	\$87.00
Aquatics: Group summer swim, per day per child	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
*Note: This fee includes an additional 10% for non-residents					
Aquatics: Swim team, depending upon the participation level	\$110.00-\$385.00	\$110.00-\$385.00	\$110.00-\$385.00	\$110.00-\$385.00	\$110.00-\$385.00
Before and After School Program: Fee for participating in the after school program, per season	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00
<b>Cemeteries</b>					
Fee for purchase of niche in columbarium (Oakwood, Riverview, Maury and Mt. Olivet Cemeteries): Upper two levels	\$1,295.00	\$1,295.00	\$1,295.00	\$1,395.00	\$1,395.00
Fee for purchase of niche in columbarium (Oakwood, Riverview, Maury and Mt. Olivet Cemeteries): Middle two levels	\$1,495.00	\$1,495.00	\$1,495.00	\$1,595.00	\$1,595.00
Fee for purchase of niche in columbarium (Oakwood, Riverview, Maury and Mt. Olivet Cemeteries): Lower two levels	\$1,095.00	\$1,095.00	\$1,095.00	\$1,195.00	\$1,195.00
Fee for purchase of niche in columbarium (Shockoe Hill Cemeteries): Upper two levels	\$1,795.00	\$1,795.00	\$1,795.00	\$1,795.00	\$1,795.00
Fee for purchase of niche in columbarium (Shockoe Hill Cemeteries): Middle two levels	\$1,995.00	\$1,995.00	\$1,995.00	\$1,995.00	\$1,995.00
Fee for purchase of niche in columbarium (Shockoe Hill Cemeteries): Lower two levels	\$1,595.00	\$1,595.00	\$1,595.00	\$1,595.00	\$1,595.00
Fees for scattering gardens: Scattering	\$195.00	\$195.00	\$195.00	\$195.00	\$195.00
Fees for scattering gardens: Inscription	\$250.00	\$250.00	\$250.00	\$250.00	\$300.00
Fees relating to purchase of memorial site for cremation bench in Oakwood, Riverview, Maury and Mt. Olivet Cemeteries: Purchase of memorial site	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00
Fees relating to purchase of memorial site for cremation bench in Oakwood, Riverview, Maury and Mt. Olivet Cemeteries: Purchase of cremation bench	\$2,795.00	\$2,795.00	\$2,795.00	\$2,795.00	\$3,295.00
Fees relating to purchase of memorial site for cremation bench in Oakwood, Riverview, Maury and Mt. Olivet Cemeteries: Inscription of family name plus names of two individuals	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00
Fees relating to purchase of memorial site for cremation bench in Oakwood, Riverview, Maury and Mt. Olivet Cemeteries: Inurnment	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
Fees relating to private estates in Oakwood, Riverview, Maury and Mt. Olivet Cemeteries: Model "A" (Purchase of memorial site)	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00
Fees relating to private estates in Oakwood, Riverview, Maury and Mt. Olivet Cemeteries: Model "A" (Purchase of two niche private estate)	\$2,154.80	\$2,154.80	\$2,154.80	\$2,154.80	\$2,154.80
Fees relating to private estates in Oakwood, Riverview, Maury and Mt. Olivet Cemeteries: Model "B" (Purchase of memorial site)	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00
Fees relating to private estates in Oakwood, Riverview, Maury and Mt. Olivet Cemeteries: Model "B" (Purchase of two niche private estate)	\$4,310.00	\$4,310.00	\$4,310.00	\$4,310.00	\$4,310.00
Fees relating to private estates in Oakwood, Riverview, Maury and Mt. Olivet Cemeteries: Model "C" (Purchase of memorial site)	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00
Fees relating to private estates in Oakwood, Riverview, Maury and Mt. Olivet Cemeteries: Model "C" (Purchase of two niche private estate)	\$4,586.80	\$4,586.80	\$4,586.80	\$4,586.80	\$4,586.80
Fees relating to private estates in Shockoe Hill Cemeteries: Model "A" (Purchase of memorial site)	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00
Fees relating to private estates in Shockoe Hill Cemetery: Model "A" (Purchase of two niche private estate)	\$2,154.80	\$2,154.80	\$2,154.80	\$2,154.80	\$2,154.80
Fees relating to private estates in Shockoe Hill Cemetery: Model "B" (Purchase of memorial site)	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00
Fees relating to private estates in Shockoe Hill Cemetery: Model "B" (Purchase of two niche private estate)	\$4,310.00	\$4,310.00	\$4,310.00	\$4,310.00	\$4,310.00
Fees relating to private estates in Shockoe Hill Cemetery: Model "C" (Purchase of memorial site)	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00
Fees relating to private estates in Shockoe Hill Cemetery: Model "C" (Purchase of two niche private estate)	\$4,586.80	\$4,586.80	\$4,586.80	\$4,586.80	\$4,586.80
Fees relating to private estates: Inscriptions (Family name)	\$195.00	\$195.00	\$195.00	\$195.00	\$195.00
Fees relating to private estates: Inscriptions (Each individual name)	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00
Late fee for nonpayment of service charges for interments, disinterments, reinterments and entombments	20% of the outstanding balance or \$20.00, whichever is less	20% of the outstanding balance or \$20.00, whichever is less	20% of the outstanding balance or \$20.00, whichever is less	20% of the outstanding balance or \$20.00, whichever is less	20% of the outstanding balance or \$20.00, whichever is less
Service charges for the preparation of space for interments or entombments: Adult grave preparation (Weekdays)	\$985.00	\$985.00	\$1,085.00	\$1,085.00	\$1,195.00

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
Service charges for the preparation of space for interments or entombments: Adult grave preparation (Saturdays)	\$1,150.00	\$1,150.00	\$1,265.00	\$1,265.00	\$1,390.00
Service charges for the preparation of space for interments or entombments: Adult grave preparation (Sundays and holidays)	\$1,250.00	\$1,250.00	\$1,375.00	\$1,375.00	\$1,510.00
Service charges for the preparation of space for interments or entombments: Preparation of burial space for an adult graveside service, in addition to the applicable charge in subsection 1	\$200.00	\$200.00	\$220.00	\$220.00	\$240.00
Service charges for the preparation of space for interments or entombments: Preparation of child grave, children or baby section (Weekdays)	\$500.00	\$500.00	\$550.00	\$550.00	\$550.00
Service charges for the preparation of space for interments or entombments: Preparation of child grave, children or baby section (Saturdays)	\$600.00	\$600.00	\$660.00	\$660.00	\$660.00
Service charges for the preparation of space for interments or entombments: Preparation of child grave, children or baby section (Sundays and Holidays)	\$700.00	\$700.00	\$770.00	\$770.00	\$770.00
Service charges for the preparation of space for interments or entombments: Cremated remains (Weekdays)	\$500.00	\$500.00	\$550.00	\$550.00	\$600.00
Service charges for the preparation of space for interments or entombments: Cremated remains (Saturdays)	\$600.00	\$600.00	\$660.00	\$660.00	\$725.00
Service charges for the preparation of space for interments or entombments: Cremated remains (Sundays and Holidays)	\$700.00	\$700.00	\$770.00	\$770.00	\$770.00
Service charges for the preparation of space for interments or entombments: Rate of recordkeeping, not otherwise covered	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00
Service charges for the preparation of space for interments or entombments: Hourly rate for labor not covered by schedule of charges	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00
Service charges for the preparation of space for interments or entombments: Charge for extra tent	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00
Service charges for the preparation of space for interments or entombments: Charge for extra chairs (six)	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
Charge of disinterment: For a person over the age of 12 years	\$1,200.00	\$1,200.00	\$1,200.00	\$1,200.00	\$1,200.00
Charge of disinterment: In all other cases	\$800.00	\$800.00	\$800.00	\$800.00	\$800.00
Re-interment, in all cases	\$800.00	\$800.00	\$800.00	\$800.00	\$800.00
Charge for the admission of a funeral procession to a cemetery on any day: After 3:30 p.m. and until 4:00 p.m.	\$300.00	\$300.00	\$330.00	\$330.00	\$360.00



Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
Charge for the admission of a funeral procession to a cemetery on any day: After 4:00 p.m. and until 4:30 p.m.	\$340.00	\$340.00	\$375.00	\$375.00	\$410.00
Charge for the admission of a funeral procession to a cemetery on any day: After 4:30 p.m. and until 5:00 p.m.	\$360.00	\$360.00	\$400.00	\$400.00	\$440.00
Charges for the preparation of burial space for a double-depth interment, in addition to the applicable charge in section 22-6	\$1,200.00	\$1,200.00	\$1,200.00	\$1,200.00	\$1,200.00
Service charge for the installation of covers on concrete boxes, metal vaults and vaults of synthetic materials, if performed by the city	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00
Charges for the installation of a foundation for a monument or grave marker: Charge for the including a government marker, structure or similar installation (Per square inch of base surface space for the installation of any foundation)	\$0.80	\$0.80	\$0.80	\$0.80	\$0.80
Charges for the installation of a foundation for a monument or grave marker: Charge for the including a government marker, structure or similar installation (minimum charge)	\$160.00	\$160.00	\$160.00	\$160.00	\$160.00
Charges for the installation of a foundation for a monument or grave marker: Charge for the including a government marker, structure or similar installation (Charge for foundation and installation of all flat government-issued markers)	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00
Charges for the installation of a foundation for a monument or grave marker: Charge for the including a government marker, structure or similar installation (Charge for foundation and installation of all upright markers)	\$275.00	\$275.00	\$275.00	\$275.00	\$275.00
Fee for the transfer of burial rights	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00
Fee for a duplicate certificate of burial rights	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00
Transfer fee for the transfer of a certificate conveying burial rights in the cemeteries prior to May 23, 1955, or the issuance of new certificate to a person having a lawful right to use a burial space or lot for interment purposes in the cemeteries	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00
Fee for issuance of a certificate of burial rights to successors of an individual to whom burial rights have been granted or transferred	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00
Charges for perpetual are and limited seasonal care of burial spaces and lots in cemeteries: Perpetual care (For a single burial space, the burial rights in and to which were acquired prior to January 5, 1951)	\$90.00	\$90.00	\$90.00	\$90.00	\$90.00
Charges for perpetual are and limited seasonal care of burial spaces and lots in cemeteries: Perpetual care (For a single burial space, including perpetual care)	\$850.00	\$850.00	\$935.00	\$935.00	\$1,025.00

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
Charges for perpetual are and limited seasonal care of burial spaces and lots in cemeteries: Perpetual care (For each lot space, the burial rights in and to which were acquired prior to January 5, 1951, per square foot)	\$5.25	\$5.25	\$5.25	\$5.25	\$5.25
Charges for perpetual are and limited seasonal care of burial spaces and lots in cemeteries: Perpetual care (For each square foot of the area contained therein, in no case less than)	\$170.00	\$170.00	\$170.00	\$170.00	\$170.00
Charges for perpetual are and limited seasonal care of burial spaces and lots in cemeteries: Perpetual care (For lot space being offered for sale including perpetual care and not fronting a driveway or roadway, per square foot)	\$26.70	\$26.70	\$26.70	\$26.70	\$26.70
Charges for perpetual are and limited seasonal care of burial spaces and lots in cemeteries: Perpetual care (Lots or burial spaces in historic Shockoe Hill Cemetery, including perpetual care: For double-depth lots being offered for sale more than 200 feet from the grave site of Chief Justice John Marshall or Governor Cabell)	\$28.60	\$28.60	\$28.60	\$28.60	\$28.60
Charges for perpetual are and limited seasonal care of burial spaces and lots in cemeteries: Perpetual care (Lots or burial spaces in historic Shockoe Hill Cemetery, including perpetual care: For double-depth lots being offered for sale more than 200 feet from the grave site of Chief Justice John Marshall or Governor Cabell)	\$2,600.00	\$2,600.00	\$2,600.00	\$2,600.00	\$2,600.00
Charges for perpetual are and limited seasonal care of burial spaces and lots in cemeteries: Perpetual care (Lots or burial spaces in historic Shockoe Hill Cemetery, including perpetual care: For a single burial space more than 200 feet from the grave site of Chief Justice John Marshall or Governor Cabell)	\$1,350.00	\$1,350.00	\$1,350.00	\$1,350.00	\$1,350.00
Charges for perpetual are and limited seasonal care of burial spaces and lots in cemeteries: Perpetual care (Lots or burial spaces in historic Shockoe Hill Cemetery, including perpetual care: For a double-depth lots being offered for sale within 200 feet from the grave site of Chief Justice John Marshall or Governor Cabell)	\$7,000.00	\$7,000.00	\$7,000.00	\$7,000.00	\$7,000.00
Charges for perpetual are and limited seasonal care of burial spaces and lots in cemeteries: Perpetual care (Lots or burial spaces in historic Shockoe Hill Cemetery, including perpetual care: For a single burial space within 200 feet from the grave site of Chief Justice John Marshall or Governor Cabell)	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
Charges for perpetual care and limited seasonal care of burial spaces and lots in cemeteries: Perpetual care (For a single burial space in the children's section or cremains section)	\$400.00	\$400.00	\$440.00	\$440.00	\$440.00
Charges for perpetual care and limited seasonal care of burial spaces and lots in cemeteries: Perpetual care -For a child or baby space less than 48 inches in length (department of social services) in the children's section of Oakwood, Riverview and Maury Cemeteries	\$400.00	\$400.00	\$400.00	\$400.00	\$400.00
Charges for perpetual care and limited seasonal care of burial spaces and lots in cemeteries: For a single adult burial space in the Memorial Park Section	0	0	\$800.00	\$800.00	\$800.00
Note: Charges for perpetual care and limited seasonal care of burial spaces and lots in cemeteries: Perpetual care (Any child requiring an adult grave will be charged for the price of an adult grave)					
Charges for perpetual care and limited seasonal care of burial spaces and lots in cemeteries: Limited seasonal care -For a single adult burial space (department of social services) in the single grave section of Oakwood, Riverview and Maury cemeteries	\$850.00	\$850.00	\$850.00	\$850.00	\$850.00
Charges for perpetual care and limited seasonal care of burial spaces and lots in cemeteries: Limited seasonal care-Reservation fee (nonrefundable) to hold an adjoining single grave site for up to 90 days following the date of interment, at which time the reserved grave site will be purchased or the reservation will be vacated	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00

Sheriff's Office - Richmond City Justice Center					
Home Electronic Incarceration (HEI due weekly)	\$84.00	\$84.00	\$84.00	\$84.00	\$84.00
Weekend Participants (One-time)	\$60.00	\$60.00	\$60.00	\$70.00	\$70.00
Work Release (due weekly)	\$91.00	\$98.00	\$98.00	\$98.00	\$98.00
Dollar-A-Day fees: Resident Keep Fees paid by the RCSO residents (inmates) for being housed	\$1.00	\$2.00	\$2 7/1/17 - 2/1/18, then \$0	\$0.00	\$0.00
Damage property fees	Various	Various	Various	Various	Various
Medical co-pay fees					
· Physician Visit	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00
· Sick Call	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00
· Dentist Visit	\$15.00	\$15.00	\$25.00	\$25.00	\$25.00
· Resident Refusal/ Appointment Cancellation	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00
· Prescriptions/Medications	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50
· Inhalers	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
Transport · Emergency Medical	\$150.00	\$100.00	\$100.00	\$100.00	\$100.00
· Emergency Room Visit	\$300.00	\$100.00	\$100.00	\$100.00	\$100.00
· Hospital Admission	0.00	0.00	\$200.00	\$200.00	\$200.00
· Allergy Testing	0.00	0.00	\$75.00	\$75.00	\$75.00
· Medical Supplies	0.00	0.00	\$10.00	\$10.00	\$10.00

Department of Finance					
Fee for collecting taxes or other charges collected subsequent to 30 or more days after notice of delinquent taxes or charges but prior to the taking of any judgment with respect to such delinquent taxes or charges	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
Fee for collecting taxes or other charges collected subsequent to judgment	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00
License fee for person exempt from business license tax based on purchases or gross receipts of \$5,000.00 or more but less than \$100,000.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for business qualifying for business license tax exemption	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
<b>Permit fee for each permit issued as provided in Section 26-875, as determined by the following groups:</b>					
· Junk dealers	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00
· Medicine vendors	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00
· Merchants, secondhand gold, silver jewelry	\$440.00	\$440.00	\$440.00	\$440.00	\$440.00
· Employment service	\$440.00	\$440.00	\$440.00	\$440.00	\$440.00
· Detective	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00
· Detective service	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00
· Solicitor, orders for books, magazines and periodicals	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00
· Reserved					
· Palmistry	\$440.00	\$440.00	\$440.00	\$440.00	\$440.00
· Pawnshops, pawnbrokers	\$590.00	\$590.00	\$590.00	\$590.00	\$590.00
· Protective agent or agency	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00
· Security or group services	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00
<b>Group II:</b>					
· Secondhand dealers	\$590.00	\$590.00	\$590.00	\$590.00	\$590.00
· Amusement parks, gardens and buildings	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00
· Athletic fields and parks, coliseums, and similar places where charges are made	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00
· Carnivals and other shows	\$735.00	\$735.00	\$735.00	\$735.00	\$735.00
· Circuses, wild west, trained animal, dog, pony and like shows	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
· Merry-go-rounds, hobby horses and carousels	\$145.00	\$145.00	\$145.00	\$145.00	\$145.00
· Motion picture theater, theater	\$290.00	\$290.00	\$290.00	\$290.00	\$290.00
· Bowling alley	\$80.00	\$80.00	\$80.00	\$80.00	\$80.00
· Skating rink	\$80.00	\$80.00	\$80.00	\$80.00	\$80.00
Group III:					
· Detective and detective service	\$17.50	\$17.50	\$17.50	\$17.50	\$17.50
· Pawnshop	\$220.00	\$220.00	\$220.00	\$220.00	\$220.00
· Billiard parlor	\$145.00	\$145.00	\$145.00	\$145.00	\$145.00
· Protective agent or agency	\$17.50	\$17.50	\$17.50	\$17.50	\$17.50
· Security or guard services	\$17.50	\$17.50	\$17.50	\$17.50	\$17.50
Fee for the replacement of vendor tins lost or stolen during the license year for which they are valid, each	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00
Fee for each renewal of a license tin, decal, sticker, button or tag where the original issued by the Collector has become lost or mutilated	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
License fee for every person engaged in the business of an advertising agent or agency	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for every person engaged in the business of acting as a protective agent or agency	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for every person engaged in the business of a real estate agent, a real estate broker, a real estate developer or a subdivider of real estate in the City and having an office or place of business in the City	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for every person owning or operating an amusement park, garden or building devoted to general amusement and entertainment and which is open to the public for at least three consecutive months during each year	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for every person engaged in the business of operating a place where admission charges are made and where a professional basketball, baseball or football game is conducted; where a motion picture, ballet, play, drama, lecture, monologue, comedy, musical revue, musical show or concert is exhibited or conducted; where an instrumental or vocal concert or a concert presenting both instrumental and vocal music is conducted by another or others; or where there is presented or conducted a public show, exhibition or performance of any kind other than such as is taxable under Sections 26-940, 26-943, 26-944, 26-946 and 26-947	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
License fee for every person presenting a professional basketball, baseball or football game; motion picture, ballet, play, drama, lecture, monologue, comedy, musical revue, musical show or concert; instrumental or vocal concert or a concert of both instrumental and vocal music; or presenting a public show, exhibition or performance of any kind other than such as is taxable under Section 26-940, 26-943, 26-944, 26-946 or 26-947 for which admission charges are made	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for every person who shall keep or operate a place wherein there is a table at which billiards, pool or bagatelle is played	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
Deposit by the person operating a carnival or other show to be used to clean and put in order a lot or street occupied by the carnival or other show after it has moved away	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00
Deposit by the person operating a circus, circus menagerie or wild west, trained animal, dog, pony or like show to be used to clean and put in order the lot or street occupied by the circus, circus menagerie or show after it has moved	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00
License fee for an auctioneer, other than a livestock auctioneer	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for an itinerant real estate auctioneer	\$450.00	\$450.00	\$450.00	\$450.00	\$450.00
License fee for every person engaged in biotechnology or biomedical research and development	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for every person who shall, for compensation, enter into any bond for others, whether as a principal or surety	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for every person, except a nonprofit corporation and except a stock corporation the stock of which is by the provisions of its charter nondividend, paying, operating and maintaining a cemetery within the City or having an office or place of business therefor in the City	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for every person operating or maintaining a chartered club	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
License fee for every person who receives or distributes food products, cotton, flour, hay, grain, provisions, dry goods, merchandise or other commodities shipped to such person for distribution on account of the shipper or who participates in the profits ensuing from or accruing out of the sale of such commodities or who invoices such sales or collects money therefor; every person buying or selling for another any kind of merchandise or commodities on commission, except associations or organizations of farmers, and produce exchanges organized and maintained by farmers for mutual help in the marketing of their produce and not for profit; and every person who sells any personal property which may be left with or consigned to such person for sale on commission	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for every contractor	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for every person engaged in the business of a speculative builder	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for every person engaged in the business of wrecking, razing or demolishing buildings or structures and selling the material obtained from the buildings or structures, in addition to the contractor's license tax	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for every person engaged in the business of operating a hospital, medical center, and an emergency care unit	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
Annual license fee for every person engaged in the business of operating a campsite, hotel, motel, cabin, trailer park, travel trailer site, or other lodging business	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for every person selling, bartering or exchanging any kind of secondhand articles, junk, rags, rag cullings, bones, bottles, pewter, scrap, metals, metal drosses, steel, iron, old lead pipe, old bathroom fixtures, old rubber, old rubber articles, paper or other like commodities, and except furniture, clothes, shoes and stoves intended to be resold for use as such	\$900.00	\$900.00	\$900.00	\$900.00	\$900.00
License fee for every person not taxable under Section 26-963(a), but engaged in the business of purchasing any of the articles listed in Section 26-963(a)	\$900.00	\$900.00	\$900.00	\$900.00	\$900.00
License fee for every massage practitioner	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
License fee for every person engaged in the business of buying, acquiring or selling secondhand manufactured articles composed wholly or in part of gold, silver, platinum or other precious metals of any kind or description whatsoever; of removing the gold, silver, platinum or other precious metals of any kind or description whatsoever from the secondhand manufactured articles; or of buying, acquiring or selling the gold, silver, platinum or other precious metals of any kind or description whatsoever removed from the secondhand manufactured articles	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00
License fee for any person holding a valid license issued by the City to engage in business as a retail merchant, in addition to the license fee paid to operate as a retail merchant	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00
License fee for any person holding a valid license issued by the City to engage in business as a pawnbroker or to operate a pawnshop, in addition to the license fee paid to operate as a pawnbroker or to operate a pawnshop, to engage in the business of buying, acquiring or selling secondhand manufactured articles composed wholly or in part of gold, silver, platinum or other precious metals of any kind or description whatsoever; of removing the gold, silver, platinum or other precious metals of any kind or description whatsoever from the secondhand manufactured articles; or of buying, acquiring or selling the gold, silver, platinum or other precious metals of any kind or description whatsoever removed from the secondhand manufactured articles	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00
License fee for every person engaged in the business of a retail merchant	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for every person engaged in the business of a retail consignment merchant	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for every person engaged in the business of retail vending	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for every person who engages in the business of a direct seller and whose total sales exceed \$5,000.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for every person engaged in the business of a wholesale merchant	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for every person engaged in the business of packaging and sale of sterile medical supplies at wholesale	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for every person engaged in the business of a wholesale consignment merchant	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00



Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
License fee for every person engaged in the business of the manufacture of electric turbines who sells at a definite place or store, other than the place of manufacture, to institutional, commercial or industrial users	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
Annual registration fee for automobile weighing 4,000 pounds or less	\$33.00	\$33.00	\$40.74	\$40.74	\$40.74
Annual registration fee for automobile weighing in excess of 4,000 pounds	\$38.00	\$38.00	\$45.74	\$45.74	\$45.74
License fee for motorcycle	\$18.00	\$18.00	\$28.74	\$28.74	\$28.74
Gross Weight Groups (pounds)	Tax Per 1,000 Pounds of Gross Weight	Tax Per 1,000 Pounds of Gross Weight	Tax Per 1,000 Pounds of Gross Weight	Tax Per 1,000 Pounds of Gross Weight	Tax Per 1,000 Pounds of Gross Weight
· 10,000 and less	\$2.40	\$2.40	\$2.40	\$2.40	\$2.40
· 10,001-11,000	\$2.60	\$2.60	\$2.60	\$2.60	\$2.60
· 11,001-12,000	\$2.80	\$2.80	\$2.80	\$2.80	\$2.80
· 12,001-13,000	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00
· 13,001-14,000	\$3.20	\$3.20	\$3.20	\$3.20	\$3.20
· 14,001-15,000	\$3.40	\$3.40	\$3.40	\$3.40	\$3.40
· 15,001-16,000	\$3.60	\$3.60	\$3.60	\$3.60	\$3.60
· 16,001-17,000	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00
· 17,001-18,000	\$4.40	\$4.40	\$4.40	\$4.40	\$4.40
· 18,001-19,000	\$4.80	\$4.80	\$4.80	\$4.80	\$4.80
· 19,001-20,000	\$5.20	\$5.20	\$5.20	\$5.20	\$5.20
· 20,001-21,000	\$5.60	\$5.60	\$5.60	\$5.60	\$5.60
· 21,001-22,000	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00
· 22,001-23,000	\$6.40	\$6.40	\$6.40	\$6.40	\$6.40
· 23,001-24,000	\$6.80	\$6.80	\$6.80	\$6.80	\$6.80
· 24,001-25,000	\$6.90	\$6.90	\$6.90	\$6.90	\$6.90
· 25,001-26,000	\$6.95	\$6.95	\$6.95	\$6.95	\$6.95
· 26,001-27,000	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00
· 27,001-28,000	\$7.05	\$7.05	\$7.05	\$7.05	\$7.05
· 28,001-29,000	\$7.10	\$7.10	\$7.10	\$7.10	\$7.10
· 29,001-35,000	\$7.20	\$7.20	\$7.20	\$7.20	\$7.20
· 35,001 and up (flat rate)	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00
License fee for tractor-truck	\$250.00 maximum	\$250.00 maximum	\$250.00 maximum	\$250.00 maximum	\$250.00 maximum
License fee on account of trailer or semitrailer	\$24.00	\$24.00	\$24.00	\$24.00	\$24.00
License fee for every motor vehicle dealer engaged in the business of selling or offering for sale used motor vehicles taken in trade in the sale of new vehicles at a place of business other than the place of business where new motor vehicles are sold or offered for sale	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
License fee for every motor vehicle dealer engaged in the business of selling or offering for sale used or secondhand motor vehicles to others at retail only and not for resale, exclusively, and who does not engage in the business of selling or offering for sale new motor vehicles	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00
License fee for every motor vehicle dealer engaged in the business of selling or offering for sale new and used motor vehicles at the same place of business, whether taken in trade or purchased for resale	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for a vendor, as defined in Section 6-453, in addition to the license taxes, for each and every additional specific location assigned to such vendor	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00
License fee for every person engaged in one or more personal service businesses	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for every person engaged in the business of developing, printing or otherwise finishing pictures, films or negatives for others for resale only	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for every person engaged in the business of developing, printing or otherwise finishing pictures, films or negatives for sale to others or for use for others only	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for every person engaged in a professional service and having an office or place of business in the City	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for every person engaged in the business of operating a first and second mortgage company or mortgage banking company having an office or place of business in the City	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for every person engaged in the business of operating a place for receiving or delivering articles to be laundered, cleaned, pressed, repaired or serviced elsewhere	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for every person engaged in the business of operating a restaurant	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for every person engaged in the business of furnishing, leasing, renting, erecting or removing any or all kinds of equipment used as scaffolding or its accessories	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
License fee for every person engaged in the business or profession of teaching music, photography, ceramics, dancing, bridge, cooking, language, mathematics, history or any other academic or technical subject, sewing, stenography, typewriting, steno typing, secretarial work, sales or expression, or conducting an academic or business or professional or technical school or a nursery school or kindergarten, or teaching persons to operate motor vehicles	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for every slot machine operator	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for every person, other than a national bank or bank or trust company organized under the laws of the state or a duly licensed and practicing attorney at law, who engages in the business of dealing in investment securities or of buying or selling for others, on commission or for other compensation, shares in any company or corporation, bonds, notes or other evidences of debt	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for every person engaged within the City in the business of acting as an investment adviser for any investment company registered under the Investment Company Act of 1940	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for every person engaged within the City in the business of acting as a principal underwriter for an investment company registered under the Investment Company Act of 1940	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for every person engaged in the business of accepting orders or contracts, on a cost-plus basis or otherwise, for cutting or setting building stone, tombstones, monuments or other like work	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for every person engaged in the business of operating a warehouse or place for the storage of merchandise, tobacco, furniture or other goods, wares or materials; or a cold storage warehouse; or engaged in the business of icing or precooling, for each warehouse or place of storage or place where the person engages in the business of icing or precooling	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for every person, other than attorneys at law duly licensed by the City, engaged in the business of operating or conducting a title plant or filing system for the purpose of aiding in the examination of titles to real estate from which revenue, other than title insurance premiums, is directly or indirectly received from others	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for every person operating a private house where bedrooms are furnished to tourists for compensation	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
License fee if meals are furnished by such a person to persons other than those to whom bedrooms are also furnished for compensation or if meals are furnished to those who are furnished bedrooms and an additional charge is made for such meals, in addition to the above	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for every person operating a private house where meals are furnished for compensation to casual visitors or to more than three regular table boarders other than members of the family of the operator of the house and where there are not more than three bedrooms also furnished for compensation to persons other than tourists and other than members of the family of the operator of the house	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for every person operating a private house where bedrooms are furnished to persons other than tourists and other than members of the family of the operator of the house for compensation	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee if meals are furnished by such a person to persons other than those to whom bedrooms are also furnished for compensation or if meals are furnished to those who are furnished bedrooms and an additional charge is made for such meals, in addition to the above license tax	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
License fee for every person engaged in the baggage, express, freight, parcel delivery or transfer business using horse-drawn or other vehicles	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
Administration fee for Set Off Debt program for the Department of Taxation where the City intercepts tax refunds and lottery winning. We collect this fee first before we credit the taxes	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00
Pass-through fee for Vehicle Registration Withholding fees collected from the taxpayers and forwarded to the State Division of Motor Vehicles	\$20.00	\$20.00	\$25.00	\$25.00	\$25.00
<b>Juvenile and Domestic Relations Court</b>					
Fines & forfeitures*	as ordered by Judge	as ordered by Judge	as ordered by Judge	as ordered by Judge	as ordered by Judge
Local sheriff's fees**	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00
Courthouse Maintenance fees***	no charge	no charge	no charge	no charge	no charge
Jail Admission Fees****	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00
*Note: Monetary penalty for violation of a local ordinance **Note: Service of process fees ***Note: Fee assessed as part of fixed fees in misdemeanor and traffic cases and used by the local governing body for the construction, maintenance of the courthouse, jail and or other court-related facility.					

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
****Note: This add on fee is assessed as part of costs in felony, misdemeanor and traffic cases where a defendant is admitted to a county, city, or regional jail following conviction. Paid to the local treasurer					
****Note: This add on fee is assessed as part of costs in felony, misdemeanor and traffic cases where a defendant is admitted to a county, city, or regional jail following conviction. Paid to the local treasurer					
Local Interest	6% interest accrued on the unpaid balance of fines and costs imposed in a criminal case or traffic infraction	6% interest accrued on the unpaid balance of fines and costs imposed in a criminal case or traffic infraction	6% interest accrued on the unpaid balance of fines and costs imposed in a criminal case or traffic infraction	6% interest accrued on the unpaid balance of fines and costs imposed in a criminal case or traffic infraction	6% interest accrued on the unpaid balance of fines and costs imposed in a criminal case or traffic infraction
Police Academy Training Fee*	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
Courthouse Security fund**	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00
*Note: Any and all funds from such local fee shall support the local academy. Taxed against and collected from defendant upon conviction or upon statutorily authorized complied with law or deferred disposition					
**Note: Fee assessed as part of costs in felony, misdemeanor, and traffic cases used by the local governing body for the sheriff's office for the funding of courthouse security personnel.					

General Registrar					
FOIA Request Fee	\$0.16 per page plus any staff time over 15 minutes	\$0.16 per page plus any staff time over 15 minutes	\$0.16 per page plus any staff time over 15 minutes	\$0.16 per page plus any staff time over 15 minutes	\$0.16 per page plus any staff time over 15 minutes
Copying Cost	\$0.16 per page plus any staff time over 15 minutes	\$0.16 per page plus any staff time over 15 minutes	\$0.16 per page plus any staff time over 15 minutes	\$0.16 per page plus any staff time over 15 minutes	\$0.16 per page plus any staff time over 15 minutes
Fee for reproducing the poster sized election district maps	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00

Press Secretary					
FOIA Request Fee	varies	varies	varies	varies	varies

Richmond General District Court					
Civil Division					
Filing Fees*					
Warrant in Debt (original plus 1 service copy per def)*	\$58.00	\$58.00	\$58.00	\$58.00	\$58.00
Unlawful Detainer	\$58.00	\$58.00	\$58.00	\$58.00	\$58.00
Warrant in Detinue	\$58.00	\$58.00	\$58.00	\$58.00	\$58.00
Garnishments (original plus 5 service copies w/attachments)	\$94.00	\$94.00	\$94.00	\$94.00	\$94.00
Interrogatory (original plus 2 copies)	\$70.00	\$70.00	\$70.00	\$70.00	\$70.00
*Note: For more specific instructions, and for information on each individual court, you may visit <a href="http://www.courts.state.va.us">www.courts.state.va.us</a> . Under the Online Services - select Fees for General District Courts.					

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
From each process above	\$4 Law Library fee, \$2 Courthouse Maintenance Fee, \$12 sheriff fee for each service on warrants, \$48 sheriff fee each garnishment issued and \$24 for each interrogatory issued	\$4 Law Library fee, \$2 Courthouse Maintenance Fee, \$12 sheriff fee for each service on warrants, \$48 sheriff fee each garnishment issued and \$24 for each interrogatory issued	\$4 Law Library fee, \$2 Courthouse Maintenance Fee, \$12 sheriff fee for each service on warrants, \$48 sheriff fee each garnishment issued and \$24 for each interrogatory issued	\$4 Law Library fee, \$2 Courthouse Maintenance Fee, \$12 sheriff fee for each service on warrants, \$48 sheriff fee each garnishment issued and \$24 for each interrogatory issued	\$4 Law Library fee, \$2 Courthouse Maintenance Fee, \$12 sheriff fee for each service on warrants, \$48 sheriff fee each garnishment issued and \$24 for each interrogatory issued
Show Cause	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00
Writ of Possession (Eviction)	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00
Writ of Fife	\$25.00 w/levy, \$12.00 no levy	\$25.00 w/levy, \$12.00 no levy	\$25.00 w/levy, \$12.00 no levy	\$25.00 w/levy, \$12.00 no levy	\$25.00 w/levy, \$12.00 no levy
Writ of Possession in Detinue	\$25.00 per writ	\$25.00 per writ	\$25.00 per writ	\$25.00 per writ	\$25.00 per writ
Subpoenas	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00
Motions (pull file)	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00
Motion To Satisfy Jp	\$58.00	\$58.00	\$58.00	\$58.00	\$58.00
Mechanics Lien	\$70.00	\$70.00	\$70.00	\$70.00	\$70.00
Tenant's Assertion	\$58.00	\$58.00	\$58.00	\$58.00	\$58.00
SOC (2 affidavits per def)	\$28.00 (made payable to the SOC)	\$28.00 (made payable to the SOC)	\$28.00 (made payable to the SOC)	\$28.00 (made payable to the SOC)	\$28.00 (made payable to the SOC)
DMV(original plus 2 per def)	\$28.00 (made payable to the DMV)	\$28.00 (made payable to the DMV)	\$28.00 (made payable to the DMV)	\$28.00 (made payable to the DMV)	\$28.00 (made payable to the DMV)
SCC (original plus 2 per def)	\$30.00 (made payable to the SCC)	\$30.00 (made payable to the SCC)	\$30.00 (made payable to the SCC)	\$30.00 (made payable to the SCC)	\$30.00 (made payable to the SCC)
Abstracts	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50
Exemplified Copies/Triple Seals	\$3.00 (for the 1st 6 pages), \$0.50 (for each additional page)	\$3.00 (for the 1st 6 pages), \$0.50 (for each additional page)	\$3.00 (for the 1st 6 pages), \$0.50 (for each additional page)	\$3.00 (for the 1st 6 pages), \$0.50 (for each additional page)	\$3.00 (for the 1st 6 pages), \$0.50 (for each additional page)
<b>John Marshall Criminal/Traffic Division</b>					
Fines and Forfeitures	Ordered by the Court	ordered by the court	ordered by the court	ordered by the court	ordered by the court

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
Court costs on infractions*	\$57.00	\$57.00	\$57.00	\$57.00	\$57.00
*Note: It includes Police Training Academy Fee and Courthouse Security Fee					
Drug fees & DUI	Set fees for drug charges \$157.00 but DUI charges may vary, \$157.00 does not include attorney fees	Set fees for drug charges \$157.00 but DUI charges may vary, \$157.00 does not include attorney fees	Set fees for drug charges \$157.00 but DUI charges may vary, \$157.00 does not include attorney fees	Set fees for drug charges \$157.00 but DUI charges may vary, \$157.00 does not include attorney fees	Set fees for drug charges \$157.00 but DUI charges may vary, \$157.00 does not include attorney fees
Court Costs on misdemeanor convictions*	\$82.00	\$82.00	\$82.00	\$82.00	\$82.00
Jail admission fee	\$25.00 per admission	\$25.00 per admission	\$25.00 per admission	\$25.00 per admission	\$25.00 per admission
Local Fines & Forfeitures	varies	varies	varies	varies	varies
Local Interest	varies	varies	varies	varies	varies
Toll Facility Interest	varies	varies	varies	varies	varies
Toll Facility Penalty	varies	varies	varies	varies	varies
Court appointed attorney local charges	varies	varies	varies	varies	varies
Courthouse Maintenance Fee	assessed on each conviction	assessed on each conviction	assessed on each conviction	assessed on each conviction	assessed on each conviction
Police Training Academy Fee	\$1.00 per conviction	\$1.00 per conviction	\$1.00 per conviction	\$1.00 per conviction	\$1.00 per conviction
Courthouse Security Fee	\$5.00 per conviction	\$5.00 per conviction	\$5.00 per conviction	\$5.00 per conviction	\$5.00 per conviction
E-summons Fee	—	—	—	\$5.00	\$5.00
*Note: It includes Police Training Academy Fee and Courthouse Security Fee					
<b>Marsh Criminal / Traffic Division at Manchester</b>					
Fines and Forfeitures	Ordered by the Court	ordered by the court	ordered by the court	ordered by the court	ordered by the court
Court costs on infractions*	\$57.00	\$57.00	\$57.00	\$57.00	\$57.00
E-summons Fee	—	—	—	\$5.00	\$5.00
Drug fees & DUI	Set fees for drug charges \$157.00 but DUI charges may vary, \$157.00 does not include attorney fees	Set fees for drug charges \$157.00 but DUI charges may vary, \$157.00 does not include attorney fees	Set fees for drug charges \$157.00 but DUI charges may vary, \$157.00 does not include attorney fees	Set fees for drug charges \$157.00 but DUI charges may vary, \$157.00 does not include attorney fees	Set fees for drug charges \$157.00 but DUI charges may vary, \$157.00 does not include attorney fees
Court Costs on misdemeanor convictions*	\$82.00	\$82.00	\$82.00	\$82.00	\$82.00
Jail admission fee	\$25.00 per admission	\$25.00 per admission	\$25.00 per admission	\$25.00 per admission	\$25.00 per admission
Local Fines & Forfeitures	varies	varies	varies	varies	varies
Local Interest	varies	varies	varies	varies	varies

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
Court appointed attorney local charges	varies	varies	varies	varies	varies
Courthouse Maintenance Fee	assessed on each conviction	assessed on each conviction	assessed on each conviction	assessed on each conviction	assessed on each conviction
*Note: It includes Police Training Academy Fee and Courthouse Security Fee					
Police Training Academy Fee	\$1.00 per conviction	\$1.00 per conviction	\$1.00 per conviction	\$1.00 per conviction	\$1.00 per conviction
Courthouse Security Fee	\$5.00 per conviction	\$5.00 per conviction	\$5.00 per conviction	\$5.00 per conviction	\$5.00 per conviction

### Richmond Circuit Court

Note: Detailed Fees are listed on <https://sharepoint.richmondgov.com/circuitcourt/default.aspx>

### Public Health

Food Establishment Permit Applications i.e. restaurants, mobile units, temp events etc.	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00
Food Establishment Plan Review Applications	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00
Hotel & Motel Renewal Fee	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00
Hotel & Motel Plan Review Applications	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00
ServSafe Food Managers Certification Class	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00
EH FOIA Response Fee	\$3.75 per 15 min of time spent collecting and researching & \$0.03 cents per copy if hard copies are made of any document	\$3.75 per 15 min of time spent collecting and researching & \$0.03 cents per copy if hard copies are made of any document	\$3.75 per 15 min of time spent collecting and researching & \$0.03 cents per copy if hard copies are made of any document	\$3.75 per 15 min of time spent collecting and researching & \$0.03 cents per copy if hard copies are made of any document	\$3.75 per 15 min of time spent collecting and researching & \$0.03 cents per copy if hard copies are made of any document
Death Certificate	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00
Certificate Affidavit Correction	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00
Medical Record	1 <sup>st</sup> copy free, then \$0.03 p/ page, Admin Fee \$3.75 p/ 15 minutes	1 <sup>st</sup> copy free, then \$0.03 p/ page, Admin Fee \$3.75 p/ 15 minutes	1 <sup>st</sup> copy free, then \$0.03 p/ page, Admin Fee \$3.75 p/ 15 minutes	1 <sup>st</sup> copy free, then \$0.03 p/ page, Admin Fee \$3.75 p/ 15 minutes	1 <sup>st</sup> copy free, then \$0.03 p/ page, Admin Fee \$3.75 p/ 15 minutes

### Public Library

Lost Card Replacement	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
Lost/damaged Materials Fee	Cost of the item + \$5 processing fee per item	Cost of the item + \$5 processing fee per item	Cost of the item + \$5 processing fee per item	Cost of the item + \$5 processing fee per item	Cost of the item + \$5 processing fee per item
Collection Agency Fee	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00
Photocopies	\$.15/page	\$.15/page	\$.15/page	\$.15/page	\$.15/page



Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
Microfilm Copies	\$.25/page	\$.25/page	\$.25/page	\$.25/page	\$.25/page
PC Printing-Black and White	\$.15/page	\$.15/page	\$.15/page	\$.15/page	\$.15/page
PC Printing-Color	\$.50/page	\$.50/page	\$.50/page	\$.50/page	\$.50/page
Returned Check Fee	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00
Fax- In Area	\$.50/page	\$.50/page	\$.50/page	\$.50/page	\$.50/page
Fax- Out of Area	\$1.00/page	\$1.00/page	\$1.00/page	\$1.00/page	\$1.00/page
<b>Type of Material</b>	<b>Overdue Fine (per item)</b>	<b>Maximum Overdue Fine (per item)</b>	<b>Maximum Overdue Fine (per item)</b>	<b>Maximum Overdue Fine (per item)</b>	<b>Maximum Overdue Fine (per item)</b>
· Books	\$.10 /day	\$5.00	\$5.00	\$5.00	\$5.00
· CDs: Music &Audio Books	\$.10 /day	\$5.00	\$5.00	\$5.00	\$5.00
· DVD's	\$.10 /day	\$5.00	\$5.00	\$5.00	\$5.00

<b>Public Utilities</b>					
Natural Gas Fees					
Service disconnection & reconnection charges for nonpayment of bills for gas or water or both or wastewater service and other City fees before such service is restored:					
· For gas service	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00
· For water service	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00
· For both gas and water service	\$70.00	\$70.00	\$70.00	\$70.00	\$70.00
Service restoration charges for nonpayment of bills for gas or water or both or wastewater service and other City fees when the gas or water meter has or both have been removed from service lines before such service may be restored:					
· For gas service	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00
· For water service	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00
· For both gas and water service	\$70.00	\$70.00	\$70.00	\$70.00	\$70.00
Fee to avoid gas or water service disconnection or meter removal by a service technician, for each service scheduled for disconnection for the acceptance of the late payment	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00
Charge for any additional requested gas or water meter reading during a 12-month period over one additional reading of the customer's gas meter and one additional reading of the customer's water meter	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00
Fees for specialized or customized billing formats and reports and with energy and consumption management services prepared by the Department of Utilities, plus cost for materials:					
For monthly reporting and bill management services, per hour	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00
For programming and other technical services, per hour	\$90.00	\$90.00	\$90.00	\$90.00	\$90.00
For data entry, account analysis and report development services, per hour	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00
Gas service establishment charges:					

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
Service establishment charge for each time such owner, occupant or consumer may have gas service established at a location	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00
Charge for same-day service to connect or reconnect gas service at a location, in addition to any other charges	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00
Fee for lighting a gas heating unit pilot	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00
Fee for the Department of Utilities to inspect the customer's gas appliances, fixtures and piping and performing requested minor adjustments and repairs on the equipment if so requested by the customer, per hour for labor, plus costs for materials	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00
Minimum fee	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00
Monthly rates for gas under <b>Schedule RS:</b>					
Customer charge (readiness to serve), per month	\$12.17	\$12.54	12.98	\$13.40	\$13.87
Distribution Charge:					
· First 50,000 cubic feet per month per Mcf (1,000 cubic feet)	\$5.17	\$5.33	\$5.52	\$5.69	\$5.90
· For all additional cubic feet per month, per Mcf	\$5.17	\$5.33	\$5.52	\$5.69	\$5.90
· Purchased gas cost (per 1,000 cubic feet)	Set By Director	Set By Director	Set By Director	Set By Director	Set By Director
· Monthly minimum customer charge for gas under <b>Schedule RS:</b>	\$12.17	\$12.54	\$12.98	\$13.40	\$13.87
· Charge for restoration of service after a customer who uses gas in accordance with Schedule RS for space heating, exclusively, discontinues such use	\$35.00	\$35.00	\$35	\$35.00	\$35.00
Monthly rates for gas under the Schedule for Residential Gas Peaking Service:					
· Customer charge (readiness to serve), per month	\$12.17	\$12.54	\$12.98	\$13.40	\$13.87
System Charge:					
· First 50,000 cubic feet per month per Mcf (1,000 cubic feet)	\$5.17	\$5.33	\$5.52	\$5.69	\$5.90
· For all additional cubic feet per month, per Mcf	\$5.17	\$5.33	\$5.52	\$5.69	\$5.90
· Gas commodity charge (per 1,000 cubic feet)	Set By Director	Set By Director	Set By Director	Set By Director	Set By Director
Monthly rates for gas under the <b>Schedule GS</b> for Small Commercial Gas Sales ( <b>GASC</b> ):					
· Customer charge (readiness to serve), per month	\$14.38	\$14.81	\$15.33	\$15.82	\$16.38
Distribution Charge:					
· First 50,000 cubic feet per month per Mcf (1,000 cubic feet)	\$4.68	\$4.82	\$4.99	\$5.15	\$5.33
· For all additional cubic feet per month, per Mcf	\$4.68	\$4.82	\$4.99	\$5.15	\$5.33

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
Gas commodity charge (per 1,000 cubic feet)	Set By Director	Set By Director	Set By Director	Set By Director	Set By Director
Charge for restoration of service after a customer who uses gas in accordance with Schedule <b>GASC</b> for space heating, exclusively, discontinues such use	\$35.00	\$35.00	\$35	\$35.00	\$35.00
Gas rates and charges each month for transportation service under <b>Schedule TS</b> . These amounts do not include the cost of gas received at the receipt point for the customer:					
Customer Charge, per month	\$665.00	\$684.95	\$708.92	\$731.95	\$757.58
Distribution Charge:					
For the amount taken up to 1,500 Mcf, per Mcf	\$1.68	\$1.73	\$1.79	\$1.84	\$1.91
For amounts taken from 1,501 mcf to 11,500 Mcf, per Mcf	\$0.87	\$0.90	\$0.93	\$0.96	\$0.99
For the amount taken over 11,500 Mcf, per Mcf	\$0.62	\$0.64	\$0.66	\$0.68	\$0.70
Charge for daily imbalances in excess of ten percent, per Mcf	\$0.50	\$0.52	\$0.54	\$0.56	\$0.58
Gas rates and charges for transportation service under <b>Schedule TS2</b> . These amounts do not include the cost of gas received at the receipt point for the customer:					
Customer Charge, per month	\$665.00	\$684.95	\$708.92	\$731.95	\$757.58
Distribution Charge, per Mcf	\$0.59	\$0.61	\$0.63	\$0.65	\$0.67
Charge for daily imbalances in excess of ten percent, per Mcf	\$0.50	\$0.52	\$0.54	\$0.56	\$0.58
Minimum monthly charge for gas under Schedule for small commercial gas sales ( <b>GASC</b> ), per month	\$14.38	\$14.38	\$14.38	\$14.38	\$16.38
Monthly rates for gas under the <b>Schedule CIS</b>					
1) Customer charge (readiness to serve), per month	\$125.00	\$125.00	\$125.00	\$125.00	\$142.41
2) Demand charge (per month), per 1,000 cubic fee (Mcf)	\$12.33	\$12.33	\$12.33	\$12.33	\$14.04
3) Distribution Charge:					
per Mcf (1,000 cubic feet)	\$2.77	\$2.77	\$2.77	\$2.77	\$3.15
4) Purchased gas cost (per 1,000 cubic feet)	Set By Director	Set By Director	Set By Director	Set By Director	Set By Director
Monthly distribution charge for natural gas under <b>Schedule MGS</b> , per 1,000 cubic feet (Mcf)	\$4.34	\$4.47	\$4.63	\$4.77	\$4.95
Purchased gas cost under schedule MGS, per 1000 cubic feet	Set By Director	Set By Director	Set By Director	Set By Director	Set By Director
Monthly gas commodity charge under <b>Schedule FS</b> , which shall not be less than the cost of gas purchased by the department for sale to customers receiving this service, per Mcf	\$0.10	\$0.10	\$0.10	\$0.10	\$0.10
Minimum monthly charge for gas under <b>Schedule FS</b> :					

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
Minimum monthly bill for gas for customers having gas facilities with a consuming capacity of 3,000,000 Btu per hour or more and not having installed no. 6 oil alternate fuel capability	\$418.00	\$418.00	\$418.00	\$418.00	\$476.19
Minimum monthly bill for gas for customers having gas facilities with a consuming capacity of 3,000,000 Btu per hour and having installed no. 6 oil alternate fuel capability	\$906.00	\$906.00	\$906.00	\$906.00	\$1,032.13
Rate for all gas taken by a customer under Schedule FS on any day during a period of interruption without the express permission of the Director and all gas taken by a customer on any day during a curtailment period in excess of the volume of gas authorized by the Director, in addition to all other charges payable under this rate schedule, per Mcf	\$27.50	\$27.50	\$27.50	\$27.50	\$27.50
Monthly distribution charge for gas for unmetered gaslight service under <b>Schedule GL</b> , per 1,000 cubic feet	\$4.74	\$4.74	\$4.74	\$4.74	\$5.40
Purchased gas cost, for gas for unmetered gaslight service under <b>Schedule GL</b> , per 1,000 cubic feet	Set By Director	Set By Director	Set By Director	Set By Director	Set By Director
Minimum charge for gas for unmetered gaslight service under <b>Schedule GL</b> , per month for each gaslight	\$12.68	\$12.68	\$12.68	\$12.68	\$14.45
Monthly rate for gas air conditioning service under Schedule AC, April through October, which shall be the weighted average commodity cost of gas plus, per Mcf (1,000 cubic feet)	\$0.10	\$0.10	\$0.10	\$0.10	\$0.10
<b>Monthly rates and charges for large volume gas sales service under <b>Schedule LVS</b></b>					
1) Customer charge, per month	\$605.00	\$623.15	644.96	\$665.92	\$689.23
2) Demand charge, per Mcf of billing demand	\$12.33	\$12.70	13.14	\$13.56	\$14.04
3) Distribution charge:					
a) For the amount taken up to 1,500 Mcf, per Mcf	\$1.68	\$1.73	1.79	\$1.84	\$1.91
b) For amounts taken from 1,501 mcf to 11,500 Mcf, per Mcf	\$0.87	\$0.90	0.93	\$0.96	\$0.99
c) For the amount taken over 11,500 Mcf, per Mcf	\$0.62	\$0.64	0.66	\$0.68	\$0.70
Purchased gas cost, for large volume of gas sales service under <b>Schedule LVS</b> , determined per month. Purchase gas cost charge (weighted average commodity cost of gas (WACCOG)), includes all commodity charges, surcharges, tracking adjustments, and other non-fixed charges of pipelines and gas supplies incurred by the City. The charge also includes gas bought by the City at a fixed cost to serve a customer or group of customers approved by the Director. Any agreement to fix such costs shall be specified in the service agreement (addendum)					

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
Monthly rates and charges for large volume, high load factor, gas sales services under <b>Schedule LVS-2</b> :					
1) Customer charge, per month	\$605.00	\$623.15	644.96	\$665.92	\$689.23
2) Demand charge, per Mcf of billing demand	\$12.33	\$12.70	\$13.14	\$13.56	\$14.04
3) Distribution charge: all gas, per Mcf	\$0.59	\$0.61	\$0.63	\$0.65	\$0.67
Purchased gas cost, for high load factor gas sales service under <b>Schedule LVS-2</b> , per month. Purchase gas cost charge (weighted average commodity cost of gas (WACCOG)), includes all commodity charges, surcharges, tracking adjustments and other non-fixed charges of pipelines and gas supplies incurred by the City. The charge also includes gas bought by the City at a fixed cost to serve a customer or group of customers approved by the Director. Any agreement to fix such costs shall be specified in the service agreement (addendum)					
Monthly distribution charge for natural gas vehicle gas service, per 1,000 cubic feet (Mcf)	\$1.64	\$1.69	\$1.75	\$1.81	\$1.87
Purchased gas cost for natural gas vehicle gas service per 1,000 cubic feet	Set By Director	Set By Director	Set By Director	Set By Director	Set By Director
Plus, for the 100 percent load factor demand charge as shown in Section 28-202 for large volume gas service	\$0.34	\$0.34	\$0.34	\$0.34	\$0.34
Energy and resource efficiency review (per hour)		\$75.00	\$75.00	\$75.00	\$75.00
Relocation of existing gas service meter		\$250.00	\$250.00	\$250.00	\$250.00
Charge for installing Gas Lights:					
Metered in pavement		\$3,330.00	\$3,603.00	\$3,603.00	\$4,027.14
Unmetered in pavement		\$2,400.00	\$3,494.00	\$3,494.00	\$3,878.41
Metered in grass			\$2,660.00	\$2,660.00	\$2,905.86
Unmetered in grass			\$2,550.00	\$2,550.00	\$2,757.12
<b>Water</b>					
Water service establishment charge	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00
Fee if the customer requests same-day service to connect or reconnect water service at a location, in addition to any other charges assessed pursuant to this section or otherwise by chapter 28	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00
Monthly water service charges (readiness to serve) which shall be paid by consumers for the use of the following sizes of meters, for each meter, in addition to the charges for the quantity of water that passes through the meters:					
Meter size (inches):					
5/8	\$12.99	\$13.77	\$14.56	\$14.56	\$15.14
¾	\$17.62	\$18.68	\$19.75	\$20.68	\$21.51
1	\$26.88	\$28.49	\$30.13	\$32.91	\$34.23
1½	\$50.00	\$53.00	\$56.05	\$63.48	\$66.02
2	\$77.76	\$82.43	\$87.17	\$100.17	\$104.18
3	\$151.79	\$160.90	\$170.15	\$198.01	\$205.93
4	\$235.06	\$249.16	\$263.49	\$308.08	\$320.40

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
6	\$466.38	\$494.36	\$522.79	\$613.83	\$638.38
8	\$743.96	\$788.60	\$833.94	\$980.73	\$1,019.96
10	\$1,067.81	\$1,131.88	\$1,196.96	\$1,408.78	\$1,465.13
Monthly charges for the quantity of water that passes through the meters for single family residential water service, per 100 cubic feet (Ccf):					
Tier 1 (0 - 4 Ccf)		\$4.04	\$4.04	\$2.58	\$2.68
Tier 2 (> 4 Ccf)		\$4.04	\$4.04	\$5.11	\$5.31
Monthly charges for the quantity of water that passes through the meters for multi-family residential water service, per 100 cubic feet (Ccf):					
Quantity (Ccf):					
1-100	\$3.60	\$3.82	\$4.04	\$4.31	\$4.48
101-2,000	\$3.60	\$3.82	\$4.04	\$4.31	\$4.48
Over 2,000	\$3.60	\$3.82	\$4.04	\$4.31	\$4.48
Monthly water service charges (readiness to serve) which shall be paid by consumers for the use of the following sizes of meters, for each meter, in addition to the charges for the quantity of water that passes through the meters:					
Meter size (inches):					
5/8	\$12.99	\$13.77	\$14.56	\$14.56	\$15.14
¾	\$17.62	\$18.68	\$19.75	\$20.68	\$21.51
1	\$26.88	\$28.49	\$30.13	\$32.91	\$34.23
1½	\$50.00	\$53.00	\$56.05	\$63.48	\$66.02
2	\$77.76	\$82.43	\$87.17	\$100.17	\$104.18
3	\$151.79	\$160.90	\$170.15	\$198.01	\$205.93
4	\$235.06	\$249.16	\$263.49	\$308.08	\$320.40
6	\$466.38	\$494.36	\$522.79	\$613.83	\$638.38
8	\$743.96	\$788.60	\$833.94	\$980.73	\$1,019.96
10	\$1,067.81	\$1,131.88	\$1,196.96	\$1,408.78	\$1,465.13
12	\$2,850.24	\$3,021.25	\$3,194.97	\$3,231.91	\$3,361.19
Monthly water volume charges for commercial class, per 100 cubic feet (Ccf) of the quantity of water that passes through the meters:					
Quantity (Ccf):					
1-100	\$3.60	\$3.82	\$4.04	\$4.31	\$4.48
101-2,000	\$3.60	\$3.82	\$4.04	\$4.31	\$4.48
Over 2,000	\$3.60	\$3.82	\$4.04	\$4.31	\$4.48
Service charges per month when water is supplied for fire protection which is metered:					
Meter size (inches):					
5/8	\$6.51	\$6.90	\$7.30	\$7.54	\$7.84
¾	\$6.51	\$6.90	\$7.30	\$7.54	\$7.84
1	\$6.51	\$6.90	\$7.30	\$7.54	\$7.84
1½	\$6.51	\$6.90	\$7.30	\$7.54	\$7.84
2	\$10.41	\$11.03	\$11.66	\$12.04	\$12.52
3	\$20.81	\$22.06	\$23.33	\$24.09	\$25.05
4	\$32.51	\$34.46	\$36.44	\$37.62	\$39.13

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
6	\$65.01	\$68.91	\$72.87	\$75.24	\$78.25
8	\$104.02	\$110.26	\$116.60	\$120.39	\$125.21
10	\$149.52	\$158.49	\$167.60	\$173.05	\$179.97
12	\$280.85	\$297.70	\$314.82	\$325.05	\$338.05
Monthly water service charges (readiness to serve) which shall be paid by consumers for the use of the following sizes of meters, for each meter, in addition to the charges for the quantity of water that passes through the meters:					
Meter size (inches):					
5/8	\$12.99	\$13.77	\$14.56	\$14.56	\$15.14
¾	\$17.62	\$18.68	\$19.75	\$20.68	\$21.51
1	\$26.88	\$28.49	\$30.13	\$32.91	\$34.23
1½	\$50.00	\$53.00	\$56.05	\$63.48	\$66.02
2	\$77.76	\$82.43	\$87.17	\$100.17	\$104.18
3	\$151.79	\$160.90	\$170.15	\$198.01	\$205.93
4	\$235.06	\$249.16	\$263.49	\$308.08	\$320.40
6	\$466.38	\$494.36	\$522.79	\$613.83	\$638.38
8	\$743.96	\$788.60	\$833.94	\$980.73	\$1,019.96
10	\$1,067.81	\$1,131.88	\$1,196.96	\$1,408.78	\$1,465.13
Monthly water volume charges for industrial class, per 100 cubic feet (Ccf) of the quantity of water that passes through the meters:					
Quantity (Ccf):					
1-100	\$3.60	\$3.82	\$4.04	\$4.31	\$4.48
101-2,000	\$3.60	\$3.82	\$4.04	\$4.31	\$4.48
Over 2,000	\$3.60	\$3.82	\$4.04	\$4.31	\$4.48
Monthly water service charges (readiness to serve) which shall be paid by consumers for the use of the following sizes of meters, for each meter, in addition to the charges for the quantity of water that passes through the meters:					
Meter size (inches):					
5/8	\$12.99	\$13.77	\$14.56	\$14.56	\$15.14
¾	\$17.62	\$18.68	\$19.75	\$20.68	\$21.51
1	\$26.88	\$28.49	\$30.13	\$32.91	\$34.23
1½	\$50.00	\$53.00	\$56.05	\$63.48	\$66.02
2	\$77.76	\$82.43	\$87.17	\$100.17	\$104.18
3	\$151.79	\$160.90	\$170.15	\$198.01	\$205.93
4	\$235.06	\$249.16	\$263.49	\$308.08	\$320.40
6	\$466.38	\$494.36	\$522.79	\$613.83	\$638.38
8	\$743.96	\$788.60	\$833.94	\$980.73	\$1,019.96
10	\$1,067.81	\$1,132.10	\$1,196.96	\$1,408.78	\$1,465.13
Monthly water volume charges for municipal class, per 100 cubic feet (Ccf) of the quantity of water that passes through the meters:					
Quantity (Ccf):					
1-100	\$3.60	\$3.82	\$4.04	\$4.31	\$4.48
101-2,000	\$3.60	\$3.82	\$4.04	\$4.31	\$4.48
Over 2,000	\$3.60	\$3.82	\$4.04	\$4.31	\$4.48

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
Monthly water service charges (readiness to serve) which shall be paid by consumers for the use of the following sizes of meters, for each meter, in addition to the charges for the quantity of water that passes through the meters:					
Meter size (inches):					
5/8	\$12.99	\$13.77	\$14.56	\$14.56	\$15.14
¾	\$17.62	\$18.68	\$19.75	\$20.68	\$21.51
1	\$26.88	\$28.49	\$30.13	\$32.91	\$34.23
1½	\$50.00	\$53.00	\$56.05	\$63.48	\$66.02
2	\$77.76	\$82.43	\$87.17	\$100.17	\$104.18
3	\$151.79	\$160.90	\$170.15	\$198.01	\$205.93
4	\$235.06	\$249.16	\$263.49	\$308.08	\$320.40
6	\$466.38	\$494.36	\$522.79	\$613.83	\$638.38
8	\$743.96	\$788.60	\$833.94	\$980.73	\$1,019.96
10	\$1,067.81	\$1,131.88	\$1,196.96	\$1,408.78	\$1,465.13
Monthly water volume charges for State and Federal class, per 100 cubic feet (Ccf) of the quantity of water that passes through the meters:					
Quantity (Ccf):					
· 1-100	\$3.60	\$3.82	\$4.04	\$4.31	\$4.48
· 101-2,000	\$3.60	\$3.82	\$4.04	\$4.31	\$4.48
· Over 2,000	\$3.60	\$3.82	\$4.04	\$4.31	\$4.48
Connection Charges (Water):					
Meter Size (inches)	Service Installation Charge	Capacity Charge	Capacity Charge	Capacity Charge	Capacity Charge
5/8	\$5,000.00	\$650.00	\$650.00	\$650.00	\$650.00
¾ (¾ meters no longer installed; capacity charge identified for credit reference only)	\$5,050.00	\$950.00	\$950.00	\$950.00	\$950.00
1	\$5,200.00	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00
1½	\$7,400.00	\$3,150.00	\$3,150.00	\$3,150.00	\$3,150.00
2	\$7,450.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00
3	\$15,550.00	\$9,400.00	\$9,400.00	\$9,400.00	\$9,400.00
4	\$16,950.00	\$15,600.00	\$15,600.00	\$15,600.00	\$15,600.00
6	\$22,800.00	\$31,200.00	\$31,200.00	\$31,200.00	\$31,200.00
8	\$27,700.00	\$49,950.00	\$49,950.00	\$49,950.00	\$49,950.00
Connection Charges (Fireline):					
Meter Size (inches)					
5/8	—	—	—	—	—
¾	—	—	—	—	—
1	—	—	—	—	—
1½	—	—	—	—	—
2	\$7,400.00	\$7,400.00	\$7,400.00	\$7,400.00	\$7,400.00
3	\$13,650.00	\$13,650.00	\$13,650.00	\$13,650.00	\$13,650.00
4	\$14,500.00	\$14,500.00	\$14,500.00	\$14,500.00	\$14,500.00



Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
6	\$17,000.00	\$17,000.00	\$17,000.00	\$17,000.00	\$17,000.00
8	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00
Charge for a consumer's failure or refusal to return a portable water meter within two working days after the first day of each month, for each day or fraction thereof in excess of two working days	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00
Monthly service charge for direct fireline service if water meter has been removed, by meter size:					
Meter size (inches):					
5/8	\$6.51	\$6.90	\$7.30	\$7.54	\$7.84
¾	\$6.51	\$6.90	\$7.30	\$7.54	\$7.84
1	\$6.51	\$6.90	\$7.30	\$7.54	\$7.84
1½	\$6.51	\$6.90	\$7.30	\$7.54	\$7.84
2	\$10.41	\$11.03	\$11.66	\$12.04	\$12.52
3	\$20.81	\$22.06	\$23.33	\$24.09	\$25.05
4	\$32.51	\$34.46	\$36.44	\$37.62	\$39.13
6	\$65.01	\$68.91	\$72.87	\$75.24	\$78.25
8	\$104.02	\$110.26	\$116.60	\$120.39	\$125.21
10	\$149.52	\$158.49	\$167.60	\$173.05	\$179.97
12	\$280.85	\$297.70	\$314.82	\$325.05	\$338.05
Additional charge for water use during conservation period (per Ccf), by customer class and volume:					
Residential					
· 1-100*	\$5.40	\$5.73	\$6.06	\$6.26	\$6.51
· 1-100**	\$7.20	\$7.64	\$8.08	\$8.34	\$8.68
· 101-2000*	\$5.40	\$5.73	\$6.06	\$6.26	\$6.51
· 101-2000**	\$7.20	\$7.64	\$8.08	\$8.34	\$8.68
· Over 2000*	\$5.40	\$5.73	\$6.06	\$6.26	\$6.51
· Over 2000**	\$7.20	\$7.64	\$8.08	\$8.34	\$8.68
Commercial					
· 1-100*	\$5.40	\$5.73	\$6.06	\$6.26	\$6.51
· 1-100**	\$7.20	\$7.64	\$8.08	\$8.34	\$8.68
· 101-2000*	\$5.40	\$5.73	\$6.06	\$6.26	\$6.51
· 101-2000**	\$7.20	\$7.64	\$8.08	\$8.34	\$8.68
· Over 2000*	\$5.40	\$5.73	\$6.06	\$6.26	\$6.51
· Over 2000**	\$7.20	\$7.64	\$8.08	\$8.34	\$8.68
Industrial					
· 1-100*	\$5.40	\$5.73	\$6.06	\$6.26	\$6.51
· 1-100**	\$7.20	\$7.64	\$8.08	\$8.34	\$8.68
· 101-2000*	\$5.40	\$5.73	\$6.06	\$6.26	\$6.51
· 101-2000**	\$7.20	\$7.64	\$8.08	\$8.34	\$8.68
· Over 2000*	\$5.40	\$5.73	\$6.06	\$6.26	\$6.51
· Over 2000**	\$7.20	\$7.64	\$8.08	\$8.34	\$8.68

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
<b>State and Federal</b>					
· 1-100*	\$5.40	\$5.73	\$6.06	\$6.26	\$6.51
· 1-100**	\$7.20	\$7.64	\$8.08	\$8.34	\$8.68
· 101-2000*	\$5.40	\$5.73	\$6.06	\$6.26	\$6.51
· 101-2000**	\$7.20	\$7.64	\$8.08	\$8.34	\$8.68
· Over 2000*	\$5.40	\$5.73	\$6.06	\$6.26	\$6.51
· Over 2000**	\$7.20	\$7.64	\$8.08	\$8.34	\$8.68
*Note: During Voluntary Conservation Period					
**Note: During Mandatory Conservation Period					
<b>Municipal</b>					
· 1-100*	\$5.40	\$5.73	\$6.06	\$6.26	\$6.51
· 1-100**	\$7.20	\$7.64	\$8.08	\$8.34	\$8.68
· 101-2000*	\$5.40	\$5.73	\$6.06	\$6.26	\$6.51
· 101-2000**	\$7.20	\$7.64	\$8.08	\$8.34	\$8.68
· Over 2000*	\$5.40	\$5.73	\$6.06	\$6.26	\$6.51
· Over 2000**	\$7.20	\$7.64	\$8.08	\$8.34	\$8.68
*Note: During Voluntary Conservation Period					
**Note: During Mandatory Conservation Period					
<b>Connection Charges (sewer):</b>					
Meter Size (inches)	Service Installation Charge	Capacity Charge:			
5/8	\$200.00	\$1,250.00	\$1,250.00	\$1,250.00	\$1,250.00
¾	\$200.00	\$1,850.00	\$1,850.00	\$1,850.00	\$1,850.00
1	\$200.00	\$3,100.00	\$3,100.00	\$3,100.00	\$3,100.00
1½	\$200.00	\$6,150.00	\$6,150.00	\$6,150.00	\$6,150.00
2	\$200.00	\$9,800.00	\$9,800.00	\$9,800.00	\$9,800.00
3	\$250.00	\$18,400.00	\$18,400.00	\$18,400.00	\$18,400.00
4	\$250.00	\$30,650.00	\$30,650.00	\$30,650.00	\$30,650.00
6	\$300.00	\$61,250.00	\$61,250.00	\$61,250.00	\$61,250.00
8	\$300.00	\$98,000.00	\$98,000.00	\$98,000.00	\$98,000.00
Note: 3/4" meters no longer installed; capacity charge identified for credit reference only					
<b>Monthly service charges for wastewater service:</b>					
Monthly service charges based on the size of each water meter located on the users' premises, excluding fire line, product water and wastewater meters:					
Meter Size (inches):					
5/8	\$16.04	\$16.68	\$17.51	\$17.51	\$18.21
¾	\$21.39	\$22.25	\$23.36	\$24.99	\$25.98
1	\$32.12	\$33.40	\$35.07	\$39.94	\$41.53
1½	\$58.91	\$61.27	\$64.33	\$77.31	\$80.41
2	\$91.05	\$94.69	\$99.42	\$122.16	\$127.05

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
3	\$176.76	\$183.83	\$193.02	\$241.77	\$251.44
4	\$273.20	\$284.13	\$298.34	\$376.33	\$391.38
6	\$541.08	\$562.72	\$590.86	\$750.09	\$780.10
8	\$862.52	\$897.02	\$941.87	\$1,198.62	\$1,246.56
10	\$1,237.56	\$1,287.06	\$1,351.41	\$1,721.89	\$1,790.77
Domestic and fire line meter size (inches):					
10	\$541.08	\$562.72	\$590.86	\$750.09	\$780.10
8	\$273.20	\$284.13	\$298.34	\$376.33	\$391.38
6	\$176.76	\$183.83	\$193.02	\$241.77	\$251.44
4	\$91.05	\$94.69	\$99.42	\$122.16	\$127.05
3	\$91.05	\$94.69	\$99.42	\$122.16	\$127.05
Monthly volume charges for the quantity of water which passes through the meters for residential wastewater service:					
1) December through February, per 100 cubic feet (Ccf) of water delivered as recorded on the customer's water meter					
	\$6.42	\$6.68	\$7.01	\$7.01	\$7.29
2) March through November, per 100 cubic feet (Ccf) of water delivered as recorded on a customer's water meter on a customer's water meter in such months or the average monthly use as billed to the customer during the preceding months of December through February, whichever is lower					
	\$6.42	\$6.68	\$7.01	\$7.01	\$7.29
Flat service charge for residential wastewater service whenever any user obtains all or part of the user's water supply from sources other than the City's water distribution system, per month					
	\$57.62	\$59.92	\$62.92	\$62.92	\$65.60
Monthly service charges for wastewater service:					
1) Monthly service charges based on the size of each water meter located on the users' premises, excluding fire line, product water and wastewater meters:					
Meter Size (inches)					
5/8	\$16.04	\$16.68	\$17.51	\$17.51	\$18.21
¾	\$21.39	\$22.25	\$23.36	\$24.99	\$25.98
1	\$32.12	\$33.40	\$35.07	\$39.94	\$41.53
1½	\$58.91	\$61.27	\$64.33	\$77.31	\$80.41
2	\$91.05	\$94.69	\$99.42	\$122.16	\$127.05
3	\$176.76	\$183.83	\$193.02	\$241.77	\$251.44
4	\$273.20	\$284.13	\$298.34	\$376.33	\$391.38
6	\$541.08	\$562.70	\$590.86	\$750.09	\$780.10
8	\$862.52	\$897.02	\$941.87	\$1,198.62	\$1,246.56
10	\$1,237.56	\$1,287.06	\$1,351.41	\$1,721.89	\$1,790.77

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
2) Service charges for customers who receive fire line service and general water service through the same meter, based on the size of each such water meter located on the users' premises, excluding product water and wastewater meters:					
Domestic and fire line meter size (inches):					
10	\$541.08	\$562.72	\$590.86	\$750.09	\$780.10
8	\$273.20	\$284.13	\$298.34	\$376.33	\$391.38
6	\$176.76	\$183.83	\$193.02	\$241.77	\$251.44
4	\$91.05	\$94.69	\$99.42	\$122.16	\$127.05
3	\$91.05	\$94.69	\$99.42	\$122.16	\$127.05
Volume charges for nonresidential wastewater service, for commercial class, per 100 cubic feet of water delivered as recorded on water meters or wastewater meters	\$6.42	\$6.68	\$7.01	\$7.01	\$7.29
Monthly strong wastewater charge, in addition to the other charges in section 106-587, which shall apply for the treatment of strong wastewater discharged into the City's wastewater system:					
(Ord. No. 2005-100-108, § 1, 5-31-2005; Ord. No. 2006-75-143, § 1, 5-30-2006; Ord. No. 2008-98-126, § 4, 5-27-2008; Ord. No. 2009-59-82, § 1, 5-26-2009; Ord. No. 2010-86-99, § 1, 5-24-2010; Ord. No. 2011-75-98, § 1, 5-23-2011; Ord. No. 2012-49-64, § 1, 5-14-2012; Ord. No. 2014-44-102, § 1, 5-27-2014; Ord. No. 2014-215-196, § 2, 10-27-2014)					
Monthly service charges for wastewater service:					
Suspended solids in excess of 275 milligrams per liter when the concentrations of suspended solids exceed 275 milligrams per liter, per pound	\$0.22	\$0.22	\$0.22	\$0.22	\$0.22
BOD of those concentrations of BOD in excess of 250 milligrams per liter, when the concentrations of BOD exceed 250 milligrams per liter, per pound; provided, however, for places of business classified in either Industry 312120 or Industry 312130 pursuant to the North American Industry Classification System (NAICS), the mass used for calculating the charge shall be computed by subtracting SBOD from BOD and using the difference	\$0.28	\$0.28	\$0.28	\$0.28	\$0.28
Total nitrogen in excess of 30 milligrams per liter, when the concentrations of total nitrogen exceed 30 milligrams per liter, per pound	\$0.97	\$0.97	\$0.97	\$0.97	\$0.97
Total phosphorous in excess of 12 milligrams per liter, when the concentrations of total phosphorous exceed 12 milligrams per liter, per pound	\$1.24	\$1.24	\$1.24	\$1.24	\$1.24
Monthly service charges for wastewater service:					
1) Monthly service charges based on the size of each water meter located on the users' premises, excluding fire line, product water and wastewater meters:					
Meter Size (inches)					

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
5/8	\$16.04	\$16.68	\$17.51	\$17.51	\$18.21
¾	\$21.39	\$22.25	\$23.36	\$24.99	\$25.98
1	\$32.12	\$33.40	\$35.07	\$39.94	\$41.53
1½	\$58.91	\$61.27	\$64.33	\$77.31	\$80.41
2	\$91.05	\$94.69	\$99.42	\$122.16	\$127.05
3	\$176.76	\$183.83	\$193.02	\$241.77	\$251.44
4	\$273.20	\$284.13	\$298.34	\$376.33	\$391.38
6	\$541.08	\$562.70	\$590.86	\$750.09	\$780.10
8	\$862.52	\$897.02	\$941.87	\$1,198.62	\$1,246.56
10	\$1,237.56	\$1,287.06	\$1,351.41	\$1,721.89	\$1,790.77
2) Service charges for customers who receive fire line service and general water service through the same meter, based on the size of each such water meter located on the users' premises, excluding product water and wastewater meters:					
Domestic and fire line meter size (inches):					
10	\$541.08	\$562.72	\$590.86	\$750.09	\$780.10
8	\$273.20	\$284.13	\$298.34	\$376.33	\$391.38
6	\$176.76	\$183.83	\$193.02	\$241.77	\$251.44
4	\$91.05	\$94.69	\$99.42	\$122.16	\$127.05
3	\$91.05	\$94.69	\$99.42	\$122.16	\$127.05
Volume charges for nonresidential wastewater service, for industrial class, per 100 cubic feet of water delivered as recorded on water meters or wastewater meters	\$6.42	\$6.68	\$7.01	\$7.01	\$7.29
Monthly strong wastewater charge, in addition to the other charges in Section 28-652, which shall apply for the treatment of strong wastewater discharged into the City's wastewater system:					
Suspended solids in excess of 275 milligrams per liter when the concentrations of suspended solids exceed 275 milligrams per liter, per pound	\$0.22	\$0.22	\$0.22	\$0.22	\$0.22
BOD of those concentrations of BOD in excess of 250 milligrams per liter, when the concentrations of BOD exceed 250 milligrams per liter, per pound; provided, however, for places of business classified in either Industry 312120 or Industry 312130 pursuant to the North American Industry Classification System (NAICS), the mass used for calculating the charge shall be computed by subtracting SBOD from BOD and using the difference	\$0.28	\$0.28	\$0.28	\$0.28	\$0.28
Total nitrogen in excess of 30 milligrams per liter, when the concentrations of total nitrogen exceed 30 milligrams per liter, per pound	\$0.97	\$0.97	\$0.97	\$0.97	\$0.97
Total phosphorous in excess of 12 milligrams per liter, when the concentrations of total phosphorous exceed 12 milligrams per liter, per pound	\$1.24	\$1.24	\$1.24	\$1.24	\$1.24

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
Monthly service charges for wastewater service:					
Monthly service charges based on the size of each water meter located on the users' premises, excluding fire line, product water and wastewater meters:					
Meter Size (inches)					
5/8	\$16.04	\$16.68	\$17.51	\$17.51	\$18.21
¾	\$21.39	\$22.25	\$23.36	\$24.99	\$25.98
1	\$32.12	\$33.40	\$35.07	\$39.94	\$41.53
1½	\$58.91	\$61.27	\$64.33	\$77.31	\$80.41
2	\$91.05	\$94.69	\$99.42	\$122.16	\$127.05
3	\$176.76	\$183.83	\$193.02	\$241.77	\$251.44
4	\$273.20	\$284.13	\$298.34	\$376.33	\$391.38
6	\$541.08	\$562.70	\$590.86	\$750.09	\$780.10
8	\$862.52	\$897.02	\$941.87	\$1,198.62	\$1,246.56
10	\$1,237.56	\$1,287.06	\$1,351.41	\$1,721.89	\$1,790.77
Service charges for customers who receive fire line service and general water service through the same meter, based on the size of each such water meter located on the users' premises, excluding product water and wastewater meters:					
Domestic and fire line meter size (inches):					
10	\$541.08	\$562.72	\$590.86	\$750.09	\$780.10
8	\$273.20	\$284.13	\$298.34	\$376.33	\$391.38
6	\$176.76	\$183.83	\$193.02	\$241.77	\$251.44
4	\$91.05	\$94.69	\$99.42	\$122.16	\$127.05
3	\$91.05	\$94.69	\$99.42	\$122.16	\$127.05
Volume charges for nonresidential wastewater service, for state/federal and authorities class, per 100 cubic feet of water delivered as recorded on water meters or wastewater meters	\$6.42	\$6.68	\$7.01	\$7.01	\$7.29
Monthly strong wastewater charge, in addition to the other charges in Section 28-653, which shall apply for the treatment of strong wastewater discharged into the City's wastewater system:					
Suspended solids in excess of 275 milligrams per liter when the concentrations of suspended solids exceed 275 milligrams per liter, per pound	\$0.22	\$0.22	\$0.22	\$0.22	\$0.22
BOD of those concentrations of BOD in excess of 250 milligrams per liter, when the concentrations of BOD exceed 250 milligrams per liter, per pound; provided, however, for places of business classified in either Industry 312120 or Industry 312130 pursuant to the North American Industry Classification System (NAICS), the mass used for calculating the charge shall be computed by subtracting SBOD from BOD and using the difference	\$0.28	\$0.28	\$0.28	\$0.28	\$0.28
Total nitrogen in excess of 30 milligrams per liter, when the concentrations of total nitrogen exceed 30 milligrams per liter, per pound	\$0.97	\$0.97	\$0.97	\$0.97	\$0.97

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
Total phosphorous in excess of 12 milligrams per liter, when the concentrations of total phosphorous exceed 12 milligrams per liter, per pound	\$1.24	\$1.24	\$1.24	\$1.24	\$1.24
Fees when the City is requested or required to unstop a sewer line on private property:					
1) During regular working hours, per hour	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00
Minimum fee	\$70.00	\$70.00	\$70.00	\$70.00	\$70.00
2) After regular working hours, per hour	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00
Minimum fee	\$170.00	\$170.00	\$170.00	\$170.00	\$170.00
Service charge for the discharge of hauled materials into a designated septage receiving station by a permitted contractor, for each load:					
Per gallon	\$0.10	\$0.10	\$0.11	\$0.11	\$0.12
Discharging a fractional part of a load less than 600 gallons	\$61.65	\$61.65	\$66.00	\$66.00	\$68.64
Minimum charge	\$60.00	\$60.00	\$66.00	—	—
Annual fee for each pole owned, maintained or used for electrical purposes	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00
Annual fee for each mile of underground electrical wires, cables or conductors	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00
Base charge for stormwater service, for developed residential properties:					
(i) For property owners with homes that have impervious area measuring 1,000 square feet or less	\$25.00	\$25.00	\$26.25	Change from 3-Tier to 5-Tier	Change from 3-Tier to 5-Tier
(ii) For property owners with homes that have impervious area measuring larger than 1,000 but less than 2,400 square feet	\$45.00	\$45.00	\$47.25	Change from 3-Tier to 5-Tier	Change from 3-Tier to 5-Tier
(iii) For property owners with homes that have impervious area measuring 2,400 square feet or larger	\$70.00	\$70.00	\$73.50	Change from 3-Tier to 5-Tier	Change from 3-Tier to 5-Tier
(Ord. No. 2009-60-83, § 3, 5-26-2009)					

Three-Tier System Single Family Residential (Impervious Area)			Monthly Charge	Monthly Charge (FY19)	Monthly Charge (FY20)
Tier 1 (< 1,001 sq ft)			\$2.19	NA	NA
Tier 2 (1,001 - 2,399 sq ft)			\$3.94	NA	NA
Tier 3 (> 2,400 sq ft)			\$6.13	NA	NA
			Monthly Charge		
Non Single-Family Residential			\$3.94	NA	NA

Five-Tier System Single Family Residential (Impervious Area)			Monthly Charge	Monthly Charge (FY19)	Monthly Charge (FY20)
Tier 1 (<= 1,000 sq ft)			NA	\$2.14	\$2.23

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
Tier 2 (>1,000 and <=2,000 sq ft)			NA	\$3.94	\$4.10
Tier 3 (>2,000 and <=3,000 sq ft)			NA	\$6.41	\$6.67
Tier 4 (>3,000 and <=4,000 sq ft)			NA	\$9.14	\$9.51
Tier 5 (>4,000 sq ft)			NA	\$13.25	\$13.78
				<b>Monthly Charge (FY19)</b>	<b>Monthly Charge (FY20)</b>
Non Single-Family Residential (per 1,000 sq ft)			NA	\$2.65	2.76

<b>Base charge for stormwater service, for developed nonresidential and multifamily residential properties:</b>					
(i) For multifamily property	\$45.00	\$45.00	\$47.25	Change from 3-Tier to 5-Tier	Change from 3-Tier to 5-Tier
(ii) For developed nonresidential property	\$45.00	\$45.00	\$47.25	Change from 3-Tier to 5-Tier	Change from 3-Tier to 5-Tier
<b>Single Family Residential (Impervious Area)</b>		<b>Per Month (FY19)</b>	<b>Per Year (FY19)</b>	<b>Per Month (FY20)</b>	<b>Per Year (FY20)</b>
Tier 1 (<= 1,000 sq ft)		\$2.14	\$25.68	\$2.23	\$26.71
Tier 2 (>1,000 and <=2,000 sq ft)		\$3.94	\$47.28	\$4.10	\$49.17
Tier 3 (>2,000 and <=3,000 sq ft)		\$6.41	\$76.92	\$6.67	\$80.00
Tier 4 (>3,000 and <=4,000 sq ft)		\$9.14	\$109.68	\$9.51	\$114.07
Tier 5 (>4,000 sq ft)		\$13.25	\$159.00	\$13.78	\$165.36
Non Single-Family Residential (per 1,000 sq ft)		\$2.65	\$31.80	\$2.76	\$33.12
Returned Checks	\$35.00	\$35.00	Max allowed by Code of VA	Max allowed by Code of VA	Max allowed by Code of VA
Delinquency / Interest Charge	0.83%	0.83%	Max allowed by Code of VA	Max allowed by Code of VA	Max allowed by Code of VA
Relocation of Meter	—	\$250.00	\$250.00	\$250.00	\$250.00
<b>Fee for obtaining a permit for land-disturbing activities from or review of an erosion and sediment control plan by the Department of Public Utilities</b>					
For each additional acre or fractional part of an acre in excess of one acre	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00
Maximum allowable fee	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00
Revised plans fee					Ten percent of initial permit fee or \$50.00, whichever is greater
<b>Fee to cover cost associated with VSMP implementation. Fee for any operator seeking coverage under a RSMP Authority permit.</b>					



Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
Chesapeake Bay Preservation Act Land-Disturbing Activity (not subject to General Permit coverage; sites within the city with land-disturbance acreage equal to or greater than 2,500 square feet and less than 1 acre)	\$290.00	\$290.00	\$290.00	\$290.00	\$290.00
General/Stormwater Management - Small Construction Activity/Land Clearing Site or areas within common plans of development or sale with land-disturbance equal to or greater than one acre and less than five acres) (\$756 paid to the Virginia Department of Environmental Quality, based upon 28% of total fee paid)	\$2,700.00	\$2,700.00	\$2,700.00	\$2,700.00	\$2,700.00
General/Stormwater Management - Large Construction Activity/Land Clearing (Sites or areas within common plans of development or sale with land-disturbance acreage equal to or greater than five acres and less than 10 acres) (\$952 paid to the Virginia Department of Environmental Quality, based upon 28% of total fee paid)	\$3,400.00	\$3,400.00	\$3,400.00	\$3,400.00	\$3,400.00
General/Stormwater Management - Small Construction Activity/Land Clearing for single family detached residential structures within or outside of a common plan of development of sale with land-disturbance acreage less than five acres (\$0 paid to the Virginia Department of Environmental Quality)	\$209.00	\$209.00	\$209.00	\$209.00	\$209.00
General/Stormwater Management - Small Construction Activity/Land Clearing (Areas within common plans of development or sale with land-disturbance acreage less than one acre, except for single family detached residential structures) (\$81 paid to the Virginia Department of environmental Quality based upon 28% of total fee paid)	\$290.00	\$290.00	\$290.00	\$290.00	\$290.00
General/Stormwater Management - Large Construction Activity/Land Clearing (Sites or areas within common plans of development or sale with land-disturbance acreage equal to or greater than 10 acres and less than 50 acres) (\$1,260 paid to the Virginia Department of Environmental Quality, based upon 28% of total fee paid)	\$4,500.00	\$4,500.00	\$4,500.00	\$4,500.00	\$4,500.00
General/Stormwater Management - Large Construction Activity/Land Clearing (Sites or areas within common plans of development or sale with land-disturbance acreage equal to or greater than 50 acres and less than 100 acres) (\$1,708 paid to the Virginia Department of Environmental Quality, based upon 28% of total fee paid)	\$6,100.00	\$6,100.00	\$6,100.00	\$6,100.00	\$6,100.00

Fees by Agency	Fiscal Year 2015-2016	Fiscal Year 2016-2017	Fiscal Year 2017-2018	Fiscal Year 2018-2019 Adopted	Fiscal Year 2020 Adopted
General/Stormwater Management - Large Construction Activity/Land Clearing (Sites or areas within common plans of development or sale with land-disturbance acreage equal to or greater than 100 acres) (\$2,688 paid to the Virginia Department of Environmental Quality, based upon 28% of total fee paid)	\$9,600.00	\$9,600.00	\$9,600.00	\$9,600.00	\$9,600.00
<p><b>Fee for modification or transfer of individual permits or of registration statements for the General Permit for Discharges of Stormwater from Construction Activities issued by the State Water Control Board. If the State permit modifications result in changes to stormwater management plans that require additional review by the City, such reviews shall be subject to the fees set out in this section. The fee assessed shall be based on the total disturbed acreage of the site. In addition to the State permit modification fee, modifications resulting in an increase in total disturbed acreage shall pay the difference in the initial State permit fee paid and the State permit fee that would have applied for the total disturbed acreage as stated above for initial coverage.</b></p>					
General/Stormwater Management - Small Construction Activity/Land Clearing (Areas within common plans of development or sale with land disturbance acreage less than one acre)	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00
General/Stormwater Management - Small Construction Activity/Land Clearing (Sites or areas within common plans of development or sale with land-disturbance acreage equal to or greater than one and less than five acres)	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00
General/Stormwater Management - Large Construction Activity/Land Clearing (Sites or areas within common plans of development or sale with land-disturbance acreage equal to or greater than five acres and less than ten acres)	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00
General/Stormwater Management - Large Construction Activity/Land Clearing (Sites or areas within common plans of development or sale with land-disturbance acreage equal to or greater than ten acres and less than 50 acres)	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00

THIS PAGE LEFT INTENTIONALLY BLANK

---

---

Acronym	Title	Description
ADA	Americans with Disabilities Act	Federal legislation requiring all public buildings to be handicap accessible.
ADTC	Adult Drug Treatment Court	City of Richmond Agency. See General Fund Agency Tab.
ALS	Advanced 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.
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 aides neighborhoods and communities in aggressively prosecuting nuisance crimes that plague citizen's quality of life.
CAO	Chief Administrative Office	City of Richmond Agency. See General Fund Agency Tab.
CDBG	Community Development Block Grant	See glossary.
CIP	Capital Improvement Program	See glossary.
CSA	Children's Services Act	Law enacted in 1993 that established a single state pool of funds to provide services to at-risk youths
DBSP	Department of Budget and Strategic Planning	City of Richmond Agency. See General Fund Agency Tab.
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	An economic development agency that 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 prohibits an employer from practicing discrimination based on race, color, religion, origin, sex, age, disability, or genetic information.
EMS	Emergency Management Services	City of Richmond program merged with Fire & Emergency Services.
ERP	Enterprise Resource Planning	Business process software that manages the City's human resource and finance functions.
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
ESG	Emergency Solutions Grant	See glossary.
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	Fair Labor Standards Act	Legislation that establishes minimum wage, overtime pay, recordkeeping, and youth employment standards.
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 Equivalent	See glossary.
FY	Fiscal Year	See glossary.
GAAP	Generally Accepted Accounting Principles	Standard framework of guidelines for financial accounting used in any given jurisdiction.

Acronym	Title	Description
<b>GASB</b>	Governmental Accounting Standards Board	Currently the source of generally accepted accounting principles used by State and Local governments in the United States.
<b>GF</b>	General Fund	See glossary.
<b>GFOA</b>	Government Finance Officers Associations	See glossary.
<b>GIS</b>	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.
<b>GRCCA</b>	Greater Richmond Convention Center Authority	A regional cooperation between the City of Richmond and the surrounding counties of Henrico, Chesterfield, and Hanover, and the Retail Merchants Association of Greater Richmond.
<b>GRIP</b>	Gang Reduction and Intervention Program	In partnership with the Attorney General's Office and other law enforcement agencies, a program with established strategies to reduce gang crime and violence.
<b>GRTC</b>	Greater Richmond Transit Company	A local government-owned public service company which operates an urban-suburban fixed bus service and specialized services such a CARE, C-VAN and RideFinders.
<b>IBR</b>	Incident Based Reporting	Strategy in which data collected on each incident and arrest within 22 offense categories, made up of 46 specific crimes.
<b>ICMA</b>	International City/County Management Association	Creating excellence in local governance by developing and fostering professional local government management worldwide.
<b>LAN</b>	Local Area Network	A technological term for a specific type of computer network connectivity configuration.
<b>LATA</b>	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.
<b>MBD</b>	Minority Business Development	City of Richmond Agency. See General Fund Agency Tab.
<b>MPACT</b>	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.

Acronym	Title	Description
NEPA	National Environmental Policy Act	A federal law requiring agencies to use all means available to promote the general welfare of the natural environment.
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, 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 fund has no specific or designated use. Per adopted policy, the fund balance cannot fall below 10% of the general fund budget.
RPS	Richmond Public Schools	City of Richmond Agency. See General Fund Agency Tab.
RRHA	Richmond Redevelopment and Housing Authority	An agency that provides the citizens with quality affordable housing and effective community redevelopment services.
SEC	Securities and Exchange Commission	Federal agency that regulates the securities markets and protects investors. In addition, 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 at different points in 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 data on crimes.

<b>Acronym</b>	<b>Title</b>	<b>Description</b>
<b>VDOT</b>	Virginia Department of Transportation	State agency that maintains state roads, bridges, and tunnels.
<b>VIEW</b>	Virginia Initiative for Employment not Welfare	A state reform program supporting TANF recipients, that places work requirements and time restrictions on receiving welfare aid.
<b>VRS</b>	Virginia Retirement System	A state system for public employees that provides its members with benefits at retirement or upon disability or death.



THIS PAGE LEFT INTENTIONALLY BLANK

---

**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.

**Annual Send-A-Kid-To-Camp Campaign** - Annual radiothon in partnership with the Enrichmond Foundation and Radio One to raise scholarship funds to send City of Richmond children to PRCF summer camps.

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

**Area I - Administration** - Area I - Administration.

**Area II - Administration** - Area II - Administration.

**Area I - FMT Investigation Detectives** - Area I - Investigations.

**Area II - FMT Investigation Detectives** - Area II - Investigations.

**Area I - FMT Tactical Response** - Area I - Area I - Focus Mission Team Tactical Operations.

**Area II - FMT Tactical Response** - Area II - Focus Mission Team Tactical Operations.

**Area I Patrol** - Area I - Patrol Services enforce local, state and federal laws, reduce crime, and provide services to citizens by answering CFS, reports, crime reduction patrols.

**Area II Patrol** - Area II - Patrol Services enforce local, state and federal laws, reduce crime, and provide services to citizens by answering CFS, reports, crime reductions patrols.

**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.

**BLISS (Building Lives of Independence and Self Sufficiency) Program** - Program providing family based wrap around support services to move people from crisis to thriving.

**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, and 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.

**Business Services - Administration** - Provide Business Services for the Police Department to include fiscal management, payroll, procurement, and grants management.

**Business Services - Sworn Expenses** - Provide Business Services for the Police Department to include fiscal management, payroll, procurement, and grants management for Police Operations.

**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.

**Carillon Operations** - Maintenance of Carillon building and grounds per Memorandum of Understanding between the City and the Commonwealth of Virginia.

**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.

**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

**Community Wealth Building**- Initiatives related to the integrated plan to address the systemic dimension of concentrated poverty and to create and expand pathways out of poverty for City residents.

**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.

**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 Development 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.

**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.

**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.

**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 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, as well as those facing eviction from housing.

**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.

**Human Services** - A broad array of services provided in order to achieve the objective of meeting human needs through an interdisciplinary approach focusing on improving quality of life.

**Human Services - Administration** - Administration of at-risk youth and community engagement activities.

**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.

**Intervention Prevention Unit (IPU)** - Intervention Prevention Specialized Unit.

**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.

**James River Park** - Funding for maintaining James River Park based on "Friends of the Park." The Park provides various recreational activities and nature lessons throughout the year.

**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.

**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.

**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.

**NE-Recreation Services** - Provide recreational programming to ensure healthy living throughout the Northeast District community. To move our future generation into healthy eating habits through recreation programming.

**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.

**NRPA Grant Services** - Monitor and account for outcome of parks maintenance and recreation programming in the community based on established standards by NRPA. Grant was provided for food service.

**Office of Professional Responsibility - Administration** - Internal Affairs Investigative Administration.

**Office of Professional Responsibility - Investigation** - Internal Affairs Investigative Operations.

**Office of the Chief of Police - Administration** - Provide Executive leadership and administration of the City's Law Enforcement Operations.

**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.

**Pine Camp Rental Services** - Oversight and coordination of rental activities established to provide well-managed facilities to be rented to both internal and external customers.

**Pine City Stadium Rentals** - To account for revenue being generated through rental of the Stadium.

**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.

**PRCF Art Program** - 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.

**PRCF Dance Program** - 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.

**PRCF Farmer's Market Program** - Promote healthier life-style through sports activities.

**PRCF Girls Today, Women Tomorrow Program** - To promote young women's activities by instilling confidence to be better citizens in the future.

**PRCF Summer Fun Klub** - Engage youth during summer through various programming intended to stimulate and arouse curiosity and interest in various recreational programming leading to healthier lifestyles.

**PRCF Trophy Entrepreneur Program** - 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.

**PRCF T-Shirt Teen Entrepreneur Program** - 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.

**PRCF USTA Program** - Promote tennis throughout the community by introducing basic tennis.

**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.

**Procurement Card** - A corporate Visa card that is intended to streamline the purchasing process for small dollar business related needs. In addition, it allows the City of Richmond an opportunity to decrease the volume of administrative procurement processes on small dollar orders and reduces overall payment processing costs.

**Project Management** - Provides the project management and support to large, medium, and small-scale projects throughout the City.

**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 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.

**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.

**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.

**RVA Reads** - Program to increase the number of books in the homes of low income city of Richmond preschool residents.

**SBR-Recreation Services** - 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.

**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.

**Security Management** - Ensure the safety and protection of City facilities, employees, and visitors to City facilities while preserving the open atmosphere consistent with democratic governance.

**Senior & Special Needs Programming** - Coordinate and provides services to assist senior citizens and other citizens with special needs.

**Signals** - Inspect and maintain the City's traffic signal system and equipment.

**Signs** - Fabricate, install and maintain traffic signs and street name signs.

**Social Enterprise Initiatives** - Activities which support the development of business entities specifically designed to advance a social purpose such as employing persons living in poverty.

**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).

**Sports & Athletics** - Provide sports and athletics programming to ensure healthy living throughout the community and move our future generation into healthy eating habits through sports.

**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.

**Support Services - Administration** - Provide administration of Police Support Services which consists of Major Crimes, Special Investigations and Special Operations.

**Support Services - Bomb Unit** - Bomb Squad Specialized Unit Tactical Response.

**Support Services - Community Youth Intervention Service** - Community Youth Intervention Services administration of community outreach programs with the Richmond Police Department.

**Support Services - Hit and Run Unit** - Hit and Run Special Unit investigative operations.

**Support Services - K9** - K-9 Specialized Unit Tactical Response.

**Support Services - Major Crimes** - Major Crimes Investigative operations.

**Support Services - Motorcycle Unit** - Motorized Specialized Unit Tactical Response.

**Support Services - Mounted Unit** - Mounted Specialized Unit Tactical Response.

**Support Services - Special Investigation Administration** - Special Investigations investigative operations.

**Support Services - Tactical Operations** - Tactical Operations.

**Support Services - Traffic Enforcement** - Special Operations investigative operations.

**Sustainability Management Services** - Provide oversight of all sustainability initiatives throughout the organization; develop and implement a community-wide Sustainability as well as Energy Plan.

**SWAT** - SWAT Specialized Unit Tactical response.

**SW-Recreation Services** - Provide recreational programming to ensure healthy living throughout the Southwest District community. To move our future generation into healthy eating habits through recreation programming.

**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 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.

**UCI** - Activities associated with the Union Cycliste Internationale bike races.

**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.

**Visitors** - Activities related to tracking the number of attendees at City of Richmond events, parks, recreation centers, entertainment venues, etc.

**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.

**Winter Storm Events** - Activities related to preparation for and response to major winter weather occurrences.

**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.

**Accruals** - Records of City revenues and expenses in the period(s) in which they are incurred.

**Activity** - An activity is a set or grouping of similar processes or tasks that converts inputs to outputs.

**Adopted Budget** - The budget ordained by City Council for the fiscal year, occurs in odd and even years, confirming revenues and expenditures.

**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, human resource (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 a certain purpose within a specific time frame.

**Approved Budget** - The budget ordained by City Council during the biennium, for the odd numbered year only, confirming revenues and expenditures will be adjusted during the next budget cycle.

**Assessed Value** - The fair market value set on real and other property as a basis for levying taxes.

**Augmentation** - Any process or amount that increases the budget.

**Balanced Scorecard** - A strategic management and performance measurement tool that is intended to exemplify a clear link between planning, spending, performing, and results.

**Bond** - An instrument of indebtedness of the bond issuer to the holders. Most common types are municipal and corporate bonds.

**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 reviews and amendments are made, the budget is approved and becomes the adopted budget.

**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.

**Capital Budget** - Budget allocating money for the acquisition or maintenance of fixed assets.

**Capital Projects** - Projects for the purchase or construction of capital assets. Typically, a capital asset encompasses a purchase of land and/or the construction of a building or facility.

**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, 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, RFD ride-a-longs, Neighbor-to-Neighbor, etc.)

**Community Training** - Trainers, facilitators, or other costs associated with providing training for citizens and other external stakeholders.

**Current Modified Budget** - The adopted budget, including City Council's adopted budget amendments.

**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.

**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, in which a penalty for nonpayment is incurred.

**Depreciation** - Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

**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.

**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.

**Emergency Solutions Grant (ESG)** - A program that provides funding to: (1) engage homeless individuals and families living on the street; (2) improve the number and quality of emergency shelters for homeless individuals and families; (3) help operate these shelters; (4) provide essential services to shelter residents, (5) rapidly re-house homeless individuals and families, and (6) prevent families/individuals from becoming homeless.

**Employee Training/Development** - Trainers, facilitators, or other costs associated with providing training for employees.

**Encumbrance** - Obligations against budgeted funds in the form of a requisition, 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, with 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.

**Expenditure** - Where accounts are kept on the accrual or modified accrual basis of accounting (see Accounting Basis), 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** - Key Strategic themes in which an organization must excel in order to achieve its mission, vision, and goals; thereby delivering value to stakeholders.

**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, accounts payable, accounts receivable, 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.

**Fund Balance Policy** - Requires 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).

**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.

**Goals** - An organization's aim, desired result(s), or intended outcomes.

**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 more than 18,000 members are dedicated to the sound management of government financial resources.

**Housing Opportunities for Persons with HIV/AIDS (HOPWA)** - Program that provides housing assistance and supportive services for low-income persons with HIV/AIDS and their families.

**Human Resources** - Department within the City of Richmond that deals with the hiring, administration, and training of personnel.

**Indirect Costs** - Costs that are not directly accountable to a cost object. 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.

**Logistics** - Coordination of the operation of people, facilities, and/or supplies.

**Management Information Systems** - Information technology functions.

**Mayor's Message** - A general discussion of the proposed budget presented in writing 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.

**Mission** - The definition of why an organization exists.

**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".

**Objective** - Action oriented statements of what must be focused on over a continuous basis to achieve the strategic result.

**Operating Budget** - The City's annual financial plan of the operating expenditures of the general fund, enterprise funds, and internal service funds, as well as the proposed means of financing them. This document is the primary tool by which most 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.

**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, allowing 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 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** - Measures 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.

**Service** - 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** - 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 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.

**Transparency** - The local government's obligation to share information with citizens.

**Undesignated Fund Balance** - The portion of unreserved fund balance representing financial resources available to finance expenditures other than those tentatively planned (designated). The City will maintain a Rainy Day/Unassigned fund balance equal to at least ten percent (10%) of the budgeted General Fund expenditures.

**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 two-thirds majority vote. Over-rides must be done within 14 days of receipt of the Mayor's vetoes.

**Vision** - A statement that is an organization's picture of future success and where it wants to be in the future.

**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.

**Zero-Based Budgeting** - A method of budgeting in which all expenses are justified for the new fiscal period.

THIS PAGE LEFT INTENTIONALLY BLANK

---

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
<b>00000</b>					
00000	3	-	-	-	-
<b>00101</b>					
95003	-	-	250,000	-	2,240,738
95011	-	3,931,811	-	-	-
<b>00102</b>					
95005	61,726,406	60,037,422	69,874,320	73,720,516	72,081,747
<b>00201</b>					
60000	215,289	209,205	228,135	229,276	231,750
60002	8,266	12,295	-	-	-
61000	3,257	-	-	-	-
61002	137	-	-	-	-
63000	13,497	12,473	14,144	14,215	14,369
63001	404	280	17,410	17,410	16,738
63002	3,091	2,917	3,308	3,325	3,360
63003	2,925	2,911	2,989	3,004	3,036
63006	38,631	59,296	66,622	66,622	69,320
63008	-	19,278	-	-	-
63011	-	750	-	-	-
70131	-	272	-	-	-
70132	60,750	45,563	65,000	65,000	60,750
70161	70,157	83,205	99,600	98,077	99,400
70412	234	58	300	300	300
70553	2,488	1,273	500	500	1,500
71012	8,488	8,998	10,000	10,000	10,000
71141	-	-	-	-	200
72105	-	115	-	-	-
72113	26	14	50	50	100
72121	12,908	11,722	18,000	10,000	13,000
72122	436	447	450	450	450
72123	-	-	386	386	363
72124	2,550	130	5,095	1,800	4,500
72153	-	2,278	2,500	2,500	2,500
72162	1,164	-	-	-	-
77201	778	-	500	500	500
80006	1,633	5,492	13,000	8,000	4,000
<b>00202</b>					
70131	-	272	-	-	-
70161	300	-	-	-	-
70553	12	-	-	-	-
71012	204	-	-	-	-
72105	14,019	8,628	12,177	12,177	12,177
72121	(268)	-	-	-	-
72124	-	50	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
<b>00203</b>					
72105	11,110	9,180	12,177	12,177	12,177
77501	-	1,464	-	-	-
<b>00204</b>					
72102	1,275	-	-	-	-
72105	11,731	8,114	12,177	12,177	12,177
95002	-	2,550	-	-	-
<b>00205</b>					
72105	12,301	11,413	12,177	12,177	12,177
<b>00206</b>					
72105	12,234	11,035	12,177	12,177	12,177
77501	-	1	-	-	-
95002	-	250	-	-	-
<b>00207</b>					
72105	12,268	11,623	12,177	12,177	12,177
77501	-	11	-	-	-
<b>00208</b>					
72105	8,693	13,518	12,177	12,177	12,177
<b>00209</b>					
72105	11,847	12,181	12,177	12,177	12,177
<b>00210</b>					
72105	12,526	11,842	12,177	12,177	12,177
<b>00211</b>					
60000	518,711	443,522	519,896	522,495	536,967
60002	18,961	27,915	-	-	-
60004	36,847	15,996	-	-	-
60005	2,346	11,469	-	-	-
61000	50,218	57,412	65,469	65,796	67,557
61002	2,430	3,960	-	-	-
61004	270	618	-	-	-
61005	-	1,253	-	-	-
62000	6,840	-	-	-	-
62002	130	-	-	-	-
63000	38,928	34,434	36,293	36,474	37,480
63001	53,710	54,635	57,388	57,675	61,664
63002	9,104	8,053	8,488	8,530	8,766
63003	6,088	6,403	6,811	6,845	7,034
63006	54,218	64,377	67,633	67,633	52,322
64105	3,500	11,474	-	-	-
<b>00301</b>					
60000	410,078	374,204	457,276	459,563	473,338
60001	162	1,639	-	-	-
60002	23,143	25,387	-	-	-
60004	20,694	20,947	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
60005	10,687	17,023	-	-	-
60009	1,755	352	-	-	-
63000	28,161	27,953	28,351	28,493	29,347
63001	93,617	102,273	106,271	106,802	116,294
63002	6,586	6,537	6,631	6,664	6,863
63003	4,327	4,428	4,481	4,503	4,638
63006	42,191	44,092	48,730	48,730	42,724
63011	500	750	-	-	-
64105	2,500	10,175	-	-	-
70131	-	698	-	-	-
70161	-	7,497	-	-	-
70413	1,086	779	2,612	2,612	2,613
70551	79,017	56,886	64,000	68,000	68,000
71012	1,076	1,115	1,000	1,000	1,000
72153	1,340	9,633	12,200	12,200	12,200
<b>00302</b>					
60000	1,117,191	1,227,239	1,442,256	1,425,029	1,784,923
60001	1,085	150	-	-	-
60002	64,590	78,582	-	-	-
60004	89,136	90,954	-	-	-
60005	58,521	49,964	-	-	-
60008	1,144	555	-	-	-
60009	665	1,825	-	-	-
60013	138	-	-	-	-
61000	142,773	162,875	337,135	337,878	313,431
61001	86	822	-	-	-
61002	7,274	9,136	-	-	-
61004	6,632	8,775	-	-	-
61005	5,266	4,764	-	-	-
61011	-	284	-	-	-
61012	170	-	-	-	-
62000	263	22,604	-	-	-
62002	-	1,388	-	-	-
62005	-	168	-	-	-
63000	89,588	100,267	110,322	109,300	130,098
63001	298,918	309,741	313,238	313,582	359,587
63002	20,952	23,449	25,801	25,562	30,426
63003	6,394	7,373	7,500	7,410	9,282
63006	266,145	322,960	380,007	371,755	477,664
63011	1,920	3,135	-	-	-
64105	19,450	33,669	-	-	-
70131	-	575	652	714	714
70161	74,111	159,395	129,005	108,505	109,005
70311	828	1,021	1,300	3,000	3,000



General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
70551	65,349	74,700	97,495	108,995	95,998
70552	14,760	37,961	20,000	27,500	27,500
71012	1,973	21,882	3,567	3,860	3,860
71016	100	-	-	-	-
71141	335,645	367,913	353,916	400,524	401,874
71142	944	7,613	6,953	9,823	9,823
71143	10,354	10,986	8,400	9,460	9,460
72113	1,052	56	1,088	1,356	1,356
72122	31,079	29,880	36,659	36,659	36,596
72123	100	296	609	609	609
72124	78	420	-	-	-
72131	13,230	10,333	10,833	10,866	10,866
76119	71	50	-	-	-
77501	-	75	-	-	-
<b>00303</b>					
60000	397,522	299,432	407,471	378,540	354,466
60001	210	14	-	-	-
60002	23,965	20,470	-	-	-
60004	30,648	30,684	-	-	-
60005	22,151	17,039	-	-	-
60008	131	88	-	-	-
60009	183	909	-	-	-
61000	32,456	23,896	30,833	30,988	13,453
61001	14	328	-	-	-
61002	1,469	963	-	-	-
61004	264	6,169	-	-	-
61005	801	487	-	-	-
62000	86	182	-	-	-
63000	30,677	24,393	27,175	25,391	22,856
63001	74,835	74,370	79,915	78,766	82,592
63002	7,175	5,705	6,355	5,938	5,346
63003	2,381	1,929	2,119	1,968	1,843
63006	57,335	62,484	77,673	69,421	75,114
63011	1,915	3,370	-	-	-
64105	5,400	9,617	-	-	-
70131	-	475	660	800	800
70161	3,339	963	54,065	57,550	57,550
70413	-	-	148	150	150
70551	64,446	69,035	90,555	90,555	90,555
71012	-	-	2,595	2,595	2,595
71141	71,514	85,188	92,358	105,909	105,909
71143	316	-	3,246	3,260	3,260
72113	328	649	1,106	1,100	1,100
72121	-	1,100	934	1,040	1,040

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
72123	520	-	366	366	366
72124	354	1,527	1,189	1,189	1,189
72131	6,024	5,580	5,508	5,600	5,600
77501	-	78	-	-	-
80006	5,881	4,144	5,275	5,470	5,470
<b>00304</b>					
60000	313,916	336,057	403,526	405,544	365,464
60002	19,688	22,125	-	-	-
60004	22,937	23,332	-	-	-
60005	15,845	19,787	-	-	-
60008	131	88	-	-	-
60009	-	168	-	-	-
61000	11,976	11,615	13,196	13,262	13,659
61002	660	903	-	-	-
61004	240	846	-	-	-
61005	341	549	-	-	-
62000	86	182	-	-	-
63000	23,561	25,532	25,837	25,966	23,506
63001	80,468	89,336	92,980	93,445	100,634
63002	5,510	5,971	6,042	6,073	5,497
63003	1,837	2,075	2,098	2,109	1,900
63006	48,972	54,621	57,880	57,880	59,893
63011	165	495	-	-	-
64105	4,400	10,366	-	-	-
70131	-	-	683	683	783
70161	-	260	4,200	2,000	2,000
70551	-	23,963	25,000	25,000	25,000
71012	1,318	427	924	500	1,500
71141	17,027	14,941	54,000	54,000	54,000
71143	4,766	4,304	6,300	5,000	5,000
72113	5,749	3,848	2,375	2,000	2,000
72121	935	1,611	1,158	1,200	1,200
72123	-	-	377	377	377
72131	4,350	9,195	12,196	9,196	9,196
73104	12	34	-	-	-
77501	-	3,552	-	-	-
<b>00305</b>					
60000	30,724	30,188	38,060	38,250	39,397
60002	1,904	2,112	-	-	-
60004	3,470	3,205	-	-	-
60005	1,368	2,148	-	-	-
60009	218	218	-	-	-
63000	2,323	2,341	2,360	2,372	2,443
63001	16,610	18,080	19,041	19,137	21,062

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
63002	543	548	552	555	571
63003	190	197	198	199	205
63006	6,878	7,818	8,252	8,252	8,533
64104	291	-	-	-	-
64105	500	947	-	-	-
70161	-	20,351	23,900	22,000	29,500
71143	935	-	-	-	2,500
<b>00306</b>					
62000	-	1,284	-	-	-
63000	-	80	-	-	-
63002	-	19	-	-	-
70161	57,474	50,142	51,000	25,000	25,000
70218	2,855	3,191	2,000	2,000	2,000
70412	1,601	-	-	-	-
70551	8,246	7,087	19,000	15,000	15,000
77103	1,153	1,706	2,200	2,200	2,555
77104	493	493	493	493	493
80006	-	388	1,690	1,580	1,690
<b>00309</b>					
<b>00312</b>					
60000	-	21,078	-	-	50,975
60002	-	471	-	-	-
60004	-	188	-	-	-
60005	-	342	-	-	-
60009	-	94	-	-	-
63000	-	1,114	-	-	3,160
63001	-	1,815	-	-	5,097
63002	-	260	-	-	739
63003	-	109	-	-	265
63006	-	5,546	-	-	17,497
<b>00401</b>					
60000	362,189	309,735	431,620	433,884	478,469
60002	21,115	18,498	-	-	-
60004	42,094	28,850	-	-	-
60005	14,200	10,108	-	-	-
60009	-	414	-	-	-
63000	26,701	22,721	26,760	26,900	29,441
63001	109,270	70,889	90,181	90,677	111,205
63002	6,245	5,314	6,259	6,292	6,885
63003	5,438	4,632	5,589	5,620	6,154
63006	44,036	40,689	50,287	50,287	56,743
64105	3,500	8,309	-	-	-
70131	53,335	80,549	102,900	102,900	102,900
70161	350	(30)	38,269	14,400	202,964

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
70215	425	-	11,940	11,940	11,940
70311	325	48	500	500	500
70412	-	-	200	200	200
70551	-	167	-	-	-
70553	12,768	13,062	15,000	15,000	16,000
70555	16,917	17,342	18,250	18,250	18,500
71012	6,397	10,010	10,891	10,891	10,855
72113	16,506	10,085	33,397	33,397	5,946
72122	120	146	176	176	176
72123	67,651	69,449	64,655	64,655	70,891
72124	1,585	1,195	3,667	3,667	3,668
72131	651	-	-	-	-
76651	255	402	540	540	540
77501	-	7,314	-	-	-
80006	450	40,578	6,270	6,270	6,270
<b>00501</b>					
60000	199,057	195,357	310,971	254,794	338,014
60002	11,246	12,252	-	-	-
60004	13,823	9,706	-	-	-
60005	5,581	4,416	-	-	-
63000	13,748	13,630	19,281	15,797	18,946
63001	13,425	12,514	16,763	13,960	17,108
63002	3,215	3,188	4,509	3,693	4,431
63003	1,132	1,101	1,616	1,326	1,589
63006	19,960	15,576	33,008	24,756	17,347
63008	4,914	1,836	-	-	-
64105	2,000	3,989	-	-	-
70131	2,570	7,040	4,250	9,250	10,700
70132	-	-	700	700	-
70152	727	-	-	-	-
70161	28,408	25,279	57,800	57,800	57,800
70311	424	599	1,600	1,600	1,600
70412	1,194	1,319	10,000	10,000	4,000
70413	36	-	-	-	-
70511	72	1,854	-	-	-
70553	257	68	400	400	400
71012	1,710	1,383	2,000	3,000	2,000
71016	100	120	-	-	-
72113	-	-	1,225	1,225	1,225
72121	1,000	-	6,100	7,100	7,100
72122	114	70	228	228	228
72123	1,045	424	3,000	3,000	3,000
72124	750	994	-	-	-
72131	6,284	-	-	8,000	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
72153	8,516	-	4,625	4,625	6,125
77103	-	113	-	-	-
77104	-	26	-	-	-
77107	-	45	-	-	-
77201	890	78	600	600	250
80006	2,324	-	-	-	-
<b>00502</b>					
60000	1,744,304	1,726,754	2,093,689	2,028,133	2,315,299
60001	25,263	31,516	20,000	20,000	10,000
60002	101,692	111,153	-	-	-
60004	127,534	116,171	-	-	-
60005	81,763	102,531	-	-	-
60008	156	-	-	-	-
60009	2,051	4,404	-	-	-
62000	-	10,192	-	-	-
62001	-	124	-	-	-
62002	-	240	-	-	-
62005	-	386	-	-	-
63000	121,126	123,523	131,048	125,744	144,169
63001	467,041	460,211	466,134	464,664	491,298
63002	28,349	28,889	30,648	29,408	33,717
63003	12,006	12,433	12,760	12,429	13,452
63006	334,682	382,611	431,881	415,377	440,714
63011	1,000	3,750	-	-	-
64104	750	-	-	-	-
64105	17,775	47,014	-	-	-
70123	-	9,980	-	-	-
70131	-	765	-	-	-
70161	172,307	194,479	350,125	350,125	300,000
70163	-	-	-	1,000	-
70211	-	-	25,000	-	-
70215	-	-	5,000	5,000	5,000
70218	64,307	50,469	48,500	48,500	30,290
70311	7,976	5,559	15,500	15,500	15,500
70412	3,282	11,131	28,854	29,354	14,677
70413	3,559	1,502	3,640	3,640	3,640
70511	2,022	474	8,200	8,200	8,200
70552	140,111	58,392	35,000	40,000	40,000
70553	418	475	2,100	2,100	1,000
71011	9,555	9,025	25,000	25,000	25,000
71012	5,991	3,978	25,000	25,000	18,000
71013	-	126	-	-	-
71014	-	179	1,500	1,500	1,500
71141	1,290	34,248	35,750	5,000	5,000

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
71142	-	-	15,000	15,000	-
72113	47	10	3,750	3,750	3,750
72121	-	300	-	-	-
72122	50	-	50	50	50
72123	6,266	4,438	2,362	2,362	2,362
72124	3,609	6,635	13,260	13,260	13,260
72131	-	6,000	16,445	49,072	3,242
72153	10,893	12,768	3,750	3,750	4,000
72154	-	17	-	5,365	5,365
73104	-	36,508	-	-	-
76252	-	599	-	-	-
77103	16,681	23,134	24,000	24,000	30,000
77104	13,542	11,959	12,333	12,333	12,156
77107	-	15,090	15,780	15,780	12,015
77201	738	115	800	800	6,000
77501	-	886	-	-	-
80006	4,292	24,096	62,800	10,000	10,000
<b>00503</b>					
60000	677,653	680,997	954,732	857,127	783,789
60001	1,212	198	-	-	-
60002	39,800	40,478	-	-	-
60004	58,057	52,573	-	-	-
60005	31,807	16,809	-	-	-
60009	606	1,585	-	-	-
62000	67,830	1,296	-	-	-
62002	3,482	144	-	-	-
62005	2,452	-	-	-	-
63000	48,951	45,349	59,193	53,143	47,823
63001	263,688	298,942	305,607	301,204	266,467
63002	12,539	11,406	13,843	12,429	11,184
63003	7,253	7,418	8,151	7,658	6,962
63006	80,719	82,711	116,459	99,955	96,186
63011	1,500	2,000	-	-	-
64105	5,370	19,136	-	-	-
70131	8,627	1,052	1,000	1,000	1,000
70161	242,059	339,269	245,000	200,000	337,000
70215	250	-	-	-	-
70311	1,296	144	1,000	1,000	1,000
70412	117	412	300	300	300
70553	105	379	300	300	315
71012	5,466	3,832	3,500	3,500	3,500
71014	152	781	2,000	2,000	1,000
71015	1,739	87	-	-	-
71016	50	-	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
71141	-	-	250	250	250
72112	-	55	-	-	-
72113	-	-	200	200	20,200
72121	-	406	1,000	1,000	1,250
72123	5,947	703	1,000	1,000	3,200
72124	349	1,748	4,800	4,800	4,800
72131	-	329	-	-	6,000
72153	12,105	2,394	3,800	3,900	46,000
72162	-	55	-	-	-
72171	-	(25)	-	-	-
77201	1,109	2,601	997	1,000	2,000
77501	-	714	-	-	-
80006	6,762	18,978	25,000	-	-
<b>00504</b>					
60000	1,389,893	1,451,322	2,072,447	1,951,711	2,267,224
60001	11,451	21,237	-	-	10,000
60002	83,106	95,925	-	-	-
60003	40	-	-	-	-
60004	95,647	112,731	-	-	-
60005	78,278	78,428	-	-	-
60007	1,825	-	-	-	-
60008	152	342	-	-	-
60009	775	4,401	-	-	-
62000	-	145	-	-	-
63000	97,579	104,964	128,491	121,007	141,188
63001	333,099	355,469	382,016	377,371	340,853
63002	22,838	24,548	30,051	28,299	33,021
63003	9,402	10,227	12,518	11,896	12,502
63006	251,328	288,177	328,912	307,209	395,087
63011	917	2,000	-	-	-
64104	-	1,028	-	-	-
64105	17,225	39,452	-	-	-
70123	21,186	48,453	186,500	186,500	130,000
70124	346	-	-	-	-
70131	586	3,840	2,500	2,500	12,500
70161	205,797	139,205	247,625	247,625	250,000
70211	-	12,972	-	-	-
70214	510	-	-	-	-
70215	-	75	-	-	-
70218	38,049	20,411	36,500	36,500	42,500
70311	518	-	-	-	-
70412	2,592	4,688	5,000	5,000	7,500
70413	27	-	4,325	4,325	4,667
70511	8,920	6,859	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
70552	-	-	15,000	-	10,000
70553	361	353	1,656	1,656	1,656
70557	-	729	-	-	-
71011	13,022	15,874	24,548	24,548	30,173
71012	14,236	6,928	22,346	22,346	22,346
71014	-	89	1,500	-	-
71141	803	-	3,200	3,200	1,400
71182	112	-	-	-	-
72113	32	264	18,650	18,650	17,904
72115	3,784	-	-	-	-
72123	4,355	6,155	4,690	4,690	3,550
72124	5,334	12,041	33,936	33,936	26,082
72153	5,922	2,145	1,500	1,500	1,500
73104	-	18,387	-	-	-
76601	486	369	1,000	1,000	1,000
77103	9,514	16,013	16,000	16,000	24,000
77104	7,992	9,742	9,866	9,866	19,229
77107	-	34,232	34,068	34,068	35,000
77201	-	201	-	-	-
77301	-	-	768	-	-
77501	-	11,157	-	-	-
80006	3,457	-	114,850	103,000	39,000
<b>00505</b>					
60000	206,767	203,443	325,612	327,053	428,549
60002	11,365	13,359	-	-	-
60004	8,392	9,943	-	-	-
60005	7,546	6,091	-	-	-
60009	456	-	-	-	-
62000	1,163	1,515	-	-	-
62005	-	69	-	-	-
63000	13,687	13,647	20,188	20,277	24,268
63001	12,624	12,485	16,919	16,993	20,164
63002	3,201	3,192	4,722	4,741	5,676
63003	1,166	1,195	1,692	1,699	2,035
63006	36,503	41,706	57,680	57,680	42,661
63011	500	750	-	-	-
64105	1,750	5,740	-	-	-
70131	3,392	2,838	5,000	5,000	5,000
70133	257	-	-	-	-
70161	1,289	-	8,500	500	1,500
70163	2,564	-	-	-	-
70311	486	-	500	500	500
70412	1,335	635	10,000	10,000	5,000
70511	2,300	631	-	-	-



General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
70552	-	23,216	10,000	8,500	8,500
70553	84	91	100	100	100
71012	2,192	626	1,500	1,500	1,500
72113	-	-	1,000	1,000	1,000
72121	-	-	-	-	3,750
72123	798	609	750	750	750
72124	-	-	965	900	900
72131	-	-	3,675	3,675	-
72153	8,852	1,256	3,000	3,000	3,000
73104	21,166	-	-	-	-
77201	1,899	486	2,000	2,000	2,000
77501	-	800	-	-	-
80006	1,926	-	-	-	-
<b>00507</b>					
60000	295,567	457,643	569,425	572,273	638,378
60001	1,237	228	-	-	-
60002	17,119	30,201	-	-	-
60004	18,682	24,726	-	-	-
60005	13,268	27,690	-	-	-
60007	378	-	-	-	-
60009	-	865	-	-	-
63000	20,803	32,703	35,305	35,480	39,579
63001	41,816	54,661	56,889	57,173	67,923
63002	4,865	7,648	8,256	8,298	9,256
63003	1,788	2,829	2,961	2,976	3,320
63006	48,878	71,877	82,266	82,266	82,479
63011	2,458	2,750	-	-	-
64104	1,100	-	-	-	-
64105	2,500	5,383	-	-	-
70161	-	-	-	-	45,000
70215	895	895	1,500	1,500	1,500
70511	1,348	1,825	1,600	1,600	-
70552	-	8,210	20,000	9,500	20,000
71011	-	-	-	-	2,000
71012	890	1,411	4,000	3,500	3,500
71017	-	-	500	500	500
71141	-	-	500	500	500
72113	-	-	1,000	1,000	1,000
72122	440	-	-	-	-
72123	847	710	1,500	1,500	2,000
72124	2,549	2,243	3,860	3,860	10,500
72131	-	-	-	-	5,000
72153	756	5,477	9,000	9,000	2,952
77201	87	512	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
77501	-	1,606	-	-	-
80006	6,761	-	2,000	2,000	-
<b>00508</b>					
70412	136	-	-	-	-
70511	2,469	1,500	-	-	-
<b>00601</b>					
60000	134,547	82,469	147,845	148,391	170,542
60002	6,363	5,466	-	-	-
60004	11,759	9,322	-	-	-
60005	4,483	9,139	-	-	-
60008	-	248	-	-	-
63000	9,423	6,412	9,166	9,200	10,574
63001	33,746	34,257	37,918	38,098	41,050
63002	2,204	1,500	2,144	2,152	2,473
63003	1,751	1,385	1,937	1,944	2,234
63006	22,447	18,391	27,992	27,992	38,376
64105	3,104	2,716	-	-	-
<b>00602</b>					
60000	115,381	116,537	140,406	141,108	145,162
60002	5,478	7,514	-	-	-
60004	16,161	13,376	-	-	-
60005	3,984	3,206	-	-	-
63000	7,049	7,903	8,705	8,749	9,000
63001	61,082	67,067	67,745	67,908	75,103
63002	2,049	2,089	2,036	2,046	2,105
63003	1,702	1,765	1,775	1,785	1,836
63006	6,878	7,818	8,252	8,252	8,533
64105	500	3,368	-	-	-
70131	678	12	-	-	-
70161	1,907	1,964	22,700	22,700	372,700
70311	-	220	500	500	1,000
70416	450	-	-	-	-
71012	19,792	3,312	6,000	6,000	5,000
72112	149	-	-	-	-
72113	92	7	200	200	100
72121	57	2,234	4,990	4,990	5,495
72123	2,229	50	1,255	1,255	1,400
72124	-	-	2,000	2,000	1,950
72153	1,450	-	2,500	2,500	-
72162	590	-	-	-	-
77501	-	175	-	-	-
80006	-	2,862	-	-	2,500
<b>00603</b>					
60000	309,369	348,266	415,879	417,958	430,486

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
60002	14,374	21,871	-	-	-
60004	20,849	28,705	-	-	-
60005	14,827	8,666	-	-	-
60009	-	3,004	-	-	-
61000	31,927	25,938	30,806	30,961	42,652
61002	1,424	1,592	-	-	-
61004	3,038	2,550	-	-	-
61005	1,377	575	-	-	-
63000	24,343	27,430	27,695	27,833	28,667
63001	23,785	26,900	26,633	26,766	29,649
63002	5,693	6,415	6,477	6,509	6,704
63003	4,418	5,373	5,448	5,475	5,639
63006	29,971	39,843	42,294	42,294	43,789
64105	2,250	9,149	-	-	-
<b>00604</b>					
60000	65,808	60,006	79,015	79,410	81,790
60002	3,197	4,082	-	-	-
60004	4,504	4,971	-	-	-
60005	4,423	9,563	-	-	-
60009	907	-	-	-	-
63000	4,867	4,930	4,899	4,923	5,071
63001	6,312	6,447	6,321	6,353	6,543
63002	1,138	1,153	1,146	1,151	1,186
63003	993	1,030	1,035	1,040	1,071
63006	6,770	7,734	8,510	8,510	-
64105	500	1,966	-	-	-
<b>00801</b>					
60000	101,588	87,866	110,274	110,274	-
60002	5,859	6,081	-	-	-
60004	46,983	24,691	-	-	-
60005	336	950	-	-	-
63000	9,042	7,537	6,837	6,837	-
63001	62,516	52,116	55,170	55,170	-
63002	2,235	1,763	1,599	1,599	-
63003	1,652	1,372	1,445	1,445	-
63006	9,464	8,059	8,510	8,510	-
64105	500	2,743	-	-	-
70131	1,254	1,310	2,064	2,064	2,695
70152	-	19,500	20,000	20,000	-
70161	3,715	2,786	11,352	11,352	10,000
70311	836	136	-	-	-
70416	18,900	17,100	21,733	22,002	31,500
71012	38,066	28,424	25,817	17,399	16,283
71141	1,921	1,734	2,067	2,068	2,358

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
72113	29,084	32,569	29,329	29,329	40,209
72121	3,000	7,525	7,565	7,565	10,340
72123	5,303	6,720	5,475	5,475	7,302
72124	6,843	8,491	8,600	4,200	4,200
72131	2,329	-	-	-	-
72153	37,400	46,871	50,466	854,388	854,388
77103	-	1,496	-	-	-
77501	-	995	-	-	-
80006	-	1,239	2,575	2,575	2,833
<b>00802</b>					
60000	1,152,244	1,337,387	1,937,771	1,937,771	2,097,937
60002	67,676	87,726	-	-	-
60004	114,401	111,512	-	-	-
60005	46,435	55,937	-	-	-
63000	83,002	96,946	120,142	120,142	128,539
63001	182,046	245,637	270,308	270,308	358,233
63002	19,412	22,673	28,098	28,098	30,061
63003	599,923	20,513	25,319	25,319	27,093
63006	150,572	175,988	228,447	228,447	246,352
63011	-	750	-	-	-
64105	10,679	29,989	-	-	-
70218	9,850	4,780	5,000	5,000	5,000
70412	27,504	10,676	16,800	16,800	16,800
77103	964	744	850	850	1,167
77104	1,480	1,480	1,480	1,480	1,480
77107	-	10,657	10,658	10,658	10,658
80006	4,441	-	-	-	-
<b>00803</b>					
60000	288,995	298,602	367,393	367,393	391,897
60002	17,295	20,220	-	-	-
60004	28,937	28,186	-	-	-
60005	13,853	17,994	-	-	-
63000	19,915	21,060	22,778	22,778	24,298
63001	69,997	79,566	80,495	80,495	89,532
63002	4,658	4,925	5,327	5,327	5,683
63003	4,392	4,781	4,813	4,813	5,134
63006	55,021	75,143	80,441	80,441	74,487
64105	2,500	12,292	-	-	-
<b>00804</b>					
70161	-	2,000	-	-	-
70162	44,362	28,290	50,090	50,090	42,743
77501	-	140	-	-	-
<b>00901</b>					
60000	735,299	667,019	920,837	923,951	1,091,552

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
60002	45,391	37,643	-	-	-
60004	72,506	66,011	-	-	-
60005	37,167	25,761	-	-	-
60008	429	210	-	-	-
60009	3,674	2,120	-	-	-
62000	130	48,739	-	-	-
62002	-	4,500	-	-	-
62005	-	406	-	-	-
63000	51,724	48,665	57,093	57,286	67,715
63001	154,655	467,167	161,470	161,945	202,423
63002	12,634	12,295	13,352	13,397	15,836
63003	11,167	8,915	12,063	12,105	14,240
63006	82,234	58,638	97,955	97,954	120,465
63008	-	1,512	-	-	-
63011	500	-	-	-	-
64105	4,500	14,741	-	-	-
70131	664	1,457	550	1,122	1,000
70151	300	-	-	-	-
70161	(16)	68,394	86,989	86,990	84,400
70311	-	-	100	105	105
70413	27	14	174	175	206
70416	6,705	4,966	6,870	7,182	5,280
71012	7,271	2,348	10,066	10,570	5,566
71141	677	916	700	700	700
71144	-	28	-	-	-
72101	-	124	-	-	-
72113	13	1	420	205	305
72115	80	21	70	100	-
72121	3,374	6,515	5,255	7,500	7,500
72122	217	-	116	122	153
72123	7,447	7,120	3,623	3,574	5,900
72124	4,517	2,918	9,370	9,370	16,500
72131	21,229	22,373	20,000	21,000	24,000
72153	278	646	2,705	5,000	2,000
72175	9	17	-	-	100
77501	-	8	-	-	-
<b>00902</b>					
70111	396,853	410,500	300,000	300,000	300,000
70161	-	-	21,518	21,518	21,518
<b>00903</b>					
60000	138,169	100,168	-	-	-
60002	5,982	6,268	-	-	-
60004	10,002	5,613	-	-	-
60005	4,705	3,551	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
63000	9,284	6,926	-	-	-
63001	8,916	6,450	-	-	-
63002	2,171	1,620	-	-	-
63003	1,571	1,437	-	-	-
63006	17,100	7,890	-	-	-
64105	1,000	1,376	-	-	-
70131	-	44	-	-	-
70151	25	547	-	-	-
70161	4,800	244	-	-	-
70413	122	-	-	-	-
70551	2,100	2,655	-	-	-
72113	0	-	-	-	-
72121	1,225	1,400	-	-	-
72123	773	355	-	-	-
72124	884	732	-	-	-
72131	1,410	-	-	-	-
77501	-	204	-	-	-
<b>01001</b>					
60000	1,484,870	1,515,730	1,969,772	1,979,398	2,486,397
60001	21	(9)	-	-	-
60002	88,524	99,001	-	-	-
60004	129,568	128,472	-	-	-
60005	52,266	59,603	-	-	-
60008	-	93	-	-	-
60009	1,991	1,054	-	-	-
63000	98,889	107,503	122,126	122,723	154,531
63001	432,835	478,000	522,867	525,120	632,210
63002	24,771	26,408	28,562	28,701	36,140
63003	21,941	23,381	25,673	25,799	32,520
63006	159,621	166,297	205,025	205,025	269,259
63008	4,158	-	-	-	-
63011	500	1,500	-	-	-
64105	9,620	41,322	-	-	-
70131	1,973	4,261	-	-	11,500
70152	7,294	51,288	30,000	30,000	84,500
70161	2,433	14,802	30,000	55,000	55,000
70413	30	1,951	-	-	1,500
70416	12,548	12,470	18,239	18,239	22,189
70552	-	-	-	6,720	12,720
71012	15,997	20,335	11,500	13,800	20,335
71141	41,680	28,015	35,000	36,290	36,790
72112	11	109	772	772	1,000
72113	1,845	2,312	700	700	2,600
72121	100	-	2,900	3,000	3,000

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
72122	-	159	300	300	300
72123	6,946	7,866	6,273	6,273	12,930
72124	12,597	16,906	26,357	26,357	34,000
72131	2,562	981	1,050	1,150	1,212
72153	3,289	76,839	2,000	2,000	2,000
77201	2,703	3,443	4,000	4,000	4,000
77501	-	1,573	-	-	-
<b>01002</b>					
95002	-	-	200,000	200,000	200,000
<b>01101</b>					
60000	-	-	313,145	308,666	338,097
63000	-	-	19,415	19,137	19,880
63001	-	-	68,067	67,848	89,515
63002	-	-	4,540	4,475	4,650
63003	-	-	4,102	4,043	4,135
63006	-	-	25,014	25,014	17,347
70151	-	-	462	485	-
70161	-	-	13,221	13,882	5,962
70413	-	-	202	110	125
70551	-	-	5,481	5,755	2,100
71012	-	-	-	-	3,200
71141	-	-	1,955	500	500
72113	-	-	-	100	100
72121	-	-	6,573	780	5,700
72123	-	-	926	975	1,500
72124	-	-	-	-	8,175
72131	-	-	1,400	1,475	30,000
72153	-	-	-	600	600
72162	-	-	-	100	300
<b>01201</b>					
60000	173,304	173,733	400,669	373,587	624,842
60002	6,369	7,262	-	-	-
60004	22,179	6,254	-	-	-
60005	679	3,030	-	-	-
63000	9,891	11,339	24,841	23,163	37,944
63001	17,006	64,238	178,995	177,832	119,500
63002	2,926	2,652	5,810	5,417	8,874
63003	1,774	1,854	4,594	4,235	4,869
63006	4,079	19,965	40,912	36,786	62,965
63008	5,560	11,524	-	-	-
64105	625	2,572	-	-	-
70131	(10,938)	4,829	-	-	-
70161	66,756	69,744	72,000	72,000	72,000
70215	2,950	1,740	2,025	2,025	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
70553	-	122	-	-	-
71012	5,361	4,435	3,702	3,702	-
72113	1,837	230	4,500	4,500	4,500
72123	478	45	772	772	3,165
72124	498	1,861	1,000	1,373	-
72131	4,544	2,597	-	-	-
77403	141,147	107,586	158,978	149,299	144,500
77501	-	235	-	-	-
<b>01202</b>					
60000	137,209	183,758	222,002	209,242	216,058
60002	5,927	9,518	-	-	-
60004	6,379	7,806	-	-	-
60005	2,888	4,706	-	-	-
60008	-	304	-	-	-
60009	-	692	-	-	-
63000	9,054	12,705	13,764	12,972	13,396
63001	7,639	29,368	31,425	30,889	10,803
63002	2,118	2,971	3,220	3,034	3,132
63003	925	1,058	1,263	1,088	1,123
63006	22,929	27,979	35,089	33,026	33,629
63011	-	1,250	-	-	-
64105	1,000	5,054	-	-	-
70131	420	1,015	1,260	1,260	127,983
70161	63,388	94,853	101,503	101,503	101,503
70215	-	1,465	2,115	2,115	-
70555	-	500	-	-	-
72123	-	-	976	976	-
72124	1,837	-	483	483	-
<b>01203</b>					
60000	239,359	175,950	193,876	194,846	248,713
60001	-	791	-	-	-
60002	12,103	9,731	-	-	-
60004	9,525	6,504	-	-	-
60005	6,495	5,083	-	-	-
60009	-	981	-	-	-
63000	14,496	12,047	12,021	12,080	15,420
63001	14,389	11,578	11,121	11,175	13,916
63002	3,672	2,817	2,812	2,825	3,606
63003	1,888	1,374	1,645	1,653	1,293
63006	35,087	22,803	26,163	26,163	33,629
63011	-	1,500	-	-	-
64105	2,000	4,823	-	-	-
70215	-	504	1,000	1,000	-
70413	148	225	-	-	-



General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
71012	44	183	246	246	-
72123	-	-	1,000	1,000	-
<b>01204</b>					
60000	66,686	76,668	104,744	91,397	239,399
60002	3,846	4,583	-	-	-
60004	2,663	4,636	-	-	-
60005	2,458	4,258	-	-	-
60009	-	346	-	-	-
63000	4,617	5,547	6,494	5,666	14,843
63001	5,586	6,460	7,061	6,403	51,668
63002	1,080	1,297	1,519	1,326	3,471
63003	367	471	654	475	1,245
63006	8,601	12,012	14,829	12,766	26,161
64105	450	1,512	-	-	-
70161	48,378	57,302	67,965	67,965	67,965
70553	522	430	-	-	-
70555	2,875	750	5,012	5,012	5,012
71012	348	-	410	410	-
72113	1,557	863	1,000	1,000	1,000
<b>01205</b>					
60000	111,467	98,267	128,891	129,536	144,400
60002	5,363	5,000	-	-	-
60004	7,744	2,777	-	-	-
60005	1,822	1,940	-	-	-
63000	7,416	6,689	7,991	8,031	8,953
63001	6,114	5,485	6,445	6,477	7,220
63002	1,734	1,564	1,869	1,879	2,094
63003	633	529	670	674	751
63006	17,903	10,825	14,481	14,481	25,599
63011	500	1,500	-	-	-
64105	1,000	1,706	-	-	-
70161	25,907	160,116	4,052	4,052	4,052
71142	-	1,297	-	-	-
72123	240	-	417	417	-
72124	-	-	2,272	2,272	-
<b>01206</b>					
60000	251,181	314,069	353,191	354,957	159,291
60001	-	489	-	-	-
60002	13,928	19,151	-	-	-
60004	22,549	20,751	-	-	-
60005	6,984	9,432	-	-	-
60009	-	346	-	-	-
62000	53,781	68,284	-	-	-
62001	-	465	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
62002	2,777	3,678	-	-	-
62005	534	307	-	-	-
62012	-	231	-	-	-
63000	20,815	25,649	21,898	22,007	9,876
63001	75,168	95,450	97,870	98,359	35,442
63002	4,868	5,999	5,122	5,147	2,309
63003	1,962	2,383	2,218	2,229	828
63006	50,789	74,877	67,005	67,005	34,694
64105	3,000	8,036	-	-	-
70161	5,288	13,741	10,000	10,000	-
70215	-	-	-	-	5,140
71012	4,914	319	4,008	4,008	10,808
72113	-	-	965	965	965
72131	2,112	3,513	1,825	1,825	1,825
<b>01207</b>					
60000	141,655	161,742	233,979	207,409	124,836
60002	7,069	9,782	-	-	-
60004	7,000	15,059	-	-	-
60005	4,204	3,511	-	-	-
63000	9,629	11,466	14,507	12,860	7,740
63001	9,012	10,409	12,654	11,330	7,958
63002	2,252	2,681	3,393	3,007	1,810
63003	1,269	1,383	1,703	1,567	649
63006	18,971	19,540	28,792	20,540	17,628
64105	1,125	3,634	-	-	-
70131	362	102	-	-	-
70161	5,197	64,829	54,102	54,102	35,000
70553	-	548	-	-	-
71012	10,483	6,615	2,442	2,442	4,000
72124	21,841	69,878	92,000	92,000	4,128
77201	1,225	-	-	-	-
77501	-	916	-	-	-
<b>01208</b>					
60000	235,881	216,633	222,546	223,659	272,975
60001	1,446	3,108	-	-	-
60002	12,189	12,741	-	-	-
60004	15,711	13,653	-	-	-
60005	15,258	11,005	-	-	-
63000	16,963	15,707	13,797	13,866	16,925
63001	54,298	44,667	36,025	36,205	85,930
63002	3,967	3,674	3,227	3,243	3,958
63003	1,357	1,263	1,157	1,163	1,814
63006	39,733	40,495	39,883	39,883	61,005
64105	2,750	5,536	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
70161	-	-	-	-	92,000
<b>01301</b>					
60000	3,755,596	4,055,447	4,688,025	4,746,998	4,836,322
60002	88,574	103,907	-	-	-
60004	257,061	283,252	-	-	-
60005	166,669	102,711	-	-	-
60007	1,973	4,657	-	-	-
60009	2,765	7,552	-	-	-
61000	126,668	130,898	142,494	145,344	146,769
61004	10,206	5,296	-	-	-
61005	1,824	5,950	-	-	-
62000	17,963	933	-	-	-
62002	972	-	-	-	-
63000	258,247	275,033	299,492	303,325	308,981
63001	-	-	10,673	10,887	-
63002	62,200	65,413	70,043	70,939	72,262
63003	22,721	25,307	25,959	26,297	26,780
63004	532,018	557,750	529,563	536,077	566,875
63006	377,397	450,554	498,867	490,615	562,046
63011	2,500	4,500	-	-	-
64104	808	-	-	-	-
64105	24,750	-	-	-	-
70121	-	141	-	-	-
70131	1,259	83	1,150	1,150	1,150
70151	3,122	18,966	22,800	22,800	22,800
70152	-	55	3,500	3,500	3,500
70311	1,200	-	-	-	-
70411	-	1,150	-	-	-
70413	-	1,723	1,900	1,900	1,900
70414	-	509	-	-	-
70416	13,295	19,240	17,100	17,100	19,200
70511	-	525	-	-	-
70552	23,598	9,642	-	-	-
70553	2,703	8,923	1,650	1,650	1,650
71012	22,464	28,808	21,000	21,000	15,800
71014	4,290	123	3,500	3,500	3,500
71016	1,457	488	-	-	-
71141	1,557	7,405	7,200	7,200	7,200
72113	1,448	627	1,200	1,300	1,300
72121	(958)	3,049	6,000	6,000	6,000
72122	727	19,158	900	900	900
72123	37,670	11,000	24,275	24,275	24,275
72124	5,219	1,782	4,825	4,825	4,825
72131	3,576	129,000	7,000	7,000	7,000

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
72153	1,411	5,758	-	-	-
72161	974	3,562	36,500	36,500	39,600
72175	4,608	1,793	4,200	4,200	4,200
73104	264	220	-	-	-
76306	-	1,750	-	-	-
76325	2,394	6,524	3,200	3,200	3,200
76601	154	-	-	-	-
77201	-	669	-	-	-
77501	-	695	-	-	-
95002	-	90,711	128,288	128,288	128,288
<b>01302</b>					
60000	2,106,500	2,156,086	2,481,321	2,525,776	2,571,280
60001	0	-	-	-	10,192
60002	132,126	146,228	-	-	-
60004	123,306	130,082	-	-	-
61000	175,054	183,579	207,824	211,980	243,517
61002	9,864	10,493	-	-	-
62000	1,815	5,170	5,000	5,000	5,000
63000	151,265	156,551	167,037	169,740	175,598
63002	35,745	36,784	39,167	39,698	41,068
63003	16,680	17,810	18,084	18,378	18,586
63004	293,010	301,862	290,811	296,021	301,617
63006	370,116	434,459	476,804	476,804	506,242
64105	23,750	12,612	-	-	-
70111	1,383	2,395	3,200	3,200	2,500
70124	-	-	2,000	5,000	6,000
70151	15,200	3,845	20,334	20,334	10,000
70161	616	1,308	2,760	3,120	3,600
70215	-	4,942	5,513	5,788	5,674
70411	510	2,050	1,000	3,000	3,000
70412	5,766	6,027	6,550	6,550	6,550
70414	-	-	-	-	400
70415	-	-	-	-	500
70511	4,118	3,412	4,324	4,500	4,550
70551	-	442	-	-	-
70553	4,314	5,305	4,440	4,440	5,400
70558	65,415	62,209	87,330	87,330	87,330
71012	16,690	18,000	15,855	14,855	17,500
71014	-	-	750	750	750
71141	21,825	25,038	21,175	20,284	25,000
71151	-	4,015	-	-	-
72113	23,373	18,650	27,000	27,000	20,265
72121	762	1,048	2,598	3,598	1,500
72123	530	530	2,606	2,606	2,000

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
72124	-	283	2,000	2,432	1,500
72131	173	173	195	195	250
72153	-	1,614	3,200	10,953	10,953
72171	540	-	565	565	592
76652	-	-	-	-	200
77201	645	787	2,000	2,000	2,000
77501	-	342	-	-	-
80006	16,720	4,575	11,049	16,000	25,078
<b>01303</b>					
60000	296,662	311,668	345,396	348,042	369,637
60004	14,680	7,297	-	-	-
60005	14,273	5,000	-	-	-
62000	11,054	78	-	-	-
62004	263	-	-	-	-
63000	19,438	18,985	21,415	21,579	22,917
63002	4,546	4,440	5,008	5,047	5,360
63003	4,155	4,227	4,525	4,559	4,842
63004	38,433	40,399	40,480	40,791	43,321
63006	60,075	64,793	72,467	72,467	75,947
63008	667	3,403	-	-	-
63011	500	750	-	-	-
64105	2,000	8,639	-	-	-
70161	4,048	6,194	48,100	48,175	43,344
70218	1,472	(754)	3,500	3,500	1,800
70412	-	-	-	-	3,500
70553	478	682	660	660	660
71012	11,677	15,692	5,780	5,780	7,800
71171	51,874	57,016	53,616	53,616	53,616
72113	11	4	120	120	120
72123	700	50	811	811	802
72124	4,900	20,780	4,800	4,800	4,000
72131	406	-	406	406	406
76317	625	17,696	4,000	4,000	4,000
77103	790	919	1,000	1,000	1,000
77104	-	-	-	-	1,480
77201	124	82	420	420	420
77501	-	314	-	-	-
<b>01304</b>					
70151	13,774	55,576	37,013	37,013	62,538
70511	-	1,684	1,811	1,900	1,900
70551	2,638	4,944	5,000	5,250	5,250
70554	-	-	55	55	55
71012	-	255	3,742	3,742	3,742
71141	-	400	2,898	2,898	2,898

General Fund: Cost Center and Account Code						
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted	
71144	278	448	1,000	1,050	1,050	
72123	175	285	654	654	654	
72124	470	2,080	2,106	2,106	2,106	
72171	-	-	1,883	1,883	-	
72173	-	-	655	655	-	
80006	887	6,506	4,200	4,200	4,200	
<b>01305</b>						
70151	20,632	(240)	-	-	-	
70511	(88)	-	-	-	-	
70551	1,644	-	-	-	-	
71012	2,536	-	-	-	-	
71141	647	-	-	-	-	
72124	1,000	-	-	-	-	
72171	1,798	-	-	-	-	
72173	624	-	-	-	-	
80006	531	-	-	-	-	
<b>01306</b>						
70151	20,633	18,808	74,705	74,705	64,705	
70551	4,805	4,551	4,978	5,226	5,000	
70553	471	482	520	600	530	
71012	1,052	1,138	1,225	1,290	1,300	
71141	1,134	2,260	2,000	2,390	1,500	
72122	748	569	659	659	750	
72123	125	150	2,000	2,000	1,500	
72124	1,541	1,965	2,085	2,085	1,500	
77201	-	661	970	990	970	
80006	8,548	67,261	5,400	8,400	8,000	
<b>01307</b>						
70151	-	120	-	-	-	
70551	6,429	6,540	4,740	4,740	4,800	
70553	958	884	1,300	1,300	1,300	
70554	-	481	2,000	2,000	2,000	
70557	-	360	-	-	-	
71012	2,347	2,358	5,300	5,300	5,300	
71141	4,638	4,509	6,087	6,087	7,000	
72113	5,688	5,688	6,188	6,188	5,800	
72122	369	389	713	713	712	
72123	320	350	1,000	1,000	1,000	
72124	1,099	995	4,994	4,994	4,100	
72153	8,438	18,082	8,000	12,500	18,000	
80006	39,181	50,184	21,000	34,200	29,000	
<b>01308</b>						
70151	15,795	17,207	35,665	35,665	35,665	
71012	-	-	193	193	193	

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
71142	-	-	870	870	870
72124	-	-	831	831	831
72153	-	-	1,668	1,668	1,668
<b>01309</b>					
72113	-	(588)	-	-	-
72115	-	(1,456)	-	-	-
<b>01401</b>					
60000	385,071	251,043	384,781	386,134	373,270
60002	17,951	13,415	-	-	-
60004	16,334	14,361	-	-	-
60005	16,342	11,277	-	-	-
60007	-	5,499	-	-	-
63000	20,166	14,786	23,856	23,940	23,143
63001	78,693	12,956	71,472	71,544	101,687
63002	5,850	3,458	5,579	5,599	5,412
63003	3,184	1,573	3,370	3,379	3,693
63006	33,133	24,798	42,360	42,360	35,691
63008	1,493	9,437	-	-	-
64105	2,500	6,731	-	-	-
70161	43,888	6,837	12,000	17,000	67,000
70413	-	497	1,200	1,400	1,500
70414	693	-	1,200	1,200	1,200
71012	5,388	3,713	5,000	5,000	5,000
71016	-	2,620	-	-	-
71141	62	90	-	-	-
72113	470	909	500	500	1,000
72121	31	859	1,250	1,450	1,874
72123	283	250	369	369	600
72131	-	-	-	3,000	-
77201	308	191	500	500	500
77501	-	100	-	-	-
<b>01402</b>					
60000	122,672	182,500	257,478	226,111	267,026
60001	269	-	-	-	-
60002	6,826	11,487	-	-	-
60004	6,022	9,457	-	-	-
60005	4,858	8,518	-	-	-
60008	-	69	-	-	-
60009	-	427	-	-	-
62000	-	5,834	-	-	-
62002	-	273	-	-	-
63000	8,078	12,582	15,964	14,019	15,085
63001	7,943	11,389	13,895	12,332	12,165
63002	1,889	2,943	3,733	3,279	3,528

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
63003	702	1,101	1,339	1,176	1,265
63006	18,316	30,783	49,809	41,557	43,943
64105	1,000	3,472	-	-	-
70131	119	1,200	1,400	1,400	2,000
70161	1,950	3,128	5,150	5,150	6,700
70164	4,800	2,899	2,000	2,000	2,500
70212	-	12	-	-	-
70215	-	27	-	-	-
70311	-	661	1,000	1,000	1,000
70413	1,485	1,528	2,100	2,100	3,000
70511	475	-	-	-	-
70512	13,757	9,514	-	-	-
70513	-	-	15,900	15,900	15,900
70551	-	2,369	976	976	976
70559	16	-	-	-	-
71012	3,832	4,669	4,800	4,800	3,500
71015	-	218	-	-	-
71016	-	3,097	3,600	3,600	3,600
72124	2,092	5,256	5,958	5,958	6,600
72131	636	-	-	-	-
72153	-	400	750	-	-
72171	-	-	1,731	1,731	-
<b>01403</b>					
60000	42,019	53,481	47,399	47,636	-
60002	2,371	2,972	-	-	-
60004	1,270	1,666	-	-	-
60005	1,633	1,723	-	-	-
63000	2,278	3,007	2,939	2,953	-
63001	2,390	3,132	2,370	2,382	-
63002	533	703	687	691	-
63003	237	315	246	248	-
63006	13,833	18,052	17,088	17,088	-
64105	500	1,179	-	-	-
70161	-	-	1,000	1,200	-
70413	-	-	600	600	-
70553	-	-	500	600	-
71012	-	-	800	600	-
77201	-	39	-	-	-
<b>01405</b>					
60000	66,318	65,206	133,627	134,001	137,009
60002	3,020	3,857	-	-	-
60004	3,107	4,607	-	-	-
60005	2,035	607	-	-	-
63000	4,548	4,606	8,285	8,308	8,495



General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
63001	32,369	35,460	40,295	40,482	44,295
63002	1,064	1,077	1,937	1,943	1,987
63003	372	386	695	697	1,184
63006	7,083	7,922	16,762	16,762	8,814
64105	500	1,857	-	-	-
70413	-	-	500	500	500
70552	3,724	5,012	1,700	1,700	1,900
70553	541	5,805	1,350	1,350	1,400
71012	324	255	3,300	3,300	3,300
71016	7,386	-	5,800	5,800	6,000
72123	-	-	500	500	500
72124	350	-	-	-	-
73106	533	1,486	-	-	-
77201	1,104	1,587	700	700	1,000
77501	-	115	-	-	-
<b>01406</b>					
70412	100	38	-	-	-
77501	-	11	-	-	-
<b>01407</b>					
60000	30,371	-	-	-	-
60002	2,132	-	-	-	-
60004	1,525	-	-	-	-
60005	1,470	-	-	-	-
62000	116,481	-	-	-	-
62002	41	-	-	-	-
62005	79	-	-	-	-
63000	9,377	-	-	-	-
63001	1,975	-	-	-	-
63002	2,193	-	-	-	-
63003	185	-	-	-	-
63006	5,169	-	-	-	-
64105	50	-	-	-	-
70131	3,689	-	-	-	-
70161	1,808	3,934	-	-	-
70163	210	-	-	-	-
70412	376	-	-	-	-
70413	618	-	-	-	-
70552	11,120	360	-	-	-
70553	5,132	140	-	-	-
71011	5,817	222	-	-	-
71012	604	-	-	-	-
71144	8,480	-	-	-	-
72113	70	-	-	-	-
72124	54	-	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
77201	3,141	72	-	-	-
<b>01408</b>					
60000	88,091	87,034	102,729	103,242	19,967
60002	4,820	5,627	-	-	-
60004	7,202	8,086	-	-	-
60005	2,385	1,470	-	-	-
63000	5,257	5,309	6,369	6,401	1,238
63001	13,399	14,269	14,657	14,730	10,674
63002	1,229	1,242	1,490	1,497	290
63003	513	532	534	537	104
63006	15,958	18,443	19,641	19,641	2,644
64105	650	2,555	-	-	-
70161	262	440	500	500	-
70413	126	323	500	500	-
70414	-	175	300	300	-
71012	1,334	388	350	350	-
71014	-	-	350	350	-
71183	331	350	500	1,000	-
72153	300	300	500	500	-
95002	129,675	122,781	116,211	116,211	114,295
<b>01501</b>					
60000	648,094	663,521	761,125	731,644	891,835
60001	96	152	-	-	-
60002	39,030	41,459	-	-	-
60004	49,948	63,983	-	-	-
60005	34,300	26,216	-	-	-
60009	1,415	706	-	-	-
62000	51,111	58,516	17,000	17,000	17,000
62002	2,825	3,231	-	-	-
62005	313	923	-	-	-
62011	57	-	-	-	-
63000	47,860	51,900	47,190	45,361	54,596
63001	180,314	199,834	200,331	199,318	224,018
63002	11,602	12,300	11,037	10,608	12,769
63003	7,488	7,523	7,157	7,020	8,373
63006	77,367	75,761	81,999	73,747	101,018
63008	3,890	3,858	-	-	-
63011	500	2,000	-	-	-
64105	5,000	17,861	-	-	-
70131	50	440	-	-	-
70151	74	-	-	-	-
70152	45	-	-	-	-
70161	365	47,417	-	-	-
70215	-	450	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
70413	2,489	15	1,043	1,043	1,024
70416	539	560	1,300	1,300	1,300
70553	549	1,314	160	160	160
71012	2,063	2,187	9,360	9,360	9,360
71141	-	85	150	150	150
71171	27	65	-	-	-
72113	358	170	308	308	308
72121	1,644	71	-	-	-
72122	-	114	-	-	-
72123	35	20	-	-	-
72124	120	7,052	-	-	-
72131	20,581	-	-	-	-
72153	-	1,054	800	800	-
76652	-	-	500	500	451
76653	-	-	150	150	150
77201	-	32	2,107	2,107	1,068
77501	-	124	-	-	-
80006	-	17,541	-	-	-
95002	-	-	81,614	81,614	81,614
<b>01502</b>					
60000	2,275,511	2,306,105	2,827,405	2,667,732	2,744,214
60001	15,625	119,075	10,000	10,000	10,000
60002	111,313	149,388	-	-	-
60003	26,752	27,052	-	-	28,503
60004	136,665	139,240	-	-	-
60005	90,543	84,425	-	-	-
60006	2,981	4,074	-	-	-
60007	674	2,310	-	-	-
60008	24	457	-	-	-
60009	4,827	4,477	-	-	-
61000	770	-	-	-	-
62000	74,087	85,171	40,000	40,000	40,000
62001	93	-	-	-	-
62002	-	1,892	-	-	-
62005	163	252	-	-	-
62013	-	24	-	-	-
63000	159,435	170,529	179,454	165,400	173,241
63001	224,712	241,262	245,599	238,136	284,499
63002	37,287	39,882	41,389	38,681	40,516
63003	13,815	14,565	15,482	14,655	15,076
63006	409,341	468,711	571,576	530,316	510,164
63011	1,500	3,250	-	-	-
64105	28,500	56,074	-	-	-
70111	-	5,000	6,000	6,000	6,000

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
70131	1,605	1,016	-	-	-
70151	1,463	50	1,473	1,473	1,473
70161	536	-	-	-	-
70211	-	67	30,000	30,000	30,000
70215	4,320	4,677	11,269	11,269	11,269
70218	7,315	3,860	1,555	1,555	1,555
70412	72	-	-	-	-
70416	-	75	250	250	250
70553	-	21,574	-	-	-
71011	3,361	11,369	9,816	9,816	9,816
71012	7,409	6,139	7,500	7,500	7,500
71131	6,200	4,645	3,000	3,000	3,000
71144	424	386	480	480	462
71171	5,496	6,529	6,020	6,020	6,020
71183	-	-	500	500	500
72113	618	365	892	892	910
72121	1,931	909	2,895	965	965
72123	-	250	386	386	386
72124	54	1,465	1,448	-	-
72153	151	-	5,000	5,000	5,000
76113	(22)	-	200	200	200
76612	20,400	17,325	20,300	21,300	21,300
76651	32,072	40,252	58,770	58,770	83,770
76652	5,727	10,351	2,436	2,436	2,436
76653	-	3,992	3,696	3,696	3,696
76654	-	-	5,000	5,000	5,000
76655	921	1,627	4,224	4,224	4,224
76656	229	108	4,536	4,536	4,536
76671	1,764	-	7,200	7,200	7,200
76674	105	257	2,520	2,520	2,520
77103	1,441	1,654	1,450	1,450	1,450
77104	-	-	-	-	1,480
77107	-	-	-	-	3,706
77403	10,141	22,954	27,500	28,500	28,500
77501	-	218	-	-	-
<b>01503</b>					
60000	130,266	136,340	160,914	161,719	86,380
60001	27	-	-	-	-
60002	7,980	8,354	-	-	-
60004	6,411	8,585	-	-	-
60005	6,319	6,411	-	-	-
60009	-	433	-	-	-
63000	8,679	9,176	9,977	10,027	5,356
63001	25,653	28,647	29,592	29,740	27,412

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
63002	2,030	2,146	2,333	2,345	1,253
63003	761	833	837	841	449
63006	30,002	36,803	39,675	39,675	20,313
64105	2,000	4,003	-	-	-
64106	-	26	-	-	-
70131	100	-	-	-	-
70161	-	350	-	-	-
70218	-	1,630	-	-	400
70413	183	95	303	303	303
71012	37	-	900	900	900
71144	-	-	500	500	500
72121	135	141	500	500	500
72124	-	54	-	-	-
72153	-	-	163	-	-
76651	-	-	336	336	336
77103	-	1,361	-	-	600
77104	-	82	-	-	493
77107	-	2,544	-	-	-
77201	-	32	-	-	-
95002	-	-	3,713	3,713	3,713
<b>01504</b>					
60000	69,635	83,892	96,245	96,726	143,916
60002	3,342	5,341	-	-	-
60004	8,783	2,329	-	-	-
60005	23,851	4,064	-	-	-
60009	-	142	-	-	-
63000	5,809	5,342	5,967	5,997	8,923
63001	5,800	5,365	5,182	5,208	9,461
63002	1,359	1,249	1,396	1,403	2,087
63003	522	498	500	503	748
63006	22,530	23,317	24,841	24,841	41,547
64105	1,000	2,394	-	-	-
70161	916	960	8,266	8,266	8,266
70163	-	-	1,000	1,000	1,000
70218	4,266	443	2,000	2,000	2,000
70413	87	-	-	-	-
70416	400	394	-	-	-
70553	-	645	-	-	-
71012	129	411	900	900	900
71141	-	1,793	-	-	-
71144	-	220	-	-	-
71171	27	-	-	-	-
72121	1,788	550	-	-	-
72124	54	81	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
77102	893	-	-	-	-
77103	333	993	1,200	1,200	400
77104	641	452	493	493	493
77105	20	-	-	-	-
77107	-	308	7,368	3,684	3,695
77201	1,362	-	-	-	-
80006	955	-	-	-	-
<b>01505</b>					
60000	129,636	120,784	207,864	208,904	176,093
60002	7,382	7,945	-	-	-
60004	7,691	10,784	-	-	-
60005	8,855	6,371	-	-	-
63000	9,267	8,919	12,888	12,952	10,918
63001	24,714	26,398	33,582	33,750	13,999
63002	2,167	2,086	3,014	3,029	2,553
63003	736	745	1,557	1,565	1,409
63006	21,249	23,196	25,531	25,531	17,628
64105	1,500	3,671	-	-	-
70141	-	-	1,538	1,538	1,538
70151	-	10	-	-	-
70161	-	559	-	-	21,600
70215	12	174	-	-	-
70218	967	5,854	300	300	527
70512	-	-	21,600	21,600	-
70553	183	655	1,500	1,500	1,500
71012	106	65	2,374	2,374	2,374
72121	-	452	1,224	2,000	2,000
77103	(293)	802	1,100	1,100	600
77104	-	493	493	493	987
77107	-	-	-	-	3,695
77501	-	1,504	-	-	-
<b>01506</b>					
60000	104,522	112,091	125,740	126,369	130,157
60002	6,025	6,775	-	-	-
60004	9,366	4,702	-	-	-
60005	5,551	1,553	-	-	-
63000	7,312	7,357	7,796	7,835	8,070
63001	47,830	52,482	55,162	55,438	60,910
63002	1,710	1,721	1,823	1,832	1,887
63003	628	651	654	657	677
63006	19,013	21,318	24,210	24,210	25,295
64105	1,125	3,128	-	-	-
70131	150	-	-	-	-
70218	5,428	1,175	1,555	1,555	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
71012	-	-	432	432	432
72121	87	-	1,448	1,448	1,448
77103	426	691	750	750	-
77104	404	452	493	493	-
77107	-	309	-	3,684	-
80001	(309)	-	-	-	-
<b>01507</b>					
60000	153,949	157,184	173,808	174,677	232,132
60001	-	-	10,000	10,000	-
60002	8,841	9,576	-	-	-
60004	5,966	9,026	-	-	-
60005	4,106	2,606	-	-	-
60009	561	-	-	-	-
61000	22,146	24,271	25,337	25,464	29,510
61002	928	1,445	-	-	-
61004	1,358	1,571	-	-	-
61005	349	1,280	-	-	-
61012	349	-	-	-	-
62000	4,402	-	-	-	-
62002	257	-	-	-	-
62005	123	-	-	-	-
62011	86	-	-	-	-
63000	12,459	12,777	12,967	12,409	16,222
63001	29,752	32,833	33,611	33,779	40,130
63002	2,914	2,988	3,033	2,902	3,794
63003	867	931	904	908	1,207
63006	13,681	16,475	16,504	16,504	25,599
64105	2,000	4,954	-	-	-
70161	-	610	-	-	-
70218	1,836	451	750	750	-
70413	37	-	-	-	-
70416	135	-	-	-	-
70511	28,489	29,938	46,497	46,497	46,497
71011	171	-	-	-	-
71012	650	638	720	720	720
71171	-	54	-	-	-
72121	171	1,287	2,173	2,173	2,173
72124	-	27	-	-	-
77103	1,285	17	275	275	-
77104	493	-	1,480	1,480	-
77107	-	5,088	-	-	-
77501	-	32	-	-	-
80001	617	-	-	-	-
80006	2,491	-	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
<b>01508</b>					
60000	56,018	58,849	70,186	70,537	72,966
60002	3,441	3,789	-	-	-
60004	6,233	2,418	-	-	-
60005	4,139	4,781	-	-	-
60008	198	-	-	-	-
61000	15,090	10,447	14,499	14,572	33,219
61002	1,520	1,526	-	-	-
61004	691	798	-	-	-
61005	957	1,214	-	-	-
62000	6,309	6,562	5,000	5,000	5,000
62002	894	1,904	-	-	-
62004	136	-	-	-	-
62005	136	-	-	-	-
63000	5,533	5,352	5,250	5,276	6,893
63001	4,303	4,671	4,580	4,603	4,759
63002	1,294	1,252	1,227	1,234	1,613
63003	350	363	365	367	379
63006	9,539	10,989	11,682	11,682	19,738
64105	875	2,107	-	-	-
70151	280	75	-	-	-
70161	-	220	-	-	-
70215	218	178	-	-	-
70218	3,334	975	1,200	1,200	2,800
70413	-	-	1,583	1,583	1,583
71011	-	-	2,600	2,600	2,600
71012	110	109	432	1,932	1,932
72121	-	417	724	724	724
72124	-	27	-	-	-
76651	1,044	-	1,200	1,200	1,200
77103	883	64	1,050	1,050	1,200
77104	985	987	1,480	1,480	1,480
77107	-	1,388	3,696	3,696	-
80001	(308)	-	-	-	-
<b>01510</b>					
60000	354,086	355,383	411,602	413,277	455,496
60001	370	3,131	-	-	10,000
60002	22,201	21,643	-	-	-
60003	-	451	-	-	475
60004	26,134	29,310	-	-	-
60005	20,912	14,901	-	-	-
61000	-	828	-	-	-
61002	-	90	-	-	-
62000	3,162	7,907	10,000	10,000	10,000



General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
62002	-	265	-	-	-
62005	238	103	-	-	-
63000	25,175	25,692	26,449	25,623	29,481
63001	50,947	41,118	39,112	39,288	43,881
63002	5,888	5,748	6,548	5,992	6,897
63003	4,409	4,160	3,826	3,843	4,657
63006	57,664	72,904	77,928	77,928	82,184
64105	4,500	8,330	-	-	-
70131	100	-	-	-	-
70151	110	3,762	-	-	-
70161	967,325	574,772	570,000	570,000	570,000
70163	-	-	1,000	1,000	1,000
70413	-	287	7,000	7,000	7,000
70416	135	-	400	400	400
70551	240	690	12,037	12,037	12,037
71011	-	403	1,085	1,086	1,086
71012	56	2,464	8,320	8,320	8,244
71131	-	-	1,008	1,008	1,008
71171	-	-	6,000	6,000	6,000
72113	562	1,076	3,724	3,724	3,800
72121	-	390	1,800	1,454	1,454
72124	155	27	483	483	483
72131	-	-	1,255	1,255	1,255
76408	-	63	-	-	-
77201	-	-	7,880	7,880	-
77403	345,581	433,320	-	-	-
77501	-	852	-	-	-
80006	-	7,870	-	-	-
95002	-	-	11,366	11,366	11,366
<b>01511</b>					
70161	227,407	245,873	226,960	226,960	226,960
70163	-	4,900	-	-	-
76309	-	-	5,000	5,000	5,000
<b>01512</b>					
60000	239,613	257,257	261,165	262,471	321,976
60001	9,159	14,675	3,000	3,000	3,000
60002	8,762	6,095	-	-	-
60003	1,405	2,711	-	-	2,856
60004	20,714	15,159	-	-	-
60005	9,451	12,782	-	-	-
60006	1,887	1,752	-	-	-
60009	535	-	-	-	-
62000	1,204	-	-	-	-
63000	17,902	18,643	16,379	16,274	20,149

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
63001	42,878	47,147	47,259	47,496	54,160
63002	4,187	4,360	3,831	3,806	4,713
63003	1,610	1,777	1,653	1,661	2,000
63006	31,890	46,582	42,035	42,035	61,005
64105	3,500	5,551	-	-	-
70131	350	-	-	-	-
70141	-	6,866	-	-	-
70151	-	307	-	-	-
70161	125	10,000	948	468	776
70218	1,523	816	450	450	1,400
70412	-	1,750	500	500	500
70413	-	1	-	-	-
70416	-	82	-	-	-
70511	105,385	117,876	200,000	200,000	200,000
70553	-	416	-	-	-
71011	260	378	1,330	1,330	448
71012	1,850	8,688	2,100	2,100	2,742
71141	-	7,564	-	-	-
72121	-	130	-	-	-
72153	-	2,456	-	-	-
72175	-	77	-	-	-
77103	540	552	310	310	1,400
77104	34	-	493	493	986
77201	35	-	1,780	1,780	1,780
77501	-	159	-	-	-
80006	257	2,499	-	-	-
<b>01513</b>					
70131	25	-	-	-	-
<b>01517</b>					
60000	-	215,824	227,776	456,691	473,196
60002	-	12,054	-	-	-
60004	-	4,899	-	-	-
60005	-	3,849	-	-	-
60008	-	30	-	-	-
62000	-	11,955	-	-	-
62002	-	854	-	-	-
63000	-	14,811	14,122	41,549	29,338
63001	-	14,099	14,997	15,072	25,231
63002	-	3,464	3,303	3,319	6,861
63003	-	1,194	1,184	1,190	2,461
63006	-	36,839	42,619	42,619	112,627
70141	-	556	15,600	15,600	15,600
70151	-	-	108	108	108
70161	-	423	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
70215	-	362	-	-	-
70413	-	-	2,032	2,032	1,012
70552	-	1,000	-	-	-
70553	-	141	468	468	468
71011	-	-	1,152	1,152	-
71012	-	2,394	6,480	6,480	4,860
71131	-	-	1,560	1,560	500
72124	-	1,600	-	-	6,310
72131	-	-	1,350	1,350	1,350
77201	-	649	2,558	2,558	1,100
<b>01518</b>					
60000	-	-	-	-	53,890
63000	-	-	-	-	3,341
63001	-	-	-	-	3,233
63002	-	-	-	-	781
63003	-	-	-	-	280
63006	-	-	-	-	18,063
<b>01601</b>					
60000	2,663,797	2,580,522	2,719,732	2,907,797	3,571,999
60002	1,187	-	-	-	-
60004	180,390	199,329	-	-	-
60005	92,231	72,427	-	-	-
60013	8,084	17,122	-	-	-
61000	-	97,059	-	-	260,861
61015	-	321	-	-	-
62000	-	104	2,000	10,000	-
63000	176,572	178,812	168,623	180,283	239,147
63002	41,818	42,153	39,437	42,163	55,929
63003	15,613	15,546	13,191	14,152	18,384
63004	366,688	349,644	297,366	319,633	414,366
63006	337,901	379,943	342,787	354,764	621,114
63011	500	750	-	-	-
64105	(4,435)	48,050	-	-	-
64109	6,362	8,329	20,000	20,000	20,000
70111	14,205	-	14,800	14,800	-
70131	522	120	-	-	-
70161	44,415	23,371	44,000	39,000	24,250
70215	108,272	39,940	13,500	13,500	13,500
70218	-	28,439	14,500	14,500	14,500
70236	23,658	28,275	28,950	18,950	40,000
70412	1,682	1,114	2,800	2,800	3,900
70413	33	205	400	400	400
70414	1,137	656	2,650	2,650	1,600
70415	3,489	1,642	2,400	2,400	3,300

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
70553	609	39	1,000	500	1,000
71011	1,889	3,072	10,000	10,000	9,100
71012	5,193	7,254	8,500	5,000	8,500
71014	3,162	101	2,000	3,500	2,500
71015	174	3,528	1,500	2,000	2,500
71016	-	-	5,000	500	15,000
72112	97	15	250	250	250
72113	25,123	20,606	19,000	19,000	30,000
72121	4,896	3,150	3,250	3,250	3,250
72122	1,983	762	1,500	1,500	-
72123	2,435	13,903	3,000	3,000	3,000
72124	-	250	-	-	-
72131	14,596	3,896	15,000	17,000	17,300
72151	63	-	1,400	1,500	1,500
72152	-	11,341	-	-	-
72153	1,496	21,638	14,500	30,000	22,358
72171	8,472	-	-	-	-
72173	49	-	51	51	-
73108	-	664	-	-	-
76602	265	3,368	2,000	2,000	22,000
76651	241	719	600	600	-
76654	-	77	-	-	-
77103	136	8,385	8,500	8,500	7,500
77104	-	6,893	9,866	9,866	10,000
77107	-	14,572	15,500	15,500	21,500
77201	2,200	7,197	3,500	2,500	4,000
77501	-	6,011	-	-	-
80006	-	-	10,000	6,500	72,700
<b>01602</b>					
60000	2,810,282	2,743,524	3,318,774	3,417,929	3,464,465
60002	56	-	-	-	-
60004	231,908	246,939	-	-	-
60005	106,020	191,703	-	-	-
60013	174	568	-	-	-
61000	-	-	-	-	108,727
62000	-	-	2,000	10,000	-
63000	186,368	192,011	205,764	211,912	225,878
63002	43,601	44,906	48,122	49,560	52,826
63003	15,710	16,615	17,258	17,773	18,015
63004	389,817	395,108	388,960	400,581	406,035
63006	546,009	618,228	715,782	724,034	801,931
63011	1,000	4,500	-	-	-
64105	44,500	74,000	-	-	-
64109	35,195	48,326	70,000	70,000	70,000

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
70215	10,583	10,322	34,000	34,000	14,400
70218	36,204	30,802	36,000	36,000	48,000
70551	(15)	-	-	-	-
70553	268	546	850	850	900
71011	1,547	2,881	20,000	20,000	23,250
71012	2,765	2,089	2,400	2,400	2,400
71131	-	97	-	-	-
71171	368	-	-	-	-
72112	-	593	-	-	-
72113	11,005	7,209	12,000	12,000	11,700
72123	45	-	-	-	-
72153	501	6,756	6,700	13,500	4,950
73104	10	20	100	100	50
76602	1,041	3,550	6,500	6,500	50,050
76651	267	234	-	-	-
77103	8,743	22,749	23,500	23,500	20,000
77104	7,937	6,990	7,893	7,893	7,000
77107	-	4,847	3,848	3,848	3,850
77201	5,289	5,661	13,600	11,500	13,100
77501	-	912	-	-	-
80006	3,036	-	-	-	-
<b>01603</b>					
60000	318,952	364,643	337,933	344,691	406,279
60004	18,890	20,688	-	-	-
60005	7,158	7,877	-	-	-
61000	-	8,119	-	-	38,831
62000	-	26	-	-	-
63000	20,636	24,522	20,952	21,371	27,597
63002	4,826	5,735	4,901	4,998	6,454
63003	1,661	2,055	1,758	1,792	2,113
63004	42,462	48,958	39,606	40,398	47,616
63006	39,739	43,817	34,422	34,422	58,373
63011	-	750	-	-	-
64105	2,735	6,950	-	-	-
64109	317	-	-	-	-
70131	311	-	-	-	-
70161	11,091	21,364	15,500	15,500	16,200
70553	-	31	-	-	-
71011	-	123	-	-	725
71012	1,166	1,119	1,500	1,000	1,500
71015	-	335	-	-	-
71016	389	-	1,000	1,000	3,875
72112	16	-	2,000	2,000	1,750
72113	919	1,465	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
72121	314	278	1,000	1,000	1,275
72123	771	209	500	500	1,200
72124	-	-	4,343	4,343	1,625
72153	699	-	-	-	-
76602	-	-	-	-	2,350
77103	19	-	-	-	-
77201	461	-	-	-	1,000
77403	9,477	11,388	14,000	14,000	12,800
<b>01604</b>					
60000	9,890,922	9,370,688	11,249,050	11,132,227	11,374,899
60002	35,602	-	-	-	-
60004	974,581	909,808	-	-	-
60005	476,290	602,203	-	-	-
60006	-	194	-	-	-
60013	220,143	281,238	-	-	-
61000	10,843	29,623	23,072	77,780	104,822
61004	1,856	-	-	-	-
62000	34,214	38,433	31,000	84,750	-
63000	691,447	705,548	698,871	690,199	721,711
63002	161,710	165,007	163,446	161,417	168,787
63003	57,266	57,846	58,197	57,462	59,102
63004	1,434,410	1,380,416	1,311,676	1,295,090	1,335,243
63006	1,989,737	2,165,524	2,391,890	2,314,694	2,419,333
63008	28,694	40,461	-	-	-
63011	5,000	15,250	-	-	-
64105	140,350	263,000	-	-	-
64109	81,394	608,854	170,000	170,000	170,000
70131	325	252	-	-	-
70161	55,735	45,023	60,000	60,000	55,500
70163	-	320	-	-	-
70215	7,314	7,753	112,500	112,500	112,000
70218	155,348	73,001	85,000	85,000	74,000
70415	531	-	-	-	-
70553	2,879	3,422	2,500	2,500	2,450
71011	34,891	40,211	90,000	93,000	92,750
71012	9,020	14,298	9,500	10,000	9,500
71014	644	-	-	-	-
71016	-	5,305	-	-	-
71111	4,932	1,841	9,000	9,000	9,000
71131	146,697	119,001	127,000	135,000	136,000
71132	-	765	-	-	-
71141	-	435	-	-	-
71151	-	303	-	-	-
71164	1,977	7,709	10,250	10,000	14,350

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
71171	3,081	1,021,376	1,200,000	1,200,000	1,080,000
71182	-	227	-	-	-
71183	-	28	1,000	1,000	1,000
72112	1,160	1,894	5,000	5,000	4,000
72113	1,472	1,190	-	-	-
72115	2,932	2,995	3,100	3,100	3,000
72121	-	200	-	-	-
72123	1,285	150	-	-	-
72124	8,739	14,890	10,133	10,133	16,650
72131	-	-	450,000	-	-
72152	960	485	-	-	-
72153	13,301	19,372	30,500	25,000	9,800
72171	545,421	490,289	579,925	579,925	550,000
72172	386,491	380,631	471,000	471,000	462,000
72173	100,484	128,367	105,508	105,508	102,000
72175	751	805	800	800	900
73108	5,990	-	13,000	7,060	13,000
76602	37,932	45,626	85,000	165,000	167,200
76603	-	(8)	-	-	-
76651	1,200,644	1,197,960	1,400,000	1,400,000	1,437,188
76654	12,597	19,353	34,000	34,000	-
76655	45,591	38,519	53,000	53,000	24,000
76656	48,349	11,593	54,000	54,000	-
76672	7,135,482	6,766,775	7,039,000	7,039,000	8,252,642
77103	58,349	54,759	61,500	61,500	75,000
77104	28,391	20,685	20,226	20,226	20,712
77107	-	82,757	67,500	67,500	83,300
77201	3,513	1,239	-	-	3,000
77501	-	123	-	-	-
80004	-	4,950	-	-	-
80006	17,099	8,058	10,000	-	8,000
<b>01701</b>					
60000	146,352	145,102	110,007	111,434	264,908
60001	44,072	33,098	21,106	25,355	21,106
60002	5,492	5,939	-	-	-
60004	13,952	3,832	-	-	-
60005	3,772	4,399	-	-	-
62000	13,194	15,573	-	-	-
62001	3,400	2,084	-	-	-
62002	676	1,144	-	-	-
63000	13,892	12,538	9,439	6,909	17,734
63002	3,249	2,932	1,901	1,615	4,147
63003	-	165	572	579	1,378
63004	19,846	19,545	12,893	13,059	31,048

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
63006	28,932	36,578	32,863	32,863	56,483
63008	1,592	5,095	-	-	-
64105	2,025	2,741	-	-	-
70131	-	25	-	-	-
70161	221	340	720	720	720
70211	2,761	-	-	-	-
70215	-	417	1,300	1,300	1,800
70311	21,187	3,752	-	-	-
70412	330	558	1,900	2,100	2,100
70413	-	252	200	-	200
70414	603	342	1,800	2,450	2,052
70415	211	-	1,510	1,710	2,400
70552	3,205	-	-	-	-
71012	6,927	3,175	6,793	6,793	4,671
71122	-	-	248	248	248
71131	-	-	-	-	1,000
71141	-	82	-	-	82
72113	38,070	12,085	47,490	57,827	67,480
72115	-	1,728	269	269	269
72121	745	-	1,028	1,257	1,907
72123	180	1,010	327	327	460
72124	1,274	2,233	-	3,934	3,934
72131	811	-	-	-	-
72153	-	-	-	1,500	3,000
77201	131	107	5,247	15,260	23,648
77501	-	20,689	-	-	-
<b>01702</b>					
60000	211,073	209,562	323,275	327,771	193,326
60001	59,407	45,661	3,155	11,400	3,155
60002	7,298	9,499	-	-	-
60004	8,626	6,536	-	-	-
60005	9,678	6,111	-	-	-
60009	-	116	-	-	-
61000	147,538	106,787	131,370	132,657	178,256
61001	53,327	20,032	20,697	35,554	35,554
61002	5,888	6,073	-	-	-
61004	1,367	6,224	-	-	-
61005	1,378	3,975	-	-	-
61007	1,157	-	-	-	-
61012	-	683	-	-	-
62000	73,295	33,386	26,491	26,491	27,055
62001	5,941	879	10,413	10,101	33,121
62002	535	360	-	-	-
63000	33,626	27,317	30,027	28,547	24,921



General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
63002	7,864	6,389	7,023	6,677	5,828
63003	186	351	1,681	1,705	1,006
63004	30,219	28,294	37,888	38,415	22,658
63006	65,226	74,235	99,299	99,299	75,150
64105	4,475	8,757	-	-	-
70131	12,167	10,089	48,882	14,139	23,236
70161	-	400	-	-	-
70215	-	450	-	-	-
70217	-	-	-	1,000	1,000
70218	-	2,191	500	500	1,200
70311	55,827	31,323	58,329	101,406	84,991
70412	4,602	4,119	6,303	18,171	12,180
70413	2,069	1,658	17	751	2,251
70414	545	1,502	-	-	1,300
70415	475	3,853	2,400	2,400	3,000
70511	67,260	-	-	-	-
70513	(1,314)	547	39,754	42,429	41,754
70551	1,162	1,162	1,162	1,162	1,163
70552	286,572	112,602	119,274	261,565	243,575
70553	-	184	-	-	-
70555	229	529	-	-	-
70559	354,009	226,932	356,247	470,004	481,315
71012	67,287	19,966	34,790	53,302	60,133
71131	553	-	337	1,000	-
72113	46	44	-	-	-
72114	1,708	156	-	-	-
72115	-	-	31,149	51,377	-
72121	4,657	3,263	600	600	750
72123	1,614	2,194	180	180	180
72124	3,168	810	-	-	-
72153	7,647	-	1,476	2,214	10,592
72161	8,146	62,555	86,400	89,100	52,760
72171	4,020	3,347	4,209	4,209	4,209
72172	1,271	4,240	1,309	1,309	4,140
72173	3,796	2,265	3,986	3,986	3,071
73108	18,900	-	23,380	23,380	55,630
77103	607	539	350	350	1,000
77104	-	-	986	986	493
77201	15,501	11,315	10,000	15,000	15,000
77501	-	1,392	-	-	-
80006	40,321	-	-	-	-
95007	-	3,481	-	1,890	14,400
<b>01901</b>					
70151	-	34	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
70152	5,930	1,777	2,700	2,700	2,700
70153	400	300	-	-	-
70161	9,099	1,775	7,300	7,300	11,500
70211	19,433	22,580	33,833	33,833	33,833
70212	2,190	460	2,500	2,500	2,500
70215	1,263	2,357	1,759	1,759	1,759
70216	-	-	900	900	900
70413	178	-	411	411	411
70414	33	-	-	-	-
70511	3,906	3,798	4,500	4,500	4,500
70551	6,226	13,182	11,600	11,600	14,865
70553	2,696	4,539	2,162	2,162	2,162
70554	54	352	300	300	300
71011	-	270	386	386	386
71012	7,463	7,908	4,922	4,922	4,922
71013	398	444	193	193	193
71015	7,807	-	-	-	-
71141	8,657	5,491	6,273	6,273	6,228
72115	1,259	1,514	7,935	7,935	-
72121	10,223	13,778	19,300	19,300	19,300
72122	369	414	200	200	200
72123	2,775	3,230	965	965	2,000
72151	-	388	616	616	616
72153	37	1,458	-	-	-
77201	1,738	1,122	1,930	1,930	1,930
77501	-	970	-	-	-
80006	27,663	66,542	19,000	19,000	19,000
<b>01902</b>					
60000	55,990	52,812	65,170	65,496	67,459
60002	2,761	3,367	-	-	-
60004	4,754	6,531	-	-	-
60005	1,519	2,136	-	-	-
63000	3,987	3,914	4,041	4,061	4,182
63001	6,573	6,647	6,517	6,550	6,746
63002	932	915	945	950	978
63003	819	849	854	858	884
63006	7,083	10,239	8,510	8,510	12,270
64105	500	1,621	-	-	-
70153	12,500	20,500	20,984	20,984	20,984
70161	2,160	-	-	-	-
70413	25	340	205	205	205
72123	50	-	-	-	-
72124	416	-	-	-	-
<b>02001</b>					

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
60000	285,584	-	-	-	-
60001	0	-	-	-	-
60002	29,999	-	-	-	-
60004	19,422	-	-	-	-
60005	14,182	-	-	-	-
60006	32	-	-	-	-
61000	45,801	-	-	-	-
61002	825	-	-	-	-
61004	4,483	-	-	-	-
62000	13,908	-	-	-	-
62001	4	-	-	-	-
62002	1,922	-	-	-	-
62005	467	-	-	-	-
63000	24,880	-	-	-	-
63001	81,098	-	-	-	-
63002	5,819	-	-	-	-
63003	1,305	-	-	-	-
63006	37,862	-	-	-	-
64105	2,250	-	-	-	-
70131	3,228	-	-	-	-
70161	171,333	-	-	-	-
70215	171	-	-	-	-
70218	3,037	-	-	-	-
70412	870	-	-	-	-
70511	2,827	-	-	-	-
71012	5,670	-	-	-	-
72113	215	-	-	-	-
72123	35	-	-	-	-
72153	308	-	-	-	-
77103	1,173	-	-	-	-
77104	493	-	-	-	-
<b>02002</b>					
72131	1,230	-	-	-	-
72153	1,035	-	-	-	-
<b>02003</b>					
60000	2,056,044	-	-	-	-
60002	114,631	-	-	-	-
60004	176,585	-	-	-	-
60005	88,083	-	-	-	-
60008	441	-	-	-	-
60009	1,833	-	-	-	-
62000	37,350	-	-	-	-
62002	1,067	-	-	-	-
62005	783	-	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
63000	147,129	-	-	-	-
63001	492,273	-	-	-	-
63002	34,684	-	-	-	-
63003	14,083	-	-	-	-
63006	232,747	-	-	-	-
63011	1,500	-	-	-	-
64105	13,500	-	-	-	-
70552	266,537	-	-	-	-
72131	379,943	-	-	-	-
72151	19,490	-	-	-	-
72161	435	-	-	-	-
<b>02004</b>					
60000	926,241	-	-	-	-
60002	45,466	-	-	-	-
60004	85,679	-	-	-	-
60005	37,017	-	-	-	-
60009	96	-	-	-	-
61000	43,820	-	-	-	-
61002	3,153	-	-	-	-
61004	4,312	-	-	-	-
61005	2,133	-	-	-	-
63000	68,322	-	-	-	-
63001	161,769	-	-	-	-
63002	15,979	-	-	-	-
63003	5,403	-	-	-	-
63006	105,731	-	-	-	-
64105	4,750	-	-	-	-
70262	204,080	-	-	-	-
71012	49	-	-	-	-
72131	110,268	-	-	-	-
72153	1,844,349	-	-	-	-
72161	68,705	-	-	-	-
90012	431,356	-	-	-	-
<b>02005</b>					
60000	551,300	-	-	-	-
60001	3,267	-	-	-	-
60002	31,245	-	-	-	-
60004	52,116	-	-	-	-
60005	24,383	-	-	-	-
60006	1,001	-	-	-	-
60008	178	-	-	-	-
60009	289	-	-	-	-
62000	544	-	-	-	-
62002	136	-	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
63000	38,638	-	-	-	-
63001	108,033	-	-	-	-
63002	9,036	-	-	-	-
63003	4,201	-	-	-	-
63006	111,266	-	-	-	-
64105	6,000	-	-	-	-
70311	534	-	-	-	-
70511	191,966	-	-	-	-
70552	40,058	-	-	-	-
71012	1,128,958	-	-	-	-
72115	(85,651)	-	-	-	-
72131	1,372,173	-	-	-	-
72153	64,630	-	-	-	-
72161	(440,320)	-	-	-	-
<b>02006</b>					
71012	1,365	-	-	-	-
72115	2,044,721	-	-	-	-
<b>02007</b>					
60000	123,057	-	-	-	-
60001	1,951	-	-	-	-
60002	6,646	-	-	-	-
60004	8,166	-	-	-	-
60005	4,300	-	-	-	-
63000	8,330	-	-	-	-
63001	46,256	-	-	-	-
63002	1,948	-	-	-	-
63003	731	-	-	-	-
63006	27,027	-	-	-	-
64105	1,000	-	-	-	-
70311	34,991	-	-	-	-
70552	6,291	-	-	-	-
71012	193,868	-	-	-	-
71164	1,477	-	-	-	-
72113	(22,474)	-	-	-	-
72131	3,206	-	-	-	-
72153	190	-	-	-	-
77201	(276,715)	-	-	-	-
<b>02008</b>					
60000	54,657	-	-	-	-
60002	3,106	-	-	-	-
60004	5,816	-	-	-	-
60005	51	-	-	-	-
63000	3,840	-	-	-	-
63001	26,995	-	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
63002	898	-	-	-	-
63003	308	-	-	-	-
63006	10,183	-	-	-	-
64105	1,000	-	-	-	-
70511	9,509	-	-	-	-
72113	289,610	-	-	-	-
77201	352,935	-	-	-	-
<b>02009</b>					
72131	1,378,030	-	-	-	-
<b>02101</b>					
60000	493,037	327,228	346,008	347,738	309,230
60001	112	893	-	-	-
60002	22,379	20,219	-	-	-
60004	19,688	9,003	-	-	-
60005	5,465	9,147	-	-	-
60008	-	48	-	-	-
60009	477	-	-	-	-
63000	25,984	15,909	21,453	21,560	19,172
63001	117,777	119,218	111,186	110,912	120,289
63002	7,649	4,593	5,017	5,042	4,487
63003	5,242	3,783	4,223	4,245	3,730
63006	41,279	26,759	28,186	28,186	23,313
63011	1,000	-	-	-	-
64105	2,000	8,018	-	-	-
70131	-	282	16,500	16,500	16,500
70161	1,808	24,971	30,000	30,000	30,000
70218	2,254	628	1,500	1,500	1,200
70412	700	49	-	-	-
70413	244	20	-	-	-
70552	-	32,930	-	-	-
70553	742	4,662	-	-	-
71012	643	4,522	9,900	10,907	9,899
71141	-	-	200	200	200
72113	89	77	206	206	206
72121	6,911	7,661	7,500	7,500	7,500
72122	-	-	200	200	200
72123	83,606	1,745	45,178	45,178	45,438
72124	-	-	3,113	3,113	3,113
72131	6,110	-	7,000	7,000	7,000
73105	-	-	11,226	11,226	11,226
77103	906	1,107	1,500	1,500	1,500
77104	493	493	493	493	500
77501	-	35	-	-	-
80006	-	-	1,500	1,500	1,500

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
95007	-	-	30,000	30,000	30,000
<b>02102</b>					
60000	165,522	165,329	156,906	157,340	113,299
60002	7,822	8,929	-	-	-
60004	7,078	5,166	-	-	-
60005	2,020	96	-	-	-
63000	10,796	10,929	9,728	9,755	7,024
63001	44,086	46,567	46,948	47,165	5,665
63002	1,867	2,556	2,275	2,281	1,642
63003	2,202	2,038	2,055	2,061	1,484
63006	19,771	17,647	24,841	24,841	-
64105	1,000	5,035	-	-	-
<b>02201</b>					
60000	502,872	478,507	567,634	569,935	567,703
60002	23,662	24,641	-	-	-
60004	17,050	19,916	-	-	-
60005	9,791	13,849	-	-	-
60008	-	809	-	-	-
60009	319	641	-	-	-
61000	-	-	24,120	24,241	-
62000	8,687	6,513	-	-	-
63000	33,094	32,359	36,689	36,839	35,198
63001	94,145	99,939	100,997	101,239	92,192
63002	7,978	7,717	8,580	8,616	8,232
63003	3,778	3,981	4,232	4,251	4,352
63006	48,471	57,045	66,324	66,324	57,431
63011	1,000	1,250	-	-	-
64104	-	885	-	-	-
64105	2,975	9,453	-	-	-
70132	2,262	41	-	-	-
70161	22,968	59,000	1,500	1,500	1,500
70311	168	-	150	150	-
70552	-	8,503	-	-	-
70553	1,456	3,941	700	700	500
71012	3,758	2,671	5,500	5,500	3,250
71141	-	141	350	350	250
72113	1	0	50	50	-
72115	-	-	673	673	-
72121	355	390	650	650	625
72122	386	140	500	500	500
72123	2,188	10,688	7,198	7,198	11,092
72124	339	135	835	835	535
72153	-	-	3,000	3,000	-
72162	1,201	-	2,000	2,000	1,500

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
77201	7,698	8,481	1,865	1,865	4,660
77501	-	1	-	-	-
80006	972	8,920	-	-	-
<b>02202</b>					
60000	174,462	143,743	249,533	250,329	226,544
60002	7,962	8,393	-	-	-
60004	6,231	5,687	-	-	-
60005	6,760	4,870	-	-	-
60008	-	216	-	-	-
60009	736	427	-	-	-
61000	-	-	-	-	18,015
62000	-	4,290	-	-	-
63000	11,293	9,801	15,471	15,520	15,067
63001	55,863	61,537	67,016	67,266	71,488
63002	3,362	2,366	3,618	3,630	3,524
63003	1,414	1,348	2,439	2,449	2,432
63006	23,226	19,480	31,168	31,168	43,531
64105	1,000	3,916	-	-	-
72121	-	-	500	500	600
72123	-	90	434	434	200
72124	83	475	483	483	2,073
72153	-	-	375	375	-
72162	111	-	-	-	-
77201	-	1,168	-	-	-
<b>02203</b>					
60000	78,580	69,711	85,300	85,726	88,452
60002	4,315	4,601	-	-	-
60004	5,933	5,553	-	-	-
60005	3,536	3,447	-	-	-
60008	-	54	-	-	-
63000	5,034	4,568	5,289	5,315	5,484
63001	9,714	9,793	9,750	9,783	12,011
63002	1,193	1,087	1,237	1,243	1,283
63003	503	490	497	499	515
63006	15,187	16,416	17,500	17,500	18,490
64105	525	2,111	-	-	-
72121	-	-	400	400	-
72123	-	45	94	94	90
72124	83	-	243	243	-
72131	-	-	450	450	450
72153	-	-	375	375	-
72162	15,111	19,445	20,000	20,000	20,000
77201	-	478	-	-	-
<b>02501</b>					



General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
00000	199	-	-	-	-
60000	668,430	737,218	923,187	927,453	601,726
60001	31	839	-	-	-
60002	4,577	8,698	-	-	-
60004	20,200	11,381	-	-	-
60005	6,761	12,343	-	-	-
60009	565	-	-	-	-
62000	1,405	20,400	-	-	-
62001	-	35	-	-	-
62002	166	361	-	-	-
62005	-	372	-	-	-
63000	38,956	43,265	57,238	57,502	37,307
63001	198,100	221,224	264,245	264,585	157,529
63002	9,962	11,357	13,386	13,448	8,725
63003	7,710	8,024	9,474	9,519	7,468
63006	44,911	57,312	75,867	75,867	53,458
63008	1,946	6,882	-	-	-
63011	-	750	-	-	-
64105	3,500	16,940	-	-	-
70100	206,556	55,448	255,000	1,155,000	985,000
70111	246,451	-	-	-	-
70112	39,347	330,273	705,000	605,000	623,474
70131	79,513	173,595	-	-	145,000
70132	4,660	10,572	-	-	-
70151	3,692	925	-	-	-
70161	46,228	53,063	50,000	50,000	50,000
70163	1,895	-	-	-	-
70211	-	12,633	-	-	-
70311	-	93	-	-	-
70411	-	1,650	-	-	-
70412	54	-	9,000	9,000	1,000
70414	-	46	-	-	-
70417	680	636	-	-	-
70552	18,462	-	100,000	100,000	75,000
70553	1,137	4,829	-	-	-
71012	12,163	8,168	1,500	1,500	2,000
71013	-	44	-	-	-
71015	5,914	3,556	2,000	-	500
71016	9	-	-	-	-
71141	2,631	2,195	500	-	500
71171	-	338	-	-	-
72112	-	754	-	-	-
72113	13,253	12,281	500	500	2,500
72114	-	4,290	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
72115	2,285	13	1,000	1,000	1,000
72121	10,743	18,058	4,000	4,000	6,000
72122	1,968	-	800	800	800
72123	4,811	4,405	1,474	1,474	2,000
72124	6,392	16,074	6,500	6,500	8,000
72131	31,342	926	10,000	10,000	1,000
72132	-	70	-	-	-
72151	-	414	-	-	-
72153	1,809	21,017	-	-	-
73104	355,860	307,410	365,000	365,000	360,000
73111	-	166	-	-	-
76601	-	4,707	-	-	-
77201	5,434	11,075	1,000	1,000	2,000
77401	37,214	-	-	-	-
77501	-	41,246	-	-	-
80006	-	212,211	-	-	-
<b>02502</b>					
60000	1,085,094	1,126,316	1,364,217	1,249,060	820,925
60001	3,977	389	-	-	-
60002	13,507	15,321	-	-	-
60004	30,942	39,375	-	-	-
60005	15,699	24,215	-	-	-
60008	-	300	-	-	-
60009	914	-	-	-	-
62000	1,188	9,714	-	-	-
62002	-	138	-	-	-
63000	68,539	72,837	84,581	77,442	50,897
63001	135,880	132,399	138,032	132,623	113,258
63002	16,029	17,034	19,781	18,111	11,903
63003	7,054	7,789	8,778	8,187	5,017
63006	118,556	160,331	208,621	183,866	122,468
63011	1,000	3,500	-	-	-
64104	305	533	-	-	-
64105	4,000	23,492	-	-	-
70161	384	18	-	-	-
70163	-	1,980	-	-	-
70416	-	2,408	-	-	-
70552	43,631	-	39,000	39,000	38,143
70553	25	-	-	-	-
71011	-	710	-	-	-
71012	3,296	346	900	900	891
71183	-	800	-	-	-
71184	-	12,815	-	-	-
72115	12,523	-	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
72123	-	2,488	2,200	2,200	1,150
72124	4,020	530	3,500	-	1,916
72131	1,916	103	-	-	-
72153	4,809	6,308	-	-	-
73111	3,660	-	-	-	-
77201	-	809	-	-	-
80006	-	2,723	-	-	-
<b>02503</b>					
60000	584,708	623,030	767,792	771,465	611,840
60001	6,119	3,588	-	-	-
60002	19,342	30,303	-	-	-
60004	22,935	28,612	-	-	-
60005	15,525	24,887	-	-	-
60008	142	-	-	-	-
60009	1,076	585	-	-	-
62000	11,538	31,023	-	-	-
62001	322	1,757	-	-	-
62002	292	2,423	-	-	-
62005	-	925	-	-	-
63000	39,611	45,086	110,238	110,779	37,934
63001	128,944	107,800	52,674	52,929	71,183
63002	9,264	10,544	11,133	11,186	8,872
63003	3,695	4,681	5,430	5,456	3,921
63006	84,270	115,115	133,388	133,388	111,985
63011	500	1,500	-	-	-
64104	144	-	-	-	-
64105	4,700	9,744	-	-	-
70161	(33,356)	(918)	-	-	-
70311	9,781	622	4,825	4,825	4,825
70552	(29,154)	30,116	66,500	62,000	62,000
70553	10,023	-	250	250	1,000
70555	4,919	-	-	-	-
71011	-	566	-	-	-
71012	2,877	8,728	3,000	3,000	3,000
71013	-	883	-	-	-
71015	-	223	-	-	-
71141	-	-	500	500	-
71183	-	800	-	-	-
71184	-	12,500	-	-	-
72112	-	-	50	50	50
72113	9,867	3,438	5,000	5,000	5,500
72121	-	1,057	-	-	-
72123	-	926	500	403	600
72124	-	1,057	965	465	20,000

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
72131	20,482	108,258	50,000	50,000	29,518
77201	214	-	-	-	-
77501	-	3,563	-	-	-
80006	-	-	2,500	2,500	2,500
<b>02504</b>					
72113	3,102	4,768	-	-	-
77201	117	-	-	-	-
77501	-	2	-	-	-
<b>02505</b>					
60000	98,234	-	-	-	-
60002	4,998	-	-	-	-
60004	8,641	-	-	-	-
60005	5,812	-	-	-	-
63000	7,083	-	-	-	-
63001	7,091	-	-	-	-
63002	1,718	-	-	-	-
63003	1,483	-	-	-	-
63006	6,937	-	-	-	-
64105	500	-	-	-	-
70152	(368)	-	-	-	-
70161	365,634	-	-	-	-
70218	419	-	-	-	-
70412	1,023	-	-	-	-
71012	1,390	-	-	-	-
71016	296	-	-	-	-
72113	9	-	-	-	-
72115	626	-	-	-	-
72121	493	-	-	-	-
72123	1,119	-	-	-	-
72124	525	-	-	-	-
77103	41	-	-	-	-
77104	24,640	-	-	-	-
77201	45	-	-	-	-
77401	3,980,743	-	-	-	-
77402	104,889	-	-	-	-
77404	298,116	-	-	-	-
77405	2,770,859	-	-	-	-
77407	887,546	-	-	-	-
77408	768,805	-	-	-	-
<b>02506</b>					
60000	1,017,043	815,971	1,439,611	1,446,501	287,281
60001	9,526	7,987	-	-	-
60002	43,839	43,468	-	-	-
60004	50,975	47,896	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
60005	28,641	33,247	-	-	-
60008	694	244	-	-	-
60009	2,654	989	-	-	-
60013	113	130	-	-	-
61000	34,616	14,692	-	-	-
61001	204	152	-	-	-
61002	2,030	448	-	-	-
61004	564	336	-	-	-
61005	282	440	-	-	-
62000	19,548	11,909	-	-	-
62002	876	235	-	-	-
62004	-	92	-	-	-
62005	117	-	-	-	-
62011	211	-	-	-	-
62012	129	-	-	-	-
63000	72,824	58,559	89,256	89,683	17,479
63001	190,966	143,338	228,827	229,956	15,568
63002	17,031	13,695	20,874	20,974	4,087
63003	5,668	5,384	8,126	8,165	1,466
63006	176,711	160,473	265,862	265,862	58,444
63011	2,000	1,500	-	-	-
64104	-	484	-	-	-
64105	10,550	16,159	-	-	-
64114	30	-	-	-	-
70131	1,901	904	500	500	500
70132	-	14,665	1,500	2,200	2,200
70151	26,295	56,828	5,000	10,000	10,000
70152	250	-	1,000	1,000	1,000
70161	37,740	27,421	15,000	5,000	5,000
70163	780	1,379	500	-	-
70211	4,227	1,072	-	-	-
70215	2,779	222	-	1,500	1,500
70218	5,558	465	-	-	2,000
70311	232,913	60,774	16,500	25,000	25,000
70411	-	3,391	-	-	-
70412	16,677	3,131	-	-	-
70416	-	-	200	-	-
70417	20	-	-	-	-
70551	1,164	8,145	-	-	-
70552	176,362	44,039	20,000	20,000	20,000
70553	186	777	-	-	-
70555	168	13	-	-	-
71011	-	9,817	-	-	-
71012	11,173	8,669	2,000	2,000	2,000

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
71016	6,275	718	1,000	1,000	1,000
71141	35,398	3,576	4,825	-	-
71171	270	-	-	-	-
72111	12,171	15,271	1,000	500	500
72112	-	18	-	-	-
72113	45,985	6,794	25,000	14,500	14,500
72115	16	76	-	-	-
72121	730	2,297	1,500	400	400
72123	425	362	200	240	240
72124	5,498	1,823	300	1,500	1,500
72131	28,775	20,261	200	200	200
72132	-	-	100	500	500
72141	4	-	1,000	1,000	1,000
72153	29,216	14,577	2,000	2,000	2,000
72161	61,558	44,617	15,000	15,000	15,000
72171	-	-	419	419	-
77103	552	376	-	-	1,083
77104	987	987	-	-	1,478
77107	-	8,114	-	-	8,114
77201	7,040	5,002	1,250	1,250	1,250
77501	-	26,774	-	-	-
80006	3,381	3,433	2,500	2,500	2,500
<b>02507</b>					
60000	408,807	353,266	482,029	484,191	306,812
60001	5,925	5,864	-	-	-
60002	19,523	22,383	-	-	-
60004	23,177	30,159	-	-	-
60005	21,255	20,089	-	-	-
60008	310	310	-	-	-
60009	1,472	156	-	-	-
62000	290	6,740	-	-	-
63000	27,652	25,274	29,886	30,020	19,022
63001	65,135	66,137	71,687	72,033	38,643
63002	6,467	5,911	6,989	7,021	4,449
63003	2,359	2,338	2,507	2,518	1,595
63005	585	-	-	-	-
63006	90,895	99,892	115,322	115,322	81,396
64104	-	468	-	-	-
64105	5,000	9,459	-	-	-
70131	-	-	500	500	-
70132	-	-	500	-	-
70151	106	-	750	-	-
70152	-	-	1,000	1,000	-
70161	623	30	1,500	4,500	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
70163	-	-	500	-	-
70211	207	2,658	-	-	-
70215	-	-	100	2,000	-
70311	16,910	84,154	5,000	11,500	31,500
70416	-	-	200	200	-
70552	54,290	30,623	14,500	17,000	5,000
71011	-	332	-	-	-
71012	4,057	4,273	1,500	1,500	500
71016	1,067	1,472	1,000	1,000	1,500
71141	1,607	380	10,000	10,000	30,000
71171	-	326	-	-	-
72111	-	-	2,000	1,000	-
72113	18,647	55,579	45,000	45,000	53,000
72115	114	-	-	-	-
72121	-	-	1,000	350	350
72122	-	95	-	-	-
72123	74	538	200	-	-
72124	850	1,853	300	300	114
72131	-	-	100	100	-
72132	-	-	100	500	-
72153	-	4,398	-	-	-
72161	-	-	10,000	10,000	5,000
72171	-	-	314	314	-
77201	746	397	300	300	100
77501	-	1,896	-	-	-
<b>02508</b>					
60000	188,704	234,584	308,121	309,476	193,298
60001	1,386	6,127	-	-	-
60002	10,272	15,070	-	-	-
60004	19,548	17,754	-	-	-
60005	18,722	18,778	-	-	-
60008	-	256	-	-	-
60009	-	766	-	-	-
61000	9,876	31,156	70,656	71,009	-
61002	128	1,848	-	-	-
61004	-	304	-	-	-
61005	-	288	-	-	-
62000	11,248	53,788	-	-	-
62001	-	458	-	-	-
62002	637	2,305	-	-	-
62004	-	44	-	-	-
62005	98	1,494	-	-	-
62012	212	-	-	-	-
63000	15,713	23,306	23,484	23,590	11,984

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
63001	59,899	58,122	61,633	61,931	35,390
63002	3,675	5,451	5,492	5,517	2,803
63003	1,168	1,496	1,602	1,609	1,005
63006	36,359	63,741	67,308	67,308	34,413
64105	2,000	4,121	-	-	-
70131	-	-	300	300	-
70132	-	-	500	500	-
70151	-	-	1,000	1,000	1,000
70161	-	-	200	300	-
70163	-	-	500	-	1,200
70311	-	-	5,000	5,000	2,000
70416	855	1,140	200	600	1,200
70552	-	877	-	-	-
71011	-	999	-	-	-
71012	17	468	300	300	1,000
71141	-	-	1,000	-	1,000
72111	-	-	1,000	500	500
72113	372	-	4,000	3,000	2,000
72121	-	-	750	250	-
72123	-	45	100	100	150
72124	-	1,792	500	500	-
72132	731	-	100	500	2,800
72153	-	2,199	-	-	-
72161	-	-	5,000	5,000	5,000
77201	-	-	500	500	500
<b>02510</b>					
00000	(199)	-	-	-	-
60000	127	-	-	-	-
73104	3,855	-	-	-	-
76321	19,111	-	-	-	-
<b>02517</b>					
60000	-	330,362	322,967	322,967	405,828
60001	-	4,069	-	-	-
60002	-	13,124	-	-	-
60004	-	18,058	-	-	-
60005	-	10,113	-	-	-
61000	-	-	26,322	26,322	-
62000	-	47,786	-	-	-
62002	-	1,344	-	-	-
62004	-	400	-	-	-
62005	-	400	-	-	-
63000	-	26,251	21,655	21,656	25,160
63001	-	58,442	53,273	53,273	65,121
63002	-	6,139	5,065	5,065	5,884



General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
63003	-	2,080	1,679	1,679	2,110
63006	-	80,068	68,977	68,977	95,043
63011	-	1,250	-	-	-
64105	-	7,967	-	-	-
70131	-	-	300	300	-
70132	-	-	1,000	1,000	-
70151	-	-	1,500	1,500	-
70161	-	-	5,000	4,000	-
70163	-	-	500	-	-
70215	-	-	100	500	-
70311	-	12,106	10,000	10,000	18,000
70414	-	-	-	-	600
70416	-	-	200	-	-
70552	-	6,654	-	-	35,000
71011	-	141	-	-	-
71012	-	1,108	750	750	959
71014	-	61	-	-	-
71016	-	2,795	2,500	2,500	5,000
71141	-	-	1,500	-	150
72111	-	-	1,000	500	-
72113	-	21,227	65,000	65,000	25,270
72121	-	-	1,000	450	900
72123	-	540	300	-	-
72124	-	1,186	250	250	-
72132	-	-	100	100	-
72161	-	-	10,000	10,000	10,000
72171	-	-	209	209	-
77201	-	-	1,300	1,700	2,000
<b>02518</b>					
60000	-	18,998	-	-	690,310
60002	-	439	-	-	-
60004	-	423	-	-	-
60005	-	94	-	-	-
62000	-	472	-	-	-
62002	-	129	-	-	-
63000	-	1,382	-	-	42,799
63001	-	7,679	-	-	150,063
63002	-	323	-	-	10,010
63003	-	12	-	-	5,539
63006	-	1,024	-	-	80,462
70281	-	-	13,250	6,500	-
70311	-	-	12,500	15,530	15,530
70552	-	-	103,400	180,522	180,522
71012	-	-	10,100	10,218	10,218

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
72121	-	-	20,300	22,000	22,000
72122	-	-	800	800	800
72123	-	-	9,385	8,792	8,792
72124	-	-	14,350	47,100	47,100
72131	-	-	86,050	76,050	65,400
<b>02519</b>					
60000	-	5,819	-	-	544,329
60002	-	206	-	-	-
60004	-	1,959	-	-	-
62000	-	1,493	-	-	-
62002	-	238	-	-	-
63000	-	576	-	-	33,748
63001	-	1,374	-	-	86,141
63002	-	135	-	-	7,893
63003	-	-	-	-	4,510
63006	-	777	-	-	76,535
71012	-	-	500	500	1,400
72124	-	-	4,250	4,250	14,000
72131	-	-	19,000	-	-
<b>02520</b>					
60000	-	5,974	-	-	788,059
60002	-	1,197	-	-	-
60004	-	322	-	-	-
60005	-	463	-	-	-
61000	-	147	-	-	23,407
61002	-	59	-	-	-
63000	-	762	-	-	50,311
63001	-	1,607	-	-	95,646
63002	-	178	-	-	11,766
63003	-	-	-	-	4,098
63006	-	1,871	-	-	115,578
70131	-	-	300	300	300
70132	-	-	1,500	1,500	1,500
70151	-	-	2,000	2,000	2,000
70161	-	-	10,000	10,000	10,000
70163	-	-	1,000	-	-
70211	-	-	-	600	600
70215	-	-	100	100	100
70311	-	-	9,000	10,000	60,000
70412	-	-	1,000	1,000	1,000
70416	-	-	200	-	-
70551	-	-	5,000	5,000	5,000
70552	-	-	20,000	20,000	20,000
71012	-	-	4,000	4,000	4,000

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
71141	-	-	2,300	-	-
72111	-	-	18,500	21,000	21,000
72113	-	-	4,500	4,500	4,500
72121	-	-	2,000	850	850
72123	-	-	100	1,450	1,450
72124	-	-	250	400	400
72131	-	-	100	100	100
72132	-	-	100	500	500
72161	-	-	20,000	20,000	20,000
72171	-	-	419	419	-
77201	-	-	1,000	1,000	1,000
80006	-	-	5,000	5,000	5,000
<b>02521</b>					
60000	-	1,455	-	-	183,231
60002	-	220	-	-	-
60004	-	198	-	-	-
62000	-	1,000	-	-	-
63000	-	221	-	-	11,360
63001	-	247	-	-	11,841
63002	-	52	-	-	2,657
63003	-	-	-	-	953
63006	-	462	-	-	43,943
70131	-	-	500	500	-
70132	-	-	500	500	-
70151	-	-	2,000	3,400	3,400
70152	-	-	10,000	10,000	11,000
70161	-	-	2,000	2,000	2,000
70163	-	-	750	-	1,000
70215	-	-	-	5,000	3,000
70218	-	-	2,400	2,400	-
70311	-	-	9,500	9,500	-
71011	-	-	-	-	5,500
71012	-	-	1,500	2,000	4,000
71016	-	-	1,000	1,000	-
71141	-	-	2,500	-	-
72111	-	-	2,200	2,200	2,200
72113	-	-	5,500	5,500	2,000
72121	-	-	1,500	250	4,500
72123	-	-	100	180	-
72124	-	-	250	1,280	3,360
72131	-	-	200	200	-
72161	-	-	5,000	5,000	-
77103	-	-	600	600	-
77104	-	-	986	986	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
77107	-	-	8,114	8,114	-
77201	-	-	500	500	6,500
80006	-	-	4,700	4,700	-
<b>02522</b>					
60000	-	4,073	61,630	61,630	244,620
60002	-	595	-	-	-
60004	-	162	-	-	-
61000	-	510	-	-	45,440
62000	-	511	-	-	-
62002	-	81	-	-	-
63000	-	391	3,821	3,821	17,984
63001	-	304	3,082	3,082	12,230
63002	-	91	894	894	4,205
63003	-	-	320	320	1,272
63006	-	1,315	16,504	16,504	60,855
70131	-	-	500	500	-
70132	-	-	1,500	2,000	4,500
70151	-	-	4,000	4,000	-
70152	-	-	1,000	1,000	1,000
70161	-	-	8,000	8,000	-
70163	-	-	750	-	-
70311	-	-	16,500	16,500	20,500
70416	-	-	200	-	-
70552	-	-	50,000	45,650	45,650
71012	-	-	1,500	3,000	3,000
71016	-	-	2,000	2,000	-
71141	-	-	5,000	5,000	2,000
72111	-	-	500	500	500
72113	-	-	20,000	20,000	20,000
72121	-	-	1,500	550	1,550
72123	-	-	400	120	200
72124	-	-	800	1,000	2,920
72132	-	-	100	500	-
72161	-	-	15,000	15,000	15,000
72171	-	-	314	314	-
77201	-	-	1,500	1,000	9,814
80006	-	-	5,000	4,700	4,700
<b>02701</b>					
60000	934,127	946,011	1,213,785	1,252,347	1,508,651
60001	4,202	8,868	-	-	-
60002	54,034	61,226	-	-	-
60004	73,324	84,737	-	-	-
60005	28,567	48,074	-	-	-
60008	1,565	1,026	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
60009	2,840	756	-	-	-
62000	979	1,045	-	-	-
63000	66,173	68,813	75,254	77,645	93,536
63001	354,630	363,608	368,565	371,647	427,366
63002	15,852	16,324	17,600	18,159	21,875
63003	10,703	10,394	9,836	10,056	11,492
63006	92,206	147,349	197,941	206,193	239,284
63008	-	24,033	-	-	-
63011	1,000	750	-	-	-
64105	6,500	22,515	-	-	-
70121	-	-	80,730	-	161,460
70131	5,586	50	-	-	-
70132	-	235	3,000	3,000	3,000
70161	1,592	5,819	-	-	4,800
70211	32	-	-	-	-
70215	407	792	-	-	-
70218	70,634	74,747	40,000	40,000	40,000
70311	1,732	1,437	-	-	-
70412	1,540	160	-	-	-
70416	57,719	186,850	-	-	234,960
70511	920	-	-	-	-
70512	2,400,715	3,000,000	2,400,000	2,400,000	2,400,000
70551	1,660	43,039	-	-	-
70552	30,263	59,441	-	-	-
70553	2,427	1,003	-	-	-
70555	7,725	163	-	-	-
71012	30,585	5,230	10,000	10,000	10,000
71014	-	136	-	-	-
71015	57	-	-	-	-
71141	-	708	-	-	-
71164	371	-	-	-	-
71166	33	-	-	-	-
71171	540	(20)	-	-	-
71183	65	-	-	-	-
72112	120	-	-	-	-
72113	51,350	21,947	-	-	-
72121	5,180	12,667	3,348	-	-
72122	-	146	-	-	-
72123	5,998	5,721	-	-	-
72124	4,648	4,957	-	-	-
72131	-	3,025	-	-	-
72151	702	-	-	-	-
72153	1,264	-	-	-	-
72175	2,049	-	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
76119	18	-	-	-	-
76304	27,500	-	-	-	-
76306	21,449	441	-	-	-
76307	100	-	-	-	-
76311	-	750	-	-	-
76325	2,446	-	-	-	-
76331	2,128	-	-	-	-
76334	45	-	-	-	-
76335	5,504	615	-	-	-
76410	-	21,026	-	-	-
76501	2,311	-	-	-	-
77101	365	-	-	-	-
77103	28,035	40,952	38,550	38,550	45,000
77104	10,853	10,689	32,559	32,559	34,800
77107	-	2,757	3,676	3,676	-
77201	22,092	642	-	-	-
77501	-	16,939	-	-	-
80006	2,408	-	-	-	-
95002	-	8,488,906	-	-	-
99999	(6,839)	-	-	-	-
<b>02702</b>					
60000	-	141,842	365,371	367,197	305,539
60001	-	226	-	-	-
60002	-	11,524	-	-	-
60004	-	13,544	-	-	-
60005	-	10,044	-	-	-
60009	-	1,170	-	-	-
63000	-	10,686	22,654	22,766	18,943
63001	-	41,488	91,599	92,058	60,586
63002	-	2,499	5,298	5,325	4,430
63003	-	898	1,900	1,910	1,589
63006	-	19,517	42,294	42,294	34,975
63008	0	-	-	-	-
70413	-	-	-	250	250
70552	-	1,754	-	-	-
71012	-	-	10,750	10,438	10,438
72113	-	-	3,200	3,200	3,200
72121	-	-	250	1,250	1,250
76329	-	-	1,000	1,000	1,000
77501	-	550	-	-	-
95002	-	-	9,000,000	9,000,000	9,000,000
<b>02703</b>					
60000	4,478,817	3,968,301	4,678,043	4,905,601	5,035,850
60001	112,802	100,176	16,969	16,969	16,969

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
60002	257,946	257,311	-	-	-
60003	40	-	-	-	-
60004	368,548	319,557	-	-	-
60005	228,534	201,346	-	-	-
60008	1,515	860	-	-	-
60009	10,433	12,735	-	-	-
62000	113,585	149,534	-	-	-
62001	2,008	487	-	-	-
62002	6,696	8,548	-	-	-
62005	2,900	6,004	-	-	-
62012	1,201	-	-	-	-
63000	343,945	297,981	291,089	304,147	313,275
63001	997,377	866,257	864,181	878,710	806,291
63002	80,439	69,689	68,075	71,131	73,266
63003	27,378	25,861	25,806	26,995	26,186
63006	872,494	890,812	930,482	988,246	1,043,210
63008	12,743	-	-	-	-
63011	-	1,438	-	-	-
64104	-	73	-	-	-
64105	61,500	105,719	-	-	-
70131	7,986	475	-	-	-
70132	-	520	11,875	11,875	11,875
70161	2,851	21,787	5,000	5,000	13,466
70211	2,029	-	-	-	-
70212	239	-	-	-	-
70215	915	-	-	-	-
70412	2,000	2,022	-	-	-
70512	3,598	-	-	-	-
70551	1,028	-	-	-	-
70552	49,989	43,027	30,000	38,620	38,620
70553	535	1,315	500	-	-
71012	12,357	12,787	46,550	25,980	25,980
71014	1,620	1,674	-	-	-
71141	2,900	-	-	-	-
71163	1,820	218	-	-	-
72113	-	4,196	20,093	19,343	19,343
72115	399	-	-	-	-
72121	6,786	23,715	6,700	-	-
72123	-	720	-	-	-
72124	1,753	9,399	12,968	26,107	26,107
72131	117,416	-	-	-	-
72132	-	180	-	-	-
72151	1,138	-	-	-	-
72153	3,220	7,580	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
72175	491	-	-	-	6,256
76306	15,602	-	-	-	-
76321	75	-	-	-	-
76331	624	-	-	-	-
76335	2,216	-	-	-	-
76602	225	-	-	-	-
76651	2,799	-	-	-	-
77201	1,015	1,168	1,300	1,300	1,300
77501	-	3,367	-	-	-
80006	4,405	963	-	-	-
95007	1,898	-	-	-	-
<b>02704</b>					
70412	39	-	-	-	-
71012	129	-	-	-	-
76301	36,861	-	-	-	-
76302	120,000	-	-	-	-
76303	365,635	8,831	-	-	-
76306	989	-	-	-	-
76307	43,819	-	-	-	-
76308	155	-	-	-	-
76313	150	-	-	-	-
76314	10,841	27,741	44,839	44,839	44,839
76331	(27,275)	74,618	193,000	193,000	193,000
76335	52	-	-	-	-
76336	20,205	-	-	-	-
76651	1,109	-	-	-	-
80006	8,825	-	-	-	-
<b>02705</b>					
60000	210,116	110,612	131,961	165,113	-
60001	1,424	381	-	-	-
60002	12,291	7,565	-	-	-
60004	15,303	10,593	-	-	-
60005	10,446	6,197	-	-	-
60008	290	145	-	-	-
62000	185	185	-	-	-
63000	17,814	8,198	8,182	10,237	-
63001	35,478	20,504	9,798	11,473	-
63002	4,166	1,917	1,913	2,394	-
63003	1,292	699	686	858	-
63006	50,212	24,508	16,503	24,755	-
63008	1,624	-	-	-	-
64105	3,500	4,055	-	-	-
71012	15	-	-	-	-
76301	38,716	-	-	-	-



General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
76302	311,884	-	-	-	-
76313	250	-	-	-	-
76318	1,897,159	1,836,464	2,017,100	2,017,100	2,017,100
76326	641,954	668,568	675,700	675,700	675,700
76327	6,857	4,143	10,000	10,000	10,000
76336	10,570	-	-	-	-
<b>02706</b>					
76307	392	-	-	-	-
76331	514	-	-	-	-
<b>02707</b>					
76330	-	-	15,000	15,000	15,000
76331	2,378	-	-	-	-
<b>02708</b>					
60000	986,646	1,035,235	1,303,767	1,265,417	1,292,717
60001	4,718	543	-	-	-
60002	57,405	70,208	-	-	-
60004	77,282	92,763	-	-	-
60005	52,816	55,039	-	-	-
60008	656	-	-	-	-
60009	647	1,871	-	-	-
61000	20,150	3,863	-	-	-
61002	997	153	-	-	-
61004	2,147	38	-	-	-
61005	521	153	-	-	-
62000	23,415	5,644	-	-	-
62002	1,725	150	-	-	-
62005	902	208	-	-	-
63000	71,937	75,335	80,835	78,455	80,148
63001	266,291	318,109	354,895	354,427	353,686
63002	16,824	17,619	18,906	18,349	18,744
63003	7,045	7,913	8,323	8,131	8,321
63006	168,320	189,640	206,616	198,364	200,799
63008	2,541	-	-	-	-
64105	9,250	25,904	-	-	-
70131	871	475	-	-	-
70132	-	654	-	-	-
70151	-	400	-	-	-
70161	2,750	18,162	5,000	5,000	13,467
70212	239	-	-	-	-
70215	-	-	-	2,500	2,500
70218	-	2,093	-	-	-
70311	2,078	-	-	-	-
70412	107,280	-	-	-	-
70512	1,441	-	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
70551	1,028	-	-	-	-
70552	222,655	4,974	-	-	-
70553	1,729	1,714	-	-	-
70555	11,113	-	-	-	-
71012	13,098	8,696	3,250	3,250	3,250
71014	228	5,185	1,970	1,970	1,970
71015	-	2,395	-	-	-
71016	-	3,338	-	-	-
71141	-	111	-	-	-
71143	-	525	-	-	-
71163	1,479	109	-	-	-
72113	-	-	10,622	11,372	11,372
72115	553	-	-	-	-
72121	4,591	34,343	-	-	-
72123	920	960	1,125	1,125	1,125
72124	1,678	22,111	12,425	28,425	28,425
72131	490	-	-	-	-
72132	546	-	-	-	-
72151	1,778	159	-	-	-
72153	21,038	-	-	-	-
72175	22	-	-	-	6,256
73106	-	218	-	-	-
76119	36	-	-	-	-
76307	100	-	-	-	-
76321	75	-	-	-	-
76325	16,416	1,613	-	-	-
76329	1,395	-	-	-	-
76331	892	293,796	484,885	484,885	484,885
77201	5,979	2,390	7,192	7,192	7,192
77403	333	-	-	-	-
77501	-	2,342	-	-	-
80006	6,398	-	-	-	-
80007	-	68,610	-	-	-
<b>02709</b>					
60000	1,182,164	1,045,987	1,222,202	1,182,850	1,288,661
60001	41,822	36,361	3,600	3,600	3,600
60002	68,802	68,037	-	-	-
60004	83,866	76,752	-	-	-
60005	65,443	48,239	-	-	-
60009	1,306	1,618	-	-	-
63000	93,955	76,732	76,000	73,336	79,895
63001	188,405	155,618	136,889	135,301	97,622
63002	21,973	17,945	17,775	17,151	18,685
63003	7,007	6,514	6,356	6,151	6,682

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
63006	198,506	201,566	217,324	209,072	223,114
63008	3,264	-	-	-	-
63011	-	750	-	-	-
64104	2,683	2,572	-	-	-
64105	14,000	29,863	-	-	-
70151	2,144	1,360	2,000	2,000	2,000
70161	1,802	-	-	-	-
70218	563	-	-	-	-
70412	13	-	7,919	7,919	7,919
70413	190	-	-	-	-
70414	4,700	-	-	-	-
70552	-	66,557	116,187	116,287	116,287
70555	10	-	-	-	-
71012	9,627	2,612	4,873	4,873	4,873
72121	1,829	2,123	-	-	-
72123	90	45	-	-	-
72124	6,888	2,374	-	-	-
76301	545,876	478,554	892,445	892,445	892,445
76302	3,461,334	3,726,433	4,116,072	4,116,072	4,116,072
76303	5,491	-	-	-	-
76306	-	15,917	39,623	39,623	39,623
76312	471	-	-	-	-
76313	2,175	-	-	-	-
76321	45	-	-	-	-
76325	-	1,415	3,127	3,127	3,127
76326	-	185	-	-	-
76329	8,127	6,676	10,785	10,785	10,785
76336	47,653	352,242	389,500	389,500	389,500
76410	-	276	-	-	-
77201	88	39	-	-	-
<b>02710</b>					
60000	1,562,943	1,526,244	1,900,966	1,865,403	1,854,784
60001	19,293	16,650	4,210	4,210	4,210
60002	88,592	102,851	-	-	-
60004	105,806	97,122	-	-	-
60005	75,076	83,049	-	-	-
60008	629	243	-	-	-
60009	2,960	1,826	-	-	-
62000	130	160	-	-	-
63000	124,270	107,575	118,121	115,656	115,258
63001	217,854	229,009	236,482	235,411	230,452
63002	29,063	25,159	27,625	27,049	26,955
63003	9,195	9,429	9,885	9,700	9,645
63006	287,626	324,265	371,592	363,340	353,276

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
64105	15,500	40,716	-	-	-
70151	348	50	500	500	500
70215	-	75	-	-	-
70218	3,006	838	650	650	1,200
70412	1,015	735	10,765	10,765	10,765
71012	2,216	3,537	5,935	5,935	5,935
72121	12,939	3,632	-	-	-
72124	2,919	2,020	-	-	-
72132	22	-	-	-	-
77103	1,682	1,774	1,850	1,850	2,500
77104	493	493	986	986	986
<b>02711</b>					
60000	333,420	315,580	397,815	399,803	414,791
60001	16	935	-	-	-
60002	19,273	21,843	-	-	-
60004	23,972	23,567	-	-	-
60005	22,995	27,871	-	-	-
60008	132	-	-	-	-
60009	773	441	-	-	-
63000	23,854	22,517	24,664	24,788	25,717
63001	64,725	67,162	69,687	70,034	77,538
63002	5,579	5,266	5,769	5,797	6,014
63003	2,145	2,056	2,070	2,079	2,157
63006	75,747	81,678	86,524	86,524	90,318
64105	4,000	6,113	-	-	-
70553	38	-	-	-	-
71012	112	414	1,448	1,448	1,448
72121	390	75	-	-	-
72124	(218)	-	-	-	-
76315	337,188	296,657	343,173	343,173	343,173
76319	-	1,230	-	-	-
76331	-	-	569	2,230	2,230
<b>02712</b>					
60000	342,033	275,402	342,926	344,443	403,985
60001	233	31	-	-	-
60002	20,044	18,288	-	-	-
60004	21,074	22,136	-	-	-
60005	15,155	18,594	-	-	-
60008	151	151	-	-	-
62000	100	116	-	-	-
63000	27,090	20,235	21,262	21,356	25,047
63001	66,170	53,551	67,721	68,050	50,964
63002	6,335	4,732	4,972	4,994	5,858
63003	1,992	1,766	1,783	1,791	2,101

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
63006	62,356	52,920	53,200	53,200	58,953
64105	4,500	7,094	-	-	-
70413	27	-	-	-	-
70414	1,071	-	-	-	-
70553	2,120	40	-	-	-
71012	430	27	1,158	1,158	1,158
72121	1,281	-	-	-	-
72124	-	429	-	-	-
76301	37,402	-	-	-	-
76302	206,388	-	-	-	-
76306	-	2,995	-	-	-
76313	125	-	-	-	-
76321	1,252	-	-	-	-
76323	1,444,066	1,258,340	1,515,628	1,515,628	1,515,628
76324	5,146,844	5,856,888	6,053,378	6,053,378	6,053,378
76326	539	-	-	-	-
76329	37	-	-	-	-
76336	8,001	-	-	-	-
76651	1,555	37	-	-	-
76652	-	65	-	-	-
<b>02713</b>					
60000	297,280	242,824	286,473	287,694	252,604
60001	2,032	141	-	-	-
60002	17,362	15,969	-	-	-
60004	25,699	23,134	-	-	-
60005	16,241	16,851	-	-	-
60009	794	-	-	-	-
62000	-	6,497	-	-	-
62002	-	253	-	-	-
63000	22,429	18,441	17,761	17,837	15,661
63001	123,737	122,262	106,700	107,223	89,028
63002	5,246	4,313	4,154	4,172	3,663
63003	1,760	1,643	1,490	1,496	1,314
63006	34,176	43,943	49,742	49,742	54,703
64105	3,500	9,984	-	-	-
70412	698	-	-	-	-
70552	-	30,641	-	-	-
70555	8,592	-	-	-	-
71012	2,340	162	750	750	750
71016	-	805	-	-	-
72121	10,221	3,500	-	-	-
72124	12,083	405	-	-	-
76302	30,000	-	-	-	-
76319	1,080	26,903	34,130	34,130	34,130

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
76331	5,193	-	-	-	-
<b>02714</b>					
60000	895,152	836,777	1,140,336	1,145,530	1,028,219
60001	160	534	-	-	-
60002	54,577	59,644	-	-	-
60004	76,760	97,649	-	-	-
60005	65,401	69,595	-	-	-
60008	794	297	-	-	-
60009	1,200	1,805	-	-	-
62000	448	612	-	-	-
63000	67,063	61,220	70,701	71,023	63,750
63001	194,800	182,274	178,167	179,033	155,157
63002	15,684	14,317	16,535	16,610	14,909
63003	5,462	5,520	5,930	5,956	5,347
63006	187,160	217,226	261,691	261,691	240,872
64105	11,500	24,918	-	-	-
70311	773	423	-	-	-
70553	-	40	-	-	-
71012	3,059	204	2,413	2,413	2,413
71015	10	-	-	-	-
72121	2,919	-	-	-	-
72124	452	1,782	-	-	-
72153	1,395	-	-	-	-
76308	64,338	160,337	170,899	170,899	170,899
76309	40,920	945	-	-	-
76320	-	242	-	-	-
76326	340	-	-	-	-
76331	803	-	15,681	15,681	15,681
77201	426	495	-	-	-
<b>02715</b>					
60000	1,212,765	1,025,895	1,384,680	1,390,812	1,317,788
60001	50,396	73,070	12,100	12,000	12,000
60002	76,055	70,952	-	-	-
60004	122,394	155,899	-	-	-
60005	112,903	73,567	-	-	-
60008	503	207	-	-	-
60009	1,833	535	-	-	-
62000	100	525	-	-	-
63000	94,209	83,024	86,600	86,230	82,447
63001	514,055	473,527	489,142	491,548	430,156
63002	22,033	19,417	20,255	20,167	19,282
63003	7,664	6,682	7,200	7,232	6,852
63006	228,777	230,738	277,238	277,238	249,421
64105	16,000	30,683	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
70412	-	159,253	262,884	262,884	262,884
70555	167,467	1,440	-	-	-
71012	10,170	-	-	-	-
72124	-	5,630	11,580	11,580	11,580
72131	700	-	-	-	-
76303	24,072	-	-	-	-
76306	1,546	-	-	-	-
76308	955	-	-	-	-
76309	1,430	-	-	-	-
76335	7,777	19,378	-	-	-
76651	2,128	-	-	-	-
77201	195	-	-	-	-
<b>02716</b>					
60000	43,952	20,242	-	-	-
60001	3,416	13,659	750	750	-
60002	2,227	979	-	-	-
60004	2,718	561	-	-	-
60005	1,738	163	-	-	-
63000	2,810	1,995	-	-	-
63001	2,747	1,150	-	-	-
63002	657	467	-	-	-
63003	242	110	-	-	-
63006	14,930	7,549	-	-	-
64105	500	1,061	-	-	-
70412	1,355	-	29,776	29,776	29,776
70555	219	-	-	-	-
76335	1,982	7,133	-	-	-
<b>02717</b>					
60000	319,572	215,513	216,684	217,768	144,984
60001	3,366	189	-	-	-
60002	19,959	14,515	-	-	-
60004	24,098	21,024	-	-	-
60005	31,650	10,364	-	-	-
60009	2,495	435	-	-	-
63000	24,555	15,987	13,435	13,502	8,989
63001	65,328	55,684	54,898	55,173	35,329
63002	5,743	3,739	3,142	3,086	2,102
63003	2,029	1,335	1,127	1,106	754
63006	55,933	42,914	42,293	42,293	26,161
63011	1,000	-	-	-	-
64105	5,000	6,334	-	-	-
<b>02718</b>					
70163	-	120,833	-	-	-
70553	231	1,366	250	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
70555	35,128	240	-	-	-
71012	-	-	900	900	900
72113	1,208	259	-	-	-
72121	-	2,112	-	-	-
72123	1,238	1,500	1,500	1,500	1,500
72124	11,069	829	-	-	-
76315	78,496	36,250	108,750	108,750	108,750
76325	-	840	-	-	-
77501	-	477	-	-	-
<b>02719</b>					
60000	399,416	401,987	490,447	492,900	524,535
60002	23,607	27,198	-	-	-
60004	26,239	25,450	-	-	-
60005	18,482	18,013	-	-	-
60008	143	-	-	-	-
60009	225	562	-	-	-
63000	28,257	27,800	30,409	30,560	32,521
63001	78,634	84,434	88,255	88,697	97,292
63002	6,609	6,502	7,111	7,148	7,606
63003	2,317	2,377	2,549	2,563	2,728
63006	92,674	107,707	119,295	119,295	128,987
63011	-	750	-	-	-
64105	6,000	10,250	-	-	-
70555	1,375	-	-	-	-
76331	-	8,875	-	-	-
80006	10,571	-	-	-	-
<b>02720</b>					
60000	76,818	55,971	41,002	41,207	42,443
60001	824	2,472	-	-	-
60002	4,465	3,334	-	-	-
60004	3,435	3,540	-	-	-
60005	3,871	1,196	-	-	-
60009	471	-	-	-	-
63000	5,003	3,751	2,542	2,555	2,631
63001	5,962	4,042	2,050	2,060	2,122
63002	1,170	877	595	598	615
63003	445	337	213	214	221
63006	17,979	16,183	11,682	11,682	17,497
64105	1,000	2,220	-	-	-
70123	750	-	-	-	-
70161	217	2,159	-	-	-
70211	-	-	4,851	4,851	4,851
70212	5,660	6,571	-	-	7,252
70214	770	-	-	-	-



General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
70215	12,108	1,981	-	-	-
70216	2,300	-	-	-	-
70512	364,538	462,673	510,352	547,692	547,692
70513	35,972	-	-	-	-
70551	203,178	245,801	-	-	-
70552	39,488	-	-	-	-
70553	2,379	-	-	-	-
70555	60	-	-	-	-
71012	161	335	-	-	-
71014	-	136	-	-	-
71016	2,497	-	-	-	-
71151	22	-	-	-	-
71171	4,169	-	-	-	-
72121	1,714	-	-	-	-
72124	4,156	-	-	-	-
72161	-	399	-	-	-
72175	1,973	856	2,400	2,400	2,400
76302	224,631	-	-	-	-
76321	600	-	-	-	-
76324	100,000	-	-	-	-
76325	2,861	-	-	-	-
76331	-	-	124,726	124,726	124,726
76501	3,737	-	-	-	-
80007	-	53,072	-	-	-
<b>02721</b>					
60000	173,232	201,368	298,253	299,744	168,709
60001	1,114	321	-	-	-
60002	9,470	13,567	-	-	-
60004	10,298	12,506	-	-	-
60005	9,672	8,342	-	-	-
63000	13,035	12,823	18,492	18,584	10,460
63001	32,081	36,471	39,841	40,040	38,401
63002	3,049	2,999	4,325	4,346	2,446
63003	1,154	1,480	1,551	1,559	877
63006	45,908	65,298	75,041	75,041	43,808
64105	2,000	5,132	-	-	-
70413	5,560	-	-	-	-
70512	(500)	-	-	-	-
70555	7,000	-	-	-	-
71012	568	-	-	-	-
72121	7,976	-	-	-	-
72124	1,921	-	-	-	-
76306	-	20,822	52,000	52,000	52,000
76651	13,060	-	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
77201	39	-	-	-	-
<b>02722</b>					
60000	1,008,244	1,110,947	1,457,365	1,451,748	1,686,613
60001	1,103	2,217	-	-	-
60002	58,972	71,854	-	-	-
60004	84,391	64,789	-	-	-
60005	53,111	56,601	-	-	-
60008	440	745	-	-	-
60009	1,109	3,142	-	-	-
62000	78,021	52,315	-	-	-
62002	4,843	1,912	-	-	-
62005	1,052	142	-	-	-
63000	76,546	81,487	90,356	90,008	104,570
63001	247,586	260,590	278,320	279,068	319,816
63002	17,902	19,057	21,131	21,049	24,456
63003	7,143	8,503	9,727	9,706	10,993
63006	183,333	212,141	252,840	252,840	278,764
64105	12,000	24,453	-	-	-
70131	-	100	-	-	-
70132	-	323	-	-	-
70151	3,420	-	-	-	-
70161	-	7,374	-	-	8,666
70163	-	-	-	5,000	5,000
70211	45	7,977	-	-	-
70212	-	1,305	-	-	2,610
70214	2,148	-	-	-	-
70215	-	346	5,000	-	-
70218	-	2,409	-	-	-
70411	-	922	-	-	-
70412	-	5,000	-	-	-
70413	-	26	-	-	-
70512	78	-	-	-	-
70551	-	-	126,200	126,200	126,200
70552	44,634	4,962	-	-	-
70553	771	2,527	-	-	-
71011	787	-	-	-	-
71012	25,569	116,990	80,353	75,353	75,353
71014	135	576	-	-	-
71016	9,571	-	-	-	-
71163	1,143	-	-	-	-
71164	245	-	-	-	-
71171	4,585	1,096	-	-	-
72113	-	166	-	-	-
72115	16,146	301	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
72121	-	877	-	-	-
72123	-	509	-	-	-
72124	1,190	3,010	15,189	15,189	15,189
72131	6,072	7,254	-	-	-
72132	385	-	-	-	-
72153	19,779	24,035	-	-	-
72161	-	142,315	123,000	-	125,000
72175	3,003	-	-	-	6,256
76321	350	-	-	-	-
76325	235	3,786	2,076	2,076	2,076
76334	-	1,107	1,500	-	-
77103	8	20	65	65	-
77105	-	10	-	-	-
77201	-	5,949	-	-	-
80006	-	420	-	-	-
80007	-	2,016	-	-	-
<b>02723</b>					
60000	132,481	22,444	-	-	-
60002	7,390	1,072	-	-	-
60004	12,833	3,650	-	-	-
60005	7,773	2,319	-	-	-
60008	194	-	-	-	-
63000	9,221	1,640	-	-	-
63001	38,954	8,464	-	-	-
63002	2,156	384	-	-	-
63003	799	181	-	-	-
63006	23,986	5,693	-	-	-
63008	1,359	-	-	-	-
64105	1,000	8,911	-	-	-
70100	-	6,430	15,000	15,000	15,000
70131	-	10,913	-	-	-
70163	-	27,137	-	-	-
70311	-	267	-	-	-
70553	5,058	1,345	2,738	2,738	2,738
70555	91,904	16,928	-	-	-
71012	13,814	1,410	-	-	-
71014	3,542	-	-	-	-
71016	8,291	-	-	-	-
71141	4,564	5,491	4,620	4,620	4,620
72121	25,655	1,567	-	-	-
72123	3,140	-	-	-	-
72124	870	900	5,020	5,020	5,020
72153	2,140	255	-	-	-
76306	41,245	-	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
76321	8,875	-	-	-	-
76325	4,575	1,590	-	-	-
76651	1,401	-	-	-	-
80006	-	7,299	-	-	-
<b>02724</b>					
70555	103,225	3,863	-	-	-
76306	1,541	-	-	-	-
76308	37,106	65,206	70,000	70,000	70,000
76309	315	-	-	-	-
76324	74,159	-	-	-	-
<b>02725</b>					
70121	18,601	26,676	-	-	-
70161	1,592	544	-	-	-
70163	22,705	-	-	-	-
70211	-	2,803	-	-	-
70212	2,093	-	-	-	-
70216	1,120	-	-	-	-
70412	2,100	-	-	-	-
70413	123	-	-	-	-
70416	97,010	(2,310)	-	-	-
70511	2,153	-	-	-	-
70551	195,891	178,280	190,952	190,952	190,952
70552	38,692	-	-	-	-
70553	1,214	-	-	-	-
71011	170	-	-	-	-
71012	87,419	707	-	-	-
71014	478	-	-	-	-
71016	17,853	7,644	-	-	-
71141	128	-	-	-	-
72121	5,790	-	-	-	-
72124	9,450	-	-	-	-
72131	4,831	-	-	-	-
72151	(18)	-	-	-	-
72153	6,033	-	-	-	-
72161	957	399	-	-	-
72175	563	-	-	-	-
76325	78	-	-	-	-
76331	97,430	-	-	-	-
77201	4,807	-	-	-	-
77501	-	13,460	-	-	-
95002	8,378,364	-	-	-	-
<b>02726</b>					
61000	73	-	-	-	-
61002	8	-	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
61004	(123)	-	-	-	-
61005	(75)	-	-	-	-
63000	1,096	-	-	-	-
63002	256	-	-	-	-
<b>02727</b>					
60000	-	393,886	631,207	634,362	567,448
60002	-	28,316	-	-	-
60004	-	25,102	-	-	-
60005	-	19,490	-	-	-
60009	-	519	-	-	-
61000	-	14,325	19,989	20,089	20,692
61002	-	956	-	-	-
61004	-	172	-	-	-
61005	-	230	-	-	-
63000	-	30,047	40,374	40,576	36,465
63001	-	77,800	116,100	116,681	123,756
63002	-	7,066	9,442	9,489	8,528
63003	-	2,292	3,282	3,299	2,951
63006	-	78,335	120,552	120,552	111,647
64105	-	12,807	-	-	-
70131	-	-	5,688	5,688	5,688
71012	233	-	-	-	-
76331	144,966	-	-	-	-
<b>02801</b>					
95007	3,781,490	3,781,490	4,030,490	4,146,490	4,863,490
<b>02901</b>					
60000	1,298,124	1,229,581	1,613,807	1,622,723	1,608,768
60001	7,716	3,216	-	-	-
60002	75,761	79,143	-	-	-
60004	114,132	110,261	-	-	-
60005	69,895	62,898	-	-	-
60008	529	161	-	-	-
60009	1,407	1,639	-	-	-
60013	-	196	-	-	-
62000	4,750	25,222	-	-	-
62002	250	950	-	-	-
62005	-	828	-	-	-
63000	91,567	90,020	100,056	100,607	99,011
63001	330,298	332,825	353,554	355,050	416,555
63002	22,305	21,674	23,400	23,529	23,156
63003	12,412	12,950	14,514	14,592	13,864
63006	171,221	186,388	210,435	218,945	198,611
63008	4,368	9,837	-	-	-
63011	-	2,500	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
64104	422	-	-	-	-
64105	12,750	36,191	-	-	-
70112	-	-	-	25,400	-
70121	-	44,201	-	-	-
70123	34,391	-	-	-	-
70131	439,005	13,298	31,000	31,000	31,000
70132	2,655	(3,252)	-	-	-
70151	-	50,000	-	-	-
70161	21,046	24,969	15,200	15,200	15,200
70215	16,114	8,591	-	-	-
70218	-	136,754	-	-	1,500
70219	188	4,994	-	-	-
70311	-	769	-	-	-
70411	-	309	-	-	-
70412	28	586	-	-	-
70413	418	-	700	700	700
70511	44,419	10,228	-	-	-
70551	720,660	868,442	1,211,672	1,211,672	1,531,672
70552	843,342	13,117	-	-	-
70553	8	2,214	-	-	-
71011	59,022	86,864	42,000	60,000	45,728
71012	4,426	5,790	4,000	13,000	13,000
71014	8,179	9,984	4,200	18,960	18,960
71111	15,482	4,368	-	-	-
71141	-	-	6,000	6,000	6,000
71163	-	335	-	-	-
71164	6,552	2,880	-	-	-
71182	60	-	-	-	-
72113	1,173	15,946	2,500	4,500	4,500
72121	200	873	-	2,484	2,484
72123	8,123	870	1,000	1,000	1,000
72124	2,829	21,426	-	-	-
72131	18,337	29,970	2,500	2,500	2,500
72132	1,988	-	-	-	-
72153	-	8,060	-	-	-
72161	8,750	-	-	-	-
72162	30	-	-	-	-
72171	-	1,780	-	-	-
72175	405,640	-	-	-	-
73111	-	30,195	15,300	31,300	31,300
76118	9,705,668	-	-	-	-
76211	96,961	3,413	-	-	-
76212	4,116	705	-	-	-
76241	-	68,224	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
77103	-	15,184	-	-	450
77104	-	2,795	-	-	986
77107	-	32,254	-	-	7,500
77201	4,001	3,342	2,500	2,500	2,500
77403	10,338	300	10,000	10,000	10,000
77501	-	16,533	-	-	-
80006	-	2,700	-	-	-
95002	2,450,727	1,000,000	1,000,000	1,000,000	1,960,470
<b>02902</b>					
60000	1,351,868	1,251,008	1,606,956	1,668,990	1,879,774
60001	56,460	100,054	-	-	-
60002	78,804	82,745	-	-	-
60003	8,319	7,538	-	-	7,387
60004	92,413	90,068	-	-	-
60005	61,324	62,068	-	-	-
60008	572	394	-	-	-
60009	1,206	1,903	-	-	-
62000	6,705	36,533	-	-	-
62001	8	1,161	-	-	-
62002	308	2,407	-	-	-
62005	10	62	-	-	-
63000	101,503	100,257	99,631	103,478	116,546
63001	402,356	377,208	362,907	367,421	395,441
63002	23,739	23,447	23,301	24,200	27,257
63003	8,711	8,488	9,069	9,395	10,581
63006	265,984	289,477	323,510	340,014	359,675
64104	250	-	-	-	-
64105	19,000	30,518	-	-	-
70121	4,860	-	-	-	-
70122	-	3,144	-	-	-
70123	104,704	-	-	-	-
70125	6,046	39,055	10,000	20,000	20,000
70131	-	2,435	-	-	-
70132	321	-	500	500	500
70141	7,270	-	-	-	-
70151	-	2,726	-	-	-
70154	-	1,507	-	-	-
70161	-	630	-	-	-
70162	-	1,044	-	-	-
70164	-	1,104	-	-	-
70211	358,567	389,665	300,000	300,300	500,300
70212	1,768,948	1,779,045	2,147,817	2,212,252	2,212,252
70214	1,168,664	1,717,070	1,500,000	1,500,000	1,700,000
70215	452,949	407,837	348,000	366,500	566,500

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
70216	64,659	40,069	55,000	65,000	65,000
70217	710,907	696,024	550,000	559,000	559,000
70218	118,597	66,089	85,000	85,000	60,000
70412	218	-	-	-	-
70414	40	42	250	250	250
70512	-	-	375,000	350,000	375,000
70513	292,158	316,487	-	-	-
70551	27,253	51,429	35,000	55,000	61,000
70552	47,584	-	-	50,000	50,000
71011	47,564	57,193	30,000	56,650	46,650
71012	14,737	5,599	4,000	10,000	10,000
71015	-	-	10,000	15,000	15,000
71131	136,841	173,226	120,000	125,517	125,517
71151	66,243	39,543	50,000	79,500	79,500
71161	53,116	56,294	75,000	105,000	105,000
71162	4,962	92,717	25,000	78,000	78,000
71164	82,521	51,607	35,000	70,000	70,000
71166	-	80	-	-	-
71167	145,311	90,110	100,000	106,000	106,000
71181	29,726	65,260	29,791	32,491	32,491
71182	184	4,888	22,118	22,118	22,118
71183	8,006	-	-	-	-
71184	-	25,707	20,000	32,000	32,000
72121	-	500	-	-	-
72123	-	3,379	2,400	2,400	2,400
72124	2,296	6,600	11,580	11,580	11,580
72131	17,489	16,533	20,000	20,000	20,000
72153	10,127	18,681	9,000	20,000	20,000
72154	2,436	26,582	7,000	12,000	12,000
72161	-	19,033	-	-	-
72171	2,782,460	2,817,587	3,155,344	3,155,354	3,140,244
72172	715,579	648,604	746,813	746,813	730,731
72173	408,208	541,759	457,404	457,404	498,023
72174	10,955	16,451	18,000	18,000	17,000
72175	78,613	775,934	100,000	80,000	80,000
76118	-	632	-	-	-
76119	-	-	-	6,000	-
76231	19,259	6,625	20,000	20,000	20,000
76241	708	-	-	-	-
77103	17,744	25,056	22,500	22,500	34,500
77104	16,865	14,429	9,866	9,866	20,712
77107	-	48,649	46,500	46,500	4,775
77201	1,466	-	-	-	-
77501	-	78	-	-	-



General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
80004	692	-	-	-	-
80006	12,405	-	-	-	-
80007	-	44,865	-	-	-
<b>02903</b>					
60000	1,191,207	1,755,799	2,939,360	2,851,999	2,983,455
60001	231,601	283,458	243,198	150,000	193,198
60002	68,481	112,151	-	-	-
60003	2,143	3,171	-	-	3,106
60004	97,574	95,627	-	-	-
60005	75,404	58,971	-	-	-
60008	248	400	-	-	-
60009	3,761	2,327	-	-	-
62000	245,954	169,295	-	-	-
62001	22,226	25,059	-	-	-
62002	9,888	6,530	-	-	-
62004	3	-	-	-	-
62005	2,026	2,991	-	-	-
62012	350	-	-	-	-
63000	117,307	150,802	182,241	176,823	196,951
63001	369,492	394,228	452,375	449,535	480,494
63002	27,435	35,268	45,942	41,354	46,062
63003	7,728	10,881	16,116	15,666	16,241
63006	344,963	505,891	770,729	729,469	723,369
63011	-	6,480	-	-	-
64104	-	200	-	-	-
64105	20,500	31,975	-	-	-
70121	2,600	-	-	-	-
70125	8,321	10,356	10,000	15,000	15,000
70131	2,032,646	17,850	-	-	-
70215	13,333	21,807	-	-	-
70218	1,570,590	1,158,651	1,500,000	1,500,000	1,400,000
70219	104,613	3,673	25,000	25,000	25,000
70552	1,339,087	651,910	1,066,830	940,790	940,790
70553	-	197	360	360	360
71011	21,174	34,977	11,175	62,250	32,250
71012	413	2,160	2,125	2,125	2,125
71015	-	1,744	-	3,220	3,220
71017	625	-	-	-	-
71164	4,171	4,199	5,365	5,365	5,365
72124	-	-	-	2,500	2,500
72154	-	-	5,365	5,365	5,365
72171	-	(144)	-	-	-
72172	-	38,118	-	-	-
72173	183,293	143,446	192,458	192,458	209,077

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
72175	2,326,367	5,416,478	4,723,672	4,781,131	5,374,531
76241	135,784	102,405	31,640	44,885	70,285
77103	77,205	98,718	83,000	83,000	150,000
77104	27,631	27,252	29,599	29,599	34,032
77107	-	327,305	335,000	335,000	383,028
77201	2,112	742	2,000	3,000	3,000
80006	79,363	-	-	-	-
<b>02904</b>					
60000	536,455	-	-	-	-
60001	186,751	-	-	-	-
60002	30,116	-	-	-	-
60003	940	-	-	-	-
60004	46,039	-	-	-	-
60005	28,219	-	-	-	-
60008	254	-	-	-	-
60009	588	-	-	-	-
63000	51,461	-	-	-	-
63001	242,588	-	-	-	-
63002	12,035	-	-	-	-
63003	3,043	-	-	-	-
63006	115,916	-	-	-	-
64105	8,500	-	-	-	-
70131	1,735	-	-	-	-
70215	12,950	-	-	-	-
70218	825,610	-	-	-	-
70412	4,876	-	-	-	-
70511	117,420	-	-	-	-
70552	798,325	-	-	-	-
71011	4,138	-	-	-	-
71012	6,806	-	-	-	-
71133	12,505	-	-	-	-
71144	1,883	-	-	-	-
71164	61,504	(407)	-	-	-
72172	4,060	-	-	-	-
72175	695	-	-	-	-
77103	90,567	-	-	-	-
77104	28,279	-	-	-	-
77201	120	-	-	-	-
80006	212,839	-	-	-	-
<b>02905</b>					
60000	877,925	-	-	-	-
60001	147,250	-	-	-	-
60002	51,655	-	-	-	-
60004	68,032	-	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
60005	49,153	-	-	-	-
60008	100	-	-	-	-
60009	325	-	-	-	-
62000	91,414	-	-	-	-
62001	70	-	-	-	-
63000	80,488	-	-	-	-
63001	348,747	-	-	-	-
63002	18,542	-	-	-	-
63003	6,178	-	-	-	-
63006	182,550	-	-	-	-
64105	15,000	-	-	-	-
70213	20,984	3,364	-	-	-
70215	74,746	4,734	-	-	-
70218	374,472	-	-	-	-
70412	123	-	-	-	-
70552	583,350	22,742	-	-	-
71011	8,251	316	-	-	-
71012	7,910	-	-	-	-
71014	428	-	-	-	-
71111	69,895	-	-	-	-
71131	4,773	-	-	-	-
71144	29,792	-	-	-	-
71164	14,143	-	-	-	-
72153	340,492	-	-	-	-
72154	4,933	-	-	-	-
72171	-	3,582	-	-	-
72172	2,385	569	-	-	-
76314	1,666	-	-	-	-
77103	68,878	-	-	-	-
77104	49,976	-	-	-	-
80006	30,443	-	-	-	-
<b>02906</b>					
60000	382,360	-	-	-	-
60001	18,562	-	-	-	-
60002	21,573	-	-	-	-
60004	33,112	-	-	-	-
60005	22,119	-	-	-	-
60008	648	-	-	-	-
60009	949	-	-	-	-
63000	29,087	-	-	-	-
63001	137,470	-	-	-	-
63002	6,803	-	-	-	-
63003	3,208	-	-	-	-
63006	78,846	-	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
64105	5,000	-	-	-	-
70123	35,008	-	-	-	-
70161	697,115	-	-	-	-
70213	49,950	-	-	-	-
70215	10,232	-	-	-	-
70218	211,653	-	-	-	-
70411	620	-	-	-	-
70412	10	-	-	-	-
70413	1,362	-	-	-	-
70551	16,091	-	-	-	-
70552	64,544	-	-	-	-
71011	4,249	-	-	-	-
71012	72	-	-	-	-
71144	481	-	-	-	-
71164	775	-	-	-	-
71182	439	-	-	-	-
72113	29	12	-	-	-
72154	287	-	-	-	-
77103	29,170	-	-	-	-
77104	13,757	-	-	-	-
77201	311	-	-	-	-
80006	9,039	-	-	-	-
<b>02907</b>					
60000	129,394	151,845	156,615	157,399	157,081
60002	7,108	10,526	-	-	-
60004	11,295	14,125	-	-	-
60005	10,239	6,874	-	-	-
62000	-	13,340	-	-	-
62002	-	480	-	-	-
62005	-	240	-	-	-
63000	9,608	11,689	9,710	9,759	9,739
63001	8,491	9,519	8,412	8,454	8,488
63002	2,247	2,734	2,271	2,282	2,277
63003	792	919	814	818	817
63006	14,268	21,380	12,378	12,378	17,497
64105	1,000	2,771	-	-	-
70161	-	161,663	238,000	150,000	150,000
71012	2,059	190	2,300	2,300	2,300
71017	601	-	-	-	-
72115	-	-	4,800	7,680	7,680
72121	-	-	3,000	2,200	2,200
72123	-	-	600	600	600
72124	-	-	7,238	7,238	7,238
72131	30,000	-	50,000	50,000	50,000

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
72132	2,359	-	-	-	-
72153	-	5,094	-	2,400	2,400
77201	48	-	-	-	-
77501	-	1,509	-	-	-
80006	29,004	-	-	-	-
<b>02908</b>					
60000	488,880	-	-	-	-
60001	9,775	-	-	-	-
60002	32,922	-	-	-	-
60004	45,922	-	-	-	-
60005	28,119	-	-	-	-
60007	3,200	-	-	-	-
60009	2,080	-	-	-	-
62000	6,487	-	-	-	-
62002	44	-	-	-	-
63000	39,477	-	-	-	-
63001	156,714	-	-	-	-
63002	9,233	-	-	-	-
63003	3,954	-	-	-	-
63006	92,226	-	-	-	-
64105	6,000	-	-	-	-
70121	91	-	-	-	-
70215	416	-	-	-	-
70218	11,824	-	-	-	-
70412	11,709	-	-	-	-
70553	381	-	-	-	-
71011	1,073	-	-	-	-
71012	11,398	-	-	-	-
71013	78	-	-	-	-
71121	5,669	-	-	-	-
71122	176	-	-	-	-
71132	262	-	-	-	-
71144	547	-	-	-	-
72124	4,342	-	-	-	-
72131	1,161	-	-	-	-
72153	1,800	-	-	-	-
72171	2,297	-	-	-	-
72173	1,508	-	-	-	-
76212	360	-	-	-	-
77103	4,641	-	-	-	-
77104	3,503	-	-	-	-
77201	55	-	-	-	-
80006	874	-	-	-	-
<b>02909</b>					

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
60000	143,299	166,250	510,669	521,208	536,132
60001	1,594	333	-	-	-
60002	48,482	55,224	-	-	-
60004	68,221	66,129	-	-	-
60005	44,045	41,872	-	-	-
60008	181	181	-	-	-
60009	759	1,419	-	-	-
62000	145	350	-	-	-
63000	58,541	60,216	31,661	32,315	33,240
63001	202,344	231,425	122,458	123,549	122,275
63002	13,691	14,083	7,405	7,558	7,774
63003	5,579	5,928	3,055	3,113	3,005
63006	114,082	140,181	58,693	59,518	86,852
64105	7,000	24,727	-	-	-
70121	-	97,859	-	-	-
70215	2,246	-	-	-	-
70218	10,295	11,786	10,500	10,500	2,450
70311	-	170	-	-	-
70412	9,768	11,857	-	-	-
70552	4,000	-	-	-	-
71011	-	182	2,560	2,560	2,560
71012	2,374	2,819	16,600	3,800	3,800
71144	1,167	-	-	-	-
72121	-	-	-	1,500	1,500
72123	-	160	660	660	660
72124	55	2,308	2,500	2,500	2,500
72132	-	1,475	-	-	-
72153	-	591	1,050	1,050	1,050
72161	-	5,712	10,800	10,800	10,800
72162	80	-	-	-	-
77103	3,999	4,035	4,500	4,500	4,500
77104	2,418	2,261	2,467	2,467	2,960
77107	-	3,682	4,017	4,017	4,017
77201	-	74	-	-	-
77501	-	1,146	-	-	-
80006	1,674	-	-	-	-
<b>02910</b>					
60000	1,011,471	25,011	-	-	-
60001	70,318	-	-	-	-
60002	62,469	-	-	-	-
60004	70,589	-	-	-	-
60005	44,298	-	-	-	-
62000	145	-	-	-	-
63000	81,013	-	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
63001	240,641	-	-	-	-
63002	18,947	-	-	-	-
63003	9,226	-	-	-	-
63006	166,746	-	-	-	-
64104	335	-	-	-	-
64105	11,000	-	-	-	-
70122	4,750	-	-	-	-
70123	92,724	-	-	-	-
70131	4,884	-	-	-	-
70212	1,191	-	-	-	-
70215	89,656	-	-	-	-
70218	68,844	248	-	-	-
70412	202	-	-	-	-
70413	485	-	-	-	-
70551	222	-	-	-	-
70552	63,069	-	-	-	-
70553	944	-	-	-	-
70555	1,800	-	-	-	-
71011	1,883	(125)	-	-	-
71012	9,279	-	-	-	-
71015	7,150	-	-	-	-
71131	880	-	-	-	-
71164	2,752	-	-	-	-
71171	875	-	-	-	-
71181	2,725	-	-	-	-
71182	163	-	-	-	-
71183	131,868	-	-	-	-
72121	200	-	-	-	-
72123	320	-	-	-	-
72124	1,925	-	-	-	-
72131	2,454	-	-	-	-
72153	59,070	-	-	-	-
72171	187,707	-	-	-	-
72172	258	(37)	-	-	-
72173	16,596	-	-	-	-
76212	148,895	-	-	-	-
77101	-	(421)	-	-	-
77103	19,868	-	-	-	-
77104	12,333	-	-	-	-
77201	96	587	-	-	-
80006	5,300	-	-	-	-
<b>02912</b>					
60000	1,348,272	1,076	-	-	-
60001	352,866	271	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
60002	81,343	-	-	-	-
60004	132,097	-	-	-	-
60005	83,231	-	-	-	-
60007	4,352	-	-	-	-
60009	4,794	-	-	-	-
63000	123,093	-	-	-	-
63001	593,681	-	-	-	-
63002	28,788	-	-	-	-
63003	8,577	-	-	-	-
63006	262,133	-	-	-	-
64105	21,000	-	-	-	-
70125	7,932	-	-	-	-
70215	30,666	3,658	-	-	-
70218	1,117,570	1,575	-	-	-
70412	4,175	-	-	-	-
70511	15,725	-	-	-	-
70551	1,832	-	-	-	-
70552	510,366	159,401	-	-	-
71011	2,323	(300)	-	-	-
71012	8,740	-	-	-	-
71131	50	-	-	-	-
71164	52,478	249	-	-	-
71181	936	-	-	-	-
72123	-	459	-	-	-
72171	3,784	-	-	-	-
72172	2,779	-	-	-	-
72173	9,311	-	-	-	-
76211	191,331	106,331	-	-	-
77103	106,532	-	-	-	-
77104	64,031	-	-	-	-
77201	52	-	-	-	-
80006	127,339	-	-	-	-
95002	-	6,544,049	2,690,584	4,424,970	1,343,470
<b>02913</b>					
60000	208,063	236,000	414,610	353,067	389,981
60002	17,392	25,612	-	-	-
60004	24,516	29,692	-	-	-
60005	5,625	13,489	-	-	-
60009	708	472	-	-	-
63000	22,596	28,038	25,706	21,890	24,179
63001	47,626	138,587	124,372	121,733	86,343
63002	5,480	6,592	6,012	5,119	5,655
63003	3,320	3,819	3,674	3,362	2,532
63006	25,339	43,029	43,686	34,350	52,797



General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
64104	-	877	-	-	-
64105	2,000	10,805	-	-	-
70102	37,979	-	-	-	-
70218	547	1,403	-	-	3,000
70412	17	-	-	-	-
70413	-	-	500	500	500
71011	-	360	1,000	360	360
71012	1,629	1,272	2,000	2,700	2,700
71141	-	56	450	450	450
72131	-	-	-	2,600	2,600
72153	-	1,062	-	-	-
77102	-	95	-	-	600
77103	431	392	455	455	-
77104	493	699	987	987	1,973
77201	713	80	-	-	-
<b>02914</b>					
60000	270,157	-	-	-	-
60001	8,041	-	-	-	-
60002	15,359	-	-	-	-
60004	26,584	-	-	-	-
60005	9,490	-	-	-	-
63000	19,595	-	-	-	-
63001	117,840	-	-	-	-
63002	4,583	-	-	-	-
63003	1,597	-	-	-	-
63006	58,452	-	-	-	-
64105	3,000	-	-	-	-
70121	104,463	-	-	-	-
70122	237,431	(343)	-	-	-
70123	70,555	-	-	-	-
70131	2,843	39	-	-	-
70215	576	-	-	-	-
70218	43,411	-	-	-	-
70511	87,412	-	-	-	-
71011	580	-	-	-	-
71012	8,294	-	-	-	-
71164	8,497	-	-	-	-
71182	254	-	-	-	-
72121	220	-	-	-	-
72124	81	-	-	-	-
72154	2,189	-	-	-	-
76211	4,500	-	-	-	-
76212	15,956	-	-	-	-
77103	6,961	-	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
77104	3,033	-	-	-	-
80006	10,751	-	-	-	-
<b>02915</b>					
72175	20	-	-	-	-
<b>02921</b>					
60000	-	375	-	-	-
<b>02925</b>					
60000	8,080	-	-	-	-
60001	45	-	-	-	-
60002	216	-	-	-	-
60004	456	-	-	-	-
60005	275	-	-	-	-
63000	569	-	-	-	-
63001	457	-	-	-	-
63002	133	-	-	-	-
63003	40	-	-	-	-
64111	106	-	-	-	-
72171	37,463	-	-	-	-
<b>02926</b>					
60000	92,180	-	-	-	-
60001	12,880	-	-	-	-
60002	5,276	-	-	-	-
60004	4,133	-	-	-	-
60005	2,063	-	-	-	-
63000	7,165	-	-	-	-
63001	25,701	-	-	-	-
63002	1,676	-	-	-	-
63003	501	-	-	-	-
63006	21,120	-	-	-	-
64105	500	-	-	-	-
64111	5,039	-	-	-	-
<b>02939</b>					
62000	-	184	-	-	-
<b>03001</b>					
60000	673,700	793,994	965,077	969,903	1,033,429
60001	1,597	4,079	-	-	5,383
60002	39,408	51,899	-	-	-
60004	75,848	44,354	-	-	-
60005	40,265	25,440	-	-	-
60009	1,996	647	-	-	-
62000	-	4,738	12,000	12,000	12,000
62002	-	302	-	-	-
63000	50,048	57,058	59,836	60,134	65,151
63001	184,604	252,465	283,560	284,976	354,213

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
63002	11,705	13,344	13,993	14,062	15,237
63003	6,399	7,611	8,364	8,405	9,466
63006	99,749	110,238	127,552	127,552	119,808
63008	11,058	28,785	-	-	-
63011	1,000	1,250	-	-	-
64104	2,644	1,244	-	-	-
64105	5,500	20,632	-	-	-
70125	4,900	-	-	-	-
70131	4,664	2,000	-	-	-
70132	-	198	-	-	-
70151	433	8,091	-	-	52
70161	234,946	98,435	100,000	101,000	101,000
70211	-	12,045	-	-	-
70212	4,400	-	-	-	-
70214	-	32	-	-	-
70215	7,093	4,146	-	-	-
70218	287,570	234,614	200,000	200,000	280,000
70411	-	8,000	-	-	-
70412	24,638	37,466	15,000	5,000	5,000
70413	39	-	-	-	-
70414	-	-	500	3,500	700
70416	-	19	-	-	-
70511	2,029	3,389	-	-	-
70512	56,613	141,001	137,805	141,939	144,739
70513	62,854	-	-	-	-
70551	660	-	-	-	-
70552	240,737	4,073	-	-	-
70553	-	-	90	90	90
70555	-	500	-	-	-
71011	1,343	-	-	-	-
71012	3,669	3,536	4,312	4,312	4,312
71014	3,285	-	-	-	-
71016	4,924	932	-	-	-
71131	2,841	7,002	-	-	-
71132	255	-	-	-	-
71144	8,909	1,276	-	-	-
71164	-	66	-	-	-
71181	-	172	-	-	-
72113	2,070	2,066	100	500	500
72115	775	-	-	-	-
72121	9,647	8,411	2,825	2,825	2,825
72122	2,855	499	421	421	421
72123	1,140	2,626	2,151	2,151	2,151
72124	75	5,472	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
72131	7,615	34,049	27,000	27,000	27,000
72153	4,824	16,574	-	-	-
72171	430,995	473,255	540,831	540,831	480,000
72172	492,433	801,130	508,836	508,836	605,700
72173	106,549	141,456	122,151	122,151	122,151
72175	480	499	-	-	-
73104	-	2,728	-	-	-
76119	-	21	-	-	-
76651	212	851	-	-	-
77102	-	-	-	-	10,000
77103	76,623	109,731	103,000	103,000	150,084
77104	40,741	40,698	44,399	44,399	52,634
77107	-	133,385	38,736	38,736	132,156
77201	-	-	1,000	1,500	1,500
77501	-	945	-	-	-
80001	28,914	-	-	-	-
80006	33,308	1,163	-	-	-
80007	-	63,143	-	-	-
95002	-	-	-	-	272,290
95502	856,770	464,894	-	-	-
<b>03002</b>					
60000	53,716	58,964	61,506	61,814	131,523
60002	3,077	3,413	-	-	-
60004	2,222	1,765	-	-	-
60005	235	-	-	-	-
62000	-	2,016	-	-	-
63000	3,758	4,144	3,813	3,832	8,154
63001	3,093	3,307	3,075	3,091	7,304
63002	879	969	892	896	1,907
63003	307	318	320	321	684
63006	7,083	8,059	8,510	8,510	17,628
64104	2,119	471	-	-	-
64105	500	1,530	-	-	-
70131	17,926	25,568	8,334	9,168	9,168
70132	3,533	16,365	19,390	18,040	18,040
70164	-	-	2,960	3,990	3,990
70311	-	-	944	1,101	800
70412	-	422	-	-	-
70413	603	781	1,082	882	1,183
70511	1,015	180	-	-	-
71011	-	-	1,206	-	709
71012	404	229	80	709	500
71014	11,039	1,145	1,702	3,779	3,279
71016	26,650	12,030	12,009	12,549	12,549

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
71017	-	2,225	1,930	1,249	1,249
71111	-	200	-	-	-
71144	678	1,384	758	170	170
72121	3,935	4,786	3,018	3,017	3,017
72123	225	315	355	355	355
72124	-	-	190	-	-
72131	534	775	-	-	-
76651	544	595	765	300	300
<b>03003</b>					
60000	568,848	566,065	735,805	704,722	627,244
60001	83,837	76,152	30,000	30,000	55,422
60002	34,561	38,461	-	-	-
60004	50,811	48,173	-	-	-
60005	25,612	28,945	-	-	-
60009	-	2,467	-	-	-
62000	-	6,815	5,000	5,000	5,000
62001	-	4,071	-	-	-
62002	-	270	-	-	-
63000	46,822	48,813	49,121	43,693	41,962
63001	220,445	231,780	245,524	245,014	202,168
63002	10,950	11,416	11,104	10,219	9,815
63003	3,538	4,223	4,460	4,302	3,205
63006	86,363	107,852	122,559	114,307	107,599
64105	8,000	17,443	-	-	-
70211	114,147	38,746	22,500	25,000	25,000
70214	825	58	2,000	15,000	15,000
70215	8,926	3,700	-	-	-
70216	10,825	11,723	18,000	19,916	19,916
70217	-	926	6,284	7,000	7,000
70218	20,206	2,431	20,000	20,000	-
70414	-	1,486	500	500	500
70511	2,957	223	1,000	10,000	10,000
70551	21,461	26,375	18,000	15,500	15,500
70552	86,323	116,542	90,000	90,000	90,000
70553	400	426	-	-	-
71011	14,375	4,930	7,500	10,000	10,000
71012	6,384	2,896	2,000	3,000	3,000
71111	2,256	6,117	2,500	2,500	2,500
71131	-	-	2,000	2,000	2,000
71151	38,849	32,309	-	-	5,000
71161	19,566	27,167	14,125	20,000	20,000
71162	10,483	1,212	8,000	9,000	9,000
71164	54,726	22,900	7,000	9,000	9,000
71166	527	3,325	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
71167	14,837	18,541	20,000	20,000	15,000
71168	338	1,684	2,076	2,076	2,076
71171	1,929	1,546	600	600	600
71182	5,456	5,782	8,000	8,000	8,000
71183	11,453	13,565	17,000	15,000	15,000
72113	121	26	-	-	-
72115	1,371	-	-	-	-
72121	2,130	-	1,546	2,092	2,092
72123	-	309	508	508	508
72124	2,664	5,816	3,596	3,596	3,596
72131	1,995	2,313	-	-	-
72153	505	7,891	3,158	-	-
72154	2,766	1,706	653	653	653
72162	124	-	-	-	-
72175	920	904	-	-	-
76119	5,222	217	-	-	-
76211	-	715	9,000	2,000	2,000
76212	-	23	2,860	2,860	2,860
77103	808	344	13,500	13,500	-
77104	737	401	11,346	11,346	-
77107	-	0	36,744	36,744	-
77201	2,740	181	2,452	2,548	2,548
77501	-	21	-	-	-
80001	(17,664)	-	-	-	-
80006	6,782	-	-	-	-
<b>03004</b>					
60000	86,455	43,617	138,451	138,726	94,214
60002	5,050	3,054	-	-	-
60004	10,551	3,633	-	-	-
60005	2,602	4,449	-	-	-
63000	6,421	3,417	8,583	8,600	5,841
63001	26,564	26,139	28,363	28,501	32,313
63002	1,502	799	2,008	2,012	1,366
63003	888	272	720	722	490
63006	13,019	8,059	16,761	16,761	12,227
64104	1,190	-	-	-	-
64105	1,000	1,369	-	-	-
70131	250	-	-	-	-
70215	-	68	-	-	-
70413	83	-	-	-	-
70414	-	130	-	-	100
70552	680	-	-	-	-
71012	270	177	115	-	75
71131	-	2,422	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
71144	-	154	-	-	-
72113	44	1	-	-	-
72121	1,205	316	1,723	1,723	1,373
72123	-	178	130	-	175
<b>03005</b>					
60000	235,975	265,553	344,316	346,038	450,772
60001	3,681	4,584	4,500	4,500	9,689
60002	13,802	17,997	-	-	-
60004	12,655	12,617	-	-	-
60005	9,742	9,551	-	-	-
60008	-	129	-	-	-
60009	126	-	-	-	-
62000	83,786	78,985	57,750	206,844	57,750
62001	3,600	1,767	-	-	-
62002	2,534	2,287	-	-	-
62005	-	501	-	-	-
63000	19,446	21,426	21,348	21,454	32,130
63001	15,738	17,568	19,098	19,193	25,534
63002	4,548	5,011	4,992	5,018	7,513
63003	1,372	1,658	1,791	1,799	2,344
63006	55,148	73,684	86,393	86,393	97,627
63011	-	2,500	-	-	-
64104	1,599	-	-	-	-
64105	3,000	6,965	-	-	-
70131	-	120	2,500	500	500
70151	19	-	-	-	-
70161	6,938	12,443	55,000	38,850	38,850
70211	3,179	5,400	4,000	6,700	6,700
70215	2,427	3,645	4,000	4,000	4,000
70218	11,250	(0)	35,000	35,000	-
70413	-	695	-	-	-
70414	-	-	-	1,930	500
70511	14,255	29,973	18,600	18,600	18,600
70551	4,578	4,172	7,500	10,000	10,000
70552	-	11,243	-	-	50,000
70555	5,525	-	-	-	-
71011	2,826	3,579	4,500	4,500	4,500
71012	262	255	-	563	600
71111	197	579	300	300	300
71112	160	-	300	300	300
71131	761	1,839	2,000	2,000	2,000
71144	3,538	1,953	6,775	6,775	6,775
71182	5,220	4,996	6,755	6,755	4,000
71183	490	2,960	3,290	3,290	3,290

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
72115	1,851	-	-	-	-
72121	4,659	917	1,000	1,000	2,000
72123	-	678	350	350	350
72124	550	1,407	3,290	-	3,300
72131	-	-	1,000	1,000	1,000
72153	16,397	26,073	20,750	15,000	5,000
72154	2,356	4,545	3,150	4,150	4,525
72175	-	-	5,000	5,000	-
76211	-	2,890	9,650	8,000	18,000
76212	1,942	2,960	4,086	4,086	4,086
77103	-	0	4,000	4,000	-
77104	-	0	5,920	5,920	-
77107	-	0	25,537	25,537	-
80001	(11,250)	-	-	-	-
80006	5,310	71,048	32,000	32,000	55,000
<b>03006</b>					
60000	324,685	270,581	271,419	272,776	301,511
60001	1,022	4,806	4,000	4,000	-
60002	18,877	16,950	-	-	-
60004	28,880	26,022	-	-	-
60005	12,634	11,379	-	-	-
60008	-	138	-	-	-
61000	14,676	13,477	13,822	13,891	14,308
61001	104	104	-	-	-
61002	728	808	-	-	-
61004	390	501	-	-	-
61005	-	278	-	-	-
62000	55,282	64,350	97,295	97,295	97,295
62001	10,630	13,253	-	-	-
62002	1,725	2,432	-	-	-
62005	422	516	-	-	-
63000	27,917	25,865	17,685	17,773	25,613
63001	53,317	52,384	51,190	51,446	39,282
63002	6,529	6,049	4,136	4,157	5,990
63003	1,919	1,688	1,411	1,418	1,568
63006	53,452	50,243	44,454	44,454	44,834
63011	500	750	-	-	-
64105	3,750	7,096	-	-	-
70131	4,851	7,355	-	-	-
70132	28,714	14,472	28,000	23,000	23,000
70133	-	-	3,000	3,000	3,000
70151	354	50	-	-	-
70161	396	-	-	-	-
70164	121,456	150,032	100,000	112,905	112,905



General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
70211	-	6,968	-	-	-
70212	4,343	-	3,000	3,000	3,000
70311	3,669	3,912	5,000	5,000	5,000
70411	425	-	-	-	-
70412	-	3,386	4,603	4,603	4,603
70413	-	-	500	500	500
70511	6,153	10,797	20,450	20,450	20,450
70512	5,166	4,206	12,027	11,937	11,937
70551	1,178	3,018	2,000	2,000	2,000
70552	96,769	66,148	50,628	50,628	50,628
70553	-	-	500	500	899
70554	-	-	500	500	-
70555	-	420	-	-	-
71011	-	332	1,000	1,000	1,000
71012	155	-	2,460	2,460	2,460
71016	1,145	500	-	-	-
71017	112	-	-	-	-
71111	1,168	934	-	-	-
71131	1,765	-	1,200	1,200	1,200
71144	11,015	9,415	2,429	2,429	2,429
71171	-	-	145	145	-
71182	-	-	6,685	6,685	6,685
71183	-	-	2,452	2,452	-
72113	131	17	-	-	-
72121	1,046	6,883	1,200	1,200	1,200
72122	132	-	-	-	-
72123	2,690	165	-	-	-
72124	-	500	434	434	1,434
72131	-	-	1,000	1,000	-
72153	5,883	6,642	-	-	-
72162	1,785	-	4,000	4,000	4,000
76651	6,470	2,731	399	399	-
77201	722	442	-	-	-
77501	-	9	-	-	-
80004	-	4,895	-	-	-
<b>03007</b>					
60000	495,592	501,960	647,621	624,945	763,067
60001	6,406	8,673	50,100	50,100	-
60002	28,482	32,490	-	-	-
60004	35,755	53,739	-	-	-
60005	15,401	23,413	-	-	-
60009	916	1,066	-	-	-
61000	46,894	32,736	40,321	40,522	76,114
61001	132	328	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
61002	2,748	2,494	-	-	-
61004	3,958	3,062	-	-	-
61005	455	5,082	-	-	-
62000	386,799	461,788	428,149	428,179	543,888
62001	838	911	-	-	-
62002	10,334	14,551	-	-	-
62005	309	296	-	-	-
62011	109	-	-	-	-
62012	186	-	-	-	-
63000	55,539	61,897	46,153	41,259	78,574
63001	168,512	183,863	202,556	202,273	242,493
63002	12,989	14,476	10,702	9,648	18,376
63003	2,759	3,218	3,367	3,251	3,968
63006	114,084	128,529	151,799	143,547	170,520
63011	500	750	-	-	-
64104	942	-	-	-	-
64105	7,750	15,373	-	-	-
70131	68	133	-	-	-
70132	-	133	-	-	-
70151	796	75	-	-	-
70164	5,050	-	-	-	-
70212	6,465	3,960	-	-	-
70217	-	178	-	-	-
70311	229	72	-	-	-
70412	60,917	68,348	67,000	72,000	72,000
70413	313	260	2,048	2,048	2,048
70511	2,239	3,183	-	-	-
70551	792	-	5,000	5,000	22,000
70552	111,187	105,625	81,220	103,220	103,220
71011	2,614	666	-	-	-
71012	1,958	2,577	-	-	5,000
71016	2,000	-	-	-	-
71131	209	6,480	-	-	-
71144	13,240	30,093	8,685	13,600	13,600
71181	30,557	39,776	35,936	35,936	35,936
72113	5,704	1,824	-	-	-
72121	3,489	1,927	-	-	-
72122	132	-	-	-	-
72123	-	811	-	-	-
72124	4,944	-	-	5,983	5,983
72131	90	56	2,500	2,500	2,500
72153	2,888	1,123	-	-	-
73104	-	327	-	-	-
73106	9,170	6,073	19,125	12,000	12,000

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
76651	1,212	750	-	-	-
77201	793	-	-	-	-
77501	-	3,300	-	-	-
80006	225	372	-	-	-
95007	146,122	105,215	100,700	100,700	100,700
<b>03008</b>					
60000	203,211	223,969	265,597	266,925	281,996
60001	51	-	-	-	-
60002	11,746	13,578	-	-	-
60004	12,696	21,311	-	-	-
60005	3,321	7,056	-	-	-
60008	-	137	-	-	-
60009	-	133	-	-	-
61000	317,590	237,533	339,723	341,422	371,337
61001	286	-	-	-	-
61002	14,607	12,267	-	-	-
61004	17,526	20,307	-	-	-
61005	6,534	3,775	-	-	-
61011	35	27	-	-	-
61012	436	257	-	-	-
62000	113,023	108,406	111,638	111,638	111,638
62002	4,066	3,348	-	-	-
62005	361	423	-	-	-
63000	43,764	40,000	37,530	37,717	47,429
63001	48,656	53,891	55,946	56,226	37,348
63002	10,235	9,355	8,777	8,821	11,092
63003	1,153	1,384	1,381	1,388	1,466
63006	95,638	119,376	125,301	125,301	130,677
64104	1,623	593	-	-	-
64105	10,000	15,058	-	-	-
70131	-	204	-	-	-
70141	-	91	-	-	-
70151	39	935	-	-	-
70412	-	7,035	1,000	2,000	2,000
70413	2,076	2,262	3,281	3,281	3,281
70552	9,815	13,257	5,000	10,000	10,000
70553	990	92	820	820	820
71012	1,258	116	1,641	1,700	1,700
71144	3,295	5,131	6,539	6,539	6,539
71171	638	-	500	500	500
72113	11	0	-	-	-
72115	397	-	-	-	-
72121	1,721	2,171	-	-	-
72123	180	519	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
72124	1,682	920	965	965	965
72162	2,485	1,680	2,900	2,900	2,900
72175	-	17	100	100	100
76651	1,123	-	2,825	2,825	2,825
77201	7,845	-	2,500	2,509	2,509
77403	-	26	-	-	-
77501	-	2	-	-	-
80006	2,312	-	-	-	-
<b>03011</b>					
60000	72,359	56,704	73,807	74,176	-
60001	-	-	-	-	4,306
60002	3,923	3,955	-	-	-
60004	9,100	6,179	-	-	-
60005	3,915	3,284	-	-	-
63000	5,433	4,419	4,577	4,599	267
63001	7,728	3,693	3,690	3,709	-
63002	1,271	1,033	1,071	1,076	62
63003	427	382	383	385	-
63006	8,862	7,654	8,252	8,252	-
64104	712	2,260	-	-	-
64105	500	1,836	-	-	-
70131	-	307	-	-	-
70151	37	-	-	-	-
70211	-	951	-	-	-
70213	1,400	-	-	2,400	2,400
70215	-	549	3,500	3,500	3,500
70511	16,343	6,322	11,288	10,305	10,305
70551	6,140	10,023	1,500	1,500	1,500
70552	-	6,410	-	-	-
71011	1,941	4,181	1,260	1,260	1,266
71012	2,816	758	1,200	1,200	1,028
71111	-	-	-	-	985
71131	15,709	5,220	-	-	1,216
71144	720	816	-	-	-
71164	-	1,089	-	-	-
71171	-	87	180	180	180
71182	155	-	-	-	1,249
72121	1,159	2,084	-	2,427	1,705
72123	-	179	550	550	550
72124	-	418	-	-	1,110
72131	-	1,168	1,500	1,500	-
72153	8,347	1,840	-	-	-
72172	726	-	-	-	-
72175	-	462	10,257	8,257	4,585

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
76212	5,814	240	-	-	-
<b>03012</b>					
60000	69,701	70,095	109,169	109,577	120,634
60001	533	3,140	200	200	200
60002	4,087	4,534	-	-	-
60004	7,874	6,952	-	-	-
60005	123	-	-	-	-
62000	-	1,874	76,312	76,312	76,312
62002	-	17	-	-	-
63000	4,702	5,064	6,768	6,794	12,222
63001	35,747	38,944	42,251	42,456	47,018
63002	1,100	1,184	1,583	1,589	2,859
63003	408	423	568	570	627
63006	20,233	21,373	31,845	31,845	32,093
64105	1,000	2,033	-	-	-
70141	-	500	-	-	-
70151	148	-	-	-	-
70161	-	-	-	-	200,000
70511	-	450	675	675	675
70552	200	2,274	2,000	2,000	2,000
70555	-	40,666	-	-	-
71012	-	-	2,000	2,000	2,000
71131	-	-	300	300	300
71143	-	6,199	-	-	-
71144	6,211	15,428	60,491	11,950	11,950
72153	1,287	2,165	-	-	-
76651	543	-	750	750	750
<b>03013</b>					
60000	-	37,453	61,667	61,975	63,833
60001	-	72	2,000	1,500	-
60002	-	2,879	-	-	-
60004	-	868	-	-	-
60005	-	108	-	-	-
62000	-	-	10,560	10,560	10,560
63000	-	2,511	3,823	3,842	4,613
63001	-	2,804	4,087	4,108	4,230
63002	-	587	894	898	1,079
63003	-	196	321	323	332
63006	-	9,870	8,510	8,510	17,347
64105	-	832	-	-	-
70131	-	40	-	-	-
70151	-	50	-	-	-
70511	400	450	-	675	675
70552	1,361	3,763	2,000	1,000	1,000

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
71012	-	-	250	500	500
71131	-	-	300	300	300
71144	10,712	1,584	10,725	6,250	6,250
72124	-	500	-	-	-
72153	193	3,332	-	-	-
76651	537	799	750	750	750
77201	413	-	-	-	-
<b>03014</b>					
60000	85,267	83,211	126,636	127,132	138,715
60001	811	2,199	700	700	2,000
60002	4,961	5,504	-	-	-
60004	7,148	7,217	-	-	-
60005	1,620	2,180	-	-	-
60009	-	475	-	-	-
61000	23,550	21,215	24,374	24,496	25,859
61002	1,219	1,376	-	-	-
61004	1,819	2,589	-	-	-
61005	726	1,772	-	-	-
62000	7,027	4,412	56,341	56,341	56,341
62001	-	26	-	-	-
62002	106	93	-	-	-
63000	8,172	8,107	9,363	9,401	13,821
63001	32,770	35,510	38,692	38,879	42,984
63002	1,911	1,896	2,190	2,199	3,232
63003	495	513	659	661	721
63006	27,922	31,754	41,777	41,777	34,694
64105	2,000	3,073	-	-	-
70131	-	561	-	-	3,800
70151	222	200	-	-	400
70212	204	133	-	-	-
70413	599	499	772	772	772
70511	156	260	-	675	675
70552	5,034	3,693	2,675	2,000	2,000
71012	72	743	2,250	2,250	1,675
71111	-	300	-	-	-
71131	-	28	300	300	300
71144	13,800	10,930	7,500	3,800	5,050
72121	-	418	400	400	400
72123	-	75	-	-	-
72124	-	2,338	-	-	-
72153	173	-	-	-	-
72175	-	140	-	-	-
76651	1,374	1,358	1,000	1,000	1,000
<b>03015</b>					

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
60000	57,241	58,932	68,356	68,697	70,757
60001	790	1,078	600	300	600
60002	3,420	3,793	-	-	-
60004	4,414	3,384	-	-	-
60005	3,212	2,190	-	-	-
61000	10,259	11,932	12,882	12,947	13,203
61002	678	791	-	-	-
61004	356	519	-	-	-
61005	838	675	-	-	-
62000	22,015	17,566	20,000	20,000	20,000
62001	-	4	-	-	-
62002	960	903	-	-	-
62005	174	-	-	-	-
63000	6,165	6,013	5,037	5,062	6,482
63001	19,868	21,405	22,245	22,356	24,393
63002	1,442	1,406	1,178	1,184	1,516
63003	341	354	355	357	368
63006	15,711	18,192	19,934	19,934	20,803
64105	1,250	2,021	-	-	-
70212	-	2,176	-	-	-
70511	444	63	675	675	675
70552	12,023	5,153	2,000	2,000	2,000
70553	-	96	-	-	-
71012	-	-	250	250	250
71144	3,635	3,769	7,500	7,500	7,500
72121	-	420	-	-	-
72123	-	76	-	-	-
72151	616	-	-	-	-
72153	1,248	-	-	-	-
76651	902	1,540	1,000	1,000	1,000
<b>03016</b>					
60000	84,625	82,066	92,480	92,942	95,728
60001	4,422	13,487	400	400	400
60002	4,735	5,132	-	-	-
60004	2,550	5,095	-	-	-
60005	1,060	1,461	-	-	-
62000	24,859	36,606	26,120	26,120	26,120
62001	87	83	-	-	-
62002	1,215	2,052	-	-	-
62005	81	-	-	-	-
63000	7,556	8,947	5,734	5,762	7,579
63001	4,812	5,189	4,993	5,018	5,461
63002	1,767	2,092	1,341	1,348	1,773
63003	461	479	481	483	498

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
63006	20,943	23,835	25,273	25,273	26,161
64104	209	-	-	-	-
64105	1,500	2,300	-	-	-
70151	241	-	-	-	-
70212	1,920	-	-	-	-
70215	207	-	-	-	-
70511	17	55	-	-	-
70552	4,727	12,310	2,000	2,000	2,000
70555	519	-	-	-	-
71012	1,106	1,175	250	250	250
71131	185	-	300	300	300
71144	10,159	6,312	12,000	6,000	6,000
72121	720	172	400	400	400
72123	76	226	-	-	-
72153	-	5,061	-	-	-
76651	2,149	1,487	1,000	1,000	1,000
80004	-	57	-	-	-
<b>03017</b>					
60000	28,896	28,177	33,651	33,820	34,833
60001	1,803	2,789	1,000	1,000	1,000
60002	1,720	1,867	-	-	-
60004	1,545	1,481	-	-	-
60005	1,880	2,012	-	-	-
60009	-	386	-	-	-
63000	1,141	1,983	2,086	2,097	2,222
63001	1,010	1,738	1,683	1,691	1,742
63002	267	464	488	490	520
63003	104	174	175	176	181
63006	5,918	10,650	11,969	11,969	12,572
64105	-	837	-	-	-
70161	-	70,000	-	-	-
70215	30,509	15,650	2,100	2,100	2,100
70552	18,762	17,245	25,000	25,000	25,000
71011	438	1,277	800	800	800
71012	242	337	-	-	-
71131	-	6,029	-	-	-
71171	-	-	230	230	230
71182	-	1,944	-	-	-
72123	-	76	-	-	-
72124	99	-	-	-	-
72153	1,146	41,209	-	-	-
72154	-	-	3,000	-	-
76651	66	-	-	-	-
80006	7,038	-	12,000	-	-



General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
<b>03018</b>					
60000	363,681	271,115	330,025	331,675	341,161
60001	9,417	7,215	4,000	6,000	-
60002	21,610	17,938	-	-	-
60004	30,984	22,212	-	-	-
60005	17,258	13,236	-	-	-
60008	551	-	-	-	-
60009	842	-	-	-	-
62000	20,818	49,198	13,120	13,120	13,120
62001	183	2,734	-	-	-
62002	912	3,082	-	-	-
62005	-	437	-	-	-
63000	28,418	23,987	20,461	20,564	21,965
63001	159,263	135,628	148,924	149,669	141,630
63002	6,646	5,610	4,785	4,809	5,137
63003	2,176	1,639	1,716	1,725	1,774
63006	29,765	17,990	24,756	24,756	34,413
64104	934	-	-	-	-
64105	5,500	8,210	-	-	-
70131	-	106	-	-	-
70132	-	1,152	3,000	3,000	3,000
70141	-	1,675	-	-	-
70151	907	-	-	-	-
70211	1,613	198	-	-	-
70212	6,745	1,216	-	-	-
70214	102	-	-	-	-
70215	-	282	-	-	-
70311	-	65	-	-	-
70412	3,828	4,633	22,357	22,357	22,357
70413	582	1,359	825	825	825
70511	4,127	7,386	3,518	3,518	3,518
70551	369	-	-	-	-
70552	54,254	69,728	50,000	55,000	55,000
70555	59	-	-	-	-
71011	289	1,082	3,488	4,488	4,488
71012	840	439	2,413	2,143	2,143
71014	2,045	-	-	-	-
71016	-	104	-	-	-
71111	-	87	-	-	-
71131	-	17	-	-	-
71144	41,827	58,857	40,000	25,067	25,067
71164	63	-	-	-	-
71183	-	134	-	-	-
72115	120	-	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
72121	1,941	3,530	1,750	1,750	1,750
72123	-	376	400	400	400
72124	25	1,070	1,500	2,000	2,000
72131	-	3,084	6,300	6,300	6,300
72151	453	247	-	-	-
72153	9,013	16,431	-	-	-
73104	-	1,756	-	-	-
73106	1,855	150	-	-	-
76651	7,564	10,769	-	-	-
77201	-	1,782	-	-	-
77501	-	258	-	-	-
<b>03021</b>					
60000	101,257	85,145	127,981	128,484	107,862
60001	1,176	2,724	2,000	3,000	2,000
60002	6,101	5,153	-	-	-
60004	6,076	5,813	-	-	-
60005	5,832	5,067	-	-	-
60009	318	-	-	-	-
62000	32,695	61,195	71,901	71,901	71,901
62001	122	262	-	-	-
62002	1,682	4,343	-	-	-
62005	243	181	-	-	-
63000	9,571	10,500	7,935	7,966	11,269
63001	20,610	21,345	23,300	23,409	25,252
63002	2,238	2,456	1,856	1,863	2,636
63003	602	526	666	668	561
63006	11,984	7,977	16,762	16,762	8,814
64105	2,000	2,501	-	-	-
70151	259	-	-	-	-
70211	-	345	-	-	-
70212	5,964	1,050	3,000	3,000	3,000
70511	-	-	675	675	675
70552	9,064	8,020	2,000	1,000	1,000
71012	-	-	2,250	2,250	2,250
71131	-	-	300	300	300
71144	2,711	8,477	12,000	6,500	6,500
72121	-	420	400	400	400
72123	-	151	-	-	-
72151	-	710	-	-	-
73104	-	391	-	-	-
76651	1,163	1,684	1,000	1,000	1,000
80004	-	51	-	-	-
<b>03022</b>					
60000	82,903	86,287	104,243	104,765	93,807

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
60001	280	882	400	250	400
60002	5,215	5,675	-	-	-
60004	9,189	5,510	-	-	-
60005	5,704	2,732	-	-	-
60009	398	-	-	-	-
62000	22,490	37,584	5,000	5,000	5,000
62001	-	140	-	-	-
62002	1,012	2,039	-	-	-
62005	186	373	-	-	-
63000	7,778	8,639	6,463	6,495	6,151
63001	23,860	19,426	27,560	27,698	6,165
63002	1,819	2,020	1,512	1,519	1,439
63003	520	512	542	545	488
63006	20,955	24,209	25,273	25,273	26,161
64105	1,500	1,957	-	-	-
70151	241	-	-	-	-
70212	3,112	-	-	-	-
70511	303	-	675	675	675
70552	621	525	2,000	2,000	2,000
71012	485	-	250	250	250
71131	-	-	300	300	300
71144	6,532	4,367	9,000	5,000	5,000
72121	-	-	400	400	500
72123	-	150	-	-	-
72153	675	-	-	-	-
76651	1,048	1,287	1,000	1,000	1,000
<b>03023</b>					
60000	46,367	43,319	32,253	32,414	82,613
60001	-	-	300	200	300
60002	2,962	2,379	-	-	-
60004	4,195	4,791	-	-	-
60005	2,424	3,832	-	-	-
62000	7,346	37,518	10,000	10,000	10,000
62001	52	87	-	-	-
62002	332	1,883	-	-	-
63000	3,775	5,616	2,000	2,010	5,761
63001	4,387	10,537	2,580	2,593	28,988
63002	883	1,313	468	470	1,347
63003	335	294	168	169	430
63006	9,186	13,026	11,230	11,230	20,313
64105	1,000	802	-	-	-
70132	-	133	-	-	-
70151	37	-	-	-	-
70212	1,911	-	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
70552	-	7,524	2,000	2,000	2,000
71012	1,223	-	250	250	250
71131	-	-	200	200	200
71144	11,078	2,356	5,000	3,500	3,500
72123	20	-	-	-	-
72153	-	82	-	-	-
76651	1,074	-	1,000	1,000	1,000
<b>03025</b>					
62000	-	-	10,000	10,000	10,000
63000	-	-	-	-	620
63002	-	-	-	-	145
<b>03026</b>					
60000	48,733	50,038	56,211	56,492	60,399
60001	9	-	-	-	500
60002	2,732	2,861	-	-	-
60004	2,001	1,990	-	-	-
60005	1,696	1,043	-	-	-
60009	288	-	-	-	-
62000	6,207	18,349	7,400	7,400	7,400
62002	239	839	-	-	-
63000	3,869	4,744	3,485	3,502	4,235
63001	2,797	2,866	2,811	2,825	3,020
63002	905	1,109	815	819	990
63003	280	291	292	294	314
64105	500	1,398	-	-	-
70151	148	-	-	-	-
70511	-	110	675	675	675
70552	2,277	4,221	2,000	2,000	2,000
71011	-	116	-	-	-
71012	-	-	250	250	250
71131	-	-	300	300	300
71144	3,009	1,100	5,000	3,500	3,500
72121	-	-	400	400	400
72123	-	75	-	-	-
76651	921	522	1,000	1,000	1,000
<b>03027</b>					
60000	114,856	70,535	123,735	99,987	74,701
60001	160	248	500	500	500
60002	6,624	4,188	-	-	-
60004	5,950	3,226	-	-	-
60005	2,087	1,923	-	-	-
60008	126	252	-	-	-
62000	18,082	32,155	-	-	-
62001	5	44	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
62002	994	1,678	-	-	-
62005	104	280	-	-	-
63000	8,556	6,611	7,672	6,199	4,662
63001	9,489	6,444	7,129	5,952	6,659
63002	2,001	1,546	1,795	1,450	1,090
63003	654	407	644	521	388
63006	30,672	23,615	40,096	31,844	24,625
64104	277	-	-	-	-
64105	2,000	1,795	-	-	-
70131	-	53	-	-	-
70151	19	125	-	-	-
70212	5,156	-	-	-	-
70215	-	1,001	-	-	-
70413	363	-	500	500	500
70511	964	-	675	675	675
70552	7,748	4,633	2,000	2,000	2,000
70555	-	791	-	-	-
71011	-	1,602	-	-	-
71012	784	144	250	250	250
71131	-	-	2,900	2,900	2,900
71144	7,921	5,088	31,066	66,184	66,184
72121	-	840	-	-	-
72123	65	227	-	-	-
72124	-	250	-	-	-
72153	713	1,679	-	-	-
76651	1,889	912	1,000	1,000	1,000
<b>03028</b>					
60000	53,573	53,997	67,097	67,432	69,454
60001	-	10	1,000	750	500
60002	3,357	3,724	-	-	-
60004	4,176	6,268	-	-	-
60005	2,670	1,709	-	-	-
60007	3,258	444	-	-	-
62000	17,492	19,151	10,000	10,000	10,000
62001	43	479	-	-	-
62002	963	1,102	-	-	-
63000	5,228	5,358	4,160	4,181	4,957
63001	3,690	3,674	3,639	3,657	4,755
63002	1,223	1,253	973	978	1,159
63003	335	347	349	351	361
63006	13,425	14,747	15,751	15,751	16,282
63011	500	750	-	-	-
64105	1,000	1,669	-	-	-
70151	56	-	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
70212	2,500	-	-	-	-
70552	1,380	2,688	2,000	2,000	2,000
71012	-	251	250	250	250
71111	-	98	-	-	-
71131	-	-	300	300	300
71144	1,277	766	6,500	4,500	4,500
72123	-	151	-	-	-
76651	1,817	2,319	1,000	1,000	1,000
<b>03029</b>					
60000	58,564	54,853	67,363	67,700	70,381
60001	627	3,463	200	200	200
60002	3,370	3,581	-	-	-
60004	4,836	6,863	-	-	-
60005	527	843	-	-	-
62000	46,284	59,285	39,661	39,661	39,661
62001	35	1,762	-	-	-
62002	2,471	2,902	-	-	-
62005	139	-	-	-	-
63000	7,141	8,204	4,177	4,197	6,835
63001	18,859	20,400	21,404	21,511	24,478
63002	1,670	1,919	977	982	1,599
63003	336	337	350	352	366
63006	13,573	14,484	16,504	16,504	8,533
64105	1,000	1,676	-	-	-
70151	278	-	-	-	-
70211	-	958	-	-	-
70212	2,900	-	-	-	-
70412	-	344	-	-	-
70552	-	2,644	2,000	2,000	2,000
71012	-	639	250	250	250
71131	-	-	300	300	300
71144	6,510	9,203	12,000	6,000	6,000
72121	-	-	400	400	400
72123	-	151	-	-	-
76651	1,090	1,547	1,000	1,000	1,000
80004	-	1,117	-	-	-
<b>03031</b>					
60001	-	-	-	-	500
62000	3,166	-	8,000	8,000	8,000
62002	53	-	-	-	-
63000	200	-	-	-	527
63002	47	-	-	-	123
70151	167	-	-	-	-
70511	960	-	675	675	675

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
70552	-	1,070	2,000	2,000	2,000
70555	-	167	-	-	-
71144	2,053	2,991	6,000	3,500	3,500
76651	-	1,490	-	-	-
<b>03032</b>					
60000	64,813	60,249	76,994	77,379	79,699
60001	29	859	150	150	150
60002	3,741	4,157	-	-	-
60004	6,997	7,386	-	-	-
60005	1,129	4,706	-	-	-
61000	24,071	21,263	16,127	16,207	16,693
61001	93	23	-	-	-
61002	930	895	-	-	-
61004	1,182	1,111	-	-	-
61005	370	432	-	-	-
62000	1,669	5,589	12,552	12,552	12,552
62002	93	186	-	-	-
63000	6,009	6,126	5,773	5,802	6,763
63001	33,587	36,522	38,520	38,713	42,607
63002	1,405	1,433	1,350	1,357	1,582
63003	384	398	400	402	414
63006	20,407	23,395	25,100	25,100	26,311
64104	247	-	-	-	-
64105	1,250	2,316	-	-	-
70151	204	-	-	-	-
70212	-	172	-	-	-
70511	-	-	675	675	675
70552	7,131	4,617	2,000	2,000	2,000
71012	-	-	250	250	250
71131	82	-	300	300	300
71144	1,223	1,263	6,500	4,500	4,500
76651	1,866	440	1,000	1,000	1,000
<b>03033</b>					
60000	48,215	45,337	57,277	57,564	59,289
60001	262	136	200	100	200
60002	2,811	3,018	-	-	-
60004	5,741	7,248	-	-	-
60005	144	925	-	-	-
62000	29,117	37,410	16,000	16,000	16,000
62001	156	253	-	-	-
62002	1,554	2,008	-	-	-
62005	64	-	-	-	-
63000	5,435	5,986	3,551	3,569	4,680
63001	19,833	21,503	22,655	22,768	24,977

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
63002	1,271	1,400	831	835	1,095
63003	286	296	298	299	308
63006	3,542	4,030	4,255	4,255	4,407
64105	750	1,425	-	-	-
70151	259	-	-	-	-
70552	5,463	932	2,000	2,000	2,000
71144	501	4,939	6,500	4,500	4,500
76651	573	173	1,000	1,000	1,000
<b>03034</b>					
71144	480	-	-	-	-
<b>03035</b>					
60000	74,531	74,772	117,376	117,826	133,249
60001	158	648	150	175	150
60002	4,443	5,190	-	-	-
60003	-	170	-	-	-
60004	7,452	11,621	-	-	-
60005	3,235	5,941	-	-	-
61000	18,862	18,784	13,656	13,724	14,135
61001	93	338	-	-	-
61002	735	758	-	-	-
61004	496	314	-	-	-
61005	209	52	-	-	-
62000	20,564	18,607	47,456	47,456	47,456
62001	-	15	-	-	-
62002	953	967	-	-	-
63000	7,566	7,888	8,124	8,156	12,089
63001	22,281	27,128	26,769	26,896	31,016
63002	1,769	1,845	1,900	1,907	2,827
63003	449	507	610	613	693
63006	23,739	27,134	37,348	37,348	39,251
64105	1,500	2,576	-	-	-
70151	389	-	-	-	-
70552	4,073	300	2,000	2,000	2,000
71012	145	-	2,250	2,250	2,250
71131	-	-	300	300	300
71144	4,312	7,508	9,000	3,500	43,500
72121	-	-	400	400	400
72123	-	75	-	-	-
72153	-	47	-	-	-
76651	546	370	1,000	1,000	1,000
<b>03036</b>					
60000	30,394	35,436	35,670	35,848	67,865
60002	1,784	2,380	-	-	-
60004	1,775	5,024	-	-	-



General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
60005	1,502	5,432	-	-	-
60009	-	343	-	-	-
62000	15,860	31,030	16,000	16,000	16,000
62001	183	258	-	-	-
62002	944	1,627	-	-	-
62005	46	187	-	-	-
63000	3,235	4,834	2,212	2,223	5,200
63001	2,406	9,047	2,854	2,868	19,496
63002	757	1,130	517	520	1,216
63003	178	248	185	186	353
63006	6,803	14,291	8,252	8,252	25,295
64104	273	-	-	-	-
64105	500	887	-	-	-
70151	19	-	-	-	-
70552	5,541	1,921	2,000	2,000	2,000
71012	190	-	250	250	250
71131	-	-	296	300	300
71144	4,474	3,862	6,500	4,500	4,500
72121	870	-	400	400	400
72123	76	75	-	-	-
76651	525	195	1,000	1,000	1,000
<b>03037</b>					
60000	20,488	105,252	192,824	169,423	186,277
60001	2,180	10,046	2,000	2,000	2,000
60002	953	6,969	-	-	-
60004	656	3,333	-	-	-
60005	2,459	532	-	-	-
61000	-	-	-	-	13,240
62000	37,354	71,047	54,199	54,199	54,199
62001	43	262	-	-	-
62002	1,603	3,679	-	-	-
63000	3,821	11,531	11,955	10,505	15,854
63001	4,161	20,840	25,535	24,444	27,615
63002	894	2,697	2,796	2,457	3,708
63003	107	587	1,003	881	969
63006	7,185	35,973	60,766	52,514	62,380
63011	-	750	-	-	-
64105	-	2,331	-	-	-
70132	131	-	-	-	-
70211	319	4,516	-	-	-
70511	263	969	2,175	2,175	2,175
70552	7,811	4,899	4,600	4,600	4,600
71012	22	-	3,000	3,000	3,000
71131	-	-	1,200	483	483

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
71144	742	16,703	15,812	6,000	6,000
72123	-	609	-	-	-
72124	-	500	-	-	-
72153	-	1,527	-	-	-
76651	275	1,955	1,000	1,000	1,000
80004	-	1,687	-	-	-
<b>03041</b>					
60000	81,578	63,398	72,890	73,255	75,451
60001	25	-	500	500	500
60002	5,033	4,151	-	-	-
60004	8,196	6,967	-	-	-
60005	5,552	2,862	-	-	-
61000	19,702	21,078	14,365	14,437	14,869
61001	-	144	-	-	-
61002	719	797	-	-	-
61004	1,498	131	-	-	-
61005	749	962	-	-	-
61011	55	-	-	-	-
62000	27,773	40,334	25,000	25,000	25,000
62001	19	48	-	-	-
62002	969	1,497	-	-	-
62005	162	70	-	-	-
62011	-	140	-	-	-
63000	9,126	8,422	5,409	5,436	7,181
63001	33,266	34,864	36,467	36,649	40,336
63002	2,134	1,970	1,265	1,272	1,680
63003	502	413	379	381	392
63006	26,779	25,586	25,014	25,014	25,880
63011	500	-	-	-	-
64104	318	-	-	-	-
64105	1,750	2,171	-	-	-
70141	-	400	-	-	-
70151	37	-	-	-	-
70211	-	242	-	-	-
70413	212	37	800	800	800
70511	2,283	-	675	675	675
70552	3,360	6,519	2,000	2,000	2,000
71012	375	749	250	250	250
71131	-	-	300	300	300
71144	2,582	559	4,000	4,000	4,000
72121	677	-	400	400	400
72123	76	225	-	-	-
72131	1,060	-	-	-	-
72153	132	3,712	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
73104	-	195	-	-	-
76651	2,092	976	1,000	1,000	1,000
<b>03042</b>					
62000	9,131	3,527	10,000	10,000	10,000
62001	-	17	-	-	-
62002	269	233	-	-	-
63000	583	234	-	-	620
63002	136	55	-	-	145
<b>03043</b>					
60000	65,366	79,868	122,236	122,710	161,672
60001	2,808	3,132	2,500	2,500	2,500
60002	3,689	5,374	-	-	-
60004	5,456	6,518	-	-	-
60005	2,067	5,680	-	-	-
60009	-	450	-	-	-
61000	27,654	17,943	13,595	13,663	27,313
61001	5	-	-	-	-
61002	1,506	1,134	-	-	-
61004	1,264	2,920	-	-	-
61005	957	945	-	-	-
62000	30,690	41,269	75,781	75,781	75,781
62001	35	35	-	-	-
62002	1,436	1,806	-	-	-
63000	8,918	10,412	8,421	8,455	16,570
63001	16,865	19,176	21,169	21,268	8,489
63002	2,086	2,435	1,969	1,977	3,875
63003	372	498	636	638	841
63006	8,628	15,528	24,756	24,756	50,414
64104	400	-	-	-	-
64105	1,500	3,035	-	-	-
70151	167	-	-	-	-
70217	-	511	-	-	-
70511	61	-	675	675	675
70552	6,459	1,783	2,000	2,000	2,000
71012	-	-	2,250	2,250	2,250
71131	-	-	300	300	300
71144	4,740	2,424	10,000	4,500	4,500
72121	971	300	400	400	400
72123	76	150	-	-	-
72153	432	933	-	-	-
76651	1,771	1,671	1,000	1,000	1,000
<b>03044</b>					
60000	360,895	361,394	435,949	438,129	472,736
60001	28,611	43,061	30,000	29,312	40,000

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
60002	21,772	23,990	-	-	-
60004	32,520	29,819	-	-	-
60005	20,430	23,005	-	-	-
60009	400	677	-	-	-
62000	35,352	49,579	45,258	45,258	45,258
62001	1,644	4,701	-	-	-
62002	1,453	2,099	-	-	-
62005	-	216	-	-	-
63000	31,251	32,598	30,531	27,164	34,596
63001	117,625	128,877	131,743	132,402	149,024
63002	7,309	7,624	6,756	6,353	8,091
63003	2,229	2,256	2,267	2,278	2,458
63006	78,516	87,818	98,795	98,795	116,983
63011	-	750	-	-	-
64105	7,000	10,845	-	-	-
70141	-	525	-	-	-
70212	566	-	13,674	13,674	13,674
70215	9,790	4,594	-	-	-
70551	400	3,066	2,820	2,820	2,820
70552	-	11,989	50,624	51,024	51,024
70553	-	321	-	-	-
71011	4,715	2,937	6,411	8,411	8,411
71012	252	-	700	700	874
71111	3,255	-	1,500	1,000	1,000
71131	36,457	36,148	30,337	33,337	33,337
71144	5,197	-	8,940	4,500	4,500
71151	-	28	-	-	-
71171	-	-	540	540	540
71181	1,394	-	-	-	-
71182	6,304	-	3	-	-
71183	9,339	4,871	8,000	8,000	8,000
72123	-	379	240	240	-
72124	693	-	1,635	1,635	1,635
72131	-	-	1,500	1,500	-
72153	14,009	17,001	-	-	-
76104	191	-	-	-	-
76211	661	-	-	-	-
80007	4,995	-	-	-	-
<b>03045</b>					
60000	405,296	407,839	585,094	542,931	582,298
60001	56,607	45,277	32,000	34,313	40,000
60002	23,939	26,896	-	-	-
60004	35,072	28,698	-	-	-
60005	25,928	24,184	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
60009	607	576	-	-	-
62000	49,292	45,010	45,000	45,000	45,000
62001	4,600	2,877	-	-	-
62002	2,269	2,192	-	-	-
62005	86	491	-	-	-
63000	35,295	34,112	36,276	33,662	41,372
63001	145,274	138,956	155,520	154,043	163,770
63002	8,255	7,978	8,484	7,873	9,676
63003	2,614	2,605	3,042	2,823	3,028
63006	130,575	126,300	170,082	153,578	142,927
63011	-	750	-	-	-
64104	987	-	-	-	-
64105	7,250	11,064	-	-	-
70141	-	550	-	-	-
70151	565	4,020	-	-	-
70211	491	-	15,000	15,000	13,500
70215	3,607	12,157	7,000	7,000	7,000
70414	635	-	-	-	-
70511	6,465	5,799	-	-	2,600
70551	3,468	550	990	990	990
70552	6,116	15,440	49,524	52,124	50,124
71011	4,280	5,073	6,757	9,757	9,757
71012	118	586	1,000	1,000	1,000
71111	242	1,671	1,540	4,840	2,840
71131	13,305	11,817	14,430	14,430	16,430
71144	23,855	33,693	35,240	35,240	34,740
71151	-	156	2,400	2,400	400
71164	4,373	12,110	11,115	11,115	10,615
71171	-	-	460	460	250
71181	-	456	-	-	-
71182	585	1,732	-	-	2,210
71183	-	2,976	981	981	981
72115	1,274	-	-	-	-
72121	513	1,802	625	625	625
72123	-	227	-	-	-
72124	350	4,892	4,100	4,100	3,000
72131	-	-	1,500	1,500	-
72151	604	-	-	-	-
72153	18,811	7,444	-	-	2,000
72172	857	-	-	-	-
76211	1,158	1,260	1,000	1,000	1,000
76212	-	80	-	-	1,000
77201	39	-	-	-	-
80006	-	999	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
<b>03046</b>					
60000	-	-	-	-	86,370
63000	-	-	-	-	5,355
63001	-	-	-	-	5,182
63002	-	-	-	-	1,252
63003	-	-	-	-	449
63006	-	-	-	-	18,063
<b>03401</b>					
60000	229,068	216,119	306,460	307,732	162,010
60001	2,644	-	-	-	-
60002	5,554	13,043	-	-	-
60004	8,947	13,938	-	-	-
60005	7,180	9,794	-	-	-
62000	3,155	1,265	-	-	-
62002	53	-	-	-	-
62005	-	49	-	-	-
63000	14,329	14,988	19,001	19,079	9,675
63001	48,846	52,645	54,322	54,372	44,051
63002	3,603	3,627	4,444	4,462	2,262
63003	2,607	2,710	2,995	3,009	1,293
63006	26,752	31,631	42,662	42,662	13,969
64105	1,385	6,176	-	-	-
70161	63	-	10,000	10,000	10,000
70412	-	15	-	-	-
70552	-	462	-	-	-
71012	4,979	3,148	-	1,930	1,930
71016	-	1,134	-	-	-
72113	515	498	-	-	-
72121	13,613	-	-	-	-
72122	798	-	-	-	-
72123	3,767	-	-	-	-
72124	817	(141)	1,763	1,763	1,763
72131	311	-	-	-	-
73109	1,010	298	-	-	-
77201	1,684	2,623	-	-	-
77501	-	526	-	-	-
80006	-	8,185	2,500	-	-
<b>03402</b>					
60000	140,580	198,302	236,752	237,936	309,071
60001	199	-	-	-	-
60002	2,889	11,340	-	-	-
60004	5,247	16,638	-	-	-
60005	4,748	7,663	-	-	-
62000	1,352	542	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
62002	23	-	-	-	-
62005	-	21	-	-	-
63000	8,711	13,891	14,679	14,752	19,162
63001	30,783	40,549	40,084	40,158	50,105
63002	2,213	3,315	3,433	3,450	4,481
63003	1,827	2,956	2,971	2,986	3,911
63006	10,884	27,128	31,128	31,128	49,804
64105	635	5,800	-	-	-
70131	4,851	188	5,400	5,400	5,400
70161	1,808	-	-	-	-
70552	-	28,300	9,845	9,845	9,845
71012	-	1,755	1,500	1,500	1,500
72113	-	42	100	100	100
72121	-	910	2,000	2,000	2,000
72122	-	122	100	100	100
72123	-	300	57	57	57
72124	85	-	1,000	-	-
72131	-	-	5,970	5,970	5,970
77201	-	-	724	724	724
<b>03403</b>					
70131	6,808	2,487	2,000	2,000	2,000
70161	19,143	4,400	-	-	-
70552	-	20,374	-	-	-
71012	-	2,074	3,500	3,500	3,500
71016	-	-	2,000	2,000	2,000
72113	-	-	700	700	700
72121	-	440	651	651	651
72122	-	43	185	185	185
72123	-	150	725	725	725
72124	-	7,977	2,316	2,316	2,316
72131	-	3,270	3,000	3,000	3,000
77201	-	2,401	1,750	1,750	1,750
80006	-	-	1,000	1,000	1,000
<b>03601</b>					
60000	253,477	287,586	223,143	223,796	417,312
60001	-	217	-	-	-
60002	14,057	18,069	-	-	-
60004	20,918	19,654	-	-	-
60005	11,833	18,191	-	-	-
60008	1,281	662	-	-	-
62000	1,086	1,791	-	-	-
63000	16,630	16,116	13,835	13,875	24,293
63001	117,296	115,548	111,639	111,965	146,272
63002	3,981	3,769	3,236	3,245	5,681

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
63003	2,698	3,171	2,923	2,932	4,756
63006	31,627	40,867	25,340	25,340	39,300
64105	1,875	7,881	-	-	-
70121	20	-	-	-	-
70122	-	263	-	-	-
70131	22,234	5,671	12,676	12,676	-
70161	207,185	219,463	105,000	105,000	106,000
70412	4,201	6,457	-	-	-
70413	640	417	250	250	-
70512	120,833	169,167	145,000	145,000	70,860
70552	38,971	-	-	-	-
70553	202	1,349	1,184	1,184	2,695
71012	12,479	11,572	7,250	7,250	6,000
72111	-	25	-	-	-
72113	485	206	250	250	600
72121	583	1,020	-	-	-
72122	-	456	328	328	500
72123	9,513	4,075	781	781	4,200
72124	-	2,235	1,054	954	1,300
72131	7,112	320	-	-	-
77201	12,321	1,428	6,477	6,477	-
77501	-	112	-	-	-
80006	1,811	667	-	-	-
95002	-	998,460	1,190,470	1,190,470	-
<b>03602</b>					
60000	241,497	285,330	312,617	256,671	246,771
60002	14,565	18,064	-	-	-
60004	23,623	23,576	-	-	-
60005	9,693	18,181	-	-	-
60009	-	1,330	-	-	-
62000	3,922	11,333	-	-	-
62002	239	597	-	-	-
63000	16,712	18,642	19,382	15,914	15,300
63001	22,143	26,531	23,321	20,562	19,742
63002	3,909	4,360	4,533	3,722	3,578
63003	2,791	2,933	2,416	2,129	2,622
63006	38,950	54,086	52,619	44,367	43,639
64105	2,125	7,958	-	-	-
70131	13,002	12,419	15,000	15,000	-
70133	-	7	1,397	1,397	-
70141	160	-	-	-	-
70151	-	-	-	-	8,818
70161	123,815	607,492	1,001,032	1,001,032	62,000
70412	34,768	2,868	1,000	10,500	-



General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
70414	1,395	-	-	-	-
70417	-	1,392	-	-	-
70511	735	-	-	-	-
70553	4,667	1,626	3,881	3,881	500
71111	111	-	-	-	-
72113	2	-	250	250	5,750
72121	-	4,234	-	-	-
72123	737	486	-	800	3,200
72124	85	-	283	283	2,000
73109	53,955	62,292	-	-	400,000
77501	-	0	-	-	-
95002	-	192,010	-	-	-
<b>03603</b>					
60000	131,376	85,433	239,870	241,070	312,307
60001	-	73	-	-	-
60002	7,897	4,628	-	-	-
60004	11,659	3,270	-	-	-
60005	5,886	(1,077)	-	-	-
60009	-	669	-	-	-
63000	8,367	11,618	14,872	14,946	19,363
63001	19,619	17,410	19,563	19,616	89,030
63002	2,074	2,809	3,478	3,496	4,528
63003	1,427	1,237	2,671	2,684	3,555
63006	23,549	10,244	33,162	33,162	36,708
63011	458	750	-	-	-
64105	1,085	2,467	-	-	-
70131	25	-	-	-	-
70161	3,716	-	70,000	70,000	113,000
70552	-	-	43,000	43,000	-
70553	196	3,355	1,021	1,021	1,021
71012	520	1,357	1,838	1,838	1,836
72113	11	32	125	125	125
72122	25	-	613	613	615
72123	1,442	-	1,500	1,500	1,500
72124	1,723	-	-	-	-
72131	1,967	2,000	1,500	1,500	-
77501	-	17	-	-	-
<b>03604</b>					
60000	101,102	67,986	-	-	-
60002	6,300	3,563	-	-	-
60004	8,156	5,286	-	-	-
60005	10,091	3,825	-	-	-
63000	7,480	4,834	-	-	-
63001	7,258	4,426	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
63002	1,749	1,131	-	-	-
63003	1,336	677	-	-	-
63006	9,672	5,261	-	-	-
64105	800	811	-	-	-
70161	288	144	-	-	-
72113	48	-	-	-	-
<b>03605</b>					
60000	110,766	72,666	-	-	-
60002	6,733	5,376	-	-	-
60004	16,979	10,242	-	-	-
60005	8,418	7,183	-	-	-
60009	-	927	-	-	-
63000	8,781	6,148	-	-	-
63001	58,127	46,019	-	-	-
63002	2,056	1,438	-	-	-
63003	1,404	1,263	-	-	-
63006	6,021	6,850	-	-	-
64105	725	2,410	-	-	-
70121	109,738	2,829	-	-	-
70123	415,000	-	-	-	-
70161	422,397	161,130	-	-	-
70553	-	400	-	-	-
72113	-	1	-	-	-
72123	356	-	-	-	-
73101	1,000	-	-	-	-
73109	550,986	526,741	-	-	-
76109	-	3,000	-	-	-
77501	-	485	-	-	-
95002	-	115,000	-	-	-
<b>03606</b>					
60000	338,945	346,809	379,879	381,779	174,657
60002	19,047	20,647	-	-	-
60004	19,584	14,777	-	-	-
60005	10,179	8,908	-	-	-
63000	23,329	23,958	23,553	23,670	10,829
63001	51,539	54,411	52,160	52,421	48,682
63002	5,456	5,603	5,508	5,536	2,533
63003	3,309	3,596	3,455	3,472	1,652
63006	39,190	44,010	46,572	46,572	24,906
64105	2,375	9,450	-	-	-
70131	51	-	-	-	-
70151	650	3,000	48,000	-	25,000
70161	2,308	16,025	-	-	1,000
72113	182	5	-	-	750

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
72122	-	-	-	-	2,000
72123	356	581	-	-	100
72124	516	942	1,149	850	4,000
72162	931	330	1,800	1,800	-
<b>03607</b>					
70161	9,449	3,148	-	1,562	-
72113	-	1	-	-	-
77501	-	0	-	-	-
<b>03610</b>					
70412	-	1,023	-	-	-
<b>03612</b>					
70161	-	-	250,000	250,000	-
<b>03701</b>					
60000	364,581	314,507	338,393	340,085	351,045
60001	454	470	-	-	-
60002	14,508	17,042	-	-	-
60004	39,762	3,714	-	-	-
60005	3,252	1,483	-	-	-
60009	81	-	-	-	-
62000	-	1,260	-	-	-
63000	25,304	21,064	20,980	21,085	21,765
63001	21,535	17,223	16,920	17,004	17,552
63002	6,107	4,926	4,907	4,931	5,091
63003	3,536	3,600	3,617	3,636	3,749
63006	30,105	31,490	35,491	35,491	46,125
63011	500	750	-	-	-
64105	3,550	7,718	-	-	-
70131	25,508	22,959	21,636	21,726	21,636
70133	324	586	2,500	2,500	2,500
70151	3,067	6,531	8,000	8,000	8,000
70161	1,808	-	-	-	-
70215	-	1,776	5,277	5,277	5,277
70412	-	203	-	-	-
70552	-	-	2,126	2,126	2,126
70553	2,381	550	1,000	1,000	1,000
71012	4,507	8,124	3,121	3,121	3,121
71016	900	2,040	4,188	4,188	4,188
71163	-	186	241	241	241
72113	158	62	50	50	50
72121	1,595	7,635	6,844	6,844	6,844
72122	1,252	530	780	780	780
72123	380	1,203	539	539	539
72124	-	230	965	965	965
72132	-	899	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
72162	-	-	5,128	5,128	5,128
77201	140	662	4,923	4,923	4,923
77501	-	124	-	-	-
<b>03801</b>					
60000	-	-	228,202	228,765	308,468
63000	-	-	14,149	14,183	18,383
63001	-	-	101,102	101,336	124,365
63002	-	-	3,309	3,317	4,299
63003	-	-	1,979	1,983	2,492
63006	-	-	27,474	27,474	27,350
70413	-	-	250	250	250
70512	-	-	-	-	75,000
71012	-	-	7,250	7,250	7,250
72113	-	-	250	250	250
72122	-	-	328	328	328
72123	-	-	781	781	781
72124	-	-	1,354	1,354	1,353
77201	-	-	6,478	6,478	6,478
<b>03802</b>					
60000	-	-	156,613	157,098	123,410
63000	-	-	9,710	9,740	7,651
63001	-	-	51,454	51,696	54,765
63002	-	-	2,271	2,278	1,789
63003	-	-	2,052	2,058	1,434
63006	-	-	15,486	15,486	10,905
70131	-	-	12,676	12,676	12,676
70161	-	-	530,000	533,000	533,000
73109	-	-	700,000	700,000	300,000
95002	-	-	50,000	50,000	50,000
<b>03803</b>					
60000	-	-	92,348	92,511	131,128
63000	-	-	5,726	5,736	8,130
63001	-	-	4,617	4,626	6,556
63002	-	-	1,339	1,341	1,901
63003	-	-	952	953	1,451
63006	-	-	8,252	8,252	18,063
70131	-	-	125	125	125
70161	-	-	2,500	5,000	5,000
<b>04101</b>					
60000	1,060,951	1,029,372	-	-	-
60001	18,188	35,916	-	-	-
60002	55,078	61,165	-	-	-
60004	124,188	97,089	-	-	-
60005	36,511	26,010	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
60006	2,390	5,509	-	-	-
60009	1,203	519	-	-	-
62000	-	4,740	-	-	-
63000	72,222	71,462	-	-	-
63001	264,530	254,967	-	-	-
63002	18,004	17,535	-	-	-
63003	257,270	340,172	-	-	-
63006	123,860	130,658	-	-	-
63011	1,000	2,750	-	-	-
64101	642	255	-	-	-
64103	521	523	-	-	-
64105	8,500	16,129	-	-	-
70131	9,498	700	-	-	-
70161	152	121	-	-	-
70211	2,680	-	-	-	-
70553	2,821	109	-	-	-
71012	5,625	3,136	-	-	-
71014	2,491	110	-	-	-
71141	131	133	-	-	-
72123	1,175	3,325	-	-	-
72124	1,014	667	-	-	-
76601	15	-	-	-	-
77201	-	70	-	-	-
<b>04103</b>					
60000	5,926,495	6,042,558	-	-	-
60001	207,849	292,876	-	-	-
60002	302,708	316,542	-	-	-
60003	11,477	12,090	-	-	-
60004	363,455	437,149	-	-	-
60005	231,112	236,737	-	-	-
60006	29,336	48,376	-	-	-
60007	473	1,516	-	-	-
60008	455	-	-	-	-
60009	3,482	6,773	-	-	-
62000	1,494	1,445	-	-	-
63000	416,846	432,458	-	-	-
63001	2,034,426	2,101,516	-	-	-
63002	97,488	101,139	-	-	-
63003	37,897	39,911	-	-	-
63006	960,067	1,058,488	-	-	-
63008	3,677	(30)	-	-	-
63011	3,500	13,250	-	-	-
64101	2,006	1,972	-	-	-
64102	2,253	2,201	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
64103	5,365	6,340	-	-	-
64105	49,000	82,011	-	-	-
70131	12,373	10,102	-	-	-
70132	996	13,914	-	-	-
70151	1,041	35,831	-	-	-
70161	323,030	301,064	-	-	-
70211	31,725	5,728	-	-	-
70215	1,155,826	2,267,486	-	-	-
70218	2,482,761	1,401,073	-	-	-
70311	1,830	2,408	-	-	-
70412	384	519	-	-	-
70551	10,164	9,822	-	-	-
70553	7,837	25,404	-	-	-
71011	232,225	458,968	-	-	-
71012	26,253	56,563	-	-	-
71014	1,707	4,165	-	-	-
71015	147	-	-	-	-
71017	-	5,247	-	-	-
71112	-	4,858	-	-	-
71113	-	6,457	-	-	-
71131	-	400	-	-	-
71141	1,306	2,279	-	-	-
72111	26	-	-	-	-
72112	337	341	-	-	-
72113	7,386	6,099	-	-	-
72115	14,768	37,082	-	-	-
72121	-	9,667	-	-	-
72123	8,691	11,992	-	-	-
72124	111,304	94,329	-	-	-
72131	23,065	58	-	-	-
72152	718	1,726	-	-	-
72153	68,017	180,928	-	-	-
72161	790	5,029	-	-	-
72171	2,031	2,870	-	-	-
72175	1,316	1,727	-	-	-
73104	247	374	-	-	-
76319	10,103	-	-	-	-
76325	5,416	3,912	-	-	-
76601	-	(334)	-	-	-
76602	788,349	448,454	-	-	-
76604	77,059	80,000	-	-	-
76612	41,620	11,093	-	-	-
76613	29	23,144	-	-	-
77102	5,361	-	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
77103	799,802	1,147,439	-	-	-
77104	236,188	241,326	-	-	-
77107	-	1,457,722	-	-	-
77201	36,758	26,632	-	-	-
77403	28,613	12,569	-	-	-
77501	-	3,696	-	-	-
80005	-	15,076	-	-	-
80006	602,856	67,323	-	-	-
80007	37,260	56,652	-	-	-
95002	-	2,225	-	-	-
<b>04104</b>					
60000	8,849,862	8,664,866	-	-	-
60001	1,723,185	1,778,949	-	-	-
60002	349,905	378,618	-	-	-
60003	13,264	13,430	-	-	-
60004	899,496	867,271	-	-	-
60005	491,142	412,444	-	-	-
60006	148,827	197,704	-	-	-
60007	5,268	7,418	-	-	-
60009	9,286	15,081	-	-	-
61000	112,591	99,795	-	-	-
61001	17	324	-	-	-
61002	4,282	4,740	-	-	-
61004	7,739	9,032	-	-	-
61005	7,282	12,001	-	-	-
61012	23	47	-	-	-
62000	2,198	3,326	-	-	-
63000	761,352	738,712	-	-	-
63001	3,513,458	3,537,569	-	-	-
63002	178,303	172,902	-	-	-
63003	54,508	56,022	-	-	-
63006	1,426,636	1,463,867	-	-	-
63011	-	1,250	-	-	-
64101	21,688	19,188	-	-	-
64102	93,574	89,092	-	-	-
64103	27,680	26,102	-	-	-
64105	87,000	23,809	-	-	-
70131	12,305	13,517	-	-	-
70161	71,330	2,989	-	-	-
70215	11,225	21,268	-	-	-
70412	1,130	-	-	-	-
70553	10,769	3,437	-	-	-
71011	-	28,403	-	-	-
71012	23,206	20,776	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
71017	3,884	302	-	-	-
71112	20,981	15,199	-	-	-
71113	6,523	5,690	-	-	-
71131	943	103	-	-	-
71171	-	33	-	-	-
72115	-	3,841	-	-	-
72121	-	149	-	-	-
72123	3,134	2,245	-	-	-
72124	16,285	3,145	-	-	-
72131	-	16,080	-	-	-
72153	897	43,494	-	-	-
72173	591	405	-	-	-
76601	88,367	98,339	-	-	-
76602	22,749	619,054	-	-	-
76604	-	13,869	-	-	-
76612	27,613	-	-	-	-
76613	17,441	-	-	-	-
80006	-	20,916	-	-	-
<b>04105</b>					
60000	701,155	887,507	-	-	-
60001	(12,321)	15,918	-	-	-
60002	34,136	40,668	-	-	-
60003	463	2,517	-	-	-
60004	65,726	82,979	-	-	-
60005	31,486	30,211	-	-	-
60006	5,078	18,384	-	-	-
60007	1,850	4,047	-	-	-
60009	2,954	1,776	-	-	-
63000	51,717	66,823	-	-	-
63001	238,851	305,198	-	-	-
63002	12,095	15,628	-	-	-
63003	4,226	5,389	-	-	-
63006	93,994	122,397	-	-	-
63011	-	750	-	-	-
64101	1,534	1,453	-	-	-
64102	6,937	7,735	-	-	-
64103	1,689	2,442	-	-	-
64105	6,000	873	-	-	-
71012	2,022	683	-	-	-
72123	480	-	-	-	-
72124	514	1,234	-	-	-
77201	-	39	-	-	-
<b>04106</b>					
60000	11,619,024	12,643,207	-	-	-



General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
60001	1,713,578	2,099,899	-	-	-
60002	162,496	222,800	-	-	-
60003	148,288	139,490	-	-	-
60004	963,359	987,480	-	-	-
60005	600,694	584,395	-	-	-
60006	247,701	199,631	-	-	-
60007	68,172	106,281	-	-	-
60009	15,582	17,459	-	-	-
62000	490	1,705	-	-	-
63000	935,771	1,004,236	-	-	-
63001	4,823,446	5,402,601	-	-	-
63002	219,151	235,049	-	-	-
63003	69,318	79,026	-	-	-
63006	1,717,185	2,019,882	-	-	-
63011	4,000	7,250	-	-	-
64101	6,505	6,474	-	-	-
64102	60,401	94,639	-	-	-
64103	19,060	14,813	-	-	-
64105	116,000	11,498	-	-	-
70553	-	673	-	-	-
71012	7,437	3,116	-	-	-
72123	475	-	-	-	-
72124	7,378	-	-	-	-
72153	2,188	7,440	-	-	-
76602	4,235	-	-	-	-
<b>04107</b>					
60000	11,248,629	12,007,256	-	-	-
60001	1,537,143	2,096,860	-	-	-
60002	166,793	213,749	-	-	-
60003	145,295	127,564	-	-	-
60004	922,436	944,029	-	-	-
60005	497,334	550,083	-	-	-
60006	197,497	166,049	-	-	-
60007	31,736	69,931	-	-	-
60009	19,198	10,419	-	-	-
62000	2,447	4,774	-	-	-
63000	878,891	944,951	-	-	-
63001	4,675,831	5,195,602	-	-	-
63002	205,577	220,997	-	-	-
63003	66,005	74,881	-	-	-
63006	1,834,114	2,118,703	-	-	-
63011	2,000	8,500	-	-	-
64101	6,298	6,955	-	-	-
64102	51,703	66,229	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
64103	15,620	13,902	-	-	-
64105	113,500	13,869	-	-	-
70215	495	-	-	-	-
70553	-	169	-	-	-
71012	13,634	7,023	-	-	-
72123	590	-	-	-	-
72124	1,858	-	-	-	-
72153	2,590	12,161	-	-	-
76601	-	153	-	-	-
76602	5,159	4,264	-	-	-
80006	1,460	-	-	-	-
<b>04108</b>					
72124	(5)	-	-	-	-
<b>04120</b>					
60000	-	312,158	44,538,945	44,538,945	44,613,595
60001	-	106,873	3,985,532	2,072,512	4,135,532
60002	-	36,775	-	-	-
60003	-	6,150	256,496	256,496	625,504
60004	-	36,760	-	-	-
60005	-	10,018	-	-	-
60006	-	2,569	-	-	-
60007	-	336	-	-	-
60009	-	608	-	-	-
63000	-	59,513	3,032,507	2,761,415	3,013,145
63001	-	300,860	16,110,165	16,110,113	15,717,012
63002	-	13,919	708,563	645,815	704,687
63003	-	-	239,579	239,584	239,052
63006	-	127,757	6,800,646	6,800,646	6,897,177
64101	-	693	41,008	41,008	41,008
64102	-	5,532	236,442	236,442	217,360
64103	-	1,235	-	-	-
66015	-	-	2,740,532	5,904,731	3,394,239
70132	-	-	2,000	2,000	2,000
70161	-	4,542	110,000	110,000	368,456
70215	-	700	10,000	10,000	10,000
70218	-	-	1,650,000	1,650,000	1,350,000
70311	-	-	2,600	2,600	2,600
70551	-	-	10,645	10,645	10,645
70553	-	260	7,400	7,400	7,400
71011	-	935	494,471	457,236	454,071
71012	-	-	20,399	19,899	22,899
71014	-	-	5,000	5,000	5,000
71017	-	-	2,000	2,000	2,000
71112	-	1,016	3,000	3,000	13,000

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
71113	-	-	5,000	5,000	5,000
71131	-	-	800	800	800
71132	-	-	2,600	2,600	2,600
71141	-	-	2,163	2,160	2,160
71171	-	-	3,125	3,125	3,125
72115	-	-	2,400	2,400	2,400
72121	-	-	8,037	8,037	-
72123	-	150	3,420	3,520	4,420
72124	-	-	97,067	97,067	101,024
72131	-	-	-	22,000	-
72153	-	539	7,520	21,500	7,000
72171	-	222	2,126	2,126	2,126
72173	-	-	621	621	545
76601	-	521	110,000	110,000	140,000
76602	-	770	292,961	288,961	257,061
76604	-	-	136,000	136,000	136,000
76613	-	-	25,000	28,000	49,000
77102	-	-	-	-	4,000
77103	-	-	1,135,000	1,135,000	1,430,000
77104	-	-	296,485	296,485	288,000
77107	-	-	1,104,000	1,104,000	1,440,000
77403	-	-	1,500	1,500	1,500
80006	-	-	102,395	122,555	34,295
95002	-	-	39,346	39,346	346
<b>04121</b>					
60000	-	49,762	5,249,071	5,252,770	5,649,538
60001	-	448	-	-	-
60002	-	9,681	-	-	-
60003	-	87	-	-	-
60004	-	4,485	-	-	-
60005	-	928	-	-	-
60006	-	597	-	-	-
60009	-	239	-	-	-
61000	-	309	150,833	151,587	15,308
61002	-	50	-	-	-
61004	-	12	-	-	-
63000	-	6,097	334,794	335,068	352,233
63001	-	27,633	1,448,762	1,454,876	1,485,127
63002	-	1,426	78,300	78,366	82,377
63003	-	-	32,500	32,546	34,929
63006	-	18,741	1,021,440	1,013,188	1,018,478
64101	-	10	-	-	-
70131	-	-	9,900	9,900	9,900
70151	-	-	8,900	8,900	8,900

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
70161	-	464	1,045,047	959,127	974,331
70215	-	-	1,040,366	1,245,741	1,294,608
70553	-	362	3,628	3,628	9,708
71012	-	-	19,971	19,971	19,971
71017	-	-	1,047	1,047	1,047
71141	-	-	200	200	200
72113	-	-	8,000	8,000	8,000
72115	-	3,841	60,000	60,000	60,000
72121	-	-	3,957	3,957	-
72123	-	-	3,116	3,016	3,116
72131	-	-	256,240	71,340	74,340
72153	-	4,221	-	-	-
76612	-	-	40,000	40,000	40,000
77403	-	-	31,000	31,000	31,000
80006	-	-	155,000	-	-
<b>04201</b>					
60000	316,751	266,361	340,966	341,304	343,791
60001	-	-	4,500	4,500	-
60002	16,346	12,702	-	-	-
60004	32,130	14,196	-	-	-
60005	18,703	3,593	-	-	-
60010	5,638	-	-	-	-
63000	21,850	17,973	21,140	21,161	21,315
63001	99,778	125,257	143,489	143,630	149,430
63002	5,499	4,319	4,944	4,949	4,985
63003	2,864	2,301	3,421	3,425	3,471
63006	29,197	11,170	16,762	16,762	17,347
63008	-	9,828	-	-	-
64105	2,000	1,682	-	-	-
64109	4,345	1,873	-	-	-
70131	800	-	-	-	-
70151	130	150	-	-	-
70218	5,519	6,011	5,200	5,200	946
70553	-	306	-	-	-
71011	254	-	-	-	-
71012	2,178	744	-	-	-
71014	-	1,241	-	-	-
71017	2,073	-	-	-	-
71142	51	1,369	-	-	-
71144	217	180	-	-	-
72115	(99)	-	-	-	-
72123	1,000	75	-	-	-
72153	794	(484)	-	-	-
72162	-	-	219	219	219

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
77103	3,135	2,593	4,000	4,000	2,506
77104	987	1,037	987	987	986
77107	-	1,387	-	-	5,652
80006	8,225	-	-	-	-
<b>04202</b>					
60000	832,031	729,787	929,687	932,798	1,020,922
60002	46,403	51,142	-	-	-
60004	80,689	48,942	-	-	-
60005	37,012	51,014	-	-	-
60008	981	-	-	-	-
60009	429	2,523	-	-	-
60010	-	-	4,817	4,817	4,817
63000	59,987	53,108	57,640	57,833	63,297
63001	132,574	117,746	132,352	132,963	118,474
63002	14,058	12,420	13,480	13,526	14,803
63003	6,445	6,279	6,602	6,622	7,113
63006	90,192	92,876	87,912	87,912	103,579
64103	716	1,040	-	-	-
64105	6,000	15,653	-	-	-
64109	2,010	306	-	-	-
70131	3,952	15,511	150,000	180,000	-
70151	148	1,700	-	-	-
70161	66,130	2,068,875	76,990	76,990	76,990
70211	3,205	-	-	-	-
70215	106,639	75,882	70,664	70,664	70,664
70218	11,347	5,742	10,000	10,000	6,407
70311	10,826	-	-	-	-
70413	-	-	-	-	2,025
70416	184,289	2,150	33,660	33,660	39,780
70512	1,110	-	320,878	327,295	306,000
70513	131,985	214,207	-	-	-
70552	-	2,500	-	-	-
70553	-	729	-	-	-
71011	5,342	(261)	-	-	-
71012	6,592	877	-	-	-
71014	-	225	2,904	5,444	5,600
71122	229	562	-	-	-
71144	14,556	1,208	-	-	-
72113	413	294	475	475	1,000
72115	24,427	292	103,044	103,044	103,044
72121	150	-	-	-	-
72122	630	(342)	230	230	238
72123	5,495	729	1,928	1,928	2,400
72124	10,774	-	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
72153	57,511	31,912	-	-	-
72171	20,476	16,377	21,438	21,438	23,949
72175	-	198	1,000	1,000	5,500
76501	209	-	-	-	-
76651	1,652	1,006	772	2,228	1,500
77103	3,381	3,400	5,250	5,250	32,000
77104	2,436	2,078	2,467	2,467	3,456
77107	-	6,843	5,659	5,659	14,055
77501	-	182	-	-	-
80006	34,445	-	-	-	-
<b>04203</b>					
60000	16,624,739	17,925,426	24,110,044	23,762,126	24,403,114
60001	260	1,662	900,800	350,800	1,039,670
60002	1,099,943	1,135,557	-	-	-
60004	1,700,470	1,647,478	-	-	-
60005	1,298,526	1,321,181	-	-	-
60007	51,397	71,700	-	-	-
60008	2,842	716	-	-	-
60009	64,667	82,428	-	-	-
60010	1,552,940	1,670,443	665,776	665,776	607,880
62000	-	46,163	-	-	-
62002	-	160	-	-	-
63000	1,405,945	1,561,093	1,553,631	1,473,253	1,569,617
63001	6,444,993	7,607,065	7,851,563	7,708,776	8,407,839
63002	329,044	365,284	363,640	344,551	367,088
63003	109,069	121,509	126,399	124,590	127,998
63006	2,759,799	3,067,502	3,475,919	3,409,904	3,831,435
63011	11,500	19,500	-	-	-
64103	18,274	23,572	-	-	-
64105	180,500	1,173	-	-	-
64109	1,328,615	2,548,381	-	-	-
66015	-	-	626,938	2,071,716	1,677,949
70151	-	825	-	-	-
70161	3,101	-	-	-	-
70215	172,678	77,378	-	-	-
70218	1,971,991	994,128	1,400,000	1,400,000	1,250,000
70311	838	-	1,000	-	618
70551	480	1,635	-	-	-
70553	190	234	895	-	-
71011	77,295	280	-	-	-
71012	16,369	-	-	-	-
71131	74,228	-	-	-	-
71141	279	-	-	-	7,107
71144	1,337	106	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
71164	913	-	-	-	-
71182	2,977	-	-	-	-
71183	4,260	-	-	-	-
72115	339	-	-	-	-
72122	-	540	-	-	-
72123	1,228	-	293	290	2,473
72124	32,614	-	-	-	-
72152	50	-	-	-	-
72153	132,610	13,674	102,609	109,817	180,000
72175	-	247	-	-	-
76501	31,273	23,397	-	-	-
76651	7,067	-	-	-	-
77103	155,575	170,263	200,000	200,000	172,880
77104	34,721	34,646	43,905	43,905	39,000
77107	-	1,569,539	1,435,000	1,435,000	1,671,276
77401	32,885	3,853	-	-	-
77501	-	228	-	-	-
80006	628,960	1,577	-	-	-
<b>04204</b>					
60000	1,223,765	1,055,201	1,357,273	1,357,603	1,235,858
60001	-	828	40,000	40,000	41,665
60002	76,214	74,486	-	-	-
60004	122,306	93,891	-	-	-
60005	50,076	58,068	-	-	-
60009	5,175	621	-	-	-
60010	13,417	11,037	31,307	31,307	31,142
62000	-	726	-	-	-
63000	93,756	80,478	84,151	84,171	78,861
63001	424,608	389,212	387,022	387,187	382,112
63002	21,927	18,822	19,681	19,685	18,443
63003	7,268	6,741	7,058	7,060	6,426
63006	99,713	130,491	145,260	145,260	143,886
64103	7,418	5,130	-	-	-
64105	10,500	1,644	-	-	-
64109	36,480	46,990	-	-	-
70131	876	-	30,000	30,000	30,000
70218	36,507	36,606	33,500	33,500	28,000
70311	3,225	4,858	-	-	-
71011	7,587	(0)	-	-	-
71012	2,969	106	-	-	-
71017	-	-	-	1,206	1,800
71141	-	563	2,559	-	2,800
71142	-	-	-	-	1,500
71143	-	1,197	5,000	5,000	5,650

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
71144	7,241	574	10,772	10,772	14,500
72123	2,205	1,165	-	-	2,200
72124	800	-	-	-	2,000
72153	15,082	16,428	11,098	11,098	13,390
76602	-	1,355	6,219	6,219	7,000
76613	1,602	484	1,062	1,062	1,339
77103	14,321	23,339	22,500	22,500	22,320
77104	8,926	8,704	9,866	9,866	10,853
77107	-	12,934	12,934	12,934	18,600
80006	2,158	-	-	-	-
<b>04205</b>					
60000	480,873	698,602	452,923	453,231	426,978
60001	-	-	7,700	7,700	-
60002	30,955	42,484	-	-	-
60004	36,454	35,948	-	-	-
60005	9,388	10,251	-	-	-
60008	87	-	-	-	-
60009	1,041	1,246	-	-	-
60010	14,824	6,017	10,484	10,484	7,130
63000	34,337	46,985	28,081	28,100	26,473
63001	204,695	297,973	163,627	163,642	154,539
63002	8,030	10,988	6,567	6,572	6,191
63003	2,860	4,350	2,355	2,357	2,220
63006	75,288	138,845	66,703	66,703	70,404
64103	4,116	2,706	-	-	-
64105	4,500	1,530	-	-	-
64109	7,613	11,760	-	-	-
70161	-	-	5,000	4,525	-
70214	-	3,033	-	-	-
70215	4,726	2,713	1,847	-	1,903
70218	10,344	4,484	6,500	6,500	42,000
70551	160	-	-	-	-
71011	1,861	-	-	-	-
71012	1,294	-	-	-	-
71122	-	172	-	-	-
71141	1,200	9,044	2,540	-	3,960
71144	585	-	-	-	-
71171	-	650	-	-	-
71182	-	320	1,654	-	-
72113	-	-	41	41	41
72115	-	-	1,000	739	1,000
72122	711	-	207	207	207
72123	764	-	290	290	-
72124	300	4,088	-	-	3,279



General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
72153	688	1,334	-	-	-
72172	2,525	2,323	2,601	2,601	2,781
72175	887	434	840	840	865
76651	548	2,626	-	-	-
77103	3,553	3,568	4,300	4,300	3,500
77104	1,973	2,339	2,467	2,467	4,440
77107	-	-	-	-	5,655
<b>04206</b>					
60000	244,042	224,795	287,658	289,096	203,432
60002	15,051	15,476	-	-	-
60004	22,257	25,137	-	-	-
60005	18,851	2,913	-	-	-
63000	18,050	16,375	17,835	17,924	12,613
63001	45,011	19,259	18,049	18,140	13,134
63002	4,221	3,830	4,171	4,192	2,950
63003	2,768	2,531	2,712	2,725	1,838
63006	26,787	24,380	32,838	32,838	17,347
63011	-	750	-	-	-
64105	2,000	5,700	-	-	-
70131	-	10,000	-	-	-
70161	24,966	13,244	66,000	66,000	30,900
70215	25,339	627	32,000	32,000	25,500
70218	1,835	5,338	4,555	4,555	5,097
70311	-	-	-	45	1,545
70551	68	-	2,000	2,000	7,725
70553	110	-	-	-	-
71011	248	1,103	534	534	1,500
71012	1,502	322	1,200	1,200	1,000
71131	-	341	724	724	4,650
72115	1,360	244	18,700	18,700	17,000
72121	-	2,080	3,343	3,343	7,200
72123	675	92	758	758	1,375
72124	84	199	-	-	1,250
72153	128	-	-	-	-
76651	182	3,117	9,157	9,157	15,375
77103	1,310	1,647	1,650	1,650	2,500
77104	493	493	493	493	2,960
78101	-	2,295	-	-	-
<b>04208</b>					
60000	348,027	-	-	-	-
60002	22,612	-	-	-	-
60004	27,865	-	-	-	-
60005	12,346	-	-	-	-
60007	6,464	-	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
60009	1,071	-	-	-	-
60010	22,109	-	-	-	-
63000	26,547	-	-	-	-
63001	99,282	-	-	-	-
63002	6,209	-	-	-	-
63003	2,195	-	-	-	-
63006	68,509	-	-	-	-
64103	4,809	-	-	-	-
64105	3,000	-	-	-	-
64109	18,255	-	-	-	-
70161	246,487	92,739	-	-	-
70215	7,844	-	-	-	-
70218	7,891	1,826	-	-	-
71011	8,936	-	-	-	-
71012	23,186	-	-	-	-
71171	540	-	-	-	-
72123	715	-	-	-	-
72153	60,359	-	-	-	-
76501	113,224	31,395	-	-	-
76651	180	-	-	-	-
77103	2,686	3,240	-	-	-
77104	1,013	748	-	-	-
77107	-	9,058	-	-	-
<b>04209</b>					
70132	-	1,125	-	-	-
72124	-	96	-	-	-
<b>04210</b>					
60000	7,436	364,759	390,803	391,279	401,833
60001	-	-	20,000	20,000	41,665
60002	1,948	23,730	-	-	-
60004	519	19,167	-	-	-
60005	-	1,803	-	-	-
60010	-	-	-	-	8,125
63000	595	25,723	24,230	24,259	27,152
63001	2,989	109,642	103,726	103,752	109,088
63002	139	6,016	5,667	5,674	6,350
63003	-	2,080	2,032	2,035	2,090
63006	-	49,636	52,548	52,548	54,831
63011	-	2,000	-	-	-
64103	20	1,109	-	-	-
64105	-	2,367	-	-	-
64109	-	16,825	-	-	-
70141	-	-	9,402	9,132	-
70161	-	134,415	373,614	373,614	302,047

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
70215	-	93,366	150,000	102,522	293,861
70218	-	3,894	8,500	8,500	3,000
70311	-	621	-	-	-
70551	-	480	2,000	2,000	2,000
70552	-	748	-	-	-
70553	-	2,247	6,292	7,300	7,300
70555	-	23,235	-	-	-
71011	-	99,143	147,056	148,056	250,021
71012	-	20,211	36,919	36,919	37,119
71131	-	50,713	40,000	40,000	56,650
71132	-	2,681	10,548	5,548	11,330
71171	-	34,271	234,021	234,021	304,456
71183	-	-	241	251	-
72123	-	495	-	-	-
72153	-	466,549	885,343	885,343	670,891
72154	-	703	392	-	10,400
76501	-	1,756	-	-	-
76651	-	6,400	-	-	-
76654	-	5,429	10,200	10,200	10,940
77103	-	-	3,100	3,100	4,000
77104	-	-	1,480	1,480	2,466
77107	-	-	9,049	9,049	5,655
80006	-	-	15,000	15,000	-
<b>05201</b>					
60000	118,051	118,227	124,295	126,781	128,024
60002	5,626	5,241	-	-	-
60004	-	1,295	-	-	-
62000	-	1,260	-	-	-
63000	7,763	7,532	7,706	7,860	7,937
63001	-	188	-	-	-
63002	1,816	1,761	1,802	1,838	1,856
63003	1,590	1,697	1,307	1,333	1,346
63004	15,477	15,278	14,567	14,859	15,004
63006	12,506	16,573	8,510	8,510	24,597
63008	-	562	-	-	-
64105	500	1,500	-	-	-
70414	-	23	160	200	-
71012	2,941	6,219	2,221	2,221	88
72113	1,171	680	1,100	1,100	1,100
72121	640	2,593	607	607	2,710
72123	875	440	670	670	895
72124	295	2,726	145	145	1,000
72131	1,192	-	1,000	1,000	-
72132	-	225	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
72175	-	43	50	50	-
73104	704	800	801	801	801
77201	99	1,105	350	850	1,000
77501	-	342	-	-	-
80006	-	-	950	950	1,000
<b>05501</b>					
60000	38,754	40,075	46,408	46,640	48,038
60002	1,966	2,398	-	-	-
60004	4,397	2,009	-	-	-
60005	1,188	1,166	-	-	-
60009	-	533	-	-	-
63000	2,825	2,846	2,877	2,892	2,978
63001	20,270	22,047	23,218	23,334	25,681
63002	661	665	673	676	697
63003	232	240	241	243	250
63006	7,083	8,059	8,510	8,510	8,814
64105	500	1,154	-	-	-
70211	-	2,050	593	593	595
70212	-	39	-	-	-
70214	-	-	39	39	40
70215	332	8,648	1,100	1,100	1,100
70216	-	-	25	25	28
70217	-	-	41	41	50
70218	20,242	13,452	12,000	12,000	5,000
70412	900	1,050	800	800	800
70512	42,995	19,050	-	-	-
70513	-	10,688	35,548	35,548	35,548
70551	-	7,402	10,924	10,924	10,925
70552	29,923	33,178	33,800	33,800	34,000
70553	2,334	1,992	1,100	1,100	1,100
71012	7,755	5,227	6,053	5,053	5,825
71172	-	879	417	300	400
72123	916	20	-	-	-
72124	15,096	2,448	3,088	3,088	3,000
72153	1,659	-	-	-	-
72171	-	-	5,745	5,745	5,745
72175	-	-	85	85	85
77102	956	1,013	-	-	-
77103	3,096	3,963	3,850	3,850	7,500
77104	6,009	5,985	5,920	5,920	6,413
77107	-	7,954	7,954	7,954	8,000
80006	2,982	13	7,000	9,000	8,000
80007	850	-	-	-	-
<b>07301</b>					

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
60000	-	-	587,343	662,006	788,085
60001	-	-	58,311	58,311	48,493
63000	-	-	40,031	41,044	51,112
63001	-	-	48,971	52,802	142,361
63002	-	-	9,362	9,599	11,954
63003	-	-	3,054	3,442	5,025
63006	-	-	139,097	155,601	145,401
70131	-	-	5,000	33,778	5,000
70161	-	879	103,368	81,000	81,000
70412	-	-	2,200	2,200	12,340
70512	-	-	40,107	40,107	40,107
70552	-	6,341	200,000	200,000	158,752
71012	-	-	2,200	2,200	2,200
71014	-	-	1,100	1,100	2,420
72124	-	-	5,000	5,000	12,500
72131	-	-	48,321	-	532,782
72153	-	-	2,300	2,300	3,300
77201	-	-	1,400	1,400	1,400
<b>07801</b>					
95001	151,521,909	155,175,684	169,146,483	156,675,683	175,193,143
<b>07802</b>					
95001	25,461,412	-	-	-	-
<b>08401</b>					
60000	223,693	173,551	376,601	377,150	402,563
60002	2,702	909	-	-	-
60004	8,793	15,622	-	-	-
60005	7,281	3,682	-	-	-
62000	-	14,890	-	-	-
62002	-	128	-	-	-
63000	13,162	12,079	23,349	23,379	24,959
63001	63,817	45,398	61,628	61,661	85,718
63002	3,371	2,825	5,462	5,470	5,837
63003	2,038	1,054	2,691	2,693	3,105
63006	30,298	17,191	61,452	61,452	25,531
64105	1,000	3,304	-	-	-
70125	951	-	-	-	-
70161	-	69	100	100	-
70215	26,211	90,563	-	-	-
70311	881	-	-	-	-
70416	1,070	3,400	4,950	4,950	5,700
70552	2,681	5,058	10,500	10,500	-
71012	1,312	3,283	3,683	3,683	3,683
71014	-	-	290	290	400
71016	-	-	483	483	483

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
71141	-	-	627	627	617
72113	399	25	-	-	-
72121	7,653	3,118	1,448	1,448	7,520
72123	924	1,017	1,343	1,343	1,343
72124	1,365	1,050	2,919	2,919	14,297
72131	1,702	-	19,400	19,400	9,700
72132	-	9,190	-	-	-
77201	435	-	-	-	-
77501	-	61	-	-	-
<b>08402</b>					
60000	271,797	185,538	405,587	406,344	732,144
60002	1,730	4,067	-	-	-
60004	13,242	8,106	-	-	-
60005	9,562	3,158	-	-	-
62000	-	54,370	10,500	10,500	-
62002	-	510	-	-	-
63000	18,199	15,522	25,147	25,193	43,944
63001	17,596	12,723	22,842	22,893	38,525
63002	4,256	3,630	5,881	5,893	10,277
63003	2,215	1,721	2,893	2,902	4,498
63006	13,713	19,045	58,022	58,022	68,826
64105	1,500	3,772	-	-	-
70131	1,898	680	3,931	3,931	3,931
70161	1,808	244	200	200	200
70311	-	-	483	483	483
70415	-	-	965	965	965
70553	-	-	241	241	241
71012	4,678	5,598	-	-	-
71016	-	76	-	-	-
72113	-	-	1,114	1,114	1,114
72121	448	-	4,825	4,825	4,825
72122	-	-	193	193	193
72123	3,425	447	1,522	1,522	1,522
72124	7,438	2,900	6,481	6,481	6,963
72131	-	-	6,790	6,790	6,790
72132	-	6,047	-	-	-
72153	6,174	4,777	-	-	-
77201	-	194	482	483	-
<b>08501</b>					
60000	576,883	549,537	776,857	780,518	654,217
60001	2,856	-	-	-	-
60002	18,874	29,764	-	-	-
60004	77,587	10,933	-	-	-
60005	797	1,816	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
61000	21,383	36,630	-	-	-
61002	918	602	-	-	-
62000	4,060	32,818	-	-	-
62001	-	1,772	-	-	-
62002	1,629	1,368	-	-	-
62005	-	139	-	-	-
62012	-	360	-	-	-
62013	-	90	-	-	-
63000	40,413	39,734	48,165	48,392	40,562
63001	116,694	146,976	150,507	150,215	158,896
63002	10,029	9,527	11,264	11,318	9,486
63003	6,434	7,450	9,791	9,839	8,218
63006	43,224	67,110	93,746	93,746	73,586
63011	458	750	-	-	-
64105	3,000	2,918	-	-	-
70131	10	208	5,000	5,000	5,000
70151	-	740	9,224	9,224	9,224
70161	1,808	-	2,000	2,000	2,000
70163	3,000	4,900	-	-	-
70412	80	16	-	-	-
70552	125	3,790	852	852	852
70553	503	6,003	-	-	-
71012	9,664	8,830	9,372	9,372	9,372
71163	627	513	-	-	-
72113	598	440	500	500	500
72115	2,042	-	-	-	-
72121	8,302	30,561	12,336	12,336	12,335
72122	2,336	957	1,930	1,930	1,930
72123	22,442	34,684	18,503	18,503	18,503
72124	-	-	822	822	822
72131	2,907	-	2,000	2,000	2,000
72162	45	-	-	-	-
77201	16	-	-	-	-
77501	-	569	-	-	-
80006	-	-	4,609	4,609	4,609
<b>08701</b>					
60000	1,530,260	1,576,432	1,861,531	1,870,011	2,019,859
60001	251,710	159,906	175,000	125,000	125,000
60002	88,424	93,800	-	-	-
60003	18,062	12,651	-	-	8,318
60004	115,864	115,882	-	-	-
60005	47,493	47,021	-	-	-
60006	3,935	10,921	-	-	-
60008	261	-	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
60009	1,642	2,681	-	-	-
62000	62,558	122,752	-	-	-
62001	3,183	7,975	-	-	-
62002	1,057	3,388	-	-	-
62003	-	32	-	-	-
62004	-	16	-	-	-
62005	-	114	-	-	-
62006	586	386	-	-	-
63000	123,223	125,056	126,264	115,941	133,026
63001	310,550	324,397	339,511	340,853	312,709
63002	29,062	29,443	29,531	27,115	31,111
63003	11,392	12,435	12,876	12,937	14,304
63006	268,736	308,108	331,966	331,966	333,323
63008	4,654	7,464	-	-	-
63011	2,000	2,750	-	-	-
64105	20,505	40,634	-	-	-
70102	1,500	150	-	-	-
70121	6	-	-	-	-
70131	270	5,727	10,000	10,000	10,000
70132	1,294	1,615	-	-	-
70151	8,016	9,734	-	-	-
70152	45	-	-	-	-
70161	55,614	106,170	170,000	100,000	-
70163	-	75	-	-	-
70211	25,976	8,910	28,000	10,000	10,000
70213	7,187	10,708	20,000	20,000	20,000
70214	-	1,692	-	-	-
70215	320,933	362,547	684,350	1,062,959	1,062,959
70218	6,725	169	367	367	5,000
70311	434	1,566	-	-	-
70411	-	450	-	-	-
70412	655	31	-	-	-
70413	1,764	575	965	965	965
70511	77	309	-	-	-
70551	4,438	-	-	-	-
70552	2,805	-	-	-	-
70553	2,698	3,292	1,300	1,300	1,300
70560	-	43,027	-	-	-
71011	30,464	23,722	20,600	35,000	35,000
71012	24,420	21,691	11,000	15,000	15,000
71014	1,586	1,573	5,000	5,000	5,000
71131	329	-	-	-	-
71132	21	-	-	-	-
71141	877	2,848	1,185	1,185	1,185



General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
71184	6,600	41,036	-	-	-
72112	-	-	800	800	800
72113	86	50	-	-	-
72114	12	-	-	-	-
72115	420,157	288,409	561,000	561,000	561,000
72121	1,565	1,559	-	-	-
72122	-	73	-	-	-
72123	7,956	5,569	3,853	3,853	3,853
72124	45,120	78,756	66,670	66,670	66,670
72131	9,605	77,111	261,000	40,000	90,000
72132	3,128	112,910	-	-	-
72151	-	1,283	-	-	-
72153	86,714	205,920	255,200	149,019	149,019
72161	15,600	478	70,237	70,237	70,237
73104	-	49	-	-	-
73108	-	10	-	-	-
76104	-	20	-	-	-
77102	-	776	-	-	-
77103	4,677	1,183	4,000	4,000	5,000
77104	568	123	493	493	3,453
77201	3,635	3,140	5,500	5,500	5,500
77403	-	8,500	9,100	12,000	12,000
77501	-	51	-	-	-
80006	9,091	424,370	80,625	86,000	86,000
80007	35,999	36,877	-	-	-
<b>08720</b>					
60000	-	-	53,265	53,531	-
63000	-	-	3,302	3,319	-
63001	-	-	2,663	2,677	-
63002	-	-	772	776	-
63003	-	-	277	278	-
63006	-	-	7,240	7,240	-
70151	654	-	-	-	-
72124	2,355	-	-	-	-
<b>08801</b>					
60000	745,468	711,598	861,351	812,039	983,058
60001	46,203	44,629	-	-	-
60002	41,133	40,980	-	-	-
60004	37,395	52,048	-	-	-
60005	32,768	30,843	-	-	-
60006	-	368	-	-	-
60009	-	415	-	-	-
63000	54,231	53,296	53,404	50,346	59,940
63001	133,362	105,320	106,075	103,713	119,070

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
63002	12,683	12,464	12,490	11,775	14,018
63003	5,573	4,976	5,298	5,046	5,881
63006	114,234	118,568	151,935	135,432	198,677
63011	1,000	1,250	-	-	-
64105	8,500	15,212	-	-	-
70161	-	-	-	-	8,500
70215	3,892	1,780	3,600	3,600	13,920
70218	44,947	33,563	28,000	28,000	26,000
70311	925	3,255	1,930	1,930	1,930
70412	723	2,500	1,000	1,000	1,000
70511	480	-	-	-	-
70551	-	5,308	5,000	5,000	35,000
70552	41,178	6,433	20,000	20,000	20,000
70561	-	-	-	-	110,000
71011	4,584	290	4,729	4,729	4,729
71012	6,168	6,426	6,500	6,500	6,500
71016	3,187	-	-	-	-
71112	44,484	47,825	68,351	68,351	55,000
71131	11,662	9,432	9,361	9,361	9,361
71171	80,651	109,825	67,550	67,550	97,550
72123	-	-	483	438	438
72124	749	1,638	2,378	2,378	2,378
72131	4,832	3,903	4,356	4,356	4,356
72153	8,696	5,853	2,413	2,413	2,413
72162	765	495	250	250	250
73104	-	1,217	-	-	-
76613	138,983	258,306	168,875	168,875	158,875
77103	13,579	20,956	20,500	20,500	22,000
77104	4,933	4,933	6,413	6,413	6,413
77201	135	544	2,343	2,343	2,343
77501	-	547	-	-	-
<b>08810</b>					
77201	66	-	-	-	-
<b>08901</b>					
60000	207,178	285,181	324,618	326,241	281,328
60002	11,168	16,224	-	-	-
60004	3,554	10,095	-	-	-
60005	813	2,055	-	-	-
60009	214	-	-	-	-
63000	12,991	32,874	11,247	11,303	18,077
63001	50,133	79,182	90,195	90,646	100,464
63002	3,038	5,623	4,707	4,730	4,228
63003	1,852	2,921	2,819	2,833	2,888
63006	23,288	32,498	37,022	37,022	43,943

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
63008	2,519	-	-	-	-
64105	1,000	8,075	-	-	-
70131	7,956	3,029	9,317	11,817	11,817
70161	4,180	5,240	24,000	24,000	24,000
70413	-	-	200	200	200
70553	3,164	434	3,500	2,900	2,900
70555	-	85	-	-	-
71012	3,044	291	2,390	2,390	2,390
71141	-	-	1,000	1,000	1,000
72115	-	-	2,547	2,547	2,547
72121	6,512	1,471	2,966	2,866	2,866
72153	1,896	-	-	-	-
77201	131	3,330	5,000	-	-
77501	-	210	-	-	-
<b>08902</b>					
60000	332,467	429,669	665,157	568,384	626,121
60001	-	87	-	-	-
60002	16,659	23,158	-	-	-
60004	9,326	13,980	-	-	-
60005	10,384	10,057	-	-	-
62000	101,462	192,064	199,966	199,966	199,966
62001	-	552	-	-	-
62002	489	736	-	-	-
63000	25,083	38,617	53,638	35,240	51,218
63001	35,008	28,511	38,045	35,496	39,052
63002	5,836	10,949	12,545	8,242	11,978
63003	2,700	3,270	4,054	3,554	3,933
63006	63,922	87,703	103,813	79,057	86,105
64105	2,500	9,827	-	-	-
70161	23,499	-	-	-	-
70163	31,079	-	-	-	-
70311	-	423	1,000	1,000	1,000
70412	985	40,679	18,000	15,000	15,000
70413	-	-	1,800	1,800	1,800
70512	11,367	-	20,000	20,000	20,000
70552	40,411	7,076	-	-	-
70553	50	3,434	7,520	7,520	7,520
70555	916	-	-	-	-
71011	-	6,179	9,000	9,000	9,000
71012	5,906	-	10,500	10,500	10,500
71141	-	3,000	-	-	-
71144	-	1,963	6,000	6,000	6,000
72113	-	-	500	500	500
72115	1,154	-	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
72121	1,045	-	1,500	2,000	2,000
72123	190	-	-	-	-
72124	4,900	6,902	7,454	7,454	7,454
72131	-	-	-	10,000	10,000
72153	-	2,446	-	-	-
73109	-	-	50,000	90,000	90,000
76311	6,293	-	-	-	-
76401	4,888	-	-	-	-
76410	216,293	182,584	66,500	112,625	112,625
77201	-	-	7,000	7,000	7,000
<b>08903</b>					
60000	71,724	70,835	75,375	75,752	78,023
60002	3,482	3,894	-	-	-
60004	-	270	-	-	-
63000	4,494	4,523	4,673	4,697	4,837
63001	3,785	3,844	3,769	3,788	3,901
63002	1,051	1,058	1,093	1,098	1,131
63003	376	390	392	394	406
63006	7,083	7,922	8,510	8,510	8,814
64105	500	1,875	-	-	-
70211	-	-	10,000	10,000	10,000
70311	-	-	500	525	525
70552	-	-	31,283	31,283	31,283
71012	-	-	1,000	1,575	1,575
71131	-	-	4,000	5,000	5,000
72171	-	-	10,000	10,000	10,000
72172	-	-	12,000	12,600	12,600
<b>08904</b>					
61000	18,740	18,960	-	-	-
61002	846	960	-	-	-
61004	260	880	-	-	-
61005	400	-	-	-	-
62000	8,193	7,564	-	-	-
63000	1,271	1,322	-	-	-
63002	297	309	-	-	-
64105	250	520	-	-	-
70163	275	-	-	-	-
72115	577	-	-	-	-
76410	45,837	25,285	-	-	-
<b>08910</b>					
60000	-	22,886	-	-	-
60002	-	865	-	-	-
60005	-	288	-	-	-
63000	-	1,480	-	-	-

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
63002	-	346	-	-	-
63003	-	328	-	-	-
63006	-	2,770	-	-	-
70311	596	-	-	-	-
<b>79001</b>					
76313	337,350	450,000	460,000	460,000	460,000
<b>79004</b>					
95007	8,753,089	8,837,142	8,528,415	8,818,393	9,045,680
<b>79005</b>					
76313	44,104	-	37,500	37,500	37,500
<b>79006</b>					
76313	267,300	269,550	356,400	356,400	356,400
<b>79007</b>					
76313	16,451	23,484	39,000	39,000	39,000
<b>79008</b>					
76313	40,051	30,000	-	-	-
<b>79010</b>					
76313	25,313	8,438	15,000	15,000	15,000
<b>79011</b>					
76313	11,250	5,000	382,000	382,000	382,000
<b>79012</b>					
76313	59,400	60,000	60,000	60,000	60,000
<b>79013</b>					
76313	25,987	37,125	162,125	162,125	162,125
<b>79014</b>					
76313	13,922	10,000	20,000	20,000	20,000
<b>79016</b>					
95007	978	-	-	-	-
<b>79017</b>					
76313	250,000	250,000	250,000	250,000	250,000
<b>79018</b>					
76313	500,000	500,000	500,000	500,000	250,000
<b>79019</b>					
76313	412	-	1,000,000	1,000,000	2,900,000
95002	1,152,077	731,250	-	-	-
<b>79020</b>					
76313	126,630	100,000	102,856	102,856	102,856
<b>79022</b>					
76313	86,372	128,791	100,000	100,000	100,000
<b>79023</b>					
70412	555,157	541,493	344,493	344,493	344,493
<b>79024</b>					
70412	12,300,000	13,963,188	15,117,247	15,117,247	15,915,367
<b>79025</b>					

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
70412	190,000	190,000	-	-	-
<b>79026</b>					
76313	1,250,000	1,250,000	1,250,000	-	-
<b>79027</b>					
76313	35,400	7,000	8,900	8,900	8,900
<b>79028</b>					
76313	40,000	-	-	-	-
<b>79029</b>					
76313	36,720	-	50,000	50,000	50,000
<b>79030</b>					
76313	7,425	-	-	-	-
<b>79031</b>					
76313	31,220	30,005	36,000	36,000	36,000
<b>79033</b>					
60000	243,835	357,123	-	-	-
60001	15,268	12,628	-	-	-
60002	14,816	22,275	-	-	-
60004	15,924	18,914	-	-	-
60005	13,551	12,599	-	-	-
60008	259	608	-	-	-
60009	396	762	-	-	-
63000	18,420	23,030	-	-	-
63001	47,143	57,625	-	-	-
63002	4,308	5,386	-	-	-
63003	1,454	2,106	-	-	-
63006	55,083	82,973	-	-	-
63011	-	1,250	-	-	-
64105	4,000	4,892	-	-	-
70131	4,835	-	-	-	-
70161	1,151	6,682	-	-	-
70214	(1,580)	-	-	-	-
70412	2,588	2,827	-	-	-
70552	149,387	186,056	-	-	-
71012	1,085	2,045	-	-	-
71014	728	8,607	-	-	-
72124	5,000	240	-	-	-
72131	-	35,163	-	-	-
72153	-	2,532	-	-	-
80006	66,974	32,636	-	-	-
<b>79035</b>					
76313	45,000	-	45,000	45,000	45,000
<b>79036</b>					
76313	5,000	-	-	-	-
<b>79038</b>					

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
70161	-	143,451	-	-	-
95007	128,190	130,337	143,452	143,452	143,452
<b>79039</b>					
76313	63,216	63,216	77,354	72,659	72,365
<b>79040</b>					
76313	196,274	196,274	240,163	225,591	224,676
<b>79041</b>					
76313	45,590	40,000	40,000	40,000	40,000
<b>79043</b>					
70552	46,360	-	-	-	-
<b>79047</b>					
70121	13,890	-	-	-	-
70123	-	5,973	-	-	-
70411	3,284	-	-	-	-
76402	3,709	-	-	-	-
<b>79053</b>					
70213	42,105	-	-	-	-
95007	96,882	58,600	-	-	-
<b>79054</b>					
76313	40,095	40,000	40,000	40,000	40,000
<b>79056</b>					
95007	1,732,095	1,621,611	1,744,092	1,778,974	1,890,290
<b>79057</b>					
95007	385,000	385,000	385,000	385,000	385,000
<b>79058</b>					
95007	998,296	-	-	-	-
<b>79059</b>					
72104	2,712,885	2,760,411	2,700,000	2,700,000	4,588,000
<b>79061</b>					
76313	27,844	39,281	30,000	30,000	30,000
<b>79062</b>					
76313	92,323	75,000	75,000	75,000	75,000
<b>79064</b>					
76313	43,321	35,000	35,000	35,000	35,000
<b>79065</b>					
76313	30,000	30,000	30,000	30,000	30,000
<b>79067</b>					
63001	7,651	9,086	28,000	28,000	38,492
<b>79068</b>					
76313	59,400	40,000	-	-	-
<b>79069</b>					
76313	8,685	-	10,000	10,000	10,000
<b>79070</b>					
95007	4,155,500	4,405,500	5,000,000	5,000,000	5,000,000

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
<b>79071</b>					
95007	7,500	7,500	7,500	7,500	7,500
<b>79072</b>					
95007	10,000	-	-	-	-
<b>79074</b>					
95007	2,695,000	2,695,000	3,428,240	3,428,240	3,428,240
<b>79076</b>					
76313	11,250	3,750	-	-	-
<b>79077</b>					
76313	-	39,800	62,400	62,400	84,000
<b>79079</b>					
76313	56,250	-	-	-	-
<b>79080</b>					
76313	15,750	7,500	-	-	-
<b>79081</b>					
76313	3,750	-	5,000	5,000	5,000
<b>79082</b>					
76313	28,125	9,375	39,840	39,840	39,840
<b>79083</b>					
63007	3,265,292	2,880,607	3,600,000	3,600,000	3,600,000
<b>79084</b>					
76313	245,728	481,909	400,000	400,000	400,000
<b>79087</b>					
76313	587,624	1,691,624	1,165,000	1,165,000	1,165,000
<b>79088</b>					
76313	98,680	95,000	75,000	75,000	75,000
<b>79089</b>					
76313	12,400	-	-	-	-
<b>79091</b>					
76313	15,000	-	15,000	15,000	15,000
<b>79092</b>					
76313	18,750	-	35,000	35,000	35,000
<b>79093</b>					
76313	110,598	-	150,000	150,000	150,000
<b>79094</b>					
76313	-	37,500	100,000	100,000	100,000
<b>79096</b>					
76313	18,712	-	18,712	18,712	18,712
<b>79102</b>					
76313	10,688	3,563	15,000	15,000	15,000
<b>79106</b>					
76313	16,875	-	15,000	15,000	15,000
<b>79107</b>					
76313	18,750	-	20,000	20,000	20,000



General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
<b>79109</b>					
76313	7,500	7,500	50,000	50,000	50,000
<b>79112</b>					
76313	37,500	35,000	50,000	50,000	50,000
<b>79113</b>					
76313	10,125	3,375	19,000	19,000	19,000
<b>79114</b>					
76313	-	125,000	125,000	125,000	125,000
<b>79116</b>					
76313	18,750	-	17,500	17,500	17,500
<b>79117</b>					
76313	-	-	30,000	30,000	30,000
<b>79118</b>					
76306	8,438	8,438	-	-	-
<b>79122</b>					
76313	3,375	-	-	-	-
<b>79123</b>					
76313	28,125	9,375	40,000	40,000	40,000
<b>79124</b>					
76313	14,063	44,688	60,000	60,000	60,000
<b>79125</b>					
76306	-	-	262,500	262,500	362,500
76313	196,875	328,125	-	-	-
<b>79126</b>					
76313	159,375	479,375	320,000	320,000	320,000
<b>79130</b>					
76313	58,920	61,920	65,000	65,000	65,000
<b>79131</b>					
76313	500,000	-	-	-	-
<b>79201</b>					
76313	117,292	285,000	300,000	350,000	-
<b>79202</b>					
76313	202,063	-	-	-	-
<b>79203</b>					
76313	300,000	300,000	300,000	300,000	300,000
<b>79204</b>					
70412	-	(3,000)	-	-	-
<b>79205</b>					
76313	37,500	-	-	-	-
<b>79207</b>					
76313	18,750	10,000	-	-	-
<b>79208</b>					
76312	-	200,000	-	-	-
76313	400,000	-	200,000	200,000	200,000

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
<b>79209</b>					
76313	30,000	-	30,000	30,000	30,000
<b>79211</b>					
76313	30,000	-	45,000	45,000	45,000
<b>79212</b>					
76313	180,000	-	180,000	180,000	180,000
<b>79213</b>					
60000	85,702	5,439	-	-	-
60001	23,137	308	-	-	-
62000	3,033	1,842	-	-	-
76313	36,763	-	-	-	-
<b>79214</b>					
76313	18,750	-	-	-	-
<b>79216</b>					
76313	33,750	-	-	-	-
<b>79217</b>					
76306	13,257	-	-	-	-
<b>79218</b>					
95007	125,000	-	-	-	-
<b>79221</b>					
76313	5,000	2,250	-	-	-
<b>79224</b>					
76313	15,000	15,000	-	-	-
<b>79252</b>					
76313	250,000	250,000	250,000	-	-
<b>79253</b>					
76313	35,000	-	25,000	25,000	25,000
<b>79254</b>					
76313	-	1,500,000	-	-	-
<b>79255</b>					
76313	-	75,000	125,000	75,000	75,000
<b>79256</b>					
76313	-	20,000	20,000	20,000	20,000
<b>79258</b>					
76313	-	50,000	50,000	50,000	50,000
<b>79259</b>					
76313	-	291,840	265,000	275,000	350,000
<b>79260</b>					
77501	-	16,089,046	-	-	-
95010	-	-	19,630,074	20,266,481	19,444,801
<b>79261</b>					
77401	-	9,207,271	-	-	-
95010	-	-	10,000,000	10,000,000	10,144,875
<b>79262</b>					

General Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
76313	-	428,009	300,000	300,000	300,000
<b>79263</b>					
76313	-	50,000	-	-	-
<b>79264</b>					
76313	-	16,000	16,000	16,000	16,000
<b>79266</b>					
95001	-	-	9,113,276	9,272,758	9,370,962
<b>79267</b>					
76313	-	-	100,000	100,000	100,000
<b>79268</b>					
76313	-	-	50,000	50,000	50,000
<b>79269</b>					
76313	-	-	63,832	63,832	63,832
<b>79270</b>					
76313	-	-	52,038	52,038	52,038
<b>79271</b>					
76313	-	-	50,000	50,000	50,000
<b>79272</b>					
76313	-	-	96,250	96,250	96,250
<b>79273</b>					
76313	-	-	100,000	100,000	100,000
<b>79274</b>					
76313	-	-	50,000	50,000	50,000
<b>79275</b>					
76321	-	-	523,514	1,047,028	-
<b>79276</b>					
76313	-	-	25,000	25,000	25,000
<b>79277</b>					
76313	-	-	30,000	30,000	30,000
<b>79278</b>					
72102	-	-	2,000,000	-	-
<b>79279</b>					
76313	-	-	17,500	17,500	17,500
<b>79280</b>					
76313	-	-	100,000	100,000	100,000
<b>79281</b>					
76313	-	-	-	-	90,000
<b>79282</b>					
63007	-	-	-	-	250,000
<b>79283</b>					
72102	-	-	-	-	(3,000,000)
<b>79284</b>					
76313	-	-	-	-	485,140
<b>Grand Total</b>	<b>\$ 692,830,194</b>	<b>\$ 674,890,384</b>	<b>\$ 719,902,218</b>	<b>\$ 713,189,119</b>	<b>\$ 746,161,605</b>

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
<b>00000</b>					
000	(1,849,066)	-	-	-	-
000000	1,849,066	(1,134)	-	-	-
SV0907	-	1,134	-	-	-
SV2501	3	-	-	-	-
<b>00101</b>					
000000	-	3,931,811	-	-	-
SV0910	-	-	250,000	-	2,240,738
<b>00102</b>					
SV0910	61,726,406	60,037,422	69,874,320	73,720,516	72,081,747
<b>00201</b>					
000000	-	19,278	-	-	-
SV0604	446,228	459,532	547,603	531,027	535,772
SV0801	-	103	386	386	363
SV1001	348	-	-	-	-
SV1302	178	-	-	-	-
SV1502	234	58	-	-	-
SV2403	121	-	-	-	-
<b>00202</b>					
000000	100	-	-	-	-
SV0604	14,167	8,950	12,177	12,177	12,177
<b>00203</b>					
SV0604	11,110	10,644	12,177	12,177	12,177
<b>00204</b>					
SV0604	13,006	10,664	12,177	12,177	12,177
<b>00205</b>					
SV0604	12,301	11,413	12,177	12,177	12,177
<b>00206</b>					
SV0604	12,234	11,286	12,177	12,177	12,177
<b>00207</b>					
SV0604	12,268	11,634	12,177	12,177	12,177
<b>00208</b>					
SV0604	8,693	13,518	12,177	12,177	12,177
<b>00209</b>					
SV0100	-	118	-	-	-
SV0604	11,749	12,062	12,177	12,177	12,177
SV0605	98	-	-	-	-
<b>00210</b>					
SV0604	12,526	11,842	12,177	12,177	12,177
<b>00211</b>					
SV0604	802,301	741,520	761,976	765,448	771,790
<b>00301</b>					
SV0302	65,718	8,688	64,000	68,000	68,000
SV0502	75	-	2,612	2,612	2,613

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV0801	321,733	391,468	394,604	396,407	405,015
SV0806	66,334	215	-	-	-
SV0908	129,509	129,509	132,348	132,957	138,981
SV0909	72,759	73,802	72,370	72,732	74,912
SV1013	-	7,490	12,200	12,200	12,200
SV2006	70,243	100,938	53,418	53,659	55,297
SV2101	359	260	-	-	-
SV2401	192	-	-	-	-
<b>00302</b>					
SV0302	1,345,320	1,401,977	1,660,842	1,653,305	1,827,929
SV0501	449,816	599,400	557,224	606,272	614,099
SV0502	483,050	583,586	516,881	519,336	811,265
SV0503	245,731	249,651	261,329	262,231	279,108
SV0801	34,048	67,801	26,748	26,868	28,225
SV0802	-	66	-	-	-
SV0806	-	-	652	714	714
SV0908	-	475	-	-	-
SV1010	40,575	41,902	41,609	41,775	43,676
SV1011	35,135	36,460	36,509	36,692	38,611
SV1013	100,297	122,629	184,941	165,196	172,446
SV2006	14,004	79,156	-	-	-
SV2101	-	732	-	-	-
<b>00303</b>					
SV0302	133,313	92,087	171,305	171,629	198,129
SV0501	138,497	151,688	165,543	178,388	181,748
SV0502	453,512	332,797	374,882	333,471	226,028
SV0503	19,216	23,547	14,309	14,363	-
SV0801	25,918	28,932	25,962	26,077	27,395
SV0806	-	-	660	800	800
SV1011	34,100	35,383	35,435	35,612	37,475
SV1013	30,804	31,221	31,332	31,540	33,599
SV2006	3,851	55,612	-	-	-
SV2407	3,129	-	47,892	49,116	100,479
SV2427	-	-	22,226	25,600	25,600
<b>00304</b>					
000000	-	24	-	-	-
SV0302	74,305	97,169	108,402	106,619	111,045
SV0501	56,692	56,807	99,906	97,886	99,981
SV0502	341,050	384,850	375,335	377,077	331,327
SV0801	24,797	25,731	25,962	26,077	27,395
SV0806	-	-	683	683	783
SV1011	34,100	35,383	35,435	35,612	37,475
SV1013	29,131	34,836	38,020	35,136	37,195
SV2006	23,992	31,383	25,029	25,143	26,408

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV2302	825	-	-	-	-
<b>00305</b>					
SV0302	935	-	-	-	2,500
SV0502	-	-	15,400	14,000	14,000
SV0801	-	9,351	-	-	-
SV2302	65,020	78,802	76,963	76,764	87,710
<b>00306</b>					
SV0302	8,246	-	19,000	15,000	15,000
SV0403	-	1,382	-	-	-
SV1502	6,103	5,390	-	-	-
SV2006	57,474	57,617	57,383	31,273	31,738
<b>00312</b>					
SV0801	-	31,017	-	-	77,734
<b>00401</b>					
000000	-	(50)	-	-	-
SV0411	66,171	70,231	74,971	75,202	86,462
SV0604	493,291	508,089	570,192	556,645	576,188
SV0801	65,140	42,672	62,514	62,803	76,253
SV0908	18,240	21,135	19,973	20,073	23,723
SV2302	169,681	128,399	189,701	181,723	377,622
<b>00501</b>					
000000	4,914	1,836	-	-	-
SV0101	-	-	-	-	32,449
SV0302	22,263	22,468	22,043	22,154	23,019
SV0401	-	39	-	-	-
SV0410	650	9	-	-	-
SV0411	144,080	130,416	147,780	162,227	125,029
SV0413	66,897	62,354	176,274	103,504	79,737
SV0801	1,808	-	6,328	7,328	-
SV1001	-	-	600	600	-
SV1502	1,194	1,502	10,000	10,000	-
SV2005	77,251	72,901	85,103	85,425	194,823
SV2007	-	933	-	-	-
SV2009	25,466	20,517	30,548	30,616	36,806
<b>00502</b>					
000000	-	36,508	-	-	-
SV0302	1,134,218	1,083,958	1,122,038	1,049,747	1,189,504
SV0401	-	-	15,000	-	-
SV0410	2,022	1,004	8,200	8,200	-
SV0411	223	-	-	-	-
SV0801	10,105	-	-	-	-
SV0908	30,591	32,034	32,645	32,502	34,192
SV1001	-	39	-	-	-
SV1010	-	-	3,750	3,750	-

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV1303	-	-	-	32,000	-
SV1304	-	-	-	1,627	-
SV1401	-	-	-	5,365	-
SV1502	99,401	103,918	41,834	42,334	-
SV2004	55	55	-	-	-
SV2005	65,566	68,465	70,095	69,178	72,722
SV2007	2,179,655	2,359,256	2,672,097	2,566,493	2,722,236
SV2008	484	-	-	-	-
SV2009	10,104	-	-	-	-
<b>00503</b>					
SV0100	2,500	-	-	-	-
SV0101	-	-	80,167	80,510	-
SV0302	238,627	219,866	243,069	226,359	263,027
SV0401	104	-	997	1,000	2,000
SV0410	785	41,113	-	-	337,000
SV0411	60,874	85,993	66,003	66,309	72,803
SV0413	-	-	-	-	34,775
SV0801	924,332	1,016,730	848,764	712,294	703,634
SV0908	108,802	98,620	111,138	111,634	112,662
SV1001	-	663	-	-	-
SV1007	74,853	76,636	78,966	79,278	82,065
SV1011	84,363	1,550	-	-	-
SV1502	117	412	-	-	-
SV2003	34,217	47,067	46,447	46,663	-
SV2007	-	487	-	-	-
SV2008	24	-	-	-	-
SV2009	59,453	45,817	27,581	27,719	32,261
SV2507	-	-	245,000	200,000	-
<b>00504</b>					
000000	-	18,387	-	-	-
SV0302	659,115	725,840	775,035	663,008	914,325
SV0410	9,438	11,601	-	-	-
SV0411	-	201	-	-	-
SV1005	-	970	-	-	-
SV1502	58,918	83,486	96,434	96,434	-
SV1601	-	5,202	-	-	-
SV2004	1,838,900	1,929,230	2,593,131	2,518,283	2,733,767
SV2007	3,784	1,992	-	-	-
SV2215	171,341	184,667	275,863	276,678	231,789
<b>00505</b>					
000000	21,166	-	-	-	-
SV0302	26,472	7,558	25,121	25,121	27,579
SV0401	70,057	68,301	67,336	67,590	94,693
SV0410	68,612	64,083	50,377	50,595	105,649

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV0411	108,154	92,849	138,060	138,483	135,949
SV0801	-	39,422	40,945	41,149	48,317
SV1001	-	339	-	-	-
SV1007	24,531	21,568	16,453	16,524	19,107
SV1502	1,335	635	10,000	10,000	-
SV1601	-	212	-	-	-
SV2007	-	-	2,500	500	-
SV2009	33,334	49,354	123,011	115,906	125,560
<b>00507</b>					
SV0403	3,430	39,264	39,755	39,928	45,829
SV0410	1,348	2,715	1,600	1,600	-
SV0412	-	1,619	-	-	-
SV0413	467,476	672,321	732,704	724,779	859,005
SV2215	12,779	26,176	26,503	26,619	30,552
<b>00508</b>					
SV0410	2,469	1,500	-	-	-
SV1502	136	-	-	-	-
<b>00601</b>					
SV0604	97,689	56,529	57,155	57,413	160,620
SV0801	114,538	114,776	169,847	170,364	104,628
SV0908	17,600	-	-	-	-
<b>00602</b>					
SV0604	82,460	68,498	97,375	97,607	450,580
SV0801	55,066	57,661	57,230	57,462	60,434
SV0908	55,066	57,661	57,230	57,462	60,434
SV2103	55,066	57,660	57,230	57,462	60,434
<b>00603</b>					
SV0604	338,213	368,519	369,410	371,140	393,680
SV0801	20,653	31,442	31,011	31,156	32,622
SV0908	81,169	83,410	82,384	82,764	85,802
SV2103	47,609	72,906	72,426	72,737	75,483
<b>00604</b>					
SV2103	99,418	101,882	100,927	101,389	95,662
<b>00801</b>					
SV0801	240,175	193,178	183,834	183,834	-
SV0903	148,651	175,400	187,043	978,416	982,108
SV1502	-	1,496	-	-	-
<b>00802</b>					
SV0903	2,435,839	2,185,057	2,634,214	2,634,214	2,699,913
SV0906	-	-	-	-	212,750
SV1502	34,789	28,337	10,658	10,658	10,658
<b>00803</b>					
SV0302	143,817	171,371	172,423	172,423	171,386
SV0801	47,999	53,342	51,004	51,004	53,887



General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV0903	46,894	52,599	53,189	53,189	59,738
SV0908	170,191	181,681	183,823	183,823	197,747
SV0911	47,999	53,343	51,004	51,004	53,887
SV1007	48,662	50,433	49,804	49,804	54,384
<b>00804</b>					
SV0601	44,362	30,430	50,090	50,090	42,743
<b>00901</b>					
000000	(1,151)	1,512	-	-	-
SV0801	405,018	337,758	181,687	182,595	-
SV0806	-	-	-	-	1,000
SV0908	18,382	19,703	20,187	20,288	-
SV1010	-	-	215	-	-
SV1801	841,268	1,218,951	1,207,689	1,217,469	1,664,946
SV2202	1,285	4,285	-	-	-
<b>00902</b>					
SV1801	396,853	410,500	321,518	321,518	321,518
<b>00903</b>					
SV2202	210,239	147,480	-	-	-
<b>01001</b>					
000000	3,448	-	-	-	-
SV0801	240,628	318,271	189,046	191,948	225,458
SV0908	59,310	62,172	61,748	62,057	65,296
SV1011	37,867	39,433	38,454	38,647	39,805
SV1601	2,280,328	2,471,787	2,753,867	2,798,716	3,586,074
<b>01002</b>					
SV0801	-	-	200,000	200,000	200,000
<b>01101</b>					
SV1801	-	-	6,455	500	-
SV2202	-	-	458,048	453,445	531,886
<b>01201</b>					
000000	5,560	11,524	-	-	-
SV0302	53,309	59,028	-	-	-
SV0801	322,130	354,133	823,773	779,293	1,011,159
SV0802	66,000	69,346	72,000	72,000	72,000
SV0805	173	-	-	-	-
SV0806	8,728	4,380	2,025	2,025	-
SV1201	325	(564)	1,000	1,373	-
SV1204	800	-	-	-	-
<b>01202</b>					
SV0302	-	75	-	-	-
SV0801	1,808	47,454	65,473	65,473	64,497
SV0803	35,920	-	37,006	37,006	37,006
SV0805	1,785	39,067	38,624	38,803	49,308
SV0806	52	1,632	2,115	2,115	-

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV0807	222,146	296,199	269,399	252,708	356,817
SV1201	-	575	483	483	-
<b>01203</b>					
SV0801	98,854	53,807	53,119	53,350	-
SV0802	114,844	95,064	91,553	91,958	235,709
SV0803	49,427	26,904	26,061	26,175	-
SV0806	-	504	1,000	1,000	-
SV1204	77,284	80,612	78,151	78,505	80,869
SV2002	(1,204)	-	-	-	-
<b>01204</b>					
000	125	-	-	-	-
000000	(125)	-	-	-	-
SV0302	-	950	-	-	-
SV0801	-	43,443	-	-	-
SV0802	6,250	-	-	-	-
SV0805	140,315	129,570	209,688	192,420	410,763
SV0807	-	209	-	-	-
SV1201	-	2,723	-	-	-
SV1204	3,468	241	-	-	-
<b>01205</b>					
SV0801	25	-	-	-	-
SV0803	187,819	292,516	164,816	165,547	193,069
SV0806	-	5,178	-	-	-
SV1201	-	-	2,272	2,272	-
<b>01206</b>					
SV0801	328,652	380,228	303,783	305,066	156,219
SV0802	54,623	54,807	55,018	55,293	-
SV0803	-	-	1,825	1,825	1,825
SV0806	132,087	223,746	193,476	194,318	103,133
SV0807	-	6,086	10,000	10,000	-
SV1201	5,288	2,303	-	-	-
<b>01207</b>					
000000	-	250	-	-	-
SV0302	(37,472)	-	-	-	-
SV0801	39,675	22,442	-	-	4,000
SV0805	1,392	855	-	-	-
SV0806	4,042	3,769	-	-	-
SV0807	117	-	-	-	10,000
SV1001	1,523	-	-	-	-
SV1201	231,972	354,167	443,572	405,257	189,749
SV1204	47	610	-	-	-
<b>01208</b>					
SV0801	-	-	-	-	92,000
SV0806	399,554	368,481	316,635	318,019	442,606

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
<b>01301</b>					
000000	(1,847)	90,711	-	-	-
SV0801	1,078,730	1,185,668	1,298,968	1,269,475	1,371,359
SV0908	141,196	146,109	146,686	149,372	156,694
SV1005	-	184	-	-	-
SV1301	4,625,264	4,829,458	4,932,081	5,021,023	5,099,097
SV1601	-	54	-	-	-
SV2101	-	95,523	73,297	74,593	75,544
SV2202	-	105,530	110,272	112,307	113,628
<b>01302</b>					
000	(60)	-	-	-	-
000000	540	-	-	-	-
SV0801	156,236	163,381	164,681	167,377	163,601
SV0908	156,735	164,873	165,907	168,762	170,848
SV1001	-	-	2,000	2,000	2,000
SV1302	899,038	919,978	939,245	949,031	1,008,662
SV1306	2,405,322	2,510,473	2,640,659	2,700,727	2,771,081
<b>01303</b>					
000000	667	3,403	-	-	-
SV0801	112,930	119,418	113,820	114,786	119,606
SV0908	64,681	69,626	64,768	65,331	72,971
SV1101	123,392	124,475	129,687	130,726	132,601
SV1502	2,263	165	1,000	1,000	2,480
SV2002	1,686	84	-	-	-
SV2425	238,231	271,182	303,229	303,930	317,315
<b>01304</b>					
SV1302	18,222	72,178	61,017	61,406	84,393
<b>01305</b>					
000000	2,422	-	-	-	-
SV1302	26,781	(240)	-	-	-
SV1305	120	-	-	-	-
<b>01306</b>					
SV1302	38,771	97,725	94,542	98,345	85,755
SV1306	285	120	-	-	-
<b>01307</b>					
SV0908	38,588	-	27,087	40,287	7,000
SV1302	30,880	90,941	34,235	38,735	72,012
<b>01308</b>					
SV1305	15,795	17,207	39,227	39,227	39,227
<b>01309</b>					
SV1307	-	(2,044)	-	-	-
<b>01401</b>					
000000	1,493	9,437	-	-	-
SV0411	-	-	-	-	50,000

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV0801	628,958	371,425	552,939	562,876	571,070
SV0807	202	1,073	-	-	-
SV1001	-	35	500	500	500
SV1010	173	290	-	-	-
SV1202	-	522	-	-	-
SV2101	164	-	-	-	-
SV2419	158	-	-	-	-
SV2421	-	2,620	-	-	-
SV2424	693	-	-	-	-
<b>01402</b>					
SV0304	2,924	5,327	3,912	3,929	4,532
SV0502	-	1,158	1,200	1,200	1,200
SV0603	16	-	-	-	-
SV0801	33,311	64,408	65,994	66,239	68,687
SV1001	-	1,168	1,200	1,200	1,200
SV1201	-	250	1,158	1,158	1,600
SV1901	-	590	1,650	1,650	2,200
SV2101	5,847	9,128	9,324	9,358	10,064
SV2103	-	741	1,200	1,200	1,200
SV2201	119	-	-	-	-
SV2419	165,522	233,043	301,945	257,154	298,105
<b>01403</b>					
SV0801	-	-	2,900	3,000	-
SV0806	-	39	-	-	-
SV0913	-	16,304	-	-	-
SV2424	67,062	69,925	70,729	70,997	-
<b>01405</b>					
SV0304	6,021	6,279	6,330	6,360	6,685
SV0801	24,189	25,117	28,321	28,439	29,741
SV2101	30,104	31,396	36,701	36,848	39,026
SV2419	350	-	-	-	-
SV2421	73,714	77,052	144,101	144,397	140,932
<b>01406</b>					
SV1502	100	38	-	-	-
SV1601	-	11	-	-	-
<b>01407</b>					
SV0801	2,660	4,074	-	-	-
SV1001	1,178	72	-	-	-
SV1202	205,933	582	-	-	-
SV1203	2,216	-	-	-	-
SV2101	182	-	-	-	-
<b>01408</b>					
000000	6	-	-	-	-
SV0304	239,477	235,686	230,893	231,874	131,753

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV0801	21,241	22,464	22,502	22,602	17,458
SV2101	10,807	11,175	11,235	11,283	-
<b>01501</b>					
000000	3,890	3,858	-	-	-
SV0201	5	-	-	-	-
SV0801	829,955	900,280	770,839	774,017	919,748
SV0806	-	199	-	-	-
SV0901	-	-	250	250	201
SV0908	319,513	334,252	355,455	311,066	387,379
SV1001	-	-	2,107	2,107	1,068
SV1010	-	1	-	-	-
SV1011	36,065	16,731	16,066	16,136	16,883
SV1100	120	-	-	-	-
SV1201	405	20	-	-	-
SV1202	-	-	17,000	17,000	18,301
SV1304	-	47,082	-	-	-
SV2218	-	32	-	-	-
SV2403	-	6,000	18,000	18,000	18,000
SV2406	-	-	18,000	18,000	18,000
SV2424	197	-	25,614	25,614	25,614
<b>01502</b>					
000000	(6,134)	-	-	-	-
SV0502	54	1,000	-	-	-
SV0801	1,160	-	2,770	1,805	1,805
SV1100	24,837	56,330	386	386	386
SV1101	-	-	49,272	1,875	1,875
SV1102	3,375,347	3,735,225	3,792,112	3,610,250	3,727,972
SV1201	-	-	1,875	1,875	1,875
SV1502	8,828	5,590	1,450	1,450	5,156
SV2403	-	130	-	-	-
SV2411	193,754	177,610	201,305	201,966	248,202
SV2417	130,506	113,522	108,051	110,251	114,067
SV2603	-	(4,081)	-	-	-
<b>01503</b>					
SV0801	220	261	4,113	4,113	4,113
SV1001	-	32	-	-	-
SV1201	135	54	-	-	-
SV1502	-	5,618	-	-	1,493
SV2403	220,229	241,861	244,478	245,497	142,312
SV2406	-	-	653	653	653
SV2424	-	220	499	336	336
<b>01504</b>					
SV0801	468	805	225	225	225
SV1001	32	220	-	-	-

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV1201	324	81	-	-	-
SV1502	6,194	2,196	11,061	7,377	6,588
SV2403	143,578	135,724	134,356	134,903	206,906
SV2424	3,904	2,155	9,716	9,716	9,716
<b>01505</b>					
SV0801	289	200	2,092	2,092	2,092
SV0807	-	36	-	-	-
SV1502	686	7,313	1,893	1,893	5,809
SV1601	-	1,504	-	-	-
SV2218	-	-	594	594	594
SV2403	213,198	211,425	213,297	214,233	170,541
SV2424	-	254	96,089	97,824	78,384
SV2425	-	735	600	-	-
<b>01506</b>					
SV0801	-	-	216	216	216
SV1502	5,949	2,627	2,798	6,482	-
SV2403	-	-	216	216	216
SV2424	203,320	211,778	216,833	217,789	228,443
<b>01507</b>					
SV0801	1,558	692	180	180	180
SV1201	-	27	-	-	-
SV1502	5,722	5,556	2,505	2,505	-
SV2101	-	4	-	-	-
SV2218	293,809	307,856	324,455	324,934	396,884
SV2424	379	1,924	919	919	919
<b>01508</b>					
SV0801	110	26	432	1,932	1,932
SV1101	1,044	-	-	-	-
SV1201	-	27	-	-	-
SV1502	5,112	3,592	7,426	7,426	5,480
SV2101	-	-	1,583	1,583	1,583
SV2403	-	85	-	-	-
SV2424	117,937	117,730	117,313	117,795	149,092
<b>01509</b>					
000000	(600)	-	-	-	-
SV2403	300	-	-	-	-
SV2423	300	-	-	-	-
<b>01510</b>					
SV0801	5,642	5,377	8,481	8,481	12,016
SV1010	562	1,928	3,724	3,724	3,800
SV1101	972,019	597,532	521,507	520,889	442,084
SV1302	-	989	-	-	-
SV1303	207,968	235,007	270,814	270,842	416,722
SV1304	703,760	766,968	394,961	395,692	392,125

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV2403	-	10,141	9,336	9,336	1,456
<b>01511</b>					
SV2218	447	-	-	-	-
SV2424	226,960	250,773	231,960	231,960	231,960
<b>01512</b>					
SV0801	70	-	480	-	-
SV1502	2,283	1,097	1,753	1,753	4,286
SV2218	502,702	561,596	581,000	582,421	675,604
SV2403	-	32,411	-	-	-
<b>01513</b>					
SV2424	25	-	-	-	-
<b>01517</b>					
SV0801	-	1,600	-	-	-
SV2403	-	325,395	335,309	591,748	681,022
<b>01518</b>					
SV2424	-	-	-	-	79,589
<b>01601</b>					
000	(335)	(984)	-	-	-
000000	7,761	1,014	-	-	-
SV0302	-	-	28,950	18,950	40,000
SV0604	151,767	124,817	89,060	90,841	96,139
SV0801	1,234,044	1,349,767	1,278,385	1,309,320	1,782,512
SV0803	-	-	-	-	38,582
SV0806	13	-	-	-	-
SV0807	10,711	-	-	-	-
SV0901	89,583	85,639	102,961	104,744	88,590
SV0902	17,708	-	-	-	-
SV0905	65,208	74,884	98,166	99,995	122,792
SV0908	350,481	419,191	526,544	535,934	462,460
SV0909	-	-	-	48,355	83,313
SV0911	383,192	344,764	326,150	332,071	388,336
SV0913	44,053	140,477	69,927	71,325	239,568
SV1001	901	-	-	-	-
SV1002	456	-	-	-	-
SV1005	154,396	181,412	180,733	183,836	186,667
SV1010	107,560	132,135	126,626	128,828	138,168
SV1011	105,083	77,175	15,000	74,188	58,220
SV1016	165,918	123,267	88,964	90,572	187,054
SV1101	-	5,623	29,390	29,944	-
SV1102	794,331	720,361	715,270	726,937	1,044,035
SV1501	23,658	28,275	-	-	-
SV1502	210	73,150	38,500	38,500	94,005
SV1601	62,186	30,181	2,000	10,000	-
SV1801	109,918	189,304	52,800	53,790	233,049

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV1803	79,818	-	-	-	-
SV2002	-	-	-	-	78,627
SV2006	79,890	33,470	34,684	56,843	-
SV2008	-	-	-	-	53,277
SV2101	102	4,848	-	-	56,802
SV2103	51,123	52,254	2,653	38,084	85,012
SV2201	4,606	2,360	-	-	-
SV2202	374	3,044	-	-	-
SV2208	62,485	54,849	56,290	57,252	-
SV2418	-	39	-	-	-
<b>01602</b>					
SV0702	260	-	-	-	-
SV0801	244,737	372,880	292,575	297,682	456,236
SV0806	30	-	-	-	-
SV1001	3,949	-	13,600	11,500	-
SV1010	2,192	-	-	-	-
SV1102	13,933	16,941	-	-	851,919
SV1303	8,110	6,915	-	-	-
SV1306	(15)	-	-	-	-
SV1502	55,919	65,388	71,241	71,241	78,850
SV2102	593	-	-	-	-
SV2207	851,563	842,711	907,943	923,065	709,221
SV2217	3,318,960	3,377,852	3,648,692	3,770,392	3,251,302
<b>01603</b>					
SV0801	2,266	1,454	4,343	4,343	4,125
SV0806	283,207	291,422	224,725	228,275	358,676
SV0807	191,111	223,637	173,366	176,167	235,360
SV1001	461	-	-	-	-
SV1102	552	123	-	-	3,075
SV1201	-	-	500	500	-
SV1803	1,151	42,428	62,481	63,730	17,526
SV2101	311	-	-	-	-
SV2417	3,951	11,388	14,000	14,000	12,800
<b>01604</b>					
000	(23)	(3,535)	-	-	-
000000	222,051	(62,805)	-	-	-
SV0302	322,303	175,290	270,088	273,898	-
SV0502	121,366	91,852	124,147	126,465	85,144
SV0702	1,360	2,263	-	-	-
SV0801	93,214	235,498	164,514	167,181	373,256
SV0804	7	-	-	-	-
SV0907	-	13,708	-	-	38,882
SV1001	3,381	-	-	-	-
SV1002	-	759	-	-	-



General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV1010	26,542	-	-	-	-
SV1011	-	165	-	-	-
SV1101	763,446	682,897	525,086	546,590	745,872
SV1102	14,053,787	14,672,810	15,298,981	15,011,229	14,773,125
SV1201	431,215	437,505	367,895	368,519	193,482
SV1502	263,451	232,864	214,000	214,000	253,012
SV2002	191,423	214,781	227,036	220,445	222,740
SV2006	541,014	477,108	439,689	140,000	539,481
SV2008	1,269	-	-	-	-
SV2101	307,400	362,552	339,316	351,859	513,643
SV2103	1,766	-	-	-	-
SV2202	361,082	341,725	410,757	417,675	161,160
SV2208	28,570	20,583	30,184	30,719	-
SV2217	108	-	-	-	-
SV2218	130,687	168,708	106,679	108,529	183,092
SV2301	6,642	10,067	32,837	78,188	20,065
SV2406	106,624	89,431	106,935	109,074	70,557
SV2411	1,200,600	1,198,679	1,400,000	1,400,000	1,437,188
SV2417	7,135,482	7,889,726	8,239,000	8,239,000	9,332,642
SV2418	-	16,390	-	-	229,499
<b>01701</b>					
000000	1,592	5,284	-	-	-
SV0603	21,107	17,697	-	-	1,000
SV0605	284,112	246,825	205,110	233,930	410,285
SV0801	12,123	14,003	19,140	20,927	22,948
SV0806	-	10,641	-	-	22,607
SV0908	38,274	22,408	12,875	11,783	34,636
SV1001	80	107	-	-	-
SV2302	19,814	20,592	20,488	20,869	21,299
<b>01702</b>					
000000	(37)	-	-	-	-
SV0603	1,650,033	1,055,580	1,423,720	1,790,921	1,716,972
SV0605	38,864	54,873	88,589	89,076	-
SV0801	1,614	1,031	180	180	180
SV1001	-	-	10,000	-	-
SV1502	476	2,850	850	850	2,200
<b>01901</b>					
000000	(95)	1,127	-	-	-
SV0801	37	-	-	-	-
SV1005	-	970	-	-	-
SV1302	119,240	152,587	129,685	129,685	130,205
SV1306	615	-	-	-	-
<b>01902</b>					
000000	(240)	(360)	-	-	-

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV0801	8,490	8,903	77,433	77,782	9,252
SV1302	91,821	101,327	29,793	29,831	104,457
<b>02001</b>					
SV0302	23,218	-	-	-	-
SV0801	560,194	-	-	-	-
SV0905	35	-	-	-	-
SV1004	40,249	-	-	-	-
SV1005	308	-	-	-	-
SV1009	126,414	-	-	-	-
SV1010	3,043	-	-	-	-
SV1502	5,744	-	-	-	-
<b>02002</b>					
SV1005	1,035	-	-	-	-
SV1016	1,230	-	-	-	-
<b>02003</b>					
SV0907	266,537	-	-	-	-
SV1007	27,720	-	-	-	-
SV1011	490,675	-	-	-	-
SV1016	3,294,205	-	-	-	-
<b>02004</b>					
SV0701	410,615	-	-	-	-
SV0801	49	-	-	-	-
SV1001	74,793	-	-	-	-
SV1002	53,110	-	-	-	-
SV1004	1,409,159	-	-	-	-
SV1005	37,661	-	-	-	-
SV1012	12,020	-	-	-	-
SV1015	1,291,849	-	-	-	-
SV1016	879,422	-	-	-	-
<b>02005</b>					
000000	(777)	-	-	-	-
SV0907	40,058	-	-	-	-
SV1001	192,500	-	-	-	-
SV1002	252,682	-	-	-	-
SV1003	393,171	-	-	-	-
SV1005	2,489,598	-	-	-	-
SV1011	225,752	-	-	-	-
SV1015	51,887	-	-	-	-
SV1016	(430,892)	-	-	-	-
<b>02006</b>					
000000	(50)	-	-	-	-
SV0801	1,624	-	-	-	-
SV1002	1,831,464	-	-	-	-
SV1003	930	-	-	-	-

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV1005	212,197	-	-	-	-
SV1011	(80)	-	-	-	-
<b>02007</b>					
000000	5,153	-	-	-	-
SV1001	158,612	-	-	-	-
SV1005	190	-	-	-	-
SV1010	6,291	-	-	-	-
<b>02008</b>					
000000	(909)	-	-	-	-
SV1001	250,235	-	-	-	-
SV1010	433,579	-	-	-	-
SV1011	76,001	-	-	-	-
<b>02009</b>					
SV1016	1,378,030	-	-	-	-
<b>02101</b>					
000	48	-	-	-	-
000000	181	174	-	-	-
SV0302	72,362	50,351	72,809	73,131	107
SV0303	30,091	6,472	-	-	-
SV0604	75,878	12,431	45,178	45,178	45,438
SV0801	634,241	545,734	526,610	527,898	563,460
SV0802	-	(195)	-	-	-
SV0913	-	-	8,999	10,007	8,999
SV1502	3,653	2,277	3,493	3,493	3,200
SV1801	50	-	-	-	-
SV2101	30,091	6,472	-	-	-
SV2104	-	282	25,000	25,000	25,000
<b>02102</b>					
SV0302	-	-	-	-	(10,582)
SV0604	12,111	60,790	8,810	8,810	90,382
SV0801	120,879	67,611	100,335	100,508	(18,833)
SV0908	12,111	11,333	8,810	8,810	12,912
SV1802	8,756	11,333	8,810	8,810	12,912
SV2101	108,308	113,225	115,988	116,505	42,322
<b>02201</b>					
SV0801	24,911	37,435	52,382	52,597	57,265
SV0905	724,585	747,039	716,521	718,875	691,995
SV0906	13,508	20,600	18,313	18,403	40,060
SV0908	2,322	167	-	-	-
SV0909	-	-	200	200	100
SV0913	32,248	55,203	45,932	46,141	100
SV1001	-	117	200	200	-
<b>02202</b>					
SV0905	111	-	-	-	49,997

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV0906	18,010	27,466	24,150	24,271	-
SV0908	65,017	69,181	68,679	68,943	35,110
SV0913	209,365	171,161	278,208	278,940	298,368
<b>02203</b>					
SV0905	111	-	-	-	-
SV0909	139,603	137,799	141,134	141,629	146,775
<b>02501</b>					
000000	3,579	8,976	-	-	-
SV0800	7,312	9,829	-	-	-
SV0801	770,679	862,177	898,235	901,741	417,522
SV0807	21,615	2,757	-	-	-
SV0901	360	105,182	119,656	119,656	-
SV0902	5,852	-	-	-	-
SV0904	5,555	6,571	-	-	267,806
SV0905	1,682	3,210	-	-	-
SV0907	338	-	-	-	-
SV0908	682,119	530,404	591,655	1,489,841	1,131,300
SV0910	387,925	704,011	1,242,125	1,142,909	1,165,358
SV0915	168,963	-	-	-	-
SV1001	5,334	3,335	-	-	-
SV1010	12,016	50,765	-	-	-
SV1011	1,210	537	-	-	-
SV1016	66,250	171,284	-	-	145,000
SV1600	7,000	-	-	-	-
SV1602	-	-	5,000	5,000	5,000
SV1703	62	-	-	-	-
SV1901	-	500	-	-	-
SV2006	-	11,043	-	-	-
SV2101	72	-	-	-	-
<b>02502</b>					
000000	4,384	-	-	-	-
SV0801	236,429	273,242	275,075	276,322	-
SV0901	716,437	775,684	996,336	834,205	1,166,569
SV0902	43,870	3,738	-	-	-
SV0908	20,036	3,133	-	-	-
SV1001	-	809	-	-	-
SV1011	485,101	582,568	598,200	600,862	-
SV1201	-	530	-	-	-
SV1703	70,693	26,018	-	-	-
<b>02503</b>					
000	-	(936)	-	-	-
000000	(71,579)	412	-	-	-
SV0901	102,666	160,402	167,246	167,955	-
SV0902	223,636	315,736	339,971	336,257	580,668

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV0904	16,978	775	8,846	8,882	-
SV0908	40,930	2,488	250	250	1,000
SV0911	275,920	287,033	263,233	263,758	393,060
SV1001	740	210	-	-	-
SV1010	8,722	7,001	-	-	-
SV1012	330,766	440,301	435,199	437,095	-
<b>02504</b>					
SV1001	117	-	-	-	-
SV1010	3,102	4,769	-	-	-
<b>02505</b>					
000000	(5,503,765)	-	-	-	-
SV0908	94	-	-	-	-
SV1001	45	-	-	-	-
SV1002	626	-	-	-	-
SV1010	9	-	-	-	-
SV1502	646	-	-	-	-
SV1703	14,851,691	-	-	-	-
<b>02506</b>					
000000	(159)	(201)	-	-	-
SV0801	1,808	-	-	-	-
SV0903	57,973	410	-	5,700	700
SV0904	2,334,194	1,708,746	2,171,050	2,161,650	489,416
SV0908	14,993	15,083	-	-	-
SV0914	250	-	-	-	-
SV1001	6,699	30,513	-	-	-
SV1010	1,510	7,133	-	2,000	2,000
SV1201	-	201	-	-	-
SV1502	27,046	12,730	-	-	12,675
<b>02507</b>					
SV0302	2,607	-	-	-	-
SV0801	45,599	45	-	-	-
SV0903	426,352	477,326	452,019	464,191	523,356
SV0904	5,251	20,956	64,474	64,474	55,625
SV0905	74	-	-	-	-
SV0908	-	250	-	-	-
SV0914	279,079	275,016	288,290	289,503	-
SV1001	425	53,848	-	-	-
SV1002	114	-	-	-	-
SV1010	18,647	10,008	-	-	-
<b>02508</b>					
SV0903	-	1,346	-	-	-
SV0904	-	562	-	-	-
SV0914	748	2,274	-	-	-
SV1010	372	-	-	-	-

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV1801	380,500	544,595	559,246	558,791	297,243
<b>02510</b>					
000000	23,092	-	-	-	-
SV0908	(199)	-	-	-	-
<b>02517</b>					
SV0901	-	-	-	-	35,000
SV0903	-	78	-	-	-
SV0904	-	644,751	602,447	598,698	661,424
SV1001	-	8,842	-	-	-
SV1201	-	-	-	-	600
<b>02518</b>					
SV0801	-	22,904	134,090	211,534	683,752
SV0806	-	1,579	8,055	8,373	197,533
SV0913	-	2,233	23,740	42,305	137,819
SV1201	-	2,137	104,250	105,300	208,593
SV1801	-	2,122	-	-	101,848
<b>02519</b>					
SV1011	-	12,577	23,750	4,750	768,557
<b>02520</b>					
SV0904	-	12,579	108,369	109,719	1,248,163
<b>02521</b>					
SV0914	-	3,855	62,300	65,810	302,445
<b>02522</b>					
SV0904	-	8,033	222,315	217,585	517,941
<b>02701</b>					
000	(6,839)	(900)	-	-	-
000000	60,077	26,138	-	-	-
SV0302	-	175,594	345,635	347,112	354,258
SV0700	2,097	-	-	-	-
SV0801	1,225,476	4,263,048	3,234,815	3,157,141	3,432,018
SV0806	400,563	327,240	366,969	368,614	466,295
SV0807	-	285	3,000	3,000	3,000
SV0908	70,784	35,386	-	-	-
SV0913	-	32,451	-	-	77,982
SV1001	18,876	2,044	-	-	-
SV1005	-	3,053	-	-	-
SV1010	51,210	31,746	-	-	-
SV1201	97,976	29,786	-	-	110,358
SV1502	111,308	130,096	114,785	114,785	119,800
SV1505	-	186,850	-	-	234,960
SV1601	-	1,798	-	-	-
SV2006	494	-	-	-	-
SV2202	-	250,057	429,640	473,180	432,754
SV2209	1,378	-	-	-	-

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV2302	11,069	5,204	-	-	-
SV2400	2,405,473	(199,250)	-	-	-
SV2402	-	56	-	-	-
SV2408	-	-	-	-	4,800
SV2409	172	-	-	-	-
SV2413	-	8,516,449	-	-	-
SV2415	100	-	-	-	-
SV2416	18	369	-	-	-
SV2420	798	-	-	-	-
<b>02702</b>					
000000	0	-	-	-	-
SV0801	-	125,902	274,739	275,661	162,662
SV0908	-	92,307	193,473	194,314	144,384
SV2411	-	550	-	-	-
SV2413	-	-	9,004,450	9,005,700	9,060,985
SV2416	-	36,982	71,654	72,013	74,170
<b>02703</b>					
000000	32,513	-	-	-	-
SV0302	1,286,972	1,436,769	1,569,874	1,663,531	1,549,713
SV0801	950,650	1,115,883	1,519,751	1,512,263	1,444,669
SV0806	4,366	-	-	-	-
SV0807	-	995	11,875	11,875	11,875
SV0909	8,511	4,187	-	-	-
SV0913	46,343	35,961	50,271	50,522	-
SV1001	193	240	1,300	1,300	1,300
SV1002	1,820	218	-	-	-
SV1005	-	7,280	-	-	-
SV1010	-	7,564	-	-	-
SV1011	71,032	57,201	53,355	53,590	25,553
SV1201	199,281	94,238	90,847	84,567	64,122
SV1803	11,207	4,187	-	-	-
SV2006	-	300	-	-	-
SV2101	861	341	-	-	-
SV2202	510,030	318,647	110,523	110,988	7,226
SV2302	95,289	56,956	21,930	51,502	26,524
SV2400	1,065	750	-	-	-
SV2403	-	3,792	12,968	26,107	26,107
SV2404	-	48	-	-	-
SV2405	-	13,358	-	-	-
SV2406	34,873	5,359	-	-	-
SV2408	3,296,250	3,402,332	3,461,280	3,647,676	4,161,685
SV2409	1,679,579	850,387	105,657	106,103	139,220
SV2426	-	810	-	-	-
<b>02704</b>					

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
000000	608,651	34,790	-	-	-
SV0801	119	-	-	-	-
SV1501	(27,275)	36,851	48,250	48,250	48,250
SV1502	39	-	-	-	-
SV2408	-	26,841	44,839	44,839	44,839
SV2409	-	12,708	144,750	144,750	144,750
<b>02705</b>					
000000	2,907,729	-	-	-	-
SV0302	-	2,241	6,517	6,550	-
SV0801	-	20,169	58,659	58,952	-
SV2408	273,184	2,648,825	2,806,667	2,852,128	2,702,800
SV2409	90,633	33,500	-	-	-
<b>02706</b>					
000000	906	-	-	-	-
<b>02707</b>					
000000	2,378	-	-	-	-
SV2409	-	-	15,000	15,000	15,000
<b>02708</b>					
000000	13,629	-	-	-	-
SV0801	558,723	618,092	613,719	635,072	654,225
SV0806	1,130	-	-	-	-
SV0807	-	1,129	-	-	-
SV0906	74	-	-	-	-
SV0908	164,922	109,024	51,055	51,280	53,301
SV0913	5,677	-	-	-	-
SV1001	5,447	273	7,192	7,192	7,192
SV1002	1,479	109	-	-	-
SV1011	399	-	-	-	-
SV1101	6,033	1,133	-	-	-
SV1201	133,523	80,257	112,720	113,241	-
SV1601	-	1,128	-	-	-
SV1803	71,055	27,117	-	-	-
SV2101	861	-	-	-	-
SV2302	5,670	10,714	5,000	5,000	8,667
SV2400	536	500	-	-	-
SV2401	41,892	110,372	175,808	176,579	154,948
SV2402	217,386	213,811	184,145	184,983	192,407
SV2403	-	400	-	-	-
SV2405	97,985	86,231	98,582	99,022	103,834
SV2407	9,881	5,536	-	-	-
SV2408	235,808	239,794	242,003	243,047	388,491
SV2409	-	-	58,778	-	-
SV2410	205,136	231,401	244,519	245,634	258,075
SV2413	347,325	331,580	346,979	348,501	334,407



General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV2415	76,855	283,303	359,311	359,311	359,311
SV2416	36	23,857	-	-	-
<b>02709</b>					
000000	4,065,113	453,443	-	-	-
SV0801	78,350	42,176	6,682	6,710	7,058
SV0909	-	(3)	-	-	-
SV1201	-	23,339	46,495	46,450	-
SV1502	563	-	-	-	-
SV2101	56,555	28,598	-	-	-
SV2400	300	-	-	-	-
SV2401	119,651	60,443	-	-	-
SV2405	175,911	98,149	71,401	71,715	75,104
SV2410	31,117	21,587	13,985	14,054	14,694
SV2413	1,544,753	5,697,634	7,124,114	7,071,163	7,204,036
<b>02710</b>					
000000	146	-	-	-	-
SV0801	56,329	56,966	55,573	55,469	115,221
SV1502	3,187	3,180	3,486	3,486	4,686
SV2400	300	-	-	-	-
SV2405	2,503,437	2,516,289	2,630,508	2,582,500	2,496,559
SV2408	-	1,016	-	-	-
SV2410	179	-	-	-	-
<b>02711</b>					
000000	337,188	1,926	-	-	-
SV1101	151,918	83,598	19,938	20,024	20,634
SV2302	7,201	-	-	-	-
SV2402	263,028	702,827	891,843	895,828	922,118
SV2415	154,807	85,053	19,938	20,024	20,634
<b>02712</b>					
000000	6,848,080	374,335	-	-	-
SV0801	242	-	-	-	-
SV0908	53,877	27,221	-	-	-
SV2401	516,173	7,146,225	7,971,066	7,972,581	8,020,872
SV2402	-	46,055	90,962	91,417	96,199
<b>02713</b>					
000000	56,949	9,881	-	-	-
SV0801	26,864	11,527	-	-	-
SV2401	-	8,487	-	-	-
SV2402	469,460	477,792	501,200	503,044	451,852
SV2403	43,754	22,380	-	-	-
SV2405	23,437	11,375	-	-	-
SV2415	-	27,228	-	-	-
<b>02714</b>					
000000	85,535	12,509	-	-	-

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV0801	14,438	41,126	119,835	120,182	78,010
SV1203	75	-	-	-	-
SV2403	59,306	26,247	26,545	26,545	-
SV2409	19	-	-	-	-
SV2410	1,511,058	1,656,973	1,715,973	1,722,109	1,619,237
SV2413	209	-	-	-	-
SV2415	20,958	-	-	-	-
<b>02715</b>					
000000	83,576	10,702	-	-	-
SV0302	-	13,529	30,967	31,106	22,042
SV0502	10,870	-	-	-	-
SV0801	92,900	121,759	279,634	279,954	198,381
SV1001	195	-	-	-	-
SV1203	1,736,503	845,863	12,100	12,000	12,918
SV2400	28,900	-	-	-	-
SV2403	185,677	87,537	11,580	11,580	11,580
SV2408	-	900,398	1,916,547	1,924,026	1,759,692
SV2409	537,508	291,380	37,967	38,141	124,912
SV2426	-	1,164	-	-	-
SV2507	-	158,089	262,884	262,884	262,884
<b>02716</b>					
000000	3,555	921	-	-	-
SV1203	-	6,213	-	-	-
SV2408	56,953	35,952	30,526	30,526	29,776
SV2409	18,984	11,985	-	-	-
<b>02717</b>					
SV0302	-	3,308	6,442	6,374	6,770
SV0801	-	42,719	110,085	110,555	60,932
SV2408	536,972	334,068	215,052	215,999	150,617
SV2409	23,753	7,939	-	-	-
<b>02718</b>					
000000	112,609	-	-	-	-
SV1010	1,208	736	-	-	-
SV2407	13,552	163,970	111,400	111,150	111,150
<b>02719</b>					
000000	1,375	8,875	-	-	-
SV0801	10,571	94,836	187,198	187,974	196,003
SV2404	409,556	212,899	7,243	7,273	7,530
SV2407	136,523	69,744	-	-	-
SV2408	-	239,227	489,264	491,325	517,111
SV2409	136,523	96,324	54,361	54,591	73,025
<b>02720</b>					
000000	324,631	-	-	-	-
SV0801	331,482	734,831	575,687	613,259	627,724

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV0805	-	136	-	-	-
SV1201	1,584	-	-	-	-
SV2002	1,495	-	-	-	-
SV2006	12,505	8,552	-	-	-
SV2217	420	-	124,726	124,726	124,726
SV2302	19,647	9,941	-	-	-
SV2400	400,511	41,492	-	-	-
SV2402	19,647	9,941	-	-	-
SV2408	3,413	-	-	-	-
SV2410	-	53,072	-	-	-
SV2413	161	-	-	-	-
SV2415	19,888	9,941	-	-	-
<b>02721</b>					
000000	23,883	-	-	-	-
SV0801	2,212	1,535	-	-	-
SV1001	39	-	-	-	-
SV2400	7,000	-	-	-	-
SV2401	65,797	32,493	-	-	-
SV2403	15,670	15,087	-	-	-
SV2413	222,033	332,015	489,503	491,314	316,702
<b>02722</b>					
SV0700	-	3,281	-	-	-
SV0703	-	-	3,576	2,076	2,076
SV0801	563,490	738,506	680,145	554,418	796,912
SV0807	-	423	-	-	-
SV0908	660,673	775,710	749,094	752,261	894,867
SV1001	-	5,949	-	-	-
SV1002	13,638	-	-	-	-
SV1005	16,259	23,622	-	-	-
SV1011	305,996	249,052	332,867	275,038	363,505
SV1016	-	24,500	-	-	-
SV1202	-	9,473	-	-	-
SV1502	8	9,481	-	-	-
SV1703	3,420	-	-	-	-
SV2006	245	9,282	-	-	-
SV2217	-	-	126,200	126,200	126,200
SV2302	380,840	426,325	496,612	498,323	530,762
SV2408	-	-	-	45,023	-
SV2409	-	38,370	74,628	74,963	77,241
SV2416	31,525	633	-	-	-
<b>02723</b>					
000000	79,854	5,200	-	-	-
SV0801	134,576	45,377	-	-	-
SV0909	-	28	-	-	-

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV1005	-	255	-	-	-
SV2404	40,795	-	-	-	-
SV2407	197,995	85,431	27,378	27,378	27,378
<b>02724</b>					
000000	216,345	7,348	-	-	-
SV2410	-	61,721	70,000	70,000	70,000
<b>02725</b>					
000000	(35)	-	-	-	-
SV0801	469,607	185,264	-	-	-
SV1005	6,990	162	-	-	-
SV1011	4,000	-	-	-	-
SV1201	5,150	-	-	-	-
SV1601	-	13,298	-	-	-
SV1701	18,601	26,676	-	-	-
SV1801	1,691	-	-	-	-
SV2006	1,120	2,803	-	-	-
SV2209	22,189	-	-	-	-
SV2217	-	-	190,952	190,952	190,952
SV2400	2,844	-	-	-	-
SV2415	87,106	-	-	-	-
SV2416	8,378,364	-	-	-	-
<b>02726</b>					
SV1101	413	-	-	-	-
SV2402	411	-	-	-	-
SV2415	411	-	-	-	-
<b>02727</b>					
SV0801	-	295,070	376,245	377,868	377,414
SV1201	-	75,940	95,960	96,402	-
SV2407	-	62,911	84,487	84,838	87,260
SV2408	-	87,779	175,185	175,922	189,744
SV2415	145,199	169,641	214,757	215,706	222,756
<b>02801</b>					
SV2420	3,781,490	3,781,490	4,030,490	4,146,490	4,863,490
<b>02901</b>					
000000	3,368	9,837	-	-	-
SV0408	-	-	-	-	120,000
SV0801	3,551,353	1,770,855	1,445,034	1,381,255	1,412,487
SV0806	209,690	212,928	238,305	239,371	259,316
SV0901	-	42,084	58,019	58,308	92,886
SV0906	-	305	-	-	-
SV0908	10,941,563	229,622	270,678	326,013	1,078,808
SV0909	36,220	14,050	-	-	-
SV0911	46,571	53,619	46,347	46,537	55,844
SV1016	-	20,893	-	-	-

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV1402	5,415	-	-	-	-
SV1403	32,638	-	-	-	-
SV1404	1,024,314	50,231	-	-	-
SV1405	8	-	-	-	-
SV1502	58,967	231,067	-	71,377	83,016
SV1503	7,600	-	-	-	-
SV1504	3,286	73,218	-	-	-
SV1506	340	-	-	-	-
SV1701	93	-	-	-	-
SV1801	-	247	-	-	-
SV2002	38,761	13,648	-	-	-
SV2006	11,601	2,107	-	-	-
SV2103	191,478	198,644	197,574	198,478	208,180
SV2104	-	1,550	31,000	31,000	31,000
SV2209	-	148	-	-	-
SV2212	-	744	-	-	-
SV2217	204,376	806,351	1,374,882	1,375,597	1,703,377
SV2218	-	-	2,500	2,500	2,500
SV2501	565,092	13,641	-	-	-
SV2502	91,540	-	-	41,226	-
SV2503	4,450	705	-	-	-
SV2504	124,059	-	-	-	-
SV2602	-	1,000,000	1,000,000	1,000,000	1,000,000
<b>02902</b>					
000000	43,196	195	-	-	-
SV0701	-	17,843	-	-	-
SV0801	52,906	59,402	54,184	54,413	57,109
SV1002	-	1,156	-	6,000	-
SV1100	1,028,461	-	-	-	-
SV1201	-	-	4,000	10,000	10,000
SV1302	-	253,283	-	-	-
SV1303	-	-	20,000	-	-
SV1401	-	717,134	-	-	-
SV1404	141,700	2,117	-	-	-
SV1406	48,909	-	-	-	-
SV1502	147,258	150,418	56,366	56,366	25,487
SV1503	1,148	194	-	-	-
SV1504	-	412	-	-	-
SV2002	-	51,979	-	43,126	-
SV2006	10,656,960	12,232,646	12,842,307	13,265,688	14,205,708
SV2007	-	-	2,400	2,400	2,400
SV2211	146,723	79,006	-	-	-
SV2216	-	65,387	-	-	-
SV2501	-	192	-	-	-

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV2502	-	32,293	-	-	-
SV2503	8,727	-	-	-	-
SV2504	-	11,279	-	-	-
SV2508	23,814	-	-	-	-
<b>02903</b>					
SV0701	-	39,200	-	-	-
SV0801	450	-	1,000	1,000	1,000
SV1001	1,865	570	-	-	-
SV1401	324,406	1,046,873	1,233,449	1,008,476	1,208,219
SV1402	-	1,636,413	2,173,672	2,231,131	2,722,531
SV1403	-	481,126	1,295,830	1,093,290	1,139,809
SV1404	8,158,055	6,670,093	7,456,948	4,969,397	7,549,409
SV1405	-	119	-	-	-
SV1407	16,461	-	-	-	-
SV1502	1,754,789	1,619,032	364,599	364,599	417,060
SV1504	296,952	197,728	148,052	2,778,001	260,775
SV1700	112	-	-	-	-
SV2006	183,293	17,851	-	-	-
SV2209	31,234	3,757	-	-	-
SV2501	-	587	-	-	-
<b>02904</b>					
SV0801	120	-	-	-	-
SV1403	1,120,452	(407)	-	-	-
SV1404	55	-	-	-	-
SV1407	4,147	-	-	-	-
SV1502	1,166,922	-	-	-	-
SV2002	33,035	-	-	-	-
SV2009	155	-	-	-	-
SV2209	11,663	-	-	-	-
SV2501	90,669	-	-	-	-
SV2504	1,019,998	-	-	-	-
<b>02905</b>					
SV0801	428	-	-	-	-
SV1403	21,352	-	-	-	-
SV1407	1,484	-	-	-	-
SV1501	346	-	-	-	-
SV1502	527,309	-	-	-	-
SV1506	92,506	-	-	-	-
SV2001	124,476	-	-	-	-
SV2002	2,717,816	35,307	-	-	-
SV2003	120,611	-	-	-	-
SV2006	1,079	-	-	-	-
SV2209	2,147	-	-	-	-
SV2501	86	-	-	-	-

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV2504	15,430	-	-	-	-
<b>02906</b>					
SV0801	29	12	-	-	-
SV1407	1,612,402	-	-	-	-
SV1502	271,032	-	-	-	-
SV2209	845	-	-	-	-
SV2501	620	-	-	-	-
<b>02907</b>					
SV0801	87	1,589	-	-	-
SV1007	258,426	413,308	488,900	406,270	411,079
SV1201	-	-	7,238	7,238	7,238
<b>02908</b>					
SV0801	55	-	-	-	-
SV1502	31,741	-	-	-	-
SV1503	45,868	-	-	-	-
SV1506	789,997	-	-	-	-
SV1701	416	-	-	-	-
SV2007	121,121	-	-	-	-
<b>02909</b>					
000000	-	55	-	-	-
SV0801	4,080	160	15,800	-	-
SV0906	3,541	8,376	-	-	-
SV1001	-	170	-	-	-
SV1200	-	4,853	-	-	-
SV1404	34,767	33,238	18,796	18,881	-
SV1502	28,139	33,620	4,017	6,484	6,977
SV1503	666,291	859,674	749,932	755,257	783,057
SV1504	7,943	7,621	1,050	10,993	36,042
SV2006	1,279	6,450	-	-	-
SV2209	-	216	-	-	-
<b>02910</b>					
000000	(2,801)	-	-	-	-
SV0801	1,275	587	-	-	-
SV0901	4,380	-	-	-	-
SV1001	1,037	-	-	-	-
SV1407	87	-	-	-	-
SV1502	145,628	(174)	-	-	-
SV1701	723,224	25,011	-	-	-
SV2006	-	(37)	-	-	-
SV2209	4,884	-	-	-	-
SV2500	77	-	-	-	-
SV2502	1,096,819	-	-	-	-
SV2503	419,812	(125)	-	-	-
SV2507	1,467	-	-	-	-

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV2508	332,675	-	-	-	-
<b>02912</b>					
SV1001	52	-	-	-	-
SV1403	430,742	-	-	-	-
SV1407	27,417	-	-	-	-
SV1502	1,435,654	1,575	-	-	-
SV1503	126,042	-	-	-	-
SV2011	-	-	90,000	90,000	-
SV2101	66,226	-	-	-	-
SV2104	-	459	-	-	-
SV2209	10,023	1,076	-	-	-
SV2501	2,894,454	6,808,967	2,600,584	4,334,970	1,343,470
SV2504	46,911	4,692	-	-	-
SV2508	264,658	-	-	-	-
<b>02913</b>					
SV0801	713	175	-	-	600
SV1502	1,489	2,494	987	987	4,973
SV1503	320,740	464,514	618,060	539,521	561,486
SV2006	81,294	75,250	4,405	7,065	6,610
SV2209	239	-	-	-	-
<b>02914</b>					
SV0801	81	-	-	-	-
SV1502	64,157	-	-	-	-
SV1503	1,078,425	(304)	-	-	-
SV1505	45	-	-	-	-
<b>02915</b>					
SV2101	20	-	-	-	-
<b>02921</b>					
SV2006	-	375	-	-	-
<b>02925</b>					
SV1502	10,376	-	-	-	-
SV2006	37,463	-	-	-	-
<b>02926</b>					
SV1502	178,234	-	-	-	-
<b>02939</b>					
SV1403	-	184	-	-	-
<b>03001</b>					
000000	11,058	28,785	-	-	-
SV0302	98,152	86,058	92,284	92,696	74,565
SV0801	1,816,674	977,535	2,117,479	2,127,074	2,614,617
SV0802	280	-	-	-	-
SV0805	103,758	78,238	100,811	101,286	-
SV0806	30,274	150,834	164,974	165,707	157,666
SV0902	20,796	76,605	77,323	77,666	81,588



General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV0905	283,457	171,226	253,259	254,382	-
SV0907	21,730	5,951	108,539	109,579	101,000
SV0908	65,538	589,766	65,016	65,261	343,023
SV0911	201,433	209,231	209,697	210,659	214,896
SV1001	-	-	1,000	1,500	1,500
SV1002	752	72	-	-	-
SV1016	7,615	-	12,000	12,000	-
SV1501	3,588	-	-	-	-
SV1502	494,056	552,109	53,736	43,736	137,156
SV1901	425,913	501,026	60,250	60,494	149,065
SV1902	254,317	291,405	-	-	-
SV1903	3,023	2,455	3,171	3,183	-
SV1904	355,408	424,303	-	-	-
SV1905	-	206	-	-	-
SV2006	44,780	135,797	-	-	134,915
SV2103	5,773	6,014	-	-	-
SV2209	9,971	-	-	-	-
SV2421	-	1,055	-	-	-
<b>03002</b>					
SV0101	-	2,000	-	-	-
SV0801	225	-	1,261	55	764
SV1901	1,015	1,831	3,150	3,990	3,990
SV1904	-	200	-	-	-
SV2103	142,041	147,924	128,428	129,428	217,456
SV2104	794	-	-	300	300
<b>03003</b>					
000000	-	(500)	-	-	-
SV0700	265	-	-	-	-
SV0801	8,152	-	-	-	-
SV1002	-	216	-	-	-
SV1010	121	47	-	-	-
SV1201	-	-	500	500	500
SV1502	18,880	4,645	81,590	81,590	-
SV1503	1,135	1,176	2,076	2,076	2,076
SV1901	-	45	-	-	-
SV2006	1,569,707	1,552,795	1,473,855	1,453,030	1,348,188
<b>03004</b>					
SV0801	14,551	(192)	20,532	20,532	22,788
SV0805	38,477	-	59,095	59,095	-
SV0806	12,826	-	19,698	19,698	22,788
SV1010	44	1	-	-	-
SV1901	-	169	-	-	-
SV1904	83	2,422	-	-	-
SV2006	680	68	-	-	-

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV2209	91,112	95,785	97,529	97,720	102,599
<b>03005</b>					
SV0408	25,977	28,177	28,406	28,513	29,664
SV0700	85	-	-	-	-
SV1002	-	(22,345)	-	-	-
SV1201	-	-	-	1,930	500
SV1502	5,865	23,310	70,457	70,457	-
SV1904	315,225	422,118	560,049	691,652	746,337
SV1905	-	1,834	-	-	-
SV1906	70,880	126,830	5,940	2,650	56,950
SV2002	132,155	137,225	141,589	142,143	94,084
<b>03006</b>					
SV0101	828,409	796,005	633,971	630,679	650,773
SV0102	-	450	-	-	-
SV0103	791	-	-	-	-
SV1001	1,272	715	-	-	-
SV1010	669	4,783	-	-	-
SV1202	59,210	6,106	4,603	4,603	4,603
SV1901	-	919	-	-	-
SV1902	3,563	-	-	-	-
SV1904	-	248	-	-	-
SV1906	144	-	-	-	-
SV2209	31,073	64,672	120,450	133,355	133,355
<b>03007</b>					
SV0101	5,050	-	-	-	-
SV0502	45,179	51,867	46,795	46,966	35,060
SV0801	5,704	4,073	-	-	-
SV1001	68	349	-	-	-
SV1901	549,511	568,261	623,319	627,398	509,445
SV1902	666,037	758,428	709,595	673,247	829,207
SV1903	60,465	47,160	62,202	62,486	35,060
SV1904	26,309	490	-	-	-
SV1905	338,946	335,587	257,605	289,520	289,520
SV1906	793	-	-	-	-
SV1907	-	917	-	-	-
SV2006	-	1,766	-	-	-
SV2103	2,000	-	-	-	-
SV2209	19,215	20,081	20,207	20,301	35,060
SV2411	79,300	136,546	164,134	164,793	201,566
SV2421	13,215	8,505	19,125	12,000	337,070
<b>03008</b>					
SV0502	952,414	926,638	973,964	983,577	1,027,123
SV1010	11	3	-	-	-
<b>03011</b>					

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV1016	-	-	1,500	1,500	-
SV1901	-	-	3,500	3,500	3,500
SV1904	175,536	134,427	118,015	120,276	32,714
SV1905	-	75	-	-	-
<b>03012</b>					
SV1901	153,896	221,141	334,912	287,018	509,641
SV1904	-	2,175	-	-	-
<b>03013</b>					
SV1901	13,616	68,698	105,887	101,191	111,468
<b>03014</b>					
SV1901	229,160	234,331	315,629	312,783	334,439
SV1904	-	453	-	-	-
SV1913	-	15	-	-	-
<b>03015</b>					
SV1901	168,001	164,449	162,012	162,262	169,547
<b>03016</b>					
SV0101	17	-	-	-	-
SV1901	182,580	214,205	172,772	167,296	173,670
SV1904	-	1,473	-	-	-
SV1907	310	-	-	-	-
<b>03017</b>					
SV1901	66	-	-	-	-
SV1904	102,519	206,326	94,182	79,373	81,199
<b>03018</b>					
000000	39	-	-	-	-
SV0502	-	1,570	-	-	-
SV1010	-	12	-	-	-
SV1701	438	-	-	-	-
SV1901	836,966	761,875	683,338	679,166	686,047
SV1904	138	4,297	-	-	-
SV2103	-	192	-	-	-
SV2411	-	258	-	-	-
<b>03021</b>					
SV1901	221,669	231,410	274,026	269,178	245,420
SV1902	-	195	-	-	-
SV1904	-	4,881	-	-	-
<b>03022</b>					
SV1901	196,825	195,636	184,618	181,170	149,335
SV1902	-	5,316	-	-	-
SV1904	-	3,363	-	-	-
<b>03023</b>					
SV1901	98,588	135,492	67,449	66,036	156,701
<b>03025</b>					
SV1901	-	-	10,000	10,000	10,765

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
<b>03026</b>					
SV1901	76,613	91,673	80,639	79,457	84,983
<b>03027</b>					
SV1901	218,776	169,055	212,095	212,095	186,134
SV1903	9,479	3,239	7,867	7,867	-
<b>03028</b>					
SV1901	117,962	120,954	113,019	111,150	115,518
<b>03029</b>					
SV1901	170,208	193,432	166,586	161,057	162,002
SV1904	-	3,743	-	-	-
<b>03031</b>					
SV1901	6,644	4,121	16,675	14,175	15,325
SV1904	-	1,598	-	-	-
<b>03032</b>					
SV1901	178,910	183,537	187,691	186,387	195,496
<b>03033</b>					
SV1901	125,978	137,018	114,567	112,890	118,457
<b>03034</b>					
SV1901	480	-	-	-	-
<b>03035</b>					
SV1901	198,502	213,556	268,339	263,551	330,316
<b>03036</b>					
SV1901	77,875	118,205	76,136	74,347	143,875
SV1908	460	-	-	-	-
<b>03037</b>					
SV1901	91,466	302,904	378,865	333,681	383,499
SV1904	-	6,290	-	-	-
<b>03041</b>					
SV0407	1,060	-	-	-	-
SV1901	237,963	229,618	190,714	191,369	200,714
SV1907	267	-	-	-	-
<b>03042</b>					
SV1901	10,119	4,067	10,000	10,000	10,765
<b>03043</b>					
SV1901	196,377	225,090	287,688	282,873	358,580
SV1904	-	840	-	-	-
<b>03044</b>					
SV0700	1,567	-	-	-	-
SV1901	111	525	-	-	-
SV1904	811,506	847,627	873,398	872,110	957,969
SV2006	27,233	30,758	29,601	29,718	31,442
SV2209	4,806	5,428	5,224	5,244	5,549
SV2220	-	6,828	-	-	-
<b>03045</b>					

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV1901	42,258	3,404	-	-	-
SV1904	957,088	1,019,347	1,189,160	1,136,785	1,189,133
SV1908	26,311	-	-	-	-
SV2220	-	8,545	-	-	-
<b>03046</b>					
SV0304	-	-	-	-	116,672
<b>03401</b>					
000000	-	1,134	-	-	-
SV0407	30,688	29,557	20,864	20,369	20,940
SV0801	115,647	120,452	118,278	118,715	41,985
SV0904	-	-	-	-	(59,053)
SV0907	129,154	120,348	127,780	128,281	150,499
SV0913	91,106	95,052	161,761	162,117	76,573
SV1012	15,084	16,175	15,464	15,528	16,009
SV1502	-	15	-	-	-
<b>03402</b>					
SV0407	66,857	208,679	204,825	205,553	91,295
SV0801	1,808	-	-	-	-
SV0907	49,254	47,887	48,990	48,212	35,549
SV0913	14,142	15,164	14,498	14,557	251,218
SV1012	84,772	88,032	87,430	87,783	84,168
<b>03403</b>					
SV0407	25,951	1,236	-	-	-
SV0801	-	5,498	-	-	-
SV0907	-	36,882	17,827	17,827	17,827
<b>03601</b>					
000000	(281)	(15)	-	-	-
SV0400	1,872	263	-	-	-
SV0403	4,500	-	112,250	112,250	110,000
SV0405	-	151,850	-	-	-
SV0800	65,932	8,136	-	-	-
SV0801	721,230	675,299	548,115	549,053	719,769
SV0807	74	-	-	-	-
SV0908	112,713	1,116,352	1,190,470	1,190,470	-
SV1502	4,144	5,000	-	-	-
SV2009	5,166	-	-	-	-
<b>03602</b>					
000000	(6,239)	-	-	-	-
SV0400	156	653,601	-	-	8,818
SV0401	2	0	-	-	-
SV0402	171,136	96,185	19,730	19,822	-
SV0403	267,162	293,293	285,237	252,438	646,507
SV0404	100,295	179,223	135,107	106,292	83,109
SV0405	71,790	71,995	71,626	71,924	75,486

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV0409	5,500	-	926,032	926,032	-
SV0703	60	-	-	-	-
SV0801	3,739	61,735	-	-	-
SV1405	-	1,717	-	-	-
<b>03603</b>					
SV0402	-	-	1,500	1,500	-
SV0406	119	-	-	-	-
SV0409	-	-	70,000	70,000	113,000
SV0801	212,054	134,971	350,661	351,968	459,152
SV0908	10,850	11,323	11,052	11,102	11,436
<b>03604</b>					
000000	(2,065)	-	-	-	-
SV0801	-	452	-	-	-
SV0915	156,345	97,493	-	-	-
<b>03605</b>					
000000	(1,708)	-	-	-	-
SV0405	3,900	-	-	-	-
SV0406	1,712,632	969,623	-	-	-
SV1005	-	485	-	-	-
SV1406	4,663	-	-	-	-
<b>03606</b>					
SV0402	-	-	-	-	20,838
SV0403	76,596	86,222	77,749	78,095	-
SV0404	-	-	-	-	12,434
SV0409	291,107	315,016	335,996	288,981	241,249
SV0412	182	5	-	-	750
SV0801	1,808	-	-	-	-
SV2507	148,255	151,809	148,330	149,023	20,838
<b>03607</b>					
SV0402	-	3,148	-	-	-
SV1203	9,449	1	-	1,562	-
<b>03610</b>					
SV0403	-	1,023	-	-	-
<b>03612</b>					
SV0409	-	-	250,000	250,000	-
<b>03701</b>					
000000	-	1,533	-	-	-
SV0801	122,308	69,421	74,112	74,427	76,325
SV0908	80,374	74,002	72,992	73,316	75,635
SV1010	158	162	-	-	-
SV1502	-	203	-	-	-
SV2102	57,579	62,186	62,951	63,204	66,121
SV2103	134,232	132,593	130,987	131,532	139,015
SV2104	160,645	139,448	146,584	147,161	155,548

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
<b>03801</b>					
SV0403	-	-	7,250	7,250	7,250
SV0406	-	-	147,706	147,706	298,803
SV0801	-	-	118,823	119,121	145,083
SV0908	-	-	119,126	119,672	125,912
<b>03802</b>					
SV0403	-	-	105,000	108,000	108,000
SV0404	-	-	50,000	50,000	50,000
SV0406	-	-	1,362,585	1,363,355	924,955
SV0801	-	-	12,676	12,676	12,676
<b>03803</b>					
SV0801	-	-	125	125	125
SV0915	-	-	115,734	118,419	172,229
<b>04101</b>					
000000	(599)	(88)	-	-	-
SV0801	670,485	650,782	-	-	-
SV0908	2,792	70	-	-	-
SV0913	-	2,713	-	-	-
SV1201	108,488	133,879	-	-	-
SV1202	-	3,746	-	-	-
SV1601	503,596	447,589	-	-	-
SV2101	-	(1,462)	-	-	-
SV2103	511,505	630,504	-	-	-
SV2202	15	-	-	-	-
SV2203	274,378	235,408	-	-	-
<b>04103</b>					
000000	(7,282)	(30)	-	-	-
SV0801	621,213	759,782	-	-	-
SV0806	1,367,283	1,403,194	-	-	-
SV0903	(2,400)	429	-	-	-
SV0906	1,262	-	-	-	-
SV0908	1,990,199	2,266,764	-	-	-
SV0909	-	272	-	-	-
SV0913	938,538	964,058	-	-	-
SV1001	15,841	7,472	-	-	-
SV1010	6,138	7,337	-	-	-
SV1011	1,971,898	3,329,426	-	-	-
SV1201	3,069,682	2,808,258	-	-	-
SV1502	4,046,575	4,202,413	-	-	-
SV1701	4,638	39,241	-	-	-
SV2006	-	4,160	-	-	-
SV2101	845	226	-	-	-
SV2103	-	13	-	-	-
SV2202	247,611	326,956	-	-	-

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV2207	647,266	121,040	-	-	-
SV2208	1,254,581	1,443,290	-	-	-
SV2212	-	5,257	-	-	-
SV2214	969,151	1,083,208	-	-	-
SV2220	-	289,115	-	-	-
SV2302	745,533	734,877	-	-	-
<b>04104</b>					
000000	(115,011)	(27,513)	-	-	-
SV0801	1,532,039	1,317,223	-	-	-
SV0908	150	32,171	-	-	-
SV0913	-	1,193	-	-	-
SV1011	-	3,841	-	-	-
SV1101	(3,852)	(6,764)	-	-	-
SV1901	-	(955)	-	-	-
SV2101	2,759,488	2,668,123	-	-	-
SV2202	9,450,768	10,040,562	-	-	-
SV2206	747,378	641,222	-	-	-
SV2207	-	101,806	-	-	-
SV2208	-	5,859	-	-	-
SV2210	66	-	-	-	-
SV2212	2,249,567	2,387,867	-	-	-
SV2215	265,800	269,971	-	-	-
SV2225	-	215	-	-	-
SV2425	(614)	-	-	-	-
SV2505	2,242,155	2,091,993	-	-	-
<b>04105</b>					
000000	(38,298)	(33,136)	-	-	-
SV0801	359,828	284,003	-	-	-
SV1101	(2,500)	(9,068)	-	-	-
SV1901	-	(916)	-	-	-
SV2101	-	(7,716)	-	-	-
SV2202	654,173	753,972	-	-	-
SV2207	279,304	633,767	-	-	-
SV2505	(1,924)	(6,256)	-	-	-
<b>04106</b>					
000000	(61,068)	(20,900)	-	-	-
SV0801	1,581,670	2,088,321	-	-	-
SV1101	(1,333)	(870)	-	-	-
SV1901	-	(78)	-	-	-
SV2101	-	(1,936)	-	-	-
SV2202	1,565,082	1,557,350	-	-	-
SV2207	19,593,061	21,442,949	-	-	-
SV2212	864,252	833,016	-	-	-
SV2505	(9,733)	(8,807)	-	-	-



General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
<b>04107</b>					
SV0801	1,193,069	1,563,347	-	-	-
SV2202	1,726,830	1,697,075	-	-	-
SV2207	19,176,087	21,148,211	-	-	-
SV2212	547,847	470,439	-	-	-
<b>04108</b>					
000000	(5)	-	-	-	-
<b>04120</b>					
SV0903	-	1,685	127,009	127,009	140,395
SV1011	-	539	123,110	123,110	-
SV1201	-	102,314	5,115,120	5,115,117	7,494,817
SV1502	-	-	1,104,000	1,104,000	1,440,000
SV1601	-	-	88,209	88,209	-
SV2007	-	1,718	109,368	109,368	109,839
SV2202	-	808	78,044	78,044	86,858
SV2206	-	13,812	836,095	836,095	729,495
SV2207	-	1,367	74,211	74,211	1,044,497
SV2208	-	8,677	1,073,308	1,049,573	1,056,735
SV2214	-	7,176	845,375	845,375	575,473
SV2215	-	1,842	135,809	135,809	150,188
SV2221	-	13,066	651,563	651,563	1,086,642
SV2222	-	5,188	178,314	178,314	332,423
SV2223	-	90,738	6,806,833	6,534,689	5,762,005
SV2224	-	35,468	2,889,367	2,889,367	2,443,295
SV2225	-	21,133	1,395,684	1,460,944	1,323,883
SV2226	-	6,837	500,162	500,162	493,320
SV2227	-	16,353	1,280,383	1,283,388	1,211,099
SV2228	-	5,627	387,066	387,066	408,060
SV2229	-	-	15,000	-	-
SV2231	-	3,270	224,202	224,202	122,109
SV2232	-	8,586	540,162	541,662	524,844
SV2233	-	3,506	216,677	207,677	223,087
SV2234	-	36,696	2,599,749	2,599,749	2,570,463
SV2238	-	6,643	566,358	566,358	505,705
SV2239	-	4,179	-	-	299,913
SV2240	-	36,408	2,500,180	2,499,680	2,228,736
SV2241	-	22,456	1,530,697	1,530,697	1,542,684
SV2242	-	213,572	18,458,250	17,438,492	17,760,562
SV2243	-	17,800	1,214,227	1,212,467	1,190,731
SV2244	-	32,234	2,179,873	2,177,373	2,170,249
SV2245	-	23,058	1,664,627	1,664,627	1,498,944
SV2246	-	234,817	19,258,068	18,305,058	19,209,526
SV2247	-	20,821	1,308,125	1,306,365	1,294,191
SV2248	-	15,820	1,155,068	1,155,068	1,009,697

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV2250	-	4,765	6,158,513	9,322,712	6,934,211
SV2251	-	12,433	928,283	928,283	783,110
SV2505	-	-	68,407	68,407	-
<b>04121</b>					
SV0801	-	-	-	-	145,819
SV0806	-	14,151	772,250	775,289	593,293
SV0903	-	11,361	663,074	665,834	803,804
SV0913	-	-	-	-	83,368
SV1011	-	26,770	3,389,463	3,285,467	2,999,375
SV1201	-	1,126	183,487	184,302	85,480
SV1601	-	6,116	391,994	393,754	348,832
SV2103	-	4,760	325,564	327,006	362,050
SV2208	-	4,939	363,807	365,416	437,692
SV2214	-	6,226	442,226	444,090	469,387
SV2221	-	2,269	231,789	232,805	192,418
SV2223	-	6,897	739,892	743,083	732,329
SV2225	-	2,426	293,348	260,798	81,540
SV2228	-	2,195	73,787	74,101	73,656
SV2234	-	3,843	259,597	270,546	603,364
SV2239	-	884	64,007	64,284	67,506
SV2240	-	4,023	352,878	354,390	306,866
SV2244	-	3,927	333,012	334,463	272,339
SV2252	-	18,699	1,455,358	1,339,277	1,856,488
SV2302	-	8,779	644,909	647,628	657,504
SV2505	-	-	21,630	21,695	-
<b>04201</b>					
000000	-	9,828	-	-	-
SV0801	176,362	463,956	545,628	546,137	544,996
SV0805	6,158	-	-	-	-
SV0908	112,201	-	-	-	-
SV0913	110,235	-	-	-	-
SV1011	79,444	-	-	-	-
SV1201	86,211	75	-	-	-
SV1502	9,640	11,028	-	-	5,652
SV2204	116	977	-	-	-
<b>04202</b>					
000000	330	29	-	-	-
SV0801	919,833	2,255,255	573,386	583,799	834,105
SV0805	26,351	-	-	-	-
SV0806	68,316	215,835	364,484	395,472	270,048
SV0908	295,637	316,091	339,077	340,672	359,899
SV0913	99,268	-	-	-	-
SV1011	321,821	456,764	541,214	542,290	546,049
SV1502	273,343	18,759	8,126	8,126	17,511

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV2006	2,818	210,447	213,562	213,884	-
SV2007	-	780	-	-	-
SV2204	10,158	161,748	-	-	-
<b>04203</b>					
000000	1,481	3,976	-	-	-
SV0702	17,608,480	124,921	104,816	104,816	-
SV0703	627,731	-	-	-	-
SV0801	2,130,647	3,809	-	-	75,593
SV0908	111,928	-	-	-	-
SV0913	111,928	-	-	-	-
SV1002	124,969	37,599	-	-	-
SV1011	111,928	-	-	-	107,884
SV1502	2,781,041	2,802,160	1,435,000	1,435,000	1,671,276
SV2006	347	-	-	-	-
SV2101	4,626,425	30,857	37,075	37,075	-
SV2103	-	-	-	-	115,290
SV2202	-	254,582	214,343	214,343	109,521
SV2204	9,079,646	38,824,414	40,964,569	41,199,453	43,096,380
SV2205	71	-	68,848	71,848	180,000
SV2206	2,431	4,796	-	-	-
SV2210	1,048,728	23,430	33,761	37,969	-
<b>04204</b>					
000000	84	(608)	-	-	-
SV0702	119	-	-	-	-
SV0801	53,298	8,066	32,366	32,366	33,173
SV0908	23,011	-	-	-	-
SV0913	17,258	-	-	-	-
SV1201	-	60	-	-	-
SV1502	59,754	81,583	12,934	12,934	18,600
SV2006	58	-	-	-	-
SV2007	1,194,952	1,311,320	1,426,554	1,424,516	1,171,286
SV2101	496,626	64	40,772	40,772	44,500
SV2202	447,982	677,974	704,636	705,842	732,407
SV2204	2,980	4,220	-	-	100,380
<b>04205</b>					
SV0801	75,491	24,218	33,523	32,787	57,906
SV1201	853,825	1,311,884	734,204	728,512	700,005
SV1204	1,200	-	-	-	-
SV1502	15,870	10,392	-	-	5,655
SV2204	708	320	-	-	-
SV2206	86	-	-	-	-
<b>04206</b>					
000000	38	2,295	-	-	-
SV0700	47	796	-	-	-

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV0703	220,767	361,536	504,377	506,074	375,640
SV0801	171,647	8,251	-	-	1,250
SV1201	275	-	-	-	-
SV1502	3,638	8,105	-	-	-
SV2101	60,735	-	-	-	-
SV2204	128	962	-	-	-
SV2220	-	341	-	-	-
SV2419	63	-	-	-	-
<b>04208</b>					
000000	387	(29,754)	-	-	-
SV0702	221,417	-	-	-	-
SV0801	135,352	49,355	-	-	-
SV1011	-	41,328	-	-	-
SV1502	11,590	18,755	-	-	-
SV1703	155,786	-	-	-	-
SV2204	617,827	59,321	-	-	-
<b>04209</b>					
SV0703	-	1,125	-	-	-
SV2204	-	96	-	-	-
<b>04210</b>					
000000	-	5,045	-	-	-
SV0701	-	-	150,000	102,522	293,861
SV0702	-	330	-	-	-
SV0801	-	154,550	36,919	36,919	37,119
SV0806	-	600	-	-	-
SV1002	-	32,008	-	-	-
SV1201	-	42	-	-	-
SV1502	-	-	9,049	9,049	5,655
SV2006	13,647	624,858	579,006	579,547	606,707
SV2007	-	4,274	-	-	-
SV2204	-	734,016	1,767,189	1,763,545	1,679,927
SV2210	-	12,456	-	-	-
SV2220	-	4,035	-	-	-
<b>05201</b>					
000000	-	562	-	-	-
SV0602	150,578	160,064	137,589	140,634	157,822
SV0908	20,666	25,684	28,653	29,141	29,537
<b>05501</b>					
SV0801	1,595	-	-	-	-
SV1302	-	18,214	53,000	53,000	53,016
SV1304	58,433	75,241	69,075	70,958	67,313
SV1502	32,328	31,353	7,954	7,954	8,000
SV2403	38,971	40,599	40,964	41,147	43,229
SV2419	42,995	-	-	-	-

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV2424	39,596	40,835	47,017	46,200	49,054
<b>07301</b>					
SV0301	-	7,220	1,297,165	1,351,890	2,044,232
<b>07801</b>					
SV0502	151,521,909	155,175,684	169,146,483	156,675,683	175,193,143
<b>07802</b>					
SV0502	25,461,412	-	-	-	-
<b>08401</b>					
SV0302	45,875	27,847	44,808	44,804	134,964
SV0801	239,867	290,955	254,818	255,132	374,672
SV0907	49,946	31,412	236,661	236,973	51,239
SV0908	66,049	57,252	40,639	40,639	30,581
<b>08402</b>					
000000	-	76	-	-	-
SV0302	68,628	44,573	155,430	155,601	26,688
SV0801	45,525	46,186	35,369	35,484	6,707
SV0807	1,898	342	-	-	-
SV0907	249,765	226,944	349,575	350,107	598,644
SV0908	13,864	14,759	17,243	17,300	96,208
SV0909	-	50	-	-	-
SV0918	-	-	-	-	197,194
SV1001	-	194	482	483	-
<b>08501</b>					
000000	-	5,564	-	-	-
SV0302	101,646	101,338	97,441	97,838	68,230
SV0604	35,093	32,923	66,360	66,583	43,649
SV0801	777,733	849,434	936,769	939,638	862,524
SV1502	80	16	-	-	-
SV2101	60,345	43,231	56,907	57,116	37,710
SV2104	4,845	-	-	-	-
<b>08701</b>					
000	(230)	(61,054)	-	-	-
000000	4,654	7,464	-	-	-
SV0701	2,419,794	2,022,828	2,380,056	2,285,425	2,269,312
SV0801	978,614	1,167,114	1,125,796	991,289	1,132,531
SV1001	-	138	-	-	-
SV1011	628,854	1,761,132	1,642,072	1,808,457	1,795,747
SV1502	12,115	1,459	-	-	-
<b>08720</b>					
SV0801	629	-	67,519	67,821	-
SV1002	25	-	-	-	-
SV1011	2,355	-	-	-	-
<b>08801</b>					
000	109	-	-	-	-

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV0801	322,412	325,663	268,532	269,489	350,320
SV0908	139,351	118,134	122,117	122,620	127,103
SV1011	-	-	-	-	3,500
SV1502	63,540	60,072	20,500	20,500	22,000
SV2201	378,959	393,315	458,313	414,844	507,777
SV2216	743,734	819,810	745,122	714,885	958,900
<b>08810</b>					
SV0801	66	-	-	-	-
<b>08901</b>					
000000	2,519	-	-	-	-
SV0801	186,665	262,641	288,834	291,664	291,945
SV0802	39	195	-	-	-
SV1001	131	-	5,000	-	-
SV1203	155,278	225,981	227,694	228,832	206,703
<b>08902</b>					
000000	(987)	-	-	-	-
SV0301	-	10,416	-	-	-
SV0414	9,773	-	-	-	-
SV0801	13,970	423	1,000	3,266	1,000
SV1202	-	252,911	463,451	400,576	474,450
SV1203	795,208	732,256	693,443	745,785	760,197
SV1502	815	705	-	-	-
SV2103	-	261	-	-	-
SV2428	136,032	106,894	126,097	80,711	83,125
<b>08903</b>					
SV0400	92,496	94,611	-	-	-
SV0414	-	-	162,595	165,222	168,095
<b>08904</b>					
SV0504	53,832	54,234	-	-	-
SV0801	18,038	-	-	-	-
SV1203	5,075	1,565	-	-	-
<b>08910</b>					
SV1203	-	28,964	-	-	-
SV2428	596	-	-	-	-
<b>79001</b>					
SV1904	337,350	450,000	460,000	460,000	460,000
<b>79004</b>					
000000	8,235,290	8,837,142	-	-	-
SV0402	517,799	-	8,528,415	8,818,393	9,045,680
<b>79005</b>					
SV1601	44,104	-	37,500	37,500	37,500
<b>79006</b>					
SV0101	267,300	269,550	356,400	356,400	356,400
<b>79007</b>					

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV0100	16,451	5,484	39,000	-	-
SV2421	-	18,000	-	39,000	39,000
<b>79008</b>					
SV2420	40,051	30,000	-	-	-
<b>79010</b>					
SV0502	25,313	8,438	15,000	15,000	15,000
<b>79011</b>					
SV2424	11,250	5,000	382,000	382,000	382,000
<b>79012</b>					
SV2402	59,400	60,000	60,000	60,000	60,000
<b>79013</b>					
SV2402	25,987	37,125	162,125	162,125	162,125
<b>79014</b>					
SV2424	13,922	10,000	20,000	20,000	20,000
<b>79016</b>					
SV0101	978	-	-	-	-
<b>79017</b>					
SV0403	250,000	250,000	250,000	250,000	250,000
<b>79018</b>					
SV0101	500,000	500,000	500,000	500,000	250,000
<b>79019</b>					
SV0406	1,152,488	731,250	1,000,000	1,000,000	2,900,000
<b>79020</b>					
SV2402	126,630	100,000	102,856	102,856	102,856
<b>79022</b>					
SV2411	86,372	128,791	100,000	100,000	100,000
<b>79023</b>					
000000	555,157	541,493	-	-	-
SV2507	-	-	344,493	344,493	344,493
<b>79024</b>					
000000	12,300,000	13,963,188	-	-	-
SV2507	-	-	15,117,247	15,117,247	15,915,367
<b>79025</b>					
000000	190,000	190,000	-	-	-
<b>79026</b>					
SV0403	1,250,000	1,250,000	1,250,000	-	-
<b>79027</b>					
SV0702	35,400	7,000	8,900	8,900	8,900
<b>79028</b>					
SV2410	40,000	-	-	-	-
<b>79029</b>					
SV2418	36,720	-	50,000	50,000	50,000
<b>79030</b>					
SV2421	7,425	-	-	-	-

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
<b>79031</b>					
SV2424	31,220	30,005	36,000	36,000	36,000
<b>79033</b>					
000000	(1,580)	-	-	-	-
SV0301	666,202	878,962	-	-	-
<b>79035</b>					
SV0406	45,000	-	45,000	45,000	45,000
<b>79036</b>					
SV1904	5,000	-	-	-	-
<b>79038</b>					
SV0411	128,190	273,788	143,452	143,452	143,452
<b>79039</b>					
SV0502	63,216	63,216	77,354	72,659	72,365
<b>79040</b>					
SV1503	196,274	196,274	240,163	225,591	224,676
<b>79041</b>					
SV2421	45,590	40,000	40,000	40,000	40,000
<b>79043</b>					
000	46,360	-	-	-	-
<b>79047</b>					
SV0404	3,709	-	-	-	-
SV2006	17,174	5,973	-	-	-
<b>79053</b>					
SV2006	138,987	58,600	-	-	-
<b>79054</b>					
SV2414	40,095	40,000	40,000	40,000	40,000
<b>79056</b>					
SV0402	1,465,000	1,621,611	1,744,092	1,778,974	1,890,290
SV1102	267,095	-	-	-	-
<b>79057</b>					
SV0403	385,000	385,000	385,000	385,000	385,000
<b>79058</b>					
SV1102	998,296	-	-	-	-
<b>79059</b>					
000000	2,712,885	2,760,411	-	-	-
SV2421	-	-	2,700,000	2,700,000	4,588,000
<b>79061</b>					
SV2402	27,844	39,281	30,000	30,000	30,000
<b>79062</b>					
SV1101	92,323	75,000	75,000	75,000	75,000
<b>79064</b>					
SV0502	43,321	35,000	35,000	35,000	35,000
<b>79065</b>					
SV2402	30,000	30,000	30,000	30,000	30,000



General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
<b>79067</b>					
000000	7,651	9,086	-	-	-
SV0901	-	-	28,000	28,000	38,492
<b>79068</b>					
SV2420	59,400	40,000	-	-	-
<b>79069</b>					
SV0101	6,117	-	10,000	10,000	10,000
SV0604	2,568	-	-	-	-
<b>79070</b>					
SV0702	3,116,625	4,405,500	5,000,000	5,000,000	5,000,000
SV1102	1,038,875	-	-	-	-
<b>79071</b>					
SV2507	7,500	7,500	7,500	7,500	7,500
<b>79072</b>					
SV2507	10,000	-	-	-	-
<b>79074</b>					
SV2418	2,695,000	2,695,000	3,428,240	3,428,240	3,428,240
<b>79076</b>					
SV2424	11,250	3,750	-	-	-
<b>79077</b>					
SV1203	-	39,800	62,400	62,400	84,000
<b>79079</b>					
SV0406	56,250	-	-	-	-
<b>79080</b>					
SV2420	15,750	7,500	-	-	-
<b>79081</b>					
SV0100	3,750	-	5,000	5,000	5,000
<b>79082</b>					
SV0502	28,125	9,375	39,840	39,840	39,840
<b>79083</b>					
000000	3,265,292	2,880,607	-	-	-
SV0912	-	-	3,600,000	3,600,000	3,600,000
<b>79084</b>					
SV0502	245,728	481,909	400,000	400,000	400,000
<b>79087</b>					
SV1012	202,624	680,298	-	-	-
SV2104	300,000	926,000	900,000	900,000	900,000
SV2209	85,000	85,326	265,000	265,000	265,000
<b>79088</b>					
SV0407	98,680	95,000	75,000	75,000	75,000
<b>79089</b>					
SV2209	12,400	-	-	-	-
<b>79091</b>					
SV2410	15,000	-	15,000	15,000	15,000

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
<b>79092</b>					
SV0101	18,750	-	35,000	35,000	35,000
<b>79093</b>					
SV2209	110,598	-	150,000	150,000	150,000
<b>79094</b>					
SV0101	-	37,500	100,000	100,000	100,000
<b>79096</b>					
SV0403	18,712	-	18,712	18,712	18,712
<b>79102</b>					
SV0101	10,688	3,563	15,000	15,000	15,000
<b>79106</b>					
SV2424	16,875	-	15,000	15,000	15,000
<b>79107</b>					
SV2420	18,750	-	20,000	20,000	20,000
<b>79109</b>					
SV2414	7,500	7,500	50,000	50,000	50,000
<b>79112</b>					
SV0502	37,500	35,000	50,000	50,000	50,000
<b>79113</b>					
SV2421	10,125	3,375	19,000	19,000	19,000
<b>79114</b>					
SV0406	-	125,000	125,000	125,000	125,000
<b>79116</b>					
SV0101	18,750	-	17,500	17,500	17,500
<b>79117</b>					
SV0406	-	-	30,000	30,000	30,000
<b>79118</b>					
SV0502	8,438	8,438	-	-	-
<b>79122</b>					
SV0101	3,375	-	-	-	-
<b>79123</b>					
SV2101	28,125	9,375	40,000	40,000	40,000
<b>79124</b>					
SV0406	14,063	44,688	60,000	60,000	60,000
<b>79125</b>					
SV0502	196,875	328,125	262,500	262,500	362,500
<b>79126</b>					
SV0502	159,375	479,375	320,000	320,000	320,000
<b>79130</b>					
000000	-	3,000	-	-	-
SV0403	58,920	58,920	65,000	65,000	65,000
<b>79131</b>					
SV0403	500,000	-	-	-	-
<b>79201</b>					

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV2409	117,292	285,000	300,000	350,000	-
<b>79202</b>					
SV2409	202,063	-	-	-	-
<b>79203</b>					
SV0404	300,000	300,000	300,000	300,000	300,000
<b>79204</b>					
SV2507	-	(3,000)	-	-	-
<b>79205</b>					
SV0406	37,500	-	-	-	-
<b>79207</b>					
SV0406	18,750	10,000	-	-	-
<b>79208</b>					
000000	200,000	-	-	-	-
SV0406	200,000	200,000	200,000	200,000	200,000
<b>79209</b>					
SV2420	30,000	-	30,000	30,000	30,000
<b>79211</b>					
SV0406	30,000	-	45,000	45,000	45,000
<b>79212</b>					
SV0101	180,000	-	180,000	180,000	180,000
<b>79213</b>					
SV1401	203	-	-	-	-
SV1407	120	-	-	-	-
SV1700	148,313	7,589	-	-	-
<b>79214</b>					
SV0502	18,750	-	-	-	-
<b>79216</b>					
SV2101	33,750	-	-	-	-
<b>79217</b>					
SV0502	13,257	-	-	-	-
<b>79218</b>					
SV1601	125,000	-	-	-	-
<b>79221</b>					
SV0100	5,000	2,250	-	-	-
<b>79224</b>					
SV0101	15,000	15,000	-	-	-
<b>79252</b>					
SV0403	250,000	250,000	250,000	-	-
<b>79253</b>					
SV0406	35,000	-	25,000	25,000	25,000
<b>79254</b>					
SV0404	-	1,500,000	-	-	-
<b>79255</b>					
SV2101	-	75,000	125,000	75,000	75,000

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
<b>79256</b>					
SV2420	-	20,000	20,000	20,000	20,000
<b>79258</b>					
SV0101	-	50,000	50,000	50,000	50,000
<b>79259</b>					
SV0404	-	291,840	265,000	275,000	350,000
<b>79260</b>					
SV0801	-	12,425,992	-	-	-
SV1001	-	397,953	-	-	-
SV1002	-	1,890,709	-	-	-
SV1005	-	730,085	-	-	-
SV1011	-	628,884	19,630,074	20,266,481	19,444,801
SV1016	-	15,424	-	-	-
<b>79261</b>					
SV1703	-	9,207,271	10,000,000	10,000,000	10,144,875
<b>79262</b>					
SV0404	-	428,009	300,000	300,000	300,000
<b>79263</b>					
SV0404	-	50,000	-	-	-
<b>79264</b>					
SV2101	-	16,000	16,000	16,000	16,000
<b>79266</b>					
SV1503	-	-	9,113,276	9,272,758	9,370,962
<b>79267</b>					
SV0101	-	-	100,000	100,000	100,000
<b>79268</b>					
SV0502	-	-	50,000	50,000	50,000
<b>79269</b>					
SV0502	-	-	63,832	63,832	63,832
<b>79270</b>					
SV0502	-	-	52,038	52,038	52,038
<b>79271</b>					
SV0502	-	-	50,000	50,000	50,000
<b>79272</b>					
SV0502	-	-	96,250	96,250	96,250
<b>79273</b>					
SV2422	-	-	100,000	100,000	100,000
<b>79274</b>					
SV2422	-	-	50,000	50,000	50,000
<b>79275</b>					
SV0803	-	-	523,514	1,047,028	-
<b>79276</b>					
SV2422	-	-	25,000	25,000	25,000
<b>79277</b>					

General Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Adopted
SV2422	-	-	30,000	30,000	30,000
<b>79278</b>					
SV0912	-	-	2,000,000	-	-
<b>79279</b>					
SV0406	-	-	17,500	17,500	17,500
<b>79280</b>					
SV2424	-	-	100,000	100,000	100,000
<b>79281</b>					
SV1203	-	-	-	-	90,000
<b>79282</b>					
SV0912	-	-	-	-	250,000
<b>79283</b>					
SV0912	-	-	-	-	(3,000,000)
<b>79284</b>					
SV0406	-	-	-	-	485,140
<b>Grand Total</b>	<b>\$ 692,830,194</b>	<b>\$ 674,890,384</b>	<b>\$ 719,902,218</b>	<b>\$ 713,189,119</b>	<b>\$ 746,161,605</b>

Advantage Richmond Corporation Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Proposed
<b>25501</b>					
70161	24,000	24,000	-	-	-
70211	-	-	139,414	139,414	139,414
70215	642,361	450,919	286,207	286,207	286,207
70551	381,590	372,643	400,000	400,000	400,000
72115	-	49,431	-	-	-
72171	131,129	133,510	161,000	161,000	161,000
72172	22,412	21,867	23,000	23,000	23,000
80001	225,000	225,000	225,000	225,000	225,000
80004	149,568	78,559	-	-	-
80006	-	60,016	-	-	-
90001	-	-	143,022	87,901	87,901
90002	244,948	158,173	-	-	-
90009	-	-	1,022,357	1,077,478	1,077,478
<b>Grand Total</b>	<b>\$ 1,821,008</b>	<b>\$ 1,574,118</b>	<b>\$ 2,400,000</b>	<b>\$ 2,400,000</b>	<b>\$ 2,400,000</b>

**Advantage Richmond Corporation Fund: Cost Center and Service Code**

<b>Cost Center and Service Code</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Adopted</b>	<b>FY2020 Approved</b>	<b>FY2020 Proposed</b>
<b>25501</b>					
000000	225,000	204,649	-	-	-
SV0907	1,201,492	1,095,587	584,000	584,000	584,000
SV0910	244,948	195,323	1,390,379	1,390,379	1,390,379
SV2006	149,568	78,559	425,621	425,621	425,621
<b>Grand Total</b>	<b>\$ 1,821,008</b>	<b>\$ 1,574,118</b>	<b>\$ 2,400,000</b>	<b>\$ 2,400,000</b>	<b>\$ 2,400,000</b>

Cemeteries Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Proposed
<b>00000</b>					
69001	-	1,773	-	-	-
69002	-	(2,543)	-	-	-
<b>02509</b>					
90001	(704)	-	-	-	-
90004	10,331	8,096	-	-	-
<b>30601</b>					
00000	(1,753)	-	-	-	-
60000	171,589	157,677	218,448	219,436	178,117
60001	1,337	3,493	-	-	-
60002	9,838	10,451	-	-	-
60004	11,071	13,962	-	-	-
60005	5,320	3,258	-	-	-
60009	172	826	-	-	-
62000	30,653	25,299	-	-	-
62001	864	1,010	-	-	-
62002	817	2,052	-	-	-
62005	-	187	-	-	-
63000	13,515	12,321	13,544	13,605	11,043
63001	35,753	37,059	40,271	40,467	41,755
63002	3,161	2,882	3,167	3,182	2,583
63003	981	975	1,136	1,141	926
63006	46,113	55,550	74,788	74,788	57,665
64104	115	229	-	-	-
64105	2,750	4,286	-	-	-
69001	(22,863)	(16,142)	-	-	-
69002	22,027	2,571	-	-	-
70131	868	-	-	-	-
70151	125	50	-	-	-
70212	-	342	-	-	-
70215	16,940	10,563	10,000	10,000	10,000
70218	18,353	14,317	12,500	12,500	12,350
70311	-	349	-	-	-
70413	-	-	440	440	440
70551	2,072	-	500	500	500
70552	57,775	8,252	62,185	59,348	51,640
71011	2,246	954	2,250	2,250	2,250
71012	21	-	165	165	165
71016	-	354	250	250	250
71111	350	55	-	-	-
71131	580	1,083	580	580	580
71164	320	3,246	320	320	320
71166	-	254	-	-	-
71167	-	335	-	-	-
71182	-	-	800	800	800
72113	92	105	-	-	-
72115	3,997	-	4,000	4,000	4,000
72122	183	-	-	-	-
72123	-	15	75	75	75
72131	-	389	-	-	-
72153	1,824	6,278	10,000	10,000	10,000
72171	2,255	2,218	1,879	1,879	1,879



Cemeteries Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Proposed
72172	924	1,125	1,094	1,094	1,094
72173	656	948	707	707	707
73104	1,517	1,255	-	-	-
73111	-	(216)	-	-	-
76211	476	217	-	-	-
77103	2,880	5,208	5,500	5,500	5,000
77104	2,444	2,527	2,467	2,467	2,466
77107	-	11,912	5,477	5,477	22,500
77201	-	-	400	400	400
77501	-	33	-	-	-
80001	21,261	18,045	-	-	-
80006	2,282	-	-	-	-
<b>30602</b>					
70215	1,984	525	-	-	-
70311	-	349	-	-	-
71011	-	219	-	-	-
71012	-	121	-	-	-
71111	-	85	1,500	1,500	1,500
71167	-	96	-	-	-
72123	-	83	-	-	-
72153	-	32	-	-	-
<b>30603</b>					
60000	203,314	235,483	316,863	318,343	281,865
60001	2,694	1,736	-	-	-
60002	12,296	15,920	-	-	-
60004	18,395	19,085	-	-	-
60005	13,120	13,484	-	-	-
60008	-	182	-	-	-
60009	172	815	-	-	-
62000	48,134	25,269	-	-	-
62001	379	319	-	-	-
62002	1,737	840	-	-	-
62005	346	251	-	-	-
63000	18,011	18,820	19,645	19,737	17,476
63001	59,745	66,266	70,488	70,836	74,590
63002	4,212	4,401	4,595	4,616	4,087
63003	1,218	1,458	1,648	1,655	1,466
63006	47,663	64,323	81,638	81,638	67,924
63011	-	751	-	-	-
64104	115	229	-	-	-
64105	2,875	6,128	-	-	-
69001	(38,221)	(25,669)	-	-	-
69002	36,824	52	-	-	-
70123	-	986	-	-	-
70131	-	676	1,402	250	250
70151	50	75	633	1,190	-
70213	14,500	1,074	-	-	-
70215	19,411	12,284	15,000	15,000	15,000
70216	-	-	216	216	216
70217	2,398	1,438	-	-	-
70218	25,485	33,379	26,000	26,000	20,000
70311	-	349	-	-	-

Cemeteries Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Proposed
70413	1,734	2,731	440	440	440
70551	375	750	500	500	500
70552	62,905	40,957	62,185	59,348	52,249
70553	1,773	7,161	-	-	-
71011	1,944	1,776	3,500	3,500	3,500
71012	2,674	160	-	-	-
71016	-	354	-	-	-
71111	4,892	1,071	1,550	1,550	1,550
71131	767	355	725	725	725
71133	-	50	-	-	-
71161	100	-	-	-	-
71162	-	-	240	240	240
71164	320	446	600	600	600
71165	198	715	600	600	600
71181	-	1,352	-	-	-
71182	-	-	800	800	800
72115	2,869	-	3,000	3,000	3,000
72122	183	-	-	-	-
72123	-	173	75	75	75
72131	-	389	-	-	-
72152	328	291	-	-	-
72153	4,195	9,659	10,000	10,000	10,000
72154	5,948	10,715	-	-	-
72171	4,449	4,849	2,515	2,515	2,515
72172	4,840	6,495	5,378	5,378	5,378
73104	415	1,255	-	-	-
76211	535	-	-	-	-
76221	476	-	-	-	-
76651	-	261	-	-	-
77103	4,780	6,783	5,500	5,500	7,200
77104	3,453	3,453	3,947	3,947	3,946
77107	-	29,631	28,212	28,212	29,628
77201	166	199	-	-	-
80001	17,285	-	-	-	-
80006	12,227	-	-	-	-
95010	-	-	94,498	98,486	102,414
<b>30604</b>					
60000	203,002	197,015	269,172	270,518	246,798
60001	16,630	6,335	-	-	-
60002	11,653	14,186	-	-	-
60004	17,678	20,519	-	-	-
60005	6,850	10,651	-	-	-
60008	497	166	-	-	-
60009	842	604	-	-	-
62000	60,137	53,758	-	-	-
62001	5,857	149	-	-	-
62002	3,271	2,332	-	-	-
62005	-	187	-	-	-
63000	19,897	18,364	16,689	16,772	15,301
63001	81,641	84,866	89,353	89,800	97,349
63002	4,653	4,295	3,903	3,923	3,579
63003	1,191	1,258	1,400	1,407	1,283

Cemeteries Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Proposed
63006	45,834	57,237	68,550	68,550	62,845
64104	493	687	-	-	-
64105	2,375	5,310	-	-	-
69001	(52,202)	(32,870)	-	-	-
69002	50,294	66	-	-	-
70131	700	33	-	-	-
70132	-	-	250	250	250
70151	125	25	-	-	-
70211	8,260	5,216	-	-	-
70213	379	-	-	-	-
70214	982	-	-	-	-
70215	18,103	20,146	15,000	15,000	15,000
70216	-	-	216	216	216
70218	26,065	32,383	26,000	26,000	16,000
70311	-	1,480	-	-	-
70413	-	-	440	440	440
70551	340	-	500	500	500
70552	29,029	80,243	62,184	59,348	51,639
70553	181	563	-	-	-
71011	3,190	1,464	2,500	2,500	2,500
71012	2,300	1,295	2,000	2,000	2,000
71014	69	123	-	-	-
71016	-	354	-	-	-
71111	1,937	1,451	2,000	2,000	2,000
71131	1,237	1,533	1,200	1,200	1,200
71133	-	367	-	-	-
71142	-	1,930	-	-	-
71161	-	227	-	-	-
71162	69	-	240	240	240
71164	1,755	4,255	-	-	-
71165	1,286	547	1,000	1,000	1,000
71166	-	248	-	-	-
71182	-	1,619	800	800	800
71183	81	491	-	-	-
72115	5,799	-	6,000	6,000	6,000
72121	350	350	400	400	400
72122	183	-	-	-	-
72123	250	173	100	100	100
72131	-	389	-	-	-
72152	658	-	-	-	-
72153	1,256	10,283	7,500	7,500	7,500
72171	6,337	7,023	7,404	7,404	7,404
72172	1,301	1,567	1,459	1,459	1,459
72173	1,314	2,098	1,333	1,333	1,333
73104	1,517	1,255	-	-	-
73111	-	280	-	-	-
76115	624	762	-	-	-
76211	861	2,215	-	-	-
76221	1,121	-	-	-	-
76501	-	151	-	-	-
77103	4,745	509	2,500	2,500	8,897
77104	4,440	4,440	5,427	5,427	5,425

Cemeteries Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Proposed
77107	-	4,829	4,829	4,829	4,825
77501	-	82,306	-	-	-
80001	5,874	504	-	-	-
80006	2,264	-	2,734	2,734	2,734
<b>30605</b>					
70161	1,808	-	-	-	-
70211	-	58	-	-	-
70213	12,300	6,000	-	-	-
70215	195	-	-	-	-
70552	-	3,895	-	-	-
71111	208	-	1,250	1,250	1,250
71131	-	39	-	-	-
72171	1,150	1,337	660	660	660
72172	692	827	832	832	831
<b>30606</b>					
70213	-	3,600	-	-	-
<b>30607</b>					
00000	1,753	-	-	-	-
72172	-	-	1,404	1,404	1,404
<b>Grand Total</b>	<b>\$ 1,751,893</b>	<b>\$ 1,785,426</b>	<b>\$ 1,844,065</b>	<b>\$ 1,844,065</b>	<b>\$ 1,700,399</b>

Cemeteries Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Proposed
<b>00000</b>					
000000	-	(770)	-	-	-
<b>02509</b>					
SV0910	9,627	8,096	-	-	-
<b>30601</b>					
000000	19,200	4,259	-	-	-
SV0302	-	404	250	250	250
SV1001	-	-	400	400	400
SV1010	92	138	-	-	-
SV1501	425,208	368,963	446,350	444,778	376,539
SV1502	29,154	34,381	25,944	25,944	42,316
SV1904	-	15	-	-	-
SV2407	(1,753)	-	-	-	-
<b>30602</b>					
SV0302	-	423	-	-	-
SV1501	1,984	1,087	-	-	-
SV2002	-	-	1,500	1,500	1,500
<b>30603</b>					
000000	(627)	(25,617)	-	-	-
SV0302	-	873	1,402	250	250
SV0908	1,354	-	600	600	600
SV0909	1,734	2,731	440	440	440
SV1011	-	-	83,869	87,396	92,312
SV1501	568,811	581,468	601,794	601,463	543,755
SV1502	63,429	72,967	63,659	63,659	60,774
SV1703	-	-	10,629	11,090	10,102
SV1904	-	15	-	-	-
<b>30604</b>					
000000	1,149	(32,300)	-	-	-
SV0302	-	1,118	250	250	250
SV0700	425	-	-	-	-
SV0801	-	69,348	440	440	440
SV1001	-	1,481	-	-	-
SV1002	-	9,293	-	-	-
SV1005	-	2,184	-	-	-
SV1501	573,292	626,577	563,637	562,703	531,180
SV1502	40,639	42,524	38,756	38,756	35,147
SV1904	-	15	-	-	-
SV2501	69	-	-	-	-
<b>30605</b>					
SV0801	1,808	-	-	-	-
SV1501	14,546	12,156	1,492	1,492	1,491
SV2002	-	-	1,250	1,250	1,250
<b>30606</b>					
SV1501	-	3,600	-	-	-
<b>30607</b>					
SV2006	-	-	1,404	1,404	1,404
SV2407	1,753	-	-	-	-
<b>Grand Total</b>	<b>\$ 1,751,893</b>	<b>\$ 1,785,426</b>	<b>\$ 1,844,065</b>	<b>\$ 1,844,065</b>	<b>\$ 1,700,399</b>

**Department of Information Technology: Cost Center and Account Code**

<b>Cost Center and Account Code</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Adopted</b>	<b>FY2020 Approved</b>	<b>FY2020 Proposed</b>
<b>02001</b>					
60000	-	4,168,612	6,839,107	6,862,514	6,617,829
60001	-	8,699	-	-	-
60002	-	282,218	-	-	-
60004	-	683,670	-	-	-
60005	-	180,797	-	-	-
60006	-	3,737	-	-	-
60008	-	1,009	-	-	-
60009	-	3,110	-	-	-
61000	-	93,142	-	-	51,869
61002	-	3,216	-	-	-
61004	-	7,894	-	-	-
61005	-	4,993	-	-	-
62000	-	249,016	-	-	-
62001	-	187	-	-	-
62002	-	12,875	-	-	-
62005	-	6,090	-	-	-
62012	-	320	-	-	-
63000	-	321,278	424,025	425,476	413,521
63001	-	849,491	906,528	910,521	955,431
63002	-	75,240	99,167	99,506	96,711
63003	-	27,799	37,634	37,766	36,473
63006	-	649,513	879,900	879,900	862,559
63008	-	756	-	-	-
63011	-	6,000	-	-	-
64104	-	680	-	-	-
64105	-	107,572	-	-	-
69001	-	(323,047)	-	-	-
69002	-	648	-	-	-
70131	-	-	12,000	12,500	-
70151	-	-	-	-	12,500
70161	-	1,582	150,000	160,000	160,000
70163	-	390	-	-	-
70215	-	46	-	-	-
70216	-	775	-	-	-
70218	-	2,002	-	-	-
70412	-	48	1,600	1,700	1,700
70552	-	-	100,000	100,000	100,000
71011	-	1,085	-	-	-
71012	-	12,900	77,875	50,000	50,000
71014	-	437	-	-	-
72106	-	494	-	-	-
72113	-	90	600	650	650
72121	-	2,078	-	-	-
72123	-	-	15,000	15,000	15,000
72124	-	-	2,000	2,500	2,500
72131	-	1,230	-	-	-
72161	-	-	-	-	1,200
77103	-	1,303	1,109	1,200	500
77104	-	493	3,000	3,000	493
77501	-	22	-	-	-
95010	-	-	80,403	87,689	79,873

**Department of Information Technology: Cost Center and Account Code**

<b>Cost Center and Account Code</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Adopted</b>	<b>FY2020 Approved</b>	<b>FY2020 Proposed</b>
<b>02002</b>					
60000	-	45,251	-	-	-
80001	-	39,766	-	-	-
<b>02003</b>					
70131	-	2,021	-	-	-
70161	-	1,685	-	-	-
70215	-	3,405	-	-	-
70552	-	78,550	200,000	200,000	200,000
71012	-	495	-	-	-
72121	-	1,413	-	-	-
72124	-	3,440	52,970	52,969	52,969
72131	-	548,171	-	-	-
72161	-	191,135	706,748	742,033	775,974
80001	-	64,057	-	-	-
<b>02004</b>					
70161	-	-	150,000	180,000	469,801
70215	-	83,492	400,000	480,000	479,265
70262	-	116,952	-	-	19,452
70511	-	-	19,462	-	-
70551	-	-	100,000	120,000	115,000
70552	-	8,410	130,000	156,000	56,000
70556	-	392,637	-	-	-
71012	-	79	-	-	-
72124	-	85	-	-	37,150
72130	-	-	-	-	70,000
72131	-	99,879	200,000	240,000	-
72153	-	80,938	-	-	-
72161	-	954,782	1,637,340	2,224,846	2,147,498
72162	-	2,766	-	-	-
80001	-	51,830	-	-	-
80006	-	1,871,892	1,084,000	1,632,492	826,174
90012	-	576,087	577,960	577,960	577,960
99900	-	(1,009,632)	-	-	-
<b>02005</b>					
62000	-	24,429	-	-	-
62002	-	1,523	-	-	-
62005	-	765	-	-	-
63000	-	1,656	-	-	-
63002	-	378	-	-	-
70161	-	-	60,000	5,000	-
70215	-	20,271	60,000	30,000	-
70552	-	600	-	-	-
71012	-	900,653	-	-	-
71131	-	-	5,000	-	-
72115	-	39,010	-	-	-
72124	-	85	20,000	-	25,000
72131	-	8,175	44,000	-	-
72132	-	613	-	-	-
72153	-	85,869	-	-	1,169,958
72161	-	28,693	1,463,479	1,425,316	1,527,822
76230	-	-	-	-	20,000
76231	-	-	150,618	20,000	-

**Department of Information Technology: Cost Center and Account Code**

<b>Cost Center and Account Code</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Adopted</b>	<b>FY2020 Approved</b>	<b>FY2020 Proposed</b>
80006	-	327,749	80,000	500,000	-
<b>02006</b>					
70161	-	-	48,200	43,200	170,000
70215	-	26,009	308,100	308,100	35,000
71012	-	4,500	-	-	-
72115	-	3,796,610	3,161,350	3,162,350	3,378,730
72124	-	85	-	-	-
72131	-	1,049,454	-	-	-
72161	-	22,366	99,000	99,000	144,000
80001	-	14,785	-	-	-
99900	-	(102,503)	-	-	-
<b>02007</b>					
70215	-	6,245	-	-	-
70311	-	95,156	55,200	55,200	65,000
70511	-	310,000	360,000	360,000	360,000
70552	-	1,850	-	-	-
71012	-	148,326	1,137,833	1,137,834	1,265,500
71164	-	1,765	-	-	-
72131	-	7,648	-	-	-
72161	-	410	-	-	-
80006	-	-	434,100	-	-
<b>02008</b>					
70218	-	328	-	-	2,000
70511	-	40,840	56,000	60,000	60,000
71012	-	-	3,700	-	-
71164	-	2,827	-	-	-
72113	-	362,582	451,200	451,301	400,000
72131	-	2,793	-	-	-
77103	-	521	-	-	-
77104	-	-	-	-	493
<b>02009</b>					
72131	-	690,841	1,413,619	1,122,795	-
72153	-	-	-	-	46,900
72161	-	34,896	-	-	1,124,658
80006	-	-	46,900	46,900	-
<b>Grand Total</b>	<b>\$ -</b>	<b>\$19,618,878</b>	<b>\$ 24,346,727</b>	<b>\$ 25,083,218</b>	<b>\$ 25,081,114</b>



Department of Information Technology: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Proposed
<b>02001</b>					
000000	-	52,929	-	-	-
SV0302	-	-	77,875	50,000	-
SV0801	-	93,374	271,709	282,350	-
SV0807	-	-	12,000	12,500	-
SV1003	-	-	-	-	1,200
SV1009	-	7,296,206	9,186,361	9,215,683	9,377,736
SV1010	-	112	-	-	-
SV1011	-	1,579	-	-	-
SV1016	-	1,230	-	-	-
SV1201	-	390	-	-	-
SV1502	-	3,893	1,600	1,700	-
SV1703	-	-	80,403	87,689	79,873
SV2006	-	775	-	-	-
<b>02002</b>					
000000	-	39,766	-	-	-
SV1011	-	45,251	-	-	-
<b>02003</b>					
000000	-	64,057	-	-	-
SV0302	-	2,021	-	-	-
SV0801	-	167,437	21,487	-	-
SV0907	-	176,945	-	200,000	-
SV1001	-	495	-	-	-
SV1003	-	-	-	-	435,659
SV1005	-	3,405	-	-	-
SV1007	-	55,286	-	-	-
SV1009	-	-	-	-	593,284
SV1011	-	1,725	-	-	-
SV1016	-	422,416	938,231	795,002	-
SV1201	-	585	-	-	-
<b>02004</b>					
000000	-	(955,677)	-	-	-
SV0701	-	575,846	-	-	-
SV0801	-	79	-	-	-
SV1001	-	241	-	-	-
SV1002	-	-	-	-	487,500
SV1003	-	1,583	3,620,802	4,913,338	1,076,301
SV1004	-	162,424	-	-	-
SV1005	-	-	577,960	577,960	577,960
SV1009	-	-	-	-	75,452
SV1014	-	244,496	100,000	120,000	935,211
SV1015	-	3,076,229	-	-	1,645,877
SV1016	-	124,890	-	-	-
SV1201	-	85	-	-	-
<b>02005</b>					
SV1002	-	47,185	-	-	5,185
SV1003	-	6,760	540,729	286,111	253,194
SV1005	-	1,305,402	1,274,448	1,631,285	2,310,306
SV1009	-	-	-	-	174,095
SV1016	-	81,036	67,920	62,920	-
SV1201	-	85	-	-	-
<b>02006</b>					

Department of Information Technology: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Proposed
000000	-	(87,718)	-	-	-
SV1002	-	4,394,380	3,616,650	3,612,650	3,727,730
SV1005	-	313,776	-	-	-
SV1201	-	85	-	-	-
SV1601	-	190,782	-	-	-
<b>02007</b>					
SV1001	-	569,550	1,987,133	1,553,034	1,690,500
SV1011	-	1,850	-	-	-
<b>02008</b>					
SV1010	-	409,043	510,900	511,301	462,493
SV1502	-	849	-	-	-
<b>02009</b>					
SV1003	-	-	-	-	1,171,558
SV1016	-	725,738	1,460,519	1,169,695	-
<b>Grand Total</b>	<b>\$ -</b>	<b>\$19,618,878</b>	<b>\$ 24,346,727</b>	<b>\$ 25,083,218</b>	<b>\$ 25,081,114</b>

**Fleet Management Fund: Cost Center and Account Code**

<b>Cost Center and Account Code</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Adopted</b>	<b>FY2020 Approved</b>	<b>FY2020 Proposed</b>
<b>00000</b>					
90001	34,873	-	-	-	-
90002	(57,679)	-	-	-	-
90009	(1,240,899)	-	-	-	-
90013	(112,673)	-	-	-	-
99900	23,822	98,000	-	-	-
<b>02708</b>					
80001	7,152	21,456	-	-	-
99900	(107,280)	-	-	-	-
<b>02901</b>					
80001	6,040	5,032	-	-	-
<b>02902</b>					
77303	536	1,145	-	-	-
80001	1,074	2,148	-	-	-
99900	(10,738)	-	-	-	-
<b>02905</b>					
70161	-	-	-	500,088	58,032
70215	-	-	-	83,000	82,920
71011	-	-	-	30,000	30,000
71012	-	-	-	5,000	5,000
72154	-	-	-	19,800	19,800
<b>02922</b>					
72152	859,319	-	-	-	-
77102	95	-	-	-	-
80001	53,867	827,188	-	-	-
80007	5,402,754	4,515,209	-	-	-
99900	(900,533)	(4,706,719)	-	-	-
<b>02923</b>					
77303	191,853	-	-	-	-
77304	2,008,910	2,631,392	2,486,807	-	2,800,000
<b>02924</b>					
90001	46,192	56,164	107,795	115,200	105,000
90002	70,192	18,443	-	-	-
90009	1,240,899	-	1,700,899	860,000	1,700,000
<b>02925</b>					
60000	463,909	453,704	539,748	542,447	595,491
60001	1,496	1,485	-	-	-
60002	25,505	29,747	-	-	-
60004	37,672	13,908	-	-	-
60005	17,401	15,573	-	-	-
60009	303	1,922	-	-	-
63000	32,794	32,798	33,464	33,632	36,920
63001	105,797	111,233	118,353	118,945	112,777
63002	7,670	7,671	7,826	7,865	8,635
63003	3,840	4,006	4,041	4,061	4,440
63006	74,083	75,884	81,541	81,541	101,371
63011	1,000	1,250	-	-	-
64105	4,500	11,927	-	-	-
64111	-	-	40,000	40,000	-
69001	(36,514)	(43,224)	-	-	-
69002	65,171	87	-	-	-
70112	260,000	-	-	113,786	-

**Fleet Management Fund: Cost Center and Account Code**

<b>Cost Center and Account Code</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Adopted</b>	<b>FY2020 Approved</b>	<b>FY2020 Proposed</b>
70125	3,618	-	-	-	-
70161	562,813	355,751	507,708	-	-
70215	57,907	60,317	81,000	-	-
70218	57,829	60,415	65,000	65,000	56,000
70311	996	115	-	-	-
70411	(230)	-	-	-	-
70412	8,422	123	-	-	-
70414	-	3,510	-	-	-
70552	15,453	31,911	-	-	-
70553	177	827	-	-	-
71011	16,601	34,312	30,000	-	-
71012	5,276	2,678	5,000	-	-
71164	31,115	33,328	40,000	40,000	40,700
72113	25	20	-	-	-
72115	659	-	-	-	-
72121	-	204	-	-	-
72122	8,910	874	300	300	598
72123	-	499	500	500	500
72124	11,982	30,282	30,000	30,000	30,000
72131	11,391	17,109	8,675	10,000	11,095
72132	327	-	-	-	-
72154	16,582	15,487	19,800	-	-
72162	1,823	1,513	1,000	1,000	1,000
72171	170,267	18,742	150,000	150,000	150,000
72172	30,556	9,476	50,000	50,000	50,000
72173	8,268	16,385	50,000	50,000	50,000
73105	-	-	260,000	260,000	260,000
76119	216	-	-	-	-
76241	-	1,094	-	-	-
76242	17,740	5,040	20,000	20,000	12,000
77101	2,115,654	2,207,129	2,352,922	2,325,281	2,418,605
77102	4,995	24,895	-	-	14,000
77103	5,450	6,389	6,000	6,000	8,000
77104	5,558	12,666	27,133	27,133	21,600
77106	795,659	-	-	-	-
77107	-	24,942	-	-	3,450,000
77201	-	465	-	-	-
77303	3,069,857	2,651,616	2,460,000	2,460,000	1,760,289
77304	50,503	7,283	-	2,490,314	-
77401	-	601,234	-	-	-
77501	-	179,596	-	-	-
80001	4,553,350	4,314,478	2,741,759	3,432,937	-
80007	188,556	-	-	-	-
90013	-	(112,673)	-	-	-
95010	-	-	1,023,211	1,067,356	1,010,902
99900	(5,586,095)	(13,239)	-	-	-
<b>02926</b>					
60000	998,221	1,164,646	1,422,197	1,429,162	1,875,598
60001	83,161	109,732	-	-	-
60002	57,226	76,962	-	-	-
60003	722	3,359	-	-	4,706
60004	67,276	81,678	-	-	-

**Fleet Management Fund: Cost Center and Account Code**

<b>Cost Center and Account Code</b>	<b>FY2017 Actual</b>	<b>FY2018 Actual</b>	<b>FY2019 Adopted</b>	<b>FY2020 Approved</b>	<b>FY2020 Proposed</b>
60005	39,615	49,796	-	-	-
60007	1,761	-	-	-	-
60009	742	686	-	-	-
63000	77,419	91,531	88,176	88,609	116,287
63001	271,280	315,159	312,557	314,113	351,648
63002	18,106	21,406	20,622	20,723	27,196
63003	5,924	7,266	7,396	7,432	9,753
63006	190,951	298,302	348,277	348,277	412,339
63011	-	4,500	-	-	-
64104	137	2,586	-	-	-
64105	14,000	25,135	-	-	-
64111	35,676	42,536	-	-	-
69001	(93,510)	(119,107)	-	-	-
69002	166,897	239	-	-	-
72115	39,399	-	-	-	-
<b>04209</b>					
80001	5,105	5,569	-	-	-
99900	(27,846)	-	-	-	-
<b>08720</b>					
<b>79074</b>					
70215	15,602	123	-	-	-
70218	113,314	-	-	-	-
<b>99001</b>					
72123	2	-	-	-	-
<b>Grand Total</b>	<b>\$16,905,796</b>	<b>\$ 16,974,326</b>	<b>\$ 17,249,707</b>	<b>\$ 17,249,500</b>	<b>\$ 17,803,201</b>

Fleet Management Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Proposed
<b>00000</b>					
000	23,822	98,000	-	-	-
000000	(1,263,705)	-	-	-	-
SV0910	(112,673)	-	-	-	-
<b>02708</b>					
000000	(100,128)	21,456	-	-	-
<b>02901</b>					
000000	6,040	5,032	-	-	-
<b>02902</b>					
000000	(9,664)	2,148	-	-	-
SV1502	536	1,145	-	-	-
<b>02905</b>					
SV1502	-	-	-	637,888	195,752
<b>02922</b>					
000000	(846,666)	(3,879,531)	-	-	-
SV1502	6,262,168	4,515,209	-	-	-
<b>02923</b>					
SV1502	2,200,763	2,631,392	2,486,807	-	2,800,000
<b>02924</b>					
SV0910	708,284	56,164	-	-	-
SV1502	649,000	18,443	1,808,694	975,200	1,805,000
<b>02925</b>					
000	-	(150)	-	-	-
000000	(755,720)	4,233,881	-	-	-
SV0801	1,833	145,974	-	-	-
SV0910	-	(112,673)	-	-	-
SV1001	-	7,928	-	-	-
SV1002	-	51,354	-	-	-
SV1005	-	3,882	-	-	-
SV1011	-	-	187,972	-	205,257
SV1502	7,704,017	6,825,187	9,571,905	12,200,077	9,089,695
SV1505	121,875	144,638	159,865	160,664	104,326
SV1602	34,009	-	-	-	-
SV1703	-	-	835,239	1,067,356	805,645
SV2006	42,645	8,960	-	-	-
SV2502	158,178	10,122	-	-	-
SV2602	-	3,660	-	-	-
<b>02926</b>					
000000	73,387	(118,868)	-	-	-
SV1502	1,901,618	2,247,397	2,099,456	2,108,333	2,618,724
SV1503	-	-	41,226	41,226	60,447
SV1506	-	-	2,333	-	-
SV2502	-	47,809	56,209	58,755	118,356
SV2602	-	74	-	-	-
<b>04209</b>					
000000	(22,741)	5,569	-	-	-
<b>79074</b>					
SV1502	128,916	123	-	-	-
<b>99001</b>					
SV0801	2	-	-	-	-
<b>Grand Total</b>	<b>\$ 16,905,796</b>	<b>\$ 16,974,326</b>	<b>\$ 17,249,707</b>	<b>\$ 17,249,500</b>	<b>\$ 17,803,201</b>

Parking Enterprise Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Proposed
<b>0000</b>					
69002	-	(6,403)	-	-	-
77501	-	2,971	-	-	-
90009	(4,555,771)	-	-	-	-
99900	-	(771,137)	-	-	-
<b>02509</b>					
90017	-	4,538,336	-	-	-
<b>02516</b>					
70211	-	552	-	-	-
76321	-	671	-	-	-
<b>02921</b>					
80001	-	1,054	-	-	-
99900	-	(678,885)	-	-	-
<b>02922</b>					
80001	-	322,185	-	-	-
99900	-	(792,316)	-	-	-
<b>02928</b>					
73104	1	-	-	-	-
95002	-	366,006	-	-	-
99900	-	(84,312)	-	-	-
<b>08601</b>					
77201	19	-	-	-	-
<b>08602</b>					
73104	7,034	5,565	-	-	-
<b>08603</b>					
60000	265,300	287,937	456,575	458,659	621,074
60001	160	-	-	-	-
60002	15,709	20,354	-	-	-
60004	23,215	29,403	-	-	-
60005	27,444	22,347	-	-	-
60008	610	610	-	-	-
60009	404	-	-	-	-
62000	375	810	-	-	-
63000	19,820	21,420	28,308	28,437	38,507
63001	81,204	93,778	103,114	103,619	122,327
63002	4,635	5,010	6,620	6,651	9,006
63003	2,387	3,105	4,482	4,504	4,900
63006	40,990	50,732	74,756	74,756	114,715
64105	3,000	8,314	-	-	-
69001	22,076	(36,188)	-	-	-
69002	49,845	6,476	-	-	-
70131	2,606	26,302	-	-	-
70161	3,266	-	2,100,000	2,100,000	2,500,000
70211	1,655,117	252,621	2,000,000	2,300,000	1,700,000
70215	131,782	18,888	500,000	500,000	350,000
70218	-	2,746	-	-	3,350
70412	-	14	-	-	-
71011	-	194	-	-	-
71012	1,578	3,733	1,322	1,322	10,000
72113	17,163	19,140	39,000	39,000	30,000
72114	2,668	-	-	-	-
72121	-	8,033	-	-	-

Parking Enterprise Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Proposed
72123	995	1,590	1,400	1,440	1,440
72153	-	12,767	-	-	-
73104	25,110	-	-	-	-
76321	-	130,472	363,000	363,000	363,000
76325	-	82	-	-	-
77103	-	179	-	-	700
77104	-	206	-	-	986
77106	-	-	90,000	90,000	90,000
77107	-	2,107	-	-	5,055
77201	15,150	20,617	7,500	10,000	10,000
77501	-	15,322	-	-	-
80001	1,677,870	1,785,645	1,377,694	1,377,694	1,673,416
80006	33,583	5,893	900,000	1,100,000	750,000
95004	500,000	-	-	-	-
95010	-	-	30,962	32,503	37,754
99900	(101,086)	-	-	-	-
<b>08604</b>					
70211	517,753	661,543	681,000	681,000	681,000
73104	41,875	43,436	-	-	-
<b>08605</b>					
70211	47,000	65,004	82,000	82,000	82,000
73104	20,117	11,309	-	-	-
<b>08606</b>					
70211	50,349	44,135	70,000	70,000	70,000
73104	939	698	-	-	-
<b>08607</b>					
70161	1,808	-	-	-	-
70211	345,250	252,907	739,775	739,775	489,775
73104	20,465	6,137	-	-	-
<b>08608</b>					
70211	72,486	112,441	120,000	120,000	120,000
73104	12,700	7,290	-	-	-
<b>08609</b>					
70211	237,916	419,162	400,000	400,000	400,000
73104	4,073	3,395	-	-	-
<b>08610</b>					
70211	241,405	357,851	300,000	300,000	300,000
73104	2,007	1,290	-	-	-
<b>08611</b>					
70211	435,470	517,290	617,850	617,850	617,850
73104	17,123	15,444	-	-	-
<b>08612</b>					
70211	47,584	55,190	63,300	63,300	63,300
70416	-	2,179	-	-	-
73104	290	-	-	-	-
<b>08613</b>					
70211	31,413	25,164	30,000	30,000	50,000
<b>08614</b>					
70211	66,568	172,823	432,800	432,800	182,800
73104	4,318	2,897	-	-	-
<b>08615</b>					
70211	16,817	24,052	16,000	16,000	16,000



Parking Enterprise Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Proposed
73104	948	339	-	-	-
<b>08616</b>					
70211	8,882	12,324	18,700	18,700	18,700
73104	1,095	830	-	-	-
<b>08617</b>					
70211	65,369	36,327	40,000	40,000	40,000
73104	8,076	8,149	-	-	-
<b>08618</b>					
73104	-	(40)	-	-	-
<b>08619</b>					
73104	270	90	-	-	-
<b>08622</b>					
70161	1,750	638,038	-	-	-
70211	1,092,022	1,564,683	-	-	-
73104	159,442	180,827	-	-	-
76321	8,406	-	-	-	-
80001	-	49,489	-	-	-
80006	21,138	1,083,225	-	-	-
99900	-	(319,564)	-	-	-
<b>08623</b>					
70211	(44,654)	87,687	600,000	60,000	600,000
70512	478,500	414,312	-	-	-
73104	12,577	10,096	-	-	-
<b>08630</b>					
70215	4,122	-	-	-	-
90001	108,781	679,702	28,868	1,502,513	19,988
90009	1,615,592	-	2,558,315	1,768,069	1,940,527
<b>08631</b>					
90001	57,151	69,362	21,193	20,288	31,090
90009	515,179	-	742,829	854,869	540,665
<b>08632</b>					
90001	2,485,044	884,000	1,608,334	22,123	1,583,846
90009	2,425,000	-	2,192,949	3,068,254	3,210,000
90014	-	508,764	-	-	-
<b>Grand Total</b>	<b>\$11,234,673</b>	<b>\$ 14,435,222</b>	<b>\$ 19,448,645</b>	<b>\$ 19,499,126</b>	<b>\$ 19,493,770</b>

Parking Enterprise Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Proposed
<b>00000</b>					
000	-	(771,137)	-	-	-
000000	(4,555,771)	(6,403)	-	-	-
SV0912	-	2,971	-	-	-
<b>02509</b>					
SV0910	-	4,538,336	-	-	-
<b>02516</b>					
SV1505	-	1,223	-	-	-
<b>02921</b>					
000000	-	(677,831)	-	-	-
<b>02922</b>					
000000	-	(470,130)	-	-	-
<b>02928</b>					
000000	1	281,694	-	-	-
<b>08601</b>					
SV1505	19	-	-	-	-
<b>08602</b>					
000000	7,034	5,565	-	-	-
<b>08603</b>					
000	-	(70)	-	-	-
000000	1,651,104	1,760,438	-	-	-
SV0801	18,930	22,089	39,000	39,000	30,000
SV0805	1,202	-	-	-	-
SV0910	-	-	1,377,694	-	-
SV0912	-	12,678	-	-	-
SV1001	796	559	-	-	-
SV1011	-	-	-	-	23,230
SV1500	-	941	-	-	-
SV1501	-	54	-	-	-
SV1502	-	5,252	-	-	10,091
SV1505	2,850,945	1,018,715	6,637,076	8,520,082	8,358,384
SV1703	-	-	30,962	32,503	14,524
<b>08604</b>					
000000	41,724	43,436	-	-	-
SV1505	517,905	661,543	681,000	681,000	681,000
<b>08605</b>					
000000	20,117	11,309	-	-	-
SV1505	47,000	65,004	82,000	82,000	82,000
<b>08606</b>					
000000	917	698	-	-	-
SV1505	50,371	44,135	70,000	70,000	70,000
<b>08607</b>					
000000	20,376	6,137	-	-	-
SV0801	1,808	-	-	-	-
SV1505	345,340	252,907	739,775	739,775	489,775
<b>08608</b>					
000000	12,700	7,290	-	-	-
SV1505	72,486	112,441	120,000	120,000	120,000
<b>08609</b>					
000000	3,977	3,395	-	-	-
SV1505	238,012	419,162	400,000	400,000	400,000
<b>08610</b>					

Parking Enterprise Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Proposed
000000	2,007	1,290	-	-	-
SV1505	241,405	357,851	300,000	300,000	300,000
<b>08611</b>					
000000	16,462	15,444	-	-	-
SV1505	436,131	517,290	617,850	617,850	617,850
<b>08612</b>					
000000	290	2,179	-	-	-
SV1505	47,584	55,190	63,300	63,300	63,300
<b>08613</b>					
SV1505	31,413	25,164	30,000	30,000	50,000
<b>08614</b>					
000000	4,290	2,897	-	-	-
SV1505	66,597	172,823	432,800	432,800	182,800
<b>08615</b>					
000000	946	339	-	-	-
SV1505	16,819	24,052	16,000	16,000	16,000
<b>08616</b>					
000000	1,095	830	-	-	-
SV1505	8,882	12,324	18,700	18,700	18,700
<b>08617</b>					
000	-	-	-	-	-
000000	8,076	8,149	-	-	-
SV1505	65,369	36,327	40,000	40,000	40,000
<b>08618</b>					
000000	-	(40)	-	-	-
<b>08619</b>					
000000	270	90	-	-	-
<b>08622</b>					
000000	159,442	(89,248)	-	-	-
SV1505	1,123,316	3,285,946	-	-	-
<b>08623</b>					
000000	12,078	10,096	-	-	-
SV1505	434,345	501,999	600,000	60,000	600,000
<b>08630</b>					
SV0910	1,724,373	679,702	2,587,183	3,270,582	1,960,515
SV1505	4,122	-	-	-	-
<b>08631</b>					
SV0910	572,330	69,362	764,022	875,157	571,755
<b>08632</b>					
000000	-	(117,302)	-	-	-
SV0910	4,910,044	1,510,066	3,801,283	22,123	1,583,846
SV1505	-	-	-	3,068,254	3,210,000
<b>Grand Total</b>	<b>\$ 11,234,673</b>	<b>\$ 14,435,222</b>	<b>\$ 19,448,645</b>	<b>\$ 19,499,126</b>	<b>\$ 19,493,770</b>

Radio Service Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Proposed
<b>00000</b>					
77501	-	(2,971)	-	-	-
<b>01801</b>					
77501	-	2,971	-	-	-
<b>02010</b>					
72171	1,335	-	-	-	-
72172	819	-	-	-	-
<b>02925</b>					
72124	147	-	-	-	-
80001	9,299	-	-	-	-
<b>08701</b>					
77201	-	239	-	-	-
<b>08720</b>					
60000	86,268	95,039	108,232	108,773	112,033
60002	3,731	7,249	-	-	-
60004	10,018	(39,128)	-	-	-
60005	1,776	3,715	-	-	-
60006	-	403	-	-	-
63000	5,544	6,650	6,710	6,744	6,946
63001	6,651	7,337	7,000	7,035	7,246
63002	1,296	1,555	1,569	1,577	1,624
63003	378	417	563	566	583
63006	16,525	22,498	8,510	8,510	24,906
64105	500	2,692	-	-	-
69001	(1,450)	(2,846)	-	-	-
69002	4,143	6	-	-	-
70121	16,520	420	-	-	-
70122	448	-	-	-	-
70132	-	-	1,000	1,000	1,000
70161	1,808	222	-	-	-
70211	-	14,466	11,000	10,000	10,000
70213	315	4,256	-	-	-
70214	6,662	4,664	-	-	-
70215	28,359	11,898	-	-	-
70218	-	7,067	10,000	10,000	4,000
70311	798	-	-	-	-
70411	4,696	-	-	-	-
70551	480	-	7,500	7,500	7,500
70552	81,732	47,408	45,000	45,000	45,000
70553	68	169	500	500	500
70554	-	413	-	-	-
71011	7,340	6,490	11,350	11,350	11,350
71012	2,590	1,887	5,000	5,000	5,000
71015	1,714	-	-	-	-
71151	-	181	-	-	-
71164	-	97	5,000	5,000	5,000
72112	208	501	2,000	2,000	2,000
72113	1	-	-	-	-
72114	50	-	-	-	-
72115	7,812	11	26,000	26,000	26,000
72121	420	-	-	-	-
72123	199	499	-	-	-

Radio Service Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Proposed
72124	4,058	8,848	-	-	-
72131	-	-	1,000	-	-
72152	4,462	-	-	-	-
72153	74,870	60,397	61,000	120,000	120,000
72154	448	-	-	-	-
72161	-	2,177	-	-	-
72171	40,426	43,741	-	-	56,695
72172	60	7,569	-	-	-
72173	943	123	-	-	-
76119	5,231	-	-	-	-
77103	75	5,248	10,000	10,000	3,000
77104	-	370	2,000	2,000	1,480
77201	368	408	-	-	-
77301	476,596	542,118	555,000	555,000	565,515
77302	10,794	8,483	1,500	-	-
77501	-	24,798	-	-	-
80001	-	12,154	-	-	-
80006	-	-	55,547	70,550	70,550
95010	-	-	30,314	31,441	25,656
99900	-	(32,793)	-	-	-
<b>08721</b>					
60000	212,472	221,166	296,452	297,655	238,359
60001	3,073	4,456	-	-	-
60002	12,967	13,858	-	-	-
60004	8,783	10,128	-	-	-
60005	2,790	4,456	-	-	-
60006	644	983	-	-	-
60009	736	704	-	-	-
63000	13,799	15,118	18,380	18,455	14,778
63001	12,952	15,279	17,309	17,382	13,307
63002	3,227	3,536	4,299	4,316	3,456
63003	1,366	1,622	1,895	1,903	1,605
63006	43,697	32,876	42,674	42,674	42,625
64105	4,300	3,959	-	-	-
69001	(2,784)	(5,899)	-	-	-
69002	7,955	12	-	-	-
<b>Grand Total</b>	<b>\$ 1,253,510</b>	<b>\$ 1,212,372</b>	<b>\$ 1,354,304</b>	<b>\$ 1,427,931</b>	<b>\$ 1,427,716</b>

Radio Service Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Proposed
<b>00000</b>					
SV0912	-	(2,971)	-	-	-
<b>01801</b>					
SV0912	-	2,971	-	-	-
<b>02010</b>					
SV2006	2,153	-	-	-	-
<b>02925</b>					
000000	9,299	-	-	-	-
SV1502	147	-	-	-	-
<b>08701</b>					
SV0801	-	239	-	-	-
<b>08720</b>					
000	-	(280)	-	-	-
000000	8,473	(68,753)	-	-	-
SV0701	798	32,734	-	-	-
SV0801	1,936	23,156	-	-	-
SV1002	904,727	889,226	942,981	1,014,105	1,087,928
SV1005	-	243	-	-	-
SV1011	-	-	30,314	31,441	25,656
SV1102	-	596	-	-	-
SV1502	-	12,959	-	-	-
<b>08721</b>					
000000	5,171	(5,887)	-	-	-
SV1002	320,806	328,141	381,009	382,385	314,131
<b>Grand Total</b>	<b>\$ 1,253,510</b>	<b>\$ 1,212,372</b>	<b>\$ 1,354,304</b>	<b>\$ 1,427,931</b>	<b>\$ 1,427,716</b>

Risk Management Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Proposed
<b>02401</b>					
77401	-	1,618,053	-	-	-
<b>02501</b>					
69001	-	(4,425)	-	-	-
69002	-	(783)	-	-	-
<b>02505</b>					
70218	-	170	-	-	-
70416	-	1,195	-	-	-
71011	-	(0)	-	-	-
71012	-	42	-	-	-
72113	-	119	-	-	-
77103	-	94	-	-	-
77104	-	247	-	-	-
77401	-	376,774	-	-	-
77405	-	310,417	-	-	-
77501	-	397	-	-	-
<b>02801</b>					
60000	-	12,329	-	-	-
60002	-	903	-	-	-
60004	-	3,583	-	-	-
63000	-	1,122	-	-	-
63001	-	1,083	-	-	-
63002	-	262	-	-	-
63003	-	256	-	-	-
63005	-	1,241	-	-	-
63006	-	1,245	-	-	-
77401	-	182,186	-	-	-
<b>25001</b>					
60000	-	176,416	253,623	254,891	271,986
60002	-	10,485	-	-	-
60004	-	18,522	-	-	-
60005	-	12,360	-	-	-
60009	-	1,354	-	-	-
63000	-	13,079	15,725	15,803	16,863
63001	-	11,809	13,861	13,930	17,546
63002	-	3,140	3,678	3,696	3,944
63003	-	1,866	2,251	2,262	2,454
63005	-	(1,241)	-	-	-
63006	-	17,439	17,021	17,021	17,628
64105	-	4,809	-	-	-
69002	-	792	-	-	-
70161	-	350,966	323,500	328,550	333,500
70218	-	454	-	-	-
70413	-	724	800	800	800
70416	-	1,045	-	-	-
71011	-	299	2,500	2,500	2,500
71012	-	282	1,762	1,100	1,100
71016	-	-	600	524	524
71141	-	-	200	200	200
71143	-	1,591	-	-	-
71144	-	1,034	2,400	2,400	2,400
72113	-	5	120	120	120

Risk Management Fund: Cost Center and Account Code					
Cost Center and Account Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Proposed
72121	-	305	1,200	1,200	1,200
72122	-	-	262	270	270
72123	-	1,050	1,230	1,230	1,230
72124	-	4,517	5,980	5,950	5,950
72131	-	5,326	4,500	4,500	4,500
72153	-	5,763	-	-	-
77103	-	37	-	-	-
77104	-	129,455	-	-	-
77401	-	7,189,357	10,520,692	10,261,769	10,006,532
77403	-	4,500	5,000	5,000	5,000
77404	-	-	623,866	655,060	655,060
77405	-	3,263,985	3,428,935	3,588,914	3,588,914
77407	-	18,093	18,900	19,845	19,845
77408	-	748,691	805,574	845,853	845,853
77417	-	-	80,000	80,000	80,000
77418	-	-	100,000	100,000	100,000
80001	-	-	-	-	-
<b>Grand Total</b>	<b>\$ -</b>	<b>\$ 14,504,823</b>	<b>\$ 16,234,178</b>	<b>\$ 16,213,388</b>	<b>\$ 15,985,919</b>



Risk Management Fund: Cost Center and Service Code					
Cost Center and Service Code	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Approved	FY2020 Proposed
<b>02401</b>					
000000	-	1,618,053	-	-	-
<b>02501</b>					
000000	-	(5,208)	-	-	-
<b>02505</b>					
SV0801	-	242	-	-	-
SV1010	-	143	-	-	-
SV1502	-	1,166	-	-	-
SV1703	-	687,906	-	-	-
<b>02801</b>					
SV1703	-	204,211	-	-	-
<b>25001</b>					
000000	-	7,747	-	-	-
SV0703	-	350	-	-	-
SV1010	-	5	-	-	-
SV1703	-	11,990,209	16,234,178	16,213,388	15,985,919
<b>Grand Total</b>	<b>\$ -</b>	<b>\$ 14,504,825</b>	<b>\$ 16,234,178</b>	<b>\$ 16,213,388</b>	<b>\$ 15,985,919</b>