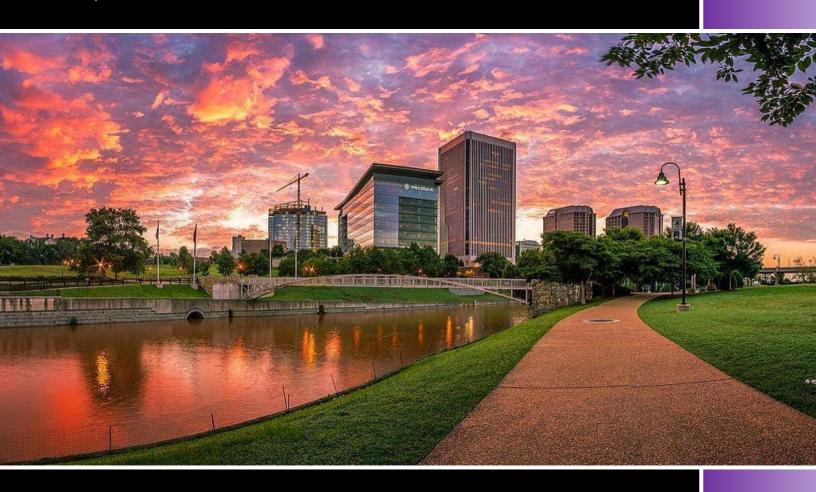
City of RICHMOND*VIRGINIA



ANNUAL FISCAL PLAN
FISCAL YEAR 2022

City of

RICHMOND *VIRGINIA

ADOPTED

ANNUAL FISCAL PLAN

FOR FISCAL YEAR 2022

LEVAR M. STONEY

MAYOR

RICHMOND, VIRGINIA

"ONE RICHMOND"



City of RICHMOND *VIRGINIA

Mayor

Levar M. Stoney

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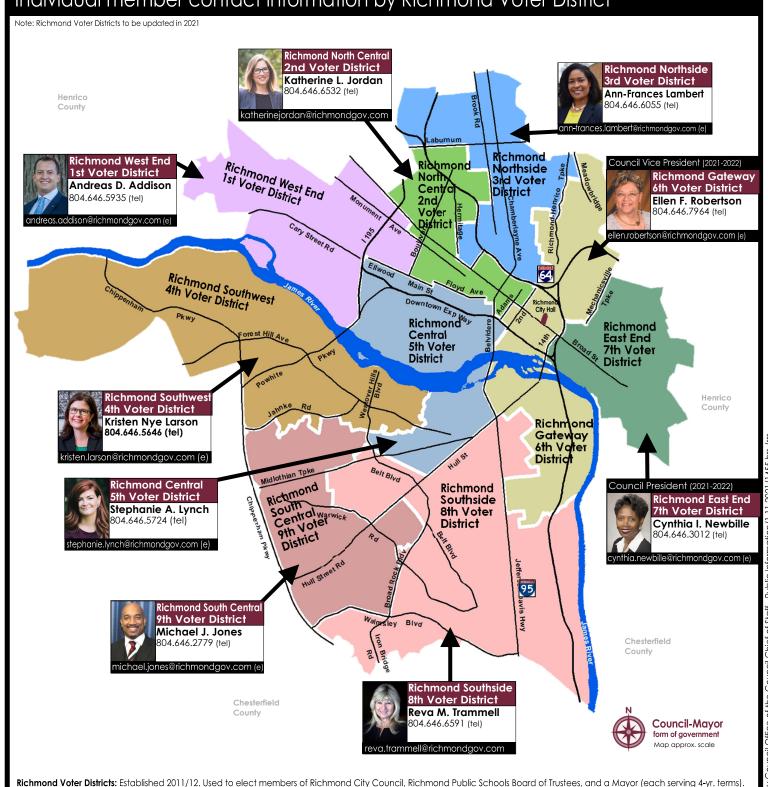
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2021-24 Richmond City Council

Individual member contact information by Richmond Voter District



Richmond City Council is the legislative institution representing Richmond residents in providing official action on local government oversight, laws, and the annual city budget.



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THE CITY OF RICHMOND

History, Growth, and Progress

In 1607, Captain Christopher Newport first led English explorers to the site later named Richmond after a suburb of London, England. Until that time, Indian tribes of the Powhatan Confederacy had lived in the region. By 1644, the construction of Fort Charles began attracting many new settlers. Soon, the community grew into a bustling trading post for furs, hides and tobacco.

Richmond was founded in 1737 by Colonel William Byrd II. He inherited lands on the north and south sides of the James River and became known himself as the "Father of Richmond". He and his friend William Mayo developed a map of Richmond and the first lots were sold. Richmond first became a town in 1742 with a population of 250.

In early 1780, the State Capitol was temporarily moved to Richmond from Williamsburg at the request of the General Assembly, which desired a central location that offered better protection from British incursions. In May of 1782, eight months after the British surrendered at Yorktown, Richmond was incorporated as a city and officially became Virginia's new capital. On July 19 of that same year, Richmond's first 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 229,000 citizens (Weldon Cooper Center for Public Service). Throughout its 62.5 square miles, the City offers a diversified employment base that extends from chemical, plastics, and beverage manufacturing to banking, biotechnology, knowledge-based services, 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.rva.gov.



CITY OF RICHMOND ORGANIZATION OF LOCAL GOVERNMENT **FY 2022**

MAYOR

INDEPENDENT AGENCIES **AUTHORITIES OR**

JUDICIAL BRANCH

EXECUTIVE BRANCH

LEGISLATIVE BRANCH

ELECTED OFFICIALS

PARTNERSHIPS

CHIEF ADMINISTRATIVE OFFICER (CAO)

CITY COUNCIL

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

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

ANIMAL CONTROL BUDGET & STRATEGIC **PLANNING** CITIZEN SERVICE & RESPONSE ECONOMIC DEVELOPMENT EMERGENCY COMMUNICATION FINANCE FIRE & EMERGENCY SERVICES HOUSING & COMMUNITY DEVELOPMENT **HUMAN RESOURCES** HUMAN SERVICES INFORMATION TECHNOLOGY JUSTICE SERVICES LIBRARY MAYOR'S OFFICE MINORITY BUSINESS DEVELOPMENT

OFFICE OF THE CAO OFFICE OF COMMUNITY WEALTH BUILDING PARKS, RECREATION & COMMUNITY FACILITIES PLANNING & DEVELOPMENT REVIEW POLICE PROCUREMENT SERVICES PUBLIC UTILITIES PUBLIC WORKS SOCIAL SERVICES

ASSESSOR BOARDS. COMMISSIONS & APPOINTEES CITY ATTORNEY'S OFFICE CITY AUDITOR'S OFFICE CLERK'S OFFICE COUNCIL CHIEF OF STAFF LIBRARY BOARD OFFICE OF THE INSPECTOR GENERAL RETIREMENT OFFICE

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Richmond Virginia

For the Fiscal Year Beginning

July 1, 2020

Executive Director

Christopher P. Morrill



MAYOR'S MESSAGE



March 5, 2021

The Honorable Council of The City of Richmond Virginia

RE: FY2022 Annual Fiscal Plan Transmittal Letter

Madam President and Members of Richmond City Council:

It is my pleasure to present the Mayor's Proposed Annual Fiscal Plan for FY2022 and the five-year Capital Improvement Plan for FY2022 – FY2026.

This submission represents the City's upcoming financial plan and was developed in accordance with best financial practices and reflects my commitment to building One Richmond. The ongoing implementation of core, best financial and budgeting practices indicative of a stable and well managed government – is paramount to ensuring that Richmond will continue to remain in good standing with the rating agencies and push us further along our path of achieving a AAA bond rating. Further, this focus provides the City with the means to allocate funding towards key priority service areas over the coming years. The priorities of my Administration in this fiscal plan include:

- Equity and economic justice;
- Youth and education;
- Police reform and public safety;
- Affordable housing;
- · Well-managed and efficient government; and
- Economic empowerment.

The FY2022 Proposed Annual Fiscal Plan and the Proposed FY2022 – FY2026 Capital Improvement Plan are fiscally responsible budgets that focus on strategic investments in the above noted critical priority areas. The budget provides full funding for legal requirements, known contractual obligations, and mandates while also funding core services and strategic priorities within limited resources.

City revenues continue to reflect the adverse impacts of the ongoing pandemic into the upcoming fiscal year. In April of 2020, the City reduced the proposed FY2021 budget in order to balance by nearly \$40 million in revenue losses in anticipation of the impact of the COVID-19 pandemic. Those anticipated losses were realized and we have, once again, reduced the FY2021 budget reflecting further declines, of nearly \$11 million in revenues. We are optimistic that we will see a return to pre-COVID consumer behaviors, however, we are not projecting that to fully occur until FY2023.

Compounding the impacts of the pandemic, the City continues to receive requests for additional funding that far outpaces incremental growth in revenues. Growth in non-discretionary costs that the City must fund uses a considerable portion of the incremental growth in revenues. The challenge of limited resources is best met with a strategic and equitable approach to funding decisions. To that end, you will see increases in the proposed budget that are strategically tied to priorities of both my administration and City Council's. This alignment of resources to organizational priorities is the best way to ensure that taxpayers' funds are utilized intentionally and effectively.

The FY2022 Proposed Annual Fiscal Plan does not recommend a tax rate increase. However, there are several proposed fee increases. These fee increases are 1) generally user based 2) focused on better aligning the costs of programmatic services with revenues and 3) needed to ensure that enterprise related costs are appropriately funded.

In FY2022, total **General Fund** revenues are projected at \$770,270,893. The FY2022 proposed budget represents a 3.5% increase when compared to the FY2021 Adopted Budget however, remains below pre COVID-19 impacts by \$18.5M (when excluding one-time funding sources from both fiscal years). The primary driver of the increase in revenues is a projected increase in General Property Taxes – notably real estate tax collections. This increase, supplied by the City Assessor as well as analysis of prior year data on City real estate tax collections, anticipates an increase of 6.5% in taxable, assessed real property values in 2022. The Proposed FY2022 budget also includes the use of approximately \$9.9M in one-time funding from the City's assigned fund balance as well as from other sources. A large portion of this one-time funding is recommended to help cash fund much needed facility maintenance improvements to City buildings. The use of cash continues to be in accordance with City Council and the Administration's financial policies while also aligning to best budget practices.

This budget does reflect declines in several sources of consumer driven tax revenues, including a reduction in Admissions, Meals (prepared food), and Lodging Taxes – all of which are due to impacts of the coronavirus pandemic. The projected shortfall in these areas offsets a portion of the growth in the City's real estate taxes. It is important to note that while commitments and obligations are growing at a faster rate than revenues, the Proposed Annual Fiscal Plan for FY2022 does not include usage of the City's unassigned fund balance.

Total proposed **Capital Improvement Plan** expenditures (not including utilities) and revenues are projected at \$63.2M in FY2022 and \$450.6M over five years. In compliance with the City's debt policies, the City did not see any increases in its capacity to bond fund capital projects within any of the planned first four years of the recommended CIP. Furthermore, the City saw a reduction in capacity in FY26 compared to FY25, due to projected general fund revenue shortfalls in FY21, and the continued projected decline of general fund revenues in FY22.

BUDGET HIGHLIGHTS

The following are major expenditure and policy highlights in the Proposed Annual Fiscal Plan for FY2022 and the Proposed Capital Improvement Plan for FY2022 - FY2026, followed by a more detailed, categorical overview.

In FY2022 I propose:

- Fully funding the local request of Richmond Public Schools of \$187,142,096 in operating funds
 while also recommending the utilization of \$2.1 million in cash to fund capital maintenance
 needs for RPS. In addition, we are also recommending that Richmond Public Schools continue
 to keep and use prior year, operating and capital balances previously appropriated but available.
 As of the second quarter of FY2021 this equated to approximately \$25.2M in available
 funding;
- Funding the implementation of phase two of the Classification and Compensation Study. The 2018 Gallagher study concluded that there were salary inequities in the lower half of the pay ranges within the City. The City implemented phase one in 2019 which brought every employee up to the new minimum of their respective job classes based on industry standards. In FY2022, the recommendation is to implement phase two, which seeks to increase the salaries of employees closer to the mid-point of their respective job classes. This recommendation makes another significant step in equalizing pay throughout the City and slowing growing turnover losses of City staff by investing in our current workforce. The recommended funding allows for this be implemented in October of 2021;
- Increasing the living wage from \$12.07 to \$13.00 for all applicable staff. This is not only critical for employee retention but it is also the right thing to do. The City is currently higher than the state and is poised to raise the living wage to \$15.00 over the next few fiscal years;
- A two-step increase for sworn police and fire staff. This is to reiterate my commitment to staff of the Richmond Police and Fire Departments. This funding was temporarily derailed by COVID-19 revenue impacts in the FY21 budget and will be a 2-step based salary increase restoring the reduction of the step increase in FY21 (removed due to the pandemic) while also funding a step increase in FY2022. This commitment, a joint priority of both myself and the City Council, is needed to continue to address retention within our Police and Fire departments while making the City more competitive with surrounding public safety organizations;
- A critical investment of \$4.6M in total funding for City facilities is proposed within the capital budget. This funding includes \$2.9M in maintenance and renovations to City Hall; including funding for the renovation of Rooms 101 & 103. The Rooms 101 & 103 project provides for the expansion of the Finance Departments on the first floor increasing their ability to assist our citizens. \$1.2M is recommended for Major Building maintenance. This is an investment of funds for the 73 buildings that are managed by the Department of Public Works throughout the City. These funds are utilized for structural improvements for the remediation of health, safety, and building code issues. Finally, \$500k for City Hall security related enhancements is recommended;

- As part of a multi-year plan, funding critical policy recommendations deemed as best financial practices in the areas of:
 - Other post-employment benefits (OPEB) annual required contribution (3 year incremental increase starting at \$1.4M);
 - Capital fund cash/pay-go funding establishing a revenue dedication goal to support annual City capital maintenance needs (5 year incremental increase to 3% of General Fund revenue starting at \$1.4M); and
 - Establishment of a claims reserve for the City's self-insurance Risk Management fund (5 year incremental increase to \$1.2M starting at \$250,000).

We are also seeking to update the RPS funding formula, currently Resolution 2019-R009, to exclude the only formulaic revenue source, real estate taxes, to be more inclusive of all general property taxes and other local taxes. This will seek to stabilize all service needs from spikes and valleys and smooth revenue changes consistently across City and School services. Additionally, I am recommending the dedication of annual school surpluses to the School Capital Maintenance account to address ongoing facility maintenance needs;

Finally, I intend to maintain the annual dedication of expiring rehab tax revenues for a special reserve for the Affordable Housing Trust Fund. Further and as directed by Ordinance 2020-214, I am recommending the addition of a cap upon achieving the targeted goal of \$10M annually which is anticipated by FY26;

- An investment of \$8.15M in paving, streets, and sidewalks. This funding now aggregated with a capital project titled Complete Streets is a transportation policy and design approach that requires streets to be planned, designed, operated, and maintained to enable safe, convenient and comfortable travel and access for users of all ages and abilities regardless of their mode of transportation. The aggregation of funds into one project allows our Department of Public Works the flexibility to utilize this funding, quicker, to address a wider variety of transportation infrastructure related needs;
- The continuation of the expanded facility hours at Parks, Recreation, and Community Facilities. The continuation of these services highlights my commitment to support and expand out of school activities for youth throughout the entire City;
- New funding for the Marcus Alert initiative of \$1.1M in support of HB 5043. This funding will be used to establish a mental health awareness response system within the City of Richmond. This funding is currently recommended in the Department of Emergency Communications. It is anticipated that early in FY2022 a portion of these funds will be allocated to other departments that will utilize the funding to establish a community care team that will be responsible to respond to mental health crises;
- An allocation of nearly \$28M in capital funding over 5 years to fund an Enslaved African
 Heritage Campus. This funding will be used for the purpose of planning, designing, acquiring
 land for, and constructing a multi-use enslaved African cultural and heritage park-like campus

in the City's historic Shockoe Bottom. This project reflects significant advocacy over many decades by numerous individuals and organizations to properly recognize and memorialize the impact of the trade of enslaved Africans that was centered in Shockoe. The notion of a campus in Shockoe came from the Center for Design Engagement that envisioned a project that combined a memorial park and museum with other development opportunities that create equity in the area;

- New funding to support operational equity and inclusion across all city departments and
 offices. This budget recommends the creation of the Office of Equity and Inclusion under the
 Human Services portfolio. Part of the purpose of this new office is to create sustainable policy
 and structural change, resulting in a more equitable and inclusive city; and to empower
 marginalized communities who have experienced past injustices, by tracking progress on the
 city's Equity Agenda;
- The creation of the Office of Engagement; formerly known as the Office of the Press Secretary. This Office, will now be located under the Department of Citizen Service and Response and will engage in active outreach, communications, public events, and official announcements from the collective Richmond City Government to remove barriers and create opportunities to improve public awareness and involvement in the work of local government; and
- This budget also includes the creation of a new office the Office of Children and Families within the Department of Human Services. This new unit seeks to set a bold vision to ensure that Richmond is the best place to grow up and raise a family by serving as the City's coordinator for citywide efforts to improve outcomes for our youngest residents and their families. This office will also coordinate with other internal and external agencies to help drive its mission.

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

EDUCATION

Education continues to remain one of my top priorities for the City. I have demonstrated this commitment in every budget that I have proposed as Mayor. The FY2022 Proposed Budget continues to reflect that commitment. The proposed budget represents another significant increase in operating investment in education.

Operating Highlights

• The funding earmarked for Richmond Public Schools continues to be the <u>single largest</u> expenditure in the City's operating budget. As outlined above, I recommend that RPS receive additional reoccurring funding of nearly \$4.6M. This increase fully funds RPS' request in local funding from the City. I also recommend the re-appropriation of approximately \$1.8M of planned, unspent funds by RPS in the current fiscal year budget, back to RPS as requested, for a combined total local increase recommendation of nearly \$6.4M in FY22 (when excluding RPS' use of one-time funding last year);

- This budget continues to clearly isolate and earmark funding associated with the 1.5% (prior year) increase in meals tax revenue to a special reserve fund for school capital construction. This account continues to support the payoff of the \$150M appropriation for new school construction recommended in the FY2019 FY2023 Capital Improvement Plan. This is recommended at \$9.1M and continues to be reflected within the Non-Departmental budget. Due to the anticipated reduction in Meals tax revenue, this budget proposes to utilize approximately \$1.8M of prior year surpluses in meals tax revenue earmarked for school construction from the Assigned Fund balance, to cover the required debt service payments; 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 funding in Non-Departmental for YMCA of Greater Richmond at \$382k and continued level funding for Communities in Schools and Nextup/Middle School Renaissance at \$400k and \$363k respectively.

Capital Highlights

The FY2022 Proposed Capital Improvement Plan proposes:

- A \$2.1M allocation for school maintenance. I am also recommending a continuation of the \$2.5M in funding programmed for FY2023, FY2024, and FY2025 for capital-related maintenance, as well as \$2.5M for FY26.
- \$200M in FY2024 for School Modernization, as noted in the Multi-Year School Capital Funding Plan, remains in the CIP; and
- RPS continues to have significant funding available in all of their existing capital projects. The FY2022 FY2026 CIP recommends that RPS keeps this funding within applicable projects to ensure that there is funding to address their capital facility and construction needs.

PUBLIC SAFETY

Public safety continues to be a priority. Our public safety departments play a critical role in making Richmond more inclusive and safer. Specifically, I propose:

Operating Highlights

 As outlined earlier, \$2.5M to continue step increases to address pay inequities for both the Police and Fire departments (sworn staff). This funding supports a 2 step increase (one for FY2021 and one for FY2022) and is recommended to be implemented in October of 2021; and

Re-Imagining Public Safety and Marcus Alert

• The addition of operational funding within the Department of Emergency Communications for the Marcus Alert. Funding of \$1.1M will be used to establish a mental health awareness

response system within the City of Richmond. Early in FY2022 a portion of these funds will be allocated to other departments that will utilize the funding to establish a community care team that will be responsible for responding to mental health crises in the City; and

 Funding of \$30k was added to the Richmond Police Department's budget for mental health exams and enhancements for psychiatric exams. Addressing officer mental health and trauma incurred on-duty, as recommended by the Mayor's Task Force on Reimagining Public Safety, will provide opportunities to improve the well-being of existing as well as future RPD officers.

Capital Highlights

In the Proposed FY2022 – FY2026 Capital Improvement Plan, the City is continuing its already significant investment in public safety by proposing:

- \$1M for fire station maintenance; replacing the roofs on five fire stations;
- \$6.35M for Fire station 12 replacement in FY2022. This will fully fund the project the upcoming fiscal year; and
- \$2.7M for the City's courts facilities. A total of \$7.5 million is recommended over five years.

HOUSING

The City continues to face challenges associated with a crisis in affordable housing. This crisis has been exacerbated by the onset and continuation of the coronavirus pandemic. The Department of Housing and Community Development is constantly working to make strides in this area, particularly through the development of the City's first comprehensive, housing strategic plan. This budget continues the progress that we've made in the past few years by:

Operating Highlights

- Maintaining funding for the City's Eviction Diversion Program at a proposed \$485k. This funding will allow the program administrators to continue to serve citizens in need; and
- As outlined previously, maintaining adopted funding levels to the Affordable Housing Trust special fund for a proposed allocation of \$2.9M. In accordance with Ordinance 2020-214, approximately \$2.47M must be earmarked to a special reserve (for future appropriation to the affordable housing trust special fund) funded through expiring tax abatements and an additional \$428k is recommended as a direct contribution to the affordable housing trust special fund, funded with proposed general purpose revenues.

YOUTH SERVICES

This budget continues to focus on after school related programming to provide positive outlets for our youth. Additionally, a new organizational unit is being recommended to better coordinate the City's existing efforts while also helping to improve youth outcomes. Specifically, this budget recommends:

Operating Highlights

- The creation of a new office the Office of Children and Families within the Department of Human Services. This new unit seeks to advance my agenda for children, families, and education. This will help build the infrastructure within the City of Richmond to centralize ongoing efforts to ensure that the City is both the best place to grow up and raise a family, regardless of your background. This Office will set meaningful and measurable goals to support both City agencies and external partners to achieve them collaboratively; and
- Funding for key Non-Departmental organizations that will provide after-school-related activities for youth, as well as investments in the City's young adult population (including the high school age and above). This will consist of: Virginia Literacy Foundation, Junior Achievement, Virginia Cooperative Extension, and the Neighborhood Resource Center that will remain level funded within Non-Departmental. In addition, the proposed budget includes a proposed increase of \$25k for RVA League for Safer Streets.

EFFICIENT & HIGH QUALITY SERVICE DELIVERY

This budget continues the investment towards the goal of becoming a AAA bond rated city by continuing to engage in best financial practices, streamlining operations, generating efficiencies (cost savings), and investing in employees.

Highlights of efficient and high quality service delivery include:

- Increasing funding to the OPEB trust fund for a proposed recommendation of \$1.4M. Not only is funding this obligation a best financial practice, but it will be favorably viewed by rating agencies;
- We are continuing my commitment to filing our Comprehensive Annual Financial Report (CAFR) early, just as we have in the past three years. This is a sign to the bond rating agencies that Richmond is serious about its finances and wants to achieve a AAA rating. This will lower our costs to borrow money a feat achieved several times already and increase funds available for capital investments;
- A total of \$7M, an increase from the FY21 adopted CIP, is proposed for fleet replacement in FY2022. Funding will be earmarked to purchase much needed apparatus in Fire, as well as vehicles for Police, Public Works, Parks, Sheriff, etc. \$31.1M is recommended over 5 years;
- A recommended allocation of approximately \$6M (general fund) for the second phase of the implementation of the City's classification and compensation plan. This funding will be used

to help bring many existing employees closer to the mid-point of the new salary ranges. This will also seek to help our City stay competitive with the surrounding counties and help retain those currently employed. In order to remain competitive in the region, continue progression of the approved classification and compensation plan and to reward our hard working employees. I am recommending this funding to help increase salaries of staff - permanent full and part time staff (excluding sworn staff who will receive an increase as part of the recommended Step increases). I am sure that you will share with me in recognizing how critical this is to the wonderful staff who work hard every day to provide public services.

TRANSPORTATION

Transportation remains another top priority of my administration.

Highlights include:

Operating Highlights

A contribution of \$8M, slight increase from FY2021, to the Greater Richmond Transit
 Corporation – to meet their request for an increase associated with the consumer price index.

Capital Highlights

- The FY2022 CIP includes the creation of a Complete Streets project for the Transportation team in DPW. This funding, \$8.1M in FY22, will enable the City to strategically invest funding in street completion throughout the city. Funding is included for a variety of transportation related projects to include sidewalks, curb & gutters, pedestrian crossing, and paving;
- Funding of \$4M is included within the Major Bridges capital project in FY2022;
- The Hull Street capital projects are proposed to receive nearly \$7M in funding for streetscape and road improvements in FY22; and
- \$3.5M in funding in FY22 is provided for Shockoe Valley Street Improvements, which is an area of intense economic development activity.
- The total five year CIP proposed funding for transportation capital projects is \$118.5M.

In addition to the City of Richmond's CIP investment in transportation related projects, FY21 saw the creation of the Central Virginia Transportation Authority, a newly-created authority in central Virginia that provides new funding opportunities for priority transportation investments across the region. For FY22, the City of Richmond is estimated to receive over \$16M in funding for transportation and infrastructure projects in this special revenue fund. When this funding is paired with the \$33.7M in the State Street Maintenance special fund and the \$33.5M in capital funding, the City of Richmond is slated to have over \$83.2M in total funding for transportation and infrastructure projects in FY22 between the special funds and capital spending.

CITY FACILITIES

This budget includes funding to address a significant backlog in deferred maintenance of the city's many buildings and facilities. This budget includes a total investment of \$4.6M for city facilities in FY22.

Highlights of this budget area include:

- \$2.9M in maintenance and renovations to City Hall, including funding for the renovation of Rooms 101 & 103. The Rooms 101 & 103 project provides for the expansion of the Finance Departments on the first floor increasing their ability to assist our citizens;
- Approximately \$1.2M is recommended for Major building Maintenance. This is an investment
 of funds for the 73 buildings that are managed by the Department of Public Works throughout
 the City. These funds will be utilized for structural improvements and the remediation of
 health, safety, and building code issues. Also included in this category are security
 enhancements for City Hall proposed at \$500k; and
- The City Facility Maintenance & Improvement section of the CIP will begin a new project in FY24 for Citywide Planning & Design, a project to assist in the long term planning and development of future building usage throughout the City of Richmond.

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 continued expanded recreational hours at sites throughout the City, highlights of this area include:

- \$2.5M in capital funding, in FY2022, for the maintenance of parks, community centers, and other community facilities;
- The capital budget provides the full funding, approximately \$15M, for the phase II and phase III of the Southside Community Center. This proposed allocation will complete the project.

WATER, WASTEWATER, GAS, STORMWATER

Due to the increasing costs of maintaining infrastructure, compliance with regulatory requirements for system safety and reliability, and maintaining utility bond ratings, the Department of Public Utilities has proposed a rate increase of 2.75% for natural gas, 2.5% for water, 4.0% for wastewater, and 8.75% for storm water, to be effective July 1.

As in past years, 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 \$5.27 a month for residents.

Conclusion

The process of developing and balancing a nearly \$800M operating budget is not effortless. Yet my administration continues to meet that challenge. If you recall, we presented a five-year forecast to City Council earlier this year that projected a shortfall. That projected outlook had assumptions of no tax increases nor any of the major investments included in the proposed budget that you now have before you. My administration has worked tirelessly over the past two months to find ways of generating additional revenue, without raising taxes, in order to fund many of the priorities that are shared between both myself and City Council – all while providing a structurally balanced and responsible budget. In particular, my team has laid the foundation to provide a means to help improve the City's future fiscal position through the provision and implementation of best financial practices.

In order to build One Richmond, we must continue to strategically invest our limited resources in the key priority areas voiced by Richmond residents while ensuring that non-discretionary costs are understood, articulated, and funded. You will also see that in many cases some departments' operating budgets were reduced. This was done based on a review of departmental prior year expenditure patterns as well as to allow greater flexibility to fund the priorities included in this Fiscal Plan. To that end, that is why this proposed budget focuses on:

- Investing in our children and school system;
- Investing in city employee compensation;
- · Investing in our streets and roadways, sidewalks, and major bridges;
- Investing in an equitable and inclusionary government and City;
- Investing in police reform and community safety; and
- Investing in our citywide physical infrastructure and assets.

There are no quick and easy fixes. However, we must have a shared commitment in making the difficult and right choices that will put us on track to make a real difference in the lives of city residents. To that end, this proposed budget does not include significant increased funding for other critical priority areas. I propose, that if funding becomes available during the course of FY2022, that we, working with City Council, earmark any projected surplus or increases in revenues for other critical service areas to include enhancing affordable housing, public safety recruitment, moving the recommended salary increases up to July 1st, etc.

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. This is an equitable budget. This is a budget that provides some relief to critical maintenance needs of our facilities. This is a budget that pushes the City closer to the benchmark of a AAA status. This budget meets our obligations and leverages our resources into our shared priorities. This is what it means to build One Richmond – to be inclusive, equitable, and competitive.

I am excited! I am enthusiastic about this budget and the opportunities it presents to all Richmonders.

Sincerely,

Levar M. Stoney

Mayor

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

| FY2022 Per Capita by Agency | | | |
|---------------------------------------|---|-----------------------------------|---------------------------------------|
| Agency Name | FY2022 Agency Operating Budget | FY2022 Total Capital Budget | FY2022 Total Adopted Per Capita |
| 13th District Court Services Unit | 242,134 | _ | 1.06 |
| Animal Control | 1,932,887 | _ | 8.44 |
| Budget & Strategic Planning | 1,358,789 | _ | 5.93 |
| Cemeteries | 1,799,421 | _ | 7.86 |
| Chief Administrative Officer | 904,437 | _ | 3.95 |
| Citizen Service & Response | 2,479,071 | _ | 10.82 |
| City Assessor | 4,126,549 | _ | 18.01 |
| City Attorney | 4,298,801 | _ | 18.77 |
| City Auditor | 2,248,018 | - | 9.81 |
| City Clerk | 947,892 | - | 4.14 |
| City Council | 1,347,845 | - | 5.88 |
| City Debt (Transfer to Debt and CIP) | 84,422,421 | - | 368.54 |
| City Sheriff | 41,429,890 | _ | 180.86 |
| City Treasurer | 229,039 | _ | 1.00 |
| Council Chief of Staff | 1,131,416 | _ | 4.94 |
| Debt Service Fund | 89,929,552 | _ | 392.58 |
| Department of Emergency Communication | 6,587,923 | _ | 28.76 |
| Department of Information Technology | 28,056,284 | _ | 122.48 |
| Economic Development | 3,095,149 | _ | 13.51 |
| Finance | 10,273,687 | _ | 44.85 |
| Fire & Emergency Services | 54,761,361 | 6,350,000 | 266.78 |
| Fleet Management | 19,954,575 | _ | 87.11 |
| General Registrar | 3,872,008 | _ | 16.90 |
| Housing & Community Development | 1,619,229 | _ | 7.07 |
| Human Resources | 4,784,088 | _ | 20.88 |
| Human Services | 1,882,381 | _ | 8.22 |
| Inspector General | 582,755 | _ | 2.54 |
| Judiciary - Adult Drug Court | 674,899 | _ | 2.95 |
| Judiciary - Circuit Court | 4,045,029 | _ | 17.66 |
| Judiciary - Civil Court | 56,200 | _ | 0.25 |
| Judiciary - Commonwealth Attorney | 7,114,479 | _ | 31.06 |
| Judiciary - Criminal/Manchester Court | 73,780 | _ | 0.32 |
| Judiciary - Special Magistrate Court | 35,665 | _ | 0.16 |
| Judiciary - Traffic Court | 45,390 | _ | 0.20 |
| Justice Services | 9,613,244 | _ | 41.97 |
| Juvenile & Domestic Relations Court | 231,775 | _ | 1.01 |
| Mayor's Office | 1,143,469 | _ | 4.99 |
| Minority Business Development | 836,001 | _ | 3.65 |
| Non Departmental | 90,307,456 | _ | 394.23 |
| Office of Community Wealth Building | 2,191,589 | _ | 9.57 |
| Parking Management | 17,928,000 | _ | 78.26 |
| Parks & Recreation | 18,805,233 | 4,050,000 | 99.77 |
| Planning & Development Review | 11,659,415 | 556,396 | 53.33 |
| Police Department | 95,816,200 | | 418.28 |

| FY2022 Per Capita by Agency | | | |
|-------------------------------|---|--|----------|
| Agency Name | FY2022 Agency Operating Budget | Agency Operating FY2022 Total Capital Rudget | |
| Procurement Services | 1,557,585 | l | 6.80 |
| Richmond City Health District | 4,633,490 | | 20.23 |
| Risk Management | 18,162,143 | - | 79.29 |
| Public Library | 5,656,459 | - | 24.69 |
| Public Utilities | 364,674,381 | 123,538,280 | 2,131.24 |
| Public Works | 43,408,521 | 49,049,485 | 403.62 |
| Radio Shop | 2,237,306 | _ | 9.77 |
| Retirement System | 1,943,586 | _ | 8.48 |
| Richmond Public Schools | 187,142,096 | 2,100,000 | 826.12 |
| Social Services | 53,226,215 | | 232.35 |

| CITY COUNCIL AMENDMENTS | |
|--|--|
| CITY COUNCIL AMENDMENTS | |
| CITY OF RICHMOND, VIRGINIA ADOPTED ANNUAL FISCAL PLAN 2022 | |

CITY COUNCIL AMENDMENTS

| FY2022 ADOPTED GENERAL FUND BUDGET | | | |
|-------------------------------------|----|------------------------|--|
| Agency | FY | 2022 Adopted Budget | |
| General Government | | | |
| Budget and Strategic Planning | \$ | 1,358,789 | |
| Chief Administrative Office | \$ | 904,437 | |
| Citizen Service & Response | \$ | 2,479,071 | |
| City Assessor | \$ | 4,126,549 | |
| City Attorney | \$ | 4,298,801 | |
| City Auditor | \$ | 2,248,018 | |
| City Clerk | \$ | 947,893 | |
| City Council | \$ | 1,347,845 | |
| City Treasurer | \$ | 229,039 | |
| Council Chief of Staff | \$ | 1,131,416 | |
| Finance | \$ | 10,273,687 | |
| General Registrar | \$ | 3,872,008 | |
| Human Resources | \$ | 4,784,088 | |
| Inspector General | \$ | 582,755 | |
| Mayor's Office | \$ | 1,143,469 | |
| Minority Business Development | \$ | 836,001 | |
| Procurement Services | \$ | 1,557,585 | |
| Subtotal:General Government | \$ | 42,121,451 | |
| Judicial | | | |
| 13th District Court Services Unit | \$ | 242,134 | |
| Adult Drug Court | \$ | 674,899 | |
| Circuit Court | \$ | 4,045,029 | |
| Judiciary - Commonwealth Attorney | \$ | 7,325,514 | |
| Juvenile & Domestic Relations Court | \$ | 231,775 | |
| Subtotal:Judicial | \$ | 12,519,351 | |
| Public Safety | | | |
| Animal Care & Control | \$ | 1,932,887 | |
| Dept. of Emergency Communications | \$ | 6,587,923 | |
| Fire & Emergency Management | \$ | 54,761,361 | |
| Richmond Police Department | \$ | 95,816,200 | |
| Richmond Sheriffs Office | \$ | 41,429,890 | |
| Subtotal:Public Safety | \$ | 200,528,261 | |
| Public Works | | | |
| Public Works | \$ | 43,408,521 | |

| FY2022 ADOPTED GENERAL FUND BUDGET | | | | |
|---------------------------------------|----|------------------------|--|--|
| Agency | FY | 2022 Adopted Budget | | |
| Subtotal:Public Works | \$ | 43,408,521 | | |
| Health & Welfare | | | | |
| Human Services | \$ | 1,882,381 | | |
| Justice Services | \$ | 9,613,244 | | |
| Office of Community Wealth Building | \$ | 2,191,589 | | |
| Richmond City Health District | \$ | 4,633,490 | | |
| Social Services | \$ | 53,226,215 | | |
| Subtotal:Health & Welfare | \$ | 71,546,919 | | |
| Education | | | | |
| Education | \$ | 187,142,096 | | |
| Subtotal:Education | \$ | 187,142,096 | | |
| Recreation & Cultural | | | | |
| Parks, Rec.,& Community Facilities | \$ | 18,805,233 | | |
| Richmond Public Libraries | \$ | 5,656,459 | | |
| Subtotal:Recreation & Cultural | \$ | 24,461,692 | | |
| Community Development | | | | |
| Economic Development | \$ | 3,095,148 | | |
| Housing and Community Development | \$ | 1,619,229 | | |
| Planning & Development Review | \$ | 11,659,414 | | |
| Subtotal:Community Development | \$ | 16,373,791 | | |
| Other Public Services | | | | |
| Non-Departmental | \$ | 90,307,456 | | |
| General Fund Transfer to Debt Service | \$ | 84,422,421 | | |
| Subtotal:Other Public Services | \$ | 174,729,877 | | |
| Total General Fund Expenditures | \$ | 772,831,959 | | |

| | ADOPTED GENERAL FUND BUDGET FY2022 | | | | |
|--------|------------------------------------|---|--------------|--------------|--|
| Line # | Area/Agency | Amendment Description | Adopted A | mendments | |
| | | | Revenue | Expenditures | |
| 1 | Real Property Taxes - Current | Revenue Increase - Assessment Revision | \$ 3,311,066 | | |
| 2 | Other Local Taxes | Revenue Decrease - Gray Machine and Games of Skill | \$ (750,000) | | |
| 3 | Budget and Strategic Planning | Remove funding for Classification and Compensation Study (Account Code) | | \$ (56,120) | |
| 4 | Citizen Service & Response | Remove funding for Classification and Compensation Study (Account Code) | | \$ (187,678) | |
| 5 | City Assessor | Remove funding for Classification and Compensation Study (Account Code) | | \$ (60,470) | |
| 6 | City Attorney | Remove funding for Classification and Compensation Study (Account Code) | | \$ (174,953) | |
| 7 | City Auditor | Remove funding for Classification and Compensation Study (Account Code) | | \$ (69,086) | |
| 8 | City Auditor | Auditor Position (1.00 FTE) | | \$ 90,000 | |
| 9 | City Auditor | Fiscal review of all City of Richmond departments including Richmond Public Schools | | \$ 300,000 | |
| 10 | City Clerk | Remove funding for Classification and Compensation Study (Account Code) | | \$ (56,816) | |
| 11 | City Clerk | Clerk's Position (1.00 FTE) | | \$ 66,000 | |
| 12 | City Council | Remove funding for Classification and Compensation Study (Account Code) | | \$ (1,800) | |
| 13 | Council Chief of Staff | Remove funding for Classification and Compensation Study (Account Code) | | \$ (2,400) | |
| 14 | Council Chief of Staff | Human Resources Liaison Position (0.50 FTE) | | \$ 35,000 | |
| 15 | Finance | Remove funding for Classification and Compensation Study (Account Code) | | \$ (187,688) | |
| 16 | Human Resources | Remove funding for Classification and Compensation Study (Account Code) | | \$ (99,719) | |
| 17 | Human Resources | Study of the Police and Fire Pay Plan for sworn employees | | \$ 100,000 | |
| 18 | Human Resources | Virginia Retirement System Actuarial | | \$ 2,000 | |

| ADOPTED GENERAL FUND BUDGET FY2022 | | | | | |
|------------------------------------|--|---|-----------|----------------|--|
| Line # | Area/Agency | Amendment Description | Adopted A | mendments | |
| | | | Revenue | Expenditures | |
| 19 | Inspector General | Remove funding for Classification and Compensation Study (Account Code) | | \$ (22,850) | |
| 20 | Mayor's Office | Remove funding for Classification and Compensation Study (Account Code) | | \$ (24,064) | |
| 21 | Minority Business Development | Remove funding for Classification and Compensation Study (Account Code) | | \$ (65,935) | |
| 22 | Procurement Services | Remove funding for Classification and Compensation Study (Account Code) | | \$ (23,271) | |
| 23 | Animal Care & Control | Remove funding for Classification and Compensation Study (Account Code) | | \$ (87,094) | |
| 24 | Dept. of Emergency Communications | Remove funding for Classification and Compensation Study (Account Code) | | \$ (253,653) | |
| 25 | Fire & Emergency Management | Remove funding for Classification and Compensation Study (Account Code) | | \$ (18,247) | |
| 26 | Richmond Police Department | Remove funding for Classification and Compensation Study (Account Code) | | \$ (166,152) | |
| 27 | Public Works | Remove funding for Classification and Compensation Study (Account Code) | | \$ (1,041,581) | |
| 28 | Human Services | Remove funding for Classification and Compensation Study (Account Code) | | \$ (51,252) | |
| 29 | Justice Services | Remove funding for Classification and Compensation Study (Account Code) | | \$ (660,568) | |
| 30 | Office of Community Wealth Building | Remove funding for Classification and Compensation Study (Account Code) | | \$ (37,738) | |
| 31 | Social Services | Remove funding for Classification and Compensation Study (Account Code) | | \$ (258,841) | |
| 32 | Parks, Rec.,& Community Facilities | Remove funding for Classification and Compensation Study (Account Code) | | \$ (763,979) | |
| 33 | Parks, Rec.,& Community Facilities | Increased funding for recreation for youth | | \$ 580,000 | |
| 34 | Richmond Public Libraries | Remove funding for Classification and Compensation Study (Account Code) | | \$ (401,275) | |

| | ADOPTED GENERAL FUND BUDGET FY2022 | | | | |
|--------|---|--|--------------|--------------|--|
| Line # | Area/Agency | Amendment Description | Adopted A | mendments | |
| | | | Revenue | Expenditures | |
| 35 | Economic Development | Remove funding for Classification and Compensation Study (Account Code) | | \$ (40,177) | |
| 36 | Housing & Community Development | Remove funding for Classification and Compensation Study (Account Code) | | \$ (42,455) | |
| 37 | Planning & Development Review | Remove funding for Classification and Compensation Study (Account Code) | | \$ (665,991) | |
| 38 | Planning & Development Review | Restore frozen positions (4.00 FTE) | | \$ 320,000 | |
| 39 | Non-Departmental - Transfer to Information Technology Internal Service Fund | Remove funding for Classification and Compensation Study (Account Code) | | \$ (278,944) | |
| 40 | Non-Departmental - Transfer to Risk Management Internal Service Fund | Remove funding for Classification and Compensation Study (Account Code) | | \$ (6,327) | |
| 41 | Non-Departmental | General Employee Compensation - 3.25% Salary Increase on October 9, 2021 | | \$ 3,474,969 | |
| 42 | Non-Departmental | General Employee Compensation - Galleghar Study Phase 2 on October 9, 2021 | | \$ 1,937,640 | |
| 43 | Non-Departmental | General Employee Compensation - Galleghar Study Contingency | | \$ 394,515 | |
| 44 | Non-Departmental | Reserve for the Citizen Review Board | | \$ 204,199 | |
| 45 | Non-Departmental | Reserve for Gun Violence Prevention Initiative | | \$ 133,898 | |
| 46 | Non-Departmental | Sister Cities Commission | | \$ 20,000 | |
| 47 | Non-Departmental | Richmond Public Defenders' Office - Supplement Salaries | | \$ 572,469 | |
| 48 | Non-Departmental | Girls for a Change (Camp Diva) | | \$ 12,500 | |
| 49 | Non-Departmental | Hand Up Community Resource Center - Litter Clean-Up - Litter Clean-Up | | \$ 25,000 | |
| 50 | Non-Departmental | Storefront for Community Design for Richmond's Participatory Budgeting | | \$ 100,000 | |
| 51 | Total General Fund Amendments | | \$ 2,561,066 | \$ 2,561,066 | |

| | FY2022 Adopted Non-Departmental Appropriations | |
|--------|--|-------------------|
| Line # | Area/Agency | FY2022 Adopted |
| | Internal Governmental Expense | |
| 1 | Affordable Housing Trust Fund | \$ 427,693 |
| 2 | Special Reserve to the Affordable Housing Trust Fund (per ord.#2020-214) | \$ 2,472,307 |
| 3 | Total: Affordable Housing Trust Fund | \$ 2,900,000 |
| 4 | Reserve for the Civilian Review Board | \$ 204,199 |
| 5 | General Employee Compensation - 3.25% Salary Increase on October 9, 2021 | \$ 3,474,969 |
| 6 | General Employee Compensation - 2018 Study Phase 2 on October 9, 2021 | \$ 1,937,640 |
| 7 | General Employee Compensation - 2018 Study Contingency | \$ 394,515 |
| 8 | Total: General Employee Compensation | \$ 5,807,124 |
| 9 | MetroCare Water Assistance Program | \$ 50,000 |
| 10 | Other Post-Employment Benefits (OPEB) Trust | \$ 1,400,000 |
| 11 | Retirees Health Expenses | \$ 3,300,000 |
| 12 | Sister Cities Commission | \$ 30,000 |
| 13 | Tax Relief - Elderly/Disabled | \$ 4,041,755 |
| 14 | Transfer to Information Technology Internal Service Fund | \$ 18,996,072 |
| 15 | Transfer to Risk Management Internal Service Fund | \$ 11,927,643 |
| 16 | Transfer to RPS Capital Construction Special Reserve Fund | \$ 9,050,590 |
| 17 | Subtotal Internal Governmental Expense | \$ 57,707,383 |
| | | |
| | Economic Development Incentive | |
| 20 | Clayco, Inc. (economic development grant through EDA) | \$ 300,000 |
| 21 | Project Experience | \$ 325,000 |
| 22 | RPAC, LLLP Payment | \$ 250,000 |
| 23 | Stone Brewing Co.,LLC (Economic Development Grant through EDA) | \$ 350,000 |
| 24 | Stone Brewing Co.,LLC (Conditional Real Estate Grant though EDA) | \$ 420,000 |
| 25 | Wyeth LLC (Pfizer) (Economic Development Grant through EDA) | \$ 65,000 |
| 26 | Wyeth LLC (GSK) (Economic Development Grant through EDA) | \$ 55,000 |
| 27 | Subtotal Economic Development Incentive | \$ 1,765,000 |
| | | |
| | Organizational Subsidy | |
| 30 | Citizens Against Residential Emergencies (CARES) for Med-Flight | \$ 4,200 |
| 31 | GRCCA Operating Subsidy | \$ 5,762,109 |
| 32 | Greater Richmond Partnership, Inc. | \$ 335,000 |
| 33 | Greater Richmond Transit Co. Equipment Note | \$ 250,000 |
| 34 | Greater Richmond Transit Co. (GRTC) | \$ 8,069,090 |
| 35 | J Sargeant Reynolds Community College (Capital) | \$ 232,752 |
| 36 | J Sargeant Reynolds Community College (Operating) | \$ 83,415 |

| | FY2022 Adopted Non-Departmental Appropriations | | |
|--------|--|----------|-------------------|
| Line # | Area/Agency | | FY2022 Adopted |
| 37 | Local Initiatives Support Corporation (LISC) | \$ | 50,000 |
| 38 | Richmond Metropolitan Convention & Visitors Bureau (Richmond Region Tourism) | \$ | 1,797,281 |
| 39 | Richmond Public Defenders' Office - Supplement Salaries | \$ | 572,469 |
| 40 | Richmond Regional Planning District Organization (t/a PlanRVA) | \$ | 124,763 |
| 41 | 41 Venture Richmond, Inc. • (for Downtown Municipal Services) •combined in FY16-18InVenture Richmond (EDC) | \$ | 900,000 |
| 42 | Subtotal Organizational Subsidy | \$ | 18,181,079 |
| | | | |
| | Charitable Donation | <u> </u> | |
| 45 | Advisory Council for the VTCC | \$ | 30,000 |
| 46 | Art 180,Inc. | \$ | 5,000 |
| 47 | Better Housing Coalition | \$ | 39,840 |
| 48 | Boaz & Ruth,Inc. | \$ | 15,000 |
| 49 | Capital Area Partnership Uplifting People,Inc. (CAPUP) | \$ | 102,856 |
| 50 | Capital Regional Workforce Partnership | \$ | 71,000 |
| 51 | CARITAS | \$ | 50,000 |
| 52 | Central Virginia Legal Aid Society, Inc. | \$ | 37,500 |
| 53 | ChildSavers - Memorial Child Guidance Clinic | \$ | 50,000 |
| 54 | Catholic Charities | \$ | 100,000 |
| 55 | Communities in Schools of Richmond,Inc. | \$ | 400,000 |
| 56 | Conexus | \$ | 52,038 |
| 57 | Culture Works,Inc. | \$ | 356,400 |
| 58 | Daily Planet,Incorporated | \$ | 30,000 |
| 59 | Emergency Shelter, Inc. (dba HomeAgain) | \$ | 50,000 |
| 60 | Feed More Inc. | \$ | 100,000 |
| 61 | Girls for a Change (Camp Diva) | \$ | 12,500 |
| 62 | Greater Richmond SCAN (Stop Child Abuse Now), Inc. | \$ | 15,000 |
| 63 | Groundwork RVA, Inc.(for Green Team) | \$ | 60,000 |
| 64 | Handup Community Resource Center for Hull Street Business Assoc. Litter Clean Up | \$ | 25,000 |
| 65 | Health Brigade (formerly Fan Free Clinic) | \$ | 30,000 |
| 66 | Healthy Hearts Plus II,Inc. | \$ | 20,000 |
| 67 | Higher Achievement Program,Inc. | \$ | 50,000 |
| 68 | Homeward | \$ | 30,000 |
| 69 | Housing Opportunities Made Equal of Virginia,Inc. (for Eviction Diversion Program) | \$ | 485,140 |
| 70 | Junior Achievement of Central Virginia, Inc. | \$ | 16,000 |
| 71 | Lewis Ginter Botanical Garden,Inc. | \$ | 25,000 |
| 72 | Maymont Contribution | \$ | 460,000 |
| 73 | Metropolitan Richmond Sports Backers, Incorporated | \$ | 150,000 |

| | FY2022 Adopted Non-Departmental Appropriations | | | | |
|--------|--|----|-------------------|--|--|
| Line # | Area/Agency | | FY2022 Adopted | | |
| 74 | Neighborhood Resource Center, Inc Fulton | \$ | 36,000 | | |
| 75 | Next UP, LLC | \$ | 362,500 | | |
| 76 | Offender Aid and Restoration of Richmond, Inc. | \$ | 75,000 | | |
| 77 | Paul Development Center, Inc. | \$ | 50,000 | | |
| 78 | Reserve for Gun Violence Prevention Initiative | \$ | 133,898 | | |
| 79 | Richmond Ambulance Authority | \$ | 4,000,000 | | |
| 80 | Richmond Behavioral Health Authority (RBHA) | \$ | 3,428,240 | | |
| 81 | Richmond Community of Caring | \$ | 40,000 | | |
| 82 | Richmond Performance Arts Alliance (RPAA) | \$ | 180,000 | | |
| 83 | Ridefinders | \$ | 7,500 | | |
| 84 | Robinson Theater Community Arts Center | \$ | 15,000 | | |
| 85 | RVA League for Safer Streets | \$ | 25,000 | | |
| 86 | Senior Connections, The Capital Area Agency on Aging | \$ | 40,000 | | |
| 87 | SOAR365 | \$ | 39,000 | | |
| 88 | Storefront for Community Design | \$ | 45,000 | | |
| 89 | Storefront for Community Design for Richmond's Participatory Budgeting process | \$ | 100,000 | | |
| 90 | The Black History Museum & Cultural Center of Virginia,Inc. | \$ | 100,000 | | |
| 91 | The Cross-Over Ministry,Inc. | \$ | 20,000 | | |
| 92 | The Healing Places | \$ | 60,000 | | |
| 93 | The Literacy Lab | \$ | 96,250 | | |
| 94 | The Metropolitan Business League of Richmond, Virginia | \$ | 75,000 | | |
| 95 | The Podium Foundation | \$ | 17,500 | | |
| 96 | The Richmond Boys Choir | \$ | 35,000 | | |
| 97 | The Richmond Symphony | \$ | 50,000 | | |
| 98 | The Senior Center of Greater Richmond, Inc. | \$ | 19,000 | | |
| 99 | Venture Richmond,Inc. ● (for Festivals and Parades) | \$ | 165,000 | | |
| 100 | Virginia Cooperative Extension - Richmond | \$ | 35,000 | | |
| 101 | Virginia Literacy Foundation | \$ | 63,832 | | |
| 102 | Virginia Supportive Housing | \$ | 40,000 | | |
| 103 | YMCA of Greater Richmond | \$ | 382,000 | | |
| 104 | YWCA Richmond | \$ | 50,000 | | |
| 105 | Subtotal: Charitable Donation | \$ | 12,653,994 | | |
| 107 | Total: Non-Departmental | ¢ | 90,307,456 | | |

| | ADOPTED SPECIAL FUND BUDGET FY2022 | | | | |
|--------|--|------------------------------|-----------------------|----------------|--|
| Line # | Area/Agency | Amendment Description | Adopted Amendments | | |
| | FY2022 Proposed Special Fund Budget | | | \$ 118,260,561 | |
| 1 | Housing & Community Development | Increase Special Fund Amount | \$ 248,246 | | |
| | Total FY2022 Adopted Special Fund Budget | | | \$ 118,508,807 | |

| | ADOPTED INTERNAL SERVICE FUND BUDGET FY2022 | | | | | |
|--------|---|---|-----------------------|----|------------|--|
| Line # | Area/Agency | Amendment Description | Adopted Amendments | | | |
| | FY2022 Proposed Internal Service Fund Budget | | | \$ | 68,410,308 | |
| 1 | Department of Information Technology | Remove funding for Classification and Compensation Study (Account Code) | \$ (278,944) | | | |
| 2 | Risk Management | Remove funding for Classification and Compensation Study (Account Code) | \$ (6,327) | | | |
| | Total FY2022 Adopted Internal Service Fund Budget | | | \$ | 68,125,037 | |



THE BUDGET PROCESS

The City of Richmond utilizes a biennial financial plan that encompasses two fiscal years. 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 the 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 the 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 sum 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 specific 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 the purpose of the 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 outlays within the Proprietary Funds are 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 quasibusiness 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 (i.e., 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 (e.g., 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 financial 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 development of the 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 BANS will be converted to a long-term bond or redeemed at its expiration.

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

Restricted Revenue - Restricted revenue (such as 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 | Aa1 |
|------------------------------------|-----|
| Standard and Poor Rating Group | AA+ |
| Fitch Ratings Ltd | AA+ |
| Utility Revenue Bond Credit Rating | |
| Moody's Investor's Service | Aa1 |
| 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 3.75 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.

BIENNIAL BUDGET CYCLE

| Month | Activity |
|---------------------|---|
| August | 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 and assist with department's development of Strategic Action Plans. DBSP begin drafting CIP instructions and guidelines. |
| September | The 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 over a five year period. The DBSP formulates preliminary guidelines for the upcoming Capital and operating budgets. CIP guidelines and instructions are finalized and issued to departments. |
| October | DBSP finalizes the budget guidelines and instructions for the operating budget instructions. DBSP prepares operating baseline budgets and begins preparing departmental submission forms and instructions. Multi-Year Forecast submissions are returned and reviewed. |
| October - November | CIP requests are submitted back to DBSP. DBSP issues operating budget guidelines and instructions to departments via a Budget Kickoff. Additionally, DBSP facilitates departmental training on the OpenGov budget submission system. |
| November - December | DBSP reviews CIP requests and meets with CIP project managers on their requests. DBSP formulates and finalizes CIP recommendations. |
| December | Departments submit operating budget requests back to DBSP. DBSP finalizes the capital budget recommendations and presents recommendations to the Executive Team for review and feedback. Multi-Year Forecast is completed and submitted to the Mayor and CAO for review. DBSP staff review department operating requests. |
| January | DBSP meets with departments on their operating budget requests. DBSP begins formulating preliminary operating budget recommendations and presents to Executive Team for review and feedback. Work sessions are scheduled with the Mayor to discuss major issues and priorities for upcoming budget. Multi-Year Forecast is presented to City Council. |
| February | Budget sessions are held with the Executive Team to review balancing strategies and funding recommendations for both the operating and capital budgets. Final funding decisions are completed for both the operating and capital budgets and presented to the Mayor for review and feedback. Mayor makes final funding recommendations. Proposed operating and capital budget documents are drafted. |
| March - April | Proposed capital budget is presented 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 Council. The City Council begins the facilitation of budget work sessions to review the Mayor's proposed budget. |
| April - May | Public hearings are held on the proposed budget. City Council introduces amendments to the budgets and adopts the General Fund, Capital, RPS, Special Fund, Enterprise Fund, and Internal Service Fund budgets. The City Council also adopts the Federal Funds budgets (CDBG, HOPWA and ESG.) |
| June - July | The 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 first year of the adopted biennium. |

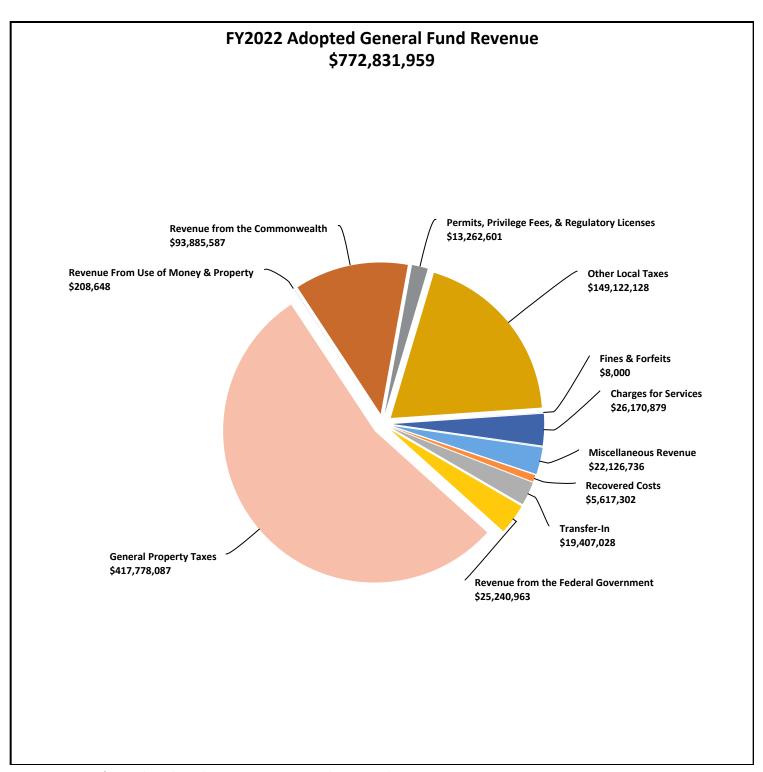
ANNUAL AMENDMENT CYCLE (Annual Cycle or 2nd year of the Biennial Fiscal Plan)

| Month | Activity |
|--------------------|---|
| August - September | 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 and assist with department's development of Strategic Action Plans. DBSP begin drafting CIP instructions and guidelines. The 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 over a five year period. The DBSP formulates preliminary guidelines for the upcoming Capital and operating budgets. CIP guidelines and instructions are finalized and issued to departments. |
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| June - July | The 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 first year of the adopted budget. |



GENERAL FUND REVENUE FY2022

Fiscal Year 2022 General Fund Revenues are projected to be \$772,831,959. The Adopted budget for FY2022 does not include the use of the City's unassigned fund balance. FY2022 General Fund Revenues are projected to increase by \$28,781,842 or 3.87% compared to the FY2021 Adopted Budget of \$744,050,117.



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

| | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|------------------|------------------|-------------------|-------------------|
| Revenue from Local Sources | | | | |
| General Property Taxes | | | | |
| Machinery & Tools Taxes | 14,917,609 | 14,769,176 | 13,399,915 | 13,899,915 |
| Penalties and Interest- Interest | 3,231,242 | 3,837,035 | 2,969,891 | 2,969,891 |
| Penalties and Interest- Penalty | 2,864,319 | 2,663,683 | 2,786,614 | 2,786,614 |
| Personal Property Taxes- Current | 37,626,062 | 39,442,905 | 37,262,847 | 36,751,456 |
| Personal Property Taxes- Delinquent | 5,823,194 | 8,606,742 | 6,459,963 | 6,959,963 |
| Real and Personal Public Service Corporation Property Taxes- Personal Property Current | 9,311,482 | 9,069,538 | 9,451,418 | 9,151,418 |
| Real and Personal Public Service Corporation Property Taxes- Personal Property Delinquent | 689,811 | 108,868 | 497,012 | 497,012 |
| Real and Personal Public Service Corporation Property Taxes- Real Property Current | 2,166,397 | 2,294,448 | 2,205,476 | 2,205,476 |
| Real Property Taxes- Current | 271,460,970 | 298,017,826 | 301,250,623 | 330,726,962 |
| Real Property Taxes- Delinquent | 12,889,862 | 9,300,420 | 11,629,380 | 11,829,380 |
| Total General Property Taxes | 360,980,948 | 388,110,642 | 387,913,139 | 417,778,087 |
| | | | | |
| Other Local Taxes | | | | |
| Admission Taxes | 2,848,979 | 2,503,594 | 2,405,941 | 1,405,941 |
| Bank Stock Taxes | 8,812,736 | 8,951,709 | 9,996,071 | 9,496,071 |
| Business Licenses Taxes | 36,333,909 | 37,881,969 | 31,448,626 | 31,448,626 |
| Cigarette Tax | _ | 3,856,544 | 2,755,000 | 3,155,000 |
| Consumer Utility Taxes | 18,269,541 | 18,858,084 | 18,316,946 | 18,316,946 |
| Local Sales & Use Tax | 36,953,797 | 36,859,051 | 35,416,829 | 36,880,579 |
| Motor Vehicle Licenses | 6,851,879 | 8,563,361 | 6,857,458 | 6,557,458 |
| Other Local Taxes | 368,171 | 518,153 | 510,689 | 525,689 |
| Prepared Food Taxes | 36,454,838 | 30,365,164 | 33,468,822 | 28,252,499 |
| Prepared Food Taxes- School Facilities | 9,285,235 | 7,734,164 | 8,524,681 | 7,196,057 |
| Short-Term Rental Tax | 171,168 | 71,218 | 125,153 | 125,153 |
| Transient Lodging Taxes | 9,009,423 | 6,389,571 | 8,312,409 | 5,762,109 |
| Total Other Local Taxes | 165,359,676 | 162,552,582 | 158,138,625 | 149,122,128 |
| Permits, Privilege Fees, and Regulatory Licenses | | | | |
| Animal Licenses | _ | _ | _ | _ |
| Permits and Other Licenses | 10,631,183 | — 11,540,751 | 15 005 147 | 13,262,601 |
| | 10,631,183 | | 15,885,147 | |
| Total Permits, Privilege Fees, and Regulatory Licenses | 10,031,183 | 11,540,751 | 15,885,147 | 13,262,601 |
| Fines & Forfeitures | | | | |
| Fines & Forfeitures | 6,584 | 2,928 | _ | 8,000 |
| Total Fines & Forfeitures | 6,584 | 2,928 | _ | 8,000 |
| Develope from the of Manager and Branch | | | | |
| Revenue from Use of Money and Property | 257 100 | | | |
| Revenue from Use of Money | 257,199 | 217.650 | 200.000 | 200.640 |
| Revenue from Use of Property | 432,743 | 317,659 | 209,000 | 208,648 |
| Total Revenue from Use of Money and Property | 689,943 | 317,659 | 209,000 | 208,648 |

| | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|------------------|------------------|-------------------|-------------------|
| Charges for Services | | | | |
| Charges for Finance | 627,601 | 939,067 | 801,192 | 801,192 |
| Charges for Fire and Rescue Services | 138,201 | 126,934 | 158,623 | 185,000 |
| Charges for Information Technology | 16,825 | 9,316 | 16,805 | 4,000 |
| Charges for Law Enforcement and Traffic Control | 161,935 | 127,685 | 212,000 | 161,000 |
| Charges for Library | 66,192 | 30,358 | 23,750 | 4,000 |
| Charges for Maintenance of Highways, Streets, Bridges, and Sidewalks | _ | _ | _ | _ |
| Charges for Other Protection | 136,889 | 116,315 | 111,000 | 125,000 |
| Charges for Parks and Recreation | 79,236 | 543,429 | 127,122 | 163,400 |
| Charges for Planning and Community Development | 56,206 | 39,588 | 47,009 | 54,000 |
| Charges for Sanitation and Waste Removal | 17,062,243 | 17,528,555 | 17,891,033 | 17,891,033 |
| Court Costs | 6,768,388 | 7,487,297 | 5,717,702 | 6,772,739 |
| Other | 14,099 | 29,311 | 9,515 | 9,515 |
| Total Charges for Services | 25,127,814 | 26,977,855 | 25,115,751 | 26,170,879 |
| Miscellaneous Revenue | | | | |
| Miscellaneous | 2,607,957 | 3,148,481 | 1,318,385 | 1,048,522 |
| Payments in Lieu of Taxes from Enterprise Activities | 22,759,977 | 20,980,499 | 19,527,456 | 21,078,214 |
| Total Miscellaneous Revenue | 25,367,934 | 24,128,980 | 20,845,841 | 22,126,736 |
| Recovered Costs | | | | |
| Recovered Costs | 6,310,950 | 5,933,970 | 5,522,979 | 5,617,302 |
| Total Recovered Costs | 6,310,950 | 5,933,970 | 5,522,979 | 5,617,302 |
| Revenue from Local Sources Total | 594,475,031 | 619,565,367 | 613,630,482 | 634,294,381 |
| Other Financing Sources | | | | |
| Non-Revenue Receipts | | | | |
| Insurance Recovery | _ | _ | _ | _ |
| Other | _ | _ | _ | _ |
| Total Non-Revenue Receipts | _ | _ | _ | _ |
| Revenue from Other Financing Sources Total | _ | _ | _ | _ |
| Revenue from the Commonwealth | | | | |
| Non-Categorical Aid | | | | |
| Auto Rental Tax | 1,204,155 | 1,320,598 | 893,846 | 893,846 |
| Communications Sales and Use Tax | 14,413,205 | 13,881,289 | 14,440,680 | 14,440,680 |
| Miscellaneous Non-Categorical Aid | 409,117 | 622,744 | 240,000 | 240,000 |
| Mobile Home Titling Taxes | 9,267 | 8,206 | 9,807 | 9,807 |
| Personal Property Tax Reimbursement | 16,708,749 | 16,708,749 | 16,708,749 | 16,708,749 |
| Rolling Stock Tax | 277,048 | 138,309 | 139,639 | 139,639 |
| | | | | |
| Tax on Deeds | 1,058,973 | 809,327 | 1,000,000 | 1,000,000 |

| | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|--|--|--|--|
| Shared Expenditures (Categorical) | | | | |
| State Shared Expenses- City Treasurer | 136,292 | 138,528 | 147,425 | 147,949 |
| State Shared Expenses- Commonwealth Attorney | 3,314,337 | 3,404,709 | 3,413,358 | 3,625,970 |
| State Shared Expenses- Finance | 812,688 | 860,206 | 738,859 | 775,802 |
| State Shared Expenses- General Registrar | 76,836 | 83,484 | 93,839 | 98,531 |
| State Shared Expenses- Sheriff | 16,365,790 | 16,900,988 | 16,600,000 | 17,430,000 |
| State Shared Expenses- Welfare and Social Services | _ | _ | _ | _ |
| Total Shared Expenditures (Categorical) | 20,705,943 | 21,387,915 | 20,993,481 | 22,078,252 |
| Categorical Aid | | | | |
| Education | _ | _ | _ | _ |
| Library | 184,387 | 192,974 | 185,000 | 210,000 |
| Public Safety | 18,684,966 | 19,383,311 | 19,730,547 | 19,817,858 |
| Public Works | _ | _ | _ | _ |
| Welfare and Social Services | 15,072,779 | 14,649,659 | 15,630,263 | 14,648,073 |
| Total Categorical Aid | 33,942,132 | 34,225,943 | 35,545,810 | 34,675,931 |
| PILOT (Payments in Lieu of Taxes) | | | | |
| Service Charges | 3,448,673 | 3,992,980 | 3,698,683 | 3,698,683 |
| Total PILOT (Payments in Lieu of Taxes) | 3,448,673 | 3,992,980 | 3,698,683 | 3,698,683 |
| | 5,115,010 | 0,000,000 | 5,000,000 | 3,200,200 |
| | | | | |
| Revenue from the Commonwealth Total | 92,177,261 | 93,096,060 | 93,670,695 | 93,885,587 |
| Revenue from the Commonwealth Total Revenue from the Federal Government | 92,177,261 | 93,096,060 | 93,670,695 | 93,885,587 |
| | 92,177,261 | 93,096,060 | 93,670,695 | 93,885,587 |
| Revenue from the Federal Government | 92,177,261 (24,936) | 93,096,060 3,220,965 | 93,670,695 | 93,885,587 6,843 |
| Revenue from the Federal Government Non-Categorical Aid | | | 93,670,695 | |
| Revenue from the Federal Government Non-Categorical Aid Other Federal Revenue | (24,936) | 3,220,965 | 93,670,695 | 6,843 |
| Revenue from the Federal Government Non-Categorical Aid Other Federal Revenue Total Non-Categorical Aid | (24,936) | 3,220,965 | 93,670,695 — — — — 24,608,836 | 6,843 |
| Revenue from the Federal Government Non-Categorical Aid Other Federal Revenue Total Non-Categorical Aid Categorical Aid | (24,936) (24,936) | 3,220,965 3,220,965 | | 6,843 6,843 |
| Revenue from the Federal Government Non-Categorical Aid Other Federal Revenue Total Non-Categorical Aid Categorical Aid Social Services Total Categorical Aid | (24,936) (24,936) 23,763,314 23,763,314 | 3,220,965 3,220,965 23,547,888 23,547,888 | 24,608,836 24,608,836 | 6,843 6,843 25,234,120 25,234,120 |
| Revenue from the Federal Government Non-Categorical Aid Other Federal Revenue Total Non-Categorical Aid Categorical Aid Social Services Total Categorical Aid Revenue from the Federal Government Total | (24,936) (24,936) 23,763,314 | 3,220,965 3,220,965 23,547,888 | 24,608,836 | 6,843 6,843 25,234,120 |
| Revenue from the Federal Government Non-Categorical Aid Other Federal Revenue Total Non-Categorical Aid Categorical Aid Social Services Total Categorical Aid Revenue from the Federal Government Total Utilities | (24,936) (24,936) 23,763,314 23,763,314 23,738,378 | 3,220,965 3,220,965 23,547,888 23,547,888 26,768,853 | 24,608,836 24,608,836 | 6,843 6,843 25,234,120 25,234,120 25,240,963 |
| Revenue from the Federal Government Non-Categorical Aid Other Federal Revenue Total Non-Categorical Aid Categorical Aid Social Services Total Categorical Aid Revenue from the Federal Government Total Utilities Utilities | (24,936) (24,936) 23,763,314 23,763,314 23,738,378 | 3,220,965 3,220,965 23,547,888 23,547,888 26,768,853 | 24,608,836 24,608,836 | 6,843 6,843 25,234,120 25,234,120 25,240,963 |
| Revenue from the Federal Government Non-Categorical Aid Other Federal Revenue Total Non-Categorical Aid Categorical Aid Social Services Total Categorical Aid Revenue from the Federal Government Total Utilities | (24,936) (24,936) 23,763,314 23,763,314 23,738,378 | 3,220,965 3,220,965 23,547,888 23,547,888 26,768,853 | 24,608,836 24,608,836 | 6,843 6,843 25,234,120 25,234,120 25,240,963 |
| Revenue from the Federal Government Non-Categorical Aid Other Federal Revenue Total Non-Categorical Aid Categorical Aid Social Services Total Categorical Aid Revenue from the Federal Government Total Utilities Utilities | (24,936) (24,936) 23,763,314 23,763,314 23,738,378 | 3,220,965 3,220,965 23,547,888 23,547,888 26,768,853 | 24,608,836 24,608,836 | 6,843 6,843 25,234,120 25,234,120 25,240,963 |
| Revenue from the Federal Government Non-Categorical Aid Other Federal Revenue Total Non-Categorical Aid Categorical Aid Social Services Total Categorical Aid Revenue from the Federal Government Total Utilities Utilities Total Utilities | (24,936) (24,936) 23,763,314 23,763,314 23,738,378 78,292 78,292 | 3,220,965 3,220,965 23,547,888 23,547,888 26,768,853 69,637 69,637 | 24,608,836 24,608,836 | 6,843 6,843 25,234,120 25,234,120 25,240,963 4,000 4,000 |
| Revenue from the Federal Government Non-Categorical Aid Other Federal Revenue Total Non-Categorical Aid Categorical Aid Social Services Total Categorical Aid Revenue from the Federal Government Total Utilities Utilities Total Utilities Revenue from Utilities Total | (24,936) (24,936) 23,763,314 23,763,314 23,738,378 78,292 78,292 | 3,220,965 3,220,965 23,547,888 23,547,888 26,768,853 69,637 69,637 | 24,608,836 24,608,836 | 6,843 6,843 25,234,120 25,234,120 25,240,963 4,000 4,000 |
| Revenue from the Federal Government Non-Categorical Aid Other Federal Revenue Total Non-Categorical Aid Categorical Aid Social Services Total Categorical Aid Revenue from the Federal Government Total Utilities Utilities Total Utilities Revenue from Utilities Total Transfers-In | (24,936) (24,936) 23,763,314 23,763,314 23,738,378 78,292 78,292 78,292 | 3,220,965 3,220,965 23,547,888 23,547,888 26,768,853 69,637 69,637 | 24,608,836 24,608,836 24,608,836 ———————————————————————————————————— | 6,843 6,843 25,234,120 25,234,120 25,240,963 4,000 4,000 |

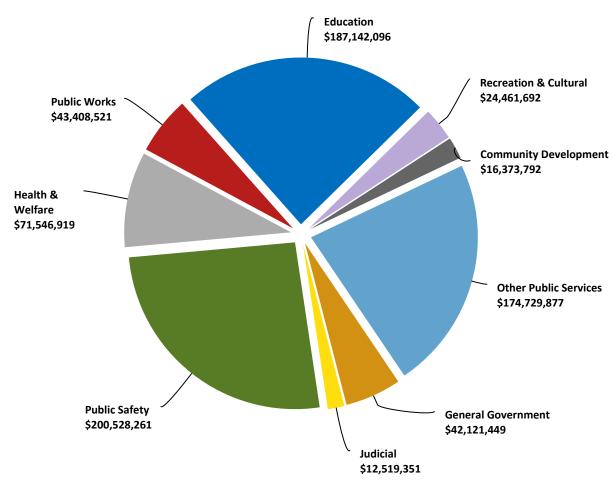
GENERAL FUND EXPENDITURES BY AGENCY

| General Fund Expenditures: Summary by Agency | | | | | | |
|---|------------------|------------------|-------------------|-------------------|--|--|
| Agency | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted | | |
| General Government | | | | | | |
| Budget and Strategic Planning | \$1,162,802 | \$1,232,118 | \$1,420,707 | \$1,358,789 | | |
| Chief Administrative Office | 944,617 | 469,159 | 564,761 | 904,437 | | |
| Citizen Service & Response | 921,695 | 1,282,264 | 2,239,787 | 2,479,071 | | |
| City Assessor | 3,407,578 | 3,775,187 | 4,782,289 | 4,126,549 | | |
| City Attorney | 8,543,000 | 3,965,452 | 4,042,992 | 4,298,801 | | |
| City Auditor | 1,555,270 | 1,755,046 | 1,988,484 | 2,248,018 | | |
| City Clerk | 756,506 | 1,067,341 | 993,029 | 947,892 | | |
| City Council | 1,347,040 | 1,319,740 | 1,488,704 | 1,347,845 | | |
| City Treasurer | 186,343 | 185,635 | 218,889 | 229,039 | | |
| Council Chief of Staff | 1,089,922 | 1,276,243 | 1,321,975 | 1,131,416 | | |
| Finance | 10,548,535 | 9,292,860 | 9,985,678 | 10,273,687 | | |
| General Registrar | 1,581,747 | 2,075,320 | 3,930,368 | 3,872,008 | | |
| Human Resources | 3,052,240 | 3,291,232 | 4,275,416 | 4,784,088 | | |
| Inspector General | 215,556 | 535,001 | 579,728 | 582,755 | | |
| Mayor's Office | 1,166,739 | 1,093,961 | 1,175,676 | 1,143,469 | | |
| Minority Business Development | 746,768 | 771,121 | 995,268 | 836,001 | | |
| Press Secretary | 484,119 | 628,316 | 512,851 | _ | | |
| Procurement Services | 1,260,256 | 1,372,207 | 1,589,853 | 1,557,585 | | |
| Subtotal: General Government | \$38,970,735 | \$35,388,203 | \$42,106,455 | \$42,121,449 | | |
| Judicial | | | | | | |
| 13 th District Court Services Unit | 210,023 | 207,900 | 222,352 | 242,134 | | |
| Adult Drug Court | 626,289 | 621,270 | 647,643 | 674,899 | | |
| Circuit Court | 3,769,349 | 3,917,378 | 4,034,893 | 4,045,029 | | |
| Judiciary - Commonwealth Attorney* | 6,605,693 | 6,695,746 | 6,774,763 | 7,325,514 | | |
| Juvenile & Domestic Relations Court | 238,809 | 239,698 | 222,995 | 231,775 | | |
| Subtotal: Judicial | \$11,450,164 | \$11,681,992 | \$11,902,646 | \$12,519,351 | | |
| Public Safety | | | | | | |
| Animal Care & Control | 2,052,639 | 2,002,198 | 1,862,745 | 1,932,887 | | |
| Dept. of Emergency Communications | 4,716,334 | 5,104,896 | 5,121,004 | 6,587,923 | | |
| Fire & Emergency Management | 52,241,696 | 54,972,285 | 52,037,737 | 54,761,361 | | |
| Richmond Police Department | 95,403,743 | 100,381,316 | 96,371,697 | 95,816,200 | | |
| Richmond Sheriff's Office | 40,629,304 | 41,120,121 | 42,064,115 | 41,429,890 | | |
| Subtotal: Public Safety | \$195,043,716 | \$203,580,816 | \$197,457,297 | \$200,528,261 | | |
| Public Works | | | | | | |
| Public Works | 36,439,125 | 36,452,925 | 37,638,619 | 43,408,521 | | |
| Subtotal: Public Works | \$36,439,125 | \$36,452,925 | \$37,638,619 | \$43,408,521 | | |

| General Fund Expenditures: Summary by Agency | | | | | | |
|---|------------------|------------------|-------------------|-------------------|--|--|
| Agency | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted | | |
| Health & Welfare | | | | | | |
| Human Services | 1,326,626 | 1,357,944 | 1,321,643 | 1,882,381 | | |
| Justice Services | 9,103,448 | 9,049,734 | 9,499,190 | 9,613,244 | | |
| Office of Community Wealth Building | 1,783,467 | 1,801,030 | 2,165,455 | 2,191,589 | | |
| Richmond City Health District | 4,030,490 | 4,863,490 | 4,563,490 | 4,633,490 | | |
| Social Services | 50,148,976 | 47,447,510 | 54,247,515 | 53,226,215 | | |
| Subtotal: Health & Welfare | \$66,393,007 | \$64,519,708 | \$71,797,294 | \$71,546,919 | | |
| Education | | | | | | |
| Education | 156,721,265 | 175,193,143 | 181,694,074 | 187,142,096 | | |
| Subtotal: Education | \$156,721,265 | \$175,193,143 | \$181,694,074 | \$187,142,096 | | |
| Recreation & Cultural | | | | | | |
| Parks, Rec., & Community Facilities | 17,031,001 | 18,095,803 | 18,216,520 | 18,805,233 | | |
| Richmond Public Libraries | 6,037,435 | 6,120,455 | 5,743,900 | 5,656,459 | | |
| Subtotal: Recreation & Cultural | \$23,068,437 | \$24,216,257 | \$23,960,420 | \$24,461,692 | | |
| Community Development | | | | | | |
| Economic Development (formerly Economic & Community Development) | 3,723,460 | 2,799,033 | 2,664,858 | 3,095,149 | | |
| Housing & Community Development | 3,296,705 | 1,708,916 | 1,476,055 | 1,619,229 | | |
| Planning & Development Review | 10,503,609 | 10,218,013 | 10,722,320 | 11,659,415 | | |
| Subtotal: Community Development | \$17,523,774 | \$14,725,962 | \$14,863,233 | \$16,373,792 | | |
| Other Public Services | | | | | | |
| Non-Departmental | 85,805,413 | 92,678,843 | 84,663,220 | 90,307,456 | | |
| General Fund transfer to Debt Service | 68,451,233 | 74,445,368 | 77,966,859 | 84,422,421 | | |
| Capital Projects | 4,076 | _ | _ | _ | | |
| Traffic Control Capital Projects | 173 | 168 | _ | _ | | |
| VDOT Uban Projects | | 432 | _ | _ | | |
| Default | _ | (320,527) | _ | _ | | |
| Subtotal: Other Public Services | \$154,260,895 | \$166,804,285 | \$162,630,079 | \$174,729,877 | | |
| Total General Fund Expenditures | \$699,871,118 | \$732,563,291 | \$744,050,117 | \$772,831,959 | | |

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

FY2022 Adopted General Fund Expenditures



ESTIMATED EXPENDITURE DETAIL BY FUND TYPE (ALL FUNDS)

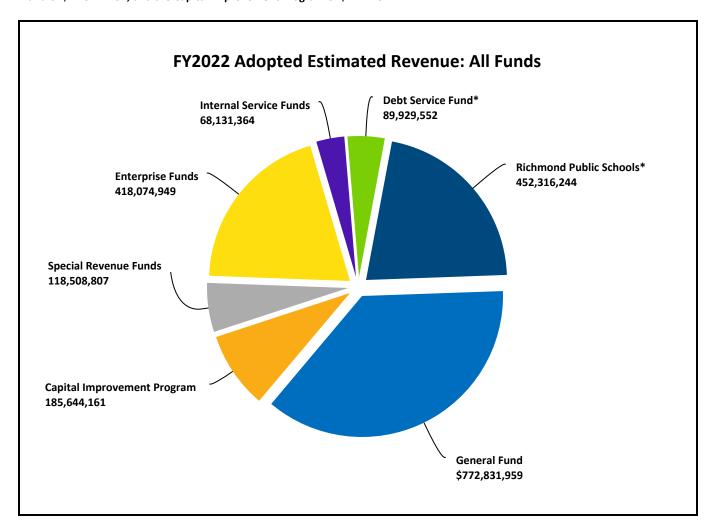
| Detailed Expenditures by Fund Type | | | | | |
|---|------------------|------------------|-------------------|-------------------|--|
| Fund Type | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted | |
| General Fund | | | | | |
| General Government | 38,970,735 | 35,388,203 | 42,106,455 | 42,121,449 | |
| Judicial | 11,450,164 | 11,681,992 | 11,902,646 | 12,519,351 | |
| Public Safety | 195,043,716 | 203,580,816 | 197,457,297 | 200,528,260 | |
| Public Works | 36,439,125 | 36,452,925 | 37,638,619 | 43,408,521 | |
| Health & Welfare | 66,393,007 | 64,519,708 | 71,797,294 | 71,546,919 | |
| Education | 156,721,265 | 175,193,143 | 181,694,074 | 187,142,096 | |
| Recreation & Cultural | 23,068,437 | 24,216,257 | 23,960,420 | 24,461,692 | |
| Community Development | 17,523,774 | 14,725,962 | 14,863,233 | 16,373,792 | |
| Other Public Services | 154,260,895 | 166,804,285 | 162,630,079 | 174,729,877 | |
| Total: General Fund | \$699,871,118 | \$732,563,291 | \$744,050,117 | \$772,831,959 | |
| Special Fund | | | | | |
| | 84,982,243 | 72,532,453 | 116,220,718 | 118,508,807 | |
| Total: Special Fund | \$84,982,243 | \$72,532,453 | \$116,220,718 | \$118,508,807 | |
| Enterprise Fund | | | | | |
| Cemeteries | 1,729,128 | 1,730,657 | 1,799,421 | 1,799,421 | |
| Department of Public Utilities | 320,553,893 | 311,695,884 | 364,093,907 | 364,674,381 | |
| Parking Management | 11,242,904 | 14,339,015 | 19,390,825 | 17,928,000 | |
| Total: Enterprise Fund | \$333,525,925 | \$327,765,556 | \$385,284,153 | \$384,401,802 | |
| Internal Service Fund | | | | | |
| Advantage Richmond Corporation | 1,413,968 | 1,437,443 | 2,400,000 | _ | |
| Fleet Management | 18,226,721 | 15,569,956 | 19,025,163 | 19,954,575 | |
| Information Technology | 18,845,598 | 24,667,769 | 28,939,890 | 27,777,340 | |
| Radio Shop | 1,263,918 | 873,061 | 1,243,632 | 2,237,306 | |
| Risk Management | 15,589,265 | 16,876,782 | 16,649,933 | 18,155,816 | |
| Total: Internal Service Fund | \$55,339,469 | \$59,425,011 | \$68,258,618 | \$68,125,037 | |
| Capital Improvement Program Fund | | | | | |
| | 299,401,491 | 215,905,491 | 281,089,049 | 185,644,161 | |
| Total: Capital Improvement Program Fund | \$299,401,491 | \$215,905,491 | \$281,089,049 | \$185,644,161 | |
| Debt Service Fund | | | | | |
| | 71,422,008 | 73,430,209 | 85,624,191 | 89,929,552 | |
| Total: Debt Service Fund | \$71,422,008 | \$73,430,209 | \$85,624,191 | \$89,929,552 | |
| Richmond Public Schools | | | | | |
| | 380,812,824 | 381,521,882 | 415,507,445 | 452,316,244 | |
| Total: Richmond Public Schools | \$380,812,824 | \$381,521,882 | \$415,507,445 | \$452,316,244 | |

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 | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted | | |
| General Fund | \$715,641,999 | \$747,178,661 | \$744,050,117 | \$772,831,959 | | |
| Capital Improvement Program | 299,401,491 | 215,905,491 | 281,089,049 | 185,644,161 | | |
| Special Revenue Funds | 84,982,243 | 72,532,453 | 116,220,718 | 118,508,807 | | |
| Enterprise Funds | 373,106,187 | 359,136,917 | 406,574,737 | 418,074,949 | | |
| Internal Service Funds | 63,199,009 | 62,251,321 | 68,258,619 | 68,131,364 | | |
| Debt Service Fund* | 71,653,038 | 74,706,088 | 85,624,191 | 89,929,552 | | |
| Richmond Public Schools* | 380,507,924 | 396,970,342 | 415,507,445 | 452,316,244 | | |
| | | | | | | |

^{*}FY2022 revenue estimates include the General Fund contributions for Richmond Public Schools of \$187.1 million, the City's Debt Service Fund of \$77.5 million, and the Capital Improvement Program of \$7 million.

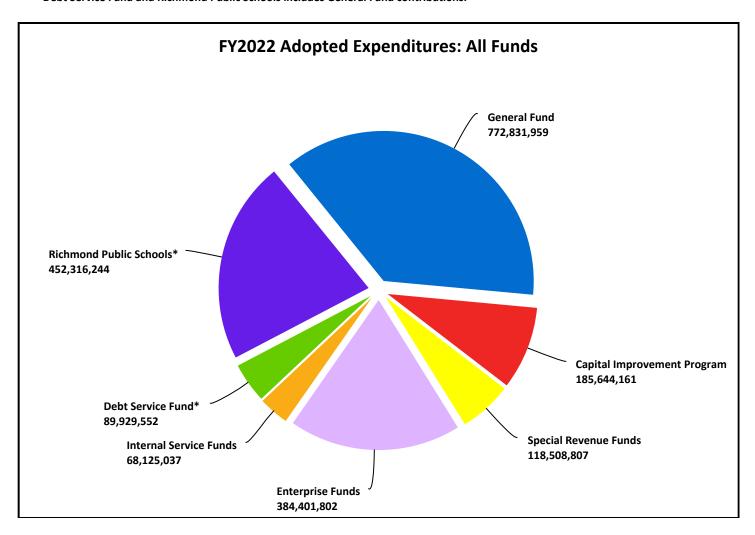


ESTIMATED EXPENDITURES BY FUND TYPE (ALL FUNDS)

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 | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted | |
| General Fund | 699,871,118 | 732,563,291 | 744,050,117 | 772,831,959 | |
| Capital Improvement Program | 299,401,491 | 215,905,491 | 281,089,049 | 185,644,161 | |
| Special Revenue Funds | 84,982,243 | 72,532,453 | 116,220,718 | 118,508,807 | |
| Enterprise Funds | 333,525,925 | 327,765,556 | 385,284,153 | 384,401,802 | |
| Internal Service Funds | 55,339,469 | 59,425,011 | 68,258,618 | 68,125,037 | |
| Debt Service Fund* | 71,422,008 | 73,430,209 | 85,624,191 | 89,929,552 | |
| Richmond Public Schools* | 380,812,824 | 381,521,882 | 415,507,445 | 452,316,244 | |
| | ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,, | , , , , , , | ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,, | , , | |

^{*}Debt Service Fund and Richmond Public Schools includes General Fund contributions.



SUMMARY OF REVENUE, APPROPRIATIONS, & FUND BALANCE

| - | Adopted FY2020 | Actuals FY2020 |
|---|-------------------|-------------------|
| Estimated Beginning Fund Balance* | \$151,937,258 | \$151,937,258 |
| Total General Fund Revenue | 743,936,020 | 739,499,919 |
| LESS: | | |
| General Fund Appropriations | (658,673,268) | (646,291,039) |
| Appropriation to Increase Fund Balance | n/a | n/a |
| Excess of Revenues Over Expenditures | 85,262,752 | 93,208,880 |
| Other Financing Sources (Uses) | (85,262,752) | (78,593,644) |
| Excess of Revenues & Other Financing Sources Over Expenditures and Other Financing Uses | _ | 14,615,236 |
| Estimated Ending Fund Balance* | \$151,937,258 | \$166,552,494 |

GENERAL OBLIGATION BOND CREDIT RATING

| Moody's Investor's Service | Aa1 |
|--------------------------------|-----|
| Standard and Poor Rating Group | AA+ |
| Fitch Ratings Ltd | AA+ |

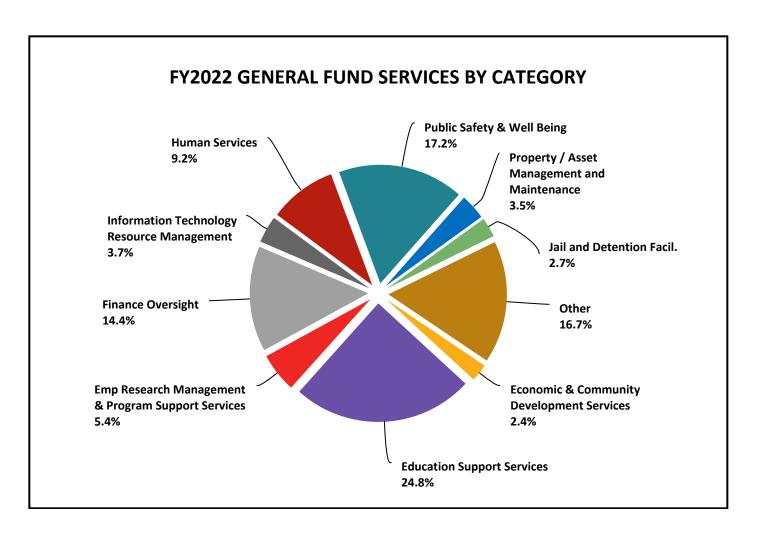
UTILITY REVENUE BOND CREDIT RATING

| Moody's Investor's Service | Aa1 |
|--------------------------------|-----|
| Standard and Poor Rating Group | AA |
| Fitch Ratings Ltd | AA |

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. Each year during the budget development process, the Department of Budget & Strategic Planning has required departments to submit their budget requests based on that list of Citywide Services. Additionally, departments must also prioritize critical services related to compliance / legal mandate, Mayoral and City Council priorities, and resident benefit. 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.



| General Fund Expenditures: Summary by Service Category | | | | | | |
|--|-------------------|-------------------|--|--|--|--|
| Citywide Service Categories | FY2021 Adopted | FY2022 Adopted | | | | |
| Arts & Culture | 1,785,706 | 1,894,182 | | | | |
| Customer Service | 7,454,519 | 8,179,200 | | | | |
| Economic & Community Development Services | 20,684,746 | 18,551,251 | | | | |
| Education Support Services | 186,295,960 | 191,884,232 | | | | |
| Elected, Legal, & Government Services | 6,498,571 | 6,063,605 | | | | |
| Emergency Preparedness | 7,660,451 | 7,103,274 | | | | |
| Emp Research Management & Program Support Services | 34,161,263 | 41,844,676 | | | | |
| Finance Oversight/ Fiscal Control | 105,063,293 | 111,492,379 | | | | |
| Information Technology Resource Management | 28,458,099 | 28,789,601 | | | | |
| Jails and Detention Facilities | 21,748,406 | 20,533,262 | | | | |
| Job Training / Employee Assistance | 10,123,227 | 7,669,351 | | | | |
| Judicial Services | 9,720,146 | 10,862,384 | | | | |
| Land Quality | 14,131,888 | 12,982,256 | | | | |
| Land, Property & Records Mgmt | 16,800,136 | 24,596,234 | | | | |
| Legal Services | 4,195,196 | 4,524,673 | | | | |
| Miscellaneous Public Services | 9,969,293 | 11,927,643 | | | | |
| Organizational Performance & Development Services | 3,912,416 | 3,638,610 | | | | |
| Park, Field, Recreation Center and Sites | 10,385,002 | 10,546,270 | | | | |
| Property / Asset Management and Maintenance | 24,343,139 | 26,781,603 | | | | |
| Public Information and Community Outreach | 3,381,070 | 3,459,544 | | | | |
| Public Safety & Well Being | 134,761,876 | 133,047,643 | | | | |
| Records Management | 1,595,874 | 1,694,820 | | | | |
| Human Services | 70,987,999 | 70,789,450 | | | | |
| Transportation | 9,631,841 | 13,949,114 | | | | |
| Natural Disasters | 300,000 | 26,700 | | | | |
| TOTAL | \$744,050,117 | \$772,831,959 | | | | |

| Special Fund Expenditures: Summary by Service Category | | | | | | |
|--|-------------------|-------------------|--|--|--|--|
| Citywide Service Categories | FY2021 Adopted | FY2022 Adopted | | | | |
| Arts & Culture | 215,000 | 120,000 | | | | |
| Customer Service | 380,503 | 380,503 | | | | |
| Economic & Community Development Services | 12,934,894 | 22,968,464 | | | | |
| Education Support Services | 178,200 | 45,000 | | | | |
| Emergency Preparedness | 14,167,681 | 4,938,273 | | | | |
| Emp Research Management & Program Support Services | 815,915 | _ | | | | |
| Finance Oversight/ Fiscal Control | 16,943,857 | 2,781,175 | | | | |
| Information Technology Resource Management | 1,228,000 | 2,469,000 | | | | |
| Jails and Detention Facilities | 1,925,500 | 1,556,500 | | | | |
| Job Training / Employee Assistance | 2,845,366 | 2,432,866 | | | | |
| Judicial Services | 2,740,274 | 2,982,908 | | | | |
| Land, Property & Records Mgmt | 31,649,246 | 34,086,672 | | | | |
| Legal Services | 750,915 | 696,435 | | | | |
| Legislative Services | 261,869 | 411,869 | | | | |
| Park, Field, Recreation Center and Sites | 677,700 | 100,000 | | | | |
| Property / Asset Management and Maintenance | 623,792 | 850,000 | | | | |
| Public Information and Community Outreach | 150,000 | 30,700 | | | | |
| Public Safety & Well Being | 3,764,845 | 3,098,000 | | | | |
| Records Management | 298,000 | 229,000 | | | | |
| Human Services | 21,295,844 | 18,485,410 | | | | |
| Transportation | 2,373,318 | 19,846,032 | | | | |
| TOTAL | \$116,220,718 | \$118,508,807 | | | | |

CAPITAL IMPROVEMENT PROGRAM: SUMMARY BY SERVICE CATEGORY

| Citywide Service Categories Non-DPU | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|-------------------|-------------------|
| Arts & Culture | 150,000 | 250,000 | 556,396 |
| Economic & Community Development Services | 450,909 | 100,000 | - |
| Information Technology Resource Management | 3,100,000 | _ | _ |
| Jails and Detention Facilities | _ | _ | _ |
| Land, Property & Records Management | _ | _ | _ |
| Parks, Fields, Recreation Centers and Sites | 4,108,650 | 3,959,526 | 4,050,000 |
| Property/Asset Management and Maintenance | 27,391,067 | 13,644,023 | 13,742,335 |
| Public Safety & Well Being | 3,470,000 | 3,825,000 | 10,937,500 |
| Transportation | 52,965,865 | 62,279,000 | 33,919,650 |
| TOTAL | \$91,636,491 | \$84,057,549 | \$63,205,881 |

^{*}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 | Major improvements to existing facilities will reduce maintenance costs by providing newer and updated facilities and equipment |
| Parks Maintenance | Major improvements to existing parks will reduce maintenance costs by providing newer and updated facilities and equipment |
| School Maintenance | 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 |
| Major Bridge Improvements | Performing needed restoration will result in lower maintenance costs |
| Transportation Projects | The resurfacing and restoration of older streets, along with the installation of cost effective street lighting, will result in operational cost efficiencies |
| Fleet Replacement Program | The replacement of older equipment will result in operational cost efficiencies |

YEARLY MATURITY OF LONG-TERM DEBT

| Fiscal | <u>Genera</u> | al Obligation B | onds* | <u>Utility Revenue Bonds</u> | | |
|--------|---------------|-----------------|---------------|------------------------------|-------------|---------------|
| Year | Principal | Interest | Total | Principal | Interest | Total |
| 2022 | 63,264,469 | 32,828,212 | 96,092,681 | 30,470,851 | 32,848,408 | 63,319,259 |
| 2023 | 63,889,469 | 29,890,817 | 93,780,286 | 30,744,210 | 31,560,677 | 62,304,887 |
| 2024 | 62,119,469 | 27,366,933 | 89,486,402 | 31,343,129 | 30,257,134 | 61,600,263 |
| 2025 | 53,489,469 | 24,894,382 | 78,383,851 | 35,877,623 | 29,130,037 | 65,007,660 |
| 2026 | 50,884,469 | 22,480,781 | 73,365,250 | 36,917,705 | 27,739,535 | 64,657,240 |
| 2027 | 49,814,469 | 20,097,922 | 69,912,391 | 37,943,389 | 26,288,752 | 64,232,141 |
| 2028 | 49,574,469 | 17,751,066 | 67,325,535 | 38,574,690 | 24,784,158 | 63,358,848 |
| 2029 | 51,529,469 | 15,387,425 | 66,916,894 | 39,835,868 | 23,250,255 | 63,086,123 |
| 2030 | 65,969,469 | 12,594,477 | 78,563,946 | 41,025,790 | 21,634,168 | 62,659,958 |
| 2031 | 47,304,469 | 10,240,811 | 57,545,280 | 41,915,790 | 19,941,843 | 61,857,633 |
| 2032 | 48,949,469 | 8,409,839 | 57,359,308 | 42,773,506 | 18,161,424 | 60,934,930 |
| 2033 | 47,988,219 | 6,839,851 | 54,828,070 | 44,635,790 | 16,288,283 | 60,924,073 |
| 2034 | 31,058,219 | 5,115,395 | 36,173,614 | 40,915,790 | 14,317,744 | 55,233,534 |
| 2035 | 31,698,219 | 4,228,393 | 35,926,612 | 38,230,790 | 12,534,248 | 50,765,038 |
| 2036 | 26,273,219 | 3,414,868 | 29,688,087 | 34,601,292 | 10,880,755 | 45,482,047 |
| 2037 | 27,078,219 | 2,622,493 | 29,700,712 | 31,221,292 | 9,530,384 | 40,751,676 |
| 2038 | 27,846,609 | 1,817,017 | 29,663,626 | 28,536,292 | 8,316,370 | 36,852,662 |
| 2039 | 18,190,000 | 1,094,538 | 19,284,538 | 28,606,292 | 7,211,006 | 35,817,298 |
| 2040 | 18,670,000 | 607,820 | 19,277,820 | 28,716,292 | 6,104,093 | 34,820,385 |
| 2041 | 10,685,000 | 220,125 | 10,905,125 | 24,898,146 | 5,037,498 | 29,935,644 |
| 2042 | | | | 23,820,000 | 4,161,447 | 27,981,447 |
| 2043 | | | | 21,980,000 | 3,326,458 | 25,306,458 |
| 2044 | | | | 13,225,000 | 2,542,050 | 15,767,050 |
| 2045 | | | | 13,695,000 | 2,066,750 | 15,761,750 |
| 2046 | | | | 14,200,000 | 1,574,200 | 15,774,200 |
| 2047 | | | | 5,925,000 | 1,006,200 | 6,931,200 |
| 2048 | | | | 6,160,000 | 769,200 | 6,929,200 |
| 2049 | | | | 6,405,000 | 522,800 | 6,927,800 |
| 2050 | | | | 6,665,000 | 266,600 | 6,931,600 |
| | | | | | | |
| Total | 846,276,859 | 247,903,163 | 1,094,180,023 | 819,859,527 | 392,052,480 | 1,211,912,007 |

^{*} Of the \$846.3 million of outstanding General Obligation Bonds, \$789.6 million is paid by the General Fund and \$56.7 million by the Utility and Parking Enterprise Funds

YEARLY MATURITY OF LONG-TERM DEBT (CONTINUED)

| Short Term | Short Term Notes/Lines of Credit | | | Section 108 I | <u>Votes</u> | Grand Total | | |
|------------|----------------------------------|------------|-----------|---------------|--------------|---------------|-------------|---------------|
| Principal | Interest | Total | Principal | Interest | Total | Principal | Interest | Total |
| 1,513,000 | 83,582 | 1,596,582 | 685,000 | 296,124 | 981,124 | 95,933,319 | 66,056,326 | 161,989,645 |
| 10,318,336 | 66,350 | 10,384,686 | 700,000 | 279,294 | 979,294 | 105,652,014 | 61,797,138 | 167,449,152 |
| 1,548,000 | 48,912 | 1,596,912 | 711,000 | 260,821 | 971,821 | 95,721,598 | 57,933,800 | 153,655,398 |
| 1,567,000 | 31,281 | 1,598,281 | 725,000 | 240,773 | 965,773 | 91,659,092 | 54,296,472 | 145,955,564 |
| 559,000 | 13,433 | 572,433 | 740,000 | 219,783 | 959,783 | 89,101,174 | 50,453,532 | 139,554,706 |
| 566,000 | 6,758 | 572,758 | 751,000 | 197,523 | 948,523 | 89,074,858 | 46,590,956 | 135,665,814 |
| | | | 760,000 | 174,251 | 934,251 | 88,909,159 | 42,709,475 | 131,618,634 |
| | | | 771,000 | 150,108 | 921,108 | 92,136,337 | 38,787,788 | 130,924,125 |
| | | | 780,000 | 124,795 | 904,795 | 107,775,259 | 34,353,440 | 142,128,699 |
| | | | 790,000 | 98,185 | 888,185 | 90,010,259 | 30,280,839 | 120,291,098 |
| | | | 801,000 | 70,488 | 871,488 | 92,523,975 | 26,641,752 | 119,165,727 |
| | | | 815,000 | 41,946 | 856,946 | 93,439,009 | 23,170,080 | 116,609,089 |
| | | | 130,000 | 25,248 | 155,248 | 72,104,009 | 19,458,387 | 91,562,396 |
| | | | 131,000 | 20,798 | 151,798 | 70,060,009 | 16,783,438 | 86,843,447 |
| | | | 130,000 | 16,283 | 146,283 | 61,004,511 | 14,311,906 | 75,316,417 |
| | | | 130,000 | 11,720 | 141,720 | 58,429,511 | 12,164,597 | 70,594,108 |
| | | | 131,000 | 7,074 | 138,074 | 56,513,901 | 10,140,461 | 66,654,362 |
| | | | 130,000 | 2,363 | 132,363 | 46,926,292 | 8,307,907 | 55,234,199 |
| | | | | | | 47,386,292 | 6,711,913 | 54,098,205 |
| | | | | | | 35,583,146 | 5,257,623 | 40,840,769 |
| | | | | | | 23,820,000 | 4,161,447 | 27,981,447 |
| | | | | | | 21,980,000 | 3,326,458 | 25,306,458 |
| | | | | | | 13,225,000 | 2,542,050 | 15,767,050 |
| | | | | | | 13,695,000 | 2,066,750 | 15,761,750 |
| | | | | | | 14,200,000 | 1,574,200 | 15,774,200 |
| | | | | | | 5,925,000 | 1,006,200 | 6,931,200 |
| | | | | | | 6,160,000 | 769,200 | 6,929,200 |
| | | | | | | 6,405,000 | 522,800 | 6,927,800 |
| | | | | | | 6,665,000 | 266,600 | 6,931,600 |
| 16 071 226 | 250 245 | 16 221 651 | 0.011.000 | 2 227 577 | 12 040 577 | 1 602 018 722 | 642 442 525 | 2 224 462 257 |
| 16,071,336 | 250,315 | 16,321,651 | 9,811,000 | 2,237,577 | 12,048,577 | 1,692,018,722 | 642,443,535 | 2,334,462,257 |

GENERAL FUND EXPENDITURES BY NATURAL ACCOUNT CODE

| Account Code | Account Code Description | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------|--------------------------------------|------------------|------------------|-------------------|-------------------|
| 60000 | Full-Time Permanent | \$142,827,664 | \$149,503,076 | \$178,249,174 | \$180,834,602 |
| 60001 | Overtime Permanent | 8,091,907 | 9,817,671 | 6,386,220 | 6,797,920 |
| 60002 | Holiday Pay Permanent | 6,560,166 | 6,968,057 | _ | _ |
| 60003 | Shift Other Differential Perm | 485,913 | 661,858 | 533,205 | 662,239 |
| 60004 | Vacation Pay Permanent | 11,473,437 | 11,042,670 | _ | _ |
| 60005 | Sick Leave Permanent | 6,643,557 | 6,460,785 | _ | _ |
| 60006 | Compensatory Leave Perm | 676,289 | 627,241 | _ | _ |
| 60007 | Military Leave Permanent | 252,980 | 182,872 | _ | _ |
| 60008 | Civil Leave Permanent | 11,667 | 9,507 | _ | _ |
| 60009 | Death Leave Permanent | 218,500 | 209,437 | _ | _ |
| 60010 | Fire Flsa Overtime | 1,729,227 | 1,745,858 | 759,094 | 965,951 |
| 60013 | Earned HOL Pay-Permanent | 235,912 | 139,737 | _ | _ |
| 60014 | FMLA Paid Parental Maternity | 34,560 | 132,173 | _ | _ |
| 60015 | FMLA Paid Parental Adopt/Foster Care | 7,049 | 12,185 | _ | _ |
| 60016 | FMLA PAID PARENTAL BONDING | 150,235 | 326,757 | _ | _ |
| 60017 | FMLA PAID PARENTAL SICK PARENT | 47,525 | 121,726 | _ | _ |
| 61000 | Part Time Salaries | 1,750,743 | 1,871,541 | 2,268,097 | 2,288,607 |
| 61001 | Overtime Part Time | 20,840 | 29,869 | 47,785 | 30,000 |
| 61002 | Holiday Pay Part Time | 67,631 | 79,390 | _ | _ |
| 61004 | Vacation Pay Part Time | 77,938 | 83,881 | _ | _ |
| 61005 | Sick Leave Personal Part Time | 33,978 | 29,324 | _ | _ |
| 61011 | Civil Leave Part Time | 41 | _ | _ | _ |
| 61012 | Death Leave Perm Part-Time | 1,548 | 875 | _ | _ |
| 61015 | Earned HOL Pay-Part-Time | _ | 358 | _ | _ |
| 62000 | Temporary Employee | 3,785,078 | 3,221,228 | 1,843,253 | 1,946,176 |
| 62001 | Overtime Temp | 80,970 | 90,853 | 4,134 | 6,650 |
| 62002 | Holiday Pay Temporary | 151,934 | 137,467 | _ | _ |
| 62003 | Shift 2 Diff Pay Temporary | (1,164) | (5,385) | _ | _ |
| 62004 | Vacation Temporary | 302 | 1,070 | _ | |
| 62005 | Sick Leave Temporary | 25,593 | 27,823 | _ | _ |
| 62011 | Civil Leave Temp | 35 | | _ | |
| 62012 | Funeral Leave Temp Employee | 2,047 | 376 | _ | |
| 62013 | Earned HOL Pay-Temporary | 24 | _ | _ | |

| Account Code | Account Code Description | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------|---|------------------|------------------|-------------------|-------------------|
| 63000 | Fica | 11,219,534 | 11,739,580 | 11,749,642 | 11,854,809 |
| 63001 | Retirment Contribution Rsrs | 39,558,888 | 41,225,727 | 44,409,677 | 44,145,128 |
| 63002 | Medcare Fica | 2,638,540 | 2,754,583 | 2,747,980 | 2,769,741 |
| 63003 | Group Life Insurance | 1,028,802 | 1,069,629 | 1,137,837 | 1,177,343 |
| 63004 | Constitutional Off Vsrs Ret | 2,972,010 | 3,084,693 | 3,410,734 | 3,393,820 |
| 63006 | Health Care Active Employees | 26,601,837 | 27,955,696 | 29,523,783 | 29,901,250 |
| 63007 | Health Care Retired Employees | 2,977,609 | 3,365,779 | 3,600,000 | 3,300,000 |
| 63008 | State Unemployment Insurance (SUI) | 155,539 | 356,291 | _ | _ |
| 63011 | Health Savings Account (HSA) Expense- Employer | 279,586 | 289,547 | _ | _ |
| 64101 | Clothing Allowance | 35,022 | 36,016 | 33,766 | 36,266 |
| 64102 | Police Operational Differentia | 262,219 | 270,783 | 217,360 | 270,810 |
| 64103 | Educnctv #81 | 92,448 | 89,614 | _ | 90,000 |
| 64104 | Education Pay | 14,790 | 21,246 | _ | _ |
| 64105 | Bonus Pay | 24,605 | 39,412 | _ | _ |
| 64107 | Meals Allowances | 288 | _ | _ | _ |
| 64109 | Sworn Court Ot | 5,030,161 | 4,983,423 | 260,000 | 510,000 |
| 64110 | VRIP Incentive Payment | _ | 611,500 | _ | _ |
| 64115 | Classification and Compensation Study | _ | _ | _ | _ |
| 66015 | Public Safety - Lump Sum Payout | _ | _ | _ | 2,512,350 |
| 70100 | Professional Services | 284,752 | 143,077 | 95,000 | 189,683 |
| 70102 | Demolition Services | _ | 10,995 | _ | _ |
| 70111 | Auditing Services-External | 250,307 | 278,887 | 303,000 | 303,000 |
| 70112 | Financial&Invest Mgt Svcs | 976,406 | 579,439 | 623,474 | 623,474 |
| 70116 | Contract Man.Ser.(Rec.,Etc.) | _ | 1,043 | _ | _ |
| 70121 | Architectural And Engineering Services | 53,284 | 271 | _ | _ |
| 70122 | Inspection Services | 5,288 | _ | _ | 500 |
| 70123 | Contractor Construction Services | 84,517 | 132,481 | 165,000 | 150,000 |
| 70124 | Professional Painting Services | _ | 9,430 | 4,000 | 750 |
| 70125 | Environmental Services | 52,554 | 31,355 | 35,000 | 35,000 |
| 70131 | Public Information & Public Relations Services | 419,808 | 483,119 | 614,815 | 695,842 |
| 70132 | Media Services (Advertising) | 112,845 | 103,387 | 122,677 | 116,090 |
| 70133 | Photographic Services | 2,026 | _ | 5,500 | 25,500 |
| 70141 | Laboratory and X-Ray Services | 7,120 | 1,677 | 8,818 | 10,675 |
| 70151 | Information & Research Services | 134,254 | 205,165 | 283,316 | 249,695 |

| Account Code | Account Code Description | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------|--|------------------|------------------|-------------------|-------------------|
| 70152 | Attorney/Legal Services | 81,925 | 88,107 | 262,500 | 728,196 |
| 70153 | Mediation Services (Court) | 23,400 | 19,287 | 20,984 | 20,984 |
| 70161 | Management Services | 7,145,523 | 5,608,190 | 6,980,074 | 8,213,678 |
| 70162 | Bd Of Review R E Assessment | 31,949 | 13,492 | 50,076 | 43,065 |
| 70163 | Education & Training Services | 99,207 | 21,952 | 19,280 | 19,800 |
| 70164 | Recreational Professional Services | 107,161 | 90,723 | 119,395 | 119,395 |
| 70211 | Building Repair And Maint Services | 654,849 | 649,017 | 545,082 | 1,842,782 |
| 70212 | Cleaning/Janitorial Services | 1,839,280 | 2,011,189 | 2,293,099 | 2,299,221 |
| 70213 | Grounds Services | 22,184 | 29,469 | 45,000 | 45,000 |
| 70214 | Electrical Repair and Maint Services | 1,411,282 | 1,562,804 | 1,878,500 | 1,875,750 |
| 70215 | Equipment Repair and Maint Services | 3,091,749 | 3,164,900 | 3,383,474 | 3,590,930 |
| 70216 | Pest Control Services | 45,373 | 66,772 | 100,816 | 115,816 |
| 70217 | Mechanical Repair And Maint Services | 538,261 | 686,017 | 567,000 | 567,000 |
| 70218 | Vehicle Repair And Maint Services | 4,837,651 | 5,125,083 | 5,313,385 | 5,622,150 |
| 70219 | Landfill Services | 113,044 | 17,063 | 25,000 | 25,000 |
| 70236 | Burial | 26,825 | 24,025 | 40,000 | 40,000 |
| 70281 | Office Furnture Fixture Mach | 9,156 | 11,224 | 1 | - |
| 70311 | Printing & Binding-External | 142,631 | 275,823 | 717,597 | 529,470 |
| 70411 | Moving and Relocation Services | 16,072 | 35,820 | 47,500 | 549,100 |
| 70412 | Transportation Services | 15,791,820 | 16,370,942 | 8,632,107 | 8,702,961 |
| 70413 | Mileage | 13,857 | 30,771 | 61,237 | 43,414 |
| 70414 | Meals and Per Diem | 8,308 | 215,466 | I | 11,280 |
| 70415 | Lodging | 8,154 | 4,667 | 1 | 10,710 |
| 70416 | Employee Parking Subsidy | 390,965 | 344,490 | 353,722 | 397,463 |
| 70417 | Travel Settlement | 911 | 483 | I | - |
| 70511 | Equipment Rental | 248,417 | 258,534 | 355,552 | 333,152 |
| 70512 | Property Rental Agreements | 3,081,663 | 3,457,571 | 4,542,016 | 2,178,967 |
| 70513 | Residential Property Rental | 564,998 | 210,110 | 7,800 | 7,800 |
| 70551 | Security/Monitoring Services | 1,996,456 | 1,617,713 | 2,670,027 | 2,663,555 |
| 70552 | Contract And Temporary Personnel Services | 3,912,435 | 3,955,257 | 3,169,893 | 3,610,423 |
| 70553 | Food & Drink Services | 147,294 | 203,231 | _ | 39,224 |
| 70554 | Laundry & Dry Cleaning Services | 1,323 | 163 | 2,300 | 1,300 |
| 70555 | Other Services | 56,281 | 25,334 | 23,500 | 21,230 |
| 70557 | Testing Services | _ | 125,000 | _ | _ |
| 70558 | Jury Fees | 71,482 | 53,687 | 87,330 | 77,330 |

| Account Code | Account Code Description | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------|---|------------------|------------------|-------------------|-------------------|
| 70559 | Election Services | 246,128 | 255,983 | 436,505 | 375,170 |
| 70560 | False Alarm Charges | 61,120 | 50,085 | 1 | _ |
| 70561 | Spay/Neuter Charges | 11,257 | 101,697 | 110,000 | 110,000 |
| 71011 | Uniforms & Safty Supplies-Employee | 887,369 | 1,117,580 | 1,012,506 | 1,072,747 |
| 71012 | Office Supplies And Stationary | 629,819 | 573,158 | 321,851 | 495,213 |
| 71013 | Badges And Name Plates | 4,409 | 1,669 | 1 | 18,900 |
| 71014 | Employee Appreciation Events And Awards | 38,513 | 41,007 | 1 | 21,395 |
| 71015 | Office/Building Decor | 40,453 | 84,888 | 1 | 2,500 |
| 71016 | Advertising & Publicity Supplies | 42,035 | 48,514 | 53,887 | 76,733 |
| 71017 | Photograhic Supplies | 50 | 3,896 | 7,759 | 7,259 |
| 71111 | Agric And Botanical Supplies | 18,524 | 31,317 | 16,925 | 17,825 |
| 71112 | Forage Supplies For Animals | 58,583 | 48,322 | 68,618 | 53,718 |
| 71113 | Animal Supplies (Other Than Food) | 416 | 14,165 | 5,000 | 5,000 |
| 71122 | Maps | 836 | 164 | 248 | 248 |
| 71131 | Janitorial Supplies | 437,976 | 429,819 | 412,369 | 621,316 |
| 71132 | Vehicle Cleaning Supplies | 9,008 | 7,089 | 19,850 | 22,100 |
| 71141 | Books & Reference Materials | 711,167 | 729,882 | 653,289 | 685,431 |
| 71142 | Multimedia Products | _ | _ | 2,924 | 8,756 |
| 71143 | Educational Supplies | 19,800 | 16,277 | 28,220 | 26,220 |
| 71144 | Recreational Supplies | 340,856 | 229,373 | 380,741 | 594,867 |
| 71151 | Electrical Supplies | 110,454 | 103,712 | 84,900 | 84,900 |
| 71161 | Air Conditioning Supplies | 78,611 | 134,028 | 125,000 | 125,000 |
| 71162 | Heating Supplies | 49,231 | 23,097 | 87,000 | 87,000 |
| 71163 | Cable | 852 | 374 | 241 | 241 |
| 71164 | Industrial and Shop Supplies | 106,383 | 136,688 | 106,680 | 102,930 |
| 71165 | Lubricants | _ | 930 | _ | _ |
| 71166 | Mechanical Supplies | 7,546 | 619 | _ | 250 |
| 71167 | Plumbing Supplies | 88,856 | 81,115 | 121,000 | 121,000 |
| 71168 | Pipe | 658 | 427 | 2,076 | 2,076 |
| 71171 | Medical And Laboratory Supp | 1,538,962 | 1,028,127 | 1,686,869 | 1,295,869 |
| 71172 | Psychiatrc Test Therapy Supply | _ | 56 | 400 | 400 |
| 71181 | Bulk Chemicals | 74,017 | 58,866 | 68,427 | 68,427 |
| 71182 | Lumber | 24,405 | 16,438 | 45,662 | 45,962 |
| 71183 | Paint & Paint Supplies | 22,297 | 27,171 | 28,771 | 20,481 |
| 71184 | Floor Covering | 9,543 | 39,865 | 32,000 | 32,000 |

| Account Code | Account Code Description | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------|---|------------------|------------------|-------------------|-------------------|
| 72102 | Share Of Retirment Costs | 2,000,000 | 6,963,640 | 1 | _ |
| 72104 | Tax Relief - Elderly | 2,651,250 | 2,785,733 | 4,266,000 | 4,041,755 |
| 72105 | Council Budget | 103,589 | 80,902 | 109,593 | 109,593 |
| 72106 | Reimbursed Interview Exp | 10 | - | - | _ |
| 72111 | Courier Service | 15,271 | 15,103 | 24,700 | 25,750 |
| 72112 | Express Delivery Services | 7,042 | 4,142 | 9,675 | 9,125 |
| 72113 | Postal Services | 378,746 | 226,551 | 508,482 | 481,197 |
| 72114 | Freight | 1,421 | 965 | 1 | _ |
| 72115 | Telecommunictions Service | 431,488 | 1,285,328 | 911,450 | 758,086 |
| 72121 | Conference /Conventions | 314,219 | 167,900 | - | 44,751 |
| 72122 | Magazine/Newspaper Subscript | 32,825 | 46,190 | 38,297 | 39,074 |
| 72123 | Membership Dues | 349,455 | 228,114 | 167,254 | 274,514 |
| 72124 | Employee Training | 496,407 | 369,404 | 212,453 | 432,864 |
| 72131 | Software | 666,941 | 593,506 | 1,870,089 | 1,070,105 |
| 72132 | Computer Accessories | 40,036 | 5,024 | 15,800 | 18,205 |
| 72141 | Charge-Offs and Collections of Charge-Off | 248 | - | 1,000 | 1,000 |
| 72143 | Bad Debt Expense (Annual Accrual) | 425,000 | - | - | _ |
| 72151 | Appliances | 695 | 1,209 | 2,616 | 3,116 |
| 72152 | Vehicle Equipment & Supply (Less Than \$5K) | 95,220 | 410 | 20,000 | 500 |
| 72153 | Equipment (Less Than \$5,000) | 1,643,169 | 1,332,829 | 1,998,484 | 1,421,292 |
| 72154 | Small Tools | 19,346 | 27,460 | 38,283 | 22,220 |
| 72161 | Software License | 246,047 | 490,395 | 539,315 | 410,796 |
| 72162 | License & Permits (Other Than Software) | 3,032 | 20,582 | 34,695 | 44,407 |
| 72164 | Hardware Services Agreement | - | 2,350 | - | _ |
| 72171 | Electric Service | 3,843,205 | 3,993,944 | 3,831,370 | 3,859,909 |
| 72172 | Water & Sewer | 1,602,934 | 1,547,908 | 1,638,327 | 1,592,904 |
| 72173 | Natural Gas | 1,367,953 | 884,152 | 1,403,307 | 909,463 |
| 72174 | Oil | 892 | 3,714 | 1,500 | 1,500 |
| 72175 | Refuse & Recycling Expenses | 6,310,295 | 5,064,897 | 7,460,103 | 7,458,831 |
| 73104 | Bank Fees | 333,037 | 378,556 | 360,850 | 360,953 |
| 73105 | Indirect City Costs | _ | _ | 10,000 | 10,000 |
| 73106 | Recreation and Entertainment Expenses | 25,530 | 16,529 | 26,500 | 12,000 |
| 73108 | Warranty Fees | 3,295 | 3,295 | 37,945 | 54,005 |
| 73109 | Business Dev. Assistance | 350,858 | 1,241,906 | 782,500 | 886,500 |
| 73111 | Miscellaneous Operating Expenses | _ | 5,655 | 31,300 | 31,300 |

| Account Code | Account Code Description | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------|-------------------------------------|------------------|------------------|-------------------|-------------------|
| 76109 | Purchased Inventory | _ | 640 | _ | _ |
| 76113 | Miscellaneous Utility Services | 8,320 | _ | 200 | _ |
| 76211 | Highway/Road Supplies | 4,699 | 129,710 | 11,000 | 11,000 |
| 76212 | Street/Highway Markers | 947 | 4,624 | 8,860 | 3,860 |
| 76231 | Roofing Materials | 9,395 | 51,170 | 20,000 | 20,000 |
| 76241 | Refuse & Recycling Collection Splys | 222,019 | 96,161 | 70,285 | 70,285 |
| 76242 | Removal Disposal Hazard Waste | _ | 49,500 | _ | _ |
| 76252 | Glass Products & Supply | _ | 582 | _ | _ |
| 76301 | ADC FC FH Maint & Care | 375,637 | 348,255 | 540,338 | 540,338 |
| 76302 | ADC FC Instit Main Care | 3,221,969 | 2,858,599 | 3,500,000 | 3,500,000 |
| 76303 | General Relief-Burial Asst. | 171 | _ | _ | _ |
| 76306 | Education and Training | 348,635 | 408,488 | 522,510 | 522,510 |
| 76307 | Emergency Assistance | 110 | 4,152 | 3,500 | 3,500 |
| 76308 | Emergency Prevention | 183,990 | 206,338 | 243,988 | 243,988 |
| 76309 | Emergency Shelter | 398 | _ | 13,560 | 78,175 |
| 76313 | Grants To Civic Serv Cult | 10,079,688 | 8,495,522 | 11,149,923 | 11,075,320 |
| 76314 | Gr-Maintenance | 15,402 | 11,776 | 39,090 | 39,090 |
| 76315 | Home Based Services | 268,297 | 291,037 | 300,000 | 300,000 |
| 76317 | Housing | 4,521 | 320 | 5,000 | 3,000 |
| 76318 | Opt Grants Aged Blind Disable | 1,805,992 | 1,676,260 | 2,017,100 | 2,017,100 |
| 76319 | Protective Services | 15,463 | 29,564 | 32,880 | 32,800 |
| 76320 | Public Services | _ | 374,948 | _ | _ |
| 76321 | Administrative Plan/Mgt Costs | _ | _ | _ | 5,807,124 |
| 76323 | Special Needs Adoption | 1,333,259 | 1,053,404 | 1,515,628 | 1,515,628 |
| 76324 | Special Needs Adoption Iv-E | 5,861,746 | 5,950,868 | 6,300,000 | 6,300,000 |
| 76325 | Storage | 6,044 | 47,576 | 31,456 | 41,456 |
| 76326 | Supplement To Aid To Aged | 630,412 | 769,234 | 675,000 | 675,000 |
| 76327 | Supplement To Aid To Blind | 4,720 | _ | 10,000 | 10,000 |
| 76329 | Trav Rel To And For Wel Client | 13,416 | 8,974 | 36,000 | 35,000 |
| 76330 | Welfare Grants | _ | 8,947 | 15,000 | 15,000 |
| 76331 | Non-Mandated Local Services | 340,504 | 267,701 | 642,266 | 228,505 |
| 76334 | Emergency Contingency | 1,032 | | | |
| 76335 | Workforce Training | 61,697 | 79,993 | 150,000 | 150,000 |
| 76336 | Foster Care Independent Living | 471,778 | 505,114 | 625,000 | 625,000 |
| 76401 | Construction | _ | 264,742 | _ | _ |

| Account Code | Account Code Description | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------|---|------------------|------------------|-------------------|-------------------|
| 76403 | Planning | _ | 500 | _ | _ |
| 76410 | Program Administration | 161,449 | 123,086 | 110,625 | 100,625 |
| 76412 | Short Term Housing Assistance | _ | 1,250,000 | _ | _ |
| 76413 | Essential Support Services | 4,882 | 12,130 | 100,000 | _ |
| 76501 | Fire Protection and Emergency Services Supplies | 11,130 | _ | _ | _ |
| 76601 | Investigations | 111,602 | 114,093 | 161,001 | 159,801 |
| 76602 | Law Enforcement Supplies | 408,243 | 563,059 | 392,111 | 337,247 |
| 76604 | Aircraft Use Fees | 322,205 | 86,606 | 136,000 | 136,000 |
| 76612 | Psychiatric Services | 20,475 | 41,319 | 62,800 | 100,000 |
| 76613 | Veterinarian Services | 309,696 | 208,678 | 193,575 | 221,575 |
| 76651 | Dietary Supplies | 1,256,701 | 1,393,280 | 1,669,489 | 1,687,113 |
| 76652 | Paper Products | 208 | 523 | _ | 2,436 |
| 76653 | Kitchen Supplies | 5 | 78 | 962 | 424 |
| 76654 | Laundry Supplies & Linen | 188 | - | 11,960 | 6,093 |
| 76655 | Personal Care Supplies | 14,334 | 3,557 | 14,862 | 13,862 |
| 76656 | Wearing Apparl Inmate | 5,481 | 300 | 5,749 | 10,749 |
| 76671 | Medical Services (Sheriff) | _ | 259 | 7,200 | 6,700 |
| 76672 | Hospital Services (Sheriff) | 8,273,439 | 8,219,408 | 9,752,642 | 9,690,000 |
| 76674 | Dental Services-Inmates (Sheriff) | _ | _ | 2,520 | 2,020 |
| 77101 | Auto Parts & Other Automotive Supplies | 1,111 | 178 | _ | 500 |
| 77102 | Carwash | 1,314 | 11,043 | _ | 400 |
| 77103 | Fuel For Dept. Owned Vehicles | 1,727,168 | 1,591,536 | 1,426,863 | 1,863,720 |
| 77104 | Monthly Standing Costs | 584,638 | 596,657 | 604,434 | 602,404 |
| 77107 | Auto Expenses Charged by Fleet (M5 only) | 3,619,018 | 2,517,337 | 4,367,282 | 4,356,695 |
| 77201 | Internal Printing & Duplicatng | 101,096 | 12,427 | 201,995 | 191,081 |
| 77401 | Claims & Settlements | 9,374,590 | 13,002,656 | _ | 11,927,643 |
| 77403 | Medical Services | 185,509 | 191,816 | 313,800 | 462,981 |
| 77501 | DIT Charges (Billed from DIT Fund) | 22,028,802 | 19,856,008 | _ | 19,048,447 |
| 80002 | Land & Land Rights Expense | _ | 17,538 | _ | _ |
| 80004 | Buildings & Structures Expense | 13,959 | _ | _ | _ |
| 80006 | Equipment And Other Assets Expense | 1,055,061 | 643,309 | 452,687 | 550,596 |
| 80007 | Vehicles Expense | 263,526 | 296,754 | 300,000 | 150,000 |
| 95001 | Approp For Rich Pub Schools | 156,721,265 | 176,032,861 | 190,218,755 | 187,142,096 |
| 95002 | Approp For Spec Rev Funds | 18,322,785 | 11,577,021 | 9,967,047 | 14,265,402 |
| 95003 | Approp To Cap Proj Funds | _ | 3,593,296 | 2,702,003 | 6,956,622 |

| Account Code | Account Code Description | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------|------------------------------------|------------------|------------------|-------------------|-------------------|
| 95005 | Oper Trans Out To Debt Service | 68,834,994 | 70,852,072 | 75,264,856 | 86,516,389 |
| 95007 | Payments To Other Gov Agencies | 23,598,026 | 22,823,520 | 23,886,758 | 20,230,992 |
| 95010 | Operating Transfers to ISF | _ | - | 28,965,365 | _ |
| 95015 | Oper Trans out to OPEB | 250,000 | 250,000 | 250,000 | 1,400,000 |
| 95502 | City Subsidy Expense Acct-Coliseum | 440,678 | - | - | _ |
| 99999 | Conversion | (123,359) | (317,000) | - | 1 |
| | Grand Total: | \$699,871,118 | \$732,563,291 | \$744,050,117 | \$772,831,959 |

GENERAL FUND EXPENDITURES BY SERVICE CODE

| Service Code | Service Code Description | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------|--------------------------------|------------------|------------------|-------------------|-------------------|
| 000000 | Default | 17,467,500 | 12,760,801 | _ | 1 |
| SV0100 | ARTS & CULTURE | 44,591 | 34,250 | _ | 1 |
| SV0101 | Cultural Services | 2,159,055 | 1,880,872 | 1,785,706 | 1,879,182 |
| SV0102 | PRCF Dance Program | _ | 2,530 | _ | 10,000 |
| SV0103 | PRCF Art Program | 3,971 | - | _ | 5,000 |
| SV0104 | FY12 Carpenter Foundation | 2,080 | - | _ | - |
| SV0301 | Call Centers | 923,887 | 1,281,347 | 1,183,320 | 1,673,582 |
| SV0302 | Customer Service | 6,101,350 | 6,038,620 | 6,108,448 | 6,343,694 |
| SV0303 | MPACT Program | _ | _ | _ | _ |
| SV0304 | Volunteer Coordination | 239,096 | 219,988 | 162,751 | 161,924 |
| SV0400 | Econ & Comm Development Svcs | 343,556 | 403,187 | _ | _ |
| SV0401 | Historic Preservation | 96,103 | 133,250 | 112,657 | 229,767 |
| SV0402 | Tourism Services | 1,765,129 | 1,729,507 | 10,202,699 | 7,559,390 |
| SV0403 | Business Attraction | 2,483,205 | 812,400 | 1,119,104 | 1,393,874 |
| SV0404 | Business Retention & Expansion | 956,491 | 1,307,824 | 2,198,716 | 2,025,841 |
| SV0405 | Farmer's Market | 148,519 | 204,117 | _ | 76,964 |
| SV0406 | Housing & Neighborhood Revital | 2,317,045 | 4,907,061 | 4,018,669 | 4,349,296 |
| SV0407 | Minority Business Development | 217,435 | 199,257 | 328,200 | 245,367 |
| SV0408 | Pedestrs, Bikes & Trails Svcs | 54,538 | 270,529 | 360,680 | 342,850 |
| SV0409 | Real Estate Strategies | 263,006 | 142,055 | 177,331 | 144,944 |
| SV0410 | Master Plans | 236,422 | 63,261 | 412,518 | 407,098 |
| SV0411 | Boards & Commissions Support | 407,978 | 547,783 | 615,455 | 775,361 |
| SV0412 | Developer Services | _ | - | _ | 1 |
| SV0413 | Zoning | 817,511 | 872,251 | 994,588 | 849,632 |
| SV0414 | Social Enterprise Initiatives | 46,029 | 55,445 | 144,128 | 150,866 |
| SV0501 | Catalog and Circulation | 861,453 | 1,007,636 | 750,243 | 884,322 |
| SV0502 | Educational Services | 160,454,082 | 179,382,233 | 185,177,384 | 190,696,914 |
| SV0503 | Reference Services | 302,069 | 335,741 | 368,334 | 302,996 |
| SV0504 | RVA Reads | 6,459 | - | _ | 1 |
| SV0600 | Elected, Legis, & Gov Svcs | _ | _ | _ | - |
| SV0601 | Board of Review | 38,680 | 15,742 | 50,076 | 43,065 |
| SV0602 | City Treasurer | 156,495 | 156,988 | 153,947 | 171,308 |
| SV0603 | Elections Management | 1,121,573 | 1,492,434 | 2,321,425 | 2,418,021 |
| SV0604 | Legislative Services | 2,663,571 | 3,061,054 | 3,082,943 | 2,796,462 |
| SV0605 | Voter Registration | 316,279 | 385,411 | 890,180 | 634,749 |
| SV0700 | Emergency Preparedness | 985 | | | |
| SV0701 | Emergency Communications | 1,768,456 | 2,154,491 | 2,326,982 | 2,661,272 |

| Service Code | Service Code Description | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------|--------------------------------|------------------|------------------|-------------------|-------------------|
| SV0702 | Emergency Medical Services | 5,108,389 | 5,085,182 | 5,005,200 | 4,115,176 |
| SV0703 | Emergency Operations Coord | 220,771 | 275,918 | 328,268 | 326,825 |
| SV0800 | Emp Rsrc Mgmt & Prg Supp Svcs | 13,058 | 9,038 | _ | 1 |
| SV0801 | Administration | 31,662,598 | 42,323,376 | 29,506,121 | 30,392,930 |
| SV0802 | Benefits Administration | 199,229 | 137,602 | 323,294 | 267,650 |
| SV0803 | Comp & Classification Admin | 103,165 | 64,790 | 117,861 | 5,956,656 |
| SV0804 | Employee Performance Mgmt | 3,383 | 8,801 | _ | _ |
| SV0805 | Employee Relations | 215,558 | 225,457 | 326,960 | 442,191 |
| SV0806 | Human Resources Management | 2,868,887 | 3,222,680 | 2,530,042 | 3,178,750 |
| SV0807 | Recruit, Select, & Reten Svcs | 622,692 | 612,591 | 1,356,985 | 1,606,498 |
| SV0900 | Finan Oversight/ Fiscal Cntrl | 2,552 | 40,140 | _ | _ |
| SV0901 | Accounting & Reporting | 1,051,626 | 846,134 | 882,716 | 1,011,318 |
| SV0902 | Accounts Payable | 564,257 | 572,521 | 631,946 | 567,189 |
| SV0903 | Assessments | 4,114,240 | 3,628,942 | 4,348,719 | 3,738,903 |
| SV0904 | Billing & Collections | 2,887,456 | 3,397,159 | 3,464,896 | 3,629,100 |
| SV0905 | Budget Management | 788,437 | 978,817 | 851,147 | 940,476 |
| SV0906 | Cap Imprvmnt Plan (CIP) Mgmt | 225,170 | 243,926 | 396,829 | 330,997 |
| SV0907 | Contract Administration | 998,958 | 1,139,814 | 1,421,581 | 1,329,759 |
| SV0908 | Financial Management | 4,998,493 | 5,597,468 | 5,644,002 | 5,779,792 |
| SV0909 | Grants Management | 165,796 | 137,506 | 176,409 | 209,961 |
| SV0910 | Investment & Debt Management | 69,765,729 | 75,227,351 | 79,175,708 | 85,632,301 |
| SV0911 | Payroll Administration | 1,074,594 | 1,105,802 | 1,163,923 | 1,175,758 |
| SV0912 | Retirement Services | 2,000,000 | 7,213,640 | 3,850,000 | 4,700,000 |
| SV0913 | Strategic Planning & Analysis | 737,794 | 1,889,317 | 2,406,936 | 2,161,146 |
| SV0914 | Tax Enforcement | 328,305 | 367,783 | 446,305 | 285,679 |
| SV0915 | Financial Strategies Group | 124,475 | 125,189 | 5,000 | _ |
| SV0918 | Purchase Card | _ | _ | 197,176 | _ |
| SV1000 | IT Resource Management | 127 | _ | _ | _ |
| SV1001 | City Copy & Print Services | 21,900,833 | 199,106 | 26,318 | 59,893 |
| SV1002 | Telecommunications Systms Mgmt | 260,514 | 3,751,143 | _ | _ |
| SV1005 | Desktop Support | 242,452 | 269,527 | 282,244 | 366,877 |
| SV1007 | Geographic Information Systems | 592,072 | 446,282 | 571,040 | 578,320 |
| SV1008 | Inter & Intranet Support & Dev | _ | 399 | _ | _ |
| SV1010 | Mail Services | 351,155 | 405,218 | 232,992 | 244,621 |
| SV1011 | Management Information Systems | 6,654,667 | 6,589,435 | 26,701,045 | 26,997,420 |
| SV1012 | Project Management | 154,807 | 92,912 | 97,132 | 91,064 |
| SV1013 | Public Access Computers | 284,802 | 160,814 | 278,612 | 242,720 |
| SV1014 | Network and Data Security | 3,573 | 6,561 | 29,221 | 30,682 |
| SV1016 | Software / Apps Dev & Support | 295,868 | 134,652 | 239,496 | 178,004 |
| SV1100 | Jails and Detention Facilities | 29,258 | 11,108 | _ | _ |

| Service Code | Service Code Description | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------|--------------------------------|------------------|------------------|-------------------|-------------------|
| SV1101 | Re-Entry Services | 1,543,062 | 1,567,707 | 1,582,863 | 1,458,794 |
| SV1102 | Secure Detention | 21,437,398 | 21,212,215 | 20,165,543 | 19,074,468 |
| SV1200 | Job Training / Employee Assist | 214 | - | _ | _ |
| SV1201 | Employee Training & Devlpmnt | 9,336,284 | 9,873,654 | 8,931,983 | 6,327,299 |
| SV1202 | Mayor's Youth Academy | 335,003 | 292,220 | 350,731 | 389,933 |
| SV1203 | Workforce Development | 915,165 | 1,179,139 | 787,225 | 896,339 |
| SV1204 | Wellness Program | 95,022 | 118,879 | 53,288 | 55,779 |
| SV1301 | Commonwealth's Attorney | 4,890,231 | 4,950,817 | 4,767,967 | 5,336,241 |
| SV1302 | Court Services | 1,334,398 | 1,282,915 | 1,389,929 | 1,905,949 |
| SV1303 | Pre-Trial Services | 390,897 | 435,061 | 452,829 | 482,563 |
| SV1304 | Probation Services | 482,654 | 401,541 | 363,356 | 337,169 |
| SV1305 | Special Magistrate | 26,994 | 15,000 | 37,827 | 35,665 |
| SV1306 | Clerk of Court | 2,505,374 | 2,606,591 | 2,708,238 | 2,764,797 |
| SV1307 | Victim / Witness Services | _ | - | _ | _ |
| SV1401 | Bulk & Brush | 997,193 | 909,639 | 955,373 | 913,248 |
| SV1402 | Curbside Recycling | 2,666,159 | 2,826,036 | 2,876,981 | 2,914,346 |
| SV1403 | Leaf Collection | 534,197 | 512,050 | 693,319 | 760,498 |
| SV1404 | Refuse | 7,616,032 | 7,612,281 | 9,531,907 | 8,056,398 |
| SV1405 | Stormwater Management | _ | 2,123 | _ | _ |
| SV1406 | Sustainability Management Svcs | 52,163 | 164,003 | 74,307 | 337,765 |
| SV1501 | Burial Services | 48,825 | 46,562 | 48,250 | 48,250 |
| SV1502 | Fleet Management | 10,791,895 | 10,179,901 | 5,174,896 | 12,720,376 |
| SV1503 | Infrastructure Management | 1,694,360 | 2,607,374 | 11,050,963 | 11,323,105 |
| SV1504 | Landfill Management | 473,713 | 282,385 | 314,708 | 247,824 |
| SV1505 | Parking Management | 286,380 | 269,774 | 211,320 | 256,680 |
| SV1601 | Legal Counsel | 2,802,187 | 3,886,657 | 4,195,196 | 4,524,673 |
| SV1602 | Legal Services | _ | _ | _ | _ |
| SV1700 | Miscellaneous Public Services | _ | _ | _ | _ |
| SV1701 | Engineering Services | 48,068 | 158,684 | _ | _ |
| SV1703 | Risk Management | 9,346,497 | 12,997,156 | 9,969,293 | 11,927,643 |
| SV1801 | Audit Services | 2,122,751 | 2,625,841 | 2,822,613 | 3,363,002 |
| SV1802 | Internal Consulting Services | 13,120 | 13,406 | 1,069,751 | 254,593 |
| SV1803 | Perfrmnc Measurement Oversight | 17,376 | 20,090 | 20,053 | 21,015 |
| SV1901 | Recreational Services | 5,958,480 | 5,565,813 | 5,065,625 | 5,882,626 |
| SV1902 | Aquatic Services | 1,156,868 | 1,180,996 | 1,169,700 | 1,080,864 |
| SV1903 | Camp Services | 26,940 | 7,988 | _ | _ |
| SV1904 | Parks Management | 3,514,166 | 4,066,954 | 3,805,526 | 3,235,452 |
| SV1905 | Sports & Athletics | 225,159 | 81,926 | 268,876 | 268,876 |
| SV1906 | James River Park | 12,092 | 19,902 | 75,275 | 77,451 |
| SV1907 | SW-Recreation Services | 2,217 | 14,274 | _ | _ |

| Service Code | Service Code Description | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------|---------------------------------------|------------------|------------------|-------------------|-------------------|
| SV1908 | NE-Recreation Services | 1,481 | 1,221 | _ | _ |
| SV1909 | SBR-Recreation Services | 1,481 | 1,221 | _ | 1 |
| SV1910 | Pine Camp Rental Services | _ | 1 | _ | 1,000 |
| SV1911 | PRCF Summer Fun Klub | 7,905 | 1,128 | _ | 1 |
| SV1913 | PRCF Trophy Entrepreneur Program | 3,238 | 918 | _ | 1 |
| SV2002 | Grounds Management | 303,484 | 242,850 | 183,349 | 210,668 |
| SV2003 | Blight Abatement | 7,884 | _ | _ | 1 |
| SV2004 | Code Enforcement | 2,326,234 | 2,090,786 | 2,519,594 | 2,501,733 |
| SV2005 | Development Review | 175,073 | 165,463 | 234,851 | 250,869 |
| SV2006 | Facilities Management | 16,412,354 | 16,823,807 | 17,256,750 | 19,110,913 |
| SV2007 | Permits & Inspections | 3,340,404 | 3,531,576 | 3,954,116 | 4,524,864 |
| SV2008 | Warehouse | _ | - | _ | |
| SV2009 | Panning | 168,731 | 165,891 | 194,479 | 182,556 |
| SV2011 | Alley Maintenance | 90,000 | - | _ | 1 |
| SV2100 | Publ Info and Commun Outreach | _ | 165,247 | _ | _ |
| SV2101 | Community Outreach | 939,057 | 880,114 | 1,040,560 | 996,779 |
| SV2102 | Elect Media Oversight & Coord | 61,845 | 66,983 | 72,135 | 77,303 |
| SV2103 | Public Info & Media Relations | 1,137,747 | 1,116,408 | 1,197,043 | 1,233,670 |
| SV2104 | Public Relations | 1,075,030 | 1,036,985 | 1,071,332 | 1,151,792 |
| SV2200 | Public Safety & Well Being | _ | 163 | _ | _ |
| SV2201 | Animal Control | 438,411 | 549,925 | 506,608 | 553,619 |
| SV2202 | Investigations | 2,239,263 | 2,466,283 | 2,362,456 | 2,289,195 |
| SV2203 | Executive Protection | (20,715) | _ | _ | 1 |
| SV2204 | Fire Suppression | 41,888,238 | 42,721,277 | 42,708,017 | 42,454,815 |
| SV2205 | Hazardous Materials Management | 7,068 | 85,337 | 180,000 | 300,000 |
| SV2206 | Homeland Security | 816,928 | 751,325 | 690,922 | 392,648 |
| SV2207 | Patrol Services | 1,820,792 | 1,970,536 | 1,749,075 | 767,818 |
| SV2208 | Property & Evidence | 1,436,000 | 1,556,690 | 1,442,941 | 1,502,118 |
| SV2209 | Special Events | 995,027 | 647,128 | 757,964 | 669,213 |
| SV2210 | Specialty Rescue | 8,956 | _ | _ | _ |
| SV2211 | Street Lighting | _ | _ | _ | _ |
| SV2212 | Tactical Response | 22,148 | _ | _ | 1 |
| SV2214 | Warrant & Information | 1,024,753 | 1,050,500 | 854,057 | 1,215,069 |
| SV2215 | CAPS (Comm Asst Pub Sfty) Prog | 335,004 | 251,975 | 231,641 | 96,386 |
| SV2216 | Animal Care | 1,062,890 | 914,094 | 860,318 | 796,466 |
| SV2217 | Security Management | 4,404,183 | 4,638,573 | 5,103,930 | 4,910,513 |
| SV2218 | Home Electronic Monitoring | 1,153,090 | 1,169,314 | 1,242,332 | 1,692,011 |
| SV2220 | Protests & Disruptions | 2,050 | 427 | _ | _ |
| SV2221 | Office of the Chief of Police - Admin | 1,060,956 | 1,510,597 | 1,126,389 | 2,063,364 |
| SV2222 | Support Services Admin | 341,927 | 373,591 | 337,684 | 541,244 |

| Service Code | Service Code Description | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------|--|------------------|------------------|-------------------|-------------------|
| SV2223 | Support Srvs - Major Crimes | 7,773,016 | 8,312,109 | 6,580,078 | 6,718,638 |
| SV2224 | Support Srvs - Spec Investigation | 2,759,914 | 3,003,405 | 2,579,735 | 3,778,605 |
| SV2225 | Support Srvs - Traffic Enforcement | 1,765,061 | 1,560,406 | 1,299,107 | 1,138,755 |
| SV2226 | Support Srvs - Tactical Operations | 556,133 | 702,422 | 582,250 | 276,462 |
| SV2227 | Support Srvs - K9 | 1,329,018 | 1,328,269 | 1,155,278 | 1,059,800 |
| SV2228 | Support Srvs - Mounted Unit | 536,733 | 716,675 | 647,151 | 475,855 |
| SV2230 | Gun Violence Prevention | _ | _ | - | 133,898 |
| SV2231 | Support Srvs - Hit & Run Unit | 135,364 | 270,336 | 215,337 | 383,289 |
| SV2232 | Support Srvs - Motorcyle Unit | 594,966 | 454,148 | 398,285 | 299,811 |
| SV2233 | Support Srvs - Bomb Unit | 281,249 | 267,891 | 220,794 | 88,821 |
| SV2234 | Support Srvs - Community Youth | 2,986,685 | 3,334,669 | 2,983,815 | 3,344,087 |
| SV2238 | Office of Prof Respon - Investigation | 518,015 | 527,510 | 369,330 | 527,013 |
| SV2239 | Office of Prof Respon - Admin | 374,814 | 486,846 | 387,971 | 551,791 |
| SV2240 | Area I - Administration | 2,752,843 | 2,519,009 | 2,473,929 | 2,081,347 |
| SV2241 | Area I - FMT Investigation Detectives | 1,736,808 | 1,605,767 | 1,414,892 | 1,385,046 |
| SV2242 | Area I - Patrol | 16,965,529 | 19,292,550 | 19,822,084 | 20,562,058 |
| SV2243 | Area I - FMT Tactical Response | 1,285,598 | 1,281,625 | 1,159,477 | 1,214,488 |
| SV2244 | Area II - Administration | 2,609,696 | 2,537,977 | 2,476,060 | 2,399,150 |
| SV2245 | Area II - FMT Investigation Detectives | 1,661,833 | 1,674,599 | 1,497,406 | 1,547,893 |
| SV2246 | Area II - Patrol | 18,115,658 | 19,410,456 | 19,966,829 | 19,745,178 |
| SV2247 | Area II - FMT Tactical Response | 1,381,227 | 1,535,580 | 1,256,385 | 1,166,613 |
| SV2248 | Human Services - Admin | 1,097,195 | 885,917 | 920,239 | _ |
| SV2250 | Business Services - Sworn | 1,174,751 | 507,156 | 3,257,699 | 2,035,641 |
| SV2251 | Intervention Prevention Unit (IPU) | 899,556 | 851,206 | 753,156 | 78,907 |
| SV2252 | Business Services - Admin | 1,838,814 | 1,983,062 | 2,190,256 | 1,810,016 |
| SV2300 | Records Management | 1,251 | _ | - | _ |
| SV2301 | Public Law Library | 7,431 | 53,251 | 59,978 | 53,405 |
| SV2302 | Records Management | 1,299,514 | 1,330,060 | 1,535,896 | 1,641,415 |
| SV2400 | Human Services | 2,842,409 | 1,185 | - | _ |
| SV2401 | Adoption Services | 7,642,373 | 7,628,651 | 8,460,405 | 8,569,923 |
| SV2402 | Adult Services | 1,970,483 | 2,024,436 | 1,790,374 | 2,173,089 |
| SV2403 | Case Management | 1,137,877 | 897,388 | 896,415 | 839,933 |
| SV2404 | Childcare Services | 7,206 | 8,343 | 7,526 | 8,356 |
| SV2405 | Children's Protective Services | 2,448,555 | 2,317,292 | 2,382,659 | 2,661,545 |
| SV2406 | Counseling Services | 64,875 | 72,146 | 73,213 | 99,973 |
| SV2407 | Early Childhood Dev Initiative | 204,124 | 232,585 | 280,649 | 282,879 |
| SV2408 | Elig Determination Services | 9,225,179 | 8,743,174 | 9,145,577 | 9,065,036 |
| SV2409 | Emergency & General Assistance | 622,372 | 335,631 | 693,753 | 499,022 |
| SV2410 | Fam Focused / Preservatn Svcs | 1,905,248 | 2,105,220 | 2,271,121 | 2,376,808 |
| SV2411 | Food Services | 1,602,866 | 1,919,257 | 2,103,750 | 2,062,599 |

| Service Code | Service Code Description | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------|---|------------------|------------------|-------------------|-------------------|
| SV2413 | Foster Care Services | 12,802,229 | 10,791,553 | 15,216,835 | 14,865,900 |
| SV2414 | Housing Assistance | 90,000 | 90,000 | 90,000 | 90,000 |
| SV2415 | Homeless Services | 553,496 | 493,597 | 692,707 | 304,725 |
| SV2416 | Interagency Service Coord/CSA | 71,106 | 63,152 | 93,726 | 94,470 |
| SV2417 | Medical Services | 9,117,455 | 9,152,100 | 11,091,816 | 10,648,757 |
| SV2418 | Mental Health Services | 3,661,725 | 3,559,345 | 3,567,627 | 4,663,619 |
| SV2419 | Multi-Cultural Affairs | 233,432 | 291,761 | 318,824 | 322,737 |
| SV2420 | Public Health Services | 4,100,490 | 4,903,490 | 4,633,490 | 4,703,490 |
| SV2421 | Sr & Spec Needs Programming | 359,833 | 600,853 | 4,977,989 | 4,704,985 |
| SV2422 | Human Services | 205,000 | 205,000 | 205,000 | 180,000 |
| SV2424 | Youth Services | 1,281,037 | 1,242,187 | 1,374,065 | 1,084,593 |
| SV2425 | Substance Abuse Services | 313,107 | 428,660 | 510,743 | 376,998 |
| SV2426 | Purchased Services for Client Payments | 638 | _ | _ | - |
| SV2427 | Community Wealth Building Initiatives | _ | _ | 25,600 | 25,600 |
| SV2428 | BLISS Program (Building Lives of Independence and Self Sufficiency) | 78,762 | 82,973 | 84,135 | 84,413 |
| SV2501 | Roadway Management | 2,600,584 | 1,411,377 | 1,195,878 | 5,408,304 |
| SV2502 | Signals | _ | _ | _ | 1 |
| SV2503 | Signs | _ | _ | _ | _ |
| SV2504 | Street Cleaning | _ | 13 | _ | - |
| SV2505 | Traffic Enforcement | 128,252 | 77,744 | _ | 1 |
| SV2507 | Transportation Services | 15,723,600 | 16,418,240 | 8,435,963 | 8,540,810 |
| SV2508 | Pavement Management | 7,940 | _ | _ | _ |
| SV2602 | Winter Storm Events | 1,200,000 | 1,000,000 | _ | _ |
| SV2603 | Winter Storm Events - 1/6/2017 Snow Storm | (2,825) | (700) | _ | _ |
| SV2607 | Tropical Storm Florence-2018 | 29,454 | _ | _ | _ |
| SV2608 | Tropical Storm Michael-2018 | 12,350 | _ | _ | - |
| SV2609 | Winter Storm Events-12/9/2018 Snow Storm | 846 | _ | _ | _ |
| SV2610 | Winter Storm Events-01/12/2019 Snow Storm | 1,586 | _ | _ | _ |
| SV2611 | Summer Storm Events-09-03-2019 Hurricane Dorian | _ | 1,766 | _ | _ |
| SV2612 | 2020 Gun Control Protest | _ | 5,853 | _ | _ |
| SV2614 | Covid-19 | _ | 3,443,991 | 300,000 | 26,700 |
| SV2615 | Protest: Civil Unrest | _ | 244,077 | _ | _ |
| | Grand Total: | \$699,871,118 | \$732,563,291 | \$744,050,117 | \$772,831,959 |

GENERAL FUND EXPENDITURES BY COST CENTER

| Cost Center | Cost Center Description | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------|-----------------------------------|------------------|------------------|-------------------|-------------------|
| 00000 | Default | \$- | (\$320,527) | \$— | \$— |
| 00101 | Debt -Short Term Expe | _ | 3,593,296 | 2,702,003 | 6,956,622 |
| 00102 | Debt -Interest | 68,451,233 | 70,852,072 | 75,264,856 | 77,465,799 |
| 00201 | Council Operations | 489,754 | 478,124 | 582,532 | 523,599 |
| 00202 | Council Dist 1 | 12,177 | 2,545 | 12,177 | 12,177 |
| 00203 | Council Dist 2 | 12,165 | 12,165 | 12,177 | 12,177 |
| 00204 | Council Dist 3 | 11,155 | 12,390 | 12,177 | 12,177 |
| 00205 | Council Dist 4 | 7,627 | 6,911 | 12,177 | 12,177 |
| 00206 | Council Dist 5 | 12,077 | 11,243 | 12,177 | 12,177 |
| 00207 | Council Dist 6 | 11,130 | 10,145 | 12,177 | 12,177 |
| 00208 | Council Dist 7 | 12,630 | 11,083 | 12,177 | 12,177 |
| 00209 | Council Dist 8 | 11,949 | 3,949 | 12,177 | 12,177 |
| 00210 | Council Dist 9 | 12,024 | 9,809 | 12,177 | 12,177 |
| 00211 | Council And Liasons | 754,352 | 761,375 | 796,579 | 714,652 |
| 00301 | Library -Library Adminis | 735,287 | 777,998 | 840,822 | 766,169 |
| 00302 | Library -Adult And Famil | 3,646,215 | 3,763,652 | 3,375,570 | 3,158,977 |
| 00303 | Library -Children And Fa | 767,451 | 822,527 | 809,875 | 899,456 |
| 00304 | Library -Young Adult Services | 648,715 | 596,257 | 555,421 | 668,712 |
| 00305 | Library -City Records Ce | 88,364 | 102,481 | 115,951 | 116,391 |
| 00306 | Library -Neighborhood Co | 77,257 | 32,533 | 46,261 | 46,754 |
| 00312 | Library - Richmond Public Library | 74,148 | 25,006 | _ | _ |
| 00401 | Clerk -Office Of The C | 756,506 | 1,067,341 | 993,029 | 947,892 |
| 00501 | PDR-Land Use Admini | 433,052 | 669,358 | 544,906 | 544,118 |
| 00502 | PDR-Permits And Ins | 3,527,950 | 3,862,243 | 3,931,481 | 4,436,979 |
| 00503 | PDR-Administration | 1,845,631 | 1,248,278 | 1,301,432 | 1,596,941 |
| 00504 | PDR-Prop. Maint Cod | 3,441,920 | 3,134,020 | 3,444,111 | 3,780,322 |
| 00505 | PDR-Planning & Pres | 466,319 | 461,794 | 533,058 | 482,810 |
| 00507 | PDR-Zoning Administ | 783,768 | 842,320 | 967,332 | 818,245 |
| 00508 | PDR Projects/Grants | 4,968 | _ | _ | _ |
| 00601 | Chief Of Staff-Administration | 240,287 | 240,763 | 306,239 | 80,889 |
| 00602 | Chief Of Staff-Legislative Svc | 169,950 | 310,341 | 29,150 | 342,773 |
| 00603 | Chief Of Staff-Research & Anal | 581,434 | 628,919 | 890,899 | 612,072 |
| 00604 | Chief Of Staff-Public Informat | 98,251 | 96,220 | 95,687 | 95,681 |
| 00801 | Assessor- Administrative | 261,155 | 190,647 | 944,262 | 216,356 |
| 00802 | Assessor- Technical Suppo | 2,554,010 | 3,016,117 | 3,232,581 | 3,239,834 |
| 00803 | Assessor- Customer Serv & | 559,767 | 552,904 | 555,371 | 627,294 |

| Cost Center | Cost Center Description | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------|--|------------------|------------------|-------------------|-------------------|
| 00804 | Assessor- Board Of Review | 32,646 | 15,519 | 50,076 | 43,065 |
| 00901 | Auditor-Internal Audit | 1,313,010 | 1,479,046 | 1,666,966 | 1,948,018 |
| 00902 | Auditor-Admin Of Extern | 242,260 | 276,000 | 321,518 | 300,000 |
| 00903 | Auditor-Fiscal And Poli | _ | - | _ | _ |
| 01001 | Attorney-Legal Counsel | 2,759,904 | 3,648,411 | 4,042,992 | 4,298,801 |
| 01002 | Attorney-Tax Deliquent | 5,783,096 | 317,041 | _ | _ |
| 01101 | Inspector General | 215,556 | 535,001 | 579,728 | 582,755 |
| 01201 | HR-Hr Management | 683,940 | 1,153,011 | 1,286,200 | 1,363,809 |
| 01202 | HR-Recruitment, Se | 444,620 | 418,719 | 1,142,910 | 1,192,276 |
| 01203 | HR-Benefits Admini | 162,992 | 228,210 | 118,755 | 379,156 |
| 01204 | HR-Employee Relati | 191,403 | 264,750 | 367,868 | 452,613 |
| 01205 | HR-Classification | 69,179 | (213) | 114,171 | 150,382 |
| 01206 | HR-Administrative | 687,489 | 607,352 | 716,322 | 571,268 |
| 01207 | HR-Training & Deve | 437,601 | 138,740 | 98,950 | 134,920 |
| 01208 | HR-Operations | 375,015 | 480,664 | 430,238 | 539,663 |
| 01301 | Judiciary-Attorney For Co | 6,392,346 | 6,569,413 | 6,528,098 | 7,114,479 |
| 01302 | Judiciary-Circuit Ct.I(Jm | 3,769,349 | 3,917,378 | 4,034,893 | 4,045,029 |
| 01303 | Judiciary-Adult Drug Cour | 626,289 | 621,270 | 647,643 | 674,899 |
| 01304 | Judiciary-Criminal Divisi | 58,808 | 70,291 | 79,781 | 73,780 |
| 01305 | Judiciary-Manchester Divi | _ | - | _ | _ |
| 01306 | Judiciary-Traffic Divisio | 78,571 | 21,338 | 59,457 | 45,390 |
| 01307 | Judiciary-Civil Division | 48,975 | 20,364 | 69,600 | 56,200 |
| 01308 | Judiciary-Special Magistr | 26,994 | 14,340 | 37,827 | 35,665 |
| 01309 | Judiciary Projects/Grants | _ | _ | _ | _ |
| 01401 | Human Serv-Management Serv | 437,831 | 637,722 | 714,384 | 885,374 |
| 01402 | Human Serv-Hispanic Liaiso | 372,012 | 399,538 | 363,620 | 361,431 |
| 01403 | Human Serv-Office Of Child | 75,073 | - | _ | _ |
| 01405 | Human Serv-Senior & Specia | 181,185 | 199,351 | 243,639 | 235,128 |
| 01406 | Human Services Projects/Grants | 22 | - | _ | _ |
| 01407 | Human Serv-Mayor's Youth Academy | _ | - | _ | _ |
| 01408 | Human Serv-City of Serv DCAO | 260,504 | 121,333 | _ | _ |
| 01411 | Human Serv-Office of Children and Families | _ | _ | _ | 157,081 |
| 01412 | Human Serv-Office of Equity and Inclusion | _ | _ | _ | 243,367 |
| 01501 | Justice Services-Administration | 1,139,214 | 1,254,164 | 1,201,835 | 1,563,771 |
| 01502 | Justice Services-Detention | 4,075,417 | 3,888,962 | 4,152,398 | 3,801,270 |
| 01503 | Justice Services-In Home | 157,201 | 157,865 | 226,723 | _ |

| Cost Center | Cost Center Description | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------|--|------------------|------------------|-------------------|-------------------|
| 01504 | Justice Services-Functional Families | 172,309 | 168,865 | 152,792 | _ |
| 01505 | Justice Services-Juv Drug Court | 259,813 | 234,158 | 219,240 | 159,542 |
| 01506 | Justice Services-Community Monitor | 219,873 | 185,293 | 270,370 | - |
| 01507 | Justice Services-Outreach | 362,692 | 354,632 | 417,334 | - |
| 01508 | Justice Services-Community Svc | 129,466 | 120,092 | 168,289 | 197,681 |
| 01509 | Justice Services-Attendance Services | 42 | _ | _ | - |
| 01510 | Justice Services-Community Corrections | 1,246,168 | 1,273,132 | 1,207,339 | 1,304,803 |
| 01511 | Justice Services-Specilized Svcs | 213,047 | 226,960 | 285,670 | 285,670 |
| 01512 | Justice Services-Home Elec Monitoring | 584,767 | 707,240 | 702,428 | 1,571,318 |
| 01514 | Justice Services-Supervision Fees | (213) | _ | _ | _ |
| 01517 | Justice Services-Adult Day Reporting Center | 543,652 | 398,065 | 408,097 | 589,486 |
| 01518 | Justice Services- Children and Youth | _ | 80,307 | 86,676 | 139,702 |
| 01601 | Sheriff-Jail Administra | 4,881,930 | 5,162,377 | 5,457,418 | 6,086,313 |
| 01602 | Sheriff-Courts | 5,006,063 | 5,118,679 | 4,823,416 | 5,114,880 |
| 01603 | Sheriff-Jail Human Serv | 649,507 | 684,054 | 690,120 | 870,263 |
| 01604 | Sheriff-Jail Operations | 30,091,805 | 30,155,011 | 31,093,161 | 29,358,434 |
| 01701 | Registrar- Registrar Gener | 436,149 | 537,525 | 1,625,488 | 1,424,046 |
| 01702 | Registrar- Conduct Of Elec | 1,145,598 | 1,537,795 | 2,304,880 | 2,447,962 |
| 01901 | JDC-Court Functions | 125,943 | 122,783 | 102,649 | 102,649 |
| 01902 | JDC-Dispute Resolut | 112,867 | 116,914 | 120,346 | 129,126 |
| 02101 | CAO-City-Wide Leadership Admin&Mgt | 758,277 | 335,098 | 431,926 | 771,504 |
| 02102 | CAO-City-Wide Special Svcs | 186,340 | 134,061 | 132,835 | 132,933 |
| 02201 | Budget-Budget Formulation | 772,020 | 819,459 | 911,489 | 912,672 |
| 02202 | Budget-Forecasting & Strategic Plan | 314,661 | 382,582 | 440,321 | 314,887 |
| 02203 | Budget-Grants Writing Coord | 76,121 | 30,077 | 68,898 | 131,229 |
| 02401 | Risk-Self-insurance | _ | 7,169 | _ | _ |
| 02501 | Finance-Management | 2,786,140 | 2,047,773 | 2,501,925 | 2,385,479 |
| 02502 | Finance-General Accounting | 965,014 | 798,713 | 678,050 | 1,175,123 |
| 02503 | Finance-Disbursements | 941,889 | 950,370 | 1,194,751 | 938,623 |
| 02504 | Finance-Parking Financial Mgmt | _ | _ | _ | _ |
| 02506 | Finance-Collections | 594,425 | 443,588 | 459,487 | 644,283 |
| 02507 | Finance-Assessments And | 459,238 | 570,155 | 515,247 | 522,498 |
| 02508 | Finance-Audit And Compl | 309,915 | 245,229 | 259,609 | 272,608 |
| 02510 | Finance-City Wide Reven | 425,000 | 9,528 | _ | _ |
| 02517 | Finance-Commissioner of Revenue | 576,946 | 470,642 | 510,886 | 667,676 |

| Cost Center | Cost Center Description | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------|---|------------------|------------------|-------------------|-------------------|
| 02518 | Finance-Deputy Chief Administrative Officer | 1,020,938 | 1,099,020 | 1,067,356 | 997,010 |
| 02519 | Finance-Financial Information System | 585,802 | 336,554 | 367,862 | 619,344 |
| 02520 | Finance-Cash Operations | 986,765 | 1,338,469 | 1,328,066 | 1,065,923 |
| 02521 | Finance-Tax Enforcement | 343,933 | 369,526 | 446,305 | 285,979 |
| 02522 | Finance-Business Licenses & Assessments | 552,530 | 606,124 | 656,133 | 699,141 |
| 02701 | Social Ser-Administration | 5,139,700 | 5,320,661 | 5,260,030 | 4,212,169 |
| 02702 | Social Ser-CSA | 6,741,496 | 4,706,678 | 8,029,887 | 7,005,084 |
| 02703 | Social Ser-Fin Assist Admin | 6,874,379 | 6,614,504 | 6,547,864 | 6,799,253 |
| 02704 | Social Ser-General Relief | 45,371 | 41,524 | 232,090 | 232,090 |
| 02705 | Social Ser-Auxil.Grts-Aged | 2,463,546 | 2,445,494 | 2,702,100 | 2,702,100 |
| 02707 | Social Ser-Refugee Assistance | - | 8,947 | 15,000 | 15,000 |
| 02708 | Social Ser-Adult/Family Admin | 2,312,346 | 2,383,887 | 2,692,628 | 2,351,589 |
| 02709 | Social Ser-Foster Care | 5,931,589 | 5,872,138 | 7,039,867 | 7,576,635 |
| 02710 | Social Ser-Child Protective Services | 2,431,219 | 2,294,680 | 2,360,827 | 2,653,646 |
| 02711 | Social Ser-Adult Services | 869,782 | 896,953 | 791,300 | 983,291 |
| 02712 | Social Ser-Adoption | 7,648,971 | 7,498,041 | 8,258,591 | 8,329,136 |
| 02713 | Social Ser-Adult Protective Services | 440,095 | 478,297 | 508,082 | 719,975 |
| 02714 | Social Ser-Family Stabilization | 1,558,910 | 1,757,884 | 1,805,777 | 2,036,455 |
| 02715 | Social Ser-V.I.E.W. | 2,173,696 | 1,772,237 | 1,887,615 | 1,887,405 |
| 02716 | Social Ser-SNAPET | 6,367 | _ | 29,776 | 29,776 |
| 02717 | Social Ser-Hospital Based Elig Workers | 260,453 | 325,740 | 278,321 | 253,241 |
| 02718 | Social Ser-Healthy Start-Local Only | 68,944 | 507 | _ | _ |
| 02719 | Social Ser-Child Day Care (VIEW) | 638,748 | 566,252 | 541,430 | 723,560 |
| 02720 | Social Ser-Southside Comm. | 840,554 | 737,896 | 1,017,837 | 972,779 |
| 02721 | Social Ser-Foster Parent Training | 325,939 | 262,263 | 314,327 | 338,886 |
| 02722 | Social Ser-Finance & Admin Tech Support | 2,424,305 | 2,636,615 | 3,036,876 | 2,407,583 |
| 02723 | Social Ser-Early Childhood-Local Only | 25,319 | 8,798 | 20,413 | 20,413 |
| 02724 | Social Ser-Family Preservation | 46,420 | 72,495 | 97,200 | 97,200 |
| 02725 | Social Ser-Local Only | 75,696 | _ | _ | _ |
| 02727 | Social Services-Non-Reim Local Portion | 805,132 | 745,020 | 739,587 | 839,895 |
| 02728 | Social Ser-Special Revenue | _ | _ | 40,092 | 39,053 |
| 02801 | Health-Clinical Servic | 4,030,490 | 4,863,490 | 4,563,490 | 4,633,490 |
| 02901 | DPW-Finance & Admin | 4,639,856 | 5,585,022 | 4,928,141 | 9,488,630 |
| 02902 | DPW-Gen Svcs-Facili | 12,932,566 | 13,759,514 | 13,923,671 | 14,211,557 |
| 02903 | DPW-Solid Waste Man | 14,374,377 | 13,964,254 | 14,746,763 | 14,731,481 |
| 02904 | DPW-Surface Cleanin | _ | 3,214 | _ | _ |

| Cost Center | Cost Center Description | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------|---------------------------|------------------|------------------|-------------------|-------------------|
| 02905 | DPW-Grounds Mainten | _ | _ | _ | 1 |
| 02906 | DPW-Urban Forestry | 2 | 135 | _ | 1 |
| 02907 | DPW-Geographic Info | 448,858 | 291,386 | 417,094 | 423,486 |
| 02909 | DPW-CIP Infrastructor | 761,923 | 742,667 | 1,507,857 | 1,678,758 |
| 02910 | DPW-Trans Admin/Sig | 5,213 | 107,686 | _ | _ |
| 02912 | DPW-Roadway Mai | 2,690,744 | 1,411,377 | 1,222,636 | 1,046,955 |
| 02913 | DPW-CIP Facility | 585,587 | 587,136 | 892,456 | 678,730 |
| 02914 | DPW-Bridge Main | - | 535 | _ | _ |
| 02921 | DPW-Repl Parking Eq | _ | _ | _ | _ |
| 02939 | DPW-Winter Storm Events | - | _ | _ | 1,148,923 |
| 03001 | Parks&Rec-General Admin | 3,405,393 | 3,998,124 | 3,623,694 | 3,872,592 |
| 03002 | Parks&Rec-Marketing | 140,179 | 206,867 | 214,154 | 215,101 |
| 03003 | Parks&Rec-Infrastructure | 1,549,065 | 1,501,048 | 1,551,550 | 1,614,179 |
| 03004 | Parks&Rec-Parks Permits & | 133,860 | 202,284 | 209,609 | 222,858 |
| 03005 | Parks&Rec-James River Par | 862,559 | 1,004,109 | 1,030,258 | 958,140 |
| 03006 | Parks&Rec-Cultural Arts | 834,367 | 792,529 | 880,258 | 911,281 |
| 03007 | Parks&Rec-Special Recreat | 2,044,343 | 2,178,500 | 2,548,618 | 2,549,600 |
| 03008 | Parks&Rec-Out of School | 920,256 | 994,435 | 887,301 | 834,156 |
| 03011 | Bryan Park Rec/Park | 65,531 | 621,446 | 686,374 | 579,457 |
| 03012 | Calhoun Rec/Park | 279,176 | 218,073 | _ | 580,000 |
| 03013 | Highland Park Rec/Park | 102,517 | 57,744 | _ | _ |
| 03014 | Hotchkiss Rec/Park | 290,322 | 329,393 | 23,031 | _ |
| 03015 | Pine Camp Rec/Park | 161,970 | 130,009 | _ | _ |
| 03016 | Battery Park Rec/Park | 238,891 | 210,650 | _ | _ |
| 03017 | Cannon Creek Rec/Park | 100,087 | 73,097 | 117,121 | 69,091 |
| 03018 | Recreation Administration | 978,845 | 779,209 | 4,440,236 | 4,457,519 |
| 03021 | Bellemeade Rec/Park | 297,129 | 255,926 | _ | _ |
| 03022 | Blackwell Rec/Park | 174,492 | 218,754 | _ | _ |
| 03023 | Broad Rock Rec/Park | 162,822 | 166,048 | _ | _ |
| 03025 | Fisher Rec/Park | 1,494 | _ | _ | _ |
| 03026 | G.H. Reid Rec/Park | 112,648 | 140,699 | _ | _ |
| 03027 | Hickory Hill Rec/Park | 226,148 | 186,570 | _ | _ |
| 03028 | Thomas Smith Rec/Park | 125,597 | 146,170 | _ | _ |
| 03029 | Westover Hills Rec/Park | 185,175 | 151,774 | _ | _ |
| 03031 | Chimborazo Rec/Park | 7,673 | 2,211 | _ | _ |
| 03032 | Creighton Ct Rec/Park | 174,136 | 138,322 | _ | _ |

| Cost Center | Cost Center Description | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------|---|------------------|------------------|-------------------|-------------------|
| 03033 | Lucks Fields/Gill Center | 140,348 | 109,846 | _ | 1 |
| 03034 | Mosby Court Rec/Park | 65 | _ | _ | 1 |
| 03035 | Powhatan Hill Rec/Park | 293,111 | 335,525 | _ | - |
| 03036 | Whitcomb Court Rec/Park | 162,939 | 159,091 | _ | - |
| 03037 | Southside Regional Park and Community Center | 383,091 | 466,063 | _ | _ |
| 03041 | Humphrey Calder Rec/Park | 220,656 | 224,398 | _ | _ |
| 03042 | Mary Munford Rec/Park | 18,612 | 13,711 | _ | _ |
| 03043 | Randolph Rec/Park | 262,389 | 166,517 | _ | - |
| 03044 | Forest Hill Park | 1,006,517 | 771,246 | 654,795 | 822,014 |
| 03045 | Byrd Park | 968,599 | 1,027,372 | 1,118,663 | 787,712 |
| 03046 | Volunteer Coordinator Services (N2N) | _ | 118,041 | 230,860 | 230,745 |
| 03047 | Workforce Development | _ | _ | _ | 100,788 |
| 03401 | MBD-Ombd Administra | 435,781 | 534,585 | 656,736 | 307,216 |
| 03402 | MBD-Bus/Proj Develo | 291,720 | 232,599 | 322,741 | 222,810 |
| 03403 | MBD-Contract Admini | 19,268 | 3,936 | 15,791 | 305,975 |
| 03601 | Econ Dev-Admin,Finance & | 1,756,154 | 795,713 | 844,460 | 616,038 |
| 03602 | Econ Dev-Business Develo | 988,948 | 1,099,392 | 886,650 | 1,455,225 |
| 03603 | Econ Dev-DCAO-Econ&Comm Dev | 272,091 | 706,488 | 723,781 | 878,941 |
| 03604 | Econ Dev-Financial Strat | _ | (350) | _ | 1 |
| 03605 | Econ Dev-Housing & N'Hoo | 817 | (4,145) | _ | 1 |
| 03606 | Econ Dev-Asset Managemen | 455,451 | 201,936 | 209,967 | 144,944 |
| 03607 | Tourism | _ | _ | _ | _ |
| 03610 | Economic & Comm Dev Projects/Grants | _ | _ | _ | _ |
| 03612 | Econ Dev-17th St. Farmers Market | 250,000 | _ | _ | _ |
| 03701 | Press Secr-Comm, Media Rel | 484,119 | 628,316 | 512,851 | _ |
| 03801 | HCD-Administration | 2,365,338 | 555,047 | 524,725 | 742,397 |
| 03802 | HCD-Housing & Neighborhoods | 786,265 | 1,028,330 | 646,205 | 876,832 |
| 03803 | HCD-Financial Strategies | 145,102 | 125,539 | 305,125 | _ |
| 04101 | Police-Chief Of Police | 14,441 | 23,701 | _ | _ |
| 04103 | Police-Administration | 138,630 | 986 | _ | _ |
| 04104 | Police-Support Service | 199,537 | (1,738) | _ | |
| 04105 | Police-Office Of Professional Responsibility | 6,359 | _ | _ | _ |
| 04106 | Police-Area I | 163,507 | | | _ |
| 04107 | Police-Area II | 276,429 | _ | | _ |
| 04120 | Police-Police Operations | 83,810,190 | 88,567,405 | 83,925,023 | 83,543,499 |
| 04121 | Police-Administrative Support | 10,794,650 | 11,790,962 | 12,446,674 | 12,272,700 |

| Cost Center | Cost Center Description | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------|--|------------------|------------------|-------------------|-------------------|
| 04201 | Fire-Office Of The F | 557,441 | 588,580 | 591,574 | _ |
| 04202 | Fire-Fire Administra | 1,885,161 | 2,059,666 | 2,187,554 | 3,100,985 |
| 04203 | Fire-Fire Operations | 44,329,622 | 44,477,747 | 43,437,738 | 46,468,043 |
| 04204 | Fire-Fire Prevention | 1,808,900 | 1,654,252 | 1,742,527 | 1,978,119 |
| 04205 | Fire-Fire Training | 817,014 | 921,752 | 915,131 | _ |
| 04206 | Fire-Office Of Emerg | 319,721 | 323,242 | 329,768 | _ |
| 04210 | Fire-Logistics | 2,523,836 | 1,923,821 | 2,833,444 | 3,214,214 |
| 04212 | Fire- CARES Act Relief | _ | 3,023,226 | _ | _ |
| 05201 | Treasurer - City Treasurer | 186,343 | 185,635 | 218,889 | 229,039 |
| 05501 | CSU-Probation Servi | 210,023 | 207,900 | 222,352 | 242,134 |
| 07301 | Citizen Service and Response | 921,695 | 1,282,264 | 2,239,787 | 1,914,882 |
| 07302 | Office of Engagement | | | | 564,189 |
| 07801 | RPS-Public Schools | 156,721,265 | 175,193,143 | 181,694,074 | 187,142,096 |
| 08401 | Procurement-Procurement Admin | 460,420 | 474,935 | 461,895 | 498,269 |
| 08402 | Procurement-Contract Management | 799,836 | 897,272 | 1,127,958 | 1,059,316 |
| 08501 | Mayor-Mayor's Office | 1,166,739 | 1,093,961 | 1,175,676 | 1,004,105 |
| 08502 | Office of the Press Secretary | | | | 139,364 |
| 08701 | Emergency Communication | 4,716,334 | 5,104,896 | 5,121,004 | 5,480,366 |
| 08702 | Marcus Alert | | | | 1,107,557 |
| 08801 | Animal Control | 2,052,639 | 2,002,198 | 1,862,745 | 1,932,887 |
| 08901 | Office of Community Wealth Building- Admin | 530,445 | 300,413 | 895,457 | 903,062 |
| 08902 | Office of Community Wealth Building- Workforce Development | 1,089,106 | 1,344,027 | 1,125,871 | 1,137,662 |
| 08903 | Office of Community Wealth Building- Social Enterprise | 139,585 | 156,590 | 144,128 | 150,866 |
| 08904 | Office of Community Wealth Building-Early Childhood Initiatives | 6,459 | _ | _ | _ |
| 08910 | Office of Community Wealth Building- Projects/Grants | 17,872 | _ | _ | _ |
| 13001 | Capital Projects-Projects/Grants | 4,076 | _ | _ | _ |
| 29001 | Traffic Control Project/Grants | 173 | 168 | _ | |
| 29401 | VDOT Urban Streets Projects/Grants | _ | 432 | _ | _ |
| 79001 | Non Depart-Maymont Contrib | 460,000 | 460,000 | 460,000 | 460,000 |
| 79004 | Non Depart-Grcca Subsidy | 9,001,579 | 7,307,076 | 8,312,409 | 5,762,109 |
| 79005 | Non Depart-Central Va. Leg | 37,500 | 37,500 | 37,500 | 37,500 |
| 79006 | Non Depart-The Arts Consor | 358,650 | 356,400 | 356,400 | 356,400 |
| 79007 | Non Depart-Arc Of Richmond | 39,000 | 29,250 | 39,000 | 39,000 |
| 79008 | Non Depart-Fan Free Clinic | _ | _ | _ | _ |
| 79010 | Non Depart-Boaz & Ruth | 15,000 | 15,000 | 15,000 | 15,000 |

| Non Depart-Afford Housing T | Cost Center | Cost Center Description | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|----------------|---------------------------------------|------------------|------------------|-------------------|-------------------|
| Non Depart-Med-Flight Non Depart-Med-Flight Source Source | 79011 | Non Depart-Ymca | 382,000 | 382,000 | 382,000 | 382,000 |
| Non Depart-Memorial Child South | 79012 | Non Depart-Healing Place | 60,000 | 60,000 | 60,000 | 60,000 |
| Non Depart-Med Westvaco E 250,000 250,000 — — — | 79013 | Non Depart-Caritas | 162,125 | 162,125 | 50,000 | 50,000 |
| Non Depart-Right | 79014 | Non Depart-East End Teen C | 20,000 | 15,000 | 20,000 | _ |
| Non Depart-Afford Housing T | 79017 | Non Depart-Mead Westvaco E | 250,000 | 250,000 | - | _ |
| Non Depart-Richmond Commun 102,856 80,481 102,856 102,856 79022 Non Depart-Feed More Inc 100,000 1 | 79018 | Non Depart-Rpac Matching F | 500,000 | 247,948 | 250,000 | 250,000 |
| 79022 Non Depart-Feed More Inc 100,000 100,000 100,000 79023 Non Depart-Gric Equipment 344,492 344,493 344,493 250,000 79024 Non Depart-Gric Transit Co 15,117,247 15,915,367 7,957,683 8,069,090 79026 Non Depart-Height 8,900 7,700 5,200 — 79027 Non Depart-Med-Flight 8,900 7,700 5,200 — 79029 Non Depart-Memorial Child 50,000 50,000 50,000 50,000 79031 Non Depart-Memorial Child 50,000 36,000 36,000 36,000 79031 Non Depart-Memorial Child 50,000 36,000 36,000 36,000 79031 Non Depart-Selorhonder Reso 36,000 36,000 36,000 36,000 79033 Non Depart-Seloriont For 45,000 45,000 45,000 145,000 79038 Non Depart-J. Selegent Region — 133,712 158,436 124,763 79039 Non Depart-J. Segrent Region | 79019 | Non Depart-Afford Housng T | 1,000,000 | 2,900,000 | 2,900,000 | 427,693 |
| Non Depart-Gric Equipment 344,492 344,493 344,493 250,000 | 79020 | Non Depart-Richmond Commun | 102,856 | 80,481 | 102,856 | 102,856 |
| Non Depart-Green | 79022 | Non Depart-Feed More Inc | 100,000 | 100,000 | 100,000 | 100,000 |
| 79026 Non Depart-Philip Morris R 1,250,000 — — — 79027 Non Depart-Med-Flight 8,900 7,700 5,200 — 79029 Non Depart-Memorial Child 50,000 50,000 50,000 50,000 79031 Non Depart-Richmord Reso 36,000 36,000 36,000 36,000 79033 Non Depart-Storefront For 45,000 45,000 45,000 45,000 79038 Non Depart-Storefront For 45,000 45,000 45,000 145,000 79038 Non Depart-Richmord Region — 133,712 158,436 124,763 79039 Non Depart-J. S. Reynolds 63,479 86,240 83,415 83,415 79040 Non Depart-Storefronecti 40,000 40,000 40,000 40,000 79041 Non Depart-Sterior Connecti 40,000 40,000 40,000 40,000 79054 Non Depart-Richmord RegionTourism 1,744,092 1,729,835 1,890,290 1,797,281 79055 Non Depart-R | 79023 | Non Depart-Grtc Equipment | 344,492 | 344,493 | 344,493 | 250,000 |
| 79027 Non Depart-Med-Flight 8,900 7,700 5,200 — 79029 Non Depart-Memorial Child 50,000 50,000 50,000 50,000 79031 Non Depart-Neiborhood Reso 36,000 36,000 36,000 36,000 79033 Non Depart-Storefront For 45,000 45,000 45,000 145,000 79038 Non Depart-Richmond Region — 133,712 158,436 124,763 79039 Non Depart-J. S. Reynolds 63,479 86,240 83,415 83,415 79040 Non Depart-Jagrent Reyno 167,670 297,169 232,752 232,752 79041 Non Depart-Senior Connecti 40,000 40,000 40,000 40,000 79054 Non Depart-Virginia Suppor 40,000 40,000 40,000 40,000 79055 Non Depart-Richmond RegionTourism 1,744,992 1,729,835 1,890,290 1,797,281 79957 Non Depart-Einemond RegionTourism 1,744,092 1,729,835 1,890,290 1,797,281 <t< td=""><td>79024</td><td>Non Depart-Grtc Transit Co</td><td>15,117,247</td><td>15,915,367</td><td>7,957,683</td><td>8,069,090</td></t<> | 79024 | Non Depart-Grtc Transit Co | 15,117,247 | 15,915,367 | 7,957,683 | 8,069,090 |
| 79029 Non Depart-Memorial Child 50,000 50,000 50,000 79031 Non Depart-Neiborhood Reso 36,000 36,000 36,000 79033 Non Depart-Storefront For 45,000 45,000 45,000 79035 Non Depart-Richmond Region — 133,712 158,436 124,763 79039 Non Depart-J. S. Reynolds 63,479 86,240 83,415 83,415 79040 Non Depart-J. Sargent Reyno 167,670 297,169 232,752 232,752 79041 Non Depart-Senior Connecti 40,000 40,000 40,000 40,000 79054 Non Depart-Richmond RegionTourism 1,744,092 1,729,835 1,890,290 1,797,281 79057 Non Depart-Greater Richmon 385,000 385,000 385,000 335,000 79058 Non Depart-Tax Relief For 2,651,250 2,785,733 4,266,000 4,041,755 79061 Non Depart-Homeward 30,000 30,000 30,000 30,000 79062 Non Depart-Extension Servi <td< td=""><td>79026</td><td>Non Depart-Philip Morris R</td><td>1,250,000</td><td>_</td><td>_</td><td>_</td></td<> | 79026 | Non Depart-Philip Morris R | 1,250,000 | _ | _ | _ |
| 79031 Non Depart-Neiborhood Reso 36,000 | 79027 | Non Depart-Med-Flight | 8,900 | 7,700 | 5,200 | _ |
| 79033 Non Depart-311 Call Center 2,443 — — — 79035 Non Depart-Storefront For 45,000 45,000 45,000 145,000 79038 Non Depart-Richmond Region — 133,712 158,436 124,763 79039 Non Depart-J. S. Reynolds 63,479 86,240 83,415 83,415 79040 Non Depart-J Sargent Reyno 167,670 297,169 232,752 232,752 79041 Non Depart-Senior Connecti 40,000 40,000 40,000 40,000 79054 Non Depart-Sinia Suppor 40,000 40,000 40,000 40,000 79056 Non Depart-Richmond RegionTourism 1,744,092 1,729,835 1,890,290 1,797,281 79057 Non Depart-Greater Richmon 385,000 385,000 385,000 385,000 335,000 79059 Non Depart-Homeward 30,000 30,000 30,000 30,000 30,000 79061 Non Depart-Extension Servi 35,000 75,000 75,000 75,000 | 79029 | Non Depart-Memorial Child | 50,000 | 50,000 | 50,000 | 50,000 |
| 79035 Non Depart-Storefront For 45,000 45,000 45,000 145,000 79038 Non Depart-Richmond Region — 133,712 158,436 124,763 79039 Non Depart-J. S. Reynolds 63,479 86,240 83,415 83,415 79040 Non Depart-J Sargent Reyno 167,670 297,169 232,752 232,752 79041 Non Depart-Senior Connecti 40,000 40,000 40,000 40,000 79054 Non Depart-Senior Connecti 40,000 40,000 40,000 40,000 79056 Non Depart-Hickmond RegionTourism 1,744,092 1,729,835 1,890,290 1,797,281 79057 Non Depart-Greater Richmon 385,000 385,000 385,000 335,000 79059 Non Depart-Homeward 30,000 30,000 30,000 30,000 79061 Non Depart-Homeward 30,000 30,000 30,000 35,000 79062 Non Depart-Extension Servi 35,000 35,000 35,000 35,000 79064 | 79031 | Non Depart-Neiborhood Reso | 36,000 | 36,000 | 36,000 | 36,000 |
| 79038 Non Depart-Richmond Region — 133,712 158,436 124,763 79039 Non Depart-J. S. Reynolds 63,479 86,240 83,415 83,415 79040 Non Depart-J. Sargent Reyno 167,670 297,169 232,752 232,752 79041 Non Depart-Senior Connecti 40,000 40,000 40,000 40,000 79054 Non Depart-Virginia Suppor 40,000 40,000 40,000 40,000 79056 Non Depart-Richmond RegionTourism 1,744,092 1,729,835 1,890,290 1,797,281 79057 Non Depart-Greater Richmon 385,000 385,000 385,000 335,000 79059 Non Depart-Tax Relief For 2,651,250 2,785,733 4,266,000 4,041,755 79061 Non Depart-Homeward 30,000 30,000 30,000 30,000 30,000 79062 Non Depart-Offender Aid An 75,000 75,000 75,000 75,000 75,000 75,000 35,000 35,000 35,000 35,000 35,000 3 | 79033 | Non Depart-311 Call Center | 2,443 | _ | _ | _ |
| 79039 Non Depart-J. S. Reynolds 63,479 86,240 83,415 83,415 79040 Non Depart-J Sargent Reyno 167,670 297,169 232,752 232,752 79041 Non Depart-Senior Connecti 40,000 40,000 40,000 40,000 79054 Non Depart-Wirginia Suppor 40,000 40,000 40,000 40,000 79056 Non Depart-Richmond RegionTourism 1,744,092 1,729,835 1,890,290 1,797,281 79057 Non Depart-Greater Richmon 385,000 385,000 385,000 335,000 79059 Non Depart-Tax Relief For 2,651,250 2,785,733 4,266,000 4,041,755 79061 Non Depart-Homeward 30,000 30,000 30,000 30,000 30,000 79062 Non Depart-Offender Aid An 75,000 75,000 75,000 75,000 79064 Non Depart-Extension Servi 35,000 35,000 35,000 35,000 79065 Non Depart-Daily Planet 30,000 30,000 30,000 30,000 | 79035 | Non Depart-Storefront For | 45,000 | 45,000 | 45,000 | 145,000 |
| 79040 Non Depart-J Sargent Reyno 167,670 297,169 232,752 232,752 79041 Non Depart-Senior Connecti 40,000 40,000 40,000 40,000 79054 Non Depart-Virginia Suppor 40,000 40,000 40,000 40,000 79056 Non Depart-Richmond RegionTourism 1,744,092 1,729,835 1,890,290 1,797,281 79057 Non Depart-Greater Richmon 385,000 385,000 385,000 335,000 79059 Non Depart-Tax Relief For 2,651,250 2,785,733 4,266,000 4,041,755 79061 Non Depart-Homeward 30,000 30,000 30,000 30,000 79062 Non Depart-Extension Servi 35,000 75,000 75,000 75,000 79064 Non Depart-Extension Servi 30,000 30,000 30,000 30,000 79065 Non Depart-Baily Planet 30,000 30,000 30,000 30,000 79067 Non Depart-Richmond Ambula 5,000,000 5,000,000 5,000,000 4,000,000 | 79038 | Non Depart-Richmond Region | _ | 133,712 | 158,436 | 124,763 |
| 79041 Non Depart-Senior Connecti 40,000 40,000 40,000 40,000 79054 Non Depart-Virginia Suppor 40,000 40,000 40,000 40,000 79056 Non Depart-Richmond RegionTourism 1,744,092 1,729,835 1,890,290 1,797,281 79057 Non Depart-Greater Richmon 385,000 385,000 385,000 385,000 335,000 79059 Non Depart-Homeward 30,000 30,000 30,000 30,000 30,000 30,000 30,000 30,000 30,000 30,000 75,000 75,000 75,000 75,000 75,000 75,000 75,000 75,000 75,000 75,000 75,000 75,000 75,000 75,000 75,000 75,000 35,000 35,000 35,000 35,000 35,000 35,000 35,000 35,000 30,000 30,000 30,000 30,000 30,000 30,000 30,000 30,000 30,000 30,000 30,000 30,000 30,000 30,000 30,000 30,000 | 79039 | Non Depart-J. S. Reynolds | 63,479 | 86,240 | 83,415 | 83,415 |
| 79054 Non Depart-Virginia Suppor 40,000 40,000 40,000 40,000 79056 Non Depart-Richmond RegionTourism 1,744,092 1,729,835 1,890,290 1,797,281 79057 Non Depart-Greater Richmon 385,000 385,000 385,000 335,000 79059 Non Depart-Tax Relief For 2,651,250 2,785,733 4,266,000 4,041,755 79061 Non Depart-Homeward 30,000 30,000 30,000 30,000 79062 Non Depart-Offender Aid An 75,000 75,000 75,000 75,000 79064 Non Depart-Extension Servi 35,000 35,000 35,000 35,000 79065 Non Depart-Daily Planet 30,000 30,000 30,000 30,000 79067 Non Depart-Sizer Cities 9,019 3,169 10,000 30,000 79070 Non Depart-Richmond Ambula 5,000,000 5,000,000 5,000,000 4,000,000 79074 Non Depart-Ribha 3,428,240 3,428,240 3,428,240 3,428,240 3,428,2 | 79040 | Non Depart-J Sargent Reyno | 167,670 | 297,169 | 232,752 | 232,752 |
| 79056 Non Depart-Richmond RegionTourism 1,744,092 1,729,835 1,890,290 1,797,281 79057 Non Depart-Greater Richmon 385,000 385,000 385,000 335,000 79059 Non Depart-Tax Relief For 2,651,250 2,785,733 4,266,000 4,041,755 79061 Non Depart-Homeward 30,000 30,000 30,000 30,000 79062 Non Depart-Offender Aid An 75,000 75,000 75,000 75,000 79064 Non Depart-Extension Servi 35,000 35,000 35,000 35,000 79065 Non Depart-Daily Planet 30,000 30,000 30,000 30,000 79067 Non Depart-Sister Cities 9,019 3,169 10,000 30,000 79070 Non Depart-Richmond Ambula 5,000,000 5,000,000 5,000,000 4,000,000 79071 Non Depart-Richmand 3,428,240 3,428,240 3,428,240 3,428,240 3,428,240 79074 Non Depart-Boys & Girls Cl — — — — | 79041 | Non Depart-Senior Connecti | 40,000 | 40,000 | 40,000 | 40,000 |
| 79057 Non Depart-Greater Richmon 385,000 385,000 385,000 335,000 79059 Non Depart-Tax Relief For 2,651,250 2,785,733 4,266,000 4,041,755 79061 Non Depart-Homeward 30,000 30,000 30,000 30,000 79062 Non Depart-Offender Aid An 75,000 75,000 75,000 75,000 79064 Non Depart-Extension Servi 35,000 35,000 35,000 35,000 79065 Non Depart-Daily Planet 30,000 30,000 30,000 30,000 79067 Non Depart-Sister Cities 9,019 3,169 10,000 30,000 79070 Non Depart-Richmond Ambula 5,000,000 5,000,000 5,000,000 4,000,000 79071 Non Depart-Richmond Ambula 3,428,240 3,428,240 3,428,240 3,428,240 3,428,240 3,428,240 3,428,240 3,428,240 3,428,240 3,428,240 3,428,240 3,428,240 3,428,240 3,428,240 3,428,240 3,428,240 3,428,240 3,428,240 3 | 79054 | Non Depart-Virginia Suppor | 40,000 | 40,000 | 40,000 | 40,000 |
| 79059 Non Depart-Tax Relief For 2,651,250 2,785,733 4,266,000 4,041,755 79061 Non Depart-Homeward 30,000 30,000 30,000 30,000 79062 Non Depart-Offender Aid An 75,000 75,000 75,000 75,000 79064 Non Depart-Extension Servi 35,000 35,000 35,000 35,000 79065 Non Depart-Daily Planet 30,000 30,000 30,000 30,000 79067 Non Depart-Vha/Rnh Subsidy 28,846 24,198 60,700 — 79069 Non Depart-Sister Cities 9,019 3,169 10,000 30,000 79070 Non Depart-Richmond Ambula 5,000,000 5,000,000 5,000,000 4,000,000 79071 Non Depart-Ridefinders 7,500 7,500 7,500 7,500 79074 Non Depart-Boys & Girls Cl — — — — — 79077 Non Depart-Cap Region Work 62,400 84,000 80,200 71,000 79080 Non | 79056 | Non Depart-Richmond RegionTourism | 1,744,092 | 1,729,835 | 1,890,290 | 1,797,281 |
| 79061 Non Depart-Homeward 30,000 30,000 30,000 30,000 79062 Non Depart-Offender Aid An 75,000 75,000 75,000 75,000 79064 Non Depart-Extension Servi 35,000 35,000 35,000 35,000 79065 Non Depart-Daily Planet 30,000 30,000 30,000 30,000 79067 Non Depart-Vha/Rnh Subsidy 28,846 24,198 60,700 — 79069 Non Depart-Sister Cities 9,019 3,169 10,000 30,000 79070 Non Depart-Richmond Ambula 5,000,000 5,000,000 5,000,000 4,000,000 79071 Non Depart-Ridefinders 7,500 7,500 7,500 7,500 79074 Non Depart-Bohs 3,428,240 3,428,240 3,428,240 3,428,240 79076 Non Depart-Boys & Girls Cl — — — — — 79080 Non Depart-Center For High — — — — — 79081 Non Depart-Bet | 79057 | Non Depart-Greater Richmon | 385,000 | 385,000 | 385,000 | 335,000 |
| 79062 Non Depart-Offender Aid An 75,000 75,000 75,000 79064 Non Depart-Extension Servi 35,000 35,000 35,000 35,000 79065 Non Depart-Daily Planet 30,000 30,000 30,000 30,000 79067 Non Depart-Vha/Rnh Subsidy 28,846 24,198 60,700 — 79069 Non Depart-Sister Cities 9,019 3,169 10,000 30,000 79070 Non Depart-Richmond Ambula 5,000,000 5,000,000 5,000,000 4,000,000 79071 Non Depart-Ridefinders 7,500 7,500 7,500 7,500 79074 Non Depart-Roha 3,428,240 3,428,240 3,428,240 3,428,240 79076 Non Depart-Boys & Girls Cl — — — — 79080 Non Depart-Cap Region Work 62,400 84,000 80,200 71,000 79081 Non Depart-Better Housing 5,000 5,000 5,000 5,000 79082 Non Depart-Better Housing 39,840 | 79059 | Non Depart-Tax Relief For | 2,651,250 | 2,785,733 | 4,266,000 | 4,041,755 |
| 79064 Non Depart-Extension Servi 35,000 35,000 35,000 35,000 79065 Non Depart-Daily Planet 30,000 30,000 30,000 30,000 79067 Non Depart-Vha/Rnh Subsidy 28,846 24,198 60,700 — 79069 Non Depart-Sister Cities 9,019 3,169 10,000 30,000 79070 Non Depart-Richmond Ambula 5,000,000 5,000,000 5,000,000 4,000,000 79071 Non Depart-Ridefinders 7,500 7,500 7,500 7,500 79074 Non Depart-Bha 3,428,240 3,428,240 3,428,240 3,428,240 79076 Non Depart-Boys & Girls Cl — — — — 79077 Non Depart-Cap Region Work 62,400 84,000 80,200 71,000 79080 Non Depart-Art 180 5,000 5,000 5,000 5,000 79082 Non Depart-Better Housing 39,840 39,840 39,840 39,840 39,840 | 79061 | Non Depart-Homeward | 30,000 | 30,000 | 30,000 | 30,000 |
| 79065 Non Depart-Daily Planet 30,000 30,000 30,000 30,000 79067 Non Depart-Vha/Rnh Subsidy 28,846 24,198 60,700 — 79069 Non Depart-Sister Cities 9,019 3,169 10,000 30,000 79070 Non Depart-Richmond Ambula 5,000,000 5,000,000 5,000,000 4,000,000 79071 Non Depart-Ridefinders 7,500 7,500 7,500 7,500 79074 Non Depart-Rbha 3,428,240 3,428,240 3,428,240 3,428,240 79076 Non Depart-Boys & Girls Cl — — — — 79077 Non Depart-Cap Region Work 62,400 84,000 80,200 71,000 79080 Non Depart-Center For High — — — — 79081 Non Depart-Better Housing 39,840 39,840 39,840 39,840 | 79062 | Non Depart-Offender Aid An | 75,000 | 75,000 | 75,000 | 75,000 |
| 79067 Non Depart-Vha/Rnh Subsidy 28,846 24,198 60,700 — 79069 Non Depart-Sister Cities 9,019 3,169 10,000 30,000 79070 Non Depart-Richmond Ambula 5,000,000 5,000,000 5,000,000 4,000,000 79071 Non Depart-Ridefinders 7,500 7,500 7,500 7,500 79074 Non Depart-Rbha 3,428,240 3,428,240 3,428,240 3,428,240 79076 Non Depart-Boys & Girls Cl — — — — 79077 Non Depart-Cap Region Work 62,400 84,000 80,200 71,000 79080 Non Depart-Center For High — — — — — 79081 Non Depart-Better Housing 39,840 39,840 39,840 39,840 | 79064 | Non Depart-Extension Servi | 35,000 | 35,000 | 35,000 | 35,000 |
| 79067 Non Depart-Vha/Rnh Subsidy 28,846 24,198 60,700 — 79069 Non Depart-Sister Cities 9,019 3,169 10,000 30,000 79070 Non Depart-Richmond Ambula 5,000,000 5,000,000 5,000,000 4,000,000 79071 Non Depart-Ridefinders 7,500 7,500 7,500 7,500 79074 Non Depart-Rbha 3,428,240 3,428,240 3,428,240 3,428,240 79076 Non Depart-Boys & Girls Cl — — — — 79077 Non Depart-Cap Region Work 62,400 84,000 80,200 71,000 79080 Non Depart-Center For High — — — — — 79081 Non Depart-Better Housing 39,840 39,840 39,840 39,840 79082 Non Depart-Better Housing 39,840 39,840 39,840 | 79065 | Non Depart-Daily Planet | 30,000 | 30,000 | 30,000 | 30,000 |
| 79070 Non Depart-Richmond Ambula 5,000,000 5,000,000 5,000,000 4,000,000 79071 Non Depart-Ridefinders 7,500 7,500 7,500 7,500 79074 Non Depart-Rbha 3,428,240 3,428,240 3,428,240 3,428,240 79076 Non Depart-Boys & Girls Cl — — — — 79077 Non Depart-Cap Region Work 62,400 84,000 80,200 71,000 79080 Non Depart-Center For High — — — — 79081 Non Depart-Art 180 5,000 5,000 5,000 5,000 79082 Non Depart-Better Housing 39,840 39,840 39,840 39,840 | 79067 | | 28,846 | 24,198 | 60,700 | _ |
| 79071 Non Depart-Ridefinders 7,500 7,500 7,500 7,500 79074 Non Depart-Rbha 3,428,240 3,428,240 3,428,240 3,428,240 3,428,240 3,428,240 3,428,240 3,428,240 3,428,240 7,500 <td>79069</td> <td>Non Depart-Sister Cities</td> <td>9,019</td> <td>3,169</td> <td>10,000</td> <td>30,000</td> | 79069 | Non Depart-Sister Cities | 9,019 | 3,169 | 10,000 | 30,000 |
| 79074 Non Depart-Rbha 3,428,240 3,428,240 3,428,240 3,428,240 79076 Non Depart-Boys & Girls Cl — — — — 79077 Non Depart-Cap Region Work 62,400 84,000 80,200 71,000 79080 Non Depart-Center For High — — — — 79081 Non Depart-Art 180 5,000 5,000 5,000 5,000 79082 Non Depart-Better Housing 39,840 39,840 39,840 39,840 | 79070 | Non Depart-Richmond Ambula | 5,000,000 | 5,000,000 | 5,000,000 | 4,000,000 |
| 79074 Non Depart-Rbha 3,428,240 3,428,240 3,428,240 3,428,240 79076 Non Depart-Boys & Girls Cl — — — — 79077 Non Depart-Cap Region Work 62,400 84,000 80,200 71,000 79080 Non Depart-Center For High — — — — 79081 Non Depart-Art 180 5,000 5,000 5,000 5,000 79082 Non Depart-Better Housing 39,840 39,840 39,840 39,840 | 79071 | Non Depart-Ridefinders | 7,500 | 7,500 | 7,500 | 7,500 |
| 79077 Non Depart-Cap Region Work 62,400 84,000 80,200 71,000 79080 Non Depart-Center For High — — — — 79081 Non Depart-Art 180 5,000 5,000 5,000 5,000 79082 Non Depart-Better Housing 39,840 39,840 39,840 39,840 | | Non Depart-Rbha | 3,428,240 | 3,428,240 | 3,428,240 | 3,428,240 |
| 79077 Non Depart-Cap Region Work 62,400 84,000 80,200 71,000 79080 Non Depart-Center For High — — — — 79081 Non Depart-Art 180 5,000 5,000 5,000 5,000 79082 Non Depart-Better Housing 39,840 39,840 39,840 39,840 | | · · · · · · · · · · · · · · · · · · · | - | _ | _ | _ |
| 79080 Non Depart-Center For High — — — — 79081 Non Depart-Art 180 5,000 5,000 5,000 5,000 79082 Non Depart-Better Housing 39,840 39,840 39,840 39,840 | | · | 62,400 | 84,000 | 80,200 | 71,000 |
| 79081 Non Depart-Art 180 5,000 5,000 5,000 5,000 79082 Non Depart-Better Housing 39,840 39,840 39,840 39,840 | | · · · · | - | _ | _ | _ |
| 79082 Non Depart-Better Housing 39,840 39,840 39,840 39,840 | | | 5,000 | 5,000 | 5,000 | 5,000 |
| | | <u>'</u> | + + | | · | 39,840 |
| | 79083 | Non Depart-Retirees Health Care | 2,977,609 | 3,115,779 | 3,600,000 | 3,300,000 |

| Cost Center | Cost Center Description | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------|---|------------------|------------------|-------------------|-------------------|
| 79084 | Non Depart-Communities In Schools | 400,000 | 400,000 | 400,000 | 400,000 |
| 79087 | Non Depart-Citycelebrations | 1,165,000 | 1,165,000 | 1,165,000 | 1,065,000 |
| 79088 | Non Depart-Metro Business League | 75,000 | 75,000 | 75,000 | 75,000 |
| 79091 | Non Depart-Scan Of Greater Richmond | 15,000 | 15,000 | 15,000 | 15,000 |
| 79092 | Non Depart-Richmond Boys Choir | 35,000 | 26,250 | 35,000 | 35,000 |
| 79093 | Non Depart-Metro Richmond Sportsbackers | 150,000 | 150,000 | 150,000 | 150,000 |
| 79094 | Non Depart-Black History Museum Match Fun | 100,000 | 100,000 | 100,000 | 100,000 |
| 79096 | Non Depart-Asian Chamber Of Commerce | 18,712 | 18,712 | _ | _ |
| 79102 | Non Depart-Robinson Theater Community Art | 15,000 | 15,000 | 15,000 | 15,000 |
| 79106 | Non Depart-Camp Diva | 15,000 | 15,000 | 15,000 | 12,500 |
| 79107 | Non Depart-Crossover Ministries | 20,000 | 20,000 | 20,000 | 20,000 |
| 79109 | Non Depart-Emergency Shelter Home Again | 50,000 | 50,000 | 50,000 | 50,000 |
| 79112 | Non Depart-Peter Paul Development Center | 50,000 | 47,500 | 50,000 | 50,000 |
| 79113 | Non Depart-Senior Center Of Greater Richmond | 19,000 | 19,000 | 19,000 | 19,000 |
| 79114 | Non Depart-Southside Community Development Corporation | 125,000 | 125,000 | _ | _ |
| 79116 | Non Depart-The Podium Foundation | 17,500 | 14,500 | 17,500 | 17,500 |
| 79117 | Non Depart-Home (Housing Opportunities Made Equal) | 30,000 | _ | _ | _ |
| 79123 | Non Depart-RPS Community of Caring | 40,000 | 40,000 | 40,000 | 40,000 |
| 79124 | Non Depart-Groundwork RVA, Inc | 60,000 | 60,000 | 60,000 | 60,000 |
| 79125 | Non Depart-Middle School Renaissance 2020, LLC | 262,500 | 362,500 | 362,500 | 362,500 |
| 79126 | Non Depart-RPS Foundation-Promise Scholarship Feasibility Study | 320,000 | 320,000 | - | _ |
| 79130 | Non Depart-Wyeth LLC | 65,000 | 56,929 | 120,000 | 120,000 |
| 79201 | Non Depart-MetroCare Water Crisis Program | 300,000 | - | 200,000 | 50,000 |
| 79203 | Non Depart-Stone Brewery-Development Grant | 300,000 | 300,000 | 450,000 | 350,000 |
| 79208 | Non Depart-RRHA East End Transformation | 200,000 | 200,000 | _ | _ |
| 79209 | Non Depart-VA Treatment Center for Children | 30,000 | 30,000 | 30,000 | 30,000 |
| 79211 | Non Depart-New Warwick Townhomes LLC | 45,000 | 45,000 | _ | |
| 79212 | Non Depart-Center Stage Foundation- Assistance for Resident Performing Arts Companies | 180,000 | 141,610 | 180,000 | 180,000 |
| 79221 | Non Depart-Cadence Theatre Company | 2,250 | | | _ |
| 79252 | Non Depart-Fulton Hill Studios | 250,000 | _ | | _ |
| 79253 | Non Depart-Carytown, Inc-Litter Clean Up | 25,000 | 25,000 | _ | _ |

| Cost Center | Cost Center Description | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------|--|------------------|------------------|-------------------|-------------------|
| 79255 | Non Depart-Enrichmond Foundation | 125,000 | 75,000 | 75,000 | _ |
| 79256 | Non Depart-Healthy Hearts Plus II, Inc. | 20,000 | 20,000 | 20,000 | 20,000 |
| 79258 | Non Depart-The Richmond Symphony | 50,000 | 50,000 | 50,000 | 50,000 |
| 79259 | Non Depart-Stone Brewery Conditional Real Estate Grant | 265,000 | 189,287 | 440,000 | 420,000 |
| 79260 | Non Depart-Transfer to Information Technology ISF | 21,794,669 | 19,444,801 | 18,996,072 | 18,996,072 |
| 79261 | Non Depart-Transfer to Risk Management ISF | 9,346,497 | 12,994,515 | 9,969,293 | 11,927,643 |
| 79262 | Non Depart-Gateway Plaza ECD Grant | 300,000 | 269,550 | 300,000 | 300,000 |
| 79264 | Non Depart-Junior Achievement | 10,667 | 21,333 | 16,000 | 16,000 |
| 79266 | Non Depart-Transfer to RPS Capital Construction Special Reserve Fund | 383,761 | 839,718 | 8,524,681 | 9,050,590 |
| 79267 | Non Depart-Richmond Ballet | 100,000 | 100,000 | _ | _ |
| 79268 | Non Depart-YWCA Richmond | 50,000 | 50,000 | 50,000 | 50,000 |
| 79269 | Non Depart-Virginia Literacy Foundation | 63,832 | 63,832 | 63,832 | 63,832 |
| 79270 | Non Depart-Conexus | 52,038 | 52,020 | 52,038 | 52,038 |
| 79271 | Non Depart-Higher Achievement | 50,000 | 50,000 | 50,000 | 50,000 |
| 79272 | Non Depart-The Literacy Lab | 96,250 | 96,250 | 96,250 | 96,250 |
| 79273 | Non Depart-Commonwealth Catholic Charities | 100,000 | 100,000 | 100,000 | 100,000 |
| 79274 | Non Depart-Local Initiatives Support Corporation (FOC) | 50,000 | 50,000 | 50,000 | 50,000 |
| 79275 | Non Depart-Emp Salary Adjustments- Comp/Class Study | _ | _ | _ | 5,807,124 |
| 79276 | Non Depart-Lewis Ginter Botanical Gardens | 25,000 | 25,000 | 25,000 | 25,000 |
| 79277 | Non Depart-Health Brigade | 30,000 | 30,000 | 30,000 | 30,000 |
| 79278 | Non Depart-GF Transfer from Committed Fund Balance to Richmond Retirement System | 2,000,000 | 6,963,640 | _ | _ |
| 79280 | Non Depart-Adult Alternative Program | 100,000 | 75,000 | _ | _ |
| 79281 | Non Dept-Owens & Minor Medical, Inc. On the Job Training Grant EDA | _ | 120,000 | _ | _ |
| 79282 | Non Dept-OPEB Trust | 250,000 | 500,000 | 250,000 | 1,400,000 |
| 79284 | Non Depart-Eviction Diversion Program | _ | 485,140 | 485,140 | 485,140 |
| 79291 | Non Depart-J. Sargeant Reynolds Educational Foundation | _ | _ | 130,000 | |
| 79305 | Non Depart-Reserves for Contingencies - COVID-19 | _ | _ | 300,000 | _ |
| 79306 | Non Depart-Project Experience | _ | _ | _ | 325,000 |
| 79307 | Non Depart-RVA League for Safer Streets | | | _ | 25,000 |
| 79308 | Non Depart-Citizens Against Residential Emergencies | _ | _ | _ | 4,200 |
| 79309 | Non Depart-Special Reserve to the Affordable Housing Trust Fund | _ | | | 2,472,307 |
| 79310 | Non Depart-Public Defenders' Salary Supplements | _ | _ | _ | 572,469 |

| Cost Center | Cost Center Description | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------|---|------------------|------------------|-------------------|-------------------|
| 79311 | Non Depart-Citizen Review Board | _ | _ | _ | 204,199 |
| 79312 | Non Depart-Hand Up Community Resources | _ | | _ | 25,000 |
| 79313 | Non Depart-Gun Violence Prevention Initiative | _ | | ı | 133,898 |
| | Grand Total: | \$ 699,871,118 | \$ 732,563,291 | \$ 744,050,117 | \$ 772,831,959 |

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 balances economic indicators, data trends, and account activity. The result is a regularly updated forecast with multiple data and data sources, increasing accuracy and decreasing the 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.

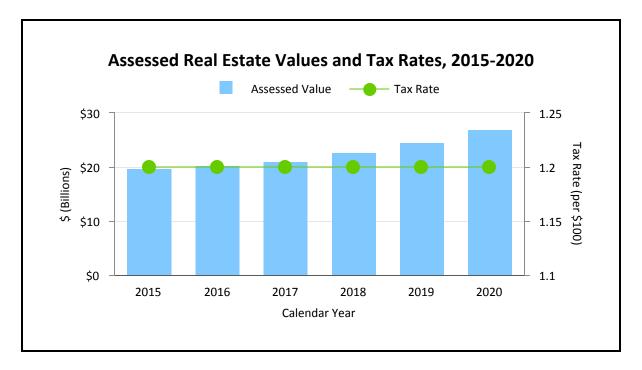
GENERAL PROPERTY TAXES

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 the 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 eight years and the City's per capita tax bills for eight years.



Although assessed values of real property are expected to grow at a tepid pace, the City anticipates collecting a higher rate of real property taxes, from an average of 95 percent collections during the period of 2008 - 2012, to 96.5 percent. The proposed 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 FY22 as there is no expectation of new revenue sources for this category at this time.

OTHER LOCAL TAXES

Consumer Utility Taxes

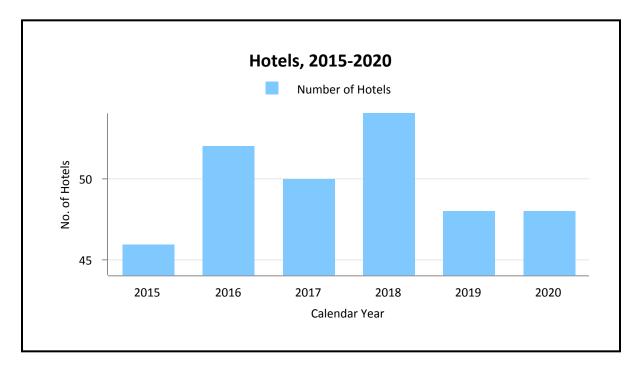
Consumer utility taxes are taxes paid on consumption of electricity and gas by businesses and residents as well as utility pole and conduit taxes paid by utility and public service companies. The three sources of this revenue are relatively stable from year-to-year, with little growth anticipated.

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 hotel & motel growths in City of Richmond:



Business Taxes

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

Cigarette Tax

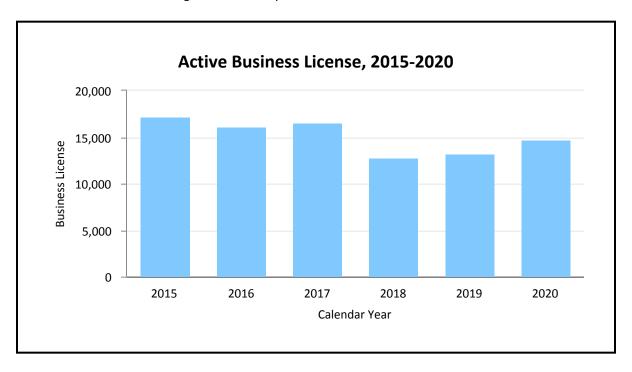
The FY22 adopted budget maintains the current tax on cigarette purchases of \$0.50 per pack.

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 fee 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. The chart below 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 at a slight decrease in comparison to FY21.

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 grants, 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.

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 FY22 Adopted Budget, charges for goods and services consist primarily of fire and rescue services, information 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).





OVERVIEW

Richmond, Virginia is poised for a vibrant period of growth and progress marked by both increased economic investment and 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. To do that effectively, Richmond's Mayor, Levar M. Stoney, continues to transform the City of Richmond's government with bold, proactive action to build "One Richmond". Transforming our City, so that it provides the highest possible quality of life as well as educational and economic opportunities to all residents, requires a city government functioning at a high level of professional excellence, service delivery, 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?
- Goals General description of our intended destination. What do we want to achieve in our community?
- **Objectives** Action steps to achieve success, building blocks of strategy. What must we do to be successful?
- Performance Measures and Key Performance Indicators Quantitative data or deliverable that provides an analytical basis for decision-making. What results matter most? How will we know if we are successful?

To the maximum extent possible, 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 annually within this organization. Items identified in one year, or by one particular administration, can change from year to year or as administrations change.

PHOTO CREDIT

Photos Courtesy of Richmond Region Tourism (visitrichmondva.com), Office of the Press Secretary, City of Richmond and Huguenot High School via Richmond Public Schools.



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.

COMPASSIONATE - We care about the well-being of the people we serve (citizens, visitors, workforce, etc.) and our concern inspires us in the work we do every day.

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

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.

INCLUSIVE AND DIVERSE - We acknowledge the experiences of all people, regardless of race, gender identity, 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.

INTEGRITY - We strive to do what is right and do what we say we will do.

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.



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 and Responsive, Accountable and Innovative Government

2. Economic Empowerment

Attract new businesses to the City, retain and expand existing enterprises, and create new opportunities for local entrepreneurs, to include minority, small, and emerging businesses. Create and retain jobs, increase household incomes, and enable thriving self-sufficient families.

Aligns with Council Focus Area(s): 21st 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, and a safe, equitable, efficient, and sustainable citywide transportation network while ensuring all those in Richmond's diverse communities experience a high quality of life.

Aligns with Council Focus Area(s): 21st 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 and population health related 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 and Responsive, Accountable, and Innovative Government

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

Aligns with Council Focus Area(s):

- Strong Futures for Children, Adults, and Families
- Responsive, Accountable, and Innovative Government

Richmond needs and deserves schools in which all residents and potential residents have a sense of confidence and pride. Our community has much that can be offered to benefit our students, teachers, and schools. This Priority Area reflects the Stoney administration's commitment to improving educational outcomes, skill development, and workforce readiness in Richmond through a comprehensive approach that supports families' learning needs inside and outside the classroom.

- Goal 1 Support the Strategic Plan of the Richmond Public Schools (DREAMS4RPS)
- Goal 2 Develop lifelong learning pathways

Note: Richmond Public Schools (RPS) is a separate government entity. The School Board is Richmond's local governing educational body. The City of Richmond is part of an "education compact" that facilitates regular meetings between city agencies whose operations directly affect children and families and representatives of RPS to promote improved communication, identify opportunities for productive collaboration, and implement various projects and initiatives.

MAJOR OBJECTIVES

- Support Richmond Public Schools strategic priorities: 1) Exciting and Rigorous Teaching and Learning; 2)
 Skilled and Supported Staff; 3) Safe and Loving School Cultures; 4) Deep Partnership with Families and
 Community; and 5) Modern Systems and Infrastructure. Learn more at: https://www.rvaschools.net/Page/5346
- Facilitate partnerships that result in better outcomes for students and youth with tangible mutual benefits for collaborating partners
- Expand access to high-quality early childhood care and education opportunities that promote school readiness
- Universalize access to high-quality, full-service out-of-school time opportunities, including after-school and summer learning experiences, for all Richmond Public Schools elementary and middle school students
- Increase adult literacy rates
- Expand access to adult education programming opportunities such as apprenticeships, learning additional skills, and learning new skills

 Reduce barriers to post secondary success by addressing the accessibility of food, affordable housing, childcare, and transportation (also addressed in other Priority Areas)

KEY PERFORMANCE INDICATORS

| Priority Area 1 | 2018 | 2019 | 2020 |
|--|---------------|---------------|---------------|
| City of Richmond General Fund Dollars Appropriated to Richmond Public Schools (excluding Debt Cost, State Shared Sales Tax and Non-Departmental) | \$158,975,683 | \$169,146,483 | \$175,193,143 |
| City of Richmond Capital Improvement Program Dollars Appropriated to Richmond Public Schools (New School Construction) | - | 150,000,000 | _ |
| City of Richmond Capital Improvement Program Dollars Appropriated to Richmond Public Schools (Capital Maintenance) | \$5,165,326 | \$1,562,000 | \$19,000,000 |
| City of Richmond Capital Improvement Program Dollars Appropriated to Richmond Public Schools (School Bus Lease) | \$4,228,637 | - | _ |
| Out of School Time Program Participants (Richmond Parks & Rec Programs) | 1,389 | 1,520 | 1,598 |
| # of Events, Training Classes, and Job Fairs Per Year (Office of Community Wealth Building) | 2,430 | 5,056 | 4,483 |





PRIORITY AREA 2: ECONOMIC EMPOWERMENT

Aligns with Council Focus Area(s):

- 21st Century Richmond: Planned Growth, Economic Progress, & Affordable Housing
- 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 opportunities for all. We promote the creation and retention of jobs and stimulation of investment in neighborhoods and businesses (including minority, small, and emerging). This Priority Area also reflects the Stoney administration's commitment to reducing poverty and achieving economic empowerment through access to assets, services and support; job skills and business management training; and opportunities for local entrepreneurs. Inclusive economic development and community wealth building strategies assure that those who most need employment and business opportunities have the support needed to succeed.

- Goal 1 Increase the size and diversity of the revenue/tax base
- Goal 2 Address the generational cycle of poverty
- Goal 3 Foster and promote a supportive business environment

MAJOR OBJECTIVES

- Develop and support Richmond's diverse tax revenue base
- Support minority, small, and local business development and entrepreneurship
- Attract 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
- Promote development through a mixture of strategies and funding sources
- Continue to implement the established vision for the growth of the City (e.g., Richmond 300, Vision 2020, etc.)
- Ensure that all individuals, including the most disadvantaged, have access to and use of information and communication technologies

KEY PERFORMANCE INDICATORS

| Priority Area 2 | 2018 | 2019 | 2020 |
|---|----------------|----------------|----------------|
| Number of Jobs in Richmond* | 653,953 | 680,068 | 661,600 |
| Richmond Unemployment Rate* | 3.2% | 2.8% | 6.7% |
| All Ages Poverty Rate* | 24.5% | 21.9% | 24.5% |
| # Existing Jobs Retained through Dept of Economic Development Efforts | 439 | 179 | N/A |
| # New Jobs Created w / Assistance from Dept of Economic Development | 92 | 1,079 | 780 |
| # New Businesses Attracted through Dept of Economic Development Efforts | 7 | 12 | 3 |
| Private Investment Dollars Brought in | \$113 Million | \$77.5 Million | \$68.4 Million |
| MBE/ESB Business Investment | \$26.2 Million | \$30.3 Million | \$37.2 Million |
| # of New MBE / ESB Businesses | 60 | 36 | 42 |
| # of Enrolled Workforce Center Participants who Attained Employment (Office of Community Wealth Building) | 372 | 600 | 452 |
| Tourism Spending*** | \$800,233,462 | \$836,450,886 | Pending |
| Tourism Jobs*** | 7,533 | 7,835 | Pending |

^{*} While Mayor Stoney supports and acknowledges the importance of tracking success of these indicators, he is also aware that there are multiple factors beyond the scope of city government that impact them.

^{***} U.S. Travel Association (2019), The Economic Impact of Domestic Travel on Virginia Counties 2018, Study Prepared for: Virginia Tourism Authority, Available at: https://www.vatc.org/research/economicimpact



^{**} Year indicated is release date of American Community Survey for previous 12 months.



PRIORITY AREA 3: VIBRANT, INCLUSIVE, & MOBILE COMMUNITIES

Aligns with Council Focus Area(s):

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

Create vibrant, attractive, and sustainable neighborhoods characterized by a diverse population of differing incomes and exceptionally designed living and public spaces, within a network of interconnected neighborhoods that offer a quality array of recreational, cultural, 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 high quality of life for all.

- Goal 1 Improve livability by championing inclusion and diversity
- Goal 2 Provide tangible housing options for citizens
- Goal 3 Promote and preserve sustainable infrastructure
- Goal 4 Become climate-ready and resilient
- Goal 5 Support safe public facilities and services

MAJOR OBJECTIVES

- Improve access to affordable 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 the elderly, disabled, and other vulnerable populations
- Create opportunities for social and economic inclusion
- Expand access, revitalize, and create new parks, green space, public trails, and access points to the James River
- Promote a sustainable future for residents
- Improve service delivery in underserved areas

- Convenient, safe, and reliable transportation services that reduce road congestion and air pollution
- Manage our roadways, bridges and transportation infrastructure and preserve them for future generations by maintaining the City's capital assets
- Well designed streets that provide access to businesses, operate efficiently, and provide opportunities for attractive spaces
- Provide multi-modal transportation to support economic development
- Coordinated regional transit will be an extensive part of the future transportation system and access to jobs and housing

KEY PERFORMANCE INDICATORS

| Priority Area 3 | 2018 | 2019 | 2020 |
|---|-------------|-------------|-------------|
| % of Residential Permits Issued within 20 Business Days | 88.7% | 90.8% | 78% |
| % of Commercial Permits Issued Within 20 Business Days | 72.8% | 74.9% | 59% |
| Infrastructure Investment in Parks, Recreation & Community Facilities | \$4,706,317 | \$4,158,650 | \$4,008,650 |
| Community Development Block Grant (CDBG) Funding | \$4,421,852 | \$4,559,002 | \$4,462,031 |
| Number of Housing Units in Richmond* | 100,120 | 101,081 | 101,240 |
| Affordable Housing Trust Fund Expenditures | \$294,982 | \$911,985 | \$967,325 |
| # of Miles of Sidewalk Improved | 7.88 | 4.4 | 2.1 |
| # of Miles of New Sidewalk Installed | _ | 0.6 | 0.48 |
| % of City Structures that Have a Structurally Deficient Rating | 12.1% | 12.1% | 12.0% |
| Miles of Streets Resurfaced | 94 | 93 | 298.8 |
| # of Potholes Paved | 25,623 | 34,451 | 15,621 |
| % of Open Pothole Requests that are Three Weeks Old or Less | 50.9% | 66% | 74% |
| # of Miles of Bike Infrastructure | 39.85 | 41.65 | 48.1 |
| # Lane Miles of Alleys Improved | 87 | 113 | 106.8 |
| GRTC Annual System-Wide Ridership | 7.4 Million | 8.6 Million | 7.5 Million |
| GRTC Bus Rapid Transit Ridership | N/A | 1.9 Million | 1.4 Million |
| # of Park Visitors (James River Park) | 1,899,421 | 1,805,751 | 1,992,028 |

^{*}Year indicated is release date of American Community Survey for previous 12 months.





PRIORITY AREA 4: PUBLIC SAFETY, HEALTH, & WELLNESS

Aligns with Council Focus Area:

- Safe Neighborhoods
- Responsive, Accountable, and Innovative Government

The focus of this Priority Area is addressing all issues related to public safety and population health related opportunities and challenges. 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; and 3) have opportunities for a healthier life through programs, education, and outreach.

- Goal 1 Provide public safety service to create safe neighborhoods to improve the lives of our residents
- Goal 2 Prevent substance (mis)use
- Goal 3 Ensure all phases of the Emergency Management Cycle are comprehensive and inclusive
- Goal 4 Promote the well-being of children and families

MAJOR OBJECTIVES

- Reduce major crime and other public safety incidents, including crime prevention, increased visibility, and positive engagement
- Preserve public trust through prevention investment, transparency, and accountable service delivery
- Maintain and promote security at city facilities, courthouses, and the Justice Center
- Provide humane care to ensure that animal welfare is optimized and suffering is prevented
- Ensure high-quality customer/caller engagement through an effective 911 center
- Enhance citywide emergency management (coordination, mitigation, planning, response, and recovery)
- Promote a healthier community through programs, education, and outreach
- Address crises or barriers that hinder a family from participating in work activities
- Provide programs that focus on a safe and caring home for a child
- Enhance social support and services that reduce people misusing substances
- Improve citizen perception of safety and increase citizen satisfaction, including an improved resident sense of connectivity to neighbors and a collaborative approach to youth intervention
- Improve equity in Richmond's justice system

• Promote healthy lifestyles (exercise, nutrition, and medical care)

KEY PERFORMANCE INDICATORS

| Priority Area 4 | 2018 | 2019 | 2020 |
|--|--|--|--|
| Police Average Response Time | 4:48 | 4:53 | 3.66 |
| Time of arrival of the first Richmond Fire & Emergency Service unit on scene to a dispatched emergency | 5:30 | 4:48 | 6:05 |
| Richmond Ambulance Authority Average Response Time | 6:00 | 5:41 | 5.38 |
| # of Violent Crimes | 1,178 | 1,201 | 1,085.00 |
| # of Property Crimes | 8,926 | 8,548 | 7,667.00 |
| % of residential fire confined to room or origin | 62% | 61% | 51.17% |
| # of Individuals Living with AIDS (Richmond City Health District) | 1,041 (445 per 100,000 population) | 1,048 (458 per 100,000 population) | 1,048 (458 per 100,000 population) |
| New HIV Diagnoses (Richmond City Health District) | 77 (33.9 per 100,000 population) | 60 (26.2 per 100,000 population) | 53 (23.2 per 100,000 population) |
| # of People Successfully Navigated to Patient Centered Medical Homes (Richmond City Health District) | 330 | 315 | 181 |
| Teen Pregnancies (Richmond City Health District) | 314 (25.8 per 1,000 females) | Age group 10-19: 229 (18.9 per 1,000 females) Age group 15-19: 226 (31.5 per 1,000 females) | Age group 10-19: 267 (22.1 per 1,000 females) Age group 15-19: 259 (21.5 per 1,000 females) |
| # of Long Acting Reversible Contraceptive Devices (LARCs) placed (Richmond City Health District) | 119 | 200 | 61 |
| Infant Deaths (Richmond City Health District) | 4 (6.1 per 1,000 live births) | 30 (9.7 per 1,000 live births) | 21 (preliminary data) |
| Fatal Overdoses from Opioids | 91 (39.8 per 100,000 population) | Pending | 113 (49.0 per 100,000 population) |
| # of Individuals Trained in Using Naloxone | 706 | 1,394 | 2,717 |
| # of Naloxone Doses Dispensed | 1,412 | 2,738 | 5,434 |
| % of Re-entry Residents who Obtained Employment (DJS Secure Detention Operations) | 50% | 100% | 50% |
| City of Richmond General Fund Dollars Appropriated to Richmond Behavioral Health Authority | \$2,695,000 | \$3,428,240 | \$3,428,240 |
| % of Richmond Department of Justice Services staff required to complete training on Evidence Based Practices that have completed it | 75% | 75% | 81% |
| % of Richmond Department of Justice Services staff required to complete training on Trauma Informed Practices that have completed it | 75% | 75% | 99% |



PRIORITY AREA 5: EFFICIENT & HIGH QUALITY SERVICE DELIVERY

Aligns with Council Focus Area(s):

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

Promote a well-managed government that delivers high-quality services (both internal and external) to all, thereby inspiring confidence and preserving the public trust. The Stoney administration is committed to planning intelligently for continued growth and being wise stewards of our City's infrastructure, natural resources, and finances. Richmond residents deserve to be provided with an efficient and consistent customer experience each and every time.

- Goal 1 Provide customer-focused, efficient, and high quality public service delivery
- Goal 2 Attract, develop, and retain a diverse and highly skilled workforce committed to continuous improvement
- Goal 3 Work collaboratively with partners to encourage innovative thinking and ensure responsible management of city resources
- Goal 4 Maintain and improve technology infrastructure to benefit operations and service

MAJOR OBJECTIVES

- Provide services in an easy, accessible, consistent and timely way
- Improve performance and service delivery of City departments and functions
- Improve the internal and external communication of City operations and build a transparent government for City employees and citizens
- Achieve AAA bond rating
- 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 the use and effectiveness of technology to increase transparency and timeliness of information
- Submit key financial documents such as the CAFR (Comprehensive Annual Financial Report) on time and accurately each year
- Implement an Information Technology Strategic Plan that seeks consolidation and enterprise solutions to reduce cost and vulnerability

- Develop and implement departmental strategic work plans and implement performance-based budgeting processes to link funded programs and the desired results
- Publish annual reports of organizational and departmental performance

KEY PERFORMANCE INDICATORS

| Priority Area 5 | 2018 | 2019 | 2020 |
|---|-------------------------------|-------------------------------|-------------------------------|
| Credit Rating Assigned to the City (Fitch, Standard & Poor's, Moody's) | AA+, AA+, Aa2 | AA+, AA+, Aa2 | AA+, AA+, Aa1 |
| Complete Comprehensive Annual Financial Report (CAFR) by November 30 th Annually | FY2017 CAFR: November 2017 | FY2018 CAFR: November 2018 | FY2019 CAFR: November 2019 |
| City Employee Turnover Rate | 10.4% | 11.7% | 11.8% |
| % of Contracts Renewed on Time | 85% | 90% | 90% |
| Process Accounts Payables within Five Days of Receiving Correct and Approved Invoices | 100% | 100% | 100% |
| Real Estate Tax Collection Rate | 95.8% | 96.5% | 96% |
| Delinquent Taxes Collected | \$23,837,809 | \$19,402,867 | 18,016,031.00 |
| % of 311 Calls Answered within 60 Seconds | 51% | 52% | 47% |
| 311 Call Quality Score | 87% | 92% | 93% |
| Budget Accountability Rate - Year End Expenditures ≤ 100% of the General Fund Budget | 96% | 95% | 98% |
| Tons Per Day Recycling Collected | 50 | 41 | 41 |





POVERTY MITIGATION SPECIAL EMPHASIS AREA

The five Priority Areas are intended to aid the process of aligning the actions of the City's departments and staff members with organizational goals and objectives to produce meaningful outcomes. One area in which this strategy is exemplified is the ongoing effort to reduce poverty.

Promoting social and economic inclusion of those who have been left out of our City's prosperity has been an area of special emphasis for the Stoney administration; through strategies that assure those who have the most need are provided access to opportunities and support. Mayor Stoney recalls that his father frequently would remind his kids that they were "one paycheck away from being on the street". As he took office, one in four Richmond residents lived in poverty - the second-highest concentration of indigence among Virginia's 30 largest cities and counties, according to statistics by the U.S. Census Bureau. According to U.S. Census data, 19.2% of Richmond residents were living in poverty in 2019 compared with 26.2% in 2016.

As part of the FY22 budget development process, all City departments were asked to identify any initiatives related to addressing poverty in the City of Richmond, along with the expected costs in their FY22 budget.

The following table reflects much of what was identified by departments:

| Department | Initiative | Brief Description | FY22 Amount |
|---|--|---|-------------|
| Office of Community Wealth Building | Collective Impact, Systemic Change, & Poverty Reduction Oversight | 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. We coordinate the implementation of a service delivery and philanthropic approach. We are the connector between ideas for transforming communities that are created by the people and the assets that exist in the community. | \$940,512 |
| | Workforce Development | OCWB's Workforce Development Program is a demand driven program where the needs of businesses to remain competitive and productive are aligned with the needs of participants to earn sufficient wages that enable them to sustain themselves and their families. Our goal is to prepare participants to work in occupations that are both in demand and pay wages sufficient enough to enable participants to transition off of social supports. We work with recipients of public assistance and other Richmond area residents to received training and workforce readiness services to prepare residents for employment. | \$866,523 |
| | Building Lives to Independence and Self Sufficiency (BLISS) | The BLISS Program provides wrap-around holistic support services to a targeted number of participants who are heads of households, to identify and overcome barriers to achieving higher levels of self-sufficiency and reduced dependence on social supports. BLISS Program provides guidance and support to all of the family members living in the household. | \$147,308 |
| | Social Enterprises | Social Enterprise development involves developing, nurturing, and expanding firms of small, medium, or potentially large size that are specifically geared towards hiring persons out of poverty and often contributing to the stabilization and development of emerging neighborhoods marked by high poverty. | \$150,866 |
| | Mayor's Youth Academy | The Mayor's Youth Academy is a multifaceted effort to not only connect Richmond teenagers to summer employment, but also provide year-round support and a variety of activities aimed at promoting career and life readiness training, leadership development, exposure to entrepreneurship, mentoring, and post-secondary career exploration. The goal is to develop Richmond's future workforce into determined, successful citizens who will one day become our City's leaders. | \$215,286 |
| Finance - Real Estate | Tax Relief for the Elderly | Per City Code § 26-364 the unit must offer Tax Relief for the Elderly and Disabled. | \$4,041,755 |
| Fire & Emergency Services | Fire and Emergency Services Explorer Program | Richmond Fire Explorer Program is a multifaceted effort to connect and introduce Richmond teenagers to opportunities in fire and emergency services and public safety globally. This program is hosted throughout the year, but also provide year-round support and a variety of activities aimed at promoting career and life readiness training in public safety, emergency management, leadership development, mentoring, and post-secondary career opportunities. The goal is to develop Richmond's future public safety workforce and to provide awareness and opportunities to become public safety officers. | \$- |

| Department | Initiative | Brief Description | FY22 Amount |
|--|--|---|-------------|
| Housing and Community Development (HCD) | Quality and Affordable housing development | HCD collaborates with local providers to develop and offer quality affordable housing options for individuals and families at the lower income levels. The home is an essential necessity that provides stability to individuals and families. First time homebuyers are afforded the opportunity to purchase a home and through that investment gain equity, which will increase and build wealth over a period of time. | \$2,900,000 |
| | Section 3 | HCD is mandated by HUD, to the greatest extent possible, to create opportunities for employment, training, contracting and provide funding for programs for other economic ventures for persons who earn low or very low incomes, receive government assistance for housing, or for businesses that serve persons with low income earnings at or below 30% of the area median income. | \$ - |
| | Davis Bacon | HCD is mandated by the federal Davis Bacon Act and governed by the Department of Labor to pay prevailing wages and benefits to all laborers working on federally funded development jobs. | \$- |
| | Cyber Security Program | The Cyber Security Program is a collaborative effort between HCD and the Office of Community Wealth Building (OCWB). HCD is providing CDBG funding to seed the effort in providing Cyber Security training to individuals and job placement once trained. | \$ |
| Office on Aging & Persons with | Senior Employment | Assist seniors in returning to labor force to supplement Social Security or retirement income. | \$— |
| Disabilities/ Human Services (HS) | Senior/Disability Financial Seminars | Provide financial information to equip seniors in making the most informed decisions regarding their finances, i.e., money management, financial assistance with prescriptions, etc. | \$- |
| | Employment Fair for Veterans | Conduct a fair consisting of community resources and employment for veterans and their families. | \$— |
| Office of Immigrant & | Multicultural Imagine Festival and Afro Fest | Annual Imagine Festival and Afro Fest | \$— |
| Refugee Affairs (HS) | Program "Tools for Moms" | Parenting in the US - Training for Latino mothers whose children are at risk of foster care or other crisis on parenting skills | \$- |
| | Legal Clinics (Immigration and Tax Law), Consumer Protection Workshops | LEP residents consumer protection workshops, legal clinics on tax lax and immigration law. | \$— |
| | Newcomers Civic Classes, Citizens' Academies (RPD, RPS and Fire Dept.) | RVA Orientation- Newcomers orientation about living in RVA, civic education and services available, how interact with COR. | \$— |
| | Latino Youth Identity & Leadership Program | After school program in partnership with RPS Welcome Center at high Latino populated high schools in the City. Includes strengthening of ethnic roots/language and a look at the future in the US. | \$— |

| Department | Initiative | Brief Description | FY22 Amount |
|-------------------------------|--|--|-------------|
| Justice Services | Adult Day Reporting Center | The Richmond Day Reporting Center (RDRC) provides onsite job readiness and financial management skills to assist program participants with overcoming barriers to employment and learning financial responsibility. Upon completion of the job readiness course, participants who remain unemployed are linked to the Department of Economic and Community Development Workforce Center for vocational assessment and job placement. The job readiness and financial management services provided at the RDRC helps participants to overcome barriers to employment and improves how they manage their income, which enhances the quality of life for themselves and their families. These services represent about 5% of total RDRC services. | \$421,804 |
| | Post Dispositional Program | The Richmond Juvenile Detention Center's Post-Dispositional Program is governed by the Code of Virginia and certified through the Department of Juvenile Justice. It provides the 13th Court Service Unit a secure residential alternative to commitment to DJJ for City of Richmond youths. These nonviolent juvenile offenders from ages fourteen to seventeen years of age are on suspended commitments to DJJ and can spend up to six months in the Post-D Program. The program is designed to meet their individual, behavioral, educational and treatment needs. The participation of parents and/or legal guardian's is an integral component of the program as they take part in the treatment and progress of the youth through their transition back home. | \$60,000 |
| | Pretrial/Probation Supervision | Pretrial/probation officers administer risk/need assessments to determine criminogenic risk factors to address by completing supervision plans to mitigate or eliminate such risks. Employment and Education risks are addressed by utilizing resources offered by Workforce Development to increase soft skills, participate in work experiences/training and seek employment. | \$1,879,390 |
| | Partnerships with Other Entities / Agencies | DJS is working with various partner agencies to align with the Mayor's priority of addressing poverty. Specifically, DJS addresses the Crisis to Thriving Matrix in the Office of Community Wealth Building. | \$- |
| Office of Minority Bus Dev | Urban Promise | A training program targeted at adults currently on public assistance. The training is designed to prepare the participants to become a proficient office manager (of a MBE/ESB firm). The program will assist both the individual on assistance and the small business. At the completion of the training program, the MBE/ESB firm will be positioned to hire the trainee based on improved revenue experienced by participation in the program. | \$10,000 |
| Richmond Public Library | In-House Social Worker | PTE social worker at the Main Library to interface with users in need of services. | \$38,000 |

| Department | Initiative | Brief Description | FY22 Amount |
|--|--|---|-------------|
| Parks, Recreation & Community Facilities | Neighbor 2 Neighbor | Neighbor-To-Neighbor (N2N) recruits both city and non-city residents to serve as volunteers, leveraging service as a strategy to "Build One Richmond." | \$230,745 |
| | Cannon Creek/Justice Center Program | Program providing landscaping and grounds maintenance courses to Justice Center residents. | \$69,091 |
| | Workforce Development | Workforce Development is a program created to develop job skills for at-risk populations. Program participants will develop skills in grounds maintenance, administrative support, equipment use, electrical and plumbing work, HVAC technical services, horticulture, basic carpentry, and heavy equipment operation while performing essential maintenance in PRCF facilities. As a result, individuals gain marketable skills and forge social connections which mitigates recidivism. | \$100,788 |
| | Out of School Time Programming | The Department of Parks and Recreation offers Out of School programming at 14 RPS elementary schools across the City of Richmond. The program includes: sports and games, cultural enrichment, character building and community involvement, homework assistance, a healthy meal/snack each day, health and wellness education, leadership development, STEM programs and outdoor recreation. | \$834,156 |
| | USDA Food Program | Summer Food Program: This is a federally funded program established to provide nutritious meals to eligible youth at departmental sites and other locations (such as churches, not-for-profit organizations, etc.) in the City of Richmond and other surrounding localities. Child and Adult Care Food Program: This is a federal program established to provide nutritious meals to eligible youth at the department's after school sites. | \$1,600,000 |
| | Recreation Programs | Offer structured recreational programming in athletics and crafts in an effort to teach team work, sportsmanship, discipline and positive life choices. | \$5,037,519 |
| Richmond City Health District | Public Health | The Richmond City Health District 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. | \$4,633,490 |
| Social Services | Healthy Families Richmond | Healthy Families Richmond provides intensive home visiting services to prenatal and new parents with the goal of enhancing parenting skills and competencies needed to get children off to a healthy start. | \$289,729 |
| | Early Childhood Initiative (ECDI) | ECDI works with parents, childcare providers, home visiting organizations and community groups to help families through parent education, quality child care, and home visitation. | \$20,413 |
| | Family Preservation | Family Preservation services provides assistance to families with children who are in need of emergency an supportive services. The focus of service delivery is to strengthen families to enable them to remain independent in their homes and to keep children safe and well. | \$70,000 |
| | Fostering Futures and Independent Living | Foster Care Program available to youth in foster care over the age of 18. This voluntary program allows local department of social services (LDSS) to provide youth with financial, social support, and services until age 21. | \$625,000 |

| Department | Initiative | Brief Description | FY22 Amount |
|------------------|---|---|-------------|
| Social Services | Virginia Initiative for Education and Work (VIEW) | VIEW is a program of employment opportunities to assist individuals in attaining the goal of self-sufficiency. The goal is to offer participants the opportunity to achieve economic independence, provide positive incentives to work, provide work skills necessary for self-sufficiency, allow families to contribute materially to their own self-sufficiency, inform participants of the responsibilities and expectations of public assistance and to obtain work experience. | \$206,357 |
| | Child Care (View) | Child centered, family focused services that support low-income families in their goals of economic self-sufficiency and child development by providing for the supervision, protection and well-being of the child. Services are provided for children under 13 years of age who reside with a parent or a person standing in loco parentis who is working or attending a job training or an educational program. Services may also be provided for families who are receiving child protective services and for children up to 18 years of age who are physically or mentally incapable of caring for themselves or subject to court supervision. | \$738,066 |
| | Supplemental Nutrition Assistance Program Employment and Training (SNAPET) | Provides job search, job search training, education, training and work experience to non-public assistance SNAP recipients. | \$29,776 |
| | General Relief | This program is designed to provide individuals with financial assistance for unattached children, maintenance or emergencies which cannot be provided through other means. | \$232,090 |
| Sheriff's Office | Mental Health Pilot Program | Behavioral health care and case management. Equipping inmates with the tools to not re-offend. | \$750,000 |
| | Richmond Retooled Comprehensive Second Chance Reentry Program | (Reentry Program) is a comprehensive plan that will provide strategies for a successful reintegration into the community. The wrap-around services include education, employability skills/job training/vocation, financial literacy, health and human services, housing, and transportation. | \$500,000 |





BACKGROUND

In an effort to make the best use of limited resources, 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. 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 (PBB)**.

PBB 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 ROLL-OUT

As part of Mayor Stoney's Proposed FY20 Adopted Amendments to the Biennial Fiscal Plan, seven departments (one from each of the major City governmental categories) agreed to participate in the inaugural PBB Pilot, with an additional seven joining in FY21. For the FY22 Proposed Annual Fiscal Plan, seven more departments have joined them, for a total of 21. They are all identified in the table below.

| FY20 Departmental Roll-out | FY21 Departmental Roll-out | FY22 Departmental Roll-out |
|--|-------------------------------------|-------------------------------|
| Animal Care & Control | Adult Drug Court | Budget & Strategic Planning |
| City Auditor | Citizen Service & Response | Fire & Emergency Services |
| Commonwealth Attorney | City Assessor | Human Resources |
| Parks, Recreation, & Community Facilities* | Emergency Communications* | Information Technology** |
| Planning & Development Review | • Finance* | Justice Services |
| Procurement Services | Housing & Community Development | Minority Business Development |
| Richmond Police Department | Richmond Public Library | Richmond Sheriff's Office |

^{*} The FY2021 Proposed Budget represented the first time that Performance Based Budgets for Non-General Fund services provided by General Fund PBB Agencies have been submitted in the PBB format. They are: Cemeteries (Parks, Recreation, and Community Facilities), Radio Shop (Emergency Communications, and Risk Management, (Finance). Those pages can be found in the sections related to their sources of funding, as has always been the case.

** The FY2022 Proposed Budget includes the Department of Information Technology, an Internal Service Fund agency, as a PBB agency. This represents the first time that a Performance Based Budget for a Non-General Fund service independent of a General Fund Agency has been submitted in the PBB format.

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 21 PBB departments. The information is displayed differently from 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 offers performance highlights in both narrative and graphical formats. The tables that follow depict the alignment between Programs and Services provided, performance measures, and funds allocated.

Lastly, the Agency Fiscal Summary and Budget Highlights sections are the same as the non-Pilot budget pages in Section 6. The Agency Fiscal Summary provides a line item view of the Personnel and Operating Account Codes. The Budget Highlights section discusses major personnel and operating changes from last year's budget.

IMPORTANT NOTES TO CONSIDER

Even though the term "Performance Based Budgeting" is seen by many as a monolithic term meaning budget decisions are made solely on the basis of past performance or the promise of future performance (Direct Performance Budgeting), that is not the case. According to the Organization for Economic Cooperation and Development (OECD), there are three general types of Performance Based Budgeting:

- 1. Presentational Performance Budgeting performance information is presented in budget or other organizational documents. The information can refer to targets, results, or both and is included as background information. Performance results and targets often have nothing to do with funding decisions.
- 2. Performance-Informed Budgeting resources are indirectly related to proposed future performance or to past performance. Performance information and data is important in the budget decision-making process, but is not the sole basis upon which funding decisions are made. It does not always determine the amount of resources allocated and does not have a finite, pre-determined weight in the decisions.
 - *Note: This is the type of Performance budgeting that the City of Richmond currently utilizes.
- **3. Direct Performance Budgeting** involves allocating resources based on results achieved. This form of performance budgeting is used only in specific sectors in a limited number of organizations throughout the world.

It is also important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the pages that follow may not reflect all of the measures tracked by the department.

GENERAL GOVERNMENT

DESCRIPTION

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, outcomeoriented, and performance-based management tools to include performance informed budgeting that guide investment to meet identified outcomes and evaluate success toward achieving City objectives.

MISSION

The mission of the Department of Budget & Strategic Planning is to provide corporate, performance informed oversight for the development, analysis, and execution of the City's budgeting and strategic performance management processes as well as grant support in order to balance the needs and resources of the community.

VISION

To implement mission-driven, outcome-oriented, and performance based management tools, to include performance informed budgeting, to meet identified outcomes and evaluate success towards achieving City objectives.

MAYORAL PRIORITY AREA/S IMPACTED

• Efficient & High Quality Service Delivery

COUNCIL FOCUS AREA/S IMPACTED

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

AGENCY FISCAL SUMMARY - BUDGET & STRATEGIC PLANNING*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$1,087,758 | \$1,191,507 | \$1,385,163 | \$1,319,260 |
| Operating | 75,044 | 40,611 | 35,544 | 39,529 |
| Total General Fund | \$1,162,802 | \$1,232,118 | \$1,420,707 | \$1,358,789 |
| Total Agency Summary | \$1,162,802 | \$1,232,118 | \$1,420,707 | \$1,358,789 |
| Per Capita | \$5.12 | \$5.43 | \$6.16 | \$5.93 |
| *Total Staffing | 12.50 | 12.50 | 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.

PERSONNEL COMPLEMENT/POSITION CONTROL

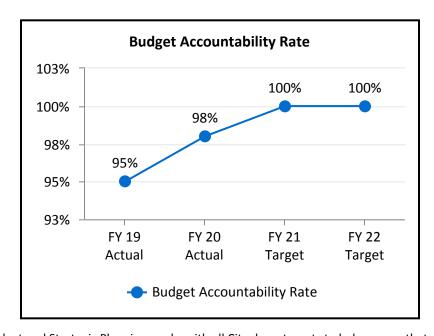
The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

| | GENER# | Total FTEs | | |
|---|-------------------------|------------|-----------|--|
| Job Title | # of Funded # of Frozen | | TOTALFIES | |
| Administrative Technician, Senior | 1.00 | _ | 1.00 | |
| Deputy Department Director | 1.00 | _ | 1.00 | |
| Director of Budget and Strategic Planning | 1.00 | _ | 1.00 | |
| Management Analyst | _ | 1.00 | 1.00 | |
| Management Analyst, Principal | 7.00 | 1.00 | 8.00 | |
| Senior Manager | 1.00 | _ | 1.00 | |
| Total FTE Count | 11.00 | 2.00 | 13.00 | |
| Total FTE % | 84.6 % | 15.4 % | | |

DEPARTMENT OBJECTIVES

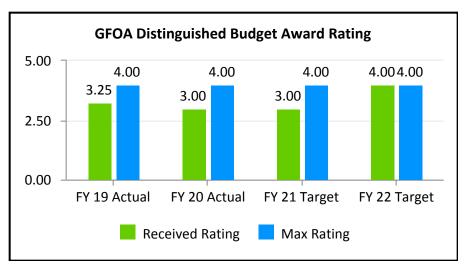
- Enhance internal and external outreach
- Improve service delivery outcomes improve operational efficiencies and improve internal customer service
- Enhance leadership capabilities and improve the knowledge and skills of departmental personnel

PERFORMANCE HIGHLIGHTS (SELECTED MEASURES)



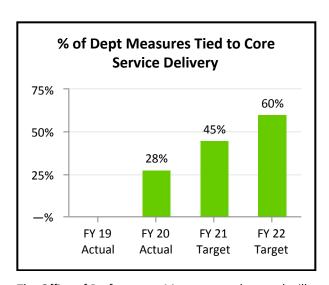
The Department of Budget and Strategic Planning works with all City departments to help ensure that departmental and total citywide spending stays within the legislature's authorized appropriation limits.

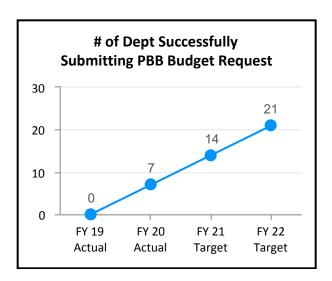
PERFORMANCE HIGHLIGHTS (SELECTED MEASURES) (CONTINUED)



The Government Finance Officers Association (GFOA) "established the Distinguished Budget Presentation Awards Program (Budget Awards Program) in 1984 to encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting and then to recognize individual governments that succeed in achieving that goal. Over 1600 governments, including states, cities, counties, special districts, school districts, and more have been recognized for transparency in budgeting. To earn recognition, budget documents must meet program criteria and excel as a policy document, financial plan, operations guide, and communication tool."

The City of Richmond, VA recently received this award for the FY2021 Adopted Annual Fiscal Plan, making this the third year in a row the city has received the award under Mayor Stoney's leadership for its annual and biennial budget documents. The Department of Budget and Strategic Planning has received this award for many years and will continue to apply and seek to increase its rating scores.





The Office of Performance Management has, and will continue to ensure all departmental performance measures throughout the city are tied to core service delivery to facilitate a greater level of citywide budget and service transparency. (Left Graph).

Performance Based Budgeting (PBB) was implemented within the City of Richmond in FY2020. Seven City departments have been incorporated into the PBB process each year and will continue until all departments have implemented PBB. (Right Graph).

COST CENTER PERFORMANCE TRENDS AND BUDGETS*

| 02201 - Budget Formulation & Analysis Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|--|--|---|------------------------------|------------------------------|
| Submit the Mayor's Proposed Budget by March 6th | Administration (SV0801) | March 6th/March 6th | March 6th/March 6th | by March 6th | by March 6th |
| # of Internal Meeting Presentations | | 5/4 | 5/2 | 5 | 2 |
| # of Portfolio training courses/ classes attended by staff | | 8/7 | 8/5 | 5 | 5 |
| GFOA Distinguished Budget Award rating: - Policy Document - Financial Plan - Operations Guide - Communications Device | Budget Management (SV0905) | 3.00/3.67 3.00/2.67 3.00/3.33 3.00/3.33 | 3.00/3.00 3.00/3.00 | 3.00 3.00 | 4.00 4.00 4.00 4.00 |
| # of Internal Meeting Presentations (CIP) | Cap Imprvmnt Plan (CIP) Mgmt (SV0906) | NA | NA | NA | Establish Baseline |
| Budget Accountability Rate | | ≤ 100%/95% | ≤ 100%/98% | ≤ 100% | ≤ 100% |
| # of Quarterly Reports completed on time: Revenue and Expenditure Report (4), Capital Improvement Program (CIP) (4), CIP completed Projects (4), and Performance Based Budgets (PBB) (4) | Financial Management (SV0908) | 12/12 | 16/16 | 16 | 16 |
| Publish two (2) Budget Documents annually; Proposed and Amended/Adopted | City Copy & Print Services (SV1001) | 2/2 | 2/2 | 2 | 2 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---------------------------------------|---|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$84,820 | \$47,533 | \$60,523 | \$59,890 |
| | Budget Management (SV0905) | 635,051 | 747,031 | 722,947 | 785,441 |
| | Cap Imprvmnt Plan (CIP) Mgmt (SV0906) | 28,476 | 15,938 | 128,019 | 61,340 |
| | City Copy & Print Services (SV1001) | 13,789 | 9,080 | _ | 6,000 |
| 02201 - Budget Formulation & Analysis | Comp & Classification Admin (SV0803) | _ | - | _ | _ |
| | Financial Management (SV0908) | 8,506 | - | _ | _ |
| | Mail Services (SV1010) | _ | 2 | _ | - |
| | Strategic Planning & Analysis (SV0913) | 1,377 | _ | _ | _ |
| | Default (000000) | _ | (125) | _ | _ |
| Cost Center / Program Total | | \$772,020 | \$819,459 | \$911,489 | \$912,672 |

| 02202 - Office of Performance Management Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|---|---|---|------------------------------|------------------------------|
| % of Departments measures tied to core service delivery | | NA | NA | 45 % | 60 % |
| % of PBB Agencies participating in quarterly meetings | | NA | 100%/100% | 100 % | 100 % |
| % of departments that utilize efficiency or outcome measures | Strategic Planning & Analysis (SV0913) | NA | NA | 20 % | 25 % |
| % of OPM recommendations substantively agreed to by departments and/or management | | NA | NA | <u>≥</u> 90% | <u>></u> 90% |
| Complete Annual Strategic Action Plan on September (Sep) 1st | | Sep 1st/Sep 1st | Sep 1st/Sep 1st | Sep 1st | Sep 1st |
| # of residents completing the FY2022 Budget Survey | | NA | NA | NA | Establish Baseline |
| # of departments successfully submitting PBB budget request | Financial Management (SV0908) | NA | 7/7 | 14 | 21 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|---|------------------|------------------|-------------------|-------------------|
| 02202 - Office of Performance Management | Budget Management (SV0905) | \$48,773 | \$55,535 | \$- | \$— |
| | Cap Imprvment Plan (CIP) Mgmt (SV0906) | 4,868 | | I | |
| | City Copy & Print Services (SV1001) | | - | _ | 2,000 |
| | Financial Management (SV0908) | 34,230 | 36,182 | | 71,931 |
| | Strategic Planning & Analysis (SV0913) | 226,791 | 290,865 | 440,321 | 240,957 |
| Cost Center / Program Total | | \$314,661 | \$382,582 | \$440,321 | \$314,887 |

| 02203 - Grants Writing Coordination Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|----------------------------|---|---|------------------------------|------------------------------|
| % of Success Rate by Total Value of Grants Submitted | Grants Management (SV0909) | 50%/100% | NA | TBD | TBD |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-------------------------------------|----------------------------|------------------|------------------|-------------------|-------------------|
| 02203 - Grants Writing Coordination | Administration (SV0801) | \$4,391 | \$— | \$- | \$— |
| | Grants Management (SV0909) | 71,730 | 30,077 | 68,898 | 131,229 |
| Cost Center / Program Total | | \$76,121 | \$30,077 | \$68,898 | \$131,229 |
| Department Total | | \$1,162,802 | \$1,232,118 | \$1,420,707 | \$1,358,789 |

BUDGET & STRATEGIC PLANNING

BUDGET HIGHLIGHTS

City Council Action by Amendments: This agency's budget has been amended to include the following:

• The removal of funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff. Funding has been reallocated to the city's Non-Departmental budget to fund a 3.25% across the board pay increase for all city employees (excluding those who qualify for state-supported pay increases) and/or the class and comp plan.

Mayor's Proposed Budget:

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 positions not administratively frozen and rate adjustments for healthcare and retirement in FY2022.

Additionally, this budget includes funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff beginning in October. The 2018 Gallagher study concluded that there were salary inequities in the lower half of the pay ranges within the City. The City implemented phase one in 2019. This recommendation, phase two, makes another significant step in equalizing pay throughout the City by investing in the current workforce.

Operating: This budget reflects a minor increase in operating accounts.

AGENCY FISCAL DETAIL - GENERAL FUND

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-time Permanent | \$675,999 | \$799,902 | \$935,166 | \$962,142 |
| Overtime Permanent | 2,468 | 2,430 | _ | _ |
| Holiday Pay Permanent | 26,332 | 14,058 | _ | _ |
| Vacation Pay Permanent | 41,031 | 27,839 | _ | _ |
| Sick Leave Permanent | 17,065 | 9,544 | _ | _ |
| Death Leave Permanent | _ | 819 | _ | _ |
| Temporary Employee | 14,175 | _ | _ | _ |
| FICA | 45,116 | 49,371 | 57,980 | 59,653 |
| Retirement Contribution RSRS | 162,105 | 161,515 | 244,997 | 172,144 |
| Medcare FICA | 10,857 | 11,879 | 13,560 | 13,951 |
| Group Life Insurance | 6,334 | 6,939 | 7,736 | 8,074 |
| Health Care Active Employees | 83,777 | 105,024 | 125,724 | 103,295 |
| State Unemployment Insurance (SUI) | _ | (125) | _ | _ |
| Health Savings Accounts | 2,500 | 2,313 | _ | _ |
| Classification and Compensation Study | _ | _ | _ | _ |
| Operating Services | | | | |
| Management Services | 15,175 | _ | 1,500 | 500 |
| Contract and Temporary Personnel Services | _ | _ | _ | _ |
| Food & Drinks Services | 4,105 | 5,140 | _ | _ |
| Office Supplies And Stationary | 4,543 | 1,563 | 928 | 528 |

BUDGET & STRATEGIC PLANNING

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Books & Reference Material | 221 | _ | 63 | 63 |
| Conference/Conventions | 1,255 | 1,645 | _ | _ |
| Magazine/Newspaper Subscript | _ | 230 | 112 | 112 |
| Membership Dues | 19,279 | 2,284 | 5,265 | 9,284 |
| Employee Training | 951 | 250 | 759 | 625 |
| Software | _ | _ | _ | _ |
| Equipment (Less Than \$5,000) | 15,726 | _ | _ | _ |
| License & Permits (Other Than Software) | _ | 20,417 | 21,917 | 20,417 |
| Internal Printing & Duplicating | _ | _ | 5,000 | 8,000 |
| DIT Charges (Billed from DIT Fund) | 13,789 | 9,082 | _ | _ |
| Equip And Other Assets Exp | _ | _ | _ | _ |
| Total General Fund | \$1,162,802 | \$1,232,118 | \$1,420,707 | \$1,358,789 |

DESCRIPTION

The Department of Citizen Service and Response is comprised of RVA311 and the Office of Public Engagement. The primary responsibilities of the Department are to enable the dissemination of information, the collection of public input, enable citizens to request non-emergency services, and to analyze and report the public's input into City initiatives, citizen requests, and the City's responsiveness in fulfilling citizens' requests. The Department will ensure alignment of City departments' services with the Mayor's vision of One Richmond through robust engagement with the public, and ensure that the public has the opportunity to provide input on major City initiatives.

MISSION

To empower Richmond citizens to get their non-emergency service needs met and help City government understand and respond to the public's needs & concerns effectively, with high citizen satisfaction.

VISION

The department makes it easy for citizens to share their input into City initiatives and to submit requests through their channel of choice. CSR provides the public with the opportunity to provide input into major City initiatives. Likewise, the department makes it easy for City government to share information with the public and solicit public input.

CSR works with departments to provide citizens with clear expectations when a request is submitted, and receive timely and meaningful updates to their requests through completion. Citizen Service & Response will offer actionable insights into public feedback, input, service requests and request fulfillment to City Leadership and the public, in order to anticipate and effectively meet citizen needs.

MAYORAL PRIORITY AREA/S IMPACTED

Efficient & High-Quality Service Delivery

COUNCIL FOCUS AREA/S IMPACTED

Responsive, Accountable & Innovative Government

AGENCY FISCAL SUMMARY - CITIZEN SERVICE & RESPONSE*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$555,305 | \$1,033,065 | \$1,212,341 | \$1,852,867 |
| Operating | 366,390 | 249,198 | 1,027,446 | 626,204 |
| Total General Fund | \$921,695 | \$1,282,264 | \$2,239,787 | \$2,479,071 |
| Total Special Fund | _ | - | _ | 150,000 |
| Total Agency Summary | \$921,695 | \$1,282,264 | \$2,239,787 | \$2,629,071 |
| Per Capita | \$4.06 | \$5.65 | \$9.71 | \$11.48 |
| *Total Staffing | 18.00 | 20.00 | 20.00 | 28.00 |

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

PERSONNEL COMPLEMENT/POSITION CONTROL

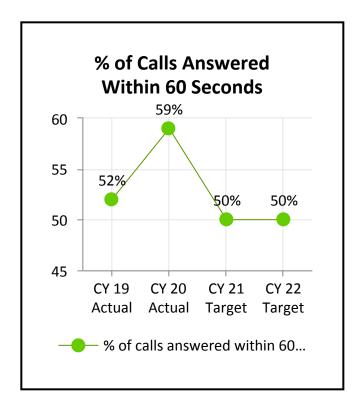
The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

| | GENER <i>A</i> | GENERAL FUND | | |
|--|----------------|--------------|------------|--|
| Job Title | # of Funded | # of Frozen | Total FTEs | |
| Communications and Marketing Analyst | 3.00 | _ | 3.00 | |
| Customer Care Specialist | 14.00 | 2.00 | 16.00 | |
| Customer Service Manager | 1.00 | | 1.00 | |
| Customer Service Supervisor | 1.00 | | 1.00 | |
| Director of Citizen Service and Response | 1.00 | | 1.00 | |
| Executive Assistant, Senior | 1.00 | 1.00 | 2.00 | |
| Management Analyst, Associate | 2.00 | _ | 2.00 | |
| Public Information Manager, Senior | 1.00 | _ | 1.00 | |
| Technology Manager (Agency) | 1.00 | _ | 1.00 | |
| Total FTE Count | 25.00 | 3.00 | 28.00 | |
| Total FTE % | 89.3 % | 10.7 % | | |

DEPARTMENT OBJECTIVES

- Establish a culture of responsiveness and resident-centric perspective for all City departments and personnel
- Increase transparency and timeliness of information provided to the public
- Provide digital and in-person capabilities to City government agencies for the dissemination of information, and the solicitation and gathering of public input
- Measure citizen satisfaction with departmental fulfillment of requests
- Provide opportunities for citizens to submit and receive updates on requests through phone, internet, and smartphone app
- Provide district-level reporting of citizen requests to stakeholders

PERFORMANCE HIGHLIGHTS (SELECTED MEASURES)





The Department of Citizen Service and Response is committed to ensuring that the RVA311 call center is easy to reach, and representatives are knowledgeable, helpful, and empathetic. Additionally, the department is focused on making sure that call center staff have the tools necessary to assist citizens and solve service problems.

COST CENTER PERFORMANCE TRENDS AND BUDGETS*

| 07301 - Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---------------------------------------|---------------------------|---|---|------------------------------|------------------------------|
| % of calls answered within 60 seconds | Customer Service (SV0301) | 75%/52% | 50%/59% | 50 % | 50 % |
| Call quality score | | 90%/91% | 93%/93% | 94 % | 94 % |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

^{**}This department's performance measurement data is tracked on a calendar year basis.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|---|------------------|------------------|-------------------|-------------------|
| | City Copy & Print Services (SV1001) | \$251 | \$0 | \$0 | \$0 |
| | Comp & Classification Admin (SV0803) | - | I | | _ |
| 07301 | COVID-19 (SV2614) | | 509 | 1 | _ |
| | Call Center (SV0301) | 921,443 | 1,281,347 | 1,183,320 | 1,673,582 |
| | Internal Consulting Services (SV1802) | - | 1 | 1,056,467 | 241,300 |
| | Default (000000) | _ | 409 | _ | |
| Cost Center / Program Total | | \$921,695 | \$1,282,263 | \$2,239,787 | \$1,914,882 |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------------|---|------------------|------------------|-------------------|-------------------|
| 07302 - Office of Engagement | Administration (SV0801) | \$0 | \$0 | \$0 | \$792 |
| | Elect Media Oversight & Coord (SV2102) | I | _ | 1 | 77,303 |
| | Financial Management (SV0908) | I | - | 1 | 74,317 |
| | Mayor's Youth Academy (SV1202) | I | - | 1 | 2,691 |
| | Public Info & Media Relations (SV2103) | | _ | _ | 210,916 |
| | Public Relations (SV2104) | _ | _ | _ | 198,169 |
| Cost Center / Program Total | | \$0 | \$0 | \$0 | \$564,189 |
| Department Total | | \$921,695 | \$1,282,264 | \$2,239,787 | \$2,479,071 |

In FY22, the Office of Engagement will establish standards of dialog and community engagement for the City Of Richmond. These standards will be used to create performance measures for the FY 23 budget.

BUDGET HIGHLIGHTS

City Council Action by Amendments: This agency's budget has been amended to include the following:

• The removal of funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff. Funding has been reallocated to the city's Non-Departmental budget to fund a 3.25% across the board pay increase for all city employees (excluding those who qualify for state-supported pay increases) and/or the class and comp plan.

Mayor's Proposed Budget:

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 creation of the Office of Engagement takes place in FY 22; formally known as the Office of the Press Secretary. This new office has been relocated under the Department of Citizen Service and Response. The Office will engage in active outreach, communications, public events, and official announcements from the collective Richmond City Government to remove barriers and create opportunities to improve public awareness and involvement in the work of local government.

Personnel: This budget includes 100% funding for all positions not administratively frozen and rate adjustments for healthcare and retirement in FY2022. The budget includes one new position for the Office of Engagement, a new cost center in the Customer Service & Response Department. The one new position is a Marketing and Communications Analyst. In addition to the one new FTE, five positions were transferred to the Office of Engagement from the former Office of the Press Secretary

Additionally, this budget includes funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff beginning in October. The 2018 Gallagher study concluded that there were salary inequities in the lower half of the pay ranges within the City. The City implemented phase one in 2019. This recommendation, phase two, makes another significant step in equalizing pay throughout the City by investing in the current workforce.

Operating: This budget reflects numerous adjustments. There is a decrease in the overall department's operating budget which is primarily due to a reduction in the software line item due to implemented software in FY21 now only requiring maintenance funding in FY22. Additionally, property rental agreements was reduced based on historical actuals. However, additional funds in the amount of \$139k was added for the new Office of Engagement, of which \$39k was transferred from the Office of the Press Secretary.

AGENCY FISCAL DETAIL - GENERAL FUND

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-time Permanent | \$304,698 | \$609,790 | \$756,802 | \$1,258,899 |
| Overtime Permanent | 4,670 | 8,256 | 48,493 | 21,000 |
| Holiday Pay Permanent | 19,490 | 41,480 | _ | _ |
| Vacation Pay Permanent | 21,830 | 17,459 | _ | _ |
| Sick Leave Permanent | 17,572 | 16,477 | _ | _ |
| Death Leave Permanent | 519 | 1,092 | _ | _ |
| FMLA Parental Sick Parent | 1,581 | 1,445 | _ | _ |
| Temporary Employee | _ | 18,929 | _ | 2,500 |
| Holiday Pay Temporary | _ | 1,205 | _ | _ |
| Overtime Temporary | | 102 | | |
| Sick Leave Temporary | _ | 34 | _ | |

CITIZEN SERVICE & RESPONSE

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---------------------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| FICA | 22,316 | 42,760 | 49,932 | 79,509 |
| Retirement Contribution RSRS | 104,299 | 145,555 | 215,421 | 242,087 |
| Medicare FICA | 5,219 | 10,000 | 11,677 | 18,595 |
| Group Life Insurance | 2,671 | 4,843 | 5,172 | 9,953 |
| Health Care Active Employees | 48,464 | 109,855 | 124,844 | 220,324 |
| State Unemployment Insurance | _ | 409 | _ | _ |
| Health Savings Account | 1,688 | 3,375 | _ | _ |
| Meals Allowances | 288 | _ | _ | _ |
| Classification and Compensation Study | _ | _ | _ | _ |
| Operating Services | | | | |
| Public Info & Relations Svcs | 1,077 | _ | 5,000 | 83,711 |
| Photographic Services | _ | _ | _ | 22,500 |
| Information & Research Services | _ | _ | _ | 5,500 |
| Management Services | 8,608 | 38,075 | 60,000 | 60,000 |
| Equipment Repair and Maint Services | _ | _ | _ | 1,759 |
| Pest Control Services | _ | 750 | _ | _ |
| Moving and Relocation Services | _ | 26,410 | _ | _ |
| Transportation Services | 2,176 | 3,190 | _ | 12,340 |
| Employee Parking Subsidy | _ | _ | 3,960 | 3,960 |
| Property Rental Agreements | _ | _ | 40,107 | _ |
| Contract & Temp Personnel | 342,238 | 132,550 | 127,002 | 158,752 |
| Food & Drink Services | _ | 196 | _ | _ |
| Office Supplies & Stationary | 1,582 | 1,188 | 770 | 2,942 |
| Employee Appreciation Events & Awards | 1,520 | 1,169 | _ | 2,420 |
| Advertising & Publicity Supplies | _ | _ | _ | 24,188 |
| Cable | _ | _ | _ | 241 |
| Medical and Laboratory Supp | 331 | 208 | _ | _ |
| Postal Services | _ | _ | _ | 50 |
| Telecommunications Service | 217 | _ | _ | _ |
| Magazine/Newspaper Subscript | 33 | 134 | _ | 924 |
| Membership Dues | _ | _ | _ | 270 |
| Employee Training | 1,733 | 791 | 3,125 | 16,263 |
| Software | 238 | 44,537 | 782,782 | 225,000 |
| Computer Accessories | 3,507 | | _ | _ |
| Equipment (Less than \$5,000) | 2,461 | _ | 3,300 | 3,300 |
| Internal Printing & Duplicating | 415 | | 1,400 | 2,084 |
| DIT Charges (Billed from DIT Fund) | 251 | | | _ |
| Total General Fund | \$921,695 | \$1,282,264 | \$2,239,787 | \$2,479,071 |

DESCRIPTION

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, maintaining property database information, current property ownership files, and GIS layer information.

MISSION

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.

VISION

To move the department further into the 21st century with upgraded technology that allows our staff to perform more accurate and equitable real property assessments with an emphasis on professional staff development, improved CAMA system software, GIS integration, and more analytical tools so the public can have greater trust in the work that we do.

MAYORAL PRIORITY AREA/S IMPACTED

- Efficient & High-Quality Service Delivery
- Economic Empowerment

COUNCIL FOCUS AREA/S IMPACTED

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

AGENCY FISCAL SUMMARY - CITY ASSESSOR*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$3,101,860 | \$3,547,749 | \$3,752,141 | \$3,835,228 |
| Operating | 305,718 | 227,438 | 1,030,148 | 291,321 |
| Total General Fund | \$3,407,578 | \$3,775,187 | \$4,782,289 | \$4,126,549 |
| Total Agency Summary | \$3,407,578 | \$3,775,187 | \$4,782,289 | \$4,126,549 |
| Per Capita | \$15.02 | \$16.64 | \$20.73 | \$18.01 |
| *Total Staffing | 37.00 | 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.

PERSONNEL COMPLEMENT/POSITION CONTROL

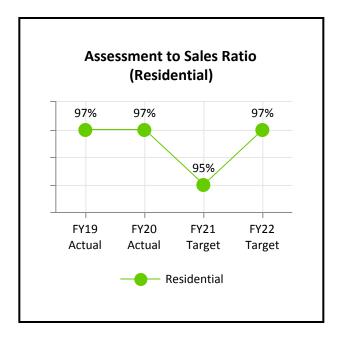
The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

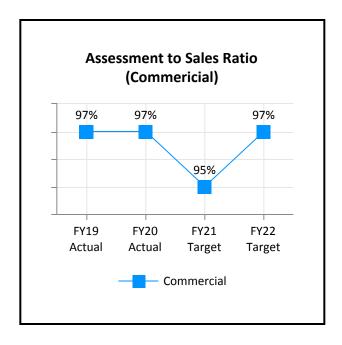
| | GENER/ | Total FTFs | | |
|--|-------------|-------------|------------|--|
| Job Title | # of Funded | # of Frozen | Total FTEs | |
| Business Systems Analyst (Council Agency) | 1.00 | _ | 1.00 | |
| City Assessor | 1.00 | 1 | 1.00 | |
| Customer Service Technician (Council Agency) | _ | 1.00 | 1.00 | |
| Deputy Department Director | 1.00 | | 1.00 | |
| GIS and Project Manager (Council Agency) | 1.00 | | 1.00 | |
| GIS Specialist (Council Agency) | _ | 1.00 | 1.00 | |
| Management Analyst (Council Agency) | 1.00 | 1 | 1.00 | |
| Management Analyst, Associate (Council Agency) | 1.00 | _ | 1.00 | |
| Real Estate Appraiser | 9.00 | _ | 9.00 | |
| Real Estate Appraiser, Associate | 7.00 | _ | 7.00 | |
| Real Estate Appraiser, Senior | 7.00 | _ | 7.00 | |
| Real Estate Assessment Manager | 1.00 | _ | 1.00 | |
| Real Estate Assessment Supervisor | 4.00 | _ | 4.00 | |
| Real Estate Title Examiner | 1.00 | _ | 1.00 | |
| Total FTE Count | 35.00 | 2.00 | 37.00 | |
| Total FTE % | 94.6 % | 5.4 % | | |

DEPARTMENT OBJECTIVES

- Real Estate Assessments
- Tax Abatement Credits
- Tax Exemptions by Classification or Designations
- Provide Finance with revised assessment decisions
- Schedule Board of Equalization (BOE) hearings
- Provide administrative support for the hearings
- Correspond with taxpayers on appeal outcomes

PERFORMANCE HIGHLIGHTS (SELECTED MEASURES)





The assessment to sales ratio aids in producing an estimate of the locality's total true (full) value of real estate. The local true values are used as a factor in the basic school aid distribution formula, as well as an element in the determination of assessment levels of Public Service Corporation property. The objective of the International Association of Assessing Officers' (IAAO) standards is to provide a systematic means for assessing officers to improve and standardize their operations. Historical actuals, as well as the targets for this measure, are in accordance with IAAO standards.

CITY ASSESSOR

COST CENTER PERFORMANCE TRENDS AND BUDGETS*

| 00801/00802 - Administrative/Technical Support Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|--|------------------------|---|---|------------------------------|------------------------------|
| To maintain an assessment to sales ratio of 97% for residential properties | - Assessments (SV0903) | 95%/97% | 95%/97% | 95% | 97% |
| To maintain an assessment to sales ratio of 97% for commercial properties | | 95%/97% | 95%/97% | 95% | 97% |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|---|------------------|------------------|-------------------|-------------------|
| 00801-Administrative | Administration (SV0801) | \$54,819 | \$- | \$- | \$— |
| | Assessments (SV0903) | 205,577 | 187,148 | 944,262 | 216,356 |
| | City Copy & Print Services (SV1001) | _ | 3,001 | _ | _ |
| | Mail Services (SV1010) | 581 | 676 | - | _ |
| | Default (000000) | 177 | (177) | _ | _ |
| Cost Center / Program Total | | \$261,155 | \$190,647 | \$944,262 | \$216,356 |
| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
| | Assessments (SV0903) | \$2,341,491 | \$2,772,730 | \$2,953,112 | \$2,938,277 |
| 00802-Technical Support | Cap Improvement Plan (SV0906) | 183,010 | 222,115 | 268,811 | 269,657 |
| | | | | | |
| 00802-Technical Support | Comp & Classification Admin (SV0803) | _ | _ | _ | _ |
| 00802-Technical Support | | | 22,032 | 10,658 | 31,900 |
| 00802-Technical Support | Admin (SV0803) Fleet Management | 29,510 — | | _ 10,658 _ | 31,900 |

| 00803 - Customer Service Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|---------------------------|---|---|------------------------------|------------------------------|
| To receive a complaint % of less than 1% for all phone calls that are received via the front desk phone lines | Customer Service (SV0302) | 1%/1% | 1%/1% | 1% | 1% |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|--|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$52,908 | \$54,421 | \$63,971 | \$64,313 |
| | Assessments (SV0903) | 56,337 | 56,925 | 58,686 | 57,771 |
| | Customer Service (SV0302) | 158,578 | 135,508 | 98,596 | 170,615 |
| 00803-Customer Service | Financial Management (SV0908) | 187,215 | 196,983 | 215,601 | 215,594 |
| | Geographic Information Systems (SV1007) | 51,819 | 54,644 | 54,546 | 54,687 |
| | Payroll Administration (SV0911) | 52,909 | 54,422 | 63,971 | 64,313 |
| Cost Center / Program Total | | \$559,767 | \$552,904 | \$555,371 | \$627,294 |

| 00804 - Board of Review Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|--|--------------------------|---|---|------------------------------|------------------------------|
| Ensure all appeals have been scheduled a week before the hearing and all documents are available for BOE to review | Board of Review (SV0601) | 100%/98% | 100%/99% | 100% | 100% |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|--------------------------|------------------|------------------|-------------------|-------------------|
| 00804-Board of Review | Board of Review (SV0601) | \$32,456 | \$15,492 | \$50,076 | \$43,065 |
| | Mail Services (SV1010) | 190 | 27 | _ | - |
| Cost Center / Program Total | | \$32,646 | \$15,519 | \$50,076 | \$43,065 |
| Department Total | | \$3,407,578 | \$3,775,187 | \$4,782,289 | \$4,126,549 |

BUDGET HIGHLIGHTS

City Council Action by Amendments: This agency's budget has been amended to include the following:

• The removal of funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff. Funding has been reallocated to the city's Non-Departmental budget to fund a 3.25% across the board pay increase for all city employees (excluding those who qualify for state-supported pay increases) and/or the class and comp plan.

Mayor's Proposed Budget:

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 positions not administratively frozen and rate adjustments for healthcare and retirement in FY2022.

Additionally, this budget includes funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff beginning in October. The 2018 Gallagher study concluded that there were salary inequities in the lower half of the pay ranges within the City. The City implemented phase one in 2019. This recommendation, phase two, makes another significant step in equalizing pay throughout the City by investing in the current workforce.

Operating: This budget reflects a decrease of \$734k due to the department no longer needing funding for the CAMA system replacement.

AGENCY FISCAL DETAIL - GENERAL FUND

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-time Permanent | \$1,843,743 | \$2,161,151 | \$2,544,701 | \$2,566,678 |
| Holiday Pay Permanent | 120,929 | 154,296 | _ | _ |
| Vacation Pay Permanent | 148,701 | 135,895 | | _ |
| Sick Leave Permanent | 79,864 | 71,158 | | _ |
| Civil Leave Permanent | _ | 626 | | _ |
| Death Leave Permanent | 2,472 | 2,844 | | _ |
| FMLA Paid Parental Bonding | 2,878 | | | _ |
| Temporary Employee | 11,984 | _ | 1 | _ |
| Holiday Pay Temporary | 1,442 | _ | 1 | _ |
| Sick Leave Temporary | 36 | _ | 1 | _ |
| FICA | 131,200 | 150,040 | 157,771 | 159,134 |
| Retirement Contribution RSRS | 410,127 | 485,980 | 663,651 | 714,952 |
| Medicare FICA | 30,951 | 35,341 | 36,898 | 37,217 |
| Group Life Insurance | 27,651 | 32,373 | 34,032 | 34,393 |
| Health Care Active Employees | 267,102 | 298,486 | 315,087 | 322,853 |
| Health Savings Account (HSA) Expense- Employer | 5,865 | 4,156 | 1 | |
| Education Pay | 11,914 | 12,402 | | |
| Bonus Pay | 5,000 | 3,000 | _ | _ |
| Classification and Compensation Study | _ | _ | _ | _ |

CITY ASSESSOR

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Public Info & Relations Svcs. | 1,063 | 191 | 2,695 | 1,395 |
| Attorney/Legal Services | 48,297 | 50,500 | 110,000 | 50,000 |
| Management Services | 38,989 | 11,827 | 10,000 | 9,792 |
| BD Of Review R E Assessment | 31,949 | 13,492 | 50,076 | 43,065 |
| Vehicle Repair & Maint. | 5,397 | 1,700 | 6,032 | 6,000 |
| Printing & Binding - External | _ | _ | _ | _ |
| Transportation Services | 10,790 | 11,277 | 16,800 | 16,800 |
| Employee Parking Subsidy | 20,900 | 27,600 | 31,500 | 31,500 |
| Office Supplies & Stationary | 18,404 | 1,538 | 5,699 | 5,939 |
| Books & Reference Material | 2,121 | 2,142 | 2,122 | 2,356 |
| Postal Services | 26,389 | 25,156 | 40,209 | 40,438 |
| Conference/Conventions | 7,214 | 6,829 | _ | _ |
| Membership Dues | 5,195 | 7,045 | 3,655 | 7,310 |
| Employee Training | 14,367 | 4,707 | 1,656 | 6,625 |
| Equipment (Less Than \$5K) | 53,724 | 51,435 | 733,893 | 57,564 |
| Fuel for Dept. Owned Vehicles | 1,186 | 1,050 | 840 | 1,120 |
| Monthly Standing Costs | 1,480 | 1,028 | 1,480 | 1,480 |
| Auto Expenses Charged by Fleet (M5 only) | 10,658 | 6,217 | 10,658 | 6,500 |
| DIT Charges (Billed from DIT Fund) | 771 | 3,704 | _ | |
| Equip & Other Assets Exp. | 6,824 | _ | 2,833 | 3,438 |
| Total General Fund | \$3,407,578 | \$3,775,187 | \$4,782,289 | \$4,126,549 |

DESCRIPTION

We are committed to providing professional, independent auditing services to City agencies, to promote:

- Full financial accountability
- Efficiency and effectiveness of operations and programs
- Compliance with relevant laws and regulations

Under the guidance of the city's Audit Committee, the audit staff helps support management's internal control structures. Thereby, the office assists the City Council and the city administration in achieving their goals and objectives.

MISSION

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

VISION

Leading in local government auditing.

MAYORAL PRIORITY AREA/S IMPACTED

Efficient & High-Quality Service Delivery

COUNCIL FOCUS AREA/S IMPACTED

• Responsive, Accountable, & Innovative Government

AGENCY FISCAL SUMMARY – CITY AUDITOR

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$1,233,110 | \$1,394,621 | \$1,537,091 | \$1,518,143 |
| Operating | 322,160 | 360,425 | 451,393 | 729,875 |
| Total General Fund | \$1,555,270 | \$1,755,046 | \$1,988,484 | \$2,248,018 |
| Total Agency Summary | \$1,555,270 | \$1,755,046 | \$1,988,484 | \$2,248,018 |
| Per Capita | \$6.85 | \$7.73 | \$8.62 | \$9.81 |
| *Total Staffing | 13.00 | 13.00 | 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.

PERSONNEL COMPLEMENT/POSITION CONTROL

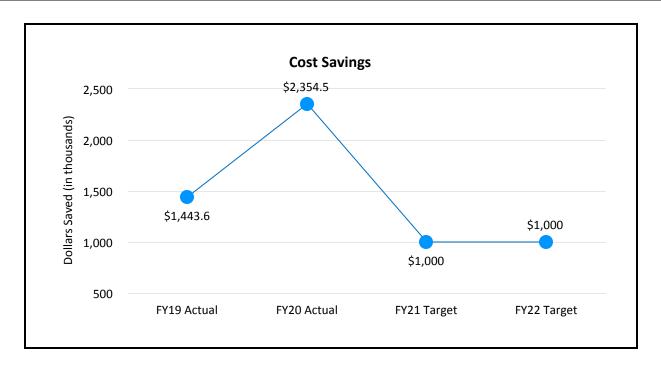
The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

| | GENERA | Total FTEs | |
|------------------------------------|-------------|-------------|------------|
| Job Title | # of Funded | # of Frozen | IOLAI FIES |
| City Auditor | 1.00 | _ | 1.00 |
| Deputy Department Director, Senior | 1.00 | | 1.00 |
| Executive Assistant, Senior | 1.00 | | 1.00 |
| Internal Audit Manager | 1.00 | | 1.00 |
| Internal Auditor | 8.00 | 1.00 | 9.00 |
| Total FTE Count | 12.00 | 1.00 | 13.00 |
| Total FTE % | 92.3 % | 7.7 % | |

DEPARTMENT OBJECTIVES

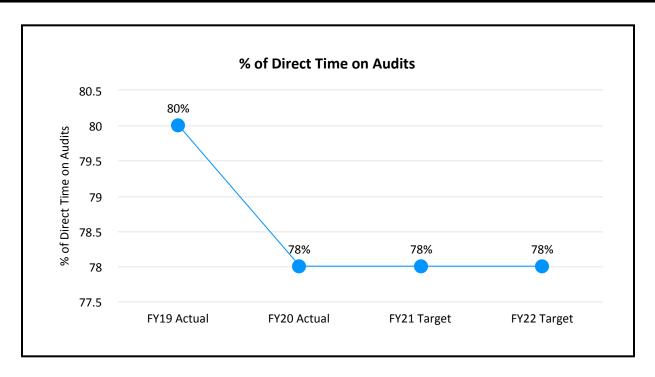
• To promote full financial accountability, efficiency and effectiveness of operations and programs and compliance with relevant laws and regulations

PERFORMANCE HIGHLIGHTS (SELECTED MEASURES)



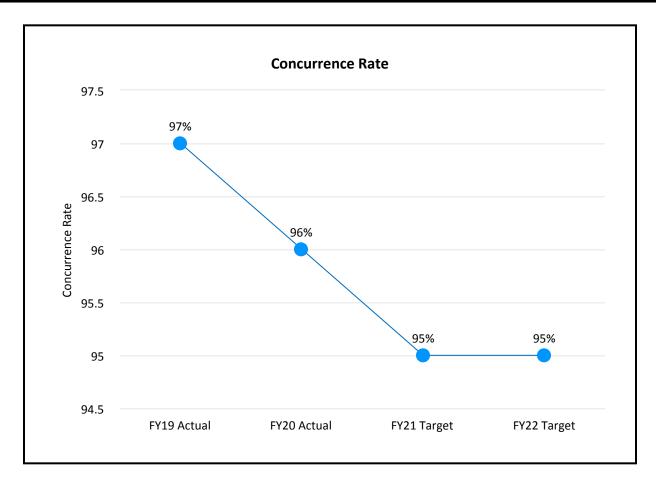
The City Auditor tracks the dollar value annually of items identified in audits that produce cost savings or provide revenue. Some of these savings are one time and others are annual. This measure showed an increase in FY20 with \$2,354,540 identified. This is important to track to enhance stewardship of City resources.

PERFORMANCE HIGHLIGHTS (SELECTED MEASURES) (CONTINUED)



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 FY20 (78%). This is important as a performance measure for productivity of audit staff and where hours are spent.

PERFORMANCE HIGHLIGHTS (SELECTED MEASURES) (CONTINUED)



The City Auditor tracks the total number of recommendations concurred with by management as a percentage of all recommendations made. This measure trended down in FY20 with 96% concurrence rate. 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.

CITY AUDITOR

COST CENTER PERFORMANCE TRENDS AND BUDGETS*

| 00901 Audit Services - Performance Measure | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|-------------------------|---|---|------------------------------|------------------------------|
| Cost Savings | | \$1,000,000/\$1,443,642 | \$1,000,000/\$2,354,540 | \$1,000,000 | \$1,000,000 |
| % of direct time spent on audits | | 78%/80% | 78%/78% | 78 % | 78 % |
| Recommendation Concurrence Rate | Audit Services (SV1801) | 95% / 97% | 95% / 96% | 95 % | 95 % |
| Recommendation Implementation Rate | | 60% / 55% | 60% / 52% | 60 % | 50 % |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------|---|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$73,028 | \$- | \$- | \$— |
| | Audit Services (SV1801) | 1,223,625 | 1,487,238 | 1,666,966 | 1,948,018 |
| | Comp & Classification Admin (SV0803) | 1 | | l | _ |
| 00901 - Internal Audit | Financial Management (SV0908) | 8,114 | | l | _ |
| | Human Resource Management (SV0806) | 1 | I | I | _ |
| | Investigations (SV2202) | 49 | | 1 | _ |
| | Mail Services (SV1010) | _ | 2 | _ | _ |
| | Default | 8,194 | (8,194) | _ | _ |
| | | \$1,313,010 | \$1,479,046 | \$1,666,966 | \$1,948,018 |

| 00902 Admin of External Audit Contract - Performance Measure | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|-------------------------|---|---|------------------------------|------------------------------|
| Completion of CAFR/Single Audit and Required Audit Services Support | Audit Services (SV1801) | Completed / Completed | Completed / Completed | Completed | Completed |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-------------------------------|-------------------------|------------------|------------------|-------------------|-------------------|
| 00902 - Administration of the | Administration (SV0801) | \$260 | \$— | \$— | \$— |
| External Audit Contract | Audit Services (SV1801) | 242,000 | 276,000 | 321,518 | 300,000 |
| Cost Center / Program Total | | \$242,260 | \$276,000 | \$321,518 | \$300,000 |
| 00903 - Fiscal and Policy | Investigations (SV2202) | \$- | \$— | \$— | \$— |
| Cost Center / Program Total | | \$- | \$- | \$- | \$- |
| Department Total | | \$1,555,270 | \$1,755,046 | \$1,988,484 | \$2,248,018 |

BUDGET HIGHLIGHTS

City Council Action by Amendments: This agency's budget has been amended to include the following:

- The removal of funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff. Funding has been reallocated to the city's Non-Departmental budget to fund a 3.25% across the board pay increase for all city employees (excluding those who qualify for state-supported pay increases) and/or the class and comp plan.
- An increase in the amount of \$300,000 for the purposes of completing a Fiscal Review.
- An increase of one funded FTE in the amount of \$90,000 for the funding of an Internal Auditor.

Mayor's Proposed Budget:

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 positions not administratively frozen and rate adjustments for healthcare and retirement in FY2022.

Additionally, this budget includes funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff beginning in October. The 2018 Gallagher study concluded that there were salary inequities in the lower half of the pay ranges within the City. The City implemented phase one in 2019. This recommendation, phase two, makes another significant step in equalizing pay throughout the City by investing in the current workforce.

Operating: This budget reflects a decrease in Management Services to better align this budget with actual expenditures.

AGENCY FISCAL DETAIL - GENERAL FUND

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---------------------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-time Permanent | \$758,126 | \$854,515 | \$1,041,580 | \$1,025,835 |
| Holiday Pay Permanent | 48,733 | 61,190 | - | _ |
| Vacation Pay Permanent | 57,276 | 57,892 | _ | _ |
| Sick Leave Permanent | 28,121 | 24,430 | _ | _ |
| Civil Leave Permanent | 248 | 301 | _ | _ |
| FMLA Paid Parental Bonding | 2,333 | | _ | _ |
| Temporary Employee | 130 | 3,384 | _ | _ |
| Sick Leave Temporary | _ | 12 | _ | _ |
| FICA | 52,376 | 57,615 | 64,578 | 63,602 |
| Retirement Contribution RSRS | 182,241 | 209,533 | 292,547 | 295,161 |
| Medicare FICA | 12,390 | 13,846 | 15,103 | 14,875 |
| Group Life Insurance | 11,351 | 12,791 | 13,890 | 13,746 |
| Health Care Active Employees | 79,785 | 99,110 | 109,393 | 104,924 |
| Classification and Compensation Study | _ | | _ | _ |
| Operating Services | | | | |
| Auditing Services - External | 242,000 | 276,000 | 300,000 | 300,000 |
| Public Info & Relations Svcs | 2,000 | 768 | _ | 300 |
| Management Services | 38,178 | 37,419 | 104,447 | 380,000 |
| Printing & Binding - External | _ | _ | 100 | 100 |

CITY AUDITOR

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Transportation Services | _ | 500 | _ | _ |
| Mileage | 28 | | 206 | 115 |
| Employee Parking Subsidy | 1,575 | 6,879 | 7,560 | 6,600 |
| Office Supplies & Stationary | 5,341 | 2,161 | 1,960 | 3,170 |
| Books & Reference Material | 51 | 796 | 630 | 870 |
| Postal Services | 3 | _ | 300 | 100 |
| Conference/Conventions | 5,468 | 2,226 | _ | _ |
| Magazine/Newspaper Subscription | 146 | 186 | 160 | 160 |
| Membership Dues | 4,285 | 7,202 | 3,500 | 5,400 |
| Employee Training | 6,725 | 8,047 | 5,430 | 14,400 |
| Software | 15,973 | 14,852 | 25,000 | 15,200 |
| Computer Accessories | _ | 180 | _ | 500 |
| Charge-Offs and Collection Of Charge-Offs | 120 | _ | _ | _ |
| Equipment (Less Than \$5,000) | _ | 3,208 | 2,000 | 2,875 |
| Refuse & Recycling Expenses | 9 | _ | 100 | 85 |
| Internal Printing & Duplicating | 260 | _ | _ | _ |
| DIT Charges (Billed from DIT Fund) | _ | 2 | _ | _ |
| Total General Fund | \$1,555,270 | \$1,755,046 | \$1,988,484 | \$2,248,018 |

DESCRIPTION

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.

MISSION

The mission of the Department of Finance is to lead the City's financial management efforts, protecting employees and assets of the City of Richmond from loss and damage, and provide effective proactive risk management, in keeping with the concept of "One Richmond."

VISION

The Department of Finance is an entirely transparent organization that provides efficient and high quality service delivery to internal and external customers through standardized processes, communication, and teamwork.

MAYORAL PRIORITY AREA/S IMPACTED

Efficient & High-Quality Service Delivery

COUNCIL FOCUS AREA/S IMPACTED

Responsive, Accountable, & Innovative Government

AGENCY FISCAL SUMMARY - FINANCE*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$7,197,820 | \$7,467,637 | \$7,630,412 | \$7,935,507 |
| Operating | 3,350,715 | 1,818,054 | 2,355,266 | 2,338,180 |
| Total General Fund | \$10,548,535 | \$9,285,691 | \$9,985,678 | \$10,273,687 |
| Special Fund | 386,341 | 400,428 | | _ |
| Capital Improvement Plan | _ | 3,100,000 | _ | _ |
| Total Agency Summary | \$10,934,876 | \$12,786,119 | \$9,985,678 | \$10,273,687 |
| Per Capita | \$48.19 | \$56.35 | \$43.28 | \$44.85 |
| *Total Staffing | 112.00 | 115.00 | 117.00 | 117.00 |

^{*}See Fiscal Summary section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency. This is now inclusive of the Risk Management Fund.

PERSONNEL COMPLEMENT/POSITION CONTROL

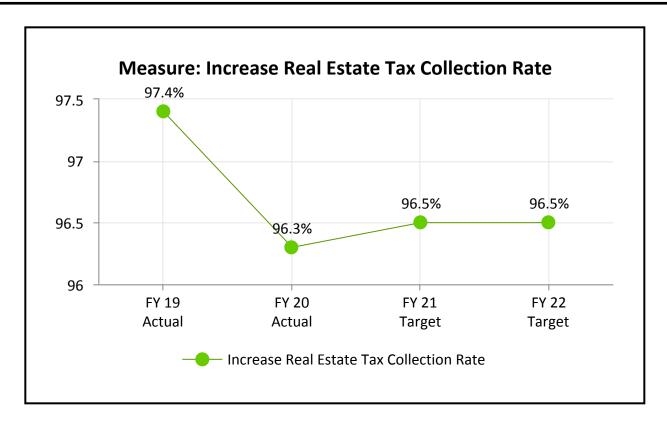
The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

| | GENERAL FUND | | INTERNAL SERVICE FUND | | Total ETC. |
|--|--------------|-------------|-----------------------|-------------|------------|
| Job Title | # of Funded | # of Frozen | # of Funded | # of Frozen | Total FTEs |
| Accountant | 3.00 | 1.00 | _ | _ | 4.00 |
| Accountant, Associate | 2.00 | 2.00 | _ | _ | 4.00 |
| Accountant, Senior | 2.00 | _ | _ | _ | 2.00 |
| Accounting Manager | 4.00 | _ | _ | _ | 4.00 |
| Accounting Technician | _ | 1.00 | _ | _ | 1.00 |
| Administrative Technician | 1.00 | _ | _ | _ | 1.00 |
| Administrative Technician, Senior | 1.00 | _ | _ | _ | 1.00 |
| Assistant Controller | 2.00 | _ | _ | _ | 2.00 |
| Business Systems Analyst | 4.00 | _ | _ | _ | 4.00 |
| Chief of Risk Management | _ | _ | 1.00 | _ | 1.00 |
| Controller | 1.00 | _ | _ | _ | 1.00 |
| Customer Service Specialist | 8.00 | _ | _ | _ | 8.00 |
| Customer Service Supervisor | 6.00 | 2.00 | _ | _ | 8.00 |
| Customer Service Technician | 8.00 | 2.00 | _ | _ | 10.00 |
| Deputy Chief Administrative Officer | 1.00 | _ | _ | _ | 1.00 |
| Deputy Department Director | 1.00 | _ | _ | _ | 1.00 |
| Deputy Department Director, Senior | 1.00 | _ | _ | _ | 1.00 |
| Director of Finance | 1.00 | _ | _ | _ | 1.00 |
| Executive Assistant | _ | 1.00 | _ | _ | 1.00 |
| Executive Assistant, Senior | _ | 1.00 | _ | _ | 1.00 |
| Financial Regulatory Specialist, Senior | 6.00 | 2.00 | _ | _ | 8.00 |
| Financial Regulatory Technician | 16.00 | 3.00 | _ | _ | 19.00 |
| Health and Safety Officer | _ | _ | 1.00 | _ | 1.00 |
| Investment and Debt Portfolio Manager | 1.00 | _ | _ | _ | 1.00 |
| Management Analyst, Associate | 14.00 | _ | _ | _ | 14.00 |
| Management Analyst, Senior | 2.00 | _ | 1.00 | _ | 3.00 |
| Payroll Manager | 1.00 | _ | _ | _ | 1.00 |
| Program and Operations Manager | 2.00 | 1.00 | 1.00 | _ | 4.00 |
| Revenue Manager | 8.00 | _ | | _ | 8.00 |
| Technology Manager, Senior (Agency) | 1.00 | _ | _ | _ | 1.00 |
| Total FTE Count | 97.00 | 16.00 | 4.00 | 0.00 | 117.00 |
| Total FTE % | 85.8 % | 14.2 % | 100.0 % | – % | |

DEPARTMENT OBJECTIVES

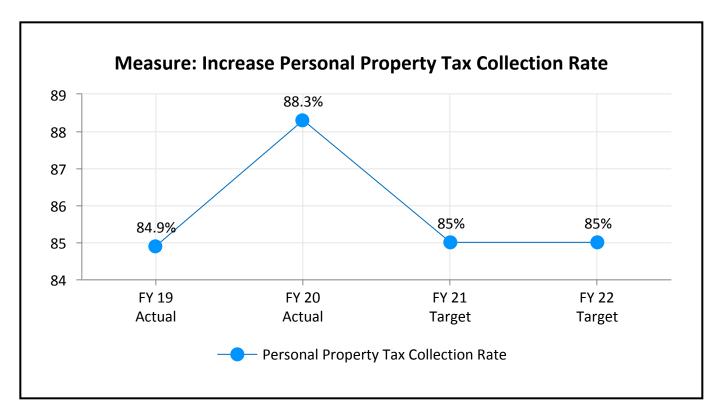
- Maintain or improve bond ratings for the City of Richmond
- On time completion of the Comprehensive Annual Financial Report (CAFR) and Monthly Financial Reports (Unaudited)
- · Accurate accounting of all funds (general, special, grant, etc.) of the City of Richmond
- Ensure prompt payments to the City of Richmond's vendors in accordance with code
- Maximize revenue collections, for both current and delinquent taxes and fees owed to the City
- Increase use and effectiveness of technology
- Publish annual reports of organizational and departmental performance
- To issue accurate and timely real estate taxes in an effective matter
- To provide real estate tax relief to vulnerable residents through the Tax Relief for the Elderly and Disabled Program

PERFORMANCE HIGHLIGHTS (SELECTED MEASURES)



The department continues to make strides in the area of Real Estate Tax Collection. A particular focus has been on replacing the current revenue administration system with a system that can speak directly to the City's main financial system, therefore making the online process easier for citizens. It is also expected that it will make the reconciliation process easier for the revenue managers.

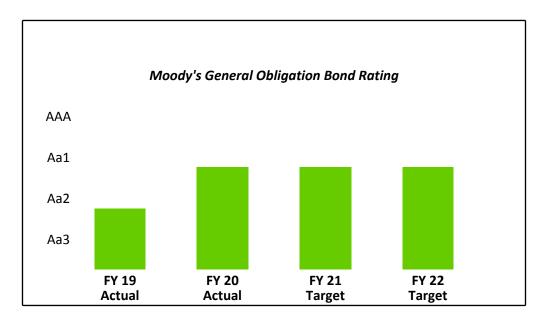
PERFORMANCE HIGHLIGHTS (SELECTED MEASURES) (CONTINUED)



The personal property tax collection rate has been in decline since FY2016. A combination of employee turnover and an increasingly outdated revenue software system have contributed to the decline. The department is working to leverage new technologies within FY21. The new Oracle based revenue system will assist in efficiently and accurately levying and collecting personal property taxes. Paired with the Oracle system, mobile license plate reader technology will be implemented to step up enforcement and improve personal property collections.

PERFORMANCE HIGHLIGHTS (SELECTED MEASURES) (CONTINUED)

Measure: Moody's Bond Rating



The City of Richmond's general obligation credit rating was upgraded by Moody's in FY20 from Aa2 to Aa1. This upgrade brings the Moody's rating in line with S&P and Fitch ratings of AA+. This places Richmond in the upper echelon of High Grade ratings - one step below the highest possible rating of Aaa/AAA with each rating agency. Reasons for Richmond's strong and recently improving credit ratings include the stabilizing presence of state institutional entities paired with a sizable and growing tax base resulting in a stable financial position supported by formal fiscal policies and conservative budget assumptions.

Current Long-Term Bond Rating

| Moody's Investor's Service | Aa1 |
|--------------------------------|-----|
| Standard and Poor Rating Group | AA+ |
| Fitch Ratings Ltd | AA+ |



COST CENTER PERFORMANCE TRENDS AND BUDGETS*

| 02501 - Financial Management Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|--|--|---|---|------------------------------|------------------------------|
| Increase collection % of delinquent real estate and personal property taxes | Billing & Collections (SV0904) | 41.5 % | 55.8 % | 61.5 % | 61.5 % |
| # of annual revenue forecasts (1), quarterly revenue projections (4), and annual citywide budget revenues (1) provided to the Department of Budget & Strategic Planning annually | Financial Management (SV0908) | 6/6 | 6/6 | 6 | 6 |
| Maintain or improve credit rating assigned to the city (Fitch / Standard & Poor's / Moody's) | Investment & Debt Management (SV0910) | AA+, AA+, Aa2 | AA+, AA+, Aa1 | AA+, AA+, Aa1 | AA+, AA+, Aa1 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------------|---|------------------|------------------|-------------------|-------------------|
| | Accounting & Reporting (SV0901) | \$1,564 | \$1,693 | \$- | \$- |
| | Administration (SV0801) | 645,166 | 410,259 | 474,822 | 484,009 |
| | Assessments (SV0903) | - | 2,343 | - | _ |
| 02501 - Financial Management | Billing & Collections (SV0904) | 314,531 | 371,238 | 371,453 | 254,543 |
| | City Copy & Print Services (SV1001) | 821 | 5,975 | 1 | _ |
| | Comp & Classification Admin (SV0803) | | | | _ |
| | Customer Service (SV0302) | _ | 74 | | _ |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------------|---|------------------|------------------|-------------------|-------------------|
| | Emp Rsrc Mgmt & Prg Sup (SV0800) | 7,251 | 2,328 | _ | |
| | Employee Training & Development (SV1201) | 400 | _ | _ | 1 |
| | Facilities Management (SV2006) | 480 | _ | _ | - |
| | Financial Management (SV0908) | 333,525 | 318,691 | 301,801 | 389,046 |
| | Fleet Management (SV1502) | 29 | 202 | _ | J |
| 02501 - Financial Management | Investment & Debt Management (SV0910) | 1,314,496 | 781,982 | 1,208,849 | 1,209,880 |
| 02301 - I manciai Wanagement | Mail Services (SV1010) | 12,891 | 9,028 | _ | 3,000 |
| | Project Management (SV1012) | _ | 7,639 | _ | |
| | Public Info & Media Relations (SV2103) | _ | 62 | _ | |
| | Risk Management (SV1703) | _ | 2,641 | _ | _ |
| | Software / Apps Dev (SV1016) | 116,466 | _ | 145,000 | 45,000 |
| | Tax Enforcement (SV0914) | (148) | _ | _ | _ |
| | Telecomm Sys Mngmt (SV1002) | 26,913 | _ | _ | _ |
| | Default (000000) | 11,755 | 133,618 | _ | _ |
| Cost Center / Program Total | | \$2,786,140 | \$2,047,773 | \$2,501,925 | \$2,385,479 |

| 02502 - General Accounting Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|---------------------------------|---|---|------------------------------|------------------------------|
| Complete Comprehensive Annual Financial Report (CAFR) by November (Nov) 30th annually | | Nov 2018/Nov 2018 | Nov 2019/Nov 2019 | Nov 2020 | Nov 2020 |
| Completely monthly financial reports within 15 days of the month's end | Accounting & Reporting (SV0901) | 12/12 | 12/12 | 12 | 12 |
| Complete quarterly financial reports within 15 days of the quarter's end | | 4/4 | 4/4 | 4 | 4 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|---|------------------|------------------|-------------------|-------------------|
| | Accounting & Reporting (SV0901) | \$878,804 | \$656,246 | \$592,535 | \$804,902 |
| | Accounts Payable (SV0902) | _ | _ | _ | 61,451 |
| | Administration (SV0801) | 355 | 59 | - | - |
| | Billing & Collections (SV0904) | _ | _ | _ | 247,319 |
| | City Copy & Print Services (SV1001) | 812 | _ | _ | _ |
| 02502 - General Accounting | Financial Management (SV0908) | 705 | _ | _ | _ |
| | Fleet Management (SV1502) | 9 | _ | _ | _ |
| | Management Information Systems (SV1011) | 83,165 | 89,709 | 85,515 | _ |
| | Parking Management (SV1505) | _ | 52,699 | _ | _ |
| | Payroll Administration (SV0911) | _ | _ | _ | 61,451 |
| | Default (000000) | 1,164 | _ | - | _ |
| Cost Center / Program Total | | \$965,014 | \$798,713 | \$678,050 | \$1,175,123 |

| 02503- Disbursements Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|--|------------------------------------|---|---|------------------------------|------------------------------|
| Perform quarterly departmental audits of employee leave balances | Payroll Administration (SV0911) | NA | 4/4 | 4 | 4 |
| Process 100% of payroll on time | | 100% / 100% | 100% / 100% | 100 % | 100 % |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|-------------------------------------|------------------|------------------|-------------------|-------------------|
| | Accounting & Reporting (SV0901) | \$33,431 | \$2,375 | \$— | \$— |
| | Accounts Payable (SV0902) | 486,751 | 511,896 | 631,946 | 446,427 |
| | Administration (SV0801) | 1,065 | 1,299 | _ | - |
| | City Copy & Print Services (SV1001) | 582 | 892 | 1 | 10,000 |
| 02503 - Disbursements | Emp Rsrc Mgmt & Prg Sup (SV0800) | 180 | 1,896 | | _ |
| 02303 - Dispuisements | Financial Management (SV0908) | 2,283 | _ | | _ |
| | Mail Services (SV1010) | 13,912 | 9,323 | _ | _ |
| | Payroll Administration (SV0911) | 338,191 | 420,611 | 562,805 | 482,196 |
| | Project Management (SV1012) | 65,494 | _ | _ | _ |
| | Default (000000) | _ | 2,077 | _ | _ |
| Cost Center / Program Total | | \$941,889 | \$950,370 | \$1,194,751 | \$938,623 |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|------------------------|------------------|------------------|-------------------|-------------------|
| 02505 - Risk Management | Mail Services (SV1010) | \$40 | \$— | \$— | \$— |
| | Default (000000) | (\$40) | \$— | \$— | \$— |
| Cost Center / Program Total | | \$— | \$- | \$- | \$- |

^{*}This Cost Center is no longer in use by the department so performance measures aren't necessary.

| 02506- Collections Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|--|-----------------------|---|---|------------------------------|------------------------------|
| Collect 100% of Delinquent Personal Property budgeted amount | Billing & Collections | NA | NA | 100 % | 100 % |
| Collect 100% of Delinquent Real Estate budgeted amount | (SV0904) | NA | NA | 100 % | 100 % |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|--|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$770 | \$- | \$- | \$— |
| | Assessments (SV0903) | _ | _ | 2,200 | 2,200 |
| | Billing & Collections (SV0904) | 514,120 | 398,333 | 444,429 | 636,810 |
| | City Copy & Print Services (SV1001) | 4,296 | 6,513 | | _ |
| 02506 - Collections | Employee Training & Development (SV1201) | 1 | 14 | | _ |
| | Financial Management (SV0908) | (623) | 1 | | _ |
| | Fleet Management (SV1502) | 14,217 | 5,473 | 12,858 | 5,273 |
| | Mail Services (SV1010) | 17,803 | 13,293 | - | _ |
| | Default (000000) | 43,842 | 19,963 | _ | _ |
| Cost Center / Program Total | | \$594,425 | \$443,588 | \$459,487 | \$644,283 |

| 02507- Licenses and Assessments Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|-----------------------------------|---|---|------------------------------|------------------------------|
| Issue accurate bills to all taxpayers more than 14 days prior to the due date for Real Estate and Personal Property Taxes | Billing & Collections (SV0904) | 30 days prior | 23 days prior | >14 days | >14 days |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------------------|-------------------------------------|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$1,500 | \$34,974 | \$— | \$- |
| | Assessments (SV0903) | 387,990 | 373,016 | 390,460 | 522,498 |
| | Billing & Collections (SV0904) | 54,436 | 155,926 | 124,788 | _ |
| 02507 - Licenses and Assessments | City Copy & Print Services (SV1001) | 215 | 797 | | |
| | Financial Management (SV0908) | 3,400 | | | Ī |
| | Mail Services (SV1010) | 8,399 | 5,441 | | |
| | Tax Enforcement (SV0914) | 981 | - | _ | _ |
| | Default (000000) | 2,317 | _ | _ | _ |
| Cost Center / Program Total | | \$459,238 | \$570,155 | \$515,247 | \$522,498 |

| 02508- Audit and Compliance Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|--|-------------------------|-----------------------------------|---|------------------------------|------------------------------|
| Increase the number of business audits performed each year per auditor | Audit Services (SV1801) | 36 | 38 | 38 | 40 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------------|-------------------------------------|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$- | \$731 | \$— | \$— |
| | Assessments (SV0903) | 14,164 | | | 1,500 |
| | Audit Services (SV1801) | 291,161 | 243,917 | 238,153 | 271,108 |
| | Billing & Collections (SV0904) | 698 | 25 | - | _ |
| 02508 - Audit and Compliance | City Copy & Print Services (SV1001) | 133 | 168 | | _ |
| | Financial Management (SV0908) | 3,400 | - | 21,457 | _ |
| | Mail Services (SV1010) | _ | 389 | - | _ |
| | Default (000000) | 359 | _ | _ | _ |
| Cost Center / Program Total | | \$309,915 | \$245,229 | \$259,609 | \$272,608 |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|----------------------|------------------|------------------|-------------------|-------------------|
| 02510 - Citywide Revenue | Default (000000) | \$425,000 | \$9,528 | \$— | \$- |
| Cost Center / Program Total | | \$425,000 | \$9,528 | \$- | \$— |

^{*}This Cost Center is no longer in use by the department so performance measures aren't necessary.

| 02517- Commissioner of Revenue Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|-----------------------------------|-----------------------------------|---|------------------------------|------------------------------|
| Issue accurate bills to all taxpayers more than 14 days prior to the due date for Real Estate and Personal Property Taxes | Billing & Collections (SV0904) | 30 days prior | 23 days prior | >14 days | >14 days |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---------------------------------|--|------------------|------------------|-------------------|-------------------|
| | Accounting & Reporting (SV0901) | \$- | \$- | \$28,000 | \$— |
| | Billing & Collections (SV0904) | 559,836 | 464,984 | 480,886 | 662,676 |
| | City Copy & Print Services (SV1001) | 3,524 | 4,207 | 2,000 | 5,000 |
| 02517 - Commissioner of Revenue | Employee Training & Development (SV1201) | | 669 | | _ |
| | Financial Management (SV0908) | 3,400 | _ | _ | _ |
| | Legislative Services (SV0604) | _ | 962 | _ | _ |
| | Default (000000) | 10,187 | (180) | _ | _ |
| Cost Center / Program Total | | \$576,946 | \$470,642 | \$510,886 | \$667,676 |

| 02518 - DCAO Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|---|---|---|------------------------------|------------------------------|
| % of positions filled from within | Employee Training & Development (SV1201) | NA | NA | Establishing baseline | Establishing baseline |
| # of policies and standard operating procedures reviewed and revised (if applicable) annually | Strategic Planning & Analysis (SV0913) | NA | NA | Establishing baseline | 85 % |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|--|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$474,949 | \$423,873 | \$536,886 | \$517,567 |
| | Audit Services (SV1801) | 97,159 | 102,655 | 119,915 | _ |
| | City Copy & Print Services (SV1001) | 219 | 142 | _ | _ |
| | Emp Rsrc Mgmt & Prg Sup (SV0800) | 5,417 | 1,583 | _ | _ |
| | Employee Performance Mgmt (SV0804) | 3,133 | 304 | _ | _ |
| | Employee Training & Development (SV1201) | 133,099 | 143,549 | 126,220 | 13,203 |
| 02518 - DCAO | Financial Oversight / Fiscal Control (SV0900) | 2,552 | _ | _ | _ |
| | Financial Management (SV0908) | 31,401 | 1,286 | _ | _ |
| | Human Resources Mgmt (SV0806) | 175,499 | 214,638 | 89,467 | 93,711 |
| | Management Information Systems (SV1011) | 2,720 | - | _ | _ |
| | Software / Apps Dev & Support (SV1016) | _ | 25,049 | _ | 25,050 |
| | Strategic Planning & Analysis (SV0913) | 94,627 | 188,118 | 194,867 | 347,479 |
| | Default (000000) | 163 | (2,178) | _ | _ |
| Cost Center / Program Total | | \$1,020,938 | \$1,099,020 | \$1,067,356 | \$997,010 |

| 02519 - Financial Information Systems Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|--|---|---|------------------------------|------------------------------|
| Ensure accessibility of City's Revenue Application System (RAS-MUNIS) and OnBase (for Accounts Payable) | Management Information Systems (SV1011) | NA | NA | Establishing baseline | 98 % |
| Respond to backfill service request(s) for Finance within 24 working hours | | NA | NA | Establishing baseline | 100 % |
| Respond to SAFR requests within 24 | | NA | NA | Establishing baseline | 100 % |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|---|------------------|------------------|-------------------|-------------------|
| 02519 - Financial Information Systems | Management Information Systems (SV1011) | \$585,802 | \$336,010 | \$367,862 | \$619,344 |
| | Project Management (SV1012) | _ | 544 | - | _ |
| Cost Center / Program Total | | \$585,802 | \$336,554 | \$367,862 | \$619,344 |

| 02520 - Cash Operations Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|-----------------------------------|-----------------------------------|---|------------------------------|------------------------------|
| Process payment lock-box files and checks received via drop box within two business days of receipt | Billing & Collections (SV0904) | NA | NA | ≥98% | ≥98% |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|-------------------------------------|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$— | \$1,754 | \$— | \$- |
| | Billing & Collections (SV0904) | 984,798 | 1,336,213 | 1,328,066 | 1,065,923 |
| 02520 - Cash Operations | City Copy & Print Services (SV1001) | | 38 | I | _ |
| 02520 - Cash Operations | Emp Rsrc Mgmt & Prg Sup (SV0800) | 210 | 518 | | _ |
| | Financial Management (SV0908) | 2,866 | | I | _ |
| | Default (000000) | (1,109) | (55) | | _ |
| Cost Center / Program Total | | \$986,765 | \$1,338,469 | \$1,328,066 | \$1,065,923 |

| 02521- Tax Enforcement Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|--------------------------|-----------------------------------|---|------------------------------|------------------------------|
| Increase the # of business site visits per year per tax enforcement officer | Tax Enforcement (SV0914) | 900-1000 | 750 | 800 | 800 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|-------------------------------------|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$— | \$829 | \$- | \$— |
| | Assessments (SV0903) | 12,320 | l | ı | 300 |
| | Billing & Collections (SV0904) | _ | 402 | | _ |
| 02521 - Tax Enforcement | Budget Management (SV0905) | - | 44 | _ | _ |
| 02521 - Tax Enforcement | City Copy & Print Services (SV1001) | 742 | 468 | | _ |
| | Financial Management (SV0908) | 3,400 | I | ı | _ |
| | Tax Enforcement (SV0914) | 327,472 | 367,783 | 446,305 | 285,679 |
| | Default (000000) | _ | | - | _ |
| Cost Center / Program Total | | \$343,933 | \$369,526 | \$446,305 | \$285,979 |

| 02522- Business Licenses and Assessments Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|-----------------------------------|-----------------------------------|---|------------------------------|------------------------------|
| | Billing & Collections (SV0904) | 30 days prior | 23 days prior | >14 days | >14 days |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-------------------------------|-------------------------------------|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$— | \$81 | \$— | \$— |
| | Assessments (SV0903) | 125,280 | (54) | - | _ |
| 02522 - Business Licenses and | Billing & Collections (SV0904) | 421,017 | 605,901 | 656,133 | 698,327 |
| Assessments | City Copy & Print Services (SV1001) | 1,772 | 196 | | 814 |
| | Financial Management (SV0908) | 3,400 | _ | _ | _ |
| | Default (000000) | 1,060 | _ | _ | _ |
| Cost Center / Program Total | | \$552,530 | \$606,124 | \$656,133 | \$699,141 |
| Department Total | | \$10,548,535 | \$9,285,691 | \$9,985,678 | \$10,273,687 |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|----------------------|------------------|------------------|-------------------|-------------------|
| 02401 - Risk-Self-Insurance | Default (000000) | 1 | 7,169 | 1 | _ |
| Cost Center / Program Total | | \$- | \$7,169 | \$- | \$— |

^{*}This actual from FY20 was charged to a previously used cost center for Risk Management in the General Fund.

BUDGET HIGHLIGHTS

City Council Action by Amendments: This agency's budget has been amended to include the following:

• The removal of funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff. Funding has been reallocated to the city's Non-Departmental budget to fund a 3.25% across the board pay increase for all city employees (excluding those who qualify for state-supported pay increases) and/or the class and comp plan.

Mayor's Proposed Budget:

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 positions not administratively frozen and rate adjustments for healthcare and retirement in FY2022.

Additionally, this budget includes funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff beginning in October. The 2018 Gallagher study concluded that there were salary inequities in the lower half of the pay ranges within the City. The City implemented phase one in 2019. This recommendation, phase two, makes another significant step in equalizing pay throughout the City by investing in the current workforce.

Operating: This budget reflects minor reductions to various operating accounts.

AGENCY FISCAL DETAIL - GENERAL FUND

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-time Permanent | \$4,375,585 | \$4,771,475 | \$5,417,922 | \$5,717,504 |
| Overtime Permanent | 11,474 | 22,051 | _ | _ |
| Holiday Pay Permanent | 137,851 | 203,899 | _ | _ |
| Vacation Pay Permanent | 239,868 | 242,631 | _ | _ |
| Sick Leave Permanent | 156,364 | 141,269 | _ | _ |
| Civil Leave Permanent | 874 | 1,003 | _ | _ |
| Death Leave Permanent | 7,176 | 3,422 | _ | _ |
| Earned HOL Pay-Permanent | _ | 238 | _ | _ |
| FMLA Paid Parental Bonding | 1,398 | _ | _ | _ |
| FMLA Paid Parental Sick Parent | 3,467 | 7,902 | _ | _ |
| Part-time Salaries | 35,129 | 2,253 | _ | _ |
| Holiday Pay Part-time | 2,390 | 87 | _ | _ |
| Vacation Pay Part-time | 2,306 | 1,472 | _ | _ |
| Sick Leave Part-time | 2,158 | 485 | _ | _ |
| Temporary Employee | 230,059 | 55,499 | _ | _ |
| Overtime Temporary | 1,159 | _ | _ | _ |
| Holiday Pay Temporary | 9,643 | 2,696 | _ | _ |
| Sick Leave Temporary | 2,442 | 900 | | |
| Funeral Leave Temporary | 241 | | | |
| FICA | 302,809 | 319,931 | 335,911 | 354,485 |
| Retirement Contribution RSRS | 791,176 | 765,813 | 936,198 | 899,558 |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---------------------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Medicare FICA | 71,943 | 76,177 | 78,560 | 82,904 |
| Group Life Insurance | 33,886 | 34,817 | 38,830 | 41,474 |
| Health Care Active Employees | 751,381 | 769,998 | 822,991 | 839,582 |
| State Unemployment Ins | 13,005 | 10,130 | _ | _ |
| Health Savings Account | 12,406 | 11,490 | _ | _ |
| Education Pay | 1,628 | _ | _ | _ |
| VRIP Incentive Payments | _ | 22,000 | _ | _ |
| Classification and Compensation Study | _ | _ | _ | _ |
| Operating Services | | | | |
| Professional Services | 262,758 | 136,352 | 80,000 | 174,683 |
| Financial & Invest Mgmt Svcs | 976,406 | 564,718 | 623,474 | 623,474 |
| Public Info & Relations Svcs | 122,634 | 1,501 | 145,800 | 46,300 |
| Media Services (Advertising) | 2,283 | 8,530 | 8,200 | 13,300 |
| Laboratory and X-Ray Services | 44 | - | _ | 300 |
| Information & Research Svcs | 16,867 | 13,792 | 16,400 | 16,400 |
| Attorney/Legal Services | 3,462 | 6,761 | 13,000 | 17,000 |
| Mediation Services (Court) | _ | 638 | _ | _ |
| Management Services | 64,226 | 36,953 | 67,000 | 62,610 |
| Education & Training Services | 9,849 | 1,311 | 2,200 | 2,300 |
| Building Repair & Maint Services | 14,378 | 7,639 | 600 | _ |
| Equipment Repair & Maint | _ | _ | 4,600 | 4,500 |
| Vehicle Repair & Maint | 17,057 | 2,506 | 2,745 | 2,600 |
| Office Furniture - Fixture | 4,667 | 2,082 | _ | _ |
| Printing & Binding - External | 91,558 | 171,630 | 182,755 | 170,775 |
| Transportation Services | 1,609 | (1,367) | 2,000 | 2,000 |
| Meals & Per Diem | _ | 120 | _ | _ |
| Employee Parking Subsidy | 1,200 | 1,057 | 1,200 | 2,450 |
| Property Rental Agreements | _ | _ | _ | 8,820 |
| Security/Monitoring Services | 5,525 | 10,922 | 5,000 | 15,085 |
| Contract & Temp Personnel | 294,051 | 90,620 | 371,354 | 255,606 |
| Food & Drinks | 16,170 | 6,390 | _ | _ |
| Laundry & Dry Cleaning Services | _ | 14 | _ | _ |
| Uniforms & Safety Supplies | 1,016 | 792 | 5,500 | 5,000 |
| Office Supplies & Stationary | 47,535 | 32,873 | 11,539 | 34,978 |
| Badges & Name Plates | 189 | 199 | _ | _ |
| Office/Building Décor | 27 | _ | _ | _ |
| Advertising & Publicity Supplies | 935 | 4,312 | 7,500 | 5,500 |
| Books & Reference Material | 2,501 | 33,495 | 30,285 | 29,185 |
| Medical & Laboratory Supp | 636 | 533 | _ | _ |
| Courier Service | 15,196 | 15,103 | 24,700 | 25,750 |
| Express Delivery Services | _ | _ | 50 | 1,000 |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Postal Services | 211,303 | 163,247 | 129,870 | 149,275 |
| Telecommunications Service | 133 | 638 | 1,000 | 1,000 |
| Conference/Conventions | 27,336 | 2,850 | _ | 1,000 |
| Magazine/Newspaper Subscript | 99 | _ | 1,280 | 1,300 |
| Membership Dues | 4,604 | 4,164 | 7,291 | 10,281 |
| Employee Training | 45,222 | 5,052 | 24,328 | 25,003 |
| Software | 179,969 | 88,984 | 30,818 | 100,568 |
| Computer Accessories | _ | _ | 3,800 | 2,600 |
| Charge-Offs & Collection of Charge-Offs | 126 | _ | 1,000 | 1,000 |
| Bad Debt Expense (Annual Accrual) | 425,000 | _ | _ | _ |
| Equipment (Less Than \$5,000) | 17,264 | 3,925 | 2,000 | 1,000 |
| Software License | (1,091) | 20,202 | 140,000 | 123,000 |
| Bank Fees | 255,593 | 309,959 | 360,000 | 360,000 |
| Misc Operating Expenses | _ | 6,163 | _ | _ |
| Investigations | 823 | _ | _ | _ |
| Fuel for Dept Owned Vehicles | 371 | 726 | 519 | 700 |
| Monthly Standing Costs | 1,430 | 1,936 | 1,480 | 1,973 |
| Auto Expenses Charged by Fleet | 8,114 | _ | 8,114 | _ |
| Internal Printing & Duplicating | 5,013 | 309 | 23,164 | 16,850 |
| Claims & Settlements | 27,500 | 2,641 | _ | _ |
| DIT Charges (Billed from DIT Fund) | 31,062 | 51,397 | _ | 15,814 |
| Equip & Other Assets Exp | 138,067 | 6,384 | 14,700 | 7,200 |
| Total General Fund | \$10,548,535 | \$9,285,691 | \$9,985,678 | \$10,273,687 |

HUMAN RESOURCES

DESCRIPTION

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; developing and overseeing Human Resource employee data, automation and management of information 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; creating and implementing employee development and recognition programs and services; and developing, administering and communicating health, life, and supplemental benefit programs.

MISSION

The mission of the Department of Human Resources is to provide high quality collaborative service for administrators, staff, and prospective employees of the City Of Richmond that add value to our diverse and inclusive organization through fair, consistent and policy compliant methods.

VISION

The vision of the Department of Human Resources is to be an employer of choice, focused on delivering premier and innovative services that are results oriented.

MAYORAL PRIORITY AREA/S IMPACTED

Efficient & High-Quality Service Delivery

COUNCIL FOCUS AREA/S IMPACTED

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

AGENCY FISCAL SUMMARY – HUMAN RESOURCES*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$2,426,992 | \$2,865,872 | \$3,553,190 | \$3,825,172 |
| Operating | 625,248 | 425,360 | 722,226 | 958,916 |
| Total General Fund | \$3,052,240 | \$3,291,232 | \$4,275,416 | \$4,784,088 |
| Total Agency Summary | \$3,052,240 | \$3,291,232 | \$4,275,416 | \$4,784,088 |
| Per Capita | \$13.45 | \$14.50 | \$18.53 | \$20.88 |
| *Total Staffing | 38.00 | 38.00 | 53.50 | 52.50 |

^{*}See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency, to include Enterprise funded staffing.

PERSONNEL COMPLEMENT/POSITION CONTROL

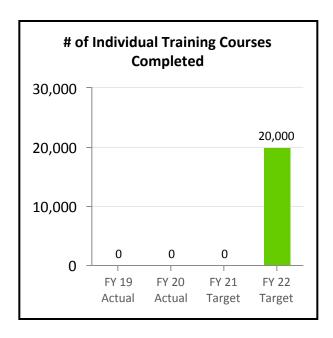
The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

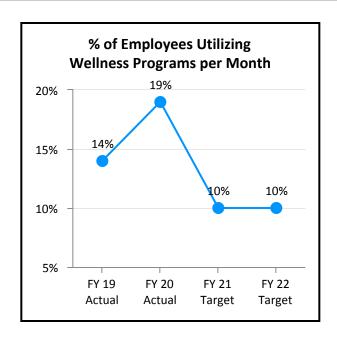
| | GENERAL FUND | | ENTERPRISE FUND | | Total FTFs |
|------------------------------------|--------------|-------------|-----------------|-------------|------------|
| Job Title | # of Funded | # of Frozen | # of Funded | # of Frozen | Total FTEs |
| Administrative Technician, Senior | 5.00 | 1.00 | _ | _ | 6.00 |
| Deputy Department Director, Senior | 1.00 | 1.00 | _ | _ | 2.00 |
| Director of Human Resources | 1.00 | _ | _ | _ | 1.00 |
| Health and Wellness Coordinator | _ | 1.00 | _ | _ | 1.00 |
| Human Resources Division Chief | 2.00 | 1.00 | _ | _ | 3.00 |
| Human Resources Generalist | 12.00 | 2.00 | 2.00 | _ | 16.00 |
| Human Resources Manager | 3.00 | _ | _ | _ | 3.00 |
| Human Resources Specialist | 4.50 | 2.00 | _ | _ | 6.50 |
| Management Analyst | 1.00 | _ | _ | _ | 1.00 |
| Management Analyst, Associate | 8.00 | 2.00 | _ | _ | 10.00 |
| Management Analyst, Principal | 1.00 | _ | _ | _ | 1.00 |
| Program and Operations Supervisor | _ | 1.00 | _ | _ | 1.00 |
| Technology Coordinator (Agency) | 1.00 | _ | _ | _ | 1.00 |
| Total FTE Count | 39.50 | 11.00 | 2.00 | 0.00 | 52.50 |
| Total FTE % | 78.2 % | 21.8 % | 100.0 % | – % | |

DEPARTMENT OBJECTIVES

- Continue to strategically and expeditiously select and on-board highly talented individuals with the acumen, aptitude, and attitude to thrive in COR Government
- Continue to engage COR employees to ensure that each person is in the right job and has been provided with the right resources to leverage their knowledge skills, and behaviors to meet COR goals and sustain organizational success
- Attract, develop, and retain a diverse and highly skilled workforce committed to continuous improvement
- Create and maintain a highly efficient, transparent and responsive COR Government
- Continue to ensure compliance with federal employment law/federal substance abuse policy requirements, City Personnel Rules, & Administrative Regulations, to include all grievance and Personnel Board hearings. To provide guidance on all applicable federal employment laws and City Policy. Perform research on and revise all employment law-related policies, including Personnel Rules & Administrative Regulations. Ensure compliance with disciplinary procedures
- Oversee classification and compensation for employees. Analysis and recommendations of pay related issues. Ensuring compliance with city, state and federal rules/laws
- Continue to create a training program that will have an abundance of benefits for this organization. Such as increasing employee engagement, retention, productivity, and autonomy; while improving internal and external customer service, organizational knowledge, and leadership functioning
- Develop and oversee Human Resources employee data, automation and management of information systems

PERFORMANCE HIGHLIGHTS (SELECTED MEASURES)





The Department of Human Resources plans to use Fiscal Year 2021 and 2022 to establish baselines for most newly created performance measures.

The Coronavirus pandemic has changed the way the Department of Human Resources delivers training to city employees. The department plans to use its online training program, Wavelength, to distribute more individual training courses around a number of subjects. (Left Graph).

The department also conducts monthly wellness programs that include activities such as exercise, weight-loss competitions, educational seminars, tobacco-cessation programs and health screenings that are designed to help employees eat better, lose weight and improve their overall physical health. Employees are encouraged to participate in an effort to increase morale and work capabilities. (Right Graph).

COST CENTER PERFORMANCE TRENDS AND BUDGETS*

| 01201 - HR Management Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|--|---|---|---|------------------------------|------------------------------|
| # of Drug/Alcohol Tests Conducted | | TBD /1,263 | 1,069/1,249 | 1,069 | 1,069 |
| # of Eligible Employees Receiving an Annual Performance Evaluation | Administration (SV0801) | NA | NA | Establish Baseline | 1,000 |
| # of Days to Acknowledge Receipt of all New EEO Cases and Make a Recommendation | Employee Relations (SV0805) | NA | NA | Establish Baseline | 3 |
| Average # of Days to Fill Vacancy from Post to Offer Acceptance | Human Resource Management (SV0806) | NA | NA | Establish Baseline | 63-89 |
| # of Individual Training Courses Completed Through Online Training Platform (Wavelength) | Employee Training & Development (SV1201) | NA | NA | Establish Baseline | 20,000 |
| # of Job Postings | Recruitment, Select, & Reten Services (SV0807) | NA | NA | Establish Baseline | 750 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|---|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$657,537 | \$711,178 | \$855,186 | \$1,007,879 |
| | Benefits Administration (SV0802) | 75,000 | 67,486 | 72,000 | _ |
| | City Copy & Print Services (SV1001) | _ | 1,857 | _ | _ |
| | Comp & Classification Admin (SV0803) | _ | _ | _ | _ |
| | COVID-19 (SV2614) | _ | 977 | _ | _ |
| | Customer Service (SV0302) | (57,159) | _ | _ | _ |
| 01201 - HR Management | Employee Relations (SV0805) | 2,110 | 35,336 | 46,731 | 47,592 |
| | Employee Training & Development (SV1201) | (5,800) | 154,053 | 175,585 | 170,155 |
| | Human Resources Management (SV0806) | 6,650 | 143,696 | 89,967 | 90,590 |
| | Mail Services (SV1010) | 3,205 | 3,028 | _ | - |
| | Recruit, Select, & Reten Services (SV0807) | _ | 35,211 | 46,731 | 47,592 |
| | Wellness Program (SV1204) | _ | 188 | _ | _ |
| | Default (000000) | 2,398 | _ | _ | _ |
| Cost Center / Program Total | | \$683,940 | \$1,153,011 | \$1,286,200 | \$1,363,809 |

| 01202 - HR Recruitment, Selection, and Retention Services Performance Measures | | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|--|---|---|------------------------------|------------------------------|
| % Funded Vacancy Rate | Recruitment, Select, & | 11.90 % | 11.90 % | 15.00 % | 15.00 % |
| # of Recruitments and Selections | Reten Services (SV0807) | NA/849 | NA/470 | Establish Baseline | 750 |
| Ensure 80% of the HR Generalist are Trained and have the Appropriate Field Certifications | Employee Training & Development (SV1201) | NA | NA | Establish Baseline | 80 % |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|---|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$29,122 | \$51,957 | \$132,418 | \$4,150 |
| | City Copy & Print Services (SV1001) | | 122 | _ | _ |
| | Comp & Classification Admin (SV0803) | _ | 44,399 | _ | _ |
| | Customer Service (SV0302) | 12,968 | _ | _ | _ |
| 01202 - HR Recruitment, Selection, and Retention Services | Employee Relations (SV0805) | 38,338 | 10,108 | - | _ |
| and Retention Services | Employee Training & Development (SV1201) | 9,143 | 1,225 | - | _ |
| | Human Resources Management (SV0806) | 2,895 | 13,534 | | _ |
| | Recruit, Select, & Reten Services (SV0807) | 352,153 | 296,307 | 1,010,492 | 1,188,126 |
| | Wellness Program (SV1204) | _ | 1,067 | - | _ |
| Cost Center / Program Total | | \$444,620 | \$418,719 | \$1,142,910 | \$1,192,276 |

| 01203 - Benefits Administration Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|----------------------------------|---|---|------------------------------|------------------------------|
| % of Employees Utilizing Wellness Programs Per Month | Benefits Administration (SV0802) | 10%/14% | 10%/19% | 10 % | 10 % |
| # of Wellness Programs that Include Activities | Wellness Program (SV1204) | NA | NA | Establish Baseline | 25 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---------------------------------|---------------------------------------|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$— | \$46,375 | \$53,241 | \$55,727 |
| | Benefits Administration (SV0802) | \$67,006 | 61,467 | 65,515 | 267,650 |
| 01203 - Benefits Administration | Human Resource Management (SV0806) | 906 | | I | _ |
| | Wellness Program (SV1204) | 94,959 | 120,368 | 1 | 55,779 |
| | Default (000000) | 122 | - | | _ |
| Cost Center / Program Total | | \$162,992 | \$228,210 | \$118,755 | \$379,156 |

| 01204 - Employee Relations Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|--|--------------------------------|---|---|------------------------------|------------------------------|
| # of Personnel Board Hearings | Administration (SV0801) | NA | NA | Establish Baseline | 24 |
| # of Paid Parental Leaves Processed | Employee Relations (SV0805) | NA | NA | Establish Baseline | 90 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|---|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$3,112 | \$41,618 | \$47,758 | \$49,954 |
| | Cap Imprvmnt Plan (CIP) Mgmt (SV0906) | 2,860 | _ | _ | _ |
| | City Copy & Print Services (SV1001) | 2,854 | 8,061 | _ | 8,061 |
| | Customer Service (SV0302) | 3,000 | _ | _ | _ |
| | Employee Performance Mgmt (SV0804) | 250 | _ | _ | _ |
| 01204 - Employee Relations | Employee Relations (SV0805) | 175,110 | 180,013 | 280,229 | 394,599 |
| | Fleet Management (SV1502) | _ | 35 | _ | _ |
| | Human Resource Management (SV0806) | 4,057 | 35,024 | 39,881 | _ |
| | Recruit, Select, & Reten Services (SV0807) | 187 | _ | _ | _ |
| | Wellness Program (SV1204) | (28) | _ | _ | _ |
| Cost Center / Program Total | | \$191,403 | \$264,750 | \$367,868 | \$452,613 |

| 01205 - Classification and Compensation Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|--|---|---|---|------------------------------|------------------------------|
| % of Employee Pay-Related Request (New Hire Pay Adjustments) Completed within 5 Days | Comp & Classification Admin (SV0803) | NA | NA | Establish Baseline | 75 % |
| % of Employee Pay-Related Request (Special, Acting Pay) Completed within 5 Days | | NA | NA | Establish Baseline | 75 % |
| % of Employee Pay-Related Request (Job Change Adjustments) Completed within 5 Days | | NA | NA | Establish Baseline | 75 % |
| % of Employee Pay-Related Request (Employee Pay Adjustments) Completed within 5 Days | | NA | NA | Establish Baseline | 75 % |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|--|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$— | \$- | \$- | \$850 |
| 01205 - Classification and | City copy & Print Services (SV1001) | 56 | | | _ |
| | Comp & Classification Admin (SV0803) | 66,141 | 2,061 | 114,171 | 149,532 |
| Compensation | Employee Training & Development (SV1201) | - | 470 | _ | _ |
| | Human Resource Management (SV0806) | 2,982 | _ | _ | _ |
| | Wellness Program (SV1204) | | (2,744) | | _ |
| Cost Center / Program Total | | \$69,179 | (\$213) | \$114,171 | \$150,382 |

| 01206 - Administrative Support Services Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|----------------------------------|---|---|------------------------------|------------------------------|
| # of Employee Recognition Programs Delivered | Administration (SV0801) | NA/6 | 10/7 | 10 | 10 |
| # of Customer Service Resource Walk-Ins | | NA | NA | Establish Baseline | 50 |
| % of Employee Benefit Request Handled within 2 Days | Benefits Administration (SV0802) | NA | NA | Establish Baseline | 75 % |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|---|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$421,768 | \$485,366 | \$409,356 | \$511,748 |
| | Benefits Administration (SV0802) | 57,223 | 8,649 | 185,780 | _ |
| | Comp & Classification Admin (SV0803) | 1 | 1 | 3,690 | _ |
| | COVID-19 (SV2614) | _ | 171 | 1 | _ |
| 01206 - Administrative Support Services | Employee Training & Development (SV1201) | 3,014 | 568 | - | _ |
| | Human Resources Management (SV0806) | 205,485 | 110,811 | 64,209 | 59,521 |
| | Mail Services (SV1010) | _ | 99 | | _ |
| | Recruit, Select, & Reten Services (SV0807) | - | 1,688 | _ | _ |
| | Wellness Program (SV1204) | _ | _ | 53,288 | _ |
| Cost Center / Program Total | | \$687,489 | \$607,352 | \$716,322 | \$571,268 |

| 01207 - Training and Development Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|--|---|---|------------------------------|------------------------------|
| # of online training offerings: created in-house and canned presentations | Employee Training & Development (SV1201) | NA | NA | Establish Baseline | 10 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------------------|---|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$26,135 | \$3,803 | \$1,400 | \$— |
| | City Copy & Print Services (SV1001) | 3,093 | 969 | _ | _ |
| | Employee Training & Development (SV1201) | 391,838 | 132,159 | 87,550 | 134,920 |
| 01207 - Training and Development | Human Resource Management (SV0806) | 16,288 | | | _ |
| | Recruit, Select, & Reten Services (SV0807) | 156 | 1,809 | 10,000 | _ |
| | Wellness Program (SV1204) | 91 | _ | _ | _ |
| Cost Center / Program Total | | \$437,601 | \$138,740 | \$98,950 | \$134,920 |

| 01208 - Human Resource Operations Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|---------------------------------------|---|---|------------------------------|------------------------------|
| % of Substance Abuse Testing Performed in Accordance with Local, State, & Federal Regulations | A.L (C)(0004) | 1,069/1,263 | 1,069/1,249 | 1,249 | 1,170 |
| # of Employment Background Checks Performed to Encourage a Permissible & Obtainable Workforce | Administration (SV0801) | NA | NA | NA | Establish Baseline |
| # of Employees Successfully Onboarded to RAPIDS HR/Payroll Module | Human Resource Management (SV0806) | NA/952 | NA/559 | TBD | Establish Baseline |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------------|--|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$- | \$67,757 | \$92,000 | \$279,517 |
| 01208 - Human Resource Operations | Employee Training & Development (SV1201) | _ | 64,500 | | 1,660 |
| | Human Resource Management (SV0806) | 375,015 | 348,407 | 338,238 | 258,486 |
| Cost Center / Program Total | | \$375,015 | \$480,664 | \$430,238 | \$539,663 |
| Department Total | | \$3,052,240 | \$3,291,232 | \$4,275,416 | \$4,784,088 |

BUDGET HIGHLIGHTS

City Council Action by Amendments: This agency's budget has been amended to include the following:

- The removal of funding in the amount of \$99,719 for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff. Funding has been reallocated to the city's Non-Departmental budget to fund a 3.25% across the board pay increase for all city employees (excluding those who qualify for state-supported pay increases) and/or the class and comp plan.
- An increase in the amount of \$100,000 for a pay plan study for the Departments of Police and Fire.
- An increase in the amount of \$2,000 for an updated actuarial study from the Virginia Retirement System.

Mayor's Proposed Budget:

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 positions not administratively frozen and rate adjustments for healthcare and retirement in FY2022.

Additionally, this budget includes funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff beginning in October. The 2018 Gallagher study concluded that there were salary inequities in the lower half of the pay ranges within the City. The City implemented phase one in 2019. This recommendation, phase two, makes another significant step in equalizing pay throughout the City by investing in the current workforce.

This budget also includes a reduction of one HR Generalist FTE that was transferred to the Department of Fire and Emergency Services.

Operating: This budget reflects an increase of \$147,292 to fund an amendment to the city's Cigna EAP contract, adjusting the first time offender policy, as well as minor reductions in various operating accounts.

AGENCY FISCAL DETAIL - GENERAL FUND

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-time Permanent | \$1,380,120 | \$1,616,094 | \$2,424,810 | \$2,581,634 |
| Overtime Permanent | 1,862 | 2,468 | _ | _ |
| Holiday Pay Permanent | 83,344 | 110,457 | _ | _ |
| Shift Other Differential Perm | (305) | _ | _ | _ |
| Vacation Pay Permanent | 122,843 | 103,972 | _ | _ |
| Sick Leave Permanent | 43,523 | 58,215 | _ | _ |
| Civil Leave Permanent | 45 | _ | _ | _ |
| Death Leave Permanent | 2,923 | 1,945 | _ | _ |
| FMLA Paid Parental Adopt/Foster Care | 3,558 | 913 | _ | _ |
| FMLA Paid Parental Sick Parent | _ | 2,101 | _ | _ |
| Part time Salaries | 823 | 38,449 | 41,600 | 41,600 |
| Holiday Pay Part time | 206 | 2,722 | _ | _ |
| Vacation Pay Part time | _ | 520 | _ | _ |
| Sick Leave Personal Part time | _ | 160 | _ | _ |
| Temporary Employee | 104,020 | 137,654 | | |
| Overtime Temp | 1,390 | _ | _ | _ |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---------------------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Holiday Pay Temporary | 5,952 | 11,924 | _ | _ |
| Sick Leave Temporary | 640 | 1,233 | _ | _ |
| FICA | 104,096 | 125,567 | 152,917 | 162,640 |
| Retirement Contribution RSRS | 297,543 | 346,395 | 551,405 | 648,672 |
| Medcare FICA | 24,352 | 29,366 | 35,763 | 38,037 |
| Group Life Insurance | 11,182 | 13,055 | 16,873 | 17,626 |
| Health Care Active Employees | 232,656 | 258,232 | 329,820 | 334,963 |
| State Unemployment Ins | 2,398 | _ | _ | _ |
| Health Savings Account | 3,821 | 4,429 | _ | _ |
| Classification and Compensation Study | _ | _ | _ | _ |
| Operating Services | | | | |
| Contract Main Services | _ | 143 | _ | _ |
| Public Info & Relations Svcs. | (6,949) | 36,110 | 112,100 | 110,916 |
| Management Services | 465,895 | 217,679 | 352,410 | 443,349 |
| Equipment Repair & Maint. | 2,180 | 1,718 | 10,380 | 2,774 |
| Transportation Services | _ | 35 | _ | _ |
| Mileage | 29 | _ | _ | _ |
| Other Services | 875 | 1,500 | 5,000 | 2,730 |
| Office Supplies & Stationary | 6,954 | 9,994 | 5,561 | 8,322 |
| Postal Services | 1,649 | 1,270 | 8,224 | 10,500 |
| Membership Dues | 743 | 2,000 | 5,829 | 11,783 |
| Employee Training | 51,335 | 7,220 | 1,032 | 3,000 |
| Software | 1,688 | 2,072 | 3,690 | 3,150 |
| Internal Printing & Duplicating | 5,734 | | | _ |
| Claims & Settlements | _ | 5,500 | | _ |
| Medical Services | 85,907 | 125,983 | 218,000 | 354,331 |
| DIT Charges (Billed from DIT Fund) | 9,208 | 14,136 | | 8,061 |
| Total General Fund | \$3,052,240 | \$3,291,232 | \$4,275,416 | \$4,784,088 |

DESCRIPTION

The Office of Minority Business Development's (OMBD) 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. The OMBD provides compliance review of contract goals, as well as, training seminars and technical assistance programs that promote minority growth, development, and sustainability.

MISSION

Our mission is to facilitate, produce, and advance opportunities for minority business enterprises (MBE), emerging small businesses (ESB), and disadvantaged business enterprises (DBE) to successfully participate in the full array of contracting opportunities available in the City of Richmond.

VISION

Greater economic and social equity in our community through the pursuit of parity in the amount the City of Richmond spends to procure goods and services using taxpayer dollars and user fees.

MAYORAL PRIORITY AREA/S IMPACTED

- Efficient & High Quality Service Delivery
- Economic Empowerment

COUNCIL FOCUS AREA/S IMPACTED

- Strong Futures for Children, Adults, and Families
- 21st Century Richmond: Planned Growth, Economic Progress, and Affordable Housing

AGENCY FISCAL SUMMARY – MINORITY BUSINESS DEVELOPMENT*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$587,808 | \$669,681 | \$858,853 | \$699,586 |
| Operating | 158,960 | 101,440 | 136,415 | 136,415 |
| Total General Fund | \$746,768 | \$771,121 | \$995,268 | \$836,001 |
| Total Agency Summary | \$746,768 | \$771,121 | \$995,268 | \$836,001 |
| Per Capita | \$3.29 | \$3.40 | \$4.31 | \$3.94 |
| *Total Staffing | 8.04 | 9.00 | 10.00 | 9.00 |

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

PERSONNEL COMPLEMENT/POSITION CONTROL

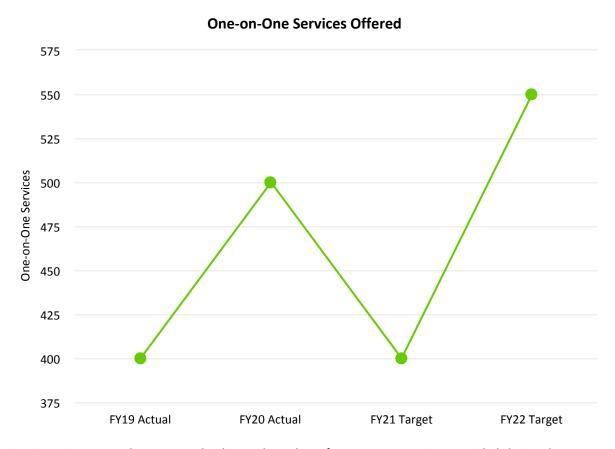
The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

| | GENER# | GENERAL FUND | | |
|--|-------------|--------------|------------|--|
| Job Title | # of Funded | # of Frozen | Total FTEs | |
| Administrative Technician, Senior | 1.00 | _ | 1.00 | |
| Deputy Department Director, Senior | 1.00 | | 1.00 | |
| Director, Office of Minority Business Development | 1.00 | | 1.00 | |
| Economic Development Business Services Manager | 1.00 | | 1.00 | |
| Economic Development Programs Administrator | _ | 1.00 | 1.00 | |
| Economic Development Specialist | 1.00 | _ | 1.00 | |
| Program and Operations Supervisor | 1.00 | 2.00 | 3.00 | |
| Total FTE Count | 6.00 | 3.00 | 9.00 | |
| Total FTE % | 66.7 % | 33.3 % | | |

DEPARTMENT OBJECTIVES

- Increase technical assistance activities
- Implement new software that will help identify minority businesses
- Identify procurement opportunities
- Assist in the preparation of MBE/ESB to qualify for lending opportunities
- Collaborate with internal/external organizations

PERFORMANCE HIGHLIGHTS (SELECTED MEASURES)



Minority Business Development tracks the total number of one-on-one services provided during the years. This measure showed an increase in FY20 with 500 total services provided. This is critical to track to show the numbers of businesses helped in order to build their capacity. In turn, this helps to increase the opportunity to grow minority participation in the City's spend. This addresses the mayor's objective to create economic equity in the city.

COST CENTER PERFORMANCE TRENDS AND BUDGETS*

| 03401 - OMBD Administration | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|-----------------------------|----------------------------------|---|---|------------------------------|------------------------------|
| One-on-One Services Offered | Contract Administration (SV0907) | NA/400 | NA/500 | 400 | 550 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|---|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$140,693 | \$147,026 | \$155,041 | \$147,247 |
| | Billings & Collections (SV0904) | 38,020 | 64,137 | 59,141 | _ |
| | Comp & Classification Admin (SV0803) | _ | _ | _ | _ |
| | Contract Administration (SV0907) | 140,817 | 210,827 | 258,010 | _ |
| 03401 - OMBD Administration | Fleet Management (SV1502) | 43 | 49 | _ | _ |
| | Mail Services (SV1010) | 384 | 426 | _ | _ |
| | Minority Business Development (SV0407) | 20,980 | 21,403 | 76,116 | 76,222 |
| | Project Management (SV1012) | 15,573 | 17,421 | 16,106 | _ |
| | Strategic Planning & Analysis (SV0913) | 79,270 | 73,297 | 92,321 | 83,746 |
| Cost Center / Program Total | | \$435,781 | \$534,585 | \$656,736 | \$307,216 |

| 03402 - MBD-Bus/Proj Develo Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|----------------------------------|---|---|------------------------------|------------------------------|
| Number of students attending classes and workshops. | Contract Administration (SV0907) | 325/319 | 400/400 | 450 | 500 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|---|------------------|------------------|-------------------|-------------------|
| | City Copy & Print Services (SV1001) | \$- | \$102 | \$- | \$— |
| | Contract Administration (SV0907) | 85,334 | 46,000 | 49,532 | 87,653 |
| 03402 - MBD-Bus/Proj Develo | Minority Business Development (SV0407) | 118,405 | 102,855 | 177,084 | 94,145 |
| | Project Management (SV1012) | 73,380 | 67,307 | 81,025 | 25,828 |
| | Strategic Planning & Analysis (SV0913) | 14,601 | 16,335 | 15,100 | 15,183 |
| Cost Center / Program Total | | \$291,720 | \$232,599 | \$322,741 | \$222,810 |

| 03403 - MBD-Contract Admini Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|---|---|---|------------------------------|------------------------------|
| % Spend | Minority Business Development (SV0407) | 10%/10% | 13%/13% | 10 % | 10 % |
| Minority Spend in Dollars | Minority Business Development (SV0407) | NA/\$28,396,484 | \$33M/\$33M | 33,000,000 | 35,000,000 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|---|------------------|------------------|-------------------|-------------------|
| | Billing & Collections (SV0904) | \$- | \$- | \$- | \$63,501 |
| | City copy & Print Services (SV1001) | 470 | 120 | _ | _ |
| 03403 - MBD-Contract Admini | Contract Administration (SV0907) | 15,747 | 3,726 | 15,791 | 177,238 |
| | Mail Services (SV1010) | _ | 91 | _ | - |
| | Minority Business Development (SV0407) | 3,051 | I | I | _ |
| | Project Management (SV1012) | _ | _ | _ | 65,236 |
| Cost Center / Program Total | | \$19,268 | \$3,936 | \$15,791 | \$305,975 |
| Department Total | | \$746,768 | \$771,121 | \$995,268 | \$836,001 |

MINORITY BUSINESS DEVELOPMENT

BUDGET HIGHLIGHTS

<u>City Council Action by Amendments:</u> This agency's budget has been amended to include the following:

• The removal of funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff. Funding has been reallocated to the city's Non-Departmental budget to fund a 3.25% across the board pay increase for all city employees (excluding those who qualify for state-supported pay increases) and/or the class and comp plan.

Mayor's Proposed Budget:

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 positions not administratively frozen and rate adjustments for healthcare and retirement in FY2022.

Additionally, this budget includes funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff beginning in October. The 2018 Gallagher study concluded that there were salary inequities in the lower half of the pay ranges within the City. The City implemented phase one in 2019. This recommendation, phase two, makes another significant step in equalizing pay throughout the City by investing in the current workforce.

Operating: There are no major operating changes to this budget.

AGENCY FISCAL DETAIL - GENERAL FUND

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---------------------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-time Permanent | \$322,862 | \$395,333 | \$571,950 | \$446,680 |
| Holiday Pay Permanent | 20,187 | 26,067 | _ | _ |
| Vacation Pay Permanent | 38,554 | 13,749 | _ | _ |
| Sick Leave Permanent | 29,695 | 11,567 | _ | _ |
| Civil Leave Permanent | 72 | _ | _ | _ |
| Death Leave Permanent | (1,429) | 762 | _ | _ |
| FMLA Paid Parental Maternity | _ | 8,820 | _ | |
| Temporary Employee | 1,110 | _ | _ | _ |
| FICA | 23,709 | 25,628 | 35,461 | 27,694 |
| Retirement Contribution RSRS | 91,672 | 103,238 | 141,106 | 135,243 |
| Medicare FICA | 5,710 | 6,130 | 8,293 | 6,477 |
| Group Life Insurance | 4,238 | 3,401 | 4,437 | 4,329 |
| Health Care Active Employees | 50,456 | 74,986 | 97,606 | 79,162 |
| Education Pay | 972 | _ | _ | |
| Classification and Compensation Study | _ | _ | _ | |
| Operating Services | | | | |
| Public Info & Relations Svcs | 9,868 | 3,359 | 4,500 | 4,500 |
| Management Services | 9,353 | | 10,000 | 10,000 |
| Transportation Services | 43 | 49 | | |
| Employee Parking Subsidy | _ | _ | 6,240 | 6,240 |

MINORITY BUSINESS DEVELOPMENT

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------------------|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Property Rental Agreements | _ | _ | 50,000 | 50,000 |
| Contract & Temp Personnel | 35,810 | 40,541 | 11,796 | 11,796 |
| Office Supplies & Stationary | 6,265 | 2,968 | 2,251 | 2,251 |
| Office/Building Decor | 2,621 | _ | _ | _ |
| Advertising & Publicity Supplies | _ | _ | 2,000 | 2,000 |
| Postal Services | 121 | _ | 400 | 400 |
| Conference/Conventions | 5,530 | 1,329 | _ | _ |
| Magazine/Newspaper Subscri | 281 | _ | 228 | 228 |
| Membership Dues | 550 | 105 | 363 | 363 |
| Employee Training | 14,873 | 6,351 | 679 | 679 |
| Software | 61,177 | 46,000 | 42,664 | 42,664 |
| Equipment (Less Than \$5,000) | 8,201 | - | _ | - |
| Internal Printing & Duplicating | 40 | - | 2,474 | 2,474 |
| DIT Charges (Billed from DIT Fund) | 854 | 739 | _ | _ |
| Equip & Other Assets Exp | 3,375 | | 2,820 | 2,820 |
| Total General Fund | \$746,768 | \$771,121 | \$995,268 | \$836,001 |

DESCRIPTION

Procurement Services is responsible for professionally, efficiently, and ethically fulfilling the department's mission, objectives, and core values.

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.

VISION

Drive continuous process improvements that result in best value at the lowest possible cost. Demonstrate professionalism; engage in strategic thinking and planning; consistently provide excellent customer service to all internal and external stakeholders.

MAYORAL PRIORITY AREA/S IMPACTED

- Efficient & High-Quality Service Delivery
- Expanded Economic Opportunity

COUNCIL FOCUS AREAS IMPACTED

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

AGENCY FISCAL SUMMARY -PROCUREMENT SERVICES

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$1,206,736 | \$1,331,013 | \$1,555,061 | \$1,531,609 |
| Operating | 53,520 | 41,194 | 34,792 | 25,976 |
| Total General Fund | \$1,260,256 | \$1,372,207 | \$1,589,853 | \$1,557,585 |
| Total Agency Summary | \$1,260,256 | \$1,372,207 | \$1,589,853 | \$1,557,585 |
| Per Capita | \$5.55 | \$6.05 | \$6.89 | \$6.80 |
| *Total Staffing | 20.00 | 20.00 | 20.00 | 20.00 |

^{*}See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency, to include Enterprise funded staffing.

PERSONNEL COMPLEMENT/POSITION CONTROL

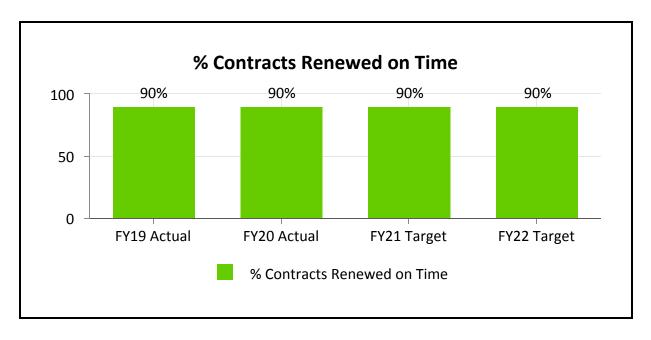
The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

| | GENERAL FUND | | ENTERPR | Total FTEs | |
|-------------------------------------|--------------|-------------|-------------|-------------|------------|
| Job Title | # of Funded | # of Frozen | # of Funded | # of Frozen | TOTAL FIES |
| Administrative Technician, Senior | 2.00 | 1.00 | _ | _ | 3.00 |
| Contracting Officer | 2.00 | _ | _ | _ | 2.00 |
| Director of Procurement Services | 1.00 | _ | _ | _ | 1.00 |
| Management Analyst, Principal | 1.00 | _ | _ | _ | 1.00 |
| Procurement Analyst | 4.00 | _ | _ | _ | 4.00 |
| Procurement Analyst, Senior | 4.00 | 1.00 | 3.00 | _ | 8.00 |
| Technology Manager, Senior (Agency) | 1.00 | _ | _ | _ | 1.00 |
| Total FTE Count | 15.00 | 2.00 | 3.00 | 0.00 | 20.00 |
| Total FTE % | 88.2 % | 11.8 % | 100.0 % | – % | |

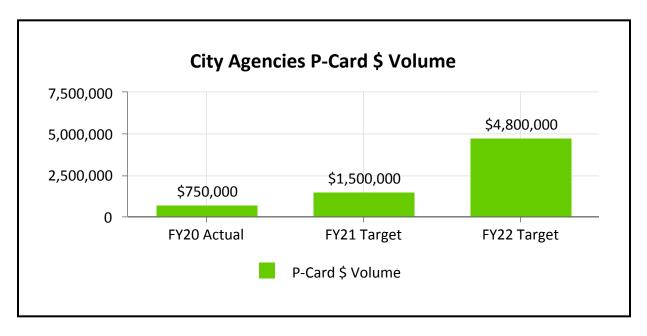
DEPARTMENT OBJECTIVES

- Ensure contract renewals are executed timely and accurately
- Ensure vendor database is properly managed
- Ensure Procurement Module access requests are properly managed
- Manage City's surplus property

PERFORMANCE HIGHLIGHTS (SELECTED MEASURES)



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.



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 also 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.

PROCUREMENT SERVICES

COST CENTER PERFORMANCE TRENDS AND BUDGETS*

| 08401 - Procurement Services Administration Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|--|-------------------------|---|---|------------------------------|------------------------------|
| # of vendors registered annually | | NA | NA | Pending | Pending |
| # of FOIA requests received and answered | Administration (SV0801) | NA | NA | NA | Pending |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributable to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------------|--|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$331,478 | \$350,059 | \$461,715 | \$440,974 |
| | City Copy & Print Services (SV1001) | 114 | 79 | _ | _ |
| | Compensation & Classification Admin (SV0803) | _ | _ | _ | _ |
| 08401 - Procurement Services | Contract Administration (SV0907) | 48,182 | 47,278 | 180 | 180 |
| Administration | Customer Service (SV0302) | 21,320 | 41,381 | _ | _ |
| | Financial Management (SV0908) | 42,640 | 47,601 | _ | 55,898 |
| | Fleet Management (SV1502) | 38 | 2,017 | _ | 1,218 |
| | Mail Services (SV1010) | 298 | 255 | _ | _ |
| | Default | 16,349 | (13,734) | _ | _ |
| Cost Center/Program Total | | \$460,420 | \$474,935 | \$461,895 | \$498,269 |

| 08402 - Contract Management Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|--------------------------|---|---|------------------------------|------------------------------|
| Combined City P-card volume reached for all city agencies | Purchasing Card (SV0918) | NA | 750,000 | 1,500,000 | \$4,800,000 |
| % of qualifying small purchases paid via P-card | Fulchasing Card (3V0918) | NA | NA | 30% | 50% |
| P-Card Cost Avoidance | | NA | NA | NA | Pending |
| % of Contracts Renewed on time | | 90%/85% | 90% | 90% | 90% |
| # of Small Purchases | Contract Administration | NA | NA | NA | Pending |
| # of Request for Proposals (RFP) | (SV0907) | NA | NA | NA | Pending |
| # of Invitation for Bid (IFB) | | NA | NA | NA | Pending |
| # of Client Trainings offered per year | Administration (SV0801) | NA | NA | NA | 6 |
| Recruit & Retain Competent Staff | | NA | NA | NA | Pending |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributable to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|---|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$41,517 | \$42,417 | \$815 | \$48,811 |
| | City Copy & Print Services (SV1001) | 257 | 629 | _ | _ |
| | Contract Administration (SV0907) | 677,123 | 779,633 | 926,843 | 890,438 |
| | Customer Service (SV0302) | 61,085 | 55,863 | 2,124 | 97,818 |
| 08402 - Contract Management | Financial Management (SV0908) | 19,854 | 18,712 | | 22,249 |
| | Mail Services (SV1010) | _ | 17 | - | _ |
| | Purchasing Card (SV0918) | - | _ | 197,176 | _ |
| | Recruit, Select, & Retention Svcs (SV0807) | _ | _ | 1,000 | _ |
| | Default | _ | _ | _ | _ |
| Cost Center / Program Total | | \$799,836 | \$897,272 | \$1,127,958 | \$1,059,316 |
| Department Total | | \$1,260,256 | \$1,372,207 | \$1,589,853 | \$1,557,585 |

PROCUREMENT SERVICES

BUDGET HIGHLIGHTS

City Council Action by Amendments: This agency's budget has been amended to include the following:

• The removal of funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff. Funding has been reallocated to the city's Non-Departmental budget to fund a 3.25% across the board pay increase for all city employees (excluding those who qualify for state-supported pay increases) and/or the class and comp plan.

Mayor's Proposed Budget:

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 positions not administratively frozen and rate adjustments for healthcare and retirement in FY2022.

Additionally, this budget includes funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part time staff beginning in October. The Gallagher study concluded that there were salary inequities in the lower half of the pay ranges within the City. The City implemented phase one in 2019. This recommendation, phase two, makes another significant step in equalizing pay throughout the City by investing in the current workforce.

Operating: This budget reflects a net decrease of \$8,816 in operating accounts representing decreases in software expenses and the employee parking subsidy and increases in employee training and office supplies.

AGENCY FISCAL DETAIL - GENERAL FUND

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-Time Permanent | \$679,053 | \$872,246 | \$1,155,382 | \$1,139,715 |
| Overtime Permanent | _ | 615 | _ | _ |
| Holiday Pay Permanent | 29,064 | 33,469 | _ | _ |
| Vacation Pay Permanent | 25,448 | 23,431 | _ | _ |
| Sick Leave Permanent | 18,618 | 15,239 | _ | _ |
| Death Leave Permanent | 1,140 | 777 | _ | _ |
| Part Time Salaries | | 2,912 | _ | _ |
| Vacation Part Time | | 699 | _ | _ |
| Temporary Employee | 209,228 | 67,316 | _ | _ |
| Overtime Temporary | 495 | 45 | _ | _ |
| Holiday Pay Temporary | 5,692 | 1,624 | _ | _ |
| Sick Leave Temporary | 397 | 181 | _ | _ |
| FICA | 54,211 | 60,359 | 71,634 | 70,662 |
| Retirement Contribution RSRS | 100,571 | 122,034 | 173,058 | 172,206 |
| Medicare FICA | 12,678 | 14,216 | 16,753 | 16,526 |
| Group Life | 5,870 | 7,107 | 8,846 | 9,503 |
| Health Care Active Employees | 63,522 | 104,114 | 129,387 | 122,996 |
| Health Savings Account | 750 | 1,050 | | |
| State Unemployment Insurance (SUI) | | 2,580 | | |
| Bonus Pay | | 1,000 | | |

PROCUREMENT SERVICES

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-------------------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Classification & Compensation Study | _ | _ | _ | _ |
| Operating Services | | | | |
| Public Info & Relations Svcs | 9 | 52 | 1,000 | _ |
| Management Services | 5,395 | _ | _ | _ |
| Education & Training Services | 190 | _ | _ | _ |
| Equipment Repair & Maint | 2,937 | _ | _ | _ |
| Vehicle Repair and Maint Services | _ | 373 | _ | 600 |
| Printing & Binding -External | 227 | _ | 480 | 480 |
| Moving & Relocation Services | 386 | _ | _ | _ |
| Transportation Services | 38 | 1,200 | _ | _ |
| Lodging | _ | _ | _ | _ |
| Employee Parking subsidy | 4,190 | 5,500 | 6,000 | _ |
| Contract & Temp Personnel | 17,094 | _ | _ | _ |
| Food & Drinks | 230 | 691 | _ | 150 |
| Office Supplies & Stationary | 4,694 | 5,406 | 1,470 | 5,974 |
| Employee Appreciation Events | _ | 71 | _ | 150 |
| Advertising & Publicity Supplies | _ | 826 | 200 | 70 |
| Books & Reference Materials | 155 | 272 | 180 | 180 |
| Postal Services | 43 | _ | 1,000 | |
| Conference/Conventions | 808 | 3,696 | _ | |
| Magazine/Newspaper Subscript | _ | _ | 160 | 160 |
| Membership Dues | 5,115 | 2,644 | 2,099 | 3,874 |
| Employee Training | 5,546 | 17,892 | 5,313 | 12,820 |
| Software | 3,985 | 269 | 16,490 | 500 |
| Computer Accessories | 337 | _ | _ | _ |
| Equipment (Less Than \$5,000) | _ | 877 | _ | _ |
| Software License | 1,282 | _ | _ | |
| Refuse & Recycling Expenses | _ | _ | 400 | 400 |
| Fuel for Dept.Owned Vehicles | | 26 | | 125 |
| Monthly Standing Costs | | 418 | | 493 |
| Internal Printing & Duplicating | 190 | _ | | _ |
| DIT Charges (Billed fr DIT Fund) | 669 | 980 | | |
| Total General Fund | \$1,260,256 | \$1,372,207 | \$1,589,853 | \$1,557,585 |

JUDICIAL

DESCRIPTION

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.

MISSION

The Richmond Adult Drug Treatment Court is designed to promote public safety and reduce the recidivism rate of drugrelated crime, while increasing the likelihood of successful rehabilitation by providing a comprehensive program of drug treatment services, probation and case management supervision, and intensive judicial monitoring for non-violent offenders with substance use disorders.

VISION

The vision for the City of Richmond Adult Drug Treatment Court Program is to work with individuals who are engaged in drug related crimes and committed towards making lifestyle changes, by providing them quality substance abuse services as the program seeks to decrease the prevalence of criminal activity in the City of Richmond and advance the safety and well-being of our community.

MAYORAL PRIORITY AREA/S IMPACTED

- Public Safety, Health, & Wellness
- Efficient & High-Quality Service Delivery

COUNCIL FOCUS AREA/S IMPACTED

- Strong Futures for Children, Adults, and Families
- Safe Neighborhoods

AGENCY FISCAL SUMMARY – ADULT DRUG TREATMENT COURT*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$503,343 | \$528,585 | \$538,199 | \$482,473 |
| Operating | 122,946 | 92,685 | 109,444 | 192,426 |
| Total General Fund | \$626,289 | \$621,270 | \$647,643 | \$674,899 |
| Special Fund | 417,233 | 358,615 | 500,000 | 500,000 |
| Total Agency Summary | \$1,043,522 | \$979,885 | \$1,147,643 | \$1,174,899 |
| Per Capita | \$4.60 | \$4.32 | \$4.97 | \$5.13 |
| *Total Staffing | 8.00 | 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

PERSONNEL COMPLEMENT/POSITION CONTROL

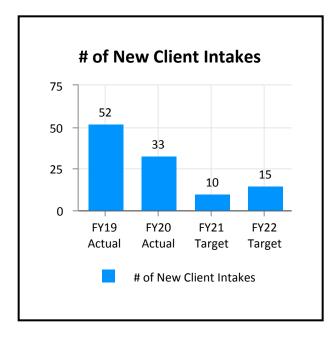
The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

| | GENERAL FUND | | SPECIAL FUND | | Total FTEs |
|---|--------------|-------------|--------------|-------------|------------|
| Job Title | # of Funded | # of Frozen | # of Funded | # of Frozen | TOTAL FIES |
| Adult Drug Court Specialist | 4.00 | 1.00 | 1.00 | _ | 6.00 |
| Assistant Director of Adult Drug Court | 1.00 | _ | _ | _ | 1.00 |
| Finance Analyst/Adult Drug Court | 1.00 | _ | l | _ | 1.00 |
| Total FTE Count | 6.00 | 1.00 | 1.00 | 0.00 | 8.00 |
| Total FTE % | 85.7 % | 14.3 % | 100.0 % | – % | |

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 HIGHLIGHTS (SELECTED MEASURES)

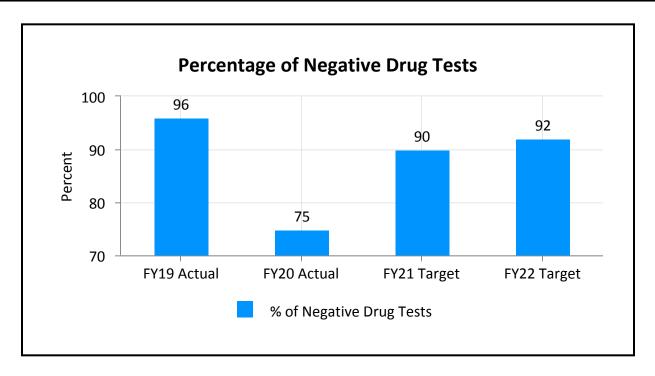




The Richmond Adult Drug Court Program allows non-violent persons charged with substance abuse related felony offenses an alternative to incarceration. The program adequately serves participants who are diagnosed with substance use and a co-occurring mental health disorders by providing individual, family, and group counseling. In addition, RADTC delivers primary and preventive health services for those participants who do not have a primary care physician, provides psychiatric services, medication management, and medication assisted treatment to persons with opioid and alcohol dependence.

The Left Chart showcases the number of new clients entering the drug treatment program. The number of new clients is expected to decline in FY21 due to the ongoing COVID-19 pandemic and then increase in FY22. The Right Chart showcases the number of successful completions of the treatment program. In FY19, there were 20 successful completions; this increased to 28 in FY20. The department expects declines in the number of completions in both FY21 and FY22.

PERFORMANCE HIGHLIGHTS (SELECTED MEASURES) (CONTINUED)



One of the departmental goals outlined by the Richmond Adult Drug Court is the reduction of drug usage by participants assigned to the substance abuse treatment program. By conducting drug screening tests to monitor usage among participants, ADC expects to reduce the number of people using illegal substances. In turn, this leads to higher rates of sobriety, employment/family functioning, and improved overall quality of life for participants. The percentage of negative drug tests declined from FY19 to FY20, however, the department expects the percentage to increase in FY21 and FY22.

COST CENTER PERFORMANCE TRENDS AND BUDGETS*

| 01303 - Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|------------------------------|-----------------------------------|---|---|------------------------------|------------------------------|
| # of New Client Intakes | Re-Entry Services (SV1101) | 28/52 | 36/33 | 10 | 15 |
| % of Negative Drug Tests | Substance Abuse Services (SV2425) | 98%/96% | 98%/75% | 90 % | 80 % |
| # of Successful Completions | Substance Abuse Services (SV2425) | 19/20 | 19/28 | 15 | 20 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------------------|-------------------------------------|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$109,966 | \$113,406 | \$119,765 | \$129,206 |
| | City Copy & Print Services (SV1001) | 241 | 218 | _ | _ |
| | Facilities Management (SV2006) | _ | _ | _ | 82,035 |
| | Financial Management (SV0908) | 71,380 | 73,868 | 73,616 | 77,135 |
| 01303 - Judiciary - Adult Drug Court | Fleet Management (SV1502) | 5,042 | 6,034 | 2,150 | 5,073 |
| | Grounds Management (SV2002) | 446 | 1 | - | _ |
| | Mail Services (SV1010) | 588 | 2,029 | - | _ |
| | Re-Entry Services (SV1101) | 124,470 | 131,049 | 140,444 | 142,014 |
| | Substance Abuse Services (SV2425) | 312,944 | 294,665 | 311,669 | 239,436 |
| | Default (000000) | 1,212 | _ | _ | _ |
| Cost Center / Program Total | | \$626,289 | \$621,270 | \$647,643 | \$674,899 |
| Department Total | | \$626,289 | \$621,270 | \$647,643 | \$674,899 |

BUDGET HIGHLIGHTS

<u>City Council Action by Amendments:</u> This agency's budget was not amended by City Council.

Mayor's Proposed Budget:

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 positions not administratively frozen and rate adjustments for healthcare in FY2022.

Additionally, this budget includes funding for a State approved 5% pay increase for all eligible, non-sworn, permanent full and part-time positions.

Operating: This budget reflects an increase of \$82,035 due to the agency's upcoming relocation from their current office location within the Public Safety Building, located at 510 N. 10th Street, to a new location. This funding has been added to cover costs associated with moving and related relocation efforts.

AGENCY FISCAL DETAIL - GENERAL FUND

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---------------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-time Permanent | \$327,999 | \$358,467 | \$369,637 | \$340,057 |
| Vacation Pay Permanent | 14,770 | 7,796 | _ | _ |
| Sick Leave Permanent | 14,801 | 3,701 | _ | _ |
| FMLA Paid Paternal Maternity | _ | 1,761 | _ | _ |
| Part-time Permanent | _ | _ | _ | - |
| Temporary Employee | 414 | _ | _ | - |
| Vacation Temporary | | _ | _ | _ |
| FICA | 20,411 | 20,762 | 22,917 | 21,084 |
| Medicare FICA | 4,774 | 4,856 | 5,360 | 4,931 |
| Group Life Insurance | 4,647 | 4,832 | 4,953 | 4,557 |
| Constitutional Off VSRS Ret | 42,074 | 43,702 | 47,757 | 43,935 |
| Health Care Active Employees | 71,491 | 81,959 | 87,575 | 67,910 |
| State Unemployment Ins | 1,212 | _ | _ | |
| Health Savings Account | 750 | 750 | _ | |
| Bonus Pay | _ | _ | _ | |
| Operating Services | | | | |
| Information & Research Services | _ | _ | _ | |
| Management Services | 35,493 | 17,210 | 48,224 | 40,714 |
| Equipment Repair & Maint | | _ | _ | _ |
| Vehicle Repair & Maint | 2,870 | 1,851 | 2,710 | 2,700 |
| Transportation Services | _ | _ | 7,000 | 3,500 |
| Moving and Relocation Services | _ | | | 82,035 |
| Employee Parking Subsidy | _ | _ | _ | _ |
| Residential Property Rental | _ | | _ | |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------------------|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Food & Drinks Svcs | 600 | 605 | | 960 |
| Office Supplies & Stationary | 12,687 | 9,122 | 6,621 | 11,200 |
| Medical & Laboratory Supp | 59,453 | 50,306 | 35,000 | 33,320 |
| Postal Services | 85 | _ | 120 | 80 |
| Telecommunications Services | 115 | _ | _ | 6,284 |
| Membership Dues | 710 | 50 | 480 | 960 |
| Employee Training | 3,350 | 6,791 | 1,313 | 5,000 |
| Software | _ | _ | 406 | _ |
| Computer Accessories | _ | _ | _ | _ |
| Housing | 4,521 | 320 | 5,000 | 3,000 |
| Fuel for Dept Owned Vehicles | 876 | 759 | 670 | 893 |
| Monthly Standing Costs | 1,296 | 1,549 | 1,480 | 1,480 |
| Auto Expenses Charged by Fleet | _ | 1,875 | _ | _ |
| Internal Printing & Duplicating | 60 | _ | 420 | 300 |
| DIT Charges (Billed from DIT Fund) | 830 | 2,247 | _ | _ |
| Total General Fund | \$626,289 | \$621,270 | \$647,643 | \$674,899 |

JUDICIARY – COMMONWEALTH ATTORNEY'S OFFICE

DESCRIPTION

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.

MISSION

The Office's mission is to protect the safety of the community and the rights of all citizens through the vigorous enforcement of the 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.

VISION

Through strong collaboration 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.

MAYORAL PRIORITY AREA/S IMPACTED

Public Safety, Health, & Wellness

COUNCIL FOCUS AREA/S IMPACTED

• Safe Neighborhoods

AGENCY FISCAL SUMMARY – JUDICIARY – COMMONWEALTH ATTORNEY*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$6,239,110 | \$6,347,053 | \$6,331,760 | \$6,936,741 |
| Operating | 153,235 | 222,360 | 196,338 | 177,738 |
| Total General Fund | \$6,392,346 | \$6,569,413 | \$6,528,098 | \$7,114,479 |
| Special Fund | 791,746 | 777,713 | 835,274 | 932,908 |
| Total Agency Summary | \$7,184,092 | \$7,347,126 | \$7,363,372 | \$8,047,387 |
| Per Capita | \$31.66 | \$32.38 | \$31.91 | \$35.13 |
| *Total Staffing | 74.50 | 74.50 | 74.80 | 74.80 |

^{*}See Fiscal Detail for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

PERSONNEL COMPLEMENT/POSITION CONTROL

The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

| | GENER/ | GENERAL FUND | | SPECIAL FUND | |
|--|-------------|--------------|-------------|--------------|------------|
| Job Title | # of Funded | # of Frozen | # of Funded | # of Frozen | Total FTEs |
| Administrative Assistant- Commonwealth Attorney | 2.00 | _ | _ | _ | 2.00 |
| Assistant Commonwealth Attorney | 39.00 | _ | _ | _ | 39.00 |
| Automation Coordinator- Commonwealth Attorney | 1.00 | _ | _ | _ | 1.00 |
| Commonwealth's Attorney | 1.00 | _ | _ | _ | 1.00 |
| Community Engagement and Reform Initiative Advisor | 1.00 | _ | _ | _ | 1.00 |
| Executive Assistant-Commonwealth Attorney | 1.00 | _ | _ | _ | 1.00 |
| Finance Director-Commonwealth Attorney | 1.00 | _ | _ | | 1.00 |
| Paralegal - Commonwealth Attorney | 16.00 | 1.00 | _ | _ | 17.00 |
| Victim Witness Administrative Assistant | _ | _ | 1.80 | _ | 1.80 |
| Victim Witness Deputy Director | _ | _ | 1.00 | _ | 1.00 |
| Victim Witness Director | _ | _ | 1.00 | _ | 1.00 |
| Victim Witness Specialist I | _ | _ | 6.00 | _ | 6.00 |
| Victim Witness Specialist II | _ | _ | 2.00 | _ | 2.00 |
| Total FTE Count | 62.00 | 1.00 | 11.80 | 0.00 | 74.80 |
| Total FTE % | 98.4 % | 1.6 % | 100.0 % | – % | |

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 through outreach to build trust.
- Reduce recidivism by diverting a significant number of eligible felony and misdemeanor offenders using arraignment hearings as the screening point.
- Reduce the use of secured bail for pre-trial release.

COST CENTER PERFORMANCE TRENDS AND BUDGETS*

| 01301- Performance Measures | Service/SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|--|-------------------------|---|---|------------------------------|------------------------------|
| # Cases Received in Office | | NA | NA | NA | TBD |
| # Felony Cases Received |] | NA | NA | NA | TBD |
| # Homicide Cases Received |] | NA | NA | NA | TBD |
| # Robbery Cases Received |] | NA | NA | NA | TBD |
| # Aggravated/Malicious Wounding Cases Received | Comm. Attorney (SV1301) | NA | NA | NA | ТВО |
| # Home Invasion Burglary Cases Received | | NA | NA | NA | ТВО |
| # Felony Sexual Assault Cases Received | | NA | NA | NA | TBD |
| # Misdemeanor Cases Received | | NA | NA | NA | TBD |
| # Cases Diverted to Alternatives to Incarcerations | | NA | NA | NA | TBD |
| # Cases Provided Felony Reduction | | NA | NA | NA | TBD |
| # Cases Provided Felony Avoidance |] | NA | NA | NA | TBD |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

^{*}Note that the measures above for Homicide, Robbery, Aggravated/Malicious Wounding, Home Invasion Burglary, and Felony Sexual Assault cases are only some of the types of felony cases received by the department. Therefore, the measures "# Cases Received" and "# Felony Cases Received" encompass more types of cases than those listed as performance measures for the department. Misdemeanor cases are included in the "# Cases Received", but not "# Felony Cases Received", as they are not felony cases.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------------|-------------------------------------|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$1,149,343 | \$1,284,729 | \$1,331,760 | \$1,419,864 |
| | City Copy & Print Services (SV1001) | 1,014 | 1,079 | _ | _ |
| | Comm. Attorney (SV1301) | 4,890,231 | 4,917,392 | 4,767,967 | 5,256,098 |
| | Community Outreach (SV2101) | 95,036 | 85,859 | 149,234 | 137,496 |
| 01301 - Comm. Atty | Financial Management (SV0908) | 153,159 | 162,479 | 161,026 | 180,468 |
| | Investigations (SV2202) | 91,490 | 114,348 | 118,111 | 120,553 |
| | Legal Counsel (SV1601) | 547 | _ | _ | _ |
| | Mail Services (SV1010) | 398 | 627 | _ | _ |
| Default | Default (000000) | 11,128 | 2,900 | _ | _ |
| Cost Center/ Program Total | | \$6,392,346 | \$6,569,413 | \$6,528,098 | \$7,114,479 |
| Department Total | | \$6,392,346 | \$6,569,413 | \$6,528,098 | \$7,114,479 |

JUDICIARY – COMMONWEALTH ATTORNEY'S OFFICE

BUDGET HIGHLIGHTS

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

Mayor's Proposed Budget:

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 adopted budget.

Personnel: This budget includes 100% funding for all positions not administratively frozen and rate adjustments for healthcare in FY2022.

Additionally, this budget includes funding for a State approved 5% pay increase for all eligible, non-sworn, permanent full and part-time positions.

Operating: This budget reflects a modest decrease of \$18,600 associated with operating reductions based on historical spending.

AGENCY FISCAL DETAIL - GENERAL FUND

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-Time Permanent | \$4,049,418 | \$4,071,814 | \$4,644,027 | \$5,060,224 |
| Overtime Permanent | 150 | 1,315 | _ | _ |
| Holiday Pay Permanent | 118,163 | 110,684 | _ | _ |
| Vacation Pay Permanent | 310,185 | 310,887 | _ | _ |
| Sick Leave Permanent | 177,426 | 165,447 | _ | _ |
| Military Leave Permanent | 2,624 | 284 | _ | _ |
| Death Leave Permanent | 5,185 | 5,008 | _ | _ |
| Earned HOL Pay-Permanent | 376 | 452 | _ | _ |
| FMLA Paid Parental Maternity | 2,057 | 16,400 | _ | _ |
| FMLA Paid Parental Bonding | _ | 4,556 | _ | _ |
| FMLA Paid Parental Sick Parent | 930 | _ | _ | _ |
| Part Time Salaries | 130,026 | 134,938 | 146,769 | 154,107 |
| Vacation Pay Part Time | 10,022 | 5,161 | _ | _ |
| Sick Leave Personal Part Time | 3,335 | 7 <i>,</i> 557 | _ | _ |
| Temporary Employee | _ | 39,250 | _ | _ |
| Sick Leave Temporary | _ | 250 | _ | _ |
| Fica | 281,047 | 287,758 | 297,029 | 323,289 |
| Medcare Fica | 66,920 | 67,879 | 69,466 | 75,608 |
| Group Life Insurance | 25,508 | 22,901 | 25,078 | 27,325 |
| Constitutional Off Vsrs Ret | 544,689 | 540,400 | 590,705 | 653,781 |
| Health Care Active Employees | 498,222 | 544,174 | 558,686 | 642,407 |
| State Unemployement Insurance (SUI) | 9,828 | 4,200 | _ | _ |
| Health Savings Account (HSA) Expense- Employer | 3,000 | 4,208 | _ | _ |
| Education Pay | _ | 1,529 | _ | _ |

JUDICIARY – COMMONWEALTH ATTORNEY'S OFFICE

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Contract Man.Ser.(Rec.,Etc.) | - | 900 | - | _ |
| Public Information & Public Relations Services | _ | 1,694 | 6,150 | 55,238 |
| Media Services (Advertising) | - | 5,097 | 3,188 | _ |
| Information & Research Svcs | 325 | 503 | 19,800 | 12,500 |
| Attorney/Legal Services | _ | 227 | 3,500 | 2,500 |
| Management Services | _ | 527 | _ | _ |
| Education & Training Services | 13,345 | 1,400 | _ | _ |
| Cleaning/Janitorial Services | _ | 986 | _ | _ |
| Printing & Binding-External | 51 | _ | 1,000 | _ |
| Mileage | 1,184 | 18 | 5,900 | 500 |
| Employee Parking Subsidy | 20,695 | 19,200 | 19,200 | 19,200 |
| Travel Settlement | 911 | - | - | _ |
| Contract And Temporary Personnel Services | 2,952 | _ | 32,000 | _ |
| Food & Drink Services | 6,029 | 3,171 | _ | 1,650 |
| Office Supplies And Stationary | 23,340 | 26,436 | 8,225 | 11,150 |
| Badges And Name Plates | 79 | 915 | _ | _ |
| Employee Appreciation Events And Awards | 2,331 | 1,730 | _ | 2,000 |
| Office/Building Decor | - | 26,099 | _ | _ |
| Advertising & Publicity Supplies | 3,150 | - | 4,000 | _ |
| Photographic Supplies | - | - | 1,250 | _ |
| Books & Reference Materials | 8,822 | 9,959 | 6,480 | 2,200 |
| Educational Supplies | 102 | - | 2,000 | _ |
| Recreational Supplies | - | 48 | 1,500 | _ |
| Paint & Paint Supplies | 480 | - | - | _ |
| Postal Services | 337 | _ | 1,200 | 600 |
| Conference /Conventions | 5,127 | 1,694 | _ | _ |
| Magazine/Newspaper Subscript | 19,051 | 3,729 | 720 | 900 |
| Membership Dues | 27,400 | 27,479 | 11,550 | 23,100 |
| Employee Training | 596 | 798 | 2,775 | 1,000 |
| Software | _ | _ | 7,000 | _ |
| Equipment (Less Than \$5,000) | 1,721 | 7,637 | _ | _ |
| Software License | 5,265 | 61,243 | 36,500 | 39,600 |
| Refuse & Recycling Expenses | 5,504 | 1,027 | 4,200 | 2,400 |
| Bank Fees | 215 | (44) | _ | _ |
| Recreation and Entertainment | _ | | 14,500 | _ |
| Glass Products & Supply | _ | 582 | _ | _ |
| Protective Services | _ | 11,611 | _ | _ |
| Storage | 2,266 | 5,987 | 3,200 | 3,200 |
| Internal Printing & Duplicating | | | 500 | _ |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------------------|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| DIT Charges (Billed from DIT Fund) | 1,959 | 1,705 | | |
| Total General Fund | \$6,392,346 | \$6,569,413 | \$6,528,098 | \$7,114,479 |

PUBLIC SAFETY

DESCRIPTION

Richmond Animal Care & Control (RACC) 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.

MISSION

To provide a safe and healthy community through professional enforcement of animal related laws, while providing and promoting the humane care of every animal in need.

VISION

We strive for a City where every companion animal has a safe and loving forever home. Defining leading animal welfare, public safety and operational practices, RACC will grow as a trusted community resource.

MAYORAL PRIORITY AREA/S IMPACTED

- Efficient & High-Quality Service Delivery
- · Public Safety, Health, & Wellness

COUNCIL FOCUS AREA/S IMPACTED

- Responsive, Accountable, and Innovative Government
- Safe Neighborhoods

AGENCY FISCAL SUMMARY - OFFICE OF ANIMAL CARE & CONTROL

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$1,274,482 | \$1,344,577 | \$1,262,300 | \$1,348,246 |
| Operating | 778,158 | 657,621 | 600,445 | 584,641 |
| Total General Fund | \$2,052,639 | \$2,002,198 | \$1,862,745 | \$1,932,887 |
| Special Fund | (10,650) | 82,118 | 75,000 | 75,000 |
| Total Agency Summary | \$2,041,989 | \$2,084,316 | \$1,937,745 | \$2,007,887 |
| Per Capita | \$9.00 | \$9.19 | \$8.40 | \$8.77 |
| *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

PERSONNEL COMPLEMENT/POSITION CONTROL

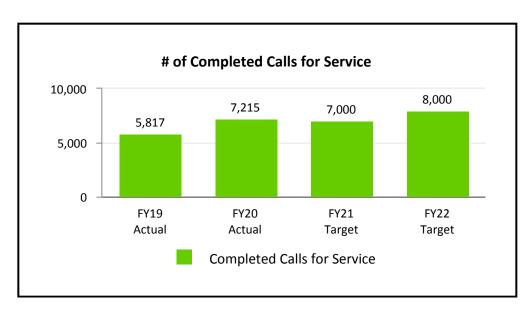
The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

| | GENER# | Total FTEs | |
|--|-------------|-------------|------------|
| Job Title | # of Funded | # of Frozen | IOLAI FIES |
| Administrative Technician | 1.00 | _ | 1.00 |
| Administrative Technician, Senior | 1.00 | _ | 1.00 |
| Animal Control Kennel Assistant | 4.00 | 4.00 | 8.00 |
| Animal Control Officer | 6.00 | _ | 6.00 |
| Animal Control Officer, Senior | 1.00 | _ | 1.00 |
| Animal Control Supervisor | 2.00 | _ | 2.00 |
| Customer Service Technician | 1.00 | 1.00 | 2.00 |
| Director, Office of Animal Care and Control | 1.00 | _ | 1.00 |
| Management Analyst, Associate | 3.00 | _ | 3.00 |
| Total FTE Count | 20.00 | 5.00 | 25.00 |
| Total FTE % | 80.0 % | 20.0 % | |

DEPARTMENT OBJECTIVES

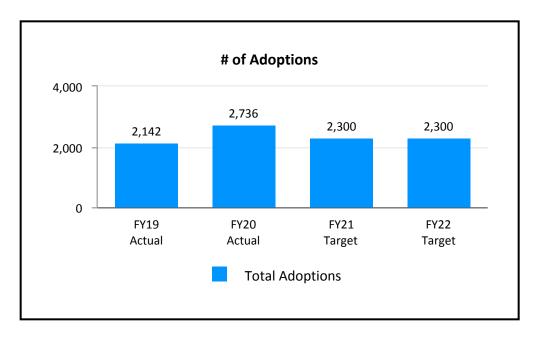
- Continue to improve adoption/foster rates
- Continue to improve completed calls for service
- Continue to provide the best shelter environment for the animals in our care

PERFORMANCE HIGHLIGHTS (SELECTED MEASURES)



Animal Control Officers respond to each complaint and/or call for service, no matter the result. The number of calls completed depend on the amount of calls received from citizens. Increased community outreach has resulted in an increased number of calls for assistance from Richmond Animal Care and Control (RACC).

PERFORMANCE HIGHLIGHTS (SELECTED MEASURES) (CONTINUED)



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 steadily increased since FY16/17.

COST CENTER PERFORMANCE TRENDS AND BUDGETS*

| 08801 - Animal Care & Control Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|-------------------------|---|---|------------------------------|------------------------------|
| # of Adoptions | Animal Care (SV2216) | 2,100/2,142 | 2,100/2,736 | 2,300 | 2,300 |
| % Live Release Rate | Animal Care (SV2216) | 90%/91% | 91%/90% | 90 % | 90 % |
| # of Completed Calls for Service | Animal Control (SV2201) | 5,800/5,817 | 5,900/7,215 | 7,000 | 8,000 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-------------------------------|---|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$366,228 | \$330,963 | \$332,664 | \$379,989 |
| | Animal Care (SV2216) | 1,062,890 | 914,094 | 860,318 | 796,466 |
| | Animal Control (SV2201) | 438,411 | 545,527 | 506,608 | 553,619 |
| | City copy & Print Services (SV1001) | 328 | 3,359 | _ | _ |
| 08801 - Animal Care & Control | Comp & Classification Admin (SV0803) | _ | _ | _ | _ |
| | Financial Management (SV0908) | 128,825 | 141,345 | 145,597 | 149,900 |
| | Fleet Management (SV1502) | 47,022 | 55,624 | 15,308 | 52,913 |
| | Mail Services (SV1010) | (153) | 7,535 | _ | _ |
| | Management Info Systems (SV1011) | _ | _ | 2,250 | _ |
| | Default (000000) | 9,088 | 3,752 | _ | _ |
| Cost Center / Program Total | | \$2,052,639 | \$2,002,198 | \$1,862,745 | \$1,932,887 |
| Department Total | | \$2,052,639 | \$2,002,198 | \$1,862,745 | \$1,932,887 |

BUDGET HIGHLIGHTS

City Council Action by Amendments: This agency's budget has been amended to include the following:

• The removal of funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff. Funding has been reallocated to the city's Non-Departmental budget to fund a 3.25% across the board pay increase for all city employees (excluding those who qualify for state-supported pay increases) and/or the class and comp plan.

Mayor's Proposed Budget:

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 positions not administratively frozen and rate adjustments for healthcare and retirement in FY2022.

Additionally, this budget includes funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff beginning in October. The 2018 Gallagher study concluded that there were salary inequities in the lower half of the pay ranges within the City. The City implemented phase one in 2019. This recommendation, phase two, makes another significant step in equalizing pay throughout the City by investing in the current workforce.

Operating: This budget reflects a decrease due to adjustments in fleet related operating accounts and other various minor adjustments.

AGENCY FISCAL DETAIL - GENERAL FUND

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-Time Permanent | \$774,907 | \$776,952 | \$866,290 | \$907,275 |
| Overtime Permanent | 56,921 | 69,164 | _ | _ |
| Holiday Pay Permanent | 46,724 | 50,899 | _ | _ |
| Vacation Pay Permanent | 38,096 | 29,280 | _ | _ |
| Sick Leave Permanent | 27,048 | 28,303 | _ | _ |
| Civil Leave Permanent | 186 | _ | _ | _ |
| Death Leave Permanent | 464 | 826 | _ | _ |
| Temporary Employee | _ | 16,541 | _ | _ |
| Overtime Temp | _ | 209 | _ | _ |
| Holiday Pay Temporary | _ | 456 | _ | _ |
| FICA | 55,863 | 57,367 | 53,710 | 56,251 |
| Retirement Contribution RSRS | 113,486 | 130,407 | 175,530 | 185,877 |
| Medicare FICA | 13,065 | 13,417 | 12,561 | 13,155 |
| Group Life Insurance | 5,207 | 5,480 | 5,706 | 6,048 |
| Health Care Active Employees | 139,630 | 157,605 | 148,503 | 179,639 |
| State Unemployment Ins | 72 | 3,608 | _ | _ |
| Health Savings Account (HSA) Expense - Employer | 2,813 | 4,063 | _ | _ |
| Classification and Compensation Study | _ | _ | _ | _ |

OFFICE OF ANIMAL CARE & CONTROL

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Management Services | _ | _ | 7,250 | _ |
| Equipment Repair & Maint | 4,729 | 11,353 | 42,653 | 6,336 |
| Vehicle Repair & Maint | 19,930 | 30,938 | 28,426 | 28,000 |
| Printing & Binding - External | 122 | 185 | 1,930 | 1,930 |
| Transportation Services | 2,000 | _ | 1,000 | 1,000 |
| Security/Monitoring Services | 38,332 | 31,847 | 35,000 | 35,000 |
| Contract & Temp Personnel | 143,304 | 119,383 | 16,000 | 20,000 |
| Spay/Neuter Charges | 11,257 | 101,697 | 110,000 | 110,000 |
| Uniforms & Safety Supplies | 11,359 | 3,778 | 4,729 | 5,000 |
| Office Supplies & Stationary | 2,736 | 584 | 1,369 | 1,369 |
| Forage Supplies For Animals | 39,645 | 29,110 | 55,000 | 40,000 |
| Animal Supplies (Not Food) | _ | _ | _ | _ |
| Janitorial Supplies | 10,989 | 2,431 | 9,361 | 10,000 |
| Medical & Laboratory Supp | 127,608 | 67,676 | 97,550 | 97,550 |
| Postal Services | 3,291 | _ | _ | _ |
| Membership Dues | _ | _ | 219 | 219 |
| Employee Training | 468 | 7,957 | _ | _ |
| Software | 5,911 | 4,159 | 4,356 | 14,356 |
| Equipment (Less Than \$5K) | 10,244 | 6,705 | 2,413 | 2,500 |
| License & Permits (Other Than Software) | 1,707 | 90 | 250 | 250 |
| Bank Fees | 3,297 | 2,154 | _ | _ |
| Veterinarian Services | 293,082 | 183,118 | 158,875 | 183,875 |
| Fuel for Dept Owned Vehicles | 20,863 | 18,683 | 15,308 | 18,500 |
| Monthly Standing Costs | 6,229 | 6,002 | 6,413 | 6,413 |
| Auto Expense Charged by Fleet | _ | _ | _ | _ |
| Internal Printing & Duplicating | 16,869 | _ | 2,343 | 2,343 |
| DIT Charges | 4,185 | 10,894 | | |
| Vehicle Expense | _ | _ | _ | _ |
| Appropriation For Spec Rev Funds | _ | 18,877 | _ | _ |
| Total General Fund | \$2,052,639 | \$2,002,198 | \$1,862,745 | \$1,932,887 |

DESCRIPTION

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.

MISSION

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

VISION

The Department of Emergency Communications strives to sustain customer trust by providing reliable emergency communications services in a timely and efficient manner.

MAYORAL PRIORITY AREA/S IMPACTED

- Public Safety, Health & Wellness
- Efficient & High Quality Service Delivery

COUNCIL FOCUS AREA/S IMPACTED

- Safe Neighborhoods
- Responsive, Accountable, & Innovative Government
- Strategic Infrastructure Investment

AGENCY FISCAL SUMMARY – EMERGENCY COMMUNICATIONS

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$2,933,845 | \$3,140,868 | \$2,909,959 | \$3,277,986 |
| Operating | 1,782,488 | 1,964,028 | 2,211,045 | 3,309,937 |
| Total General Fund | \$4,716,334 | \$5,104,896 | \$5,121,004 | \$6,587,923 |
| Special Fund | 4,414,391 | 4,772,427 | 14,942,000 | 6,107,000 |
| Internal Service Fund | 1,263,918 | 873,061 | 1,243,632 | 2,237,306 |
| Capital Improvement Plan | 4,845,500 | | | _ |
| Total Agency Summary | \$15,240,142 | \$10,750,384 | \$21,306,636 | \$14,932,229 |
| Per Capita | \$67.16 | \$47.38 | \$92.35 | \$65.19 |
| Total Staffing | 117.00 | 118.00 | 125.00 | 125.00 |

^{*}See Personnel Complement section for detailed General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

PERSONNEL COMPLEMENT/POSITION CONTROL

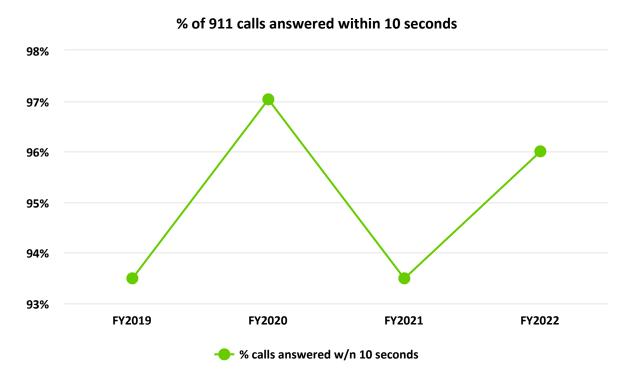
The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

| | GENER/ | AL FUND | SPECIA | L FUND | INTERNAL SERVICE FUND | | Total FTEs |
|--|----------------|----------------|----------------|----------------|-----------------------|----------------|------------|
| Job Title | # of Funded | # of Frozen | # of Funded | # of Frozen | # of Funded | # of Frozen | TOTAL FIES |
| Accountant, Senior | _ | ı | 1.00 | _ | - | _ | 1.00 |
| Administrative Technician, Senior | 2.00 | 1.00 | l | _ | 1.00 | _ | 4.00 |
| Communications and Marketing Analyst | 1.00 | _ | - | _ | _ | | 1.00 |
| Deputy Department Director | 1.00 | _ | _ | _ | _ | _ | 1.00 |
| Deputy Department Director, Senior | 1.00 | _ | _ | _ | _ | _ | 1.00 |
| Director of Emergency Communications | 1.00 | _ | | _ | _ | _ | 1.00 |
| Electronics Specialist | _ | _ | 1 | _ | 2.00 | _ | 2.00 |
| Electronics Specialist Supervisor | _ | _ | 1 | _ | 1.00 | _ | 1.00 |
| Emergency Communications Assistant Supervisor | 10.00 | _ | 1 | _ | _ | _ | 10.00 |
| Emergency Communications Officer | 6.50 | 8.50 | 66.00 | _ | _ | _ | 81.00 |
| Emergency Communications Supervisor | 2.00 | 1.00 | _ | _ | _ | _ | 3.00 |
| Executive Assistant, Senior | 1.00 | _ | - | _ | _ | _ | 1.00 |
| GIS and Project Manager | 1.00 | _ | 1 | _ | _ | _ | 1.00 |
| Management Analyst, Associate | 1.00 | 1.00 | ı | _ | _ | _ | 2.00 |
| Program and Operations Manager | 2.00 | - | 1.00 | _ | _ | _ | 3.00 |
| Program and Operations Supervisor | 1.00 | 1.00 | 1.00 | _ | - | _ | 3.00 |
| Technology Coordinator (Agency) | 2.00 | 1 | 3.00 | _ | _ | _ | 5.00 |
| Technology Manager (Agency) | _ | _ | 1.00 | _ | _ | _ | 1.00 |
| Technology Specialist (Agency) | 1.00 | _ | 1.00 | _ | 1.00 | _ | 3.00 |
| Total FTE Count | 33.50 | 12.50 | 74.00 | 0.00 | 5.00 | 0.00 | 125.00 |
| Total FTE % | 72.8 % | 27.2 % | 100.0 % | – % | 100.0 % | – % | |

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
- Enhanced community outreach and public education meetings

PERFORMANCE HIGHLIGHTS



The Department of Emergency Communications tracks the % of 911 calls that are answered within 10 seconds as a way to measure the reliability and efficiency of the 911 service.. This measure trended higher in FY20 with 97% of 911 calls being answered within 10 seconds.

COST CENTER PERFORMANCE TRENDS AND BUDGETS*

| 08701 - Emergency Communications- Performance Measure | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|--|---|--|---|--|---|
| % of 911 calls answered within 10 seconds | SV0701 - Emergency Communications | 93.49 % | 97.03 % | 93.49 % | 96 % |
| To achieve 95% staffing levels | | 64 % | 78 % | 85 % | 95 % |
| % of critical issues closed in 3 business days | SV1002 - Telecommunications Systemsn Mgmt | 92% up time of public safety mobile technology, and 911 phone system. 90% of public safety installation completed within 48 hours. | safety mobile technology, and 911 phone system. 90% of public safety installation completed | safety mobile technology and 911 phone system. 90% of public safety installation completed | technology and 911 phone system. 90% of public safety installation completed |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------------------|---|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$1,341,160 | \$1,111,036 | \$817,097 | \$975,248 |
| | City Copy & Print Services (SV1001) | 670 | 963 | 1 | _ |
| | Community Outreach (SV2101) | 1 | 18,011 | 38,327 | 41,710 |
| 08701 - Emergency Communications | Comp & Classification Admin (SV0803) | 1 | 1 | 1 | _ |
| 08701 - Emergency Communications | COVID-19 (SV2614) | - | 6,048 | | _ |
| | Emergency Communications (SV0701) | 1,766,275 | 1,993,081 | 1,952,724 | 1,998,796 |
| | Employee Performance Mgmt (SV0804) | 1 | 7,747 | 1 | _ |
| | Fleet Management (SV1502) | 13,921 | 12,300 | 1 | 14,503 |
| | Infrastructure Management (SV1503) | _ | 119,971 | _ | _ |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------------------|--|------------------|------------------|-------------------|-------------------|
| | Mail Services (SV1010) | 176 | 487 | | _ |
| | Management Information Systems (SV1011) | 1,676,633 | 1,829,359 | 2,277,864 | 2,414,152 |
| | Publ Info and Commun Outreach (SV2100) | _ | 5,747 | 1 | _ |
| | Public Info & Media Relations (SV2103) | _ | 15,721 | 34,991 | 35,957 |
| 08701 - Emergency Communications | Re-Entry Services (SV1101) | 278 | 1 | 1 | _ |
| | Security Management (SV2217) | 8,516 | 47,387 | 1 | _ |
| | Telecomm Systms Mgmt (SV1002) | 2,686 | (1,197) | 1 | _ |
| | Tropical Storm Florence-2018 (SV2607) | 3,264 | | | _ |
| | Default (000000) | (97,246) | (61,765) | _ | _ |
| Cost Center / Program Total | | \$4,716,334 | \$5,104,896 | \$5,121,004 | \$5,480,366 |

| 08702 - Marcus Alert Performance Measure | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|---------------------------------|---|---|------------------------------|------------------------------|
| TBD** | Mental Health Services (SV2418) | NA | NA | TBD | TBD |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

^{**}Prior to January 1, 2022, a pilot program will be created that dispatches a co-responder team of both law enforcement and behavior health specialist to some mental health calls. Performance measures will be created at that time.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|---------------------------------|------------------|------------------|-------------------|-------------------|
| 08702 - Marcus Alert | Mental Health Services (SV2418) | \$— | \$— | \$— | \$1,107,557 |
| Cost Center / Program Total | | \$— | \$- | \$— | \$1,107,557 |
| Department Total | | \$4,716,334 | \$5,104,896 | \$5,121,004 | \$6,587,923 |

BUDGET HIGHLIGHTS

<u>City Council Action by Amendments:</u> This agency's budget has been amended to include the following:

• The removal of funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff. Funding has been reallocated to the city's Non-Departmental budget to fund a 3.25% across the board pay increase for all city employees (excluding those who qualify for state-supported pay increases) and/or the class and comp plan.

Mayor's Proposed Budget:

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 positions not administratively frozen and rate adjustments for healthcare and retirement in FY2022.

Additionally, this budget includes funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff beginning in October. The 2018 Gallagher study concluded that there were salary inequities in the lower half of the pay ranges within the City. The City implemented phase one in 2019. This recommendation, phase two, makes another significant step in equalizing pay throughout the City by investing in the current workforce.

Operating: This budget reflects an increase of \$1.1M due to the addition of funding for the purposes of setting up the Marcus Alert system within the City of Richmond. Prior to January 1, 2022, a pilot program will be created that will dispatch a coresponder team of both a law enforcement and a behavior health specialist to mental health calls.

AGENCY FISCAL DETAIL - GENERAL FUND

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-time Permanent | \$1,660,251 | \$1,632,150 | \$1,864,969 | \$2,050,776 |
| Overtime Permanent | 163,486 | 335,194 | 125,000 | 125,000 |
| Holiday Pay Permanent | 94,059 | 98,921 | _ | _ |
| Shift Other Differential Perm | 18,054 | 19,627 | 8,318 | 19,750 |
| Vacation Pay Permanent | 97,617 | 124,574 | _ | _ |
| Sick Leave Permanent | 56,508 | 58,011 | _ | _ |
| Compensatory Leave Perm | 5,226 | 4,887 | _ | _ |
| Death Leave Permanent | 5,177 | 3,807 | _ | _ |
| FMLA Paid Parental Maternity | 4,829 | 3,249 | _ | _ |
| FMLA Paid Parental Bonding | 3,833 | 6,183 | _ | _ |
| FMLA Paid Parental Sick Parent | 2,572 | | _ | _ |
| Part Time Salaries | _ | 5,841 | 59,679 | 103,620 |
| Temporary Employee | 45,391 | 77,061 | _ | _ |
| Overtime Temporary | 15 | | _ | _ |
| Holiday Pay Temporary | 3,227 | 2,250 | | _ |
| Sick Leave Temporary | 269 | 824 | _ | _ |
| FICA | 125,988 | 123,193 | 127,078 | 140,548 |
| Retirement Contribution RSRS | 291,242 | 307,149 | 376,358 | 432,465 |
| Medicare FICA | 29,788 | 29,116 | 29,723 | 33,338 |

DEPARTMENT OF EMERGENCY COMMUNICATIONS

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Group Life Insurance | 13,603 | 13,618 | 13,919 | 15,970 |
| Health Care Active Employees | 304,611 | 277,010 | 304,914 | 356,520 |
| State Unemployment Ins | 2,184 | 12,688 | _ | _ |
| Health Savings Account | 5,917 | 4,750 | _ | _ |
| Police Operational Diff | _ | 163 | _ | _ |
| Bonus Pay | _ | 600 | _ | _ |
| Classification and Compensation Study | _ | _ | _ | _ |
| Operating Services | | | | |
| Contractor Construction Sevices | _ | 2,610 | _ | _ |
| Public Info & Relations Svcs | 8,087 | 7,839 | 9,092 | 6,353 |
| Photographic Services | 90 | _ | _ | _ |
| Information & Research Svcs | 3,850 | 11,375 | 10,500 | 10,500 |
| Management Services | 8,220 | 187 | 3,204 | 1,114,761 |
| Building Repair & Maint Svcs | 38,377 | 9,675 | 13,000 | 15,000 |
| Grounds Services | 22,184 | 29,469 | 45,000 | 45,000 |
| Electrical Repair and Maint Services | 3,969 | _ | _ | _ |
| Equipment Repair & Maint | 512,606 | 683,111 | 784,572 | 900,000 |
| Vehicle Repair & Maint | 8,537 | 5,950 | 6,582 | 6,300 |
| Printing & Binding - External | 871 | 1,186 | 1,000 | 250 |
| Mileage | 991 | 250 | 965 | _ |
| Food & Drinks | 11,091 | 6,864 | _ | _ |
| Laundry & Dry Cleaning Services | 957 | _ | _ | _ |
| False Alarm Charges | 61,120 | 50,085 | _ | _ |
| Uniforms & Safety Supplies | 16,944 | 37,487 | 35,000 | 35,000 |
| Office Supplies & Stationary | 18,859 | 12,324 | 5,250 | 5,000 |
| Employee Appreciation Events & Awards | 8,860 | 5,756 | - | _ |
| Office/Building Decor | 2,455 | 1,497 | _ | _ |
| Maps | 836 | _ | _ | _ |
| Books & Reference Materials | 225 | _ | 1,067 | 1,200 |
| Medical And Laboratory Supp | _ | 1,594 | _ | _ |
| Floor Covering | 1,340 | 2,160 | _ | _ |
| Express Delivery Services | (10) | _ | 800 | _ |
| Postal Services | 116 | 13 | - | _ |
| Telecommunications Services | 328,153 | 525,331 | 694,433 | 625,337 |
| Conference/Conventions | 7,434 | 3,774 | _ | _ |
| Magazine/Newspaper Subscript | 65 | 40 | 64 | 144 |
| Membership Dues | 7,907 | 5,079 | 3,243 | 5,635 |
| Employee Training | 54,810 | 47,531 | 24,200 | 24,200 |
| Software | 69,253 | 183,612 | 351,200 | 250,000 |
| Vehicle Equipment & Supply (Less Than \$5K) | 1,108 | | | |
| Equipment (Less Than \$5K) | 248,305 | 82,673 | 75,400 | 118,854 |
| Software License | 169,446 | 61,027 | 78,400 | 78,400 |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Bank Fees | 80 | _ | _ | _ |
| Highway/Road Supplies | _ | 119,971 | _ | _ |
| Paper Products | 109 | 226 | _ | _ |
| Carwash | _ | 58 | _ | _ |
| Fuel for Dept Owned Vehicles | 4,505 | 3,672 | 3,389 | 4,519 |
| Monthly Standing Costs | 3,085 | 3,456 | 3,684 | 3,684 |
| Internal Printing & Duplicating | 918 | _ | 3,000 | 1,800 |
| Medical Services | 6,404 | 8,130 | 12,000 | 12,000 |
| DIT Charges (Billed from DIT Fund) | 846 | 1,450 | _ | _ |
| Land & Land Rights Expense | _ | 17,538 | _ | _ |
| Equip & Other Assets Exp | 121,798 | 31,026 | 46,000 | 46,000 |
| Vehicle Expense | 64,766 | _ | _ | _ |
| CWIP-Transfer Project Expenditures to CWIP (Fixed Assets) | (37,077) | _ | _ | _ |
| Total General Fund | \$4,716,334 | \$5,104,896 | \$5,121,004 | \$6,587,923 |

DESCRIPTION

The Department of Fire and Emergency Services is an all hazards, emergency service provider responsible for the delivery of many services, such as 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 438 members, operating out of twenty fire stations and three support facilities across the City of Richmond.

MISSION

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.

VISION

Richmond Fire and Emergency Services will be an inclusive and innovative Department that values every employee and citizen, while striving to be a model organization in our community by working together to achieve excellence in every aspect of service.

MAYORAL PRIORITY AREA/S IMPACTED

- Public Safety, Health, & Wellness
- Efficient & High-Quality Service Delivery

COUNCIL FOCUS AREA/S IMPACTED

- Safe Neighborhoods
- · Responsive, Accountable and Innovated Government
- Strategic Infrastructure Investment

AGENCY FISCAL SUMMARY – FIRE & EMERGENCY SERVICES*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$46,224,278 | \$47,124,865 | \$45,403,612 | \$47,242,615 |
| Operating | 6,017,418 | 7,847,420 | 6,634,125 | 7,518,746 |
| Total General Fund | \$52,241,696 | \$54,972,285 | \$52,037,737 | \$54,761,361 |
| Special Fund | 1,247,819 | 1,347,110 | 1,071,526 | 1,047,050 |
| Capital Improvement Plan | 461,285 | 1,550,000 | 2,400,000 | 6,350,000 |
| Total Agency Summary | \$53,950,800 | \$57,869,395 | \$55,509,263 | \$62,158,411 |
| Per Capita | \$237.75 | \$255.02 | \$240.59 | \$271.35 |
| Total Staffing | 434.00 | 434.00 | 437.00 | 438.00 |

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

PERSONNEL COMPLEMENT/POSITION CONTROL

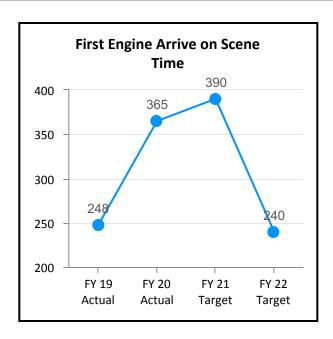
The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

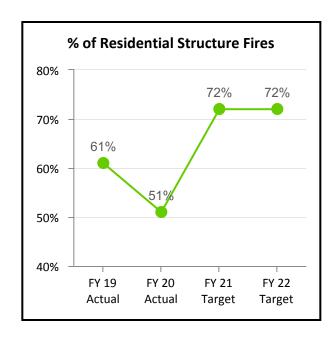
| | GENERA | Total ETFo | |
|---|-------------|-------------|------------|
| Job Title | # of Funded | # of Frozen | Total FTEs |
| Administrative Technician, Senior | 1.00 | _ | 1.00 |
| Assistant Chief of Fire and Emergency Services | 4.00 | _ | 4.00 |
| Chief of Fire and Emergency Services | 1.00 | _ | 1.00 |
| Deputy Chief of Fire and Emergency Services | 2.00 | _ | 2.00 |
| Deputy Department Director, Senior | 1.00 | _ | 1.00 |
| Engineer, Senior | 1.00 | _ | 1.00 |
| Executive Assistant, Senior | 1.00 | _ | 1.00 |
| Fire Battalion Chief | 17.00 | 3.00 | 20.00 |
| Fire Captain | 29.00 | 2.00 | 31.00 |
| Fire Fighter I | 66.00 | _ | 66.00 |
| Fire Fighter II | 91.00 | _ | 91.00 |
| Fire Fighter III | 52.00 | 1.00 | 53.00 |
| Fire Fighter IV | 34.00 | 1.00 | 35.00 |
| Fire Lieutenant | 60.00 | | 60.00 |
| Fire Prevention Inspector | _ | 5.00 | 5.00 |
| GIS and Project Manager | 2.00 | _ | 2.00 |
| Management Analyst | 1.00 | _ | 1.00 |
| Management Analyst, Associate | 6.00 | _ | 6.00 |
| Management Analyst, Senior | 1.00 | 1.00 | 2.00 |
| Master Fire Fighter | 47.00 | 2.00 | 49.00 |
| Program and Operations Supervisor | 1.00 | _ | 1.00 |
| Public Information Manager | 1.00 | _ | 1.00 |
| Senior Manager | _ | 1.00 | 1.00 |
| Staff Battalion Chief | 1.00 | _ | 1.00 |
| Technology Manager (Agency) | _ | 1.00 | 1.00 |
| Training Analyst | 1.00 | _ | 1.00 |
| Total FTE Count | 421.00 | 17.00 | 438.00 |
| Total FTE % | 96.1 % | 3.9 % | |

DEPARTMENT OBJECTIVES

- Ensure safe and effective service delivery of all hazard types of emergencies
- Ensure safe and effective service delivery of non-emergency calls
- Ensure operational personnel have the necessary equipment, tools and training to be able to perform their tasks safely and effectively
- Ensure active participation in the community
- Ensure incident operations and training are conducted safely
- Ensure all personnel are provided professional development and training opportunities
- Improve Quality of Life
- Increase Economic Vitality
- Increase Safety and Security

PERFORMANCE HIGHLIGHTS (SELECTED MEASURES)





The Department of Fire and Emergency Services strives for the first engine to arrive on the scene in 240 seconds (4 minutes) for 90% of responses with a minimum staffing of four personnel. (Left Graph).

The percentage of residential structure fires confined to room or structure of origin has been low in the past but a goal of Richmond's Department of Fire and Emergency Services is to increase this percentage to 72% in fiscal year 2022. (Right Graph).

COST CENTER PERFORMANCE TRENDS AND BUDGETS*

| 04201 - Office of the Fire Chief Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|--|-------------------------|---|---|------------------------------|------------------------------|
| # of Planning Sessions Held** | Administration (SV0801) | NA | TBD | TBD | NA |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

^{**}Conduct annual and quarterly strategic planning sessions that related to the Departmental Strategic Plan/Initiatives and City Priorities.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------------------|--|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$536,073 | \$568,857 | \$583,148 | \$- |
| | Employee Training & Development (SV1201) | _ | 1 | 450 | _ |
| 04201 - Office of the Fire Chief | Financial Management (SV0908) | _ | 1 | 2,325 | _ |
| | Fleet Management (SV1502) | 11,150 | 12,341 | 5,651 | _ |
| | Default (000000) | 10,219 | 7,382 | _ | _ |
| Cost Center / Program Total | | \$557,440 | \$588,580 | \$591,574 | \$- |

| 04202 - Fire Administration Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|--|----------------------------------|---|---|------------------------------|------------------------------|
| Participate in 12 Community Preparedness Events | | NA | NA | Establish Baseline | 12 |
| Host 2 Emergency Community Emergency Response Training (CERT) | Emergency Operations (SV0703) | 2/2 | 2/2 | 2 | 2 |
| Host 4 Shelter Management training sessions | (300703) | NA | NA | Establish Baseline | 4 |
| Host 4 Basic EOC (101) sessions | | NA | NA | Establish Baseline | 4 |
| Host 12 WebEOC training sessions | | NA | NA | Establish Baseline | 12 |
| Submit a minimum of 5 grant proposals to internal grant review. | dministration (SV0801) | NA | NA | Establish Baseline | 5 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|---|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$561,154 | \$652,287 | \$789,738 | \$1,450,500 |
| | Budget Management (SV0905) | _ | 48,854 | _ | 77,760 |
| | Catalog and Circulation (SV0501) | _ | 24,630 | 1 | _ |
| | Comp & Classification Admin (SV0803) | _ | 1 | 1 | _ |
| | Emergency Operations (SV0703) | _ | 1 | 1 | 321,069 |
| | Emp Rsrc Mgmt & Prg Supp Svcs (SV0800) | _ | 2,714 | | _ |
| | Employee Training & Dev (SV1201) | _ | | | 500 |
| 04202 - Fire Administration | Facilities Management (SV2006) | 230,247 | 248,727 | 255,089 | 418,946 |
| | Financial Management (SV0908) | 352,511 | 365,733 | 459,637 | 393,542 |
| | Fire Suppression (SV2204) | 8,514 | 771 | _ | _ |
| | Fleet Management (SV1502) | 31,112 | 28,723 | 14,052 | 71,213 |
| | Human Resource Mgmt (SV0806) | 207,318 | 222,006 | 96,261 | _ |
| | Mail Services (SV1010) | 236 | 174 | _ | _ |
| | Management Info Systems (SV1011) | 492,760 | 465,074 | 572,778 | 367,454 |
| | Telecommunications Systems Mgmt (SV1002) | 995 | _ | _ | _ |
| | Default (000000) | 315 | (26) | _ | _ |
| Cost Center / Program Total | | \$1,885,161 | \$2,059,666 | \$2,187,554 | \$3,100,985 |

| 04203 - Fire Operations Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|---------------------------|---|---|------------------------------|------------------------------|
| Turnout Time: 60 seconds for EMS responses | | NA | NA | Establish Baseline | 60 seconds |
| Turnout Time: 80 seconds for fire responses | | NA | NA | Establish Baseline | 80 seconds |
| First Engine Arrive on Scene Time: 240 sec (4 minutes) for 90% of responses with a minimum staffing of 4 personnel | | NA/4 minutes, 48 seconds | NA/6 minutes, 5 seconds | 6 minutes, 30 seconds | 4 minutes |
| % of Residential Structure Fires Confined to Room or Structure of Origin | | 61 % | 51 % | 72 % | 72 % |
| % of EMS Responses When as RFES EMT Arrives in 6 minutes or Less | Fire Suppression (SV2204) | NA | NA | Establish Baseline | TBD |
| # of RFES Operated Vehicles Involved In Crashes or Collisions | | NA | NA | Establish Baseline | TBD |
| Amount of RFES Overtime Incurred to Cover Minimum Staffing Positions Due to Leave | | NA | NA | Establish Baseline | TBD |
| % of Times RFES Sworn Vacancy Rate Exceeds 2.5% of the Total Allocated Personnel | | NA | NA | Establish Baseline | TBD |
| # of Training Hours Delivered | | NA | NA | Establish Baseline | TBD |
| # of Fire Related Civilian Injuries | | NA | NA | Establish Baseline | TBD |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|---|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$3,545 | \$414 | \$6,210 | \$93,178 |
| | Community Outreach (SV2101) | 24,274 | 18,587 | | 27,245 |
| | Emergency Communications (SV0701) | _ | 39,384 | | |
| | Emergency Medical Services (SV0702) | 97,094 | 74,343 | _ | 108,976 |
| | Employee Training & Dev (SV1201) | 550 | 1 | 1 | 930,779 |
| | Fire Suppression (SV2204) | 40,827,573 | 41,637,074 | 41,409,726 | 41,200,318 |
| 04203 - Fire Operations | Fleet Management (SV1502) | 3,057,670 | 2,328,436 | 1,610,336 | 3,572,082 |
| | Hazardous Materials Management (SV2205) | 639 | 85,337 | 180,000 | 300,000 |
| | Homeland Security (SV2206) | 18,705 | - | - | - |
| | Investigations (SV2202) | 254,078 | 274,587 | 229,286 | 235,465 |
| | Public Info & Media Relations (SV2103) | _ | _ | 2,180 | _ |
| | Specialty Rescue (SV2210) | 8,788 | _ | _ | _ |
| | Telecommunications Systems Mgmt (SV1002) | 36,032 | 19,584 | _ | _ |
| | Default (000000) | 674 | _ | _ | _ |
| Cost Center / Program Total | | \$44,329,622 | \$44,477,747 | \$43,437,738 | \$46,468,043 |

| 04204 - Fire Prevention Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|-----------------------|---|---|------------------------------|------------------------------|
| # of Permits Issued | | NA | NA | Establish Baseline | TBD |
| # of Residents Trained in Fire Prevention, Life Safety and Community Wellness | | NA | NA | Establish Baseline | TBD |
| Arson clearance rate (%) by arrest or exception means | Permits & Inspections | NA | NA | Establish Baseline | TBD |
| # of Civilian Fatalities | (SV2007) | NA | NA | NA | 0 |
| # of Smoke Detectors Installed | | NA | NA | Establish Baseline | TBD |
| # of Monthly Fire Safety Inspections performed | | NA | NA | Establish Baseline | TBD |
| # of Violations Found | Γ | NA | NA | Establish Baseline | TBD |
| # of Violations Corrected | | NA | NA | Establish Baseline | TBD |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|-------------------------------------|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$20,966 | \$17,841 | \$71,669 | \$- |
| | City Copy & Print Services (SV1001) | _ | 494 | _ | _ |
| | Community Outreach (SV2101) | _ | 11,596 | 30,000 | 40,000 |
| | Fire Suppression (SV2204) | 7,559 | 5,446 | 16,131 | 8,900 |
| 04204 - Fire Prevention | Fleet Management (SV1502) | 96,125 | 102,957 | 18,600 | 97,165 |
| | Investigations (SV2202) | 684,583 | 695,114 | 565,957 | 658,360 |
| | Patrol Services (SV2207) | 13,148 | _ | _ | _ |
| | Permits & Inspections (SV2007) | 982,457 | 840,032 | 1,040,170 | 1,173,695 |
| | Specialty Rescue (SV2210) | 168 | _ | _ | - |
| | Default (000000) | 3,894 | (19,228) | _ | _ |
| Cost Center / Program Total | | \$1,808,900 | \$1,654,252 | \$1,742,527 | \$1,978,119 |

| | 04205 - Fire Training Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|---|----------------------------------|---|---|------------------------------|------------------------------|
| 9 | % of Fire Recruit Graduation Rate | Employee Training & Dev (SV1201) | NA/73% | NA/80% | 75 % | NA |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|----------------------------------|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$3,066 | \$45,289 | \$97,298 | \$— |
| | Employee Training & Dev (SV1201) | 775,960 | 851,289 | 811,319 | _ |
| 04205 - Fire Training | Fire Suppression (SV2204) | 1,123 | 4,322 | 864 | _ |
| | Fleet Management (SV1502) | 36,289 | 21,427 | 5,650 | _ |
| | Default (000000) | 576 | (576) | | _ |
| Cost Center / Program Total | | \$817,014 | \$921,752 | \$915,131 | \$- |

| 04206 - Office of Emergency Management Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|----------------------------------|---|---|------------------------------|------------------------------|
| Host Survivor Day and Prepare-a- thon Annually | | NA/2 | NA/2 | 2 | NA |
| Host 2 Basic CERT Trainings Annually (Spring and Fall) with a Maximum Number of Seats for Each Session 30-40 | Emergency Operations (SV0703) | NA/2 | NA/2 | 2 | NA |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|--|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$75,890 | \$41,246 | \$5,000 | \$— |
| | COVID-19 (SV2614) | _ | 149 | _ | _ |
| | Emergency Operations (SV0703) | 220,771 | 275,918 | 324,768 | _ |
| 04306 Office of Emergency | Emergency Preparedness (SV0700) | 283 | - | - | _ |
| 04206 - Office of Emergency Management | Fire Suppression (SV2204) | 3,095 | 1,491 | _ | _ |
| | Fleet Management (SV1502) | 9,021 | 9,437 | - | _ |
| | Winter Storm Events-01/12/2019 Snow Storm (SV2610) | 1,586 | _ | _ | _ |
| | Default (000000) | 9,075 | (5,000) | _ | _ |
| Cost Center / Program Total | | \$319,721 | \$323,242 | \$329,768 | \$— |

| 04210 - Logistics Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|------------------------------|---|---|------------------------------|------------------------------|
| # of Days Fire Engines Unavailable for Daily Operations | | NA | NA | NA | Establish Baseline |
| # of Days Fire Ladder Trucks and Heavy Rescue Emergency Vehicles Unavailable for Daily Operations | Fire Suppression (SV2204) | NA | NA | NA | Establish Baseline |
| # of Days Fire Command Vehicles Unavailable for Daily Operations | | NA | NA | NA | Establish Baseline |
| \$ of Repairs at RFES Facilities | | NA | NA | NA | Establish Baseline |
| \$ of Repairs Relating to RFES Vehicle Fleet | Fleet Management (SV1502) | NA | NA | NA | Establish Baseline |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|---|------------------|------------------|-------------------|-------------------|
| | 2020 Gun Control Protest (SV2612) | \$- | \$1,277 | \$— | \$— |
| | Administration (SV0801) | 653,007 | 42,932 | 323,288 | 411,438 |
| | COVID-19 (SV2614) | _ | (13,549) | 1 | _ |
| | Emergency Communications (SV0701) | 2,181 | 122,026 | 374,258 | 662,476 |
| | Employee Training & Dev (SV1201) | 1,880 | 1 | I | _ |
| | Facilities Management (SV2006) | 630,832 | 669,947 | 848,953 | 829,610 |
| | Fire Suppression (SV2204) | 1,040,374 | 1,072,172 | 1,281,296 | 1,245,597 |
| 04210 - Logistics | Fleet Management (SV1502) | 14,010 | 19,932 | 5,649 | 65,093 |
| | Homeland Security (SV2206) | 569 | 2,177 | | _ |
| | Investigations (SV2202) | _ | 144 | | _ |
| | Permits & Inspections (SV2007) | 330 | 2,280 | | _ |
| | Protests & Disruptions (SV2220) | _ | 427 | | _ |
| | Telecommunications Systems Mgmt (SV1002) | 177,168 | 7,060 | | _ |
| | Default (000000) | 3,486 | (3,003) | | _ |
| Cost Center / Program Total | | \$2,523,836 | \$1,923,821 | \$2,833,444 | \$3,214,214 |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|----------------------|------------------|------------------|-------------------|-------------------|
| 04212 - CARES Act Relief | COVID-19 (SV2614) | \$- | \$3,022,357 | \$- | \$— |
| | Default (000000) | _ | 869 | _ | _ |
| Cost Center / Program Total | | \$- | \$3,023,226 | \$- | \$- |
| Department Total | | \$52,241,696 | \$54,972,285 | \$52,037,737 | \$54,761,361 |

BUDGET HIGHLIGHTS

City Council Action by Amendments: This agency's budget has been amended to include the following:

• The removal of funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff. Funding has been reallocated to the city's Non-Departmental budget to fund a 3.25% across the board pay increase for all city employees (excluding those who qualify for state-supported pay increases) and/or the class and comp plan.

Mayor's Proposed Budget:

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 positions not administratively frozen and rate adjustments for healthcare and retirement in FY2022. This budget also includes an increase of one FTE transferred from the Department of Human Resources.

Additionally, this budget includes funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff beginning in October. The 2018 Gallagher study concluded that there were salary inequities in the lower half of the pay ranges within the City. The City implemented phase one in 2019. This recommendation, phase two, makes another significant step in equalizing pay throughout the City by investing in the current workforce.

This budget preserves the ability for the Richmond Fire Department to conduct one or more recruitment classes based on historical attrition and turnover rates - within proposed funding levels

This budget also includes funding for a two-step based salary increase for sworn staff, beginning in October.

Operating: This budget reflects a \$50,000 increase in operating accounts associated with the purchase of a new or used city delivery vehicle to replace an aged/worn unit, a \$110,000 increase to conduct an assessment process based on staff turnover, as well as an increase in funds for fleet adjustments and mandated emergency services.

AGENCY FISCAL DETAIL - GENERAL FUND

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-time Permanent | \$21,627,107 | \$22,054,119 | \$28,694,504 | \$29,049,404 |
| Overtime Permanent | 6,111 | 6,820 | 1,322,999 | 1,322,999 |
| Holiday Pay Permanent | 1,627,014 | 1,312,462 | _ | _ |
| Vacation Pay Permanent | 1,923,482 | 1,915,176 | _ | _ |
| Sick Leave Permanent | 1,239,310 | 1,217,710 | _ | _ |
| Compensatory Leave Permanent | - | 24,781 | _ | - |
| Military Leave Permanent | 65,929 | 67,186 | _ | _ |
| Civil Leave Permanent | 2,416 | 2,516 | _ | _ |
| Death Leave Permanent | 77,986 | 72,272 | _ | |
| Fire FLSA Overtime | 1,729,227 | 1,745,858 | _ | _ |
| Earned HOL Pay-Permanent | 892 | 139,048 | _ | _ |
| FMLA Paid Parental Maternity | 1,825 | 13,053 | _ | _ |
| FMLA Paid Parental Adopt/Foster Care | _ | 1,891 | _ | _ |
| FMLA Paid Parental Bonding | 51,037 | 122,405 | _ | _ |

FIRE & EMERGENCY SERVICES

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---------------------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| FMLA Parental Sick Parent | 14,501 | 43,079 | -1 | _ |
| Part Time Salaries | 3,779 | 2,541 | -1 | _ |
| Temporary Employee | 78,801 | 79,280 | -1 | 80,000 |
| FICA | 1,802,188 | 1,821,251 | 1,861,086 | 1,873,022 |
| Retirement Contribution RSRS | 9,240,182 | 9,505,226 | 8,588,296 | 8,818,330 |
| Medcare FICA | 421,992 | 426,309 | 435,252 | 434,560 |
| Group Life Insurance | 147,283 | 149,785 | 157,330 | 160,679 |
| Health Care Active Employees | 3,824,825 | 4,090,683 | 4,344,144 | 4,524,038 |
| State Unemployment Insurance (SUI) | 5,639 | 7,382 | -1 | _ |
| Health Savings Account | 47,396 | 41,500 | -1 | _ |
| Educnctv #81 | 30,893 | 29,797 | -1 | 30,000 |
| Sworn Court Overtime | 2,254,463 | 2,232,736 | - | _ |
| Classification and Compensation Study | - | - | - | _ |
| Public Safety - Lump Sum Pay | -1 | _ | -1 | 949,583 |
| Operating Services | | | | |
| Public Info & Relations Svcs | 23,190 | 122,814 | 30,000 | 140,000 |
| Information & Research Svcs | 775 | - | - | _ |
| Management Services | 223,139 | 274,836 | 547,970 | 562,446 |
| Building Repair and Maint Services | _ | - [| - | 4,800 |
| Cleaning/Janitorial Services | _ | 1,479 | _ | _ |
| Equipment Repair & Maint | 452,204 | 361,621 | 472,381 | 757,976 |
| Vehicle Repair & Maint | 1,377,238 | 1,458,432 | 1,506,489 | 1,630,300 |
| Printing & Binding - External | _ | 1,465 | _ | _ |
| Transportation Services | 24,029 | _ | _ | _ |
| Mileage | _ | 47 | 2,025 | 1,000 |
| Meals and Per Diem | _ | 205,904 | _ | _ |
| Employee Parking Subsidy | 44,042 | 47,538 | 44,442 | 47,083 |
| Property Rental Agreements | 302,774 | 323,758 | 335,987 | 344,918 |
| Security/Monitoring Services | 6,928 | 2,787 | 5,000 | 2,232 |
| Food & Drinks | 10,412 | 8,559 | _ | 16,342 |
| Other Services | 320 | _ | _ | _ |
| Testing Services | _ | 125,000 | _ | _ |
| Uniforms & Safety Supplies | 144,872 | 184,812 | 157,700 | 162,700 |
| Office Supplies & Stationary | 29,516 | 25,802 | 14,700 | 41,200 |
| Employee Appreciation Events & Awards | 115 | 612 | _ | 11,100 |
| Photographic Supplies | _ | | 1,700 | 2,200 |
| Maps | | 164 | | |
| Janitorial Supplies | 30,151 | 78,892 | 51,000 | 51,000 |
| Vehicle Cleaning Supplies | 5,368 | 4,180 | 6,000 | 6,000 |
| Books & Reference Material | 5,570 | 3,734 | 12,960 | 17,782 |
| Multimedia Products | | | 250 | 6,300 |

FIRE & EMERGENCY SERVICES

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Educational Supplies | 1,181 | 997 | 5,000 | 5,000 |
| Recreational Supplies | 15,647 | 6,114 | _ | 10,000 |
| Medical & Laboratory Supp | 592,733 | 76,517 | 327,954 | 327,954 |
| Lumber | 883 | _ | 800 | 600 |
| Postal Services | 187 | 387 | 1,041 | 1,500 |
| Telecommunications Services | 48,764 | 756,135 | 113,740 | 108,088 |
| Conference/Conventions | 4,993 | 602 | _ | 1,000 |
| Magazine/Newspaper Subscri | 861 | 657 | 654 | 818 |
| Membership Dues | 8,386 | 3,460 | 5,538 | 10,175 |
| Employee Training | 5,193 | 47,195 | 625 | 34,984 |
| Software | _ | _ | 127,684 | _ |
| Equipment (Less Than \$5K) | 704,959 | 711,146 | 907,106 | 991,606 |
| Small Tools | 439 | _ | 10,400 | 702 |
| Electrical Service | 16,127 | 14,658 | 16,200 | 14,658 |
| Water & Sewer | 2,403 | 3,722 | 2,469 | 3,843 |
| Natural Gas | _ | 1,870 | _ | _ |
| Refuse & Recycling Expenses | 1,061 | 1,184 | 6,100 | 6,643 |
| Business Dev. Assistance | _ | 304,806 | _ | _ |
| Public Services | _ | 374,948 | _ | _ |
| Short Term Housing Assistance | | 1,250,000 | _ | _ |
| Fire Protection & Emerg Svcs | 11,130 | _ | _ | _ |
| Law Enforcement Supplies | 4,295 | 7,921 | 7,000 | 7,000 |
| Veterinarian Services | 767 | _ | 1,700 | 4,700 |
| Dietary Supplies | 15,553 | 1,497 | 13,250 | 4,250 |
| Laundry Supplies & Linen | _ | _ | 6,960 | 4,093 |
| Personal Care Supplies | | | 250 | 500 |
| Fuel for Dept Owned Vehicles | 226,644 | 231,681 | 166,461 | 221,950 |
| Monthly Standing Costs | 61,617 | 63,250 | 64,651 | 63,130 |
| Auto Expenses Charged by Fleet (M5 only) | 1,593,738 | 755,570 | 1,659,938 | 1,840,173 |
| Internal Printing & Duplicating | 298 | _ | _ | |
| Claims & Settlements | 593 | | | |
| DIT Charges (Billed from DIT Fund) | 236 | 668 | | |
| Equip & Other Assets Exp | 18,088 | | | 50,000 |
| Total General Fund | \$52,241,696 | \$54,972,285 | \$52,037,737 | \$54,761,361 |

DESCRIPTION

The members of the Richmond Police Department strive to work in partnership with our community in seeking out and solving problems in order to enhance our quality of life and to make Richmond a safer city. We are committed to preserving the lives, property and rights of all our citizens through proactive community focused policing strategies.

MISSION

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

VISION

The City of Richmond is a thriving community offering safe neighborhoods and an enhanced quality of life through responsive actions, communication, and public trust.

MAYORAL PRIORITY AREA/S IMPACTED

Public Safety, Health, & Wellness

COUNCIL FOCUS AREA/S IMPACTED

- Safe Neighborhoods
- Responsive, Accountable, & Innovative Government

AGENCY FISCAL SUMMARY - RICHMOND POLICE DEPARTMENT*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$86,547,120 | \$92,246,131 | \$87,335,490 | \$86,902,648 |
| Operating | 8,856,623 | 8,135,185 | 9,036,207 | 8,913,552 |
| Total General Fund | \$95,403,743 | \$100,381,316 | \$96,371,697 | \$95,816,200 |
| Special Fund | 732,154 | 803,853 | 2,983,000 | 2,063,000 |
| Capital Improvement Plan | 716,838 | 700,000 | _ | _ |
| Total Agency Summary | \$96,852,735 | \$101,885,169 | \$99,354,697 | \$97,879,200 |
| Per Capita | \$426.82 | \$448.99 | \$430.63 | \$427.28 |
| *Total Staffing | 887.50 | 883.50 | 881.50 | 881.50 |

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

PERSONNEL COMPLEMENT/POSITION CONTROL

The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

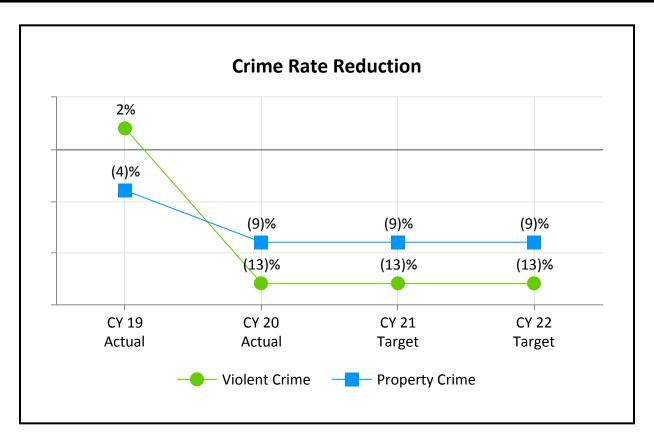
| | GENER <i>A</i> | | |
|---|----------------|-------------|------------|
| Job Title | # of Funded | # of Frozen | Total FTEs |
| Accounting Supervisor | 2.00 | _ | 2.00 |
| Administrative Technician | 18.00 | 3.00 | 21.00 |
| Administrative Technician, Senior | 26.00 | 5.00 | 31.00 |
| Business Systems Analyst | _ | 1.00 | 1.00 |
| Chief of Police | 1.00 | _ | 1.00 |
| Clinical Supervisor | 1.00 | _ | 1.00 |
| Clinician | _ | 1.00 | 1.00 |
| Communications and Marketing Analyst | 3.00 | _ | 3.00 |
| Crime Analyst | 7.00 | _ | 7.00 |
| Crime Analyst and Forensic Supervisor | 2.00 | _ | 2.00 |
| Deputy Chief of Police/ Administration | 1.00 | _ | 1.00 |
| Deputy Chief of Police/Operations | 2.00 | | 2.00 |
| Deputy Department Director | 1.00 | | 1.00 |
| Deputy Department Director, Senior | 1.00 | | 1.00 |
| Executive Assistant, Senior | 1.00 | _ | 1.00 |
| Farrier | 1.00 | _ | 1.00 |
| Firearms Administrator | 1.00 | _ | 1.00 |
| Forensic Technician | 4.00 | | 4.00 |
| Health and Safety Specialist | 1.00 | | 1.00 |
| Human Resources Division Chief | _ | 1.00 | 1.00 |
| Maintenance Worker | 0.50 | | 0.50 |
| Management Analyst | 1.00 | | 1.00 |
| Management Analyst, Associate | 5.00 | 1.00 | 6.00 |
| Management Analyst, Principal | 1.00 | | 1.00 |
| Management Analyst, Senior | 3.00 | 4.00 | 7.00 |
| Master Police Officer | 145.00 | 11.00 | 156.00 |
| Photographic Laboratory Tech | 1.00 | | 1.00 |
| Police Captain | 15.00 | | 15.00 |
| Police Executive Advisor | 1.00 | | 1.00 |
| Police Lieutenant | 35.00 | 2.00 | 37.00 |
| Police Major | 5.00 | _ | 5.00 |
| Police Officer I | 206.00 | 13.00 | 219.00 |
| Police Officer II | 61.00 | 1.00 | 62.00 |
| Police Officer III | 74.00 | 3.00 | 77.00 |
| Police Officer IV | 38.00 | 3.00 | 41.00 |
| Police Recruit | 45.00 | _ | 45.00 |
| Police Sergeant | 89.00 | 6.00 | 95.00 |

| | GENER <i>A</i> | Total FTEs | |
|---|----------------|-------------|------------|
| Job Title | # of Funded | # of Frozen | TOTAL FIES |
| Procurement Technician | 2.00 | _ | 2.00 |
| Program and Operations Manager | 1.00 | _ | 1.00 |
| Program and Operations Supervisor | 2.00 | 2.00 | 4.00 |
| Property Evidence Technician | 4.00 | 1.00 | 5.00 |
| Public Information Manager, Senior | 1.00 | _ | 1.00 |
| Technology Coordinator (Agency) | 8.00 | _ | 8.00 |
| Technology Manager (Agency) | 2.00 | _ | 2.00 |
| Technology Manager, Senior | 1.00 | _ | 1.00 |
| Technology Specialist (Agency) | 1.00 | _ | 1.00 |
| Training Analyst | 1.00 | _ | 1.00 |
| Warehouse and Materials Supervisor | 1.00 | _ | 1.00 |
| Warehouse and Materials Technician, Senior | 1.00 | _ | 1.00 |
| Total FTE Count | 823.50 | 58.00 | 881.50 |
| Total FTE % | 93.4 % | 6.6 % | |

DEPARTMENT OBJECTIVES

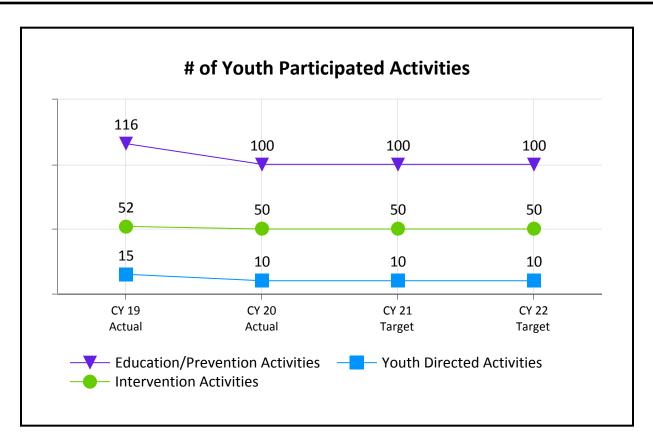
- Provides key support functions of the department by providing financial management, human resources, legal counsel, planning, research, and technical support to all areas of the department
- Provide for the executive leadership and management of all aspects of the department; maintaining safe, healthy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

PERFORMANCE HIGHLIGHTS (SELECTED MEASURES)



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.

PERFORMANCE HIGHLIGHTS (SELECTED MEASURES) (CONTINUED)



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. This measure is tracked by the Richmond Police Department on a calendar year basis.

COST CENTER PERFORMANCE TRENDS AND BUDGETS*

| 04101, 04103-04107 - Previously Used Cost Centers Performance Measure | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|----------------------|---|---|------------------------------|------------------------------|
| These cost centers were eliminated as part of the FY19 Adopted Budget. As such, there are no performance measures for these cost centers. | NA | NA | NA | NA | NA |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|---|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$68,920 | \$— | \$— | \$— |
| | Business Services - Sworn expenses (SV2250) | 355 | - | | _ |
| | CAPS (Comm Asst Pub Sfty) Prog (SV2215) | 1,530 | 1 | I | _ |
| | City Copy & Print Services (SV1001) | 96 | 1 | I | _ |
| | Community Outreach (SV2101) | 13,565 | ı | I | _ |
| 04101, 04103-04107 - Previously Used Cost Centers | Employee Training & Devlpmnt (SV1201) | 20,640 | - | - | _ |
| used cost centers | Executive Protection (SV2203) | 1,463 | _ | _ | _ |
| | Facilities Management (SV2006) | 8,112 | 46 | _ | _ |
| | Financial Management (SV0908) | 41,703 | | | _ |
| | Homeland Security (SV2206) | 3,333 | _ | - | _ |
| | Human Resources Management (SV0806) | 5,232 | | I | _ |
| | Investigations (SV2202) | 87,492 | (1,738) | _ | _ |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|--|------------------|------------------|-------------------|-------------------|
| | Legal Counsel (SV1601) | 870 | | l | _ |
| | Mail Services (SV1010) | 2,538 | 940 | - | _ |
| | Management Information Systems (SV1011) | 9,001 | _ | _ | _ |
| | Patrol Services (SV2207) | 367,328 | - | 1 | _ |
| | Property & Evidence (SV2208) | 22,818 | - | I | _ |
| | Public Info & Media Relations (SV2103) | 1,347 | 1 | I | _ |
| | Recreational Services (SV1901) | (466) | 1 | I | _ |
| 04101, 04103-04107 - Previously Used Cost Centers | Records Management (SV2302) | 4,149 | 1 | I | _ |
| | Re-Entry Services (SV1101) | _ | | 1 | _ |
| | Strategic Planning & Analysis (SV0913) | 11,500 | _ | Į | _ |
| | Support Services-Traffic Enforcement (SV2225) | 14,299 | 1 | I | _ |
| | Tactical Response (SV2212) | 22,009 | | 1 | _ |
| | Traffic Enforcement (SV2505) | 86,513 | 1 | I | _ |
| | Warrant & Information (SV2214) | 8,839 | | | _ |
| | Default (000000) | (4,282) | 23,701 | I | _ |
| Cost Center / Program Total | | \$798,903 | \$22,949 | \$— | \$— |

| 04120 - Police Operations Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|--|--|---|---|------------------------------|------------------------------|
| Review and Update 35 Written Directives | Strategic Planning and | NA/35 | NA/45 | 45 | 35 |
| Total # of yearly audits completed | Analysis (SV0913) | NA/44 | NA/40 | 40 | NA |
| # of In-Service, Use of Force and Instructor Recertification Classes | Employee Training and Development (SV1201) | NA/106 | NA/75 | 75 | 75 |
| Ensure 100% accuracy in the maintenance, availability and receipt of all evidence | Property & Evidence (SV2208) | NA/100% | NA/100% | 100% | 100% |
| # of Police Record Checks | Warrant & Information | NA/8,537 | NA/8,400 | 8,400 | 8,400 |
| # of Warrants Logged | (SV2214) | NA/11,373 | NA/11,000 | 11,000 | 11,000 |
| Achieve at least an 70% clearance rate for Murder/Non-Negligent Manslaughter (FBI National Clearance Rate - 61.6%) | | NA/54% | NA/65% | 65% | 70% |
| Achieve at least an 60% clearance rate for Aggravated Assault (FBI National Clearance Rate - 53%) | Support Services Major Crimes (SV2223) | NA/67% | NA/60% | 60% | 60% |
| Achieve at least an 65% clearance rate for Rape (FBI National Clearance Rate - 34.5%) | | NA/32% | NA/65% | 65% | 65% |
| SID will ensure that 100% of all Public Oriented Policing Complaints (POPs) are assigned and that 75% are closed at year end | Support Services Special Investigation Administration (SV2224) | NA/64% | NA/75% | 75% | 85% |
| Reduce serious injury crashes and fatalities by 25% | Support Services Traffic Enforcement (SV2225) | NA/4% | NA/(10)% | (10)% | (25)% |
| # of Citizen Contacts | Support Services Mounted | NA/6,298 | NA/6,000 | 6,000 | 6,000 |
| # of Community Demonstrations | Jnit (SV2228) | NA/61 | NA/50 | 50 | 50 |
| Commercial Motor Vehicles, Hazardous Materials, Traffic Stops, Inspections | Support Services Motorcycle Unit (SV2232) | NA/161 | NA/125 | 125 | 125 |

| 04120 - Police Operations Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target | |
|---|---|---|---|------------------------------|------------------------------|-------|
| # of Community Engagements and Participants (I.e. TRIAD; Career Days, Faith Leaders; Homicide Support Group; etc.) | | NA/87 Engagements NA/5,794 Participants | NA/75 Engagements | 75 Engagements | 75 Engagements | |
| # of Youth directed activities and the number of participants (i.e. reading; tutoring; YAPC; etc.) | Support Services Community Youth | NA/15 Activities NA/1,499 Participants | NA/10 Activities | 10 Activities | 10 Activities | |
| # of intervention related programs/ activities and participants (i.e. School VA Rules Instruction; Security Surveys; etc.) | Intervention Services (SV2234) | NA/52 Interventions NA/320 Participants | NA/50 Interventions | 50 Interventions | 50 Interventions | |
| # of Education/Prevention Activities | | NA/116 Activities NA/15,402 Participants | NA/100 Activities | 100 Activities | 100 Activities | |
| Reduce the # of Violent Crimes by | Area I Administration (SV2240) | 2.00 | 2 % | (13)% | (13)% | (13)% |
| 13% | Area II Administration (SV2244) | 2 70 | (13)/0 | (13)/0 | (13)/0 | |
| Reduce the # of Property Crimes by | Area I FMT Investigation Detectives (SV2241) | (4)% | (9)% | (9)% | (0) | |
| 9% | Area II FMT Investigation Detectives (SV2245) | (4)/% | (3)/0 | (3)/0 | (9)% | |
| # of Sworn Applications | Human Services Administration (SV2248) | NA/1,240 | NA/1,000 | 1,250 | 1,250 | |
| # of cases open/closed | Intervention Prevention Unit (SV2251) | 62/61 | 60/60 | 60/60 | NA | |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---------------------------|--|------------------|------------------|-------------------|-------------------|
| | Assessments (SV0903) | \$141,460 | \$36,028 | \$— | \$— |
| | Area I- Administration (SV2240) | 2,546,212 | 2,344,046 | 2,279,380 | 1,838,492 |
| | Area I- FMT Investigation Detectives (SV2241) | 1,736,808 | 1,605,767 | 1,414,892 | 1,385,046 |
| | Area I Patrol (SV2242) | 16,980,716 | 19,299,161 | 19,822,084 | 20,562,058 |
| | Area I-FMT Tactical Response (SV2243) | 1,285,598 | 1,281,625 | 1,159,477 | 1,214,488 |
| | Area II-Administration (SV2244) | 2,345,040 | 2,168,565 | 2,090,334 | 1,999,477 |
| | Area II- FMT Investigation Detectives (SV2245) | 1,661,794 | 1,674,599 | 1,497,406 | 1,547,893 |
| | Area II Patrol (SV2246) | 18,115,658 | 19,410,456 | 19,966,829 | 19,745,178 |
| | Area II-FMT Tactical Response (SV2247) | 1,381,227 | 1,535,580 | 1,256,385 | 1,166,613 |
| | Blight Abatement (SV2003) | (21) | _ | _ | _ |
| 04120 - Police Operations | Business Services - Administration (SV2252) | 37,746 | | 1 | 1 |
| | Business Services - Sworn expenses (SV2250) | 1,174,022 | 500,652 | 3,257,699 | 2,035,641 |
| | CAPS (Comm Asst Pub Sfty) Prog (SV2215) | 155,405 | 156,346 | 133,104 | _ |
| | City Copy & Print Services (SV1001) | 6,309 | 10,378 | _ | - |
| | COVID-19 (SV2614) | _ | 33,822 | _ | _ |
| | Employee Training & Devlpmnt (SV1201) | 7,336,285 | 7,534,999 | 6,638,819 | 4,081,389 |
| | Executive Protection (SV2203) | (22,178) | _ | _ | - |
| | Fleet Management (SV1502) | 3,944,426 | 3,691,725 | 1,630,000 | 4,714,806 |
| | Grants Management (SV0909) | 6,285 | _ | _ | _ |
| | Hazardous Materials Management (SV2205) | 6,429 | _ | _ | _ |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---------------------------|--|------------------|------------------|-------------------|-------------------|
| | Homeland Security (SV2206) | 794,321 | 749,148 | 690,922 | 392,648 |
| | Human Resources Management (SV0806) | 335 | 150,325 | Į | 999,932 |
| | Human Services- Administration (SV2248) | 1,097,195 | 885,917 | 920,239 | I |
| | Intervention Prevention Unit (IPU) (SV2251) | 898,031 | 851,206 | 753,156 | 78,907 |
| | Investigations (SV2202) | 113,111 | 24,937 | _ | _ |
| | Legal Counsel (SV1601) | _ | _ | _ | 115,108 |
| | Mail Services (SV1010) | _ | 544 | | _ |
| | Management Information Systems (SV1011) | 10,386 | | I | 384,451 |
| | Office of Professional Responsibility- Administration (SV2239) | 310,322 | 415,114 | 305,462 | 415,598 |
| 04120 - Police Operations | Office of Professional Responsibility- Investigation (SV2238) | 518,015 | 527,510 | 369,330 | 527,013 |
| | Office of the Chief of Police- Administration (SV2221) | 879,807 | 1,315,991 | 912,953 | 1,627,482 |
| | Patrol Services (SV2207) | 767,080 | 1,374,264 | 1,272,609 | _ |
| | Permits & Inspections (SV2007) | 112,734 | 127,863 | 120,250 | 117,620 |
| | Property & Evidence (SV2208) | 1,002,272 | 1,125,815 | 1,059,378 | 1,058,834 |
| | Protest: Civil Unrest (SV2615) | _ | 173,407 | 1 | _ |
| | Strategic Planning & Analysis (SV0913) | _ | 34,307 | 249,643 | 106,679 |
| | Substance Abuse Services (SV2425) | (2,418) | (18,755) | _ | _ |
| | Support Service - Bomb Unit (SV2233) | 281,249 | 267,891 | 220,794 | 88,821 |
| | Support Services Administration (SV2222) | 341,927 | 373,591 | 337,684 | 488,844 |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|--|------------------|------------------|-------------------|-------------------|
| | Support Services- Community Youth Intervention Ser. (SV2234) | 2,733,963 | 2,993,062 | 2,589,627 | 2,956,899 |
| | Support Services-Traffic Enforcement (SV2225) | 1,553,719 | 1,469,963 | 1,214,381 | 1,052,891 |
| | Support Services- Hit and Run Unit (SV2231) | 135,364 | 270,336 | 215,337 | 383,289 |
| | Support Services-K9 (SV2227) | 1,329,018 | 1,328,269 | 1,155,278 | 1,059,800 |
| | Support Services -Major Crimes (SV2223) | 7,098,922 | 7,533,611 | 5,825,626 | 5,982,523 |
| | Support Services- Motorcycle Unit (SV2232) | 594,966 | 454,148 | 398,285 | 299,811 |
| 04120 - Police Operations | Support Services-Mounted Unit (SV2228) | 445,997 | 640,977 | 572,147 | 400,492 |
| | Support Services - Special Investigation Administration (SV2224) | 2,759,914 | 3,003,405 | 2,579,735 | 3,709,335 |
| | Support Services-Tactical Operations (SV2226) | 556,133 | 702,422 | 582,250 | 276,462 |
| | Tactical Response (SV2212) | 139 | _ | _ | _ |
| | Traffic Enforcement (SV2505) | 33,283 | 26,767 | - | _ |
| | Warrant & Information (SV2214) | 597,088 | 533,056 | 433,529 | 728,979 |
| | 2020 Gun Control Protest (SV2612) | _ | 4,400 | _ | _ |
| | Default (000000) | 8,099 | (55,835) | | |
| Cost Center / Program Total | | \$83,810,190 | \$88,567,405 | \$83,925,023 | \$83,543,499 |

| 04121 - Administrative Support Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|--|--|---|---|--|--|
| # of Social Media Posts; Twitter, IG, Facebook (Tweets, Followers, Facebook Likes) | Public Information & Media Relations (SV2103) | NA/612 Media Posts NA/240 Tweets NA/3,573 New Followers NA/372 FB Likes | 200 Tweets 3,000 New Followers | 600 Media Posts 200 Tweets 3,000 New Followers 350 FB Likes | 600 Media Posts 200 Tweets 3,000 New Followers 350 FB Likes |
| # of Police Record Checks | Warrant & Information | NA/8,537 | NA/8,400 | 8,400 | 8,400 |
| # of Warrants Logged | (SV2214) | NA/11,373 | NA/11,000 | 11,000 | 11,000 |
| # of Reports Requested | Records Management | NA/12,688 | NA/12,000 | 12,000 | 12,000 |
| # of Reports Keyed | (SV2302) | NA/23,730 | NA/23,000 | 23,000 | 23,000 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------------|--|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$33,260 | \$- | \$- | \$— |
| | Area I- Administration (SV2240) | 206,631 | 174,963 | 194,549 | 242,855 |
| | Area I Patrol (SV2242) | (15,188) | (6,611) | _ | _ |
| | Area II-Administration (SV2244) | 264,656 | 369,412 | 385,727 | 399,674 |
| | Area II- FMT Investigation Detectives (SV2245) | 39 | - | _ | _ |
| | Assessments (SV0903) | 829,622 | 200,806 | _ | _ |
| 04121 - Administrative Support | Business Services - Sworn expenses (SV2250) | 374 | 6,504 | 1 | _ |
| | Business Services - Administration (SV2252) | 1,801,068 | 1,983,062 | 2,190,256 | 1,810,016 |
| | City Copy & Print Services (SV1001) | 5,928 | 5,234 | _ | _ |
| | Comp & Classification Admin (SV0803) | _ | _ | _ | _ |
| | Employee Training & Devlpmnt (SV1201) | 98,855 | 148,149 | 248,725 | 111,513 |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------------|--|------------------|------------------|-------------------|-------------------|
| | Financial Management (SV0908) | 13,480 | _ | | 1 |
| | Human Resources Management (SV0806) | 706,549 | 907,828 | 673,951 | 828,917 |
| | IT Resource Management (SV1000) | 127 | _ | 1 | I |
| | Intervention Prevention Unit (IPU) (SV2251) | 1,525 | _ | - | _ |
| | Legal Counsel (SV1601) | 367,830 | 419,925 | 435,159 | 441,811 |
| | Mail Services (SV1010) | 5,390 | 3,537 | _ | _ |
| | Management Information Systems (SV1011) | 3,157,600 | 3,215,058 | 3,765,402 | 3,360,268 |
| | Office of the Chief of Police- Administration (SV2221) | 181,149 | 194,606 | 213,436 | 435,882 |
| | Office of Professional Responsibility- Administration (SV2239) | 64,492 | 71,732 | 82,509 | 136,192 |
| 04121 - Administrative Support | Patrol Services (SV2207) | 57 | _ | _ | _ |
| | Property & Evidence (SV2208) | 410,911 | 430,875 | 383,562 | 443,284 |
| | Protest: Civil Unrest (SV2615) | _ | 15,196 | | 1 |
| | Public Info & Media Relations (SV2103) | 336,282 | 351,165 | 316,493 | 326,753 |
| | Records Management (SV2302) | 615,017 | 618,150 | 717,705 | 887,913 |
| | Strategic Planning & Analysis (SV0913) | 62,129 | 890,929 | 1,110,301 | 955,332 |
| | Support Services Administration (SV2222) | _ | _ | _ | 52,400 |
| | Support Services - Special Investigation Administration (SV2224) | _ | _ | _ | 69,270 |
| | Support Services- Community Youth Intervention Ser. (SV2234) | 252,722 | 341,607 | 394,188 | 387,188 |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------------|--|------------------|------------------|-------------------|-------------------|
| 04121 - Administrative Support | Support Services -Major Crimes (SV2223) | 674,094 | 778,498 | 754,452 | 736,115 |
| | Support Services-Mounted Unit (SV2228) | 90,736 | 75,697 | 75,004 | 75,363 |
| | Support Services-Traffic Enforcement (SV2225) | 197,042 | 90,442 | 84,726 | 85,864 |
| | Warrant & Information (SV2214) | 418,826 | 517,444 | 420,528 | 486,090 |
| | 2020 Gun Control Protest (SV2612) | - | 176 | _ | _ |
| | Default (000000) | 13,450 | (13,423) | _ | _ |
| Cost Center / Program Total | | \$10,794,650 | \$11,790,962 | \$12,446,674 | \$12,272,701 |
| Dept. Total | | \$95,403,743 | \$100,381,316 | \$96,371,697 | \$95,816,200 |

BUDGET HIGHLIGHTS

City Council Action by Amendments: This agency's budget has been amended to include the following:

• The removal of funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff. Funding has been reallocated to the city's Non-Departmental budget to fund a 3.25% across the board pay increase for all city employees (excluding those who qualify for state-supported pay increases) and/or the class and comp plan.

Mayor's Proposed Budget:

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 positions not administratively frozen and rate adjustments for healthcare and retirement in FY2022.

Additionally, this budget includes funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff beginning in October. The 2018 Gallagher study concluded that there were salary inequities in the lower half of the pay ranges within the City. The City implemented phase one in 2019. This recommendation, phase two, makes another significant step in equalizing pay throughout the City by investing in the current workforce.

This budget preserves the ability for the Richmond Police Department to conduct one or more recruitment classes based on historical attrition and turnover rates - within proposed funding levels

This budget also includes funding for a two-step based salary increase for sworn staff, beginning in October.

Operating: This budget reflects a slight decrease due to the movement of information technology items that are now covered within the Department of Information Technology Internal Service Fund.

AGENCY FISCAL DETAIL - GENERAL FUND

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-Time Permanent | \$42,522,429 | \$44,556,632 | \$52,050,511 | \$50,555,731 |
| Overtime Permanent | 6,417,857 | 8,142,328 | 4,485,532 | 4,685,532 |
| Holiday Pay Permanent | 1,344,163 | 1,530,922 | _ | _ |
| Shift Other Differential Perm | 412,056 | 572,627 | 482,560 | 572,640 |
| Vacation Pay Permanent | 3,645,654 | 3,451,872 | _ | _ |
| Sick Leave Permanent | 1,805,459 | 1,863,943 | _ | _ |
| Compensatory Leave Perm | 661,640 | 582,261 | _ | _ |
| Military Leave Permanent | 172,581 | 107,296 | _ | _ |
| Civil Leave Permanent | _ | 692 | _ | _ |
| Death Leave Permanent | 56,193 | 64,314 | _ | _ |
| FMLA Paid Parental Maternity | 733 | 41,376 | _ | _ |
| FMLA Paid Parental Adopt/Foster Care | 1,313 | 8,071 | _ | _ |
| FMLA Paid Parental Bonding | 72,071 | 167,785 | _ | _ |
| FMLA Paid Parental Sick Parent | 11,694 | 33,900 | | _ |
| Part Time Salaries | 66,304 | 15,930 | 15,921 | 16,239 |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Holiday Pay Part Time | 1,995 | _ | _ | _ |
| Vacation Pay Part Time | 6,261 | 941 | _ | _ |
| Sick Leave Personal Part Time | 7,938 | 72 | _ | _ |
| Death Leave Perm Part-Time | 261 | _ | _ | _ |
| Temporary Employee | 12,859 | 46,682 | _ | _ |
| Holiday Pay Temporary | _ | 2,704 | _ | _ |
| Vacation Temporary | _ | 87 | _ | _ |
| Sick Leave Temporary | _ | 1,060 | _ | _ |
| FICA | 3,386,728 | 3,645,646 | 3,506,221 | 3,398,287 |
| Retirement Contribution Rsrs | 17,203,222 | 18,179,213 | 17,423,648 | 16,765,072 |
| Medicare FICA | 793,866 | 854,161 | 820,003 | 792,714 |
| Group Life Insurance | 270,314 | 281,096 | 293,041 | 288,470 |
| Constitutional Off Vsrs Ret | 370 | _ | _ | _ |
| Health Care Active Employees | 7,249,737 | 7,598,700 | 8,006,928 | 7,898,120 |
| State Unemployment Insurance (SUI) | 7,123 | 23,701 | _ | _ |
| Health Savings Account (HSA) Expense- Employer | 57,500 | 61,667 | _ | _ |
| Clothing Allowance | 35,022 | 36,016 | 33,766 | 36,266 |
| Police Operational Differential | 262,219 | 270,621 | 217,360 | 270,810 |
| Educnctv #81 | 61,554 | 59,817 | _ | 60,000 |
| Bonus Pay | 4 | _ | _ | _ |
| VRIP Incentive Payments | _ | 44,000 | _ | _ |
| Classification and Compensation Study | _ | _ | _ | _ |
| Public Safety - Lump Sum Payout | _ | _ | _ | 1,562,767 |
| Operating Services | | | | |
| Contractor Construction Services | 5,830 | 5,830 | _ | _ |
| Public Information & Public Relations Services | 25,260 | 26,994 | 9,500 | 9,500 |
| Media Services (Advertising) | 4,513 | 2,500 | 2,000 | 2,000 |
| Information & Research Services | 1,368 | 86,740 | 8,900 | 8,900 |
| Management Services | 1,131,631 | 1,047,824 | 1,991,133 | 1,959,297 |
| Building Repair And Maint Services | 202,618 | 42,879 | _ | _ |
| Equipment Repair and Maint Services | 1,426,636 | 1,289,835 | 1,306,608 | 990,697 |
| Vehicle Repair And Maint Services | 1,545,515 | 1,552,672 | 1,603,349 | 1,750,000 |
| Printing & Binding-External | 2,020 | 537 | 2,600 | 2,600 |
| Transportation Services | _ | 310 | _ | _ |
| Security/Monitoring Services | 8,178 | 12,142 | 10,645 | 10,645 |
| Food & Drink Services | 20,931 | 93,293 | | _ |
| Uniforms & Safety Supplies-Employee | 341,129 | 636,709 | 454,071 | 454,071 |
| Office Supplies And Stationary | 73,667 | 76,262 | 18,451 | 24,251 |
| Employee Appreciation Events And Awards | 5,012 | 4,364 | _ | _ |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Photographic Supplies | _ | 3,358 | 3,060 | 3,260 |
| Forage Supplies For Animals | 18,252 | 18,785 | 13,118 | 13,118 |
| Animal Supplies (Other Than Food) | 416 | 14,165 | 5,000 | 5,000 |
| Janitorial Supplies | 584 | 1,363 | 800 | 800 |
| Vehicle Cleaning Supplies | 2,357 | 1,242 | 2,600 | 2,600 |
| Books & Reference Materials | 2,101 | 511 | 180 | 180 |
| Medical And Laboratory Supp | 3,780 | _ | 4,625 | 4,625 |
| Postal Services | 8,719 | 2,197 | 8,000 | 8,000 |
| Telecommunications Service | _ | _ | 62,400 | _ |
| Conference /Conventions | 7,876 | _ | _ | _ |
| Membership Dues | 7,235 | 7,951 | 3,490 | 3,490 |
| Employee Training | 126,422 | 83,494 | 42,875 | 42,875 |
| Software | 7,387 | 8,302 | 74,340 | _ |
| Vehicle Equipment & Supply (Less Than \$5K) | 395 | _ | | |
| Equipment (Less Than \$5,000) | 192,773 | 218,738 | 7,000 | 7,000 |
| Software License | _ | _ | _ | _ |
| Electric Service | 2,400 | 2,552 | 2,425 | 2,552 |
| Natural Gas | 711 | 413 | 731 | 2,346 |
| Refuse & Recycling Expenses | 1,109 | _ | _ | _ |
| Investigations | 110,749 | 112,848 | 156,001 | 154,501 |
| Law Enforcement Supplies | 294,192 | 407,759 | 167,061 | 181,797 |
| Aircraft Use Fees | 322,205 | 86,606 | 136,000 | 136,000 |
| Psychiatric Services | _ | 19,119 | 40,000 | 70,000 |
| Veterinarian Services | 15,846 | 25,559 | 33,000 | 33,000 |
| Carwash | _ | 4,950 | _ | _ |
| Fuel For Dept. Owned Vehicles | 1,041,808 | 956,003 | 882,603 | 1,176,805 |
| Monthly Standing Costs | 277,252 | 273,406 | 288,000 | 288,000 |
| Auto Expenses Charged by Fleet | 1,231,797 | 879,388 | 1,630,000 | 1,500,001 |
| Internal Printing & Duplicating | 12,653 | 7,838 | _ | _ |
| Medical Services | 59,772 | 29,531 | 31,000 | 31,000 |
| DIT Charges (Billed from DIT Fund) | 16,057 | 20,633 | _ | _ |
| Improvements Other Than Bldgs Expense | | | _ | _ |
| Equipment And Other Assets Expense | 297,017 | 69,587 | 34,295 | 34,295 |
| Vehicles Expense | _ | _ | _ | _ |
| Approp For Spec Rev Funds | 449 | _ | 346 | 346 |
| Total General Fund | \$95,403,743 | \$100,381,316 | \$96,371,697 | \$95,816,200 |

DESCRIPTION

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.

MISSION

To maintain a secure jail and a safe court system along with seamless inmate transport and civil process to preserve public safety. We remain committed to performing these duties with unsurpassed integrity and professionalism, with progressive training that incorporates best practices and technology. While partnering with the community, we strive to lower recidivism by providing faith-based and community-based programming that empower returning citizens to become productive members of society.

VISION

Our tomorrow embraces a new standard of excellence in management, operations and customer service. Through extraordinary leadership, superior staff, and a willing and involved community – lives will change for the better. Our values are:

- Preparing future leaders
- Engaging everyone in the process
- Optimizing our strengths
- Participating in collaborative team work
- Leading by example
- Embracing change in order to move forward

MAYORAL PRIORITY AREA/S IMPACTED

- Adult & Youth Education
- Public Safety, Health, & Wellness
- Efficient & High-Quality Service Delivery
- Vibrant, Inclusive, & Mobile Communities

COUNCIL FOCUS AREA/S IMPACTED

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

AGENCY FISCAL SUMMARY - RICHMOND SHERIFF'S OFFICE*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$27,741,078 | \$28,353,790 | \$26,860,778 | \$26,266,165 |
| Operating | 12,888,227 | 12,766,331 | 15,203,337 | 15,163,725 |
| Total General Fund | \$40,629,304 | \$41,120,121 | \$42,064,115 | \$41,429,890 |
| Special Fund | 464,188 | 577,337 | 2,235,000 | 1,835,000 |
| Total Agency Summary | \$41,093,492 | \$41,697,458 | \$44,299,115 | \$43,264,890 |
| Per Capita | \$181.09 | \$183.75 | \$192.00 | \$188.87 |
| *Total Staffing | 466.00 | 466.00 | 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.

PERSONNEL COMPLEMENT/POSITION CONTROL

The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

| | GENERAL FUND | | SPECIA | Total FTEs | |
|--|--------------|-------------|-------------|-------------|------------|
| Job Title | # of Funded | # of Frozen | # of Funded | # of Frozen | lotal FIES |
| Accounting/Accreditation Clerk | 1.00 | _ | _ | _ | 1.00 |
| Accounting/Finance Manager | 1.00 | _ | _ | _ | 1.00 |
| Administration, Audit, and Agreement Manager | 1.00 | _ | _ | _ | 1.00 |
| Administrative Assistant (Sheriff) | 6.00 | _ | _ | | 6.00 |
| Administrative Coordinator | 1.00 | _ | _ | | 1.00 |
| Administrative Coordinator - Grant | _ | _ | 1.00 | _ | 1.00 |
| Administrative Policy Specialist (Sheriff) | _ | 1.00 | _ | _ | 1.00 |
| Adult Education/Re-Entry Manager | 1.00 | _ | _ | _ | 1.00 |
| Alternative Sentencing Specialist | 1.00 | _ | _ | _ | 1.00 |
| Application Support/Developer | 1.00 | _ | _ | _ | 1.00 |
| Background Investigator | 0.30 | _ | _ | _ | 0.30 |
| Budget Manager (Sheriff) | 1.00 | _ | _ | _ | 1.00 |
| Business Manager/Controller | _ | 1.00 | _ | _ | 1.00 |
| Captain | 20.00 | 5.00 | _ | _ | 25.00 |
| Cashier | 1.00 | _ | _ | _ | 1.00 |
| Cashier II | 1.00 | _ | _ | _ | 1.00 |
| Chaplain | 1.00 | _ | _ | _ | 1.00 |
| City Sheriff | 1.00 | _ | _ | _ | 1.00 |
| Classification Specialist | 2.00 | 1.00 | _ | _ | 3.00 |
| Community Outreach Specialist | _ | 0.15 | _ | _ | 0.15 |
| Compliance Analyst | 1.00 | | _ | | 1.00 |
| Contract and Compliance Officer (Civilian) | 1.00 | _ | _ | _ | 1.00 |

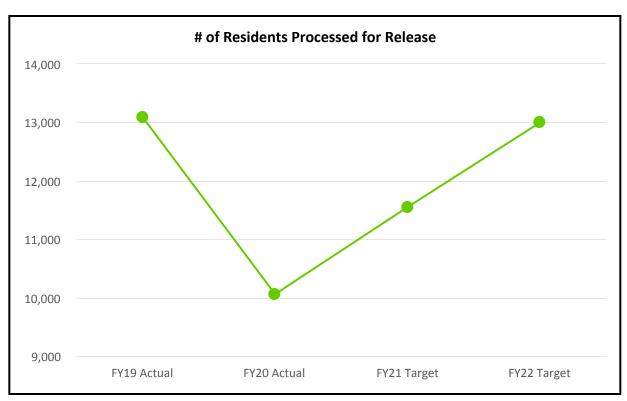
| | GENERAL FUND | | SPECIAL FUND | | |
|---|---------------|-------------|--------------|----------------|-----------------|
| Job Title | # of Funded | # of Frozen | # of Funded | # of Frozen | Total FTEs |
| Corporal | 64.00 | 23.00 | _ | _ | 87.00 |
| COSS Administrative Assistant | 1.00 | | | | 1.00 |
| (Sheriff) Court Services Office Assistant | 1.00 9.00 | 1.00 | _ | _ | 1.00 |
| | 9.00 87.00 | 21.50 | _ | _ | 10.00 108.50 |
| Deputy Executive Assistant/Sheriff | 1.00 | 21.50 | | _ | 1.00 |
| File Clerk | 2.00 | _ | _ | _ | 2.00 |
| Help Desk Personnel | 1.00 | _ | _ | | 1.00 |
| Human Resources and Payroll | 1.00 | _ | _ | _ | 1.00 |
| Manager | 1.00 | _ | _ | _ | 1.00 |
| Human Resources Generalist - Sheriff | 1.00 | _ | _ | _ | 1.00 |
| Human Resources Representative | 2.00 | _ | _ | _ | 2.00 |
| Information Systems Technician | 2.00 | _ | _ | _ | 2.00 |
| IT Video Specialist | 1.00 | _ | _ | _ | 1.00 |
| Librarian | 1.00 | _ | _ | _ | 1.00 |
| LIDS Technician | 2.00 | 1.00 | _ | _ | 3.00 |
| Lieutenant | 19.00 | 10.00 | _ | _ | 29.00 |
| Lt. Colonel | _ | 3.00 | _ | _ | 3.00 |
| Major | 10.00 | 4.00 | _ | _ | 14.00 |
| Master Deputy | 1.00 | _ | _ | _ | 1.00 |
| Mental Health Program Coordinator | _ | _ | 1.00 | _ | 1.00 |
| Operations and Logistical Specialist | 1.00 | _ | - | _ | 1.00 |
| Part-time Residential Programs Manager | 0.40 | _ | _ | | 0.40 |
| Part-time Timekeeper | 0.15 | _ | _ | _ | 0.15 |
| Policy & Accreditation Specialist | 1.00 | _ | _ | _ | 1.00 |
| Policy Analyst/Compliance | 0.10 | _ | _ | _ | 0.10 |
| Policy Analyst-Sheriff | 0.20 | _ | _ | _ | 0.20 |
| Private | 54.80 | 16.50 | _ | _ | 71.30 |
| Procurement Specialist – Full Time | 1.00 | _ | _ | _ | 1.00 |
| Procurement Specialist – Part Time | 0.50 | _ | _ | _ | 0.50 |
| Program Assistant (Sheriff) | 1.00 | _ | _ | _ | 1.00 |
| Programs Coordinator | 1.00 | _ | _ | _ | 1.00 |
| Records Clerk | 9.00 | _ | _ | _ | 9.00 |
| Records Supervisor | 1.00 | _ | _ | _ | 1.00 |
| Recruitment Manager | 1.00 | _ | _ | _ | 1.00 |
| Re-Entry Coordinator | 1.00 | _ | _ | _ | 1.00 |
| Re-Entry Specialist | 3.00 | 1.00 | _ | _ | 4.00 |
| Re-Entry Support Management Specialist | 1.00 | _ | _ | _ | 1.00 |
| Security Project Analyst | 0.20 | _ | _ | _ | 0.20 |
| Sergeant | 39.00 | 6.00 | _ | _ | 45.00 |
| Strategic Analyst Community/ | 0.20 | 0.00 | | | 0.20 |
| External Affairs | | _ | | - | |
| System Administrator | 1.00 | _ | _ | _ | 1.00 |

| | GENERAL FUND | | SPECIAL FUND | | Total FTEs |
|--------------------------|--------------|-------------|--------------|-------------|------------|
| Job Title | # of Funded | # of Frozen | # of Funded | # of Frozen | TOTAL FIES |
| Therapeutic Case Manager | 1.00 | _ | _ | _ | 1.00 |
| Timekeeper | 1.00 | _ | _ | _ | 1.00 |
| Timekeeping Manager | 1.00 | _ | _ | _ | 1.00 |
| Training Coordinator | 1.00 | _ | _ | _ | 1.00 |
| Total FTE Count | 368.85 | 95.15 | 2.00 | 0.00 | 466.00 |
| Total FTE % | 79.5 % | 20.5 % | 100.0 % | – % | |

DEPARTMENT OBJECTIVES

- Maintain and promote security at city facilities, courthouses, and the RCJC
- Provide job skills training
- Increase Transparency and timeliness of information to the public
- · Timely financial reporting
- Develop department strategic action plans that align with priorities
- Develop a comprehensive non-city funding (grant) strategy
- Increase knowledge of family care and parenting skills
- Increase access to adult education and literacy

PERFORMANCE HIGHLIGHTS (SELECTED MEASURES)



The Sheriff's office tracks the numbers of residents that have been processed for release during the fiscal year. This measure trended down in FY20 to 10,059 residents being released.

COST CENTER PERFORMANCE TRENDS AND BUDGETS*

| 01601 - Jail Administration | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|--------------------------------------|-------------------------|---|---|------------------------------|------------------------------|
| # of residents processed for release | Administration (SV0801) | 12,654/13,092 | 12,948/10,059 | 11,550 | 12,999 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|---|------------------|------------------|-------------------|-------------------|
| | Accounting & Reporting (SV0901) | \$71,948 | \$91,560 | \$92,240 | \$96,666 |
| | Administration (SV0801) | 1,511,718 | 1,564,851 | 1,676,937 | 1,734,769 |
| | Audit Services (SV1801) | 268,775 | 515,551 | 476,061 | 843,876 |
| | Budget Management (SV0905) | 103,364 | 127,353 | 128,200 | 77,274 |
| | Burial Service (SV1501) | 26,825 | 24,025 | _ | _ |
| | City Copy & Print Services (SV1001) | 404 | 38 | _ | _ |
| 01601 - Jail Administration | Community Outreach (SV2101) | 32,991 | 15,071 | 50,434 | 14,500 |
| | Comp & Classification Admin (SV0803) | 37,024 | 18,330 | | _ |
| | Contract Administration (SV0907) | 7,877 | 52,350 | 107,425 | 112,805 |
| | Customer Service (SV0302) | _ | _ | 40,000 | 40,000 |
| | Desktop Support (SV1005) | 179,825 | 262,442 | 269,494 | 350,131 |
| | Employee Training & Devlpmnt (SV1201) | 335 | _ | _ | _ |
| | Facilities Management (SV2006) | _ | 667 | _ | _ |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|--|------------------|------------------|-------------------|-------------------|
| | Financial Management (SV0908) | 431,770 | 489,178 | 494,563 | 456,431 |
| | Fleet Management (SV1502) | 112,538 | 126,000 | 82,261 | 123,715 |
| | Grants Management (SV0909) | 15,877 | 31,740 | 31,924 | 33,457 |
| | Grounds Management (SV2002) | 11,841 | 151 | _ | _ |
| | Investigations (SV2202) | 11,778 | _ | _ | _ |
| | Legislative Services (SV0604) | 96,701 | 96,315 | 97,865 | 121,070 |
| | Mail Services (SV1010) | 146,357 | 156,182 | 144,221 | 150,610 |
| | Management Information Systems (SV1011) | 42,771 | 74,762 | 148,154 | 243,276 |
| 01601 - Jail Administration | Network and Data Security (SV1014) | 3,573 | 6,561 | 29,221 | 30,682 |
| | Payroll Administration (SV0911) | 424,492 | 388,624 | 415,570 | 315,820 |
| | Permits & Inspections (SV2007) | _ | 40 | _ | 40 |
| | Public Info & Media Relations (SV2103) | 47,083 | 12,222 | 37,337 | 41,204 |
| | Recruit, Select, & Reten Svcs (SV0807) | 740 | _ | _ | _ |
| | Re-Entry Services (SV1101) | 145 | 173 | _ | _ |
| | Secure Detention (SV1102) | 939,928 | 847,484 | 849,892 | 991,583 |
| | Software / Apps Dev & Support (SV1016) | 179,402 | 109,604 | 94,496 | 107,954 |
| | Strategic Planning & Analysis (SV0913) | 171,825 | 107,566 | 191,122 | 200,450 |
| | Default (000000) | 4,024 | 43,536 | _ | _ |
| Cost Center / Program Total | | \$4,881,930 | \$5,162,377 | \$5,457,418 | \$6,086,313 |

| 01602 - Courts | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|----------------------------------|------------------------------|---|---|------------------------------|------------------------------|
| # of Security Breaches | Security Management (SV2217) | 0/0 | 0/1 | 0 | 0 |
| # of Civil Process Papers Served | Patrol Services (SV2207) | NA/99,323 | 110,000/103,531 | 101,427 | 101,500 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|--|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$465,772 | \$445,448 | \$458,905 | \$700,760 |
| | Animal Control (SV2201) | - | 4,398 | _ | _ |
| | City Copy & Print Services (SV1001) | 4,197 | 13,558 | _ | _ |
| | Emergency Medical Services (SV0702) | 1,358 | _ | _ | _ |
| | Facilities Management (SV2006) | 120 | _ | _ | _ |
| 01503 | Fleet Management (SV1502) | 124,396 | 41,763 | 154,839 | 17,746 |
| 01602 - Courts | Mail Services (SV1010) | 7,927 | 22,871 | _ | _ |
| | Management Information Systems (SV1011) | _ | _ | _ | 25,500 |
| | Patrol Services (SV2207) | 673,179 | 596,405 | 476,466 | 767,818 |
| | Pre-Trial Services (SV1303) | 6,945 | 8,165 | 11,700 | 11,000 |
| | Protest: Civil Unrest (SV2615) | _ | 37,205 | _ | _ |
| | Secure Detention (SV1102) | 622,966 | 886,750 | 731,852 | 821,511 |
| | Security Management (SV2217) | 3,099,203 | 3,062,116 | 2,989,654 | 2,770,545 |
| Cost Center / Program Total | | \$5,006,063 | \$5,118,679 | \$4,823,416 | \$5,114,880 |

| 01603 - Jail Human Services | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|-----------------------------|--|---|---|------------------------------|------------------------------|
| # of applicants hired | Recruitment, Selection, Retention Svcs (SV0807) | 100/74 | 90/79 | 82 | 90 |

*It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|--|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$28,369 | \$71,124 | \$66,357 | \$192,616 |
| 01603 - Jail Human Services | Human Resources Management (SV0806) | 325,632 | 307,486 | 308,299 | 264,352 |
| | Medical Services (SV2417) | 8,431 | 9,218 | 12,800 | 24,150 |
| | Perfrmnc Measurement Oversight (SV1803) | 17,376 | 20,090 | 20,053 | 21,015 |
| | Recruit, Select, & Reten Svcs (SV0807) | 269,456 | 274,794 | 281,761 | 367,280 |
| | Secure Detention (SV1102) | 242 | 1,342 | 850 | 850 |
| Cost Center / Program Total | | \$649,507 | \$684,054 | \$690,120 | \$870,263 |

| 01604 - Jail Operations | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|-------------------------|---------------------------|---|---|------------------------------|------------------------------|
| # of Commitments | Secure Detention (SV1102) | NA/11,340 | 11,340/11,355 | 11,405 | 11,360 |
| Avg Daily Population | | NA/750 | 800/711 | 715 | 775 |
| # Assaults Investigated | Investigations (SV2202) | 250 | 210 | 200 | 190 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|--|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$327,001 | \$247,534 | \$264,286 | \$149,229 |
| | City Copy & Print Services (SV1001) | 415 | 8,876 | _ | _ |
| | Community Outreach (SV2101) | 471,244 | 495,104 | 514,979 | 503,879 |
| | Contract Administration (SV0907) | 23,878 | _ | _ | _ |
| | Counseling Services (SV2406) | 64,875 | 71,940 | 72,731 | 75,878 |
| 01604 - Jail Operations | COVID-19 (SV2614) | _ | 103,022 | - | _ |
| Carrier of Carrier o | Educational Services (SV0502) | 82,519 | 108,013 | 115,855 | 131,775 |
| | Emergency Medical Services (SV0702) | 1,037 | 3,140 | _ | 2,000 |
| | Employee Training & Devlpment (SV1201) | 391,395 | 429,075 | 411,982 | 437,698 |
| | Facilities Management (SV2006) | 549,550 | 421,470 | 505,027 | 604,997 |
| | Fleet Management (SV1502) | 191,941 | 194,005 | 141,889 | 204,054 |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|---|------------------|------------------|-------------------|-------------------|
| | Food Services (SV2411) | 1,149,625 | 1,398,368 | 1,548,768 | 1,548,768 |
| | Grounds Management (SV2002) | 173,541 | 114,925 | 117,901 | 119,795 |
| | Home Electronic Monitoring (SV2218) | 210,299 | 157,916 | 123,130 | 127,423 |
| | Investigations (SV2202) | 276,263 | 420,437 | 452,322 | 254,148 |
| | Jails and Detention Facilities (SV1100) | 159 | _ | _ | _ |
| | Management Information Systems (SV1011) | 312 | 32,472 | _ | _ |
| | Medical Services (SV2417) | 8,980,391 | 9,042,469 | 10,952,642 | 10,490,000 |
| 01604 - Jail Operations | Mental Health Services (SV2418) | 183,485 | 81,105 | 89,387 | 77,822 |
| | Protest: Civil Unrest (SV2615) | _ | 11,650 | _ | _ |
| | Public Law Library (SV2301) | 7,431 | 53,251 | 59,978 | 53,405 |
| | Re-Entry Services (SV1101) | 788,683 | 875,096 | 921,197 | 794,276 |
| | Secure Detention (SV1102) | 16,165,440 | 15,954,771 | 14,801,089 | 13,783,288 |
| | Security Management (SV2217) | 467 | 1 | _ | _ |
| | Strategic Planning & Analysis (SV0913) | 1,143 | 1 | _ | _ |
| | Telecommunications Systems Mgmt (SV1002) | 633 | _ | _ | _ |
| | Default (000000) | 50,080 | (69,625) | _ | _ |
| Cost Center / Program Total | | \$30,091,805 | \$30,155,011 | \$31,093,161 | \$29,358,434 |
| Department Total | | \$40,629,304 | \$41,120,121 | \$42,064,115 | \$41,429,890 |

BUDGET HIGHLIGHTS

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

Mayor's Proposed Budget:

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 positions not administratively frozen and rate adjustments for healthcare in FY2022.

Additionally, this budget includes funding for a State approved 5% pay increase for all eligible, non-sworn, permanent full and part-time positions.

This budget also includes a \$250,000 increase in Sworn Court OT.

Operating: This budget includes some movement of funding between accounts to better align the budget to actual expenditures.

AGENCY FISCAL DETAIL - GENERAL FUND

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-Time Permanent | \$14,995,395 | \$15,480,750 | \$18,346,301 | \$17,702,422 |
| Holiday Pay Permanent | 10,681 | 660 | _ | _ |
| Vacation Pay Permanent | 1,338,025 | 1,414,577 | _ | _ |
| Sick Leave Permanent | 962,344 | 949,668 | _ | _ |
| Compensatory Leave Perm | 2,775 | 268 | _ | _ |
| Earned HOL Pay-Permanent | 234,369 | _ | _ | _ |
| Part Time Salaries | 351,110 | 380,642 | 569,587 | 664,092 |
| Temporary Employee | 145 | _ | _ | _ |
| FICA | 1,213,316 | 1,236,146 | 1,172,783 | 1,138,724 |
| Medcare FICA | 284,106 | 289,382 | 274,280 | 266,314 |
| Group Life Insurance | 91,082 | 93,029 | 100,294 | 97,120 |
| Constitutional Off Vsrs Ret | 2,041,926 | 2,134,368 | 2,365,364 | 2,287,690 |
| Health Care Active Employees | 3,389,371 | 3,551,803 | 3,772,169 | 3,599,802 |
| State Unemployment Insurance (SUI) | 22,490 | 43,556 | _ | _ |
| Health Savings Account (HSA) Expense- Employer | 28,246 | 28,254 | _ | _ |
| Sworn Court Ot | 2,775,698 | 2,750,686 | 260,000 | 510,000 |
| Operating Services | | | | |
| Inspection Services | 5,288 | _ | _ | 500 |
| Media Services (Advertising) | _ | 373 | _ | _ |
| Management Services | 85,601 | 70,518 | 95,950 | 109,750 |
| Building Repair And Maint Services | _ | 390 | _ | _ |
| Equipment Repair and Maint Services | 123,554 | 151,353 | 134,000 | 265,397 |
| Vehicle Repair And Maint Services | 122,390 | 122,998 | 139,971 | 133,800 |
| Burial | 26,825 | 24,025 | 40,000 | 40,000 |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Printing & Binding-External | 938 | _ | _ | _ |
| Transportation Services | 142 | _ | 4,000 | 1,700 |
| Mileage | 10 | 5 | 500 | 500 |
| Meals and Per Diem | 563 | 774 | _ | 1,000 |
| Lodging | 1,253 | 834 | _ | 2,000 |
| Food & Drink Services | 4,623 | 4,334 | _ | 5,000 |
| Uniforms & Safety Supplies-Employee | 126,295 | 35,976 | 129,300 | 133,800 |
| Office Supplies And Stationary | 28,880 | 18,073 | 11,725 | 23,000 |
| Badges And Name Plates | _ | _ | _ | 18,900 |
| Employee Appreciation Events And Awards | 151 | _ | _ | 1,000 |
| Office/Building Decor | 2,871 | 1,227 | _ | 2,500 |
| Advertising & Publicity Supplies | 13,001 | 2,537 | 14,850 | 26,350 |
| Agric And Botanical Supplies | 1,941 | 5,874 | 9,000 | 9,000 |
| Janitorial Supplies | 169,104 | 142,726 | 136,000 | 278,100 |
| Vehicle Cleaning Supplies | 1,263 | 1,667 | | 2,250 |
| Books & Reference Materials | | | | 500 |
| Electrical Supplies | 90 | _ | | _ |
| Industrial and Shop Supplies | 4,000 | 4,014 | 10,750 | 7,000 |
| Medical And Laboratory Supp | 740,951 | 814,909 | 1,200,000 | 808,000 |
| Paint & Paint Supplies | | 164 | 1,000 | 1,000 |
| Express Delivery Services | 6,542 | 2,759 | 6,825 | 7,125 |
| Postal Services | 24,059 | 8,165 | 29,700 | 29,000 |
| Telecommunications Service | 17,837 | 2,540 | 3,150 | 4,150 |
| Conference /Conventions | 1,454 | 1,075 | _ | 4,250 |
| Membership Dues | 2,089 | 13,939 | 10,975 | 20,450 |
| Employee Training | 9,447 | 18,184 | 9,712 | 48,850 |
| Software | 162,478 | 46,501 | 185,950 | 221,050 |
| Computer Accessories | 127 | 1,860 | 12,000 | 15,000 |
| Appliances | _ | _ | 2,000 | 2,500 |
| Vehicle Equipment & Supply (Less Than \$5K) | 93,717 | 410 | _ | 500 |
| Equipment (Less Than \$5K) | 39,777 | 60,036 | 76,950 | 105,650 |
| Small Tools | _ | 22 | _ | _ |
| License & Permits (Other Than Software) | _ | 40 | _ | 16,040 |
| Electric Service | 514,401 | 496,200 | 515,000 | 496,200 |
| Water & Sewer | 398,234 | 404,623 | 409,185 | 417,773 |
| Natural Gas | 126,080 | 106,141 | 129,547 | 109,060 |
| Refuse & Recycling Expenses | 847 | 741 | 900 | 900 |
| Bank Fees | | 50 | 50 | 50 |
| Warranty Fees | 3,295 | 3,295 | 12,000 | 20,000 |
| Law Enforcement Supplies | 109,757 | 147,379 | 218,050 | 148,450 |
| Dietary Supplies | 1,141,747 | 1,343,636 | 1,548,768 | 1,548,768 |
| Personal Care Supplies | 12,677 | 2,963 | 12,000 | 10,750 |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Hospital Services (Sheriff) | 8,273,439 | 8,219,408 | 9,752,642 | 9,690,000 |
| Fuel For Dept Owned Vehicles | 74,904 | 66,570 | 63,355 | 47,000 |
| Monthly Standing Costs | 36,246 | 31,836 | 35,652 | 32,551 |
| Auto Expenses Charged by Fleet (M5 only) | 97,085 | 106,574 | 127,330 | 85,057 |
| Internal Printing & Duplicating | 7,796 | _ | 26,750 | 36,850 |
| Medical Services | 8,431 | 9,426 | 12,800 | 24,150 |
| DIT Charges (Billed from DIT Fund) | 24,488 | 57,833 | _ | _ |
| Equipment And Other Assets Expense | 241,544 | 211,356 | 75,000 | 150,554 |
| Total General Fund | \$40,629,304 | \$41,120,121 | \$42,064,115 | \$41,429,890 |

HEALTH & WELFARE

DESCRIPTION

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 including 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.

MISSION

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.

VISION

Fostering change when there is a focus on unifying broken family bonds and breaking generational cycles of repeated criminal and delinquent behavior.

MAYORAL PRIORITY AREA/S IMPACTED

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

COUNCIL FOCUS AREA/S IMPACTED

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

AGENCY FISCAL SUMMARY - JUSTICE SERVICES*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$7,837,912 | \$7,885,933 | \$7,990,118 | \$8,056,584 |
| Operating | 1,265,537 | 1,163,801 | 1,509,072 | 1,556,660 |
| Total General Fund | \$9,103,448 | \$9,049,734 | \$9,499,190 | \$9,613,244 |
| Special Fund | 1,565,117 | 1,419,313 | 2,409,500 | 2,084,500 |
| Total Agency Summary | \$10,668,565 | \$10,469,047 | \$11,908,690 | \$11,697,744 |
| Per Capita | \$47.01 | \$46.14 | \$51.62 | \$51.07 |
| *Total Staffing | 154.63 | 156.00 | 155.50 | 155.50 |

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

JUSTICE SERVICES

PERSONNEL COMPLEMENT/POSITION CONTROL

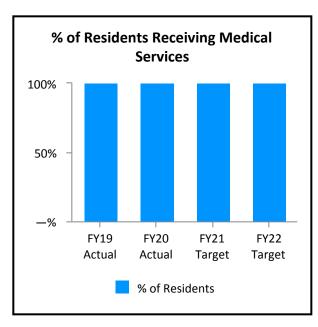
The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

| | GENERAL FUND | | SPECIAL FUND | | Total ETFo |
|---|--------------|-------------|--------------|-------------|------------|
| Job Title | # of Funded | # of Frozen | # of Funded | # of Frozen | Total FTEs |
| Administrative Technician | 1.00 | _ | _ | _ | 1.00 |
| Administrative Technician, Senior | 1.00 | 1.00 | 1.00 | _ | 3.00 |
| Clinical Supervisor | _ | 2.00 | _ | _ | 2.00 |
| Deputy Department Director, Senior | 2.00 | _ | _ | _ | 2.00 |
| Director of Justice Services | 1.00 | _ | _ | _ | 1.00 |
| Executive Assistant, Senior | _ | 1.00 | _ | _ | 1.00 |
| Food Service Supervisor | 1.00 | _ | _ | _ | 1.00 |
| Food Service Technician | 5.00 | _ | _ | _ | 5.00 |
| Human Services Analyst | 7.00 | _ | _ | _ | 7.00 |
| Human Services Manager | 1.00 | _ | _ | _ | 1.00 |
| Licensed Practical Nurse | 1.00 | _ | _ | _ | 1.00 |
| Maintenance Specialist | 1.00 | _ | _ | _ | 1.00 |
| Management Analyst, Associate | 3.00 | _ | _ | _ | 3.00 |
| Management Analyst, Principal | 2.00 | _ | _ | _ | 2.00 |
| Management Analyst, Senior | _ | 2.00 | _ | _ | 2.00 |
| Management Analyst, Senior (Grant Funded) | _ | _ | 1.00 | _ | 1.00 |
| Pretrial Probation Officer | 5.00 | 2.00 | 15.00 | _ | 22.00 |
| Pretrial Probation Supervisor | 1.00 | _ | 4.00 | _ | 5.00 |
| Pretrial/Probation Services Technician | 2.00 | _ | 1.00 | _ | 3.00 |
| Program and Operations Supervisor | 5.00 | - | _ | _ | 5.00 |
| Protective Services Counselor | 14.50 | | _ | _ | 14.50 |
| Protective Services Manager | 1.00 | | _ | _ | 1.00 |
| Protective Services Specialist | 34.00 | 11.00 | _ | _ | 45.00 |
| Protective Services Supervisor | 1.00 | 1.00 | _ | _ | 2.00 |
| Protective Services Support Supervisor | 7.00 | 1.00 | _ | _ | 8.00 |
| Registered Nurse | _ | 1.00 | _ | _ | 1.00 |
| Senior Policy Advisor | 1.00 | _ | _ | _ | 1.00 |
| Social Casework Coordinator | 9.00 | 2.00 | 1.50 | _ | 12.50 |
| Social Casework Technician | 1.50 | _ | _ | _ | 1.50 |
| Total FTE Count | 108.00 | 24.00 | 23.50 | 0.00 | 155.50 |
| Total FTE % | 81.8 % | 18.2 % | 100.0 % | – % | |

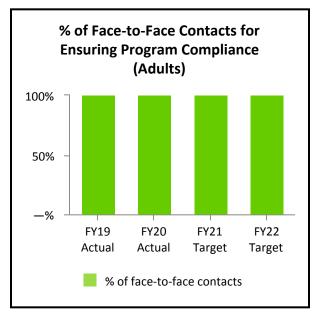
DEPARTMENT OBJECTIVES

- To fully implement evidence-based practices with fidelity, for clients placed on community supervision
- Collaborate with community organizations and public agencies to facilitate the delivery of reintegration services in an effort to decrease criminal activity among population served
- Provide timely and accurate information to stakeholders and community partners
- · Assess, evaluate and enhance Justice Services' provision of clinical trauma-informed support options
- Strengthen relationship with the Office of Community Wealth Building (OCWB)

PERFORMANCE HIGHLIGHTS (SELECTED MEASURES)



Secure Detention Operations ensures public safety and provides 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. 100% of all Secure Detention residents have received medical services in FY19 and FY20, and it is the department's goal to continue this in FY21 and FY22.



Home Electronic Monitoring Services is a program that provides an alternative to incarceration that monitors adults and juvenile defendants on the GPS system. Part of measuring compliance in this program is to meet face-to-face with clients. In FY19 and FY20 100% of adult defendants using this program had face-to-face contact with staff. In FY21 and FY22 it is the goal of the department to continue having face-to-face contact with clients.

JUSTICE SERVICES

COST CENTER PERFORMANCE TRENDS AND BUDGETS*

| 01501 - Administration | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|--|--|---|---|------------------------------|------------------------------|
| % of staff required to complete training on Evidence Based Practices that have completed it | Administration (SV0801) | 75% | 81% | 100% | 100% |
| % of staff required to complete training on Trauma Informed Practices that have completed it | Employee Training & Development (SV1201) | 75% | 99% | 100% | 100% |
| % of financial and personnel reports accurately reconciled and meeting deadlines | Financial Management (SV0908) | 90% | 90% | 100% | 100% |
| Internal Financial Reporting Accuracy Rate | | NA | NA | 95% | 95% |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------|---|------------------|------------------|-------------------|-------------------|
| 01501-Administration | Administration (SV0801) | \$652,351 | \$872,028 | \$806,460 | \$1,035,834 |
| | Audit Services (SV1801) | 31 | _ | - | _ |
| | Case Management (SV2403) | 863 | _ | - | _ |
| | City Copy & Print Svcs (SV1001) | - | 273 | 1,068 | 1,068 |
| | Comp & Classification Admin (SV0803) | - | - | - | _ |
| | COVID-19 (SV2614) | _ | 598 | | _ |
| | Employee Training & Devlpmnt (SV1201) | - | 980 | | _ |
| | Facilities Management (SV2006) | _ | - | 1 | 82,500 |
| | Financial Management (SV0908) | 356,899 | 336,524 | 355,256 | 408,534 |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|--|------------------|------------------|-------------------|-------------------|
| | Jails & Detention Facilities (SV1100) | 13 | 19 | 1 | _ |
| | Mail Services (SV1010) | 119 | 98 | - | _ |
| | Management Information Systems (SV1011) | 16,288 | 17,103 | 18,647 | 35,836 |
| 01501-Administration | Pre-Trial Services (SV1303) | 19,197 | | | _ |
| | Probation Services (SV1304) | 10,845 | | - | _ |
| | Re-Entry Services (SV1101) | 73,015 | | - | _ |
| | Youth Services (SV2424) | - | 21,933 | 20,404 | _ |
| | Default (000000) | 9,592 | 4,608 | _ | _ |
| Cost Center / Program Total | | \$1,139,214 | \$1,254,164 | \$1,201,835 | \$1,563,771 |

JUSTICE SERVICES

| 01502 - Secured Detention Operations | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|--|------------------------------|---|---|------------------------------|------------------------------|
| % of discharged plans completed | Secure Detention (SV1102) | NA | 100% | 100% | 100% |
| % post dispositional residents satisfactorily completed service plan goals | Re-Entry Services (SV1101) | NA | 80% | 88% | 88% |
| % of residents receiving medical services | Medical Services (SV2417) | 100% | 100% | 100% | 100% |
| % of post dispositional residents receiving mental health services | ivieuicai sei vices (3V2417) | NA | 100% | 100% | 100% |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|---------------------------------------|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$— | \$— | \$2,365 | \$— |
| | Arts & Culture (SV0100) | 581 | - | - | - |
| | City Copy & Print Services (SV1001) | 519 | 264 | _ | _ |
| | COVID-19 (SV2614) | - | 332 | _ | _ |
| | Fleet Management (SV1502) | 5,198 | 4,710 | 968 | 5,663 |
| 01502- Secured Detention | Food Services (SV2411) | 205,244 | 220,962 | 243,257 | 191,663 |
| Operations | Jails & Detention Facilities (SV1100) | 29,026 | 11,088 | _ | _ |
| | Mail Services (SV1010) | 217 | 570 | _ | _ |
| | Medical Services (SV2417) | 128,633 | 100,414 | 118,474 | 126,707 |
| | Re-Entry Services (SV1101) | - | 29,455 | 5,475 | _ |
| | Secure Detention (SV1102) | 3,708,823 | 3,521,867 | 3,781,859 | 3,477,237 |
| | Winter Storm Events (SV2603) | (2,825) | (700) | _ | _ |
| Cost Center / Program Total | | \$4,075,417 | \$3,888,962 | \$4,152,398 | \$3,801,270 |

Services and responsibilities within 01503 have been moved into other cost centers, primarily as a result of changes in operations due to COVID-19. As such, there is not a performance target for FY22 in this cost center.

| 01503- Family Services | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|--------------------------|---|---|------------------------------|------------------------------|
| % of discharged clients who satisfactorily completed service plan goals (Family Services) | Case Management (SV2403) | 73% | 85% | 90% | NA |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|------------------------------------|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$110 | \$— | \$2,813 | \$— |
| | Case Management (SV2403) | 156,610 | 157,435 | 207,179 | _ |
| | City Copy & Print Svcs (SV1001) | 206 | 31 | | _ |
| 01503- Family Services | Counseling Services (SV2406) | - | 43 | 482 | _ |
| | Fleet Management (SV1502) | 199 | | 6,447 | _ |
| | Youth Services (SV2424) | 76 | 357 | 9,802 | _ |
| Cost Center / Program Total | | \$157,201 | \$157,865 | \$226,723 | \$- |

Services and responsibilities within 01504 have been moved into other cost centers, primarily as a result of changes in operations due to COVID-19. As such, there is not a performance target for FY22 in this cost center.

| 01504- Functional Families | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|--------------------------|---|---|------------------------------|------------------------------|
| % of discharged clients who satisfactorily completed service plan goals | Case Management (SV2403) | 73% | 85% | NA | NA |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|---|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$226 | \$357 | \$— | \$— |
| | Case Management (SV2403) | 163,958 | 160,207 | 59,711 | _ |
| | City Copy & Print Svcs (SV1001) | 1 | 798 | I | _ |
| 01504- Functional Families | Fam Focused/ Preservatn Svs (SV2410) | 1 | 260 | I | _ |
| | Fleet Management (SV1502) | 5,384 | 7,060 | I | _ |
| | Substance Abuse Services (SV2425) | 10 | | I | _ |
| | Youth Services (SV2424) | 2,732 | 183 | 93,081 | _ |
| Cost Center / Program Total | | \$172,309 | \$168,865 | \$152,792 | \$— |

| 01505- Juvenile Drug Court | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|--------------------------|---|---|------------------------------|------------------------------|
| % of discharged clients who satisfactorily completed service plan goals | Case Management (SV2403) | 14% | 20% | 75% | 75% |

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| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|---|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$14,181 | \$204 | \$10,188 | \$360 |
| | Board of Review (SV0601) | 176 | _ | l | _ |
| | Case Management (SV2403) | 173,851 | 52,523 | 194 | _ |
| | Counseling Svcs (SV2406) | _ | 163 | l | _ |
| | COVID-19 (SV2614) | _ | 92 | l | _ |
| 01505- Juvenile Drug Court | Fleet Management (SV1502) | 8,549 | 8,320 | 7,679 | 7,870 |
| | Home Electronic Monitoring (SV2218) | | | 373 | _ |
| | Jails and Detention Facilities (SV1100) | 60 | | l | _ |
| | Substance Abuse Services (SV2425) | 2,512 | 152,750 | 199,074 | 137,562 |
| | Youth Services (SV2424) | 60,483 | 20,107 | 1,732 | 13,750 |
| Cost Center / Program Total | | \$259,813 | \$234,158 | \$219,240 | \$159,542 |

Services and responsibilities within 01506 have been moved into other cost centers, primarily as a result of changes in operations due to COVID-19. As such, there is not a performance target for FY22 in this cost center.

| 01506- Community Monitoring | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|--------------------------|---|---|------------------------------|------------------------------|
| % of discharged clients who satisfactorily completed service plan goals | Case Management (SV2403) | 71% | 75% | 75% | NA |

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| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|------------------------------|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$— | \$— | \$604 | \$— |
| | Case Management (SV2403) | 95 | | 76 | _ |
| 01506-Community Monitoring | Fleet Management (SV1502) | 5,543 | 2,480 | 4,509 | _ |
| | Youth Services (SV2424) | 214,235 | 182,813 | 265,182 | _ |
| Cost Center / Program Total | | \$219,873 | \$185,293 | \$270,370 | \$- |

Services and responsibilities within 01507 have been moved into other cost centers, primarily as a result of changes in operations due to COVID-19. As such, there is not a performance target for FY22 in this cost center.

| 01507 Outreach Program | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|--|--------------------------------|---|---|------------------------------|------------------------------|
| % of face to face contacts for ensuring compliance | Electronic Monitoring (SV2218) | 78% | 75% | 75% | NA |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|--|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$295 | \$130 | \$30 | \$— |
| | Case Management (SV2403) | _ | 89 | 1 | _ |
| 01507- Outreach Program | City Copy & Print Svcs (SV1001) | 1 | 93 | I | _ |
| | Community Outreach (SV2101) | 54 | 118 | I | _ |
| | Fleet Management (SV1502) | 447 | 3,162 | I | _ |
| | Home Electronic Monitoring (SV2218) | 361,269 | 348,696 | 417,279 | _ |
| | Youth Services (SV2424) | 626 | 2,344 | 25 | _ |
| Cost Center / Program Total | | \$362,692 | \$354,632 | \$417,334 | \$- |

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| 01508- Community Services | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|--------------------------|---|---|------------------------------|------------------------------|
| % of discharged clients who satisfactorily completed service plan goals | Case Management (SV2403) | 87% | 75% | 75% | 75% |
| % of discharged clients who satisfactorily completed service plan goals | Youth Service (SV2424) | 87% | 75% | 75% | 75% |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|---------------------------------------|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$245 | \$96 | \$676 | \$672 |
| | Community Outreach (SV2101) | _ | _ | 1,583 | _ |
| | COVID-19 (SV2614) | _ | 445 | | _ |
| 01508- Community Services | Employee Training & Devlpmnt (SV1201) | _ | _ | _ | 500 |
| | Fleet Management (SV1502) | 6,597 | 3,385 | 6,658 | 10,552 |
| | Youth Services (SV2424) | 122,624 | 116,167 | 159,372 | 185,957 |
| Cost Center / Program Total | | \$129,466 | \$120,092 | \$168,289 | \$197,681 |

Cost Center 01509 is no longer in use by the department. As such, no performance measures are needed.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|------------------------------|------------------|------------------|-------------------|-------------------|
| 01509- Attendance Services | Fleet Management (SV1502) | \$42 | \$— | \$— | \$— |
| Cost Center / Program Total | | \$42 | \$— | \$— | \$— |

| 01510- Community Corrections | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|---|---|---|------------------------------|------------------------------|
| % of Case plans targeting criminogenic needs based on risk assessment | Pre-trial Services (SV1303) / Probation Services (SV1304) | 100% | 47% | 100% | 100% |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------------|----------------------------------|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$68 | \$726 | \$7,781 | \$4,000 |
| | Case Management (SV2403) | _ | 10,447 | 8,616 | 7,880 |
| | Commonwealth's Attorney (SV1301) | - | 33,425 | _ | 80,143 |
| 01510- Community Corrections | Mail Services (SV1010) | 1,636 | 306 | 4,180 | 3,680 |
| · | Pre-Trial Services (SV1303) | 364,755 | 426,896 | 441,129 | 471,563 |
| | Probation Services (SV1304) | 415,831 | 360,792 | 304,886 | 297,537 |
| | Re-Entry Svcs (SV1101) | 461,430 | 440,540 | 440,747 | 440,000 |
| | Default (000000) | 2,450 | _ | _ | _ |
| Cost Center / Program Total | | \$1,246,168 | \$1,273,132 | \$1,207,339 | \$1,304,803 |

| 01511- Specialized Services | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|------------------------|---|---|------------------------------|------------------------------|
| % of discharged clients who satisfactorily completed service plan goals | Youth Service (SV2424) | 73% | 75% | 75% | 75% |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|-----------------------------------|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$- | \$- | \$53,710 | \$- |
| | Counseling Services (SV2406) | _ | | _ | 24,095 |
| 01511- Specialized Services | Substance Abuse Services (SV2425) | 60 | _ | _ | _ |
| | Youth Services (SV2424) | 212,987 | 226,960 | 231,960 | 261,575 |
| Cost Center / Program Total | | \$213,047 | \$226,960 | \$285,670 | \$285,670 |

| 01512-Home Electronic Monitoring / Outreach | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|--|---|---|------------------------------|------------------------------|
| % of response time compliance to major violations | Home Electronic Monitoring (SV2218) | NA | NA | 100% | 100% |
| % of face-to-face contacts for ensuring program compliance (Adult) | | 100% | 100% | 100% | 100% |
| % of face-to-face contacts for ensuring program compliance (Juvenile) | | 78% | TBD | 75% | 75% |
| % of discharged clients who satisfactorily completed service plan goals (Juveniles) | | 78% | 76% | 75% | 75% |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|--|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$116 | \$— | \$— | \$— |
| | City Copy & Print Svcs (SV1001) | _ | 155 | 1 | _ |
| 01512- Home Electronic Monitoring / Outreach | Fleet Management (SV1502) | 3,057 | 5,113 | 3,377 | 9,230 |
| Outreach | Home Electronic Monitoring (SV2218) | 581,522 | 662,702 | 699,051 | 1,562,088 |
| | Mail Services (SV1010) | 72 | - | | _ |
| | Youth Services (SV2424) | _ | 39,270 | _ | _ |
| Cost Center / Program Total | | \$584,767 | \$707,240 | \$702,428 | \$1,571,318 |

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Cost Center 01514 is no longer in use by the department. As such, no performance measures are needed

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|----------------------|------------------|------------------|-------------------|-------------------|
| 01514- Supervision Fees | Default (000000) | (\$213) | \$— | \$- | \$— |
| Cost Center / Program Total | | (\$213) | \$— | \$— | \$— |

| 01517- Day Reporting Center | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|-----------------------------------|---|---|------------------------------|------------------------------|
| % of discharged clients who satisfactorily completed service plan goals | Substance Abuse Services (SV2425) | 19% | 52% | 85% | 85% |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|------------------------------------|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$— | \$- | \$- | \$75 |
| | Adult Services (SV2402) | 65 | | 1 | |
| 01517- Day Reporting Center | Case Management (SV2403) | 543,506 | 391,004 | 408,097 | 589,411 |
| July Hoporting Conte | City Copy & Print Svcs (SV1001) | 81 | | | _ |
| | Re-Entry Services (SV1101) | _ | 7,061 | | _ |
| Cost Center / Program Total | | \$543,652 | \$398,065 | \$408,097 | \$589,486 |

| 01518- Children and Youth | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|--------------------------------------|-----------------------------|---|---|------------------------------|------------------------------|
| Increase prosocial skill development | Case Management (SV2403) | NA | 75% | 85% | 85% |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|-------------------------|------------------|------------------|-------------------|-------------------|
| 01518- Children and Youth | Youth Services (SV2424) | \$— | \$80,307 | \$86,676 | \$139,702 |
| Cost Center / Program Total | | \$— | \$80,307 | \$86,676 | \$139,702 |
| Department Total | | \$9,103,448 | \$9,049,734 | \$9,499,190 | \$9,613,244 |

BUDGET HIGHLIGHTS

City Council Action by Amendments: This agency's budget has been amended to include the following:

• The removal of funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff. Funding has been reallocated to the city's Non-Departmental budget to fund a 3.25% across the board pay increase for all city employees (excluding those who qualify for state-supported pay increases) and/or the class and comp plan.

Mayor's Proposed Budget:

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 positions not administratively frozen and rate adjustments for healthcare and retirement in FY2022.

Additionally, this budget includes funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff beginning in October. The 2018 Gallagher study concluded that there were salary inequities in the lower half of the pay ranges within the City. The City implemented phase one in 2019. This recommendation, phase two, makes another significant step in equalizing pay throughout the City by investing in the current workforce.

Operating: This budget reflects an increase of \$82,500 due to the agency's upcoming relocation from their current office location within the Public Safety Building, located at 510 N. 10th Street, to a new location. This funding has been added to cover costs associated with moving and related relocation efforts. This budget also reflects minor operating reductions.

AGENCY FISCAL DETAIL - GENERAL FUND

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-time Permanent | \$4,663,225 | \$4,751,008 | \$5,398,630 | \$5,426,255 |
| Overtime Permanent | 221,926 | 33,819 | 23,000 | 22,440 |
| Holiday Pay Permanent | 166,818 | 221,380 | - | _ |
| Shift Other Differential Perm | 43,023 | 49,147 | 31,834 | 49,179 |
| Vacation Pay Permanent | 278,409 | 264,703 | _ | _ |
| Sick Leave Permanent | 196,840 | 233,881 | _ | _ |
| Compensatory Leave Perm | 3,791 | 15,044 | _ | _ |
| Military Leave Permanent | 2,327 | 2,994 | - | _ |
| Civil Leave Permanent | 863 | 1,185 | _ | _ |
| Death Leave Permanent | 9,467 | 4,920 | _ | _ |
| Earned HOL Pay-Permanent | 148 | _ | _ | _ |
| FMLA Paid Parental Maternity | _ | 6,725 | _ | _ |
| FMLA Paid Parental Bonding | _ | 2,368 | _ | _ |
| FMLA Paid Parental Sick Parent | 579 | 4,512 | _ | _ |
| Part-time Salaries | 45,335 | 51,790 | 76,342 | 76,342 |
| Holiday Pay Part-time | 3,331 | 1,345 | _ | _ |
| Vacation Pay Part-time | 3,380 | 3,351 | _ | _ |
| Sick Leave Personal Part-time | 2,488 | 1,295 | _ | _ |

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| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Death Leave Perm Part-Time | 349 | _ | - | _ |
| Temporary Employee | 173,024 | 87,105 | 72,000 | 61,000 |
| Holiday Pay Temporary | 2,084 | 90 | _ | _ |
| Sick Leave Temporary | 1,662 | 8 | _ | _ |
| Earned HOL Pay-Temporary | 24 | _ | _ | _ |
| FICA | 332,621 | 320,272 | 345,346 | 347,786 |
| Retirement Contribution RSRS | 651,973 | 731,419 | 942,887 | 983,852 |
| Medicare FICA | 77,322 | 74,902 | 80,840 | 81,806 |
| Group Life Insurance | 33,960 | 33,368 | 33,068 | 34,618 |
| Health Care Active Employees | 903,370 | 949,818 | 986,172 | 973,307 |
| State Unemployment Ins | 9,592 | 4,608 | _ | _ |
| Health Savings Account | 9,979 | 12,875 | _ | _ |
| VRIP Incentives Payments | _ | 22,000 | _ | _ |
| Classification and Compensation | _ | _ | _ | _ |
| Operating Services | | | | |
| Public Info & Relations Svcs | 819 | 29 | _ | _ |
| Laboratory & X-Ray Services | 7,076 | 1,658 | 8,818 | 10,375 |
| Information & Research Svcs | (40) | 683 | 1,473 | 641 |
| Management Services | 876,089 | 805,251 | 898,299 | 809,942 |
| Education & Training Services | 2,805 | _ | 4,080 | 3,000 |
| Building Repair & Maint Svcs | 5,195 | 5,083 | 22,500 | 7,000 |
| Equipment Repair & Maint | 6,192 | _ | 11,269 | 10,990 |
| Vehicle Repair & Maint | 12,653 | 10,449 | 13,184 | 11,300 |
| Printing & Binding- External | _ | 155 | _ | _ |
| Moving and Relocating Services | 60 | _ | _ | 82,500 |
| Transportation Services | 5,250 | _ | _ | _ |
| Mileage | 1,809 | 985 | 10,432 | 1,817 |
| Employee Parking Subsidy | _ | 1,300 | 1,950 | 1,750 |
| Equipment Rental | 161,687 | 176,805 | 251,497 | 246,497 |
| Security/Monitoring Svcs | _ | _ | 12,037 | 13,537 |
| Food & Drink Services | 2,773 | 2,304 | _ | 2,417 |
| Uniforms & Safety Supplies | 8,902 | 3,666 | 14,014 | 13,057 |
| Office Supplies & Stationary | 15,575 | 14,736 | 12,558 | 18,132 |
| Employee Appreciation Events and Awards | 208 | _ | _ | _ |
| Janitorial Supplies | 158 | | 4,508 | 11,016 |
| Books & Reference Materials | 87 | 3,092 | 135 | _ |
| Educational Supplies | | 299 | | _ |
| Recreational Supplies | 60 | _ | 962 | 5,013 |
| Medical & Laboratory Supplies | 4,346 | 3,579 | 12,320 | 15,000 |
| Paint & Paint Supplies | | _ | 500 | _ |
| Reimbursed Interview Exp | 10 | | | |

JUSTICE SERVICES

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Postal Services | 1,356 | _ | 5,398 | 4,398 |
| Conference/Conventions | 3,895 | 5,397 | _ | 250 |
| Magazine/Newspaper Subscript | 146 | 81 | _ | _ |
| Membership Dues | 581 | _ | _ | _ |
| Employee Training | 7,123 | 2,942 | 378 | 2,112 |
| Software | 983 | _ | 1,255 | 1,255 |
| Software License | 2,122 | 1,975 | 350 | 1,740 |
| Refuse & Recycling Expenses | _ | 196 | _ | _ |
| Recreation and Entertainment Expenses | 182 | _ | _ | _ |
| Misc Utility Services | _ | _ | 200 | _ |
| Emergency Assistance | 96 | _ | _ | _ |
| Emergency Shelter | _ | _ | 5,000 | 69,615 |
| Psychiatric Services | 20,475 | 22,200 | 22,800 | 30,000 |
| Dietary Supplies | 57,023 | 34,395 | 85,306 | 91,970 |
| Paper Products | _ | 67 | _ | 2,436 |
| Kitchen Supplies | 5 | 78 | 962 | 424 |
| Laundry Supplies & Linen | _ | _ | 5,000 | 2,000 |
| Personal Care Supplies | 1,250 | 7 | 2,612 | 2,612 |
| Wearing Apparel-Inmates | 5,481 | 300 | 5,749 | 10,749 |
| Medical Services (Sheriff) | _ | 259 | 7,200 | 6,700 |
| Dental Services - Inmates | _ | _ | 2,520 | 2,020 |
| Fuel for Dept Owned Vehicles | 5,476 | 4,360 | 3,769 | 4,431 |
| Monthly Standing Costs | 5,811 | 6,845 | 6,412 | 6,413 |
| Auto Expenses Charged by Fleet (M5 only) | 11,111 | 11,139 | 11,139 | 11,171 |
| Internal Printing & Duplicating | 161 | _ | 12,082 | 10,880 |
| Medical Services | 24,996 | 18,747 | 30,000 | 31,500 |
| DIT Charges (Billed from DIT Fund) | 1,873 | 2,432 | _ | _ |
| Equip & Other Assets Exp | 3,677 | 374 | _ | _ |
| Approp For Spec Rev Funds | _ | 21,933 | 20,404 | _ |
| Total General Fund | \$9,103,448 | \$9,049,734 | \$9,499,190 | \$9,613,244 |

RECREATION & CULTURE

PERFORMANCE BASED BUDGETING

DESCRIPTION

Parks, Recreation & Community Facilities (PRCF) is 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.

MISSION

Parks, Recreation, and Community Facilities (PCRF) is committed to "One Richmond" and enriching citizens' quality of life by providing effective, efficient, and high-quality leisure facilities, services, and programs for all generations.

VISION

One Richmond is a thriving community where all citizens have access to opportunities to build wealth and well-being throughout their lives.

MAYORAL PRIORITY AREA/S IMPACTED

- Efficient & High-Quality Service Delivery
- Adult & Youth Education
- Public Safety, Health, & Wellness
- Vibrant, Inclusive, & Mobile Communities

COUNCIL FOCUS AREA/S IMPACTED

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

AGENCY FISCAL SUMMARY - PARKS, RECREATION & COMMUNITY FACILITIES*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$13,016,128 | \$14,045,130 | \$13,743,611 | \$13,547,093 |
| Operating | 4,014,873 | 4,050,673 | 4,472,909 | 5,258,140 |
| Total General Fund | \$17,031,001 | \$18,095,803 | \$18,216,520 | \$18,805,233 |
| Enterprise Fund | 1,729,128 | 1,730,657 | 1,799,421 | 1,799,421 |
| Special Fund | 1,076,521 | 1,189,264 | 3,661,493 | 2,361,627 |
| Capital Improvement Fund | 4,158,650 | 3,605,309 | 3,448,026 | 4,050,000 |
| Total Agency Summary | \$23,995,300 | \$24,621,033 | \$27,125,460 | \$27,016,281 |
| Per Capita | \$105.74 | \$108.50 | \$117.57 | \$117.94 |
| Total Staffing | 228.90 | 234.90 | 231.43 | 232.93 |

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

PERSONNEL COMPLEMENT/POSITION CONTROL

The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

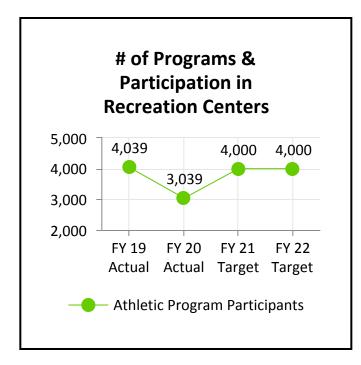
| | GENERA | AL FUND | SPECIA | L FUND | | RPRISE ND | САРІТА | L FUND | Total |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-------|
| Job Title | # of Funded | # of Frozen | FTEs |
| Accountant | 1.00 | _ | _ | _ | _ | _ | _ | _ | 1.00 |
| Accounting Supervisor | 1.00 | _ | _ | _ | _ | _ | _ | _ | 1.00 |
| Administrative Technician | 1.00 | _ | _ | _ | _ | _ | _ | _ | 1.00 |
| Administrative Technician, Senior | 3.00 | 1.00 | _ | - | 1.00 | _ | _ | | 5.00 |
| Capital Projects Manager | _ | _ | _ | _ | _ | _ | 1.00 | _ | 1.00 |
| Capital Projects Manager, Senior | _ | _ | _ | _ | _ | _ | 1.00 | _ | 1.00 |
| Cemeteries Administrator | _ | _ | _ | _ | 3.00 | _ | _ | _ | 3.00 |
| Cemeteries Manager | _ | _ | _ | _ | 1.00 | _ | _ | _ | 1.00 |
| Communications and Marketing Analyst | 1.00 | _ | _ | _ | _ | _ | _ | _ | 1.00 |
| Community Program Coordinator | 1.00 | _ | _ | _ | _ | _ | _ | _ | 1.00 |
| Deputy Department Director | 1.00 | _ | _ | _ | _ | _ | _ | _ | 1.00 |
| Deputy Department Director, Senior | 1.00 | 1.00 | _ | - | _ | _ | _ | | 2.00 |
| Director of Parks, Recreation and Community Facilities | 1.00 | _ | _ | _ | _ | _ | _ | | 1.00 |
| Economic Development Business Services Manager | _ | _ | _ | _ | _ | _ | 1.00 | _ | 1.00 |
| Electrician, Senior | 1.00 | 1.00 | _ | _ | _ | _ | _ | _ | 2.00 |
| Equipment Operator | _ | 2.00 | _ | _ | _ | _ | _ | _ | 2.00 |
| Equipment Operator, Senior | 2.00 | 1.00 | _ | _ | 2.00 | _ | _ | _ | 5.00 |
| Head Lifeguard | 2.00 | _ | _ | _ | _ | _ | _ | _ | 2.00 |
| HVAC Mechanic | 1.00 | _ | _ | _ | _ | _ | _ | _ | 1.00 |
| Lifeguard | 1.50 | _ | _ | _ | _ | _ | _ | _ | 1.50 |
| Maintenance and Operations Crew Chief | 5.00 | 2.00 | _ | _ | 3.00 | 1.00 | _ | _ | 11.00 |
| Maintenance and Operations Crew Supervisor | 2.00 | 1.00 | _ | _ | _ | _ | _ | _ | 3.00 |
| Maintenance and Operations Superintendent | 5.00 | 1.00 | _ | _ | _ | _ | _ | _ | 6.00 |
| Maintenance and Operations Superintendent, Senior | 1.00 | 1.00 | _ | _ | _ | _ | _ | _ | 2.00 |
| Maintenance Specialist | 4.00 | _ | _ | _ | 1.00 | _ | _ | _ | 5.00 |
| Maintenance Specialist, Senior | 1.00 | _ | _ | _ | _ | _ | _ | _ | 1.00 |
| Maintenance Technician | 4.00 | 3.00 | _ | _ | 3.00 | 2.00 | _ | _ | 12.00 |
| Maintenance Technician, Senior | 13.00 | _ | _ | _ | 1.00 | _ | _ | _ | 14.00 |

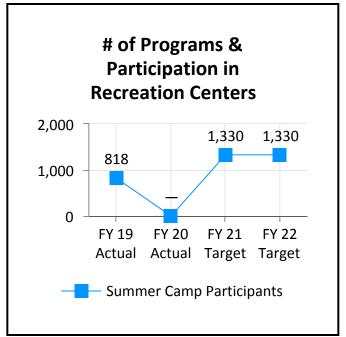
| | GENERA | AL FUND | SPECIA | L FUND | | RPRISE ND | САРІТА | L FUND | Total |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|--------|
| Job Title | # of Funded | # of Frozen | FTEs |
| Maintenance Worker | 6.00 | 5.00 | 1 | 1 | 2.00 | 5.00 | _ | _ | 18.00 |
| Management Analyst, Associate | 1.75 | 2.30 | 0.25 | 0.70 | | _ | _ | | 5.00 |
| Management Analyst, Senior | 6.00 | _ | _ | _ | _ | _ | _ | _ | 6.00 |
| Master Plumber | 1.00 | _ | _ | _ | _ | _ | _ | _ | 1.00 |
| Parks and Recreation Bus Operator | 0.48 | _ | _ | _ | _ | _ | _ | _ | 0.48 |
| Program and Operations Manager | 2.50 | _ | _ | _ | _ | _ | 0.50 | _ | 3.00 |
| Public Information Manager | 1.00 | _ | _ | _ | _ | _ | _ | _ | 1.00 |
| Recreation Center Supervisor | 19.50 | 3.50 | 1 | - | 1 | _ | _ | _ | 23.00 |
| Recreation Services Assistant | 3.95 | l | l | 1 | l | _ | | _ | 3.95 |
| Recreation Services Instructor | 31.00 | 2.00 | l | 1 | l | _ | | _ | 33.00 |
| Recreation Services Instructor, Senior | 8.00 | 2.00 | 1.00 | _ | 1 | _ | _ | _ | 11.00 |
| Recreation Services Manager | 6.00 | 1.00 | _ | _ | _ | _ | _ | _ | 7.00 |
| Recreation Services Program Specialist | 13.00 | 3.00 | 1.00 | _ | _ | _ | _ | _ | 17.00 |
| Recreation Services Supervisor | 10.00 | 4.00 | _ | _ | _ | _ | _ | _ | 14.00 |
| Technology Manager (Agency) | _ | 1.00 | | _ | | _ | _ | | 1.00 |
| Total FTE Count | 163.68 | 37.80 | 2.25 | 0.70 | 17.00 | 8.00 | 3.50 | 0.00 | 232.93 |
| Total FTE % | 81.2 % | 18.8 % | 76.3 % | 23.7 % | 68.0 % | 32.0 % | 100.0 % | – % | |

DEPARTMENT OBJECTIVES

- · Provide leadership and administrative oversight enabling department to function effectively
- Provide fiscal accountability oversight enabling department programs to accomplish planned goals and objectives
- Create two program guides annually to support department program activities
- Provide timely preventive maintenance for all department assets
- Provide technical assistance to department programs regarding facility needs
- Provide systematic facilities maintenance that improves the Department's facilities
- Reserving, scheduling and event coordination services provided to residents using department facilities and equipment
- Provide high-quality Dogwood Dell programming during the summer
- Provide senior and special needs activities to include trips, programming and aquatics
- Provide aquatics services to youths
- Provide education development to include SOL supported curriculum, citizenship and leadership development, and literacy
- Provide recreational activities to include health, nutrition and physical education, cultural enrichment, social recreation and special programs
- Provide special events, parks, grounds, and structural maintenance
- Provide maintenance of Soccer Field Complex
- Provide training to Justice Center residents in landscaping, grounds maintenance, and tree maintenance to be future productive citizens
- Provide camp services
- Provide volunteer coordination

PERFORMANCE HIGHLIGHTS (SELECTED MEASURES)

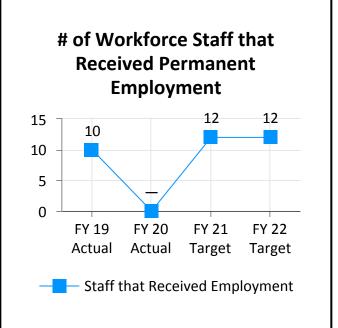




PRCF offers programming in over 20 sites throughout the City; this includes before and after school, summer programming, senior programs, athletics, aquatics, and special initiatives. As a high priority for the Mayor, the number of participants in recreation programs, both for athletic programs and summer camps, are tracked by the Department. Non-registered participants, or spectators, are also monitored with regard to the above-mentioned programs and participants. FY20 saw a significant reduction in participation due to COVID-19, however, the Department maintains its commitment to increasing their summer camp participation.

PERFORMANCE HIGHLIGHTS (SELECTED MEASURES) (CONTINUED)





PCRF 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. FY20 saw a decrease in both measures associated with this program due to COVID-19, however, the department is optimistic that they will achieve their goals in future years.

PERFORMANCE BASED BUDGETING

COST CENTER PERFORMANCE TRENDS AND BUDGETS*

| 03001 - General Admin Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|-------------------------|---|---|------------------------------|------------------------------|
| # of programs overseen to include CIP, USDA and Fee Based (Special Fund) etc. | | 11/11 | 11/11 | 13 | 13 |
| # of Purchasing Card Transactions | Administrative (SV0801) | NA | NA | 3,000 | 3,150 |
| \$ Value of Purchasing Card Transactions | Auministrative (300001) | NA | NA | \$1,000,000 | \$1,050,000 |
| \$ Value cost savings from Purchasing Cards instead of traditional methods | | NA | NA | \$500,000 | \$525,000 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------|---|------------------|------------------|-------------------|-------------------|
| | Accounts Payable (SV0902) | \$77,506 | \$60,625 | \$— | \$59,312 |
| | Administration (SV0801) | 639,259 | 1,367,369 | 2,771,028 | 2,238,712 |
| | Aquatic Services (SV1902) | 290,866 | 305,311 | 1 | _ |
| | Audit Services (SV1801) | _ | 480 | | _ |
| | Budget Management (SV0905) | 1,250 | 1 | 1 | _ |
| 03001 - General Admin | City Copy & Print Services (SV1001) | 1 | 19 | 750 | 750 |
| | Comp & Classification Admin (SV0803) | 1 | 1 | 1 | _ |
| | Contract Administration (SV0907) | 1 | 1 | 63,800 | 61,446 |
| | COVID-19 (SV2614) | - | 10,976 | - | _ |
| | Customer Service (SV0302) | 70,816 | 63,743 | _ | 49,410 |
| | Educational Services (SV0502) | 362 | _ | _ | _ |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|---|------------------|------------------|-------------------|-------------------|
| | Facilities Management (SV2006) | 59,758 | 66,572 | - | _ |
| | Farmer's Market (SV0405) | _ | 561 | _ | _ |
| | Financial Management (SV0908) | 354,589 | 281,713 | 318,861 | 487,746 |
| | Fleet Management (SV1502) | 582,993 | 597,159 | 168,724 | 692,701 |
| | Human Resources Management (SV0806) | 170,913 | 86,785 | 29,274 | _ |
| 03001 - General Admin | Mail Services (SV1010) | 1,011 | 770 | - | _ |
| 03001 - General Admin | Parks Management (SV1904) | 278,328 | 400,893 | _ | - |
| | Payroll Administration (SV0911) | 203,706 | 180,458 | 121,577 | 132,550 |
| | Public Info & Media Relations (SV2103) | 4,593 | - | - | _ |
| | Recreational Services (SV1901) | 460,907 | 458,763 | 149,679 | 149,966 |
| | Special Events (SV2209) | _ | 391 | _ | _ |
| | Default (000000) | 208,534 | 115,536 | _ | _ |
| Cost Center / Program Total | | \$3,405,393 | \$3,998,124 | \$3,623,694 | \$3,872,592 |

| 03002 - Marketing Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|--|---|---|------------------------------|------------------------------|
| # of social media followers | Public Information and Media Relations (SV2103) | NA | NA | 10,000 | 10,500 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|---|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$— | \$— | \$28 | \$- |
| | City Copy & Print Services (SV1001) | 92 | 1 | 1 | _ |
| | COVID-19 (SV2614) | | 7,434 | | _ |
| 03002 - Marketing | Parks Management (SV1904) | 100 | 100 | | _ |
| | Public Info & Media Relations (SV2103) | 138,951 | 198,883 | 210,136 | 210,711 |
| | Recreational Services (SV1901) | 1,036 | 450 | 3,990 | 4,390 |
| Cost Center / Program Total | | \$140,179 | \$206,867 | \$214,154 | \$215,101 |

| 03003 - Infrastructure Performance Measure | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|---------------------------------|---|---|------------------------------|------------------------------|
| • | Facility Management (SV2006) | 95%/98% | 95%/98% | 95% | 95% |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|--|------------------|------------------|-------------------|-------------------|
| | City Copy & Print Services (SV1001) | \$- | \$104 | \$- | \$— |
| | COVID-19 (SV2614) | _ | 39,836 | _ | _ |
| | Facilities Management (SV2006) | 1,541,779 | 1,407,190 | 1,507,755 | 1,614,179 |
| | Fleet Management (SV1502) | 10 | 250 | | _ |
| | Infrastructure Management (SV1503) | _ | 1 | 2,076 | _ |
| | Mail Services (SV1010) | 1 | | | _ |
| | Parks Management (SV1904) | 4,885 | 39,931 | 41,719 | _ |
| 03003 - Infrastructure | PRCF Summer Fun Klub (SV1911) | 251 | 1 | 1 | _ |
| | Summer Storm Events-09-03-2019 Hurricane Dorian (SV2611) | _ | 1,766 | _ | _ |
| | Telecommunications Systems Mgmt (SV1002) | 50 | - | 1 | _ |
| | Tropical Storm Florence-2018 (SV2607) | 1,055 | 1 | | _ |
| | Tropical Storm Michael-2018 (SV2608) | 936 | - | 1 | _ |
| | Workforce Development (SV1203) | _ | 12,068 | _ | _ |
| | Default (000000) | 97 | (97) | _ | _ |
| Cost Center / Program Total | | \$1,549,065 | \$1,501,048 | \$1,551,550 | \$1,614,179 |

| 03004 - Permits & Scheduling Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|-------------------------|-----------------------------------|---|------------------------------|------------------------------|
| # of shelters, park houses, ball fields, mobile stage and facility rentals based on permits | Special Events (SV2209) | 1,370/645 | 1,507/1,273 | 1,507 | 1,583 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------------|---|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$1,353 | \$— | \$- | \$— |
| | City Copy & Print Services (SV1001) | I | 62 | I | _ |
| | Food Services (SV2411) | 1 | | l | 2,000 |
| 03004 - Permits & Scheduling | Mail Services (SV1010) | 5 | | I | _ |
| | Public Info & Media Relations (SV2103) | 34,678 | I | I | _ |
| | Recreational Services (SV1901) | 583 | | I | _ |
| | Special Events (SV2209) | 97,241 | 202,222 | 209,609 | 220,858 |
| Cost Center / Program Total | | \$133,860 | \$202,284 | \$209,609 | \$222,858 |

| 03005 - James River Park Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|--|--|---|---|------------------------------|------------------------------|
| # of visitors to JRP annually | Visitors (SV1919) | 1,994,392/1,805,751 | 2,094,112/1,992,028 | 2,094,112 | 2,094,112 |
| # of trails users | Pedestrians, Bikes and Trails (SV0408) | 217,376/605,117 | 228,245/774,319 | 228,245 | 228,245 |
| # of programs offered | Recreation Services | 155/247 | 171/303 | 171 | 171 |
| # of program participants | (SV1901) | 3,105/4,607 | 3,416/5,812 | 3,416 | 3,416 |
| # of volunteers | Volunteer Coordinator (SV0304) | 2,945/1,965 | 3,240/2,262 | 3,240 | 3,240 |
| # of park acres maintained | Parks Management (SV1904) | 600/600 | 600/600 | 600 | 600 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------|--|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$— | \$500 | \$— | \$— |
| | Arts & Culture (SV0100) | 10 | _ | _ | _ |
| | City Copy & Print Services (SV1001) | 1 | 62 | | _ |
| | COVID-19 (SV2614) | - | 12,705 | | 7,500 |
| | Employee Training & Development (SV1201) | 3,244 | | 1 | _ |
| 03005 - James River Park | Facilities Management (SV2006) | | 2,744 | | _ |
| | Fleet Management (SV1502) | 200 | 76 | 1 | 250 |
| | Grounds Management (SV2002) | 117,656 | 127,389 | 65,448 | 65,873 |
| | James River Park (SV1906) | 12,092 | 15,076 | 75,275 | 77,451 |
| | Parks Management (SV1904) | 674,378 | 695,628 | 751,615 | 527,729 |
| | Pedestrs, Bikes & Trails Svcs (SV0408) | 54,538 | 150,250 | 137,920 | 154,298 |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|--------------------------------|------------------|------------------|-------------------|-------------------|
| | Recreational Services (SV1901) | | | | 125,038 |
| 03005 - James River Park | Sports & Athletics (SV1905) | 121 | 1 | | _ |
| | Default (000000) | 320 | (320) | | _ |
| Cost Center / Program Total | | \$862,559 | \$1,004,109 | \$1,030,258 | \$958,140 |

| 03006 - Cultural Arts Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|--|----------------------------|---|---|------------------------------|------------------------------|
| # of registered participants in various Cultural Arts programs | Cultural Services (SV0101) | 550/843 | 550/1,108 | 550 | 550 |
| # of Pine Camp Facility rentals | | 42/19 | 46/21 | 46 | 25 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|--|------------------|------------------|-------------------|-------------------|
| | Aquatic Services (SV1902) | \$1,010 | \$— | \$— | \$— |
| | Business Retention & Expansion (SV0404) | _ | 181 | _ | _ |
| | Cultural Services (SV0101) | 776,059 | 745,562 | 684,121 | 757,323 |
| | Facilities Management (SV2006) | 5,745 | 57,773 | 58,179 | _ |
| | FY12 Carpenter Foundation (SV0104) | 2,080 | _ | _ | _ |
| | Mail Services (SV1010) | _ | 7 | _ | _ |
| | Management Information Systems (SV1011) | 1,000 | 2,000 | _ | _ |
| 03006 - Cultural Arts | Mayor's Youth Academy (SV1202) | 17,774 | _ | 4,603 | 4,603 |
| | Parks Management (SV1904) | _ | 800 | _ | _ |
| | Pine Camp Rental Services (SV1910) | _ | _ | _ | 1,000 |
| | PRCF Art Program (SV0103) | 3,971 | _ | _ | 5,000 |
| | PRCF Dance Program (SV0102) | _ | 2,530 | _ | 10,000 |
| | Recreational Services (SV1901) | 5,059 | 3,868 | _ | _ |
| | Special Events (SV2209) | 1,476 | _ | 133,355 | 133,355 |
| | Default (000000) | 20,193 | (20,193) | _ | _ |
| Cost Center / Program Total | | \$834,367 | \$792,529 | \$880,258 | \$911,281 |

| 03007 - Special Recreation Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|--|--|---|---|------------------------------|------------------------------|
| # of aquatic program participants | Aquatic Services (SV1902) | 107,791/69,516 | 107,791/43,047 | 107,791 | 113,180 |
| # of senior trips program participants | Senior and Spec Need Programming (SV2421) | 980/1,228 | 980/3,154 | 980 | 980 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|---|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$3,233 | \$467 | \$— | \$— |
| | Aquatic Services (SV1902) | 861,438 | 875,685 | 1,169,700 | 1,080,864 |
| | Camp Services (SV1903) | 26,940 | 7,646 | _ | _ |
| | Cultural Services (SV0101) | 143 | _ | _ | _ |
| | City Copy & Print Services (SV1001) | 2,143 | 530 | - | - |
| | Educational Services (SV0502) | 37,762 | 7,646 | _ | 1 |
| | Employee Training & Devlpmnt (SV1201) | 1,795 | _ | _ | - |
| | Food Services (SV2411) | 151,819 | 196,298 | 211,725 | 220,167 |
| 03007 - Special Recreation | Mail Services (SV1010) | 1,479 | 1,271 | _ | |
| | Parks Management (SV1904) | _ | 37,069 | _ | 1 |
| | Public Info & Media Relations (SV2103) | 105 | _ | _ | 1 |
| | Recreational Services (SV1901) | 516,295 | 499,682 | 444,489 | 562,014 |
| | Special Events (SV2209) | 22,483 | 7,795 | _ | _ |
| | Sports & Athletics (SV1905) | 225,038 | 81,926 | 268,876 | 268,876 |
| | Sr & Spec Needs Programming (SV2421) | 185,215 | 411,508 | 453,828 | 417,679 |
| | Traffic Enforcement (SV2505) | 8,456 | 50,977 | _ | _ |
| Cost Center / Program Total | | \$2,044,343 | \$2,178,500 | \$2,548,618 | \$2,549,600 |

| 03008 - Out of School Time Performance Measure | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target | |
|---|-------------------------------|---|---|------------------------------|------------------------------|--|
| # of registered program participants | Educational Services (SV0502) | 977/1,520 | 1,450/1,598 | 1,450 | 1,450 | |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|-------------------------------------|------------------|------------------|-------------------|-------------------|
| 03008 - Out of School Time | City Copy & Print Services (SV1001) | \$— | \$200 | \$— | \$— |
| | Educational Services (SV0502) | 920,225 | 994,235 | 887,301 | 834,156 |
| | Mail Services (SV1010) | 31 | | _ | _ |
| Cost Center / Program Total | | \$920,256 | \$994,435 | \$887,301 | \$834,156 |

| 03011 - Bryan Park Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|--|------------------------------|---|---|------------------------------|------------------------------|
| # of multi-sport fields prepped & maintained | Grounds Management (SV2002) | 6/6 | 6/6 | 13 | 13 |
| # of Visitors to Bryan Park annually | Visitors (SV1919) | 500,000/419,858 | 550,000/260,084 | 550,000 | 550,000 |
| # of park acreage maintained | Parks Management (SV1904) | 264/264 | 264/264 | 247 | 495 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|--------------------------------|------------------|------------------|-------------------|-------------------|
| 03011 - Bryan Park | COVID-19 (SV2614) | \$- | \$17,196 | \$- | \$— |
| | Parks Management (SV1904) | 60,568 | 604,251 | 684,374 | 577,457 |
| | Recreational Services (SV1901) | 4,963 | | 2,000 | 2,000 |
| Cost Center / Program Total | | \$65,531 | \$621,446 | \$686,374 | \$579,457 |

| 03017 - Cannon Creek Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|---|---|---|------------------------------|------------------------------|
| # of Justice Center residents trained | | 10/10 | 10/9 | 10 | 10 |
| # of Justice Center residents trained that secured permanent employment | Pedestrians, Bikes & Trails (SV0408) | 3/0 | 3/0 | 3 | 3 |
| # of acres cleared of invasive plants | Parks Management (SV1904) | 5/5 | 8/15 | 8 | 8 |
| # of acreage maintained | Grounds Management (SV2002) | 8/8 | 8/8 | 8 | 8 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|--|------------------|------------------|-------------------|-------------------|
| | COVID-19 (SV2614) | \$— | \$1,285 | \$— | \$- |
| 03017 - Cannon Creek | Parks Management (SV1904) | 99,441 | 72,078 | 94,361 | 60,539 |
| | Pedestrs, Bikes & Trails Svcs (SV0408) | 1 | 279 | 22,760 | 8,552 |
| | Recreational Services (SV1901) | 100 | | - | _ |
| | Default (000000) | 545 | (545) | | _ |
| Cost Center / Program Total | | \$100,087 | \$73,097 | \$117,121 | \$69,091 |

| 03012-03016, 03021-03023, 03025-03029, 03031-03037, 03041-03043 - Rec Centers | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|---------------------------------|---|---|------------------------------|------------------------------|
| # of athletic program participants | Recreation Services (SV1901) | NA | NA | NA | Establishing Baseline |
| # of registered/free summer camp participants. | | NA | NA | NA | Establishing Baseline |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|--|------------------|------------------|-------------------|-------------------|
| | Aquatic Services (SV1902) | \$3,554 | \$— | \$— | \$— |
| | Camp Services (SV1903) | _ | 342 | | 1 |
| | City Copy & Print Services (SV1001) | 52 | 339 | | |
| | COVID-19 (SV2614) | _ | 7,107 | | ı |
| | Food Services (SV2411) | (3,822) | 3,628 | | l |
| | Grounds Management (SV2002) | _ | 386 | I | Į |
| | NE-Recreation Services (SV1908) | 877 | 161 | I | I |
| | Parks Management (SV1904) | 8,875 | 16,947 | _ | |
| 03012-03016, 03021-03023, 03025-03029, 03031-03037, | PRCF Summer Fun Klub (SV1911) | 3,139 | 1,080 | _ | |
| 03041-03043 - Rec Centers | PRCF Trophy Entrepreneur Program (SV1913) | 3,238 | 918 | _ | |
| | Public Info & Media Relations (SV2103) | 460 | 242 | I | I |
| | Recreational Services (SV1901) | 3,999,015 | 3,826,447 | 23,031 | 580,000 |
| | Refuse (SV1404) | _ | (26,521) | | |
| | SBR-Recreation Services (SV1909) | 877 | 161 | | |
| | SW-Recreation Services (SV1907) | 877 | 461 | _ | |
| | Tropical Storm Florence-2018 (SV2607) | 55 | _ | _ | _ |
| | Default (000000) | 4,202 | (4,202) | | |
| Cost Center / Program Total | | \$4,021,399 | \$3,827,496 | \$23,031 | \$580,000 |

| 03018 - Recreation Administration | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|--|---------------------------------|---|---|------------------------------|------------------------------|
| # of athletic program participants | Recreation Services (SV1901) | 4,000/4,039 | 4,000/3,039 | 4,000 | 4,000 |
| # of registered/free summer camp participants. | | 1,323/818 | 1,330/0 | 1,330 | 1,330 |

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| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------------|---|------------------|------------------|-------------------|-------------------|
| | City Copy & Print Services (SV1001) | \$— | \$2,486 | \$— | \$— |
| | COVID-19 (SV2614) | _ | 1,996 | - | _ |
| | NE-Recreation Services (SV1908) | 604 | 1,060 | 1 | _ |
| | Parks Management (SV1904) | 255 | 927 | 1 | _ |
| | PRCF Summer Fun Klub (SV1911) | 4,514 | 48 | _ | _ |
| 03018 - Recreation Administration | Public Info & Media Relations (SV2103) | 1,020 | 34 | - | _ |
| | Recreational Services (SV1901) | 965,376 | 771,232 | 4,440,236 | 4,457,519 |
| | SBR-Recreation Services (SV1909) | 604 | 1,060 | 1 | _ |
| | SW-Recreation Services (SV1907) | 1,340 | 1,060 | 1 | _ |
| | Tropical Storm Florence-2018 (SV2607) | 4,438 | | 1 | |
| | Default (000000) | 695 | (695) | | _ |
| Cost Center / Program Total | | \$978,845 | \$779,209 | \$4,440,236 | \$4,457,519 |

| 03044 - Forest Hill Park Performance Measure | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|----------------------|---|---|------------------------------|------------------------------|
| # of Visitors to Forest Hill Park annually | Visitors (SV1919) | 176,152/228,915 | 228,915/238,921 | 228,915 | 228,915 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|-------------------------------------|------------------|------------------|-------------------|-------------------|
| | Burial Services (SV1501) | \$— | \$948 | \$— | \$— |
| | City Copy & Print Services (SV1001) | 124 | 1 | 1 | |
| | COVID-19 (SV2614) | _ | 17,441 | - | _ |
| | Educational Services (SV0502) | 1,125 | 248 | 1 | _ |
| 03044 - Forest Hill Park | Facilities Management (SV2006) | 31,970 | 3,262 | 1 | |
| | Parks Management (SV1904) | 964,797 | 751,442 | 654,795 | 822,014 |
| | Recreational Services (SV1901) | _ | 190 | | _ |
| | Special Events (SV2209) | 5,641 | 576 | - | _ |
| | Default (000000) | 2,860 | (2,860) | _ | _ |
| Cost Center / Program Total | | \$1,006,517 | \$771,246 | \$654,795 | \$822,014 |

| 03045 - Byrd Park Performance Measure | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|--|----------------------|---|---|------------------------------|------------------------------|
| # of Visitors to Byrd Park annually | Visitors (SV1919) | 771,407/851,916 | 848,547/1,276,039 | 848,547 | 848,547 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|-------------------------------------|------------------|------------------|-------------------|-------------------|
| | City Copy & Print Services (SV1001) | \$— | \$84 | \$- | \$— |
| | COVID-19 (SV2614) | _ | 17,302 | | _ |
| | Educational Services (SV0502) | 525 | | _ | _ |
| | Facilities Management (SV2006) | 2,051 | 1,787 | _ | _ |
| | James River Park (SV1906) | _ | 4,827 | | _ |
| 03045 - Byrd Park | Parks Management (SV1904) | 962,538 | 986,888 | 1,118,663 | 787,712 |
| | Protests & Disruptions (SV2220) | 2,050 | 1 | I | |
| | Recreational Services (SV1901) | 175 | 4,991 | I | |
| | SW-Recreational Services (SV1907) | _ | 12,753 | | _ |
| | Default (000000) | 1,260 | (1,260) | _ | _ |
| Cost Center / Program Total | | \$968,599 | \$1,027,372 | \$1,118,663 | \$787,712 |

| 03046 - Volunteer Coordination Services Performance Measure | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|------------------------|---|---|------------------------------|------------------------------|
| # of Volunteers | Volunteer Coordination | NA | 1,000/1,158 | 1,000 | 1,000 |
| # of Volunteer Projects | (SV0304) | NA | 60/51 | 60 | 60 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|---------------------------------|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$- | \$1,774 | \$57,148 | \$57,148 |
| 03046 - Volunteer Coordination Services | Community Outreach (SV2101) | _ | 20,061 | 23,313 | 23,290 |
| Services | Volunteer Coordination (SV0304) | _ | 96,207 | 150,399 | 150,307 |
| Cost Center / Program Total | | \$- | \$118,041 | \$230,860 | \$230,745 |

| 03047 - Workforce Development Performance Measure | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|--|-----------------------------------|---|---|------------------------------|------------------------------|
| # of workforce staff trained/ graduated | Workforce Development (SV1203) | 15/15 | 15/8 | 15 | 15 |
| # of workforce staff trained that receive permanent employment | | 10/10 | 12/0 | 12 | 12 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-------------------------------|--------------------------------|------------------|------------------|-------------------|-------------------|
| 03047 - Workforce Development | Workforce Development (SV1203) | \$— | \$— | \$— | \$100,788 |
| Cost Center / Program Total | | \$— | \$- | \$- | \$100,788 |
| Department Total | | \$17,031,001 | \$18,095,803 | \$18,216,520 | \$18,805,233 |

PERFORMANCE BASED BUDGETING

BUDGET HIGHLIGHTS

City Council Action by Amendments: This agency's budget has been amended to include the following:

- The removal of funding in the amount of \$763,979 for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff. Funding has been reallocated to the city's Non-Departmental budget to fund a 3.25% across the board pay increase for all city employees (excluding those who qualify for state-supported pay increases) and/or the class and comp plan.
- An increase in the amount of \$580,000 for increased funding for recreation for youth.

Mayor's Proposed Budget:

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 positions not administratively frozen and rate adjustments for healthcare and retirement in FY2022.

Additionally, this budget includes funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff beginning in October. The 2018 Gallagher study concluded that there were salary inequities in the lower half of the pay ranges within the City. The City implemented phase one in 2019. This recommendation, phase two, makes another significant step in equalizing pay throughout the City by investing in the current workforce.

Operating: This budget reflects an increase of \$205k for operating costs previously within the special fund that have been moved into the general fund, per audit #2020-13, as well as increased funding of \$75k for sacred burial ground maintenance.

AGENCY FISCAL DETAIL - GENERAL FUND

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-Time Permanent | \$5,386,074 | \$5,950,240 | \$6,907,094 | \$6,866,605 |
| Overtime Permanent | 354,863 | 240,607 | 104,400 | 129,398 |
| Holiday Pay Permanent | 342,003 | 419,796 | | |
| Shift Other Differential Perm | 80 | - | | |
| Vacation Pay Permanent | 423,727 | 414,562 | | |
| Sick Leave Permanent | 204,288 | 221,625 | | |
| Compensatory Leave Perm | 2,740 | - | | |
| Military Leave Permanent | 7,506 | 5,112 | | |
| Civil Leave Permanent | 716 | 272 | | |
| Death Leave Permanent | 6,056 | 5,303 | | |
| FMLA Paid Parental Maternity | 2,196 | 12,652 | | |
| FMLA Paid Parental Bonding | 2,275 | 6,461 | | |
| FMLA Paid Parental Sick Parent | | 8,993 | | |
| Part Time Salaries | 441,569 | 467,660 | 557,188 | 525,015 |
| Overtime Part Time | 4,023 | 4,399 | | |
| Holiday Pay Part Time | 20,308 | 29,696 | | |
| Vacation Pay Part Time | 29,334 | 43,132 | _ | _ |
| Sick Leave Personal Part Time | 7,621 | 10,787 | _ | |
| Civil Leave Part Time | 41 | _ | _ | _ |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Death Leave Perm Part-Time | 557 | 371 | _ | _ |
| Temporary Employee | 1,925,353 | 1,888,901 | 1,539,232 | 1,539,232 |
| Overtime Temp | 65,825 | 79,289 | _ | _ |
| Holiday Pay Temporary | 82,391 | 83,961 | _ | _ |
| Shift 2 Diff Pay Temporary | (1,164) | _ | _ | _ |
| Vacation Temporary | 302 | 983 | _ | _ |
| Sick Leave Temporary | 6,747 | 15,590 | _ | _ |
| Civil Leave Temp | 35 | _ | _ | _ |
| Funeral Leave Temp Employee | 666 | 376 | _ | _ |
| Fica | 551,682 | 585,285 | 564,691 | 511,735 |
| Retirement Contribution Rsrs | 1,669,573 | 1,749,858 | 2,415,840 | 2,348,202 |
| Medicare Fica | 129,274 | 135,729 | 132,067 | 124,374 |
| Group Life Insurance | 35,379 | 40,385 | 41,169 | 41,955 |
| Health Care Active Employees | 1,267,560 | 1,437,036 | 1,481,930 | 1,460,577 |
| State Unemployment Insurance (SUI) | 27,810 | 115,750 | _ | _ |
| Health Savings Account (HSA) Expense- Employer | 18,625 | 20,313 | _ | _ |
| Education Pay | 94 | 6,361 | _ | _ |
| Bonus Pay | _ | (352) | _ | _ |
| VRIP Incentive Payments | _ | 44,000 | _ | _ |
| Classification and Compensation Study | _ | _ | _ | _ |
| Operating Services | | | | |
| Public Information & Public Relations Services | 12,352 | 6,822 | 12,968 | 13,968 |
| Media Services (Advertising) | 16,116 | 20,437 | 41,040 | 36,040 |
| Photographic Services | _ | _ | 3,000 | 3,000 |
| Laboratory and X-Ray Services | _ | 19 | _ | _ |
| Information & Research Services | 7,929 | 9,202 | 52 | _ |
| Management Services | (419,532) | 119,046 | 308,800 | 316,446 |
| Education & Training Services | 4,064 | 18,241 | _ | 1,000 |
| Recreational Professional Services | 105,204 | 89,580 | 116,895 | 116,895 |
| Building Repair And Maint Services | 31,202 | 76,833 | 48,500 | 53,500 |
| Cleaning/Janitorial Services | 19,468 | 18,755 | 8,437 | 8,437 |
| Electrical Repair and Maint Services | 8 | 8,144 | 15,000 | 15,000 |
| Equipment Repair and Maint Services | 32,346 | 59,851 | 17,961 | 24,600 |
| Pest Control Services | 7,059 | 12,606 | 19,916 | 19,916 |
| Mechanical Repair And Maint Services | _ | | 7,000 | 7,000 |
| Vehicle Repair And Maint Services | 236,831 | 265,564 | 299,970 | 325,000 |
| Printing & Binding-External | 2,832 | 287 | 5,800 | 5,800 |
| Transportation Services | 101,826 | 41,227 | 102,603 | 98,603 |
| Mileage | 5,013 | 2,897 | 11,012 | 11,012 |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Meals and Per Diem | 3,364 | 4,757 | _ | 1,700 |
| Lodging | _ | 2,387 | _ | _ |
| Employee Parking Subsidy | 906 | 1,188 | _ | _ |
| Equipment Rental | 76,621 | 61,712 | 80,355 | 75,355 |
| Property Rental Agreements | 143,331 | 130,922 | 170,167 | 166,987 |
| Security/Monitoring Services | 22,167 | 26,703 | 68,984 | 60,982 |
| Contract And Temporary Personnel Services | 645,491 | 348,136 | 303,997 | 759,209 |
| Food & Drink Services | 1,804 | 14,963 | _ | 1,665 |
| Other Services | 31,537 | 7,213 | _ | _ |
| Uniforms & Safety Supplies-Employee | 35,224 | 50,492 | 41,177 | 42,924 |
| Office Supplies And Stationary | 14,817 | 19,069 | 1,134 | 3,634 |
| Employee Appreciation Events And Awards | 785 | 1,074 | _ | _ |
| Advertising & Publicity Supplies | 5,076 | 13,360 | 12,549 | 10,625 |
| Photographic Supplies | 50 | 201 | 1,249 | 1,299 |
| Agric And Botanical Supplies | 16,583 | 25,443 | 7,925 | 8,825 |
| Forage Supplies For Animals | 686 | 428 | 500 | 600 |
| Janitorial Supplies | 84,866 | 73,057 | 77,183 | 118,683 |
| Books & Reference Materials | 5,128 | 174 | _ | _ |
| Recreational Supplies | 323,069 | 218,653 | 371,029 | 572,604 |
| Electrical Supplies | 14,528 | 19,026 | 5,400 | 5,400 |
| Air Conditioning Supplies | 7,199 | 13,322 | 20,000 | 20,000 |
| Heating Supplies | 4,913 | 596 | 9,000 | 9,000 |
| Industrial and Shop Supplies | 47,420 | 70,602 | 20,565 | 20,565 |
| Lubricants | _ | 930 | _ | _ |
| Mechanical Supplies | 7,546 | 619 | _ | 250 |
| Plumbing Supplies | 25,737 | 13,235 | 15,000 | 15,000 |
| Pipe | 658 | 427 | 2,076 | 2,076 |
| Medical And Laboratory Supp | 2,227 | 487 | 1,520 | 1,520 |
| Bulk Chemicals | 41,796 | 24,128 | 35,936 | 35,936 |
| Lumber | 8,954 | 8,470 | 22,744 | 23,244 |
| Paint & Paint Supplies | 21,388 | 21,384 | 27,271 | 19,481 |
| Floor Covering | _ | 357 | _ | _ |
| Postal Services | 4,926 | 618 | 500 | 500 |
| Telecommunications Service | 581 | 300 | | _ |
| Conference /Conventions | 39,652 | 44,715 | | 9,089 |
| Magazine/Newspaper Subscript | 593 | 1,514 | 337 | 421 |
| Membership Dues | 8,802 | 10,488 | 1,408 | 1,705 |
| Employee Training | 19,121 | 12,565 | | 1,500 |
| Software | 9,098 | 44,700 | 30,500 | 29,500 |
| Appliances | _ | 1,209 | _ | _ |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Equipment (Less Than \$5,000) | 96,669 | 61,032 | 43,500 | 43,644 |
| Small Tools | 9,675 | 4,966 | 5,153 | 4,153 |
| License & Permits (Other Than Software) | 910 | | 6,900 | 6,900 |
| Electric Service | 506,460 | 422,359 | 507,000 | 422,359 |
| Water & Sewer | 510,162 | 539,622 | 524,191 | 557,160 |
| Natural Gas | 133,442 | 107,266 | 137,112 | 110,216 |
| Refuse & Recycling Expenses | 3,950 | 10,134 | 18,600 | 18,600 |
| Bank Fees | 12,124 | 8,750 | _ | _ |
| Recreation and Entertainment Expenses | 25,348 | 16,529 | 12,000 | 12,000 |
| Highway/Road Supplies | 4,699 | 9,740 | 11,000 | 11,000 |
| Street/Highway Markers | 947 | 4,624 | 8,860 | 3,860 |
| Dietary Supplies | 41,949 | 13,301 | 21,625 | 41,625 |
| Auto Parts & Other Automotive Supplies | 911 | 178 | | 500 |
| Carwash | _ | 90 | | _ |
| Fuel For Dept. Owned Vehicles | 110,937 | 92,713 | 93,058 | 124,077 |
| Monthly Standing Costs | 57,593 | 60,480 | 59,800 | 63,623 |
| Auto Expenses Charged by Fleet | 177,440 | 159,822 | 164,724 | 180,001 |
| Internal Printing & Duplicating | 4,713 | | 5,807 | 5,807 |
| DIT Charges (Billed from DIT Fund) | 4,901 | 5,934 | | _ |
| Buildings & Structures Expense | 20 | | | _ |
| Equipment And Other Assets Expense | 30,857 | 63,612 | 35,000 | 105,000 |
| Vehicles Expense | _ | 68,206 | | _ |
| Approp For Spec Rev Funds | _ | 272,290 | 370,419 | 370,419 |
| Payments To Other Gov Agencies | 1,125 | 89,893 | 100,700 | 100,700 |
| City Subsidy Expense Acct-Coliseum | 440,678 | | | |
| Total General Fund | \$17,031,001 | \$18,095,803 | \$18,216,520 | \$18,805,233 |

DESCRIPTION

The Richmond Public Library's facilities provide learning opportunities for all stages of an individual's growth. They provide resources to children, their parents, and caregivers to help children enter school ready to learn and succeed academically. From locations citywide, the facilities and their staff offer 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 facilities.

MISSION

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.

VISION

To enhance the Library's role as a destination of choice for citizens, a partner of choice for community groups and other organizations seeking greater impact, and a more active and engaging learning institution for all city residents.

MAYORAL PRIORITY AREA/S IMPACTED

- Adult & Youth Education
- Economic Empowerment
- Vibrant, Inclusive, & Mobile Communities

COUNCIL FOCUS AREA/S IMPACTED

- Strong Futures for Children, Adults, & Family
- Responsive, Accountable, & Innovative Government

AGENCY FISCAL SUMMARY - LIBRARY*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$4,604,024 | \$4,648,618 | \$4,568,604 | \$4,480,680 |
| Operating | 1,433,412 | 1,471,836 | 1,175,296 | 1,175,779 |
| Total General Fund | \$6,037,435 | \$6,120,455 | \$5,743,900 | \$5,656,459 |
| Special Fund | 542,984 | 473,811 | 565,200 | 339,000 |
| Capital Improvement Plan | _ | _ | _ | _ |
| Total Agency Summary | \$6,580,419 | \$6,594,266 | \$6,309,100 | \$5,995,459 |
| Per Capita | \$29.00 | \$29.06 | \$27.35 | \$26.17 |
| *Total Staffing | 84.00 | 89.50 | 88.50 | 88.50 |

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

PERSONNEL COMPLEMENT/POSITION CONTROL

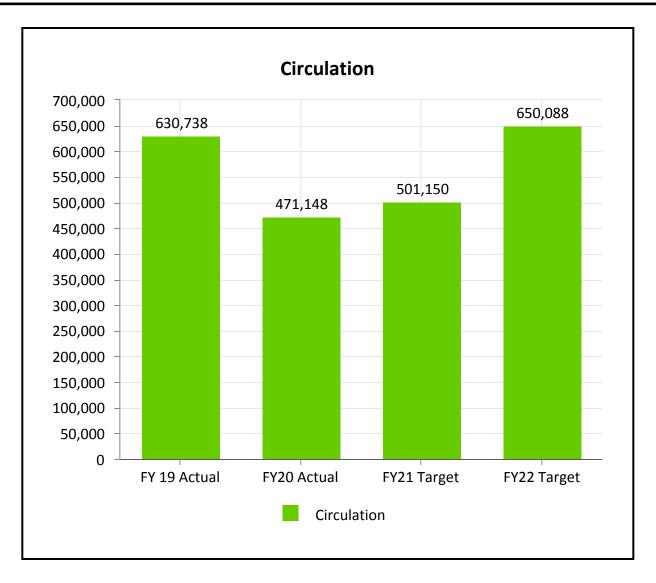
The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

| | GENER/ | GENERAL FUND | | L FUND | Total FTFs |
|---|-------------|--------------|-------------|-------------|------------|
| Job Title | # of Funded | # of Frozen | # of Funded | # of Frozen | Total FTEs |
| Deputy Department Director | 1.00 | _ | _ | _ | 1.00 |
| Executive Assistant, Senior | 1.00 | _ | - | _ | 1.00 |
| Grant Writer | _ | 1.00 | _ | _ | 1.00 |
| Librarian | _ | 1.00 | _ | _ | 1.00 |
| Librarian, Senior | 6.00 | 1.00 | 1.00 | _ | 8.00 |
| Library Associate | 13.50 | 2.50 | _ | _ | 16.00 |
| Library Associate, Senior | _ | 1.00 | _ | _ | 1.00 |
| Library Director | 1.00 | _ | _ | _ | 1.00 |
| Library Support Supervisor | 1.00 | _ | _ | _ | 1.00 |
| Library Technician | 16.00 | 11.50 | _ | _ | 27.50 |
| Library Technician, Senior | 10.00 | 2.00 | _ | _ | 12.00 |
| Library/Community Services Manager | 9.00 | 1.00 | _ | _ | 10.00 |
| Maintenance and Operations Facilities Manager | 1.00 | _ | _ | _ | 1.00 |
| Management Analyst, Associate | 3.50 | _ | _ | _ | 3.50 |
| Office Assistant | 1.00 | _ | _ | _ | 1.00 |
| Technology Coordinator (Agency) | 1.00 | _ | _ | _ | 1.00 |
| Technology Specialist (Agency) | 1.00 | 0.50 | | _ | 1.50 |
| Total FTE Count | 66.00 | 21.50 | 1.00 | 0.00 | 88.50 |
| Total FTE % | 75.4 % | 24.6 % | 100.0 % | – % | |

DEPARTMENT OBJECTIVES

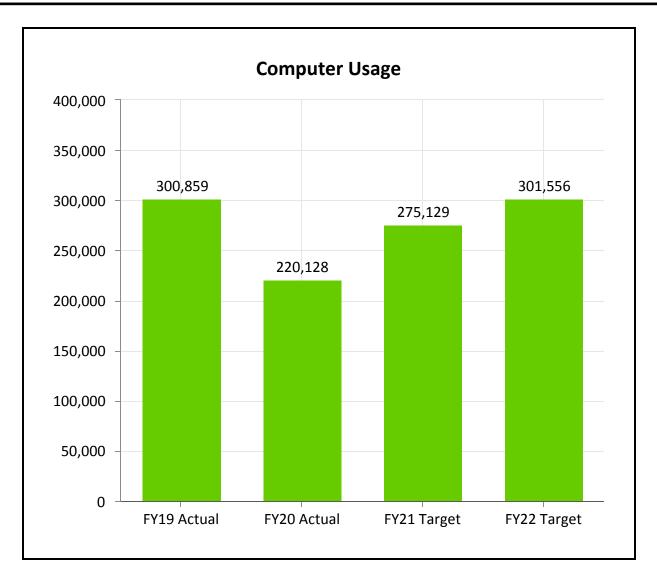
- Children will enter school ready to learn and will have resources to help them succeed academically
- Residents will have access to technology needed for school, work, and life
- Residents will have access in their communities to resources and information for lifelong learning and development
- · Richmond 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 HIGHLIGHTS (SELECTED MEASURES)



Richmond Public Library provides resources to children, their parents, and caregivers to help children enter school ready to learn and succeed academically.

PERFORMANCE HIGHLIGHTS (SELECTED MEASURES) (CONTINUED)



Public access computers and training provide opportunities to increase technological knowledge, skills, and competencies.

COST CENTER PERFORMANCE TRENDS AND BUDGETS*

| 00301,00302,00303,00304,00305, 00306,00309 Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|----------------------------------|---|---|------------------------------|------------------------------|
| Circulation | Catalog & Circulation (SV0501) | N/A 630,738 | N/A 471,148 | 501,150 | 650,488 |
| Patron Visits | Customer Service (SV0302) | NA/782,060 | NA/570,128 | 600,000 | 495,663 |
| Computer Usage | Public Access Computers (SV1013) | NA/300,859 | NA/220,128 | 275,129 | 301,556 |
| Program Attendance | Customer Service (SV0302) | NA/55,095 | NA/27,320 | 45,000 | 49,000 |
| Library Customer Service Metric | Administration (SV0801) | | | 3.55 | |
| (Circulation +Patron Visits+ Computer Usage+ Program | Customer Service (SV0302) | NA/4.42 | NA/3.22 | | 3.74 |
| Attendance/ 400,000) | Facilities Mgmt (SV2006) | | | | |
| LEARN (Circulation/10,000 + Program Attendance/1000/20) | Educational Services(SV0502) | NA/5.91 | NA/3.72 | 4.75 | 5.70 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributable to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------------|---|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$396,197 | \$434,695 | \$470,276 | \$471,336 |
| | Community Outreach (SV2101) | _ | _ | _ | _ |
| | Comp & Classification Admin (SV0803) | _ | _ | _ | _ |
| | COVID-19 (SV2614) | _ | 7,240 | _ | _ |
| | Customer Service (SV0302) | 7,765 | 124 | 68,000 | 68,000 |
| 00301-Library Administration | Educational Services (SV0502) | _ | _ | 2,113 | 2,113 |
| 00301-Library Administration | Facilities Management (SV2006) | 124,292 | 110,099 | 55,485 | 55,140 |
| | Financial Management (SV0908) | 133,362 | 141,064 | 157,161 | 157,380 |
| | Grants Management (SV0909) | 72,754 | 75,811 | 75,587 | |
| | Human Res. Mgmt(SV0806) | - | 42 | _ | _ |
| | Public Access Computers (SV1013) | _ | _ | 12,200 | 12,200 |
| | Default (000000) | 917 | 8,924 | _ | _ |
| Cost Center / Program Total | | \$735,287 | \$777,998 | \$840,822 | \$766,169 |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-------------------------------|---|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$189,833 | \$118,152 | \$33,144 | \$33,304 |
| | Benefits Administration (SV0802) | _ | _ | _ | _ |
| | Catalog & Circulation (SV0501) | 554,172 | 765,288 | 539,754 | 590,226 |
| | City Copy & Print Services (SV1001) | 134 | 577 | _ | _ |
| | Community Outreach (SV2101) | _ | 112 | _ | _ |
| | Customer Service (SV0302) | 1,554,907 | 1,551,749 | 1,571,545 | 1,393,653 |
| | Educational Services (SV0502) | 652,756 | 751,590 | 627,122 | 622,533 |
| | Facilities Management (SV2006) | 120,611 | 98,409 | _ | _ |
| 00302-Adult & Family Services | Financial Management (SV0908) | _ | _ | _ | _ |
| | Fleet Management (SV1502) | _ | 1,545 | _ | _ |
| | Human Resources Management (SV0806) | 270 | 458 | 714 | 714 |
| | Human Services (SV2400) | 166 | 525 | _ | _ |
| | Mail Services (SV1010) | 42,200 | 44,270 | 43,980 | 44,260 |
| | Management Information Systems (SV1011) | 28,062 | 9,067 | 9,256 | 25,761 |
| | Public Access Computers (SV1013) | 212,450 | 88,649 | 181,721 | 145,531 |
| | Reference Services (SV0503) | 287,338 | 335,741 | 368,334 | 302,996 |
| | Default (000000) | 3,316 | (2,480) | _ | _ |
| Cost Center / Program Total | | \$3,646,215 | \$3,763,652 | \$3,375,570 | \$3,158,977 |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------------------|---|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$40,404 | \$40,080 | \$32,170 | \$32,324 |
| | Catalog & Circulation (SV0501) | 206,603 | 130,080 | 134,100 | 183,128 |
| | Community Outreach (SV2101) | 165 | 93 | - | _ |
| | Community Wealth Building Initiative (SV2427) | _ | _ | 25,600 | 25,600 |
| | COVID-19 | _ | 12,874 | 1 | |
| | Customer Service (SV0302) | 91,669 | 107,027 | 192,507 | 172,002 |
| | Early Childhood Initiative (SV2407) | 29,904 | 91,410 | 116,865 | 117,073 |
| 00303-Children & Family Services | Educational Services (SV0502) | 217,548 | 329,434 | 258,302 | 302,830 |
| | Facilities Management (SV2006) | 108,389 | 67,954 | I | - |
| | Human Resources Management (SV0806) | _ | 1,706 | 800 | 800 |
| | Mail Services (SV1010) | 56 | 105 | 1 | - |
| | Management Information Systems (SV1011) | 27,234 | 8,483 | 8,984 | 25,003 |
| | Public Access Computers (SV1013) | 30,750 | 33,284 | 40,547 | 40,696 |
| | Reference Services (SV0503) | 14,731 | _ | _ | _ |
| Cost Center / Program Total | | \$767,451 | \$822,527 | \$809,875 | \$899,456 |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|--|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$26,222 | \$27,665 | \$32,170 | \$32,324 |
| | Catalog & Circulation (SV0501) | 89,912 | 76,641 | 76,388 | 110,967 |
| | Customer Service (SV0302) | 81,433 | 70,849 | 105,867 | 85,112 |
| | Educational Services (SV0502) | 321,307 | 320,045 | 279,542 | 348,237 |
| 00304-Young Adult Services | Facilities Management (SV2006) | 57,959 | 48,413 | 7,543 | 21,992 |
| 00304-Young Adult Services | Human Resources Management (SV0806) | _ | | 783 | 783 |
| | Mail Services (SV1010) | 3,047 | 4,623 | _ | - |
| | Management Information Systems (SV1011) | 27,234 | 8,378 | 8,984 | 25,003 |
| | Public Access Comp. (SV1013) | 41,601 | 38,882 | 44,143 | 44,292 |
| | Default (000000) | _ | 761 | _ | _ |
| Cost Center / Program Total | | \$648,715 | \$596,257 | \$555,421 | \$668,712 |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|-----------------------------------|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$10,000 | \$— | \$— | \$— |
| | Catalog & Circulation (SV0501) | 9,711 | 10,130 | _ | _ |
| | Customer Service (SV0302) | 10 | 325 | 1,500 | 1,500 |
| 00305-City Records Center | Educational Services (SV0502) | _ | 8,306 | 14,000 | 14,000 |
| | Records Management (SV2302) | 68,643 | 83,720 | 100,451 | 100,891 |
| | Reference Services (SV0503) | _ | _ | _ | _ |
| Cost Center / Program Total | | \$88,364 | \$102,481 | \$115,951 | \$116,391 |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-------------------------------|--------------------------------|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$407 | \$— | \$— | \$— |
| | Business Attraction (SV0403) | 2,258 | _ | - | _ |
| | Catalog & Circulation (SV0501) | 1,055 | 868 | I | _ |
| 00306- Neighborhood Community | Customer Service (SV0302) | 2,760 | 1,320 | 15,000 | 15,000 |
| Services | Educational Services ((SV0502) | 1 | 21,392 | - | |
| | Facilities Management (SV2006) | 66,772 | 5,740 | 31,261 | 26,690 |
| | Fleet Management (SV1502) | 4,005 | 3,213 | I | 5,064 |
| Cost Center / Program Total | | \$77,257 | \$32,533 | \$46,261 | \$46,754 |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------------|-------------------------|------------------|------------------|-------------------|-------------------|
| 00312- Richmond Public Library | Administration (SV0801) | \$74,148 | \$25,006 | \$— | \$— |
| Cost Center / Program Total | | \$74,148 | \$25,006 | \$0 | \$0 |
| Department Total | | \$6,037,435 | \$6,120,455 | \$5,743,900 | \$5,656,459 |

RICHMOND PUBLIC LIBRARIES

BUDGET HIGHLIGHTS

City Council Action by Amendments: This agency's budget has been amended to include the following:

• The removal of funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff. Funding has been reallocated to the city's Non-Departmental budget to fund a 3.25% across the board pay increase for all city employees (excluding those who qualify for state-supported pay increases) and/or the class and comp plan.

Mayor's Proposed Budget:

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 positions not administratively frozen and rate adjustments for healthcare and retirement in FY2022.

Additionally, this budget includes funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff beginning in October. The 2018 Gallagher study concluded that there were salary inequities in the lower half of the pay ranges within the City. The City implemented phase one in 2019. This recommendation, phase two, makes another significant step in equalizing pay throughout the City by investing in the current workforce.

Operating: There are no major operating changes to this budget.

AGENCY FISCAL DETAIL - GENERAL FUND

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-time Permanent | \$2,411,341 | \$2,346,544 | \$2,716,928 | \$2,803,986 |
| Overtime Permanent | 352 | 350 | _ | _ |
| Holiday Pay Permanent | 154,377 | 162,440 | _ | _ |
| Vacation Pay Permanent | 189,220 | 196,598 | _ | _ |
| Sick Leave Permanent | 108,637 | 104,329 | _ | _ |
| Compensatory Leave Permanent | _ | | _ | _ |
| Civil Leave Permanent | 329 | 441 | _ | _ |
| Death Leave Permanent | 2,415 | 1,866 | _ | _ |
| Earned HOL Pay-Permanent | | | | _ |
| FMLA Paid Parental Sick Parent | 604 | 1,409 | | _ |
| Part-time Salaries | 248,281 | 306,900 | 325,198 | 177,087 |
| Overtime Part-time | | 592 | | _ |
| Holiday Pay Part-time | 14,713 | 19,543 | | _ |
| Vacation Pay Part-time | 10,576 | 10,233 | | _ |
| Sick Leave Personal Part-time | 5,632 | 5,769 | _ | _ |
| Civil Leave Part Time | _ | | _ | _ |
| Death Leave Part-time | 145 | 504 | _ | _ |
| Temporary Employee | 26,535 | 11,664 | _ | 10,000 |
| Holiday Pay Temporary | 734 | 656 | | |

RICHMOND PUBLIC LIBRARIES

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---------------------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Sick Leave Temporary | 470 | 9 | - | _ |
| FICA | 187,703 | 194,130 | 188,612 | 185,446 |
| Retirement Contribution RSRS | 613,233 | 543,142 | 721,527 | 653,697 |
| Medicare FICA | 43,898 | 45,401 | 44,111 | 43,371 |
| Group Life Insurance | 16,555 | 16,269 | 17,002 | 17,472 |
| Health Care Active Employees | 552,159 | 559,264 | 555,227 | 589,622 |
| State Unemployment Insurance(SUI) | _ | 9,680 | _ | _ |
| Health Savings Account | 16,116 | 12,884 | _ | _ |
| Education Pay | _ | _ | _ | _ |
| Bonus Pay | _ | _ | _ | _ |
| VRIP Incentive Payments | _ | 98,000 | _ | _ |
| Classification and Compensation Study | | _ | _ | _ |
| Operating Services | | | | |
| Public Info & Relations Svcs | 439 | 917 | 2,297 | 2,297 |
| Management Services | 289,774 | 156,679 | 223,055 | 223,055 |
| Vehicle Repair & Maint | 3,369 | 1,532 | 2,637 | 2,650 |
| Printing & Binding - External | 1,258 | 500 | 3,000 | 3,000 |
| Transportation Services | | _ | _ | _ |
| Mileage | 189 | 120 | 2,263 | 2,263 |
| Security/Monitoring Services | 309,820 | 192,715 | 294,553 | 294,543 |
| Contract & Temp Personnel | 151,341 | 82,190 | 22,000 | 22,000 |
| Office Supplies & Stationary | 7,089 | 12,157 | 3,047 | 3,047 |
| Advertising Supplies | _ | _ | _ | _ |
| Books & Reference Material | 587,502 | 608,595 | 519,105 | 519,105 |
| Multimedia Products | _ | _ | 2,456 | 2,456 |
| Educational Supplies | 16,687 | 14,749 | 19,220 | 19,220 |
| Postal Services | 3,910 | 484 | 4,456 | 4,456 |
| Conference/Conventions | 5,120 | 1,563 | _ | _ |
| Magazine/Newspaper Subscription | 8,261 | 16,711 | 29,277 | 29,277 |
| Membership Dues | 1,011 | 2,260 | 677 | 677 |
| Employee Training | 2,229 | 2,568 | 297 | 297 |
| Software | 28,779 | 23,663 | 25,662 | 25,662 |
| Equipment (Less Than \$5K) | 1,851 | 11,321 | 12,200 | 12,200 |
| Bank Fees | 6,470 | 7,950 | | |
| Pagers | <u> </u> | | | _ |
| Fuel for Dept Owned Vehicles | 1,480 | 1,187 | 1,441 | 1,921 |
| Monthly Standing Costs | 493 | 493 | 493 | 493 |
| DIT Charges (Billed from DIT Fund) | 3,236 | 5,779 | _1 | _ |
| Equip & Other Assets Exp | 3,102 | 3,494 | 7,160 | 7,160 |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-------------------------------------|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Appropriation for Special Rev Funds | _ | 324,212 | | _ |
| Total General Fund | \$6,037,435 | \$6,120,455 | \$5,743,900 | \$5,656,459 |

COMMUNITY DEVELOPMENT

DESCRIPTION

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 incentive 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.

MISSION

The City of Richmond's Department of Housing and Community Development's (HCD) mission is to build strong, thriving and healthy mixed-neighborhoods, comprised of affordable residential units and viable businesses, which provides access to goods and services that meet the needs of the community.

VISION

Richmond will be an attractive, safe, diverse, and an inclusive City with neighborhoods of choice. Our City neighborhoods will be comprised of quality, sustainable and affordable housing options for all residents with well maintained commercial corridors that offer an array of retail and professional services.

MAYORAL PRIORITY AREA/S IMPACTED

- Efficient & High-Quality Service Delivery
- Vibrant, Inclusive, & Mobile Communities
- Economic Empowerment

COUNCIL FOCUS AREA/S IMPACTED

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

AGENCY FISCAL SUMMARY - HOUSING & COMMUNITY DEVELOPMENT*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$646,391 | \$756,421 | \$567,938 | \$1,013,112 |
| Operating | 2,650,314 | 952,494 | 908,117 | 606,117 |
| Total General Fund | \$3,296,705 | \$1,708,916 | \$1,476,055 | \$1,619,229 |
| Special Fund | 10,343,107 | 9,518,601 | 24,990,948 | 20,200,340 |
| Capital Improvement Plan | 350,000 | 118,467 | 100,000 | |
| Total Agency Summary | \$13,989,812 | \$11,345,984 | \$26,567,003 | \$21,819,569 |
| Per Capita | \$61.65 | \$50.00 | \$115.15 | \$95.25 |
| Total Staffing | 18.14 | 19.00 | 17.00 | 18.00 |

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

PERSONNEL COMPLEMENT/POSITION CONTROL

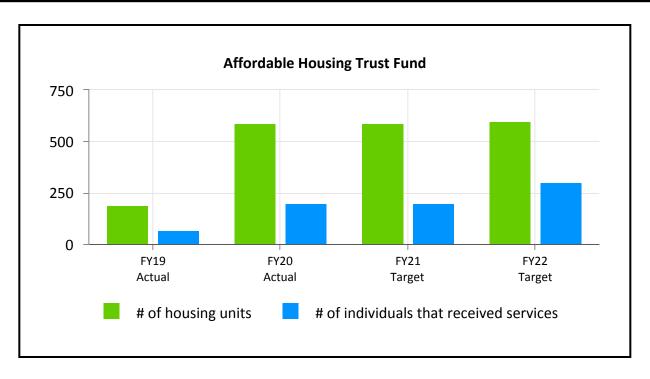
The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

| | GENER <i>A</i> | AL FUND | SPECIA | Total FTEs | |
|--|----------------|-------------|-------------|-------------|------------|
| Job Title | # of Funded | # of Frozen | # of Funded | # of Frozen | TOTAL FIES |
| Accountant | 0.07 | _ | 0.93 | _ | 1.00 |
| Accountant, Senior | _ | _ | 1.00 | _ | 1.00 |
| Administrative Technician, Senior | 1.00 | _ | _ | _ | 1.00 |
| Deputy Department Director, Senior | 0.85 | _ | 0.15 | _ | 1.00 |
| Director of Housing and Community Development | 0.95 | _ | 0.05 | _ | 1.00 |
| Housing and Community Development Administrator | 0.55 | _ | 1.45 | _ | 2.00 |
| Management Analyst, Associate | 1.70 | _ | 0.30 | _ | 2.00 |
| Management Analyst, Senior | 1.85 | _ | 0.15 | _ | 2.00 |
| Project Development Manager | 0.45 | _ | 1.55 | _ | 2.00 |
| Project Development Manager, Senior | 1.00 | _ | 4.00 | _ | 5.00 |
| Total FTE Count | 8.42 | 0.00 | 9.58 | 0.00 | 18.00 |
| Total FTE % | 100.0 % | – % | 100.0 % | – % | |

DEPARTMENT OBJECTIVES

- Effective and fiscally sound budget oversight
- Foster viable mixed-income, mixed-use development
- Improve access to housing options
- Provide permanent affordable housing
- Provide gap financing for the development of housing units for homeownership and rental
- Promote, preserve and produce quality long-term affordable housing and housing related services to low and moderate income households
- · Assist aging, low and moderate income homeowners to maintain (rehab), and stay in their homes
- · Provide temporary, transitional and permanent housing for the un-sheltered and Homeless individuals and families
- Development of affordable housing units (rental and homeownership)

PERFORMANCE HIGHLIGHTS (SELECTED MEASURES)



The City of Richmond is committed to improving neighborhoods and the lives of the people who live in them. The primary purpose of the Affordable Housing Trust Fund (AHTF) is to provide financial resources to address the affordable housing needs of individuals and families who live or work in the City by promoting, preserving and producing quality long term affordable housing; providing housing related services to low and moderate Income Households; and providing support for non-profit and for profit organizations that actively address the Affordable Housing needs of low and moderate Income households. The Department of Housing & Community Development tracks the number of those receiving these services.

COST CENTER PERFORMANCE TRENDS AND BUDGETS* - GENERAL FUND

| 03801 - Administration Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|-------------------------|---|---|------------------------------|------------------------------|
| Process invoices to internal clients within 7 business days | | NA | 100% | 100% | 100% |
| # of budgets submitted & maintained | Administration (SV0801) | NA | NA | 4 | 4 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|--|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$2,231,197 | \$442,114 | \$400,370 | \$617,277 |
| 03801-Administration | Business Attraction (SV0403) | 1 | 1 | 2,363 | 2,488 |
| | City Copy & Print Services (SV1001) | 71 | 508 | I | _ |
| | Comp & Classification Admin (SV0803) | I | _ | 1 | _ |
| | Financial Management (SV0908) | 129,289 | 112,157 | 121,992 | 122,633 |
| | Housing & Neighborhood Revitalization (SV0406) | 784 | 1 | ı | _ |
| | Mail Services (SV1010) | 16 | 268 | 1 | |
| | Default (000000) | 3,980 | - | | _ |
| Cost Center / Program Total | | \$2,365,338 | \$555,047 | \$524,725 | \$742,397 |

HOUSING & COMMUNITY DEVELOPMENT

| 03802 - Housing & Neighborhoods Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|--|---|---|---|------------------------------|------------------------------|
| | Housing & Neighborhood Revitalization (SV0406) | NA | 1,000 | 1,000 | 1,000 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------------------|---|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$1,141 | \$2,605 | \$12,176 | \$12,176 |
| 03802 - Housing & Neighborhoods | Business Attraction (SV0403) | I | 1 | 105,500 | 105,500 |
| | City Copy & Print Services (SV1001) | 502 | | | _ |
| | Housing & Neighborhood Revitalization (SV0406) | 784,964 | 1,026,066 | 528,529 | 759,156 |
| | Default (000000) | (342) | (342) | | _ |
| Cost Center / Program Total | | \$786,265 | \$1,028,330 | \$646,205 | \$876,832 |

HOUSING & COMMUNITY DEVELOPMENT

| 03803 - Financial Strategies Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|----------------------|---|---|------------------------------|------------------------------|
| This cost center was associated with the CARE program which was moved to DED as part of the FY22 Adopted Budget. As such, there are no performance measures for this cost center. | NA | NA | NA | NA | NA |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---------------------------------|---|------------------|------------------|-------------------|-------------------|
| 03803 - Financial Strategies | Administration (SV0801) | \$20,632 | \$- | \$125 | \$- |
| | Business Retention & Expansion (SV0404) | | I | 300,000 | _ |
| | Financial Strategies Group (SV0915) | 124,470 | 125,539 | 5,000 | _ |
| Cost Center / Program Total | | \$145,102 | \$125,539 | \$305,125 | \$— |
| General Fund Total | | \$3,296,705 | \$1,708,916 | \$1,476,055 | \$1,619,229 |

COST CENTER PERFORMANCE TRENDS AND BUDGETS* - SPECIAL FUND

Typically, the Performance Based Budgeting section focuses on general fund cost center(s) service and performance. Due to the impact of HCD's special funds, to include Affordable Housing, CDBG, and others, this department's section will also include service and performance data for their special funds.

| 03804 - Affordable Housing Trust Fund Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|--|-------------------------|---|---|------------------------------|------------------------------|
| # of housing units | Housing & Neighborhood | NA/190 | 590/NA | 590 | 600 |
| # of individuals that received service | Revitalization (SV0406) | NA/70 | 200/NA | 200 | 300 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|---|------------------|------------------|-------------------|-------------------|
| 03804 - Affordable Housing Trust Fund | Housing & Neighborhood Revitalization (SV0406) | \$1,000,000 | \$2,900,000 | \$2,900,000 | \$2,900,000 |
| Cost Center / Program Total | | \$1,000,000 | \$2,900,000 | \$2,900,000 | \$2,900,000 |

^{*}In accordance with Ordinance 2020-214, approximately \$2.47 must be earmarked to a special reserve (for future appropriation to the affordable housing trust special fund) – funded through expiring tax abatement's and \$428k is a direct contribution to the affordable housing trust special fund, funded with proposed general purpose revenues, for a total proposed \$2.9M

| 03805 - Projects and Grants Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|--|--|---|---|------------------------------|------------------------------|
| # of Training Classes provided | Social Enterprise Initiatives (SV0414) | NA | NA/20 | 20 | 20 |
| # of homeless individuals assisted | Homeless Services (SV2415) | NA | NA/235 | 235 | 235 |
| # of rental housing and home ownership opportunities | | NA | NA/50 | 50 | 50 |
| # of housing units rehabilitated | Housing & Neighborhood | NA | NA/1 | 50 | 50 |
| # of housing units constructed | Revitalization (SV0406) | NA | NA/30 | 30 | 30 |
| # of homes that were purchased | | NA | NA/10 | 10 | 10 |
| # of rentals assisted | | NA | NA/250 | 250 | 250 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|----------------------|------------------|------------------|-------------------|-------------------|
| 03805 - Projects and Grants | CDBG | \$5,687,244 | \$3,794,853 | \$4,462,031 | \$4,905,969 |
| | HOME | 1,108,916 | 1,572,488 | 1,455,440 | 1,674,365 |
| | ESG | 377,192 | 386,455 | 376,954 | 392,068 |
| | HOPWA | 1,117,060 | 1,064,139 | 1,186,209 | 1,500,245 |
| Cost Center / Program Total | | \$8,290,412 | \$6,817,935 | \$7,480,634 | \$8,472,647 |
| Special Fund Total | | \$9,290,412 | \$9,717,935 | \$10,380,634 | \$11,372,647 |

BUDGET HIGHLIGHTS

<u>City Council Action by Amendments:</u> This agency's budget has been amended to include the following:

The removal of funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff. Funding has been reallocated to the city's Non-Departmental budget to fund a 3.25% across the board pay increase for all city employees (excluding those who qualify for state-supported pay increases) and/or the class and comp plan.

Mayor's Proposed Budget:

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 positions not administratively frozen and rate adjustments for healthcare and retirement in FY2022.

Additionally, this budget includes funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff beginning in October. The 2018 Gallagher study concluded that there were salary inequities in the lower half of the pay ranges within the City. The City implemented phase one in 2019. This recommendation, phase two, makes another significant step in equalizing pay throughout the City by investing in the current workforce.

This budget also include the movement of several FTEs from HUD funds to the general fund to ensure compliance with federal requirements.

Operating: This budget reflects a decrease of \$300k due to the CARE program now being administered by the Department of Economic Development.

AGENCY FISCAL DETAIL - GENERAL FUND

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-time Permanent | \$328,086 | \$421,527 | \$318,825 | \$656,035 |
| Overtime Permanent | (1,182) | | _ | _ |
| Holiday Pay Permanent | 17,564 | 22,686 | _ | _ |
| Vacation Pay Permanent | 25,869 | 56,576 | _ | _ |
| Sick Leave Permanent | 14,750 | 8,799 | _ | _ |
| Civil Leave Permanent | 169 | _ | _ | _ |
| Death Leave Permanent | 1,405 | 1,124 | _ | _ |
| FMLA Paid Parental Sick Parent | 822 | 250 | _ | _ |
| Temporary Employee | 29,958 | 4,682 | _ | _ |
| Holiday Pay Temporary | 2,148 | 120 | _ | _ |
| Sick Leave Temporary | 717 | 659 | _ | _ |
| FICA | 27,145 | 28,121 | 19,767 | 40,674 |
| Retirement Contribution RSRS | 150,728 | 149,403 | 188,499 | 233,361 |
| Medicare FICA | 6,319 | 6,820 | 4,623 | 9,513 |
| Group Life Insurance | 3,786 | 3,667 | 3,041 | 5,543 |
| Health Care Active Employees | 38,107 | 51,115 | 33,183 | 67,986 |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Health Savings Account (HSA) Expense- Employer | _ | 875 | - | - |
| Classification and Compensation Study | _ | _ | _ | _ |
| Operating Services | | | | |
| Public Info & Relations Svcs | 22,122 | 28,628 | 12,301 | 12,176 |
| Management Services | 2,227,870 | 250,811 | 535,500 | 530,500 |
| Mileage | 25 | _ | 250 | 250 |
| Property Rental Agreements | _ | 18,000 | 50,000 | 55,000 |
| Food & Drink Services | 110 | _ | _ | _ |
| Office Supplies & Stationary | 1,974 | 4,279 | 2,363 | 2,488 |
| Postal Services | 15 | _ | 250 | 250 |
| Magazine/Newspaper Subscri | _ | _ | 262 | 262 |
| Membership Dues | _ | _ | 375 | 375 |
| Employee Training | 1,835 | _ | 338 | 338 |
| Business Dev Assistance | 345,524 | 600,000 | 300,000 | _ |
| Internal Printing & Duplicating | 252 | _ | 6,478 | 4,478 |
| DIT Charges (Billed from DIT Fund) | 589 | 776 | _ | _ |
| Approp For Spec Rev Funds | 50,000 | 50,000 | _ | _ |
| Total General Fund | \$3,296,705 | \$1,708,916 | \$1,476,055 | \$1,619,229 |

DESCRIPTION

The Department of Planning and Development Review guides building and development in the City of Richmond. The department oversees building and trades permitting and inspections, compliance with the property maintenance code, current and long-range planning, enforcement of the Zoning Ordinance, and historic preservation. In the facilitation of these duties, the Department supports a number of boards and commissions. For example, the Planning Commission is responsible for the conduct of planning relating to the orderly growth development of the City, the Board of Zoning Appeals provides a means through which a property owner may seek relief from provisions of the zoning ordinance, and the Urban Design Committee is an advisory board to the Planning Commission that reviews development on public property or in the public right-of-way.

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.

VISION

The City of Richmond is a beautiful, well-functioning, and safe city that is a desirable place to live, work, and play, and is affordable and accessible to all.

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, & Affordable Housing
- Responsive, Accountable, & Innovative Government
- Strategic Infrastructure Investment

AGENCY FISCAL SUMMARY - PLANNING & DEVELOPMENT REVIEW*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$8,833,598 | \$8,782,895 | \$8,984,105 | \$9,958,806 |
| Operating | 1,670,010 | 1,435,119 | 1,738,215 | 1,700,609 |
| Total General Fund | \$10,503,609 | \$10,218,013 | \$10,722,320 | \$11,659,415 |
| Special Fund | 371,388 | 416,225 | 573,792 | 800,000 |
| Capital Improvement Plan | 300,000 | 482,442 | 250,000 | 556,396 |
| Total Agency Summary | \$11,174,997 | \$11,116,680 | \$11,546,112 | \$13,015,811 |
| Per Capita | \$49.25 | \$48.99 | \$50.04 | \$56.82 |
| *Total Staffing | 121.74 | 125.00 | 124.00 | 124.00 |

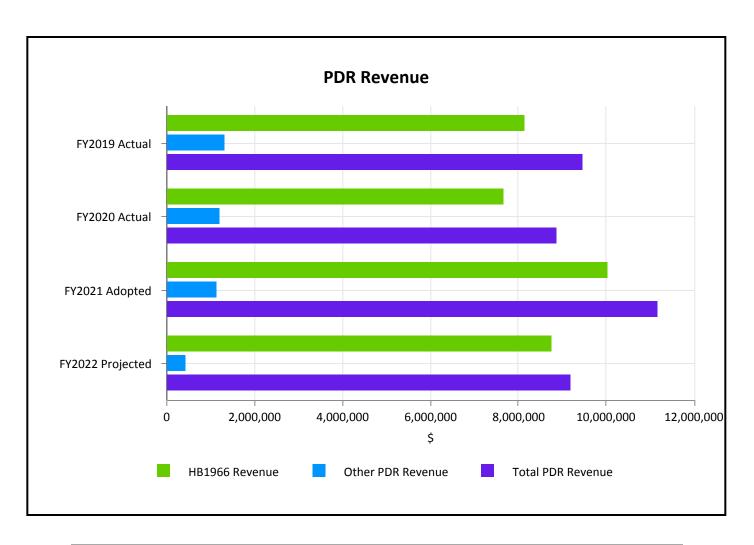
^{*}See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

PLANNING & DEVELOPMENT REVIEW

PERSONNEL COMPLEMENT/POSITION CONTROL

The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

| | GENERAL FUND | | SPECIAL FUND | | |
|--|--------------|-------------|--------------|-------------|------------|
| Job Title | # of Funded | # of Frozen | # of Funded | # of Frozen | Total FTEs |
| Administrative Technician | 2.00 | _ | _ | _ | 2.00 |
| Administrative Technician, Senior | 6.00 | _ | _ | _ | 6.00 |
| Code Enforcement Inspector | 13.00 | _ | _ | _ | 13.00 |
| Code Enforcement Inspector, Senior | 1.00 | _ | _ | _ | 1.00 |
| Commissioner of Buildings | 1.00 | _ | _ | _ | 1.00 |
| Customer Service Specialist | 1.00 | _ | _ | _ | 1.00 |
| Demolition Coordinator | 1.00 | _ | _ | _ | 1.00 |
| Deputy Department Director | 1.00 | _ | _ | _ | 1.00 |
| Deputy Department Director, Senior | 1.00 | _ | _ | _ | 1.00 |
| Director of Planning and Development Review | 1.00 | _ | _ | _ | 1.00 |
| Engineer, Principal | 1.00 | _ | _ | _ | 1.00 |
| Engineer, Senior | 6.00 | _ | _ | _ | 6.00 |
| Environmental Abatement Coordinator | 1.00 | _ | _ | _ | 1.00 |
| Executive Assistant, Senior | 2.00 | _ | _ | _ | 2.00 |
| GIS Analyst | 1.00 | _ | _ | _ | 1.00 |
| Inspection Field Supervisor | 7.00 | _ | _ | _ | 7.00 |
| Management Analyst | 1.00 | _ | _ | _ | 1.00 |
| Management Analyst, Associate | 1.00 | _ | _ | _ | 1.00 |
| Management Analyst, Senior | 2.00 | 1.00 | _ | _ | 3.00 |
| Permits Architect | 1.00 | _ | _ | _ | 1.00 |
| Planner | 9.50 | 3.00 | 0.50 | _ | 13.00 |
| Planner Associate | 5.00 | 1.00 | _ | _ | 6.00 |
| Planning Specialist | 8.00 | 3.00 | _ | _ | 11.00 |
| Planning Supervisor | 3.00 | _ | _ | _ | 3.00 |
| Plans Examiner | 5.00 | _ | _ | _ | 5.00 |
| Program and Operations Manager | 5.00 | _ | _ | _ | 5.00 |
| Program and Operations Supervisor | 2.00 | _ | _ | _ | 2.00 |
| Property Maintenance Enforcement Inspector | 24.00 | 1.00 | _ | _ | 25.00 |
| Property Maintenance Enforcement Inspector, Senior | 1.00 | _ | _ | _ | 1.00 |
| Technology Coordinator (Agency) | 1.00 | _ | _ | _ | 1.00 |
| Total FTE Count | 114.50 | 9.00 | 0.50 | 0.00 | 124.00 |
| Total FTE % | 92.7 % | 7.3 % | 100.0 % | – % | |



| | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-------------------|------------------|------------------|-------------------|-------------------|
| HB1966 Revenue | 8,154,193 | 7,678,880 | 10,031,032 | 8,760,784 |
| Other PDR Revenue | 1,319,496 | 1,196,235 | 1,140,009 | 439,217 |
| Total PDR Revenue | 9,473,689 | 8,875,115 | 11,171,041 | 9,200,001 |

With the exception of the levy imposed pursuant to § 36-137, any fees levied pursuant to this subsection (B. New construction and C. Existing buildings and structures) shall be used only to support the functions of the local building department. Code of Virginia § 36-105. Enforcement of Code; appeals from decisions of local department; inspection of buildings; inspection warrants; inspection of elevators; issuance of permits.

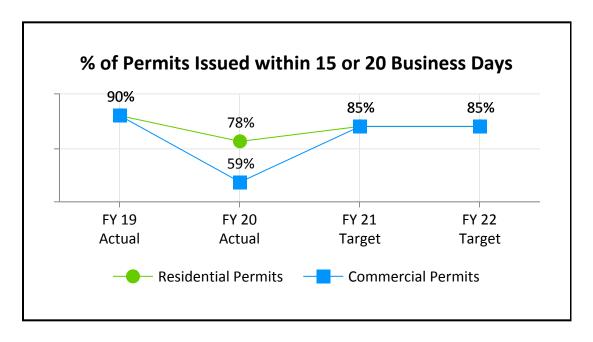
"Local building department" means the agency or agencies of any local governing body charged with the administration, supervision, or enforcement of the Building Code and regulations, approval of plans, inspection of buildings, or issuance of permits, licenses, certificates or similar documents. Code of Virginia § 36-97. Definitions.

Note: The City of Richmond utilizes these funds pursuant to Code of Virginia § 36-105 primarily for operation of the Permits & Inspections and Code Enforcement divisions within the Department of Planning and Development Review (PDR), which functions as the defined "local building department" for the City, as well as additional indirect costs that support the building department functions.

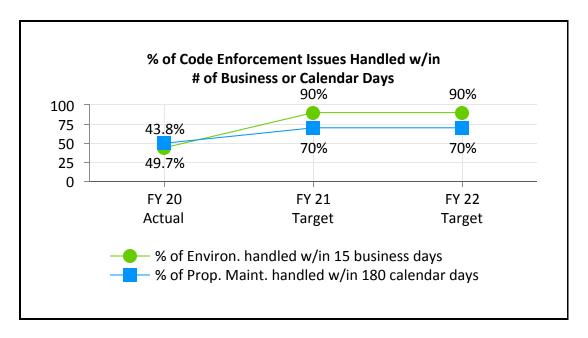
DEPARTMENT OBJECTIVES

- Reviewing and approving Plans of Development and Subdivisions
- Reviewing and presenting Special Use Permits, Rezonings, Conditional Use Permits, etc. to City Council for approval
- Overseeing operations of the Planning Commission and Public Art Commission; Participating 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
- Perform permitting functions, plan review and inspections mandated by the Virginia Construction code, federal law and local ordinance
- Administer the inspection program for new elevator installations as well as elevator maintenance to ensure public safety
- Collect all fees related to permitting, plan review and inspections and reconcile
- · Issue Certificates of Occupancy for new buildings, new businesses and buildings with alterations, additions
- Provide leadership for the department
- Provide fiscal accountability for the department
- Provide Administrative oversight for department personnel
- Provide administrative oversight for department programs
- Provide administrative and professional support to the Commission of Architectural Review and the Urban Design Committee
- Ensure Section 106 review compliance for all HUD funded undertakings in the city
- Provide professional staff to assists with the development of long range and small areas plans
- Perform review and on-site inspections to confirm compliance with land use regulations for new and existing developments
- Perform inspections related to request for zoning violations related to legal use of property and buildings
- Review and process requests for business-related requests to obtain appropriate licenses
- Processes applications and requests in expedient manner to promote business activity, construction and development
- · Reviews parking and bicycle facilities on private property for code conformance
- Provide informational and other services for the public, financial and legal institutions and other City agencies

PERFORMANCE HIGHLIGHTS (SELECTED MEASURES)

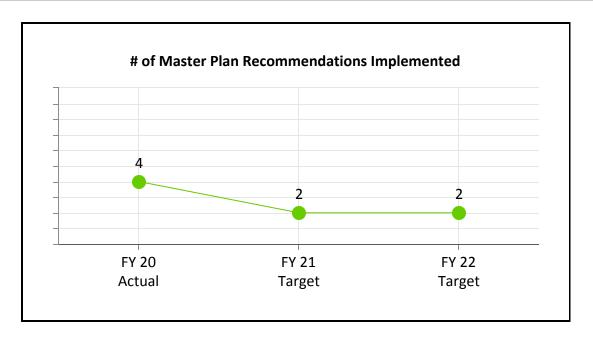


The Department of Planning & Development Review (PDR) tracks the number of days to issue two types of permits: 15 days for residential and 20 days for commercial. Timeliness of permit issuance is essential to maintain high quality customer service, ensure public safety, and ensure continuity of operations for economic development projects. The department continues to strive to increase their performance for this measure.



The Department of Planning & Development Review (PDR) tracks the percentage of property maintenance issues that are resolved within a certain number of calendar days: 20 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.

PERFORMANCE HIGHLIGHTS (SELECTED MEASURES) (CONTINUED)



On July 18, 2017, the Department of Planning and Development Review (PDR) launched the update to the City-wide Master Plan, named Richmond 300: A Guide for Growth. City staff is incorporating the feedback from the community's vision and feedback, as well as input from the Advisory Council, to draft the Richmond 300 document. Goals for Richmond 300 include articulating a shared vision and framework for the City's development, the creation of the foundation for a more predictable and transparent review process, and to develop a civic infrastructure that can live beyond the Master Plan update process and be leveraged in future planning and community development efforts. As PDR moves to Phase 3: Refine and Adopt the Plan in FY20 and to Phase 4:Implement the Plan in FY21, the department's goal is to implement two of the recommendations received.

COST CENTER PERFORMANCE TRENDS AND BUDGETS*

| 00501 - Land Use Administration Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|--------------------------------|---|---|------------------------------|------------------------------|
| % of Rezonings/Conditional Rezonings brought to City Council for consideration within 5 months of application submittal | Zoning (SV0413) | NA | 75%/100% | 75% | 75% |
| % of Plans of Development reviewed by all pertinent agencies and comments forwarded to PDR within 22 calendar days of first submittal in order to issue comment letter within 30 days of first submittal | Development Review (SV2005) | 75%/75% | 75%/4% | 75% | 75% |
| % of Special Use Permits brought to City Council for consideration within 5 months of application submittal | | NA | 75%/89% | 75% | 75% |
| % of Conditional Use Permits brought to City Council for consideration within 5 months of application submittal | Planning (SV2009) | NA | NA | 75% | 75% |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---------------------------------|--|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$— | \$158,949 | \$— | \$— |
| | Boards & Commissions Support (SV0411) | 170,599 | 163,977 | 131,392 | 160,380 |
| | City Copy & Print Services (SV1001) | 40 | 549 | - | _ |
| | Code Enforcement (SV2004) | _ | 1,191 | 1 | _ |
| | Comp & Classification Admin (SV0803) | _ | _ | | _ |
| | Cultural Services (SV0101) | 17,440 | 82,757 | 82,686 | 82,960 |
| | Customer Service (SV0302) | 22,345 | 24,386 | 23,023 | 23,027 |
| 00501 - Land Use Administration | Development Review (SV2005) | 96,270 | 101,180 | 190,857 | 142,369 |
| | Fleet Management (SV1502) | 2,939 | 1,125 | | - |
| | Historic Preservation (SV0401) | _ | - | | - |
| | Mail Services (SV1010) | 2 | 18,053 | | _ |
| | Master Plans (SV0410) | _ | _ | 1 | 20,000 |
| | Permits & Inspections (SV2007) | _ | - | | - |
| | Planning (SV2009) | 35,270 | 36,886 | 36,806 | 36,813 |
| | Zoning (SV0413) | 88,147 | 80,200 | 80,142 | 78,569 |
| | Default (000000) | _ | 106 | | |
| Cost Center / Program Total | | \$433,052 | \$669,358 | \$544,906 | \$544,118 |

| 00502 - Permits & Inspections Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|--|--------------------------------|---|---|------------------------------|------------------------------|
| % of Residential Permits issued within 15 business days (20 days in FY 20) | Permits & Inspections (SV2007) | NA/90% | 85%/78% | 85% | 85% |
| % of Commercial Permits issued within 20 business days | | NA/90% | 85%/59% | 85% | 85% |
| % of inspections performed within 2 business days | | NA/85% | 85%/99% | 90% | 90% |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-------------------------------|-------------------------------------|------------------|------------------|-------------------|-------------------|
| | City Copy & Print Services (SV1001) | \$359 | \$4,590 | \$- | \$— |
| | City Treasurer (SV0602) | 125 | _ | | _ |
| | Code Enforcement (SV2004) | 1,845 | 1,500 | | _ |
| | COVID-19 (SV2614) | _ | 2,163 | | _ |
| | Customer Service (SV0302) | 1,063,369 | 1,074,627 | 1,059,171 | 990,050 |
| | Development Review (SV2005) | 77,887 | 63,751 | 43,993 | 108,500 |
| | Financial Management (SV0908) | 32,443 | 35,321 | 39,320 | 45,040 |
| 00502 - Permits & Inspections | Fleet Management (SV1502) | 102,652 | 97,226 | | 109,128 |
| | Historic Preservation (SV0401) | 42 | 1 | 1 | _ |
| | Mail Services (SV1010) | 94 | 64 | 1 | _ |
| | Master Plans (SV0410) | 207 | _ | 1 | _ |
| | Permits & Inspections (SV2007) | 2,238,839 | 2,539,306 | 2,788,997 | 3,184,261 |
| | Public Safety & Well Being (SV2200) | - | 163 | | _ |
| | Zoning (SV0413) | 4,401 | 344 | | _ |
| | Default (000000) | 5,687 | 43,188 | | _ |
| Cost Center / Program Total | | \$3,527,950 | \$3,862,243 | \$3,931,481 | \$4,436,979 |

| 00503 - Administration Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|---------------------------|---|---|------------------------------|------------------------------|
| # of Master Plan Recommendations implemented | Master Plan (SV0410) | NA | NA/4 | 2 | 2 |
| # of parcels purchased through Blight Abatement | Blight Abatement (SV2003) | NA | NA | 2 | 2 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|--|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$1,029,990 | \$701,506 | \$476,980 | \$538,095 |
| | Blight Abatement (SV2003) | 7,904 | | _ | _ |
| | Boards & Commissions Support (SV0411) | 64,713 | 65,303 | 71,762 | 74,186 |
| | City Copy & Print Services (SV1001) | 701 | 4,843 | 800 | 8,000 |
| | COVID-19 (SV2614) | _ | 68 | _ | _ |
| | Customer Service (SV0302) | 248,338 | 206,198 | 217,428 | 259,336 |
| | Financial Management (SV0908) | 107,401 | 48,127 | 45,399 | 132,606 |
| 00503 - Administration | Fleet Management (SV1502) | 230 | 96 | _ | 1 |
| 00303 - Administration | Geographic Information Systems (SV1007) | 77,625 | 81,483 | 82,025 | 82,705 |
| | Historic Preservation (SV0401) | _ | 1,355 | 3,000 | 1 |
| | Management Information Systems (SV1011) | 87,547 | 71,686 | _ | _ |
| | Master Plans (SV0410) | 163,451 | 1 | 337,000 | 337,000 |
| | Planning (SV2009) | 31,125 | 32,442 | 32,267 | 32,551 |
| | Strategic Planning & Analysis (SV0913) | _ | | _ | 94,284 |
| | Zoning (SV0413) | 21,735 | 35,457 | 34,771 | 38,178 |
| | Default (000000) | 4,871 | (286) | _ | |
| Cost Center / Program Total | | \$1,845,631 | \$1,248,278 | \$1,301,432 | \$1,596,941 |

| 00504 - Property Maint. Code Enforcement Performance Measure | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|--|---------------------------|---|---|------------------------------|------------------------------|
| % of 311 case referrals entered into Energov within 7 business days | Customer Service (SV0302) | 90%/83% | 90%/94% | 90% | 90% |
| % of Environmental handled within 20 business days | Code Enforcement (SV2004) | 90%/NA | 90%/43.8% | 90% | 90% |
| % of Property Maintenance handled within 180 calendar days | Code Emorcement (3v2004) | 70%/NA | 70%/49.7% | 70% | 70% |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|--|------------------|------------------|-------------------|-------------------|
| | CAPS (Comm Asst Pub Sfty) Prog (SV2215) | \$147,786 | \$63,262 | \$67,990 | \$65,742 |
| | City Copy & Print Services (SV1001) | 1,188 | 3,221 | _ | _ |
| | Code Enforcement (SV2004) | 2,320,352 | 2,088,049 | 2,519,594 | 2,501,733 |
| | COVID-19 (SV2614) | - | 1,063 | _ | _ |
| | Customer Service (SV0302) | 795,683 | 823,797 | 856,527 | 1,037,538 |
| | Development Review (SV2005) | 161 | - | - | _ |
| 00504 - Property Maint. Code Enforcement | Fleet Management (SV1502) | 108,192 | 121,527 | _ | 129,010 |
| | Historic Preservation (SV0401) | 250 | _ | _ | _ |
| | Mail Services (SV1010) | 4,302 | 12,862 | _ | _ |
| | Master Plans (SV0410) | 4,644 | _ | _ | _ |
| | Permits & Inspections (SV2007) | 5,050 | 22,056 | - | 46,298 |
| | Zoning (SV0413) | 137 | _ | _ | _ |
| | Default (000000) | 54,173 | (1,816) | | _ |
| Cost Center / Program Total | | \$3,441,920 | \$3,134,020 | \$3,444,111 | \$3,780,322 |

| 00505 - Planning & Preservation Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|--|--------------------------------|---|---|------------------------------|------------------------------|
| % of all Section 106 (HUD funded) projects will be reviewed within 5 business days | Historic Preservation (SV0401) | NA | 75%/94% | 70% | 70% |
| % of building permits, that do not require Commission of Architectural Review action, that are reviewed within 2 business days | Permits & Inspections (SV2007) | NA | NA | 70% | 70% |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---------------------------------|--|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$46,956 | \$36,683 | \$48,752 | \$66,616 |
| | Boards & Commissions Support (SV0411) | 111,333 | 117,764 | 134,399 | 92,293 |
| | City Copy & Print Services (SV1001) | 948 | 543 | 1 | _ |
| | Code Enforcement (SV2004) | _ | 46 | 1 | _ |
| | Customer Service (SV0302) | 18,075 | 26,979 | 26,891 | 27,016 |
| 00505 - Planning & Preservation | Fleet Management (SV1502) | 425 | 618 | _ | _ |
| | Historic Preservation (SV0401) | 95,811 | 93,782 | 109,657 | 115,344 |
| | Geographic Information Systems (SV1007) | 18,282 | 19,147 | 19,184 | 19,252 |
| | Mail Services (SV1010) | 5,588 | 6,407 | _ | _ |
| | Master Plans (SV0410) | 66,566 | 63,261 | 68,768 | 49,098 |
| | Planning (SV2009) | 102,336 | 96,563 | 125,406 | 113,192 |
| Cost Center / Program Total | | \$466,319 | \$461,794 | \$533,058 | \$482,810 |

| 00507 - Zoning Performance Measure | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|--|----------------------|-----------------------------------|---|------------------------------|------------------------------|
| % of Zoning Permits completed within 10 business days of application submittal | Zoning (SV0413) | NA/90% | 90%/98% | 90% | 90% |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|--|------------------|------------------|-------------------|-------------------|
| | Business Attraction (SV0403) | \$45,423 | \$48,552 | \$45,821 | \$45,966 |
| | CAPS (Comm Asst Pub Sfty) Prog (SV2215) | 30,282 | 32,368 | 30,547 | 30,644 |
| | City Copy & Print Services (SV1001) | 1,598 | 2,394 | - | 2,500 |
| 00507 - Zoning | Fleet Management (SV1502) | 17 | - | - | _ |
| | Mail Services (SV1010) | 1,039 | 2,756 | 1,039 | 3,500 |
| | Master Plans (SV0410) | 1,377 | _ | 6,750 | 1,000 |
| | Permits & Inspections (SV2007) | 941 | - | 3,500 | 1,750 |
| | Zoning (SV0413) | 703,091 | 756,249 | 879,675 | 732,885 |
| Cost Center / Program Total | | \$783,768 | \$842,320 | \$967,332 | \$818,245 |

PLANNING & DEVELOPMENT REVIEW

PERFORMANCE BASED BUDGETING

| 00508 - Projects & Grants Performance Measure | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target | |
|--|----------------------|---|---|------------------------------|------------------------------|--|
| This cost center has actual's in previous years, however, is not a part of the FY22 Adopted Budget. As such, there are no performance measures for this cost center. | | | | | | |

*It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|-----------------------------|------------------|------------------|-------------------|-------------------|
| | Code Enforcement (SV2004) | \$4,037 | \$— | \$— | \$— |
| 0508 - Projects & Grants | Development Review (SV2005) | 755 | 1 | - | _ |
| | Master Plans (SV0410) | 176 | _ | _ | _ |
| Cost Center / Program Total | | \$4,968 | \$— | \$— | \$— |
| Department Total | | \$10,503,609 | \$10,218,013 | \$10,722,320 | \$11,659,415 |

BUDGET HIGHLIGHTS

City Council Action by Amendments: This agency's budget has been amended to include the following:

- The removal of funding in the amount of \$665,991 for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff. Funding has been reallocated to the city's Non-Departmental budget to fund a 3.25% across the board pay increase for all city employees (excluding those who qualify for state-supported pay increases) and/or the class and comp plan
- An increase of 4 funded FTE in the amount of \$294,587 for restoring frozen positions
- An increase in the amount of \$25,413 for overtime

Mayor's Proposed Budget:

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 positions not administratively frozen and rate adjustments for healthcare and retirement in FY2022.

Additionally, this budget includes funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff beginning in October. The 2018 Gallagher study concluded that there were salary inequities in the lower half of the pay ranges within the City. The City implemented phase one in 2019. This recommendation, phase two, makes another significant step in equalizing pay throughout the City by investing in the current workforce.

Operating: This budget reflects a decrease of \$38k due to the movement of information technology items now covered within the Department of Information Technology's Internal Service Fund.

AGENCY FISCAL DETAIL - GENERAL FUND

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-Time Permanent | \$5,154,481 | \$5,144,937 | \$6,030,869 | \$6,746,574 |
| Overtime Permanent | 27,573 | 30,732 | 20,000 | 45,413 |
| Holiday Pay Permanent | 313,396 | 341,149 | _ | _ |
| Vacation Pay Permanent | 347,819 | 323,406 | _ | _ |
| Sick Leave Permanent | 231,874 | 233,466 | _ | _ |
| Civil Leave Permanent | 176 | 353 | _ | _ |
| Death Leave Permanent | 4,180 | 4,118 | _ | _ |
| Earned HOL Pay-Permanent | 128 | _ | _ | _ |
| FMLA Paid Parental Bonding | 5,074 | 2,332 | _ | _ |
| FMLA Paid Parental Sick Parent | 1,194 | 6,726 | _ | _ |
| Temporary Employee | 141,562 | 103,776 | _ | _ |
| Overtime Temp | 234 | 3,195 | _ | _ |
| Holiday Pay Temporary | 6,962 | 9,043 | _ | _ |
| Sick Leave Temporary | 2,902 | 3,394 | _ | |
| FICA | 360,911 | 364,172 | 375,170 | 419,528 |
| Retirement Contribution Rsrs | 1,175,338 | 1,094,048 | 1,441,972 | 1,486,018 |
| Medicare FICA | 85,367 | 85,513 | 87,738 | 98,115 |
| Group Life Insurance | 36,399 | 35,629 | 35,922 | 44,847 |

PLANNING & DEVELOPMENT REVIEW

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Health Care Active Employees | 922,889 | 956,168 | 992,435 | 1,118,311 |
| State Unemployment Insurance (SUI) | _ | 106 | _ | _ |
| Health Savings Account (HSA) Expense- Employer | 14,958 | 12,417 | _ | _ |
| Education Pay | 182 | 716 | _ | _ |
| Bonus Pay | _ | _ | _ | _ |
| VRIP Incentive Payments | _ | 27,500 | _ | _ |
| Classification and Compensation Study | - | _ | - | _ |
| Operating Services | | | | |
| Professional Services | 827 | _ | _ | _ |
| Demolition Services | _ | 10,995 | _ | _ |
| Financial & Invest Mgt Svcs | _ | 14,721 | _ | _ |
| Architectural And Engineering Services | 137 | 185 | _ | _ |
| Contractor Construction Services | 78,687 | 11,689 | 150,000 | 150,000 |
| Professional Painting Services | _ | 4,500 | _ | _ |
| Public Information & Public Relations Services | 6,671 | 5,154 | 16,500 | 17,050 |
| Media Services (Advertising) | _ | 4,556 | _ | _ |
| Management Services | 762,871 | 775,545 | 906,479 | 844,800 |
| Building Repair And Maint Services | 4,926 | 6,474 | _ | _ |
| Electrical Repair and Maint Services | _ | 380 | _ | _ |
| Education & Training Services | _ | _ | _ | 2,500 |
| Equipment Repair and Maint Services | 684 | _ | 5,500 | 14,800 |
| Vehicle Repair And Maint Services | 92,222 | 104,092 | 110,354 | 110,200 |
| Printing & Binding-External | 20,669 | 8,113 | 27,600 | 20,000 |
| Moving and Relocation Services | _ | 1,200 | _ | _ |
| Transportation Services | 16,601 | 5,929 | 25,677 | 14,450 |
| Mileage | 259 | 21,269 | 7,167 | 7,340 |
| Equipment Rental | 1,211 | _ | 12,750 | _ |
| Property Rental Agreements | _ | _ | _ | _ |
| Contract And Temporary Personnel Services | 53,429 | 121,612 | 46,800 | 43,500 |
| Food & Drink Services | 6,513 | 3,078 | - | 3,600 |
| Testing Services | - | _ | - | _ |
| Uniforms & Safety Supplies-Employee | 14,216 | 21,843 | 34,081 | 89,147 |
| Office Supplies And Stationary | 40,277 | 18,133 | 17,150 | 36,400 |
| Badges And Name Plates | _ | 150 | | _ |
| Employee Appreciation Events And Awards | 482 | 700 | | 4,125 |
| Office/Building Decor | | 4,422 | | |
| Advertising & Publicity Supplies | 30 | 1,726 | | |
| Photographic Supplies | | 337 | 500 | 500 |
| Books & Reference Materials | 11,188 | (5) | 4,230 | 21,100 |

PLANNING & DEVELOPMENT REVIEW

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Electrical Supplies | 53 | _ | _ | _ |
| Industrial and Shop Supplies | 13,378 | _ | _ | _ |
| Express Delivery Services | _ | _ | _ | _ |
| Postal Services | 6,466 | _ | 65,854 | 24,154 |
| Telecommunications Service | 7,952 | _ | _ | _ |
| Conference /Conventions | 2,964 | 40 | _ | 12,100 |
| Magazine/Newspaper Subscript | 261 | 16,688 | 222 | 228 |
| Membership Dues | 12,275 | 8,710 | 8,381 | 17,300 |
| Employee Training | 18,051 | 17,562 | 13,988 | 43,327 |
| Software | _ | 6,558 | 11,742 | 6,200 |
| Computer Accessories | 74 | _ | _ | _ |
| Charge-Offs and Collection Of Charge-Offs | 2 | _ | _ | _ |
| Vehicle Equipment & Supply (Less Than \$5K) | _ | _ | 20,000 | _ |
| Equipment (Less Than \$5,000) | 178,781 | 1,011 | 41,125 | 13,250 |
| Small Tools | 9 | _ | 5,365 | _ |
| Software License | 2,610 | _ | _ | _ |
| License & Permits (Other Than Software) | _ | | _ | - |
| Hardware Service Agreements | _ | 2,350 | _ | - |
| Electric Service | _ | | _ | |
| Bank Fees | 54,517 | 48,835 | _ | |
| Glass Products & Supply | _ | _ | _ | _ |
| Planning | _ | 500 | _ | |
| Investigations | 30 | 1,245 | 5,000 | 5,300 |
| Carwash | 358 | 2,295 | _ | _ |
| Fuel For Dept. Owned Vehicles | 38,264 | 35,279 | 35,425 | 47,233 |
| Monthly Standing Costs | 30,825 | 34,829 | 31,573 | 29,592 |
| Auto Expenses Charged by Fleet | 50,126 | 46,949 | 51,113 | 51,113 |
| Internal Printing & Duplicating | 5,133 | | 19,339 | 22,450 |
| DIT Charges (Billed from DIT Fund) | 15,859 | 56,284 | | 25,000 |
| Depreciation Expense | _ | | | |
| Equipment And Other Assets Expense | 26,662 | 9,187 | 64,300 | 23,850 |
| Vehicles Expense | 93,463 | | | |
| Total General Fund | \$10,503,609 | \$10,218,013 | \$10,722,320 | \$11,659,415 |

| EXPENDITURES BY AGENCY |
|--|
| EXPENDITURES BY AGENCY |
| CITY OF RICHMOND, VIRGINIA ADOPTED ANNUAL FISCAL PLAN 2022 |



GENERAL GOVERNMENT

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 | FY2019 Actual | FY2020 Actual | FY2021 Target | FY2022 Target |
|------------------------|---|------------------|------------------|------------------|------------------|
| 02101 | City G.O. Bond Rating (Standard & Poor's) | AA+ | AA+ | AAA | AAA |
| 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 | NA | NA | TBD | TBD |
| 02102 | # of special events for which assistance is provided | NA | NA | TBD | TBD |

GENERAL FUND PROGRAM BUDGETS

| Program Number | Title | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------|---|------------------|------------------|-------------------|-------------------|
| 02101 | Citywide Leadership Administration and Management | \$758,277 | \$335,098 | \$431,926 | \$771,504 |
| 02102 | Citywide Special Services | 186,340 | 134,061 | 132,835 | 132,933 |
| | Total General Fund Program | \$944,617 | \$469,159 | \$564,761 | \$904,437 |

SERVICE LEVEL BUDGETS*

| General Fund Services Level Budget | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|------------------|------------------|-------------------|-------------------|
| Administration (SV0801) | \$729,455 | \$347,149 | \$387,654 | \$729,722 |
| City Copy & Print Services (SV1001) | 835 | 187 | - | _ |
| Community Outreach (SV2101) | 41,357 | _ | - | _ |
| COVID - 19 (SV2614) | _ | 360 | - | _ |
| Customer Service (SV0302) | 46 | _ | 106 | 106 |
| Financial Management (SV0908) | 13,120 | 13,406 | 13,284 | 13,293 |
| Fleet Management (SV1502) | 1,947 | 335 | 2,481 | - |
| Internal Consulting Services (SV1802) | 13,120 | 13,406 | 13,284 | 13,293 |
| Legislative Services (SV0604) | 130,313 | 93,888 | 115,704 | 115,772 |
| Mail Services (SV1010) | 57 | 85 | - | - |
| Project Management (SV1012) | 360 | _ | - | - |
| Public Relations (SV2104) | 15,000 | 343 | 24,250 | 24,250 |
| Strategic Planning & Analysis (SV0913) | _ | _ | 8,000 | 8,000 |
| Default (000000) | (993) | _ | | |
| Total Service Level Budget | \$944,617 | \$469,159 | \$564,761 | \$904,437 |

^{*}See Appendices & Glossary section for detailed service descriptions.

AGENCY FISCAL SUMMARY - CHIEF ADMINISTRATIVE OFFICE*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$726,582 | \$425,908 | \$445,390 | \$787,547 |
| Operating | \$218,035 | \$43,251 | \$119,371 | \$116,890 |
| Total General Fund | \$944,617 | \$469,159 | \$564,761 | \$904,437 |
| Total Agency Summary | \$944,617 | \$469,159 | \$564,761 | \$904,437 |
| Per Capita | \$4.16 | \$2.07 | \$2.45 | \$3.95 |
| *Total Staffing | 10.00 | 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.

PERSONNEL COMPLEMENT/POSITION CONTROL

The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

| | GENERA | AL FUND | Total FTEs |
|-------------------------------|-------------|-------------|------------|
| Job Title | # of Funded | # of Frozen | TOTAL FIES |
| Chief Administrative Officer | 1.00 | _ | 1.00 |
| Executive Assistant, Senior | 1.00 | 1.00 | 2.00 |
| Management Analyst, Associate | _ | 1.00 | 1.00 |
| Management Analyst, Principal | 1.00 | 2.00 | 3.00 |
| Senior Manager | _ | 1.00 | 1.00 |
| Senior Policy Advisor | 1.00 | _ | 1.00 |
| Staff Assistant to Mayor/CAO | _ | 1.00 | 1.00 |
| Total FTE Count | 4.00 | 6.00 | 10.00 |
| Total FTE % | 40.0 % | 60.0 % | |

BUDGET HIGHLIGHTS

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

Mayor's Proposed Budget:

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 positions not administratively frozen and rate adjustments for healthcare and retirement in FY2022.

Operating: This budget reflects a minor reduction in various operating accounts.

AGENCY FISCAL DETAIL - GENERAL FUND

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-time Permanent | \$397,120 | \$266,893 | \$305,136 | \$492,731 |
| Overtime Permanent | 487 | 1,613 | | _ |
| Holiday Pay Permanent | 20,233 | 14,343 | _ | _ |
| Vacation Pay Permanent | 31,246 | 29,344 | | _ |
| Sick Leave Permanent | 1,897 | 3,147 | | _ |
| Temporary Employee | 49,268 | 5,779 | | _ |
| Overtime Temp | 5,557 | 471 | - | _ |
| Holiday Pay Temporary | 3,018 | 124 | _ | _ |
| Sick Leave Temporary | 942 | _ | _ | _ |

CHIEF ADMINISTRATIVE OFFICE

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| FICA | 24,515 | 13,612 | 18,918 | 30,549 |
| Retirement Contribution RSRS | 138,760 | 49,040 | 80,505 | 211,612 |
| Medicare FICA | 7,218 | 4,578 | 4,424 | 7,145 |
| Group Life Insurance | 4,951 | 3,473 | 4,089 | 6,003 |
| Health Care Active Employees | 38,249 | 30,583 | 32,318 | 39,507 |
| State Unemployment Ins | (993) | _ | _ | _ |
| Health Savings Account | 4,115 | 2,906 | _ | _ |
| Operating Services | | | | |
| Public Info & Relations Svcs | 15,000 | 15,343 | 16,500 | 16,500 |
| Management Services | 25,360 | 15,433 | 30,000 | 30,000 |
| Education & Training Services | 4,000 | _ | _ | _ |
| Vehicle Repair & Maint | 853 | _ | 1,266 | _ |
| Transportation Services | 1,941 | _ | _ | _ |
| Contract & Temp Personnel | 6,650 | _ | _ | _ |
| Food & Drinks | 8,924 | 3,316 | _ | _ |
| Office Supplies & Stationary | 17,165 | 2,712 | 3,465 | 3,465 |
| Postal Services | 46 | _ | 206 | 206 |
| Conference/Conventions | 6,714 | 72 | _ | _ |
| Magazine/Newspaper Subscri | _ | 36 | _ | _ |
| Membership Dues | 129,441 | 45 | 22,719 | 22,719 |
| Employee Training | _ | 453 | 500 | 500 |
| Software | _ | 375 | 7,000 | 7,000 |
| Indirect City Costs | _ | _ | 10,000 | 10,000 |
| Fuel for Dept Owned Vehicles | 520 | 183 | 722 | _ |
| Monthly Standing Costs | 493 | 153 | 493 | _ |
| Internal Printing & Duplicatng | 36 | _ | _ | _ |
| DIT Charges (Billed from DIT Fund) | 892 | 271 | _ | _ |
| Equip & Other Assets Exp | _ | 4,858 | 1,500 | 1,500 |
| Payment to Other Gov Agencies | _ | _ | 25,000 | 25,000 |
| Total General Fund | \$944,617 | \$469,159 | \$564,761 | \$904,437 |

MISSION STATEMENT

The Office of the Richmond City Attorney endeavors to render timely legal services of only the highest quality to the City Council and the City Administration, consistent with its commitment to professionalism. The office functions as both advisor and advocate as it pursues the City's goals while remaining dedicated to principles of ethical behavior, efficiency, and accountability.

VISION STATEMENT

The Office of the City Attorney serves a key role 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 | FY2019 Actual | FY2020 Actual | FY2021 Target | FY2022 Target |
|------------------------|---|------------------|------------------|------------------|------------------|
| 01001 | % of Requests for Legal Services completed within 10 working days | 73% | 88% | 75% | 75% |
| 01001 | % of time spent on direct delivery of legal services | 89% | 88% | 90% | 90% |
| 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% | 100% | 100% | 100% |
| 01003 | Close all Juvenile and Domestic Relations Cases within a year of being opened | 79% | 70% | NA | NA |

GENERAL FUND PROGRAM BUDGETS

| Program Number | Title | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------|----------------------------|------------------|------------------|-------------------|-------------------|
| 01001 | Legal Counsel | 2,759,904 | 3,648,411 | 4,042,992 | 4,298,801 |
| 01002 | Tax Delinquent | 5,783,096 | 317,041 | _ | - |
| | Total General Fund Program | \$8,543,000 | \$3,965,452 | \$4,042,992 | \$4,298,801 |

SERVICE LEVEL BUDGETS*

| General Fund Services Level Budget | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|------------------|------------------|-------------------|-------------------|
| Accounting and Reporting (SV0901) | 25 | ı | 1 | l |
| Administration (SV0801) | 6,050,139 | 463,123 | 240,201 | 326,744 |
| City Copy & Print Services (SV1001) | 1,317 | 1,368 | 1 | 1 |
| Compensation & Classification Admin (SV0803) | | ı | 1 | 1 |
| Financial Management (SV0908) | 62,116 | 30,260 | 38,451 | 1 |
| Infrastructure Management (SV1503) | | 178 | 1 | 1 |
| Legal Counsel (SV1601) | 2,390,086 | 3,429,232 | 3,722,537 | 3,930,254 |
| Mail Services (SV1010) | 863 | 93 | 1 | 1 |
| Management Info Systems (SV1011) | 38,657 | 42,694 | 41,803 | 41,803 |
| Default (000000) | (203) | (1,496) | _ | _ |
| Total Service Level Budget | \$8,543,000 | \$3,965,452 | \$4,042,992 | \$4,298,801 |

^{*}See Appendices & Glossary section for detailed service descriptions.

AGENCY FISCAL SUMMARY - CITY ATTORNEY*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$2,585,039 | \$3,476,728 | \$3,727,765 | \$4,058,574 |
| Operating | 5,957,961 | 488,724 | 315,227 | 240,227 |
| Total General Fund | \$8,543,000 | \$3,965,452 | \$4,042,992 | \$4,298,801 |
| Special Fund | 6,046,256 | 1,068,459 | 1,501,829 | 696,435 |
| Total Agency Summary | \$14,589,256 | \$5,033,911 | \$5,544,821 | \$4,995,236 |
| Per Capita | \$64.29 | \$22.18 | \$24.03 | \$21.81 |
| *Total Staffing | 37.93 | 37.95 | 38.00 | 38.00 |

^{*}See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency, to include Enterprise funded staffing.

PERSONNEL COMPLEMENT/POSITION CONTROL

The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

| | GENER/ | AL FUND | SPECIA | SPECIAL FUND ENTERPRISE FUND | | ENTERPRISE FUND | |
|--|----------------|----------------|----------------|------------------------------|----------------|-----------------|------------|
| Job Title | # of Funded | # of Frozen | # of Funded | # of Frozen | # of Funded | # of Frozen | Total FTEs |
| Assistant City Attorney | 8.17 | _ | _ | ı | 0.83 | _ | 9.00 |
| City Attorney | 1.00 | - | _ | l | ı | _ | 1.00 |
| Deputy City Attorney | 4.50 | _ | 0.50 | _ | _ | _ | 5.00 |
| Executive Assistant, Principal | 1.00 | _ | _ | _ | _ | _ | 1.00 |
| Legal Secretary | 2.00 | _ | 2.00 | _ | _ | _ | 4.00 |
| Legal Secretary, Senior | 2.00 | _ | _ | _ | _ | _ | 2.00 |
| Management Analyst, Senior (Council Agency) | 1.00 | _ | _ | _ | _ | _ | 1.00 |
| Paralegal | 3.00 | _ | 1.00 | _ | 1.00 | _ | 5.00 |
| Paralegal, Senior | 4.00 | _ | 1.00 | _ | _ | _ | 5.00 |
| Senior Assistant City Attorney | 3.09 | _ | _ | _ | 0.91 | _ | 4.00 |
| Technology Specialist (Council Agency) | _ | 1.00 | _ | _ | _ | _ | 1.00 |
| Total FTE Count | 29.76 | 1.00 | 4.50 | 0.00 | 2.74 | 0.00 | 38.00 |
| Total FTE % | 96.7 % | 3.3 % | 100.0 % | – % | 100.0 % | – % | |

BUDGET HIGHLIGHTS

City Council Action by Amendments: This agency's budget has been amended to include the following:

• The removal of funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff. Funding has been reallocated to the city's Non-Departmental budget to fund a 3.25% across the board pay increase for all city employees (excluding those who qualify for state-supported pay increases) and/or the class and comp plan.

Mayor's Proposed Budget:

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 not administratively frozen and rate adjustments for healthcare and retirement in FY2022.

Additionally, this budget includes funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff beginning in October. The Gallagher study concluded that there were salary inequities in the lower half of the pay ranges within the City. The City implemented phase one in 2019. This recommendation, phase two, makes another significant step in equalizing pay throughout the City by investing in the current workforce.

Operating: This budget reflects a net decrease in operating expenditures of \$75,050. This decrease stems primarily from a reduction in legal fees of \$50,000, budgeted in FY21 for redistricting, and a reduction of \$32,000 for City Code updates to align with actual and current expenditure trends. The reductions are offset by increases for employee training.

AGENCY FISCAL DETAIL - GENERAL FUND

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-time Permanent | \$1,494,487 | \$2,042,623 | \$2,438,312 | \$2,602,239 |
| Overtime Permanent | _ | 573 | _ | _ |
| Holiday Pay Permanent | 95,533 | 140,938 | _ | _ |
| Vacation Pay Permanent | 127,081 | 161,882 | _ | _ |
| Sick Leave Permanent | 64,870 | 57,956 | _ | _ |
| Civil Leave Permanent | _ | _ | _ | _ |
| Death Leave Permanent | 4,911 | 2,902 | _ | _ |
| FMLA Paid Parental Sick Parent | 2,447 | 2,520 | _ | _ |
| Temporary Employee | _ | _ | _ | _ |
| FICA | 103,535 | 143,326 | 151,175 | 161,339 |
| Retirement Contribution RSRS | 469,758 | 573,646 | 809,331 | 934,369 |
| Medicare FICA | 25,142 | 34,116 | 35,356 | 37,732 |
| Group Life Insurance | 22,941 | 30,689 | 32,606 | 34,803 |
| Health Care Active Employees | 171,635 | 250,559 | 260,985 | 288,092 |
| State Unemployment Ins | _ | _ | _ | _ |
| Health Savings Account (HSA) Expense - Employer | 2,698 | 5,010 | _ | _ |
| Bonus Pay | _ | 29,750 | _ | _ |
| Classification and Compensation Study | _ | _ | _ | _ |
| Education Pay | _ | 239 | _ | _ |
| Operating Services | | | | |
| Public Info & Relations Svcs | 2,691 | 3,563 | 12,250 | _ |
| Attorney/Legal Services | 30,126 | 30,380 | 135,000 | 85,227 |
| Management Services | 11,488 | 26,173 | 77,000 | 45,000 |
| Mileage | _ | 525 | 1,500 | 1,000 |
| Employee Parking Subsidy | 11,050 | 17,087 | 18,350 | 20,000 |
| Contract and Temporary Personnel Services | 13,604 | 9,949 | 12,000 | _ |
| Office Supplies & Stationary | 19,478 | 11,795 | 7,117 | 13,000 |
| Books & Reference Materials | 36,919 | 27,792 | 24,300 | 37,000 |
| Express Delivery Services | 510 | 1,383 | 2,000 | 1,000 |
| Postal Services | 2,643 | _ | 2,600 | _ |
| Conference/Conventions | 3,087 | _ | _ | _ |
| Magazine/Newspaper Subscript | 275 | 389 | 240 | _ |
| Membership Dues | 5,926 | 11,187 | 4,745 | 13,000 |
| Employee Training | 16,512 | 7,189 | 10,625 | 25,000 |
| Software | 1,122 | 1,915 | 2,000 | _ |
| Equipment (Less than \$5K) | 17,384 | 20,897 | 2,000 | _ |
| Internal Printing & Duplicating | (128) | _ | 3,500 | _ |
| DIT Charges (Billed from DIT) | 2,179 | 1,461 | _ | _ |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---------------------------|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Approp For Spec Rev Funds | 5,783,096 | 317,041 | | _ |
| Total General Fund | \$8,543,000 | \$3,965,452 | \$4,042,992 | \$4,298,801 |

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.

VISION STATEMENT

The Office of the Richmond City Clerk is a user-friendly agency, committed to providing prompt, professional, and courteous service.

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 | FY2019 Actual | FY2020 Actual | FY2021 Target | FY2022 Target |
|------------------------|---|------------------|------------------|------------------|------------------|
| 00401 | # of ordinances and resolutions introduced | 393 | 402 | 435 | 410 |
| 00401 | # of public hearings advertised | 116 | 129 | 130 | 135 |
| 00401 | # of Board Appointment applicants processed | 320 | 260 | 300 | 290 |

GENERAL FUND PROGRAM BUDGETS

| Program Number | Title | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------|----------------------------|------------------|------------------|-------------------|-------------------|
| 00401 | Office of the City Clerk | \$756,506 | \$1,067,341 | \$993,029 | \$947,892 |
| | Total General Fund Program | \$756,506 | \$1,067,341 | \$993,029 | \$947,892 |

SERVICE LEVEL BUDGETS*

| General Fund Services Level Budget | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|------------------|------------------|-------------------|-------------------|
| Administration (SV0801) | \$53,929 | \$76,406 | \$83,416 | \$83,740 |
| Board of Review (SV0601) | 6,048 | 250 | - | _ |
| Boards and Commissions Support (SV0411) | 61,333 | 65,845 | 69,466 | 69,540 |
| City Copy & Print Services (SV1001) | 81 | 114 | - | _ |
| Compensation & Classification Admin (SV0803) | _ | - | - | _ |
| Financial Management (SV0908) | 23,549 | 23,999 | 28,233 | 28,296 |
| Historic Preservation (SV0401) | _ | 167 | - | _ |
| Legislative Services (SV0604) | 453,913 | 733,344 | 604,692 | 563,553 |
| Mail Services (SV1010) | 10,935 | 1,769 | - | _ |
| Probation Services (SV1304) | 675 | - | - | _ |
| Records Management (SV2302) | 135,955 | 165,669 | 207,222 | 202,764 |
| Default (000000) | 10,088 | (220) | _ | |
| Total Service Level Budget | \$756,506 | \$1,067,341 | \$993,029 | \$947,892 |

^{*}See Appendices & Glossary section for detailed service descriptions.

AGENCY FISCAL SUMMARY - CITY CLERK'S OFFICE*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$547,009 | \$655,726 | \$747,821 | \$730,824 |
| Operating | 209,496 | 411,615 | 245,208 | 217,068 |
| Total General Fund | \$756,506 | \$1,067,341 | \$993,029 | \$947,892 |
| Total Agency Summary | \$756,506 | \$1,067,341 | \$993,029 | \$947,892 |
| Per Capita | \$3.33 | \$4.70 | \$4.30 | \$4.14 |
| *Total Staffing | 8.00 | 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.

PERSONNEL COMPLEMENT/POSITION CONTROL

The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

| | GENERA | AL FUND | Total FTEs |
|--|-------------|-------------|------------|
| Job Title | # of Funded | # of Frozen | IOLAI FIES |
| Assistant City Clerk (Council Agency) | 2.00 | _ | 2.00 |
| Assistant City Clerk, Senior (Council Agency) | 1.00 | _ | 1.00 |
| City Clerk | 1.00 | _ | 1.00 |
| Deputy Department Director | 1.00 | _ | 1.00 |
| Executive Assistant | _ | 1.00 | 1.00 |
| Management Analyst (Council Agency) | 1.00 | _ | 1.00 |
| Management Analyst, Associate (Council Agency) | 1.00 | _ | 1.00 |
| Total FTE Count | 7.00 | 1.00 | 8.00 |
| Total FTE % | 87.5 % | 12.5 % | |

BUDGET HIGHLIGHTS

City Council Action by Amendments: This agency's budget has been amended to include the following:

- The removal of funding in the amount of \$56,816 for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff. Funding has been reallocated to the city's Non-Departmental budget to fund a 3.25% across the board pay increase for all city employees (excluding those who qualify for state-supported pay increases) and/or the class and comp plan.
- An increase of 1.0 funded FTE in the amount of \$66,000 for a Council Management Analyst, Associate (Boards and Commissions Administrator).

Mayor's Proposed Budget:

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 positions not administratively frozen and rate adjustments for healthcare and retirement in FY2022.

Additionally, this budget includes funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff beginning in October. The Gallagher study concluded that there were salary inequities in the lower half of the pay ranges within the City. The City implemented phase one in 2019. This recommendation, phase two, makes another significant step in equalizing pay throughout the City by investing in the current workforce.

Operating: The budget reflects a decrease due to non-recurring expenses related to the replacement of Council Chamber dais chairs and the alignment of the media advertising budget with current expenditure trends. These reductions are offset with an increase in Citywide related membership dues, exclusively for the Virginia Municipal League.

AGENCY FISCAL DETAIL - GENERAL FUND

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-------------------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-time Permanent | \$306,880 | \$392,296 | \$478,295 | \$456,373 |
| Holiday Pay Permanent | 16,718 | 28,625 | _ | _ |
| Shift Other Differential Permanent | 80 | _ | _ | _ |
| Vacation Pay Permanent | 21,402 | 22,873 | _ | _ |
| Sick Leave Permanent | 3,353 | 6,799 | _ | _ |
| Death Leave Permanent | 192 | _ | _ | _ |
| FMLA Paid Parental Sick Parent | _ | 209 | _ | _ |
| Temporary Employee | 8,548 | 232 | _ | _ |
| Holiday Pay Temporary | 130 | _ | _ | _ |
| Sick Leave Temporary | 165 | _ | _ | _ |
| FICA | 21,348 | 26,953 | 29,654 | 28,295 |
| Retirement Contribution RSRS | 102,357 | 114,545 | 165,826 | 165,336 |
| Medcare FICA | 4,993 | 6,304 | 6,935 | 6,617 |
| Group Life Insurance | 4,217 | 5,773 | 6,341 | 6,115 |
| Health Care Active Employees | 44,799 | 51,118 | 60,770 | 68,088 |
| State Unemployment Ins | 9,828 | _ | _ | _ |
| Bonus Pay | 2,000 | _ | _ | _ |
| Classification & Compensation Study | _ | _ | _ | _ |
| Operating Services | | | | |
| Public Info & Relations Svcs. | 73,636 | 92,126 | 102,650 | 92,900 |
| Management Services | (50) | 182,880 | 14,076 | 14,076 |
| Equipment Repair & Maint. Svcs. | _ | _ | 11,940 | _ |
| Printing & Binding - External | 24 | _ | 500 | 300 |
| Transportation Services | _ | _ | 200 | 200 |
| Security /Monitoring Services | _ | _ | _ | _ |
| Food & Drink Services | 13,538 | 7,576 | _ | _ |
| Other Services | 17,167 | 16,500 | 18,500 | 18,500 |
| Office Supplies & Stationary | 5,072 | 10,644 | 3,799 | 5,900 |
| Postal Services | 11,006 | _ | 5,949 | 5,710 |
| Conference/Conventions | _ | _ | _ | _ |
| Magazine/Newspaper Subscript. | 166 | _ | 141 | 176 |
| Membership Dues | 70,504 | 70,848 | 35,446 | 71,136 |
| Employee Training | 1,375 | 2,475 | 997 | 1,400 |
| Software | _ | _ | _ | _ |
| Dietary Supplies | 430 | 169 | 540 | 500 |
| DIT Charges (Billed from DIT Fund) | 11,016 | 1,882 | _ | |
| Equip & Other Assets Exp | 5,614 | 26,513 | 50,470 | 6,270 |
| Total General Fund | \$756,506 | \$1,067,341 | \$993,029 | \$947,892 |

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.

VISION STATEMENT

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.

DEPARTMENT OVERVIEW

The Richmond City Council is the official governing body of the City of Richmond and provides legal authority over it per the Richmond City Charter. In the delivery of its duties, the 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, elect, from among its members, one person to serve as President and one to serve as Vice President.

Richmond City Council appoints and oversees six 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, Office of the City Assessor of Real Estate, and the Inspector General.

In the 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

- Represent Richmond residents in creating and amending local laws
- Establish an annual Richmond Government Budget
- Develop Richmond Government policy
- Provide oversight of Richmond Government

PERFORMANCE MEASURES

| Program/ Subprogram | Department Measure | FY2019 Actual | FY2020 Actual | FY2021 Target | FY2022 Target |
|------------------------|---|------------------|------------------|------------------|------------------|
| 00201 | Holding formal meetings (regular meetings) at least once a month, except the month of August | 18 | 17 | 18 | 18 |
| 00201 | Establishing the official Richmond Government Budget for each upcoming Fiscal Year pursuant to the date established by the Richmond City Charter | 5/31/19 | 5/11/20 | 5/31/21 | 5/31/22 |
| 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 | 12/10/18 | 11/12/19 | Nov/Dec 2020 | Nov/Dec 2021 |

GENERAL FUND PROGRAM BUDGETS

| Program Number | Title | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------|----------------------------|------------------|------------------|-------------------|-------------------|
| 00201 | Council Operations | \$489,754 | \$478,124 | \$582,532 | \$523,599 |
| 00202 | Council District 1 | 12,177 | 2,545 | 12,177 | 12,177 |
| 00203 | Council District 2 | 12,165 | 12,165 | 12,177 | 12,177 |
| 00204 | Council District 3 | 11,155 | 12,390 | 12,177 | 12,177 |
| 00205 | Council District 4 | 7,627 | 6,911 | 12,177 | 12,177 |
| 00206 | Council District 5 | 12,077 | 11,243 | 12,177 | 12,177 |
| 00207 | Council District 6 | 11,130 | 10,145 | 12,177 | 12,177 |
| 00208 | Council District 7 | 12,630 | 11,083 | 12,177 | 12,177 |
| 00209 | Council District 8 | 11,949 | 3,949 | 12,177 | 12,177 |
| 00210 | Council District 9 | 12,024 | 9,809 | 12,177 | 12,177 |
| 00211 | City Council & Liaisons | 754,352 | 761,375 | 796,579 | 714,652 |
| | Total General Fund Program | \$1,347,040 | \$1,319,740 | \$1,488,704 | \$1,347,845 |

SERVICE LEVEL BUDGETS*

| General Fund Services Level Budget | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|------------------|------------------|-------------------|-------------------|
| Administration (SV0801) | \$607 | \$- | \$182 | \$181 |
| City Copy & Print Services (SV1001) | 1,080 | 419 | _ | |
| Compensation & Classification Admin (SV0803) | _ | _ | _ | 1 |
| Fleet Management (SV1502) | 28 | 111 | _ | - |
| Legislative Services (SV0604) | 1,341,209 | 1,316,290 | 1,488,522 | 1,347,664 |
| Mail Services (SV1010) | 7 | 37 | _ | 1 |
| Strategic Planning & Analysis (SV0913) | _ | 106 | _ | _ |
| Voter Registration (SV0605) | 95 | 202 | _ | _ |
| Default (000000) | 4,015 | 2,574 | _ | _ |
| Total Service Level Budget | \$1,347,040 | \$1,319,740 | \$1,488,704 | \$1,347,845 |

^{*}See Appendices & Glossary section for detailed service descriptions

AGENCY FISCAL SUMMARY – CITY COUNCIL*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$1,071,288 | \$1,073,798 | \$1,102,715 | \$1,085,356 |
| Operating | 275,753 | 245,942 | 385,989 | 262,489 |
| Total General Fund | \$1,347,040 | \$1,319,740 | \$1,488,704 | \$1,347,845 |
| Special Fund | | | 261,869 | 261,869 |
| Total Agency Summary | \$1,347,040 | \$1,319,740 | \$1,750,573 | \$1,609,714 |
| Per Capita | \$5.94 | \$5.82 | \$7.59 | \$7.03 |
| *Total Staffing | 18.00 | 18.00 | 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.

PERSONNEL COMPLEMENT/POSITION CONTROL

The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

| | GENERA | Total FTEs | |
|---------------------------|-------------------------|------------|------------|
| Job Title | # of Funded # of Frozen | | TOLAI FTES |
| Council Liaison | 9.00 | _ | 9.00 |
| Council Member | 7.00 | _ | 7.00 |
| President Of Council | 1.00 | _ | 1.00 |
| Vice President of Council | 1.00 | | 1.00 |
| Total FTE Count | 18.00 | 0.00 | 18.00 |
| Total FTE % | 100.0 % | - % | |

BUDGET HIGHLIGHTS

City Council Action by Amendments: This agency's budget has been amended to include the following:

• The removal of funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff. Funding has been reallocated to the city's Non-Departmental budget to fund a 3.25% across the board pay increase for all city employees (excluding those who qualify for state-supported pay increases) and/or the class and comp plan.

Mayor's Proposed Budget:

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 not administratively frozen and rate adjustments for healthcare and retirement in FY2022.

Additionally, this budget includes a funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff beginning in October. The 2018 Gallagher study concluded that there were salary inequities in the lower half of the pay ranges within the City. The City implemented phase one in 2019. This recommendation, phase two, makes a significant step in equalizing pay throughout the City by investing in the current workforce.

Operating: This budget reflects a decrease of \$123,500 in operating accounts due primarily to non-recurring redistricting expenses of \$110,000 budgeted in FY21 and a reduction in management services of \$10,000 for consulting related services.

AGENCY FISCAL DETAIL – GENERAL FUND

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-time Permanent | \$668,092 | \$677,414 | \$752,233 | \$738,712 |
| Holiday Pay Permanent | 37,068 | 41,344 | _ | _ |
| Vacation Pay Permanent | 26,042 | 18,088 | _ | _ |
| Sick Leave Permanent | 5,024 | 3,027 | _ | _ |
| Civil Leave Permanent | 181 | _ | _ | _ |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Death Leave Permanent | 814 | _ | _ | _ |
| Part-time Salaries | 60,386 | 60,686 | 67,557 | 67,557 |
| Holiday Pay Part-time | 3,980 | 4,329 | _ | _ |
| Vacation Pay Part-time | 946 | 1,299 | _ | _ |
| Sick Leave Personal Part-time | 312 | 1,624 | _ | _ |
| Temporary Employee | 987 | _ | _ | _ |
| Overtime Temporary | 1,912 | _ | _ | _ |
| Holiday Pay Temporary | 247 | _ | _ | _ |
| FICA | 47,599 | 48,010 | 50,827 | 49,989 |
| Retirement Contribution RSRS | 71,499 | 75,802 | 96,819 | 93,148 |
| Medcare FICA | 11,132 | 11,228 | 11,887 | 11,691 |
| Group Life Insurance | 7,180 | 7,729 | 10,080 | 9,899 |
| Health Care Active Employees | 123,123 | 119,369 | 113,312 | 114,361 |
| State Unemployment Insurance | 4,015 | 2,349 | _ | _ |
| Health Savings Acct (HSA) Exp. Employer | 750 | 1,500 | _ | _ |
| Classification & Compensation Study | _ | _ | _ | _ |
| Operating Services | | | | |
| Media Svcs (Advertising) | 60,750 | 60,750 | 60,749 | 60,750 |
| Information & Research Svcs | _ | _ | _ | _ |
| Management Services | 69,117 | 92,604 | 199,400 | 83,400 |
| Transportation Services | 28 | 111 | 300 | 300 |
| Food & Drinks | 945 | 1,430 | _ | _ |
| Office Supplies & Stationary | 8,458 | 5,065 | 7,000 | 5,000 |
| Books & Reference Material | 165 | _ | 180 | 180 |
| Council Budget | 103,589 | 79,688 | 109,593 | 109,593 |
| Postal Services | 1 | _ | 100 | 100 |
| Conference/Conventions | 18,005 | 2,109 | _ | _ |
| Magazine/Newspaper Subscrip | 255 | 286 | 360 | 360 |
| Membership Dues | 220 | 155 | 182 | 181 |
| Employee Training | 149 | 498 | 1,125 | 125 |
| Equipment (Less Than \$5,000) | 438 | 2,789 | 2,500 | 2,000 |
| Internal Printing & Duplicating | 428 | _ | 500 | 500 |
| DIT Charges (Billed from DIT Fund) | 1,087 | 456 | _ | _ |
| Equip & Other Assets Exp | 12,118 | _ | 4,000 | _ |
| Total General Fund | \$1,347,040 | \$1,319,740 | \$1,488,704 | \$1,347,845 |

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 "Making Options and Resources Easily Accessible" for all.

VISION STATEMENT

"Making Options and Resources Easy".

DEPARTMENT OVERVIEW

The Treasurer's Office has been expanded to include an Office of Financial Empowerment. Through this office, resources are being made readily available to the community to help them navigate financial barriers by making options and resources easy. This includes launching the new Financial Navigators service where individuals can speak with a representative to identify resources that will meet their specific needs. In addition, as a Constitutional Office of the Commonwealth of Virginia the City Treasurer processes 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.

DEPARTMENT OBJECTIVES

- Further develop the Treasurer's Office of Financial Empowerment with more robust tools to equip our community navigating financial challenges
- Incorporate onsite Financial Coaching services for residents including one-on-sessions
- Continue to partner with other City Agency's to enhance and expand offerings to better serve our city residents in addressing poverty and responding to COVID-19
- Provide and promote financial literacy throughout the city and in our local schools through partnerships throughout the community
- · Support the City's Finance Department through customer service for collections and other related services

PERFORMANCE MEASURES

| Program/ Subprogram | Department Measure | FY2019 Actual | FY2020 Actual | FY2021 Target | FY2022 Target |
|------------------------|---|---|---|---|---|
| 05201 | Average # of days for bank account reconciliations to be completed in adherence with State Audit guidelines | Monthly, within 5 days following receipt of bank statement |
| 05201 | Average # of days to process jury checks | 5 days | 5 days | 5 days | 5 days |

GENERAL FUND PROGRAM BUDGETS

| Program Number | Title | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------|----------------------------|------------------|------------------|-------------------|-------------------|
| 05201 | Treasurer City - Treasurer | \$186,343 | \$185,635 | \$218,889 | \$229,039 |
| | Total General Fund Program | \$186,343 | \$185,635 | \$218,889 | \$229,039 |

SERVICE LEVEL BUDGETS*

| General Fund Services Level Budget | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-------------------------------------|------------------|------------------|-------------------|-------------------|
| City Copy & Print Services (SV1001) | \$18 | \$32 | \$- | \$- |
| City Treasurer (SV0602) | 156,370 | 156,988 | 153,947 | 171,308 |
| Financial Management (SV0908) | 29,929 | 28,194 | 64,942 | 57,731 |
| Mail Services (SV1010) | 27 | 295 | | |
| Default (000000) | _ | 126 | | |
| Total Service Level Budget | \$186,343 | \$185,635 | \$218,889 | \$229,039 |

^{*}See Appendices & Glossary section for detailed service descriptions.

AGENCY FISCAL DETAIL - CITY TREASURER*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$180,720 | \$178,171 | \$180,587 | \$190,737 |
| Operating | 5,623 | 7,464 | 38,302 | 38,302 |
| Total General Fund | \$186,343 | \$185,635 | \$218,889 | \$229,039 |
| Special Fund | _ | _ | 350,000 | _ |
| Total Agency Summary | \$186,343 | \$185,635 | \$568,889 | \$229,039 |
| Per Capita | \$0.82 | \$0.82 | \$2.47 | \$1.00 |
| *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.

PERSONNEL COMPLEMENT/POSITION CONTROL

The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

| | GENERA | Total FTEs | |
|------------------|-------------|-------------|------------|
| Job Title | # of Funded | # of Frozen | TOTAL FIES |
| City Treasurer | 1.00 | _ | 1.00 |
| Deputy Treasurer | 1.00 | _ | 1.00 |
| Total FTE Count | 2.00 | 0.00 | 2.00 |
| Total FTE % | 100.0 % | – % | |

BUDGET HIGHLIGHTS

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

Mayor's Proposed Budget:

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 positions not administratively frozen and rate adjustments for healthcare in FY2022.

Additionally, this budget includes funding for a State approved 5% pay increase for all eligible, non-sworn, permanent full and part-time positions.

Operating: There are no major operating changes to this budget.

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-Time Permanent | \$118,127 | \$119,002 | \$128,023 | \$134,410 |
| Holiday Pay Permanent | 6,848 | 7,724 | _ | _ |
| Vacation Pay Permanent | _ | 40 | _ | _ |
| Sick Leave Permanent | 49 | 202 | _ | _ |
| Death Leave Permanent | _ | 30 | _ | _ |
| Temporary Employee | 3,704 | 1,423 | _ | 1,423 |
| FICA | 7,158 | 6,970 | 7,937 | 8,421 |
| Medcare FICA | 1,674 | 1,630 | 1,856 | 1,970 |
| Group Life Insurance | 1,628 | 1,631 | 1,380 | 1,449 |
| Constitutional Off Vsrs Ret | 14,658 | 14,764 | 16,541 | 17,366 |
| Health Care Active Employees | 23,124 | 23,455 | 24,849 | 25,698 |
| State Unemployment Insurance (SUI) | _ | 49 | _ | _ |
| Health Savings Account (HSA) Expense | 1,250 | 1,250 | _ | _ |
| Bonus Pay | 2,500 | _ | _ | _ |
| Operating Services | | | | |
| Management Services | _ | _ | 35,000 | 26,386 |
| Printing & Binding - External | 335 | _ | _ | 335 |
| Office Supplies And Stationary | 1,231 | 902 | 350 | 2,200 |
| Postal Services | 237 | 26 | 1,000 | 1,100 |
| Conference /Conventions | 1,183 | 2,183 | _ | 1,113 |
| Membership Dues | 750 | 2,009 | 527 | 1,200 |
| Employee Training | 998 | 1,112 | 375 | 2,710 |
| Software | _ | _ | 250 | 250 |
| Computer Accessories | 104 | | | 105 |
| Bank Fees | 741 | 903 | 800 | 903 |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------------------|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Internal Printing & Duplicating | | | _ | 1,000 |
| DIT Charges (Billed from DIT Fund) | 44 | 328 | _ | _ |
| Equipment And Other Assets Expense | | | _ | 1,000 |
| Total General Fund | \$186,343 | \$185,635 | \$218,889 | \$229,039 |

The mission of the Richmond City Council Office of the Council Chief of Staff is to serve Richmond City Council by providing fiscal and policy analysis and to communicate and connect resources that enhance the lives of Richmond residents through responsible government.

VISION STATEMENT

The Richmond City Council Office of the Council Chief of Staff is committed to supporting the Richmond City Council as an informed and responsive body.

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 | FY2019 Actual | FY2020 Actual | FY2021 Target | FY2022 Target |
|------------------------|--|------------------|------------------|------------------|------------------|
| 00601 | Supporting Council in holding a min. of 11 formal meetings per fiscal year | 19 | 17 | 18 | 18 |
| 00602 | Supporting Council in adopting the Richmond Government Budget by May 31 st per the Richmond City Charter | 5/31/19 | 5/11/20 | 5/31/21 | 5/31/22 |
| 00603 | Supporting Council in producing annual Virginia General Assembly Legislative Proposals by adopting Legislative Proposals by Nov/Dec each year | 11/13/18 | 11/12/19 | Nov/Dec 2020 | Nov/Dec 2021 |
| 00604 | Providing Council with operational and administrative support, policy and budget preparation, research, analysis, communications, and compliance | Achieve | Accomplished | Achieve | Achieve |

GENERAL FUND PROGRAM BUDGETS

| Program Number | Title | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------|----------------------------|------------------|------------------|-------------------|-------------------|
| 00601 | Administration | \$240,287 | \$240,763 | \$306,239 | \$80,889 |
| 00602 | Legislative Services | 169,950 | 310,341 | 29,150 | 342,773 |
| 00603 | Research & Analysis | 581,434 | 628,919 | 890,899 | 612,072 |
| 00604 | Public Information | 98,251 | 96,220 | 95,687 | 95,681 |
| | Total General Fund Program | \$1,089,922 | \$1,276,243 | \$1,321,975 | \$1,131,416 |

SERVICE LEVEL BUDGETS*

| General Fund Services Level Budget | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Administration (SV0801) | \$142,579 | \$144,460 | \$182,934 | \$115,059 |
| Compensation & Classification Administration (SV0803) | _ | _ | - | _ |
| Financial Management (SV0908) | 126,991 | 133,666 | 165,944 | 168,940 |
| Legislative Services (SV0604) | 605,534 | 779,398 | 722,376 | 593,817 |
| Mail Services (SV1010) | 32 | _ | - | _ |
| Public Information (SV2103) | 214,776 | 218,731 | 250,721 | 253,599 |
| Default (000000) | 11 | (11) | - | _ |
| Total Service Level Budget | \$1,089,922 | \$1,276,243 | \$1,321,975 | \$1,131,416 |

^{*}See Appendices & Glossary section for detailed service descriptions.

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

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$1,076,409 | \$1,079,880 | \$1,292,825 | \$1,114,766 |
| Operating | 13,514 | 196,363 | 29,150 | 16,650 |
| Total General Fund | \$1,089,922 | \$1,276,243 | \$1,321,975 | \$1,131,416 |
| Total Agency Summary | \$1,089,922 | \$1,276,243 | \$1,321,975 | \$1,131,416 |
| Per Capita | \$4.80 | \$5.62 | \$5.73 | \$4.94 |
| *Total Staffing | 11.00 | 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.

PERSONNEL COMPLEMENT/POSITION CONTROL

The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

| | GENER <i>A</i> | AL FUND | Total FTEs |
|---|----------------|-------------|------------|
| Job Title | # of Funded | # of Frozen | TOLAI FTES |
| Council Chief of Staff | 1.00 | _ | 1.00 |
| Council Public Relations Specialist | 0.50 | | 0.50 |
| Deputy Department Director | 1.00 | 1 | 1.00 |
| Executive Assistant | _ | 1.00 | 1.00 |
| Management Analyst (Council Agency) | 1.00 | | 1.00 |
| Management Analyst, Principal (Council Agency) | 4.00 | | 4.00 |
| Management Analyst, Senior (Council Agency) | 0.50 | 1.00 | 1.50 |
| Public Information Manager, Senior (Council Agency) | 1.00 | | 1.00 |
| Total FTE Count | 9.00 | 2.00 | 11.00 |
| Total FTE % | 81.8 % | 18.2 % | |

BUDGET HIGHLIGHTS

City Council Action by Amendments: This agency's budget has been amended to include the following:

- The removal of funding in the amount of \$2,400 for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff. Funding has been reallocated to the city's Non-Departmental budget to fund a 3.25% across the board pay increase for all city employees (excluding those who qualify for state-supported pay increases) and/or the class and comp plan.
- An increase of .50 funded FTE in the amount of \$35,000 for a part-time Human Resources Liaison position.

Mayor's Proposed Budget:

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 not administratively frozen and rate adjustments for healthcare, and retirement in FY2022.

Additionally, this budget includes funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff beginning in October. The Gallagher study concluded that there were salary inequities in the lower half of the pay ranges within the City. The City implemented phase one in 2019. This recommendation, phase two, makes another significant step in equalizing pay throughout the City by investing in the current workforce.

Operating: This budget reflects a decrease in operating accounts primarily associated with \$10,000 for consulting related services.

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-------------------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-time Permanent | \$627,471 | \$666,141 | \$855,812 | \$740,563 |
| Overtime Permanent | _ | _ | -1 | _ |
| Holiday Pay Permanent | 38,013 | 39,673 | _ | _ |
| Vacation Pay Permanent | 62,952 | 39,477 | -1 | _ |
| Sick Leave Permanent | 25,680 | 15,847 | -1 | _ |
| Civil Leave Permanent | 367 | _ | -1 | _ |
| Death Leave Permanent | _ | 808 | - | _ |
| FMLA Paid Parental Bonding | 1,957 | - | - | _ |
| Part Time Salaries | 27,302 | 28,124 | 31,889 | 64,342 |
| Holiday Pay Part time | 1,632 | 1,778 | - | _ |
| Vacation Pay Part time | 2,123 | 1,617 | - | _ |
| Sick Leave Personal Part time | 703 | 551 | - | _ |
| Death Leave Permanent Part time | 236 | _ | - | _ |
| Temporary Employee | 10,880 | - | - | _ |
| Holiday Pay Temporary | 1,120 | - | - | _ |
| Sick Leave Temporary | 430 | _ | - | _ |
| FICA | 48,402 | 48,096 | 55,037 | 49,956 |
| Retirement Contribution RSRS | 116,942 | 129,013 | 222,229 | 175,020 |
| Medcare FICA | 11,502 | 11,248 | 12,872 | 11,683 |
| Group Life Insurance | 9,634 | 9,682 | 11,400 | 9,924 |
| Health Care Active Employees | 78,382 | 82,326 | 103,587 | 63,277 |
| State Unemployment Insurance (SUI) | _ | _ | _ | _ |
| Health Savings Account | _ | _ | _ | _ |
| Bonus Pay | 10,681 | _ | _ | _ |
| VRIP Incentive Payments | _ | 5,500 | _ | _ |
| Classification & Compensation Study | _ | _ | _ | _ |
| Operating Services | | | | |
| Public Info & Relations Svcs. | _ | _ | _ | _ |
| Management Services | 37 | 191,518 | 22,700 | 12,700 |
| Printing & Binding-External | _ | _ | 1,000 | 1,000 |
| Employee Parking Subsidy | _ | _ | _ | _ |
| Other Services | _ | _ | _ | _ |
| Office Supplies and Stationary | 227 | 3,286 | 1,662 | 1,662 |
| Express Delivery Services | _ | _ | _ | _ |
| Postal Services | 12 | _ | 100 | 100 |
| Conference/Conventions | 85 | 334 | | _ |
| Membership Dues | 309 | 1,329 | 700 | 700 |
| Employee Training | 638 | (105) | 488 | 488 |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Equipment (Less Than \$5,000) | 4,175 | - | - | _ |
| Internal Printing and Duplicating | 334 | _ | | _ |
| License & Permits (Other Than Software) | _ | _ | _ | _ |
| DIT Charges (Billed from DIT Fund) | 32 | _ | | _ |
| Equipment And Other Assets Expense | 7,663 | _ | 2,500 | _ |
| Total General Fund | \$1,089,922 | \$1,276,243 | \$1,321,975 | \$1,131,416 |

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.

VISION STATEMENT

The Electoral Board and Office of the General Registrar envision a community wherein all its citizens understand and are engaged in the selection process for the leaders who will be their voice in City, State, and Federal government.

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 145,306 voter registration transactions in each of FY20 and 21
- To respond to 100% of Freedom of Information Act requests within 5 business days
- To conduct 3 elections in FY21 and 3 elections in FY22

PERFORMANCE MEASURES

| Program/ Subprogram | Department Measure | FY2019 Actual | FY2020 Actual | FY2021 Target | FY2022 Target |
|------------------------|---|------------------|------------------|------------------|------------------|
| 01701 | # of Voter Registration Transactions Processed | 135,055 | 89,581 | 145,306 | 145,306 |
| 01702 | # of Elections Conducted | 2 | 3 | 3 | 3 |

GENERAL FUND PROGRAM BUDGETS

| Program Number | Title | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------|----------------------------|------------------|------------------|-------------------|-------------------|
| 01701 | General Registrar | \$436,149 | \$537,525 | \$1,625,488 | \$1,424,046 |
| 01702 | Electoral Board | 1,145,598 | 1,537,795 | 2,304,880 | 2,447,962 |
| | Total General Fund Program | \$1,581,747 | \$2,075,320 | \$3,930,368 | \$3,872,008 |

SERVICE LEVEL BUDGETS*

| General Fund Services Level Budget | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------------------|------------------|------------------|-------------------|-------------------|
| Administration (SV0801) | \$19,296 | \$16,385 | \$623,801 | \$699,856 |
| City Copy & Print Svcs (SV1001) | 9,205 | 33,833 | _ | - |
| COVID-19 (SV2614) | _ | 10,888 | _ | 19,200 |
| Elections Management (SV0603) | 1,121,573 | 1,492,434 | 2,321,425 | 2,418,021 |
| Financial Management (SV0908) | 39,905 | 40,926 | 41,360 | 43,370 |
| Fleet Management (SV1502) | 2,841 | 2,687 | 2,353 | 3,081 |
| Human Resources Mgmt (SV0806) | 28,277 | 28,204 | 28,505 | 29,886 |
| Mail Services (SV1010) | 20,716 | 39,676 | _ | - |
| Records Management (SV2302) | 20,348 | 22,263 | 22,743 | 23,844 |
| Voter Registration (SV0605) | 316,184 | 385,208 | 890,180 | 634,749 |
| Default (000000) | 3,402 | 2,815 | | |
| Total Service Level Budget | \$1,581,747 | \$2,075,320 | \$3,930,368 | \$3,872,008 |

^{*}See Appendices & Glossary section for detailed service descriptions.

AGENCY FISCAL SUMMARY – GENERAL REGISTRAR*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$899,534 | \$1,078,614 | \$1,013,913 | \$1,036,425 |
| Operating | 682,213 | 996,706 | 2,916,455 | 2,835,583 |
| Total General Fund | \$1,581,747 | \$2,075,320 | \$3,930,368 | \$3,872,008 |
| Total Agency Summary | \$1,581,747 | \$2,075,320 | \$3,930,368 | \$3,872,008 |
| Per Capita | \$6.97 | \$9.15 | \$17.04 | \$16.90 |
| *Total Staffing | 13.30 | 14.96 | 16.96 | 16.96 |

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

PERSONNEL COMPLEMENT/POSITION CONTROL

The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

| | GENERA | AL FUND | Total FTEs |
|--------------------------|-------------|-----------------------|------------|
| Job Title | # of Funded | of Funded # of Frozen | |
| Assistant Registrar | 6.00 | 3.00 | 9.00 |
| Deputy General Registrar | 1.00 | | 1.00 |
| Elections Specialist | 1.98 | 1.32 | 3.30 |
| Elections Supervisor | 1.66 | _ | 1.66 |
| Executive Assistant | 1.00 | _ | 1.00 |
| General Registrar | 1.00 | _ | 1.00 |
| Total FTE Count | 12.64 | 4.32 | 16.96 |
| Total FTE % | 74.5 % | 25.5 % | |

BUDGET HIGHLIGHTS

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

Mayor's Proposed Budget:

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 positions not administratively frozen and rate adjustments for healthcare and retirement in FY2022.

Additionally, this budget includes funding for a State approved 5% pay increase for all eligible, non-sworn, permanent full and part-time positions.

Operating: This budget reflects a decrease in the amount of \$118k in operational funding due to the removal of one-time funded items in the FY21 budget associated with the November 2020 election and the agency's relocation efforts. However, funding has been added, in the amount of \$96,843 to support redistricting efforts in FY22, specifically the printing and mailing of notices to affected voters.

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-time Permanent | \$341,082 | \$426,354 | \$495,798 | \$509,600 |
| Overtime Permanent | 86,552 | 103,985 | 41,017 | 41,017 |
| Holiday Pay Permanent | 14,829 | 15,851 | | _ |
| Vacation Pay Permanent | 23,155 | 13,573 | | _ |
| Sick Leave Permanent | 14,548 | 8,223 | | |
| Compensatory Leave Permanent | 116 | _ | _ | _ |
| Civil Leave Permanent | 83 | _ | _ | _ |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Death Leave Permanent | _ | 657 | _ | _ |
| Part-time Salaries | 114,991 | 147,111 | 131,478 | 138,052 |
| Overtime Part-time | 16,817 | 24,878 | 47,785 | 30,000 |
| Holiday Pay Part-time | 5,963 | 7,139 | _ | _ |
| Vacation Pay Part-time | 8,262 | 15,136 | _ | _ |
| Sick Leave Personal Part-time | 3,330 | 903 | _ | _ |
| Death Leave Part-time | _ | _ | _ | _ |
| Earned HOL Pay-Part-Time | _ | 358 | _ | _ |
| Temporary Employee | 53,112 | 61,563 | 27,055 | 42,055 |
| Overtime Temp | 2,905 | 6,189 | 4,134 | 6,650 |
| Holiday Pay Temporary | 288 | 1,431 | _ | _ |
| FICA | 40,206 | 48,256 | 43,367 | 47,577 |
| Retirement Contribution Rsrs | _ | 67 | _ | _ |
| Medcare FICA | 9,403 | 11,286 | 10,147 | 11,127 |
| Group Life Insurance | 198 | _ | 2,677 | 2,752 |
| Constitutional Off VSRS Ret | 45,623 | 54,083 | 64,057 | 65,840 |
| Health Care Active Employees | 110,249 | 128,005 | 146,397 | 141,755 |
| State Unemployment Ins | 3,402 | 2,815 | _ | _ |
| Health Savings Account (HSA) Expense- Employer | _ | 750 | _ | _ |
| Bonus Pay | 4,420 | _ | _ | _ |
| Operating Services | | | | |
| Contractor Construction Svcs | _ | _ | 15,000 | _ |
| Public Info & Relations Svcs | 15,209 | 20,451 | 28,422 | 23,422 |
| Management Services | 561 | 2,584 | 1,020 | 2,064 |
| Cleaning/Janitorial Services | _ | _ | 57,000 | 61,890 |
| Electrical Repair and Maint Services | _ | 4,762 | _ | _ |
| Equipment Repair & Maint | _ | 1,373 | 1,300 | 34,642 |
| Mechanical Repair & Maint | _ | _ | _ | _ |
| Vehicle Repair and Maint | 1,545 | 612 | 1,687 | 1,700 |
| Printing & Binding - External | 14,226 | 88,629 | 456,807 | 290,275 |
| Moving & Relocation Services | _ | _ | 45,000 | 80,100 |
| Transportation Services | 3,643 | 7,635 | 16,725 | 4,845 |
| Mileage | 1,097 | 1,291 | 2,451 | 2,451 |
| Meals & Per Diem | 2,883 | 3,079 | _ | 8,580 |
| Lodging | 6,460 | 1,446 | _ | 8,710 |
| Property Rental Agreements | _ | _ | 448,891 | 564,938 |
| Residential Property Rental | 42,401 | 53,924 | 7,800 | 7,800 |
| Security/Monitoring Services | 1,437 | 1,162 | 40,816 | 40,816 |
| Contract & Temp Personnel | 177,171 | 270,982 | 957,706 | 957,706 |
| Food & Drink Services | - | | | _ |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------------------|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Other Services | 584 | _ | _ | _ |
| Election Services | 246,128 | 255,983 | 436,505 | 375,170 |
| Office Supplies & Stationary | 14,309 | 34,748 | 71,040 | 52,938 |
| Office/Building Decor | _ | _ | _ | _ |
| Maps | _ | _ | 248 | 248 |
| Janitorial Supplies | _ | 5,310 | 1,000 | 19,200 |
| Books & Reference Material | _ | _ | 74 | 82 |
| Postal Services | 25,337 | 451 | 126,183 | 126,308 |
| Freight | 1,421 | 965 | _ | _ |
| Telecommunications Services | _ | _ | _ | _ |
| Conference/Conventions | 1,025 | 1,888 | _ | 4,784 |
| Membership Dues | 1,867 | 2,001 | 640 | 1,280 |
| Employee Training | 1,875 | 4,474 | 984 | 3,934 |
| Computer Accessories | 1,705 | 578 | _ | _ |
| Equipment (Less Than \$5K) | 3,600 | 23,274 | 26,279 | 5,214 |
| Software License | 62,555 | 100,575 | 67,665 | 62,256 |
| Electrical Service | 4,022 | 3,745 | _ | _ |
| Water & Sewer | 3,846 | 5,144 | _ | _ |
| Natural Gas | 2,205 | 1,186 | _ | _ |
| Warranty Fees | _ | _ | 25,945 | 34,005 |
| Fuel for Dept Owned Vehicles | 886 | 862 | 666 | 888 |
| Monthly Standing Costs | 432 | 493 | 493 | 493 |
| Internal Printing & Duplicating | 13,861 | _ | 42,415 | 41,935 |
| DIT Charges (Billed from DIT Fund) | 29,920 | 73,509 | | _ |
| Equip & Other Assets Exp | _ | 11,105 | 20,000 | |
| Payment to Other Gov Agencies | _ | 12,486 | 15,693 | 16,909 |
| Total General Fund | \$1,581,747 | \$2,075,320 | \$3,930,368 | \$3,872,008 |

The Inspector General's Office strives to detect and prevent fraud, waste, and abuse and to promote economy, efficiency, and effectiveness in the programs and operations of the City of Richmond Government through independent and objective investigations, inspections, and assistance.

VISION STATEMENT

To be a highly effective organization that promotes positive change throughout the City of Richmond Government with a professional and skilled team that strives for continuous improvement.

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

- Conduct inspections and investigations
- Provide professional investigations and inspections that will have positive effects to promote change and policy efficiency
- Provide assistance to all Departments and the citizens of Richmond

PERFORMANCE MEASURES

| Program/ Subprogram | Department Measure | FY2019 Actual | FY2020 Actual | FY2021 Target | FY2022 Target |
|------------------------|---|------------------|------------------|------------------|------------------|
| 01101 | # of cases received | 25 | TBD | 40 | 45 |
| 01101 | # of allegations substantiated and reports issues | 4 | TBD | 20 | 25 |
| 01101 | # of fraud prevention training presentations | 10 | TBD | 10 | 17 |

GENERAL FUND PROGRAM BUDGETS

| Program Number | Title | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------|----------------------------|------------------|------------------|-------------------|-------------------|
| 01101 | Inspector General | \$215,556 | \$535,001 | \$579,728 | \$582,755 |
| | Total General Fund Program | \$215,556 | \$535,001 | \$579,728 | \$582,755 |

SERVICE LEVEL BUDGETS*

| General Fund Services Level Budget | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------------------|------------------|------------------|-------------------|-------------------|
| City Copy & Print Services (SV1001) | \$1,473 | \$69 | \$- | \$- |
| Comp & Classification Admin (SV0803) | | 1 | | _ |
| COVID-19 (SV2614) | | 165 | | _ |
| Investigations (SV2202) | 214,083 | 534,754 | 579,728 | 582,755 |

| General Fund Services Level Budget | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------------------|------------------|------------------|-------------------|-------------------|
| Mail Services (SV1010) | _ | 13 | 1 | - |
| Total Service Level Budget | \$215,556 | \$535,001 | \$579,728 | \$582,755 |

^{*}See Appendices & Glossary section for detailed service descriptions.

AGENCY FISCAL SUMMARY - INSPECTOR GENERAL*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------|------------------|------------------|-------------------|--------------------|
| Personnel Services | \$197,656 | \$475,721 | \$555,136 | \$556,493 |
| Operating | 17,901 | 59,280 | 24,592 | 26,262 |
| Total General Fund | \$215,556 | \$535,001 | \$579,728 | \$582 <i>,</i> 755 |
| Total Agency Summary | \$215,556 | \$535,001 | \$579,728 | \$582,755 |
| Per Capita | \$0.95 | \$2.36 | \$2.51 | \$2.54 |
| *Total Staffing | 4.00 | 4.00 | 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.

PERSONNEL COMPLEMENT/POSITION CONTROL

The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

| | GENERA | AL FUND | Total FTEs |
|-------------------------------------|-------------|-------------|------------|
| Job Title | # of Funded | # of Frozen | TOTAL FIES |
| Inspector General | 1.00 | | 1.00 |
| Internal Audit Manager | 1.00 | | 1.00 |
| Internal Auditor/Investigator | 1.00 | | 1.00 |
| Management Analyst (Council Agency) | 1.00 | | 1.00 |
| Total FTE Count | 4.00 | 0.00 | 4.00 |
| Total FTE % | 100.0 % | – % | |

BUDGET HIGHLIGHTS

City Council Action by Amendments: This agency's budget has been amended to include the following:

The removal of funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent
full and part-time staff. Funding has been reallocated to the city's Non-Departmental budget to fund a 3.25% across
the board pay increase for all city employees (excluding those who qualify for state-supported pay increases) and/or
the class and comp plan.

Mayor's Proposed Budget:

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.

INSPECTOR GENERAL OFFICE

Personnel: This budget includes 100% funding for all positions not administratively frozen and rate adjustments for healthcare and retirement in FY2022.

Additionally, this budget includes funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff beginning in October. The 2018 Gallagher study concluded that there were salary inequities in the lower half of the pay ranges within the City. The City implemented phase one in 2019. This recommendation, phase two, makes another significant step in equalizing pay throughout the City by investing in the current workforce.

Operating: This budget includes a minor increase to their operating.

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-time Permanent | \$138,167 | \$298,350 | \$367,326 | \$367,328 |
| Holiday Pay Permanent | 9,541 | 20,676 | _ | _ |
| Vacation Pay Permanent | 7,783 | 8,414 | _ | _ |
| Sick Leave Permanent | 7,899 | 3,954 | - | _ |
| FICA | 9,699 | 20,394 | 22,774 | 22,774 |
| Retirement Contribution RSRS | 11,848 | 98,317 | 137,409 | 138,018 |
| Medcare FICA | 2,268 | 4,769 | 5,326 | 5,326 |
| Group Life Insurance | 2,027 | 3,686 | 4,855 | 4,922 |
| Health Care Active Employees | 8,422 | 11,747 | 17,446 | 18,124 |
| Classification and Compensation Study | - | _ | - | _ |
| Bonus Pay | - | 5,414 | - | _ |
| Operating Services | | | | |
| Public Info & Relations Svcs | _ | 69 | - | _ |
| Management Services | 562 | 27 | 6,000 | 6,300 |
| Mileage | - | 112 | 1,000 | 1,150 |
| Security/Monitoring Services | 2,830 | 3,011 | 2,917 | 3,200 |
| Moving and Relocation Services | _ | 5,000 | - | - |
| Food & Drink Services | - | 64 | - | _ |
| Office Supplies And Stationary | 2,067 | 5,587 | 1,575 | 1,767 |
| Books and Reference Materials | _ | _ | 450 | 300 |
| Postal Services | 16 | _ | 200 | 200 |
| Conference/Conventions | 1,541 | 1,056 | - | 5,000 |
| Membership Dues | 430 | 1,029 | 750 | 860 |
| Employee Training | 5,124 | 9,856 | 5,000 | _ |
| Software | _ | 33,389 | 5,000 | 6,000 |
| Computer Accessories | 612 | | | |
| Equipment (Less Than \$5K) | 3,160 | | 1,200 | 685 |
| License & Permits (Other Than Software) | 85 | | 500 | 800 |
| DIT Charges (Billed from DIT Fund) | 1,473 | 81 | | |
| Total General Fund | \$215,556 | \$535,001 | \$579,728 | \$582,755 |

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; and,
- 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 | FY2019 Actual | FY2020 Actual | FY2021 Target | FY2022 Target |
|------------------------|---------------------------------------|------------------|------------------|------------------|------------------|
| 08501 | Increase citizen Satisfaction Rate | 5% Increase | 5% Increase | 5% Increase | 5% Increase |
| 08501 | Increase Bond Rating to AAA | AA+ | AA+ | AAA | AAA |

GENERAL FUND PROGRAM BUDGETS

| Program Number | Title | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------|-------------------------------|------------------|------------------|-------------------|-------------------|
| 08501 | Mayor's Office | \$1,166,739 | \$1,093,961 | \$1,175,676 | \$1,004,105 |
| 08502 | Office of the Press Secretary | - | - | - | 139,364 |
| | Total General Fund Program | \$1,166,739 | \$1,093,961 | \$1,175,676 | \$1,143,469 |

SERVICE LEVEL BUDGETS*

| General Fund Services Level Budget | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|------------------|------------------|-------------------|-------------------|
| Administration (SV0801) | \$1,000,918 | \$949,023 | \$998,631 | \$899,408 |
| City Copy & Print Services (SV1001) | 944 | 599 | _ | _ |
| Community Outreach (SV2101) | 32,583 | 36,058 | 43,654 | 44,189 |
| Comp & Classification Admin (SV0803) | _ | _ | _ | _ |
| Customer Service (SV0302) | 88,460 | 69,548 | 80,661 | 74,158 |
| Financial Management (SV0908) | _ | _ | _ | 13,436 |
| Fleet Management (SV1502) | _ | 16 | _ | _ |
| Legislative Services (SV0604) | 33,894 | 38,534 | 52,731 | 53,533 |
| Mail Services (SV1010) | 113 | 139 | _ | _ |
| Public Relations (SV2104) | _ | _ | _ | 29,373 |
| Public Info & Media Relations (SV2103) | _ | _ | _ | 29,373 |
| Default (000000) | 9,828 | 44 | _ | _ |
| Total Service Level Budget | \$1,166,739 | \$1,093,961 | \$1,175,676 | \$1,143,469 |

^{*}See Appendices & Glossary section for detailed service descriptions.

AGENCY FISCAL SUMMARY - MAYOR'S OFFICE*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$1,085,828 | \$1,055,010 | \$1,140,610 | \$1,103,403 |
| Operating | 80,911 | 38,951 | 35,066 | 40,066 |
| Total General Fund | \$1,166,739 | \$1,093,961 | \$1,175,676 | \$1,143,469 |
| Special Fund | 114,525 | 85,481 | | |
| Total Agency Summary | \$1,281,264 | \$1,179,442 | \$1,175,676 | \$1,143,469 |
| Per Capita | 5.65 | 5.20 | 5.10 | 4.99 |
| *Total Staffing | 10.00 | 10.00 | 9.00 | 9.00 |

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

PERSONNEL COMPLEMENT/POSITION CONTROL

The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

| | GENERA | Total FTEs | |
|-------------------------------|-------------|-----------------------|------|
| Job Title | # of Funded | of Funded # of Frozen | |
| Chief of Staff | 1.00 | _ | 1.00 |
| Executive Assistant | 2.00 | | 2.00 |
| Executive Assistant, Senior | 1.00 | | 1.00 |
| Mayor | 1.00 | | 1.00 |
| Press Secretary | 1.00 | | 1.00 |
| Senior Assistant to the Mayor | 1.00 | | 1.00 |
| Senior Policy Advisor | _ | 1.00 | 1.00 |
| Staff Assistant to Mayor/CAO | 1.00 | | 1.00 |
| Total FTE Count | 8.00 | 1.00 | 9.00 |
| Total FTE % | 88.9 % | 11.1 % | |

BUDGET HIGHLIGHTS

City Council Action by Amendments: This agency's budget has been amended to include the following:

• The removal of funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff. Funding has been reallocated to the city's Non-Departmental budget to fund a 3.25% across the board pay increase for all city employees (excluding those who qualify for state-supported pay increases) and/or the class and comp plan.

Mayor's Proposed Budget:

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 positions not administratively frozen and rate adjustments for healthcare and retirement in FY2022. For FY 22, the position of the Press Secretary is being moved into the Mayor's office and a new cost center for this position is created. Additionally, a senior manager position has been transferred to the Human Services Department to lead the newly created Office of Equity and Inclusion. The result is a net neutral position gain for the Mayor's office in FY 22.

Additionally, this budget includes funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff beginning in October. The 2018 Gallagher study concluded that there were salary inequities in the lower half of the pay ranges within the City. The City implemented phase one in 2019. This recommendation, phase two, makes another significant step in equalizing pay throughout the City by investing in the current workforce.

Operating: This budget reflects a \$5,000 increase associated with the new Office of the Press Secretary Cost Center. There are no other major operating changes.

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---------------------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-time Permanent | \$630,875 | \$648,475 | \$744,456 | \$724,880 |
| Overtime Permanent | 8,521 | 7,369 | _ | _ |
| Holiday Pay Permanent | 35,762 | 41,826 | _ | _ |
| Vacation Pay Permanent | 24,991 | 18,820 | _ | _ |
| Sick Leave Permanent | 3,416 | 2,151 | _ | _ |
| Death Leave Permanent | 692 | 960 | _ | |
| Part-time Salaries | 923 | _ | _ | |
| Vacation Pay Part Time | 4,021 | _ | _ | _ |
| Temporary Employee | 52,949 | 13,186 | _ | _ |
| Overtime Temp | 585 | 890 | _ | _ |
| Holiday Pay Temporary | 1,901 | 295 | _ | _ |
| Sick Leave Temporary | 77 | 10 | _ | _ |
| FICA | 44,937 | 43,246 | 46,156 | 44,943 |
| Retirement Contribution RSRS | 164,041 | 183,629 | 250,911 | 251,039 |
| Medicare FICA | 10,834 | 10,415 | 10,795 | 10,511 |
| Group Life Insurance | 8,603 | 8,537 | 9,575 | 9,713 |
| Health Care Active Employees | 80,809 | 72,907 | 78,717 | 62,318 |
| State Unemployment Ins | 9,828 | 44 | _ | _ |
| Health Savings Account | 2,063 | 2,250 | _ | _ |
| Classification and Compensation Study | _ | _ | _ | _ |
| Operating Services | | | | |
| Public Info & Relations Svcs | 3,000 | 465 | 4,000 | 6,500 |
| Information & Research Svcs | _ | 38 | 7,724 | 10,224 |
| Management Services | _ | | 1,750 | 1,750 |
| Education & Training Services | 2,038 | 1,000 | _ | _ |
| Transportation Services | _ | 41 | _ | |
| Contract & Temp Personnel | 10,865 | | 682 | 682 |
| Food & Drinks | 1,433 | 9,813 | _ | _ |
| Office Supplies & Stationary | 13,797 | 3,108 | 3,280 | 3,280 |
| Cable | 419 | _ | _ | _ |
| Postal Services | 144 | | 500 | 500 |
| Conference/Conventions | 42,054 | 6,370 | _ | _ |
| Magazine/Newspaper Subscript | 478 | 2,562 | 1,144 | 1,144 |
| Membership Dues | _ | 14,817 | 9,252 | 9,252 |
| Employee Training | _ | _ | 125 | 125 |
| Software | _ | | 2,000 | 2,000 |
| Internal Printing & Duplicating | 206 | _ | _ | _ |
| DIT Charges (Billed from DIT Fund) | 1,057 | 738 | _ | _ |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Equip & Other Assets Exp | 5,419 | _ | 4,609 | 4,609 |
| Total General Fund | \$1,166,739 | \$1,093,961 | \$1,175,676 | \$1,143,469 |

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.

VISION STATEMENT

To promote Richmond, the City government, and its initiatives; and to proactively keep residents and the public informed and aware of important city information impacting the lives of those who live in, work in, or visit Richmond.

DEPARTMENT OVERVIEW

In an ongoing attempt to keep residents informed of municipal operations, the Office produces a wide variety of communication materials that include a newly launched website (2020), 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

- Continue to implement the established vision for the growth of the City (e.g., Richmond 300, Vision 2020, etc.)
- Ensure that all individuals, including the most disadvantaged, have access to and use of information and communication technologies
- Continue to support all residents; including the elderly, disabled, and other vulnerable populations
- Promote a healthier community through programs, education, and outreach
- · Enhance citywide emergency management (coordination, mitigation, planning, response, and recovery)
- Provide services in an easy, accessible, consistent and timely way
- Improve the internal and external communication of City operations and build a transparent government for City employees and citizens
- Increase the use and effectiveness of technology to increase transparency and timeliness of information

PERFORMANCE MEASURES

| Program/ Subprogram | Department Measure | FY2019 Actual | FY2020 Actual | FY2021 Target | FY2022 Target |
|------------------------|--|-------------------------------------|-------------------------------------|-------------------------------------|------------------|
| | # of Programs produced on Channel 17 annually | 90 | 90 | 100 | NA |
| | # of Followers, Fans, or Subscribers to the City's Social Media Websites | 67,000 Twitter/3,850 Facebook | 67,000 Twitter/3,850 Facebook | 70,000 Twitter/5,500 Facebook | NA |
| 03701 | % OF FOIA requests responded to within mandatory time frames prescribed by State law | 100% | 100% | 100% | NA |
| | % of Media Inquiries within 24 hours | 98% | 99% | 100% | NA |

GENERAL FUND PROGRAM BUDGETS

| Programs Number | Title | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------|--|------------------|------------------|-------------------|-------------------|
| 03701 | Press Secretary, Communications, Media Relations and Marketing | \$484,119 | \$628,316 | \$512,851 | \$— |
| | Total General Fund Program | \$484,119 | \$628,316 | \$512,851 | \$— |

SERVICE LEVEL BUDGETS*

| General Fund Services Level Budget | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Administration (SV0801) | \$65,612 | \$68,152 | \$75,709 | \$- |
| City Copy & Print Services (SV1001) | 227 | 996 | | |
| Electronic Media Oversight & Tech (SV2102) | 61,845 | 66,983 | 72,135 | |
| Financial Management (SV0908) | 74,096 | 76,966 | 100,772 | |
| Mail Services (SV1010) | 14 | 1 | | |
| Mayor's Youth Academy (SV1202) | 6,265 | 13,113 | | _ |
| Public Info and Community Outreach (SV2100) | _ | 159,500 | | _ |
| Public Info and Media Relations (SV2103) | 125,759 | 106,718 | 117,153 | |
| Public Relations (SV2104) | 150,052 | 136,138 | 147,082 | |
| Default (000000) | 250 | (250) | | |
| Total Service Level Budget | \$484,119 | \$628,316 | \$512,851 | \$— |

^{*}See Appendices & Glossary section for detailed service descriptions.

AGENCY FISCAL SUMMARY - PRESS SECRETARY'S OFFICE*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$435,178 | \$437,445 | \$457,330 | \$— |
| Operating | 48,941 | 190,871 | 55,521 | 1 |
| Total General Fund | \$484,119 | \$628,316 | \$512,851 | \$— |
| Special Fund | 735,512 | (27,225) | 150,000 | |
| Total Agency Summary | \$1,219,631 | \$601,091 | \$662,851 | \$— |
| Per Capita | \$5.37 | \$2.65 | \$2.87 | \$0.00 |
| *Total Staffing | 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 agency's budget was not amended by City Council.

Mayor's Proposed Budget:

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 Office of the Press Secretary is proposed to be split and relocated in FY2022. Two new programs/cost centers have been established; one within the Office of the Mayor and one within Department of Citizen Service and Response to house the formally known Office of the Press Secretary. For agency overview and detail, see the two individual department's budget pages.

Funds previously allocated to the Office of the Press Secretary have been reallocated to support the newly created Office of Engagement and relocated Office of the Press Secretary.

The Press Secretary FTE and funding was moved under the Office of the Mayor. In operating funds, \$5,000 was also moved to the Office of the Mayor.

All other FTEs associated with the Press Secretary's Office were moved into the new Office of Engagement under the Department of Citizen Service and Response. Operating funds of \$43,225 was also moved into this newly created office.

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-time Permanent | \$305,588 | \$315,978 | \$367,754 | \$— |
| Overtime Permanent | 1,721 | 5,200 | _ | _ |
| Holiday Pay Permanent | 18,363 | 18,256 | _ | _ |
| Vacation Pay Permanent | 10,893 | 3,492 | _ | _ |
| Sick Leave Permanent | 4,484 | 2,105 | _ | _ |
| Death Leave Permanent | _ | 185 | _ | _ |
| FMLA Paid Parental Bonding | 1,077 | _ | _ | _ |
| Temporary Employee | 7,557 | 11,664 | _ | |
| Overtime Temporary | 42 | 417 | - | |
| Holiday Pay Temporary | 320 | 100 | - | |
| FICA | 20,885 | 21,611 | 22,801 | |
| Retirement Contribution RSRS | 17,015 | 17,001 | 18,388 | |
| Medcare FICA | 4,884 | 5,054 | 5,332 | _ |
| Group Life Insurance | 3,620 | 2,997 | 3,296 | _ |
| Health Care Active Employees | 37,978 | 31,761 | 39,759 | _ |
| Health Savings Account (HSA) Expense- Employer | 750 | 1,625 | | |
| Operating Services | | | | |
| Public Info & Relations Svcs | 24,708 | 22,727 | 21,636 | |
| Photographic Services | 1,936 | _ | 2,500 | |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Information & Research Svcs | 487 | 32 | 8,000 | _ |
| Equipment Repair & Maint | 1,248 | _ | 5,277 | _ |
| Contract & Temp Personnel | _ | _ | 1,701 | _ |
| Food & Drinks | 708 | 472 | _ | _ |
| Office Supplies & Stationary | 2,296 | 1,269 | 742 | _ |
| Advertising Supplies | 4,043 | 1,788 | 4,188 | _ |
| Cable | 234 | 212 | 241 | _ |
| Postal Services | 25 | 157 | 50 | _ |
| Conference/Conventions | 8,854 | 2,460 | _ | _ |
| Magazine/Newspaper Subscri | 610 | 477 | 624 | _ |
| Membership Dues | _ | _ | 270 | _ |
| Employee Training | 3,552 | 249 | 241 | _ |
| Computer Accessories | _ | 532 | _ | _ |
| License & Permits (Other Than Software) | _ | _ | 5,128 | _ |
| Internal Printing & Duplicating | _ | _ | 4,923 | _ |
| DIT Charges (Billed from DIT Fund) | 240 | 997 | _ | _ |
| Equipment And Other Assets Expense | _ | 159,500 | _ | _ |
| Total General Fund | \$484,119 | \$628,316 | \$512,851 | \$— |

EXPENDITURES BY AGENCY

JUDICIAL

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.

VISION STATEMENT

To protect the public by preparing court-involved youth to be successful citizens. We strive in all work to meet the needs of our youth and staff in the areas of safety, connection, purpose, and fairness.

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 | FY2019 Actual | FY2020 Actual | FY2021 Target | FY2022 Target |
|------------------------|--|------------------|------------------|------------------|------------------|
| (| # of Total Intake Complaints (includes juvenile delinquency & domestic relations, see footnote*) | 5,105 | 4,102 | 5,666 | 4,500 |
| | # of Person Felony Complaints (see footnote**) | 139 | 292 | 143 | 325 |

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

GENERAL FUND PROGRAM BUDGETS

| Program Number | Description | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-------------------|----------------------------|------------------|------------------|-------------------|-------------------|
| 05501 | Probation Services (CSU) | \$210,023 | \$207,900 | \$222,352 | \$242,134 |
| | Total General Fund Program | \$210,023 | \$207,900 | \$222,352 | \$242,134 |

^{*}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.

SERVICE LEVEL BUDGETS*

| General Fund Services Level Budget | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------------------|------------------|------------------|-------------------|-------------------|
| Case Management (SV2403) | \$41,083 | \$43,751 | \$50,794 | \$51,043 |
| Court Services (SV1302) | _ | _ | 16,755 | 21,781 |
| Facilities Management (SV2006) | 43,617 | 32,844 | 35,548 | 37,632 |
| Fleet Management (SV1502) | 27,663 | 51,990 | 7,954 | 38,937 |
| Probation Services (SV1304) | 55,303 | 40,749 | 58,470 | 39,632 |
| Youth Services (SV2424) | 41,098 | 43,745 | 52,832 | 53,110 |
| Default (000000) | 1,259 | (5,178) | | |
| Total Service Level Budget | \$210,023 | \$207,900 | \$222,352 | \$242,134 |

^{*}See Appendices & Glossary section for detailed service descriptions.

AGENCY FISCAL SUMMARY - 13th DISTRICT COURT SERVICES UNIT*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$82,161 | \$87,496 | \$101,586 | \$102,085 |
| Operating | 127,862 | 120,404 | 120,766 | 140,049 |
| Total General Fund | \$210,023 | \$207,900 | \$222,352 | \$242,134 |
| Total Agency Summary | \$210,023 | \$207,900 | \$222,352 | \$242,134 |
| Per Capita | \$0.93 | \$0.92 | \$0.96 | \$1.06 |
| *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.

PERSONNEL COMPLEMENT/POSITION CONTROL

The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

| | GENERA | Total FTEs | |
|-------------------------------|-------------|-------------|------------|
| Job Title | # of Funded | # of Frozen | TOTAL FIES |
| Management Analyst, Associate | 1.00 | _ | 1.00 |
| Total FTE Count | 1.00 | 0.00 | 1.00 |
| Total FTE % | 100.0 % | – % | |

BUDGET HIGHLIGHTS

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

Mayor's Proposed Budget:

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 positions not administratively frozen and rate adjustments for healthcare and retirement in FY2022.

Operating: This budget reflects a modest increase of \$19k associated with increased property rental and security costs for South Side Plaza location as well as additional funding for fleet costs.

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-time Permanent | \$38,228 | \$41,773 | \$48,039 | \$48,048 |
| Overtime Permanent | _ | 208 | _ | _ |
| Holiday Pay Permanent | 2,547 | 2,586 | _ | _ |
| Vacation Pay Permanent | 4,114 | 3,493 | _ | _ |
| Sick Leave Permanent | 1,768 | 462 | _ | _ |
| FICA | 2,802 | 2,917 | 2,978 | 2,979 |
| Retirement Contribution RSRS | 23,382 | 26,284 | 40,501 | 40,716 |
| Medcare FICA | 655 | 682 | 697 | 697 |
| Group Life Insurance | 241 | 249 | 259 | 259 |
| Health Care Active Employees | 8,422 | 8,842 | 9,112 | 9,386 |
| Operating Services | | | | |
| Cleaning/Janitorial Services | 232 | _ | _ | 232 |
| Electrical Repair & Maint Services | | _ | _ | _ |
| Equipment Repair & Maint | 1,156 | 2,004 | 1,100 | 2,600 |
| Vehicle Repair & Maint | 10,038 | 17,507 | 8,755 | 8,400 |
| Transportation Services | | _ | 800 | _ |
| Property Rental Agreements | 32,145 | 35 <i>,</i> 779 | 35,548 | 37,632 |
| Security/Monitoring Services | 11,163 | _ | 10,925 | 21,696 |
| Contract & Temp Personnel | 35,263 | 26,983 | 28,607 | 19,200 |
| Food & Drinks Svcs | 2,026 | 1,386 | _ | 1,000 |
| Office Supplies & Stationary | 8,085 | 7,536 | 2,039 | 3,567 |
| Office/Building Decor | 475 | 1,505 | _ | _ |
| Psychiatric Test Therapy Supp | | 56 | 400 | 400 |
| Conference / Conventions | _ | _ | _ | 500 |
| Membership Dues | 20 | 20 | | 200 |
| Employee Training | 617 | _ | 553 | _ |
| Equipment (Less Than \$5K) | 4,467 | | _ | 5,000 |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------------|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Electric Service | | | 5,745 | _ |
| Refuse & Recycling Expenses | | | 85 | 85 |
| Carwash | 956 | | | 400 |
| Fuel for Dept Owned Vehicles | 3,258 | 2,256 | 3,842 | 5,123 |
| Monthly Standing Costs | 6,413 | 6,712 | 6,413 | 6,413 |
| Auto Expenses Charged by Fleet | 7,954 | 18,659 | 7,954 | 19,001 |
| Equip & Other Assets Exp | 3,594 | | 8,000 | 8,600 |
| Total General Fund | \$210,023 | \$207,900 | \$222,352 | \$242,134 |

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 the 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.

VISION STATEMENT

The Richmond Circuit Court Clerk's office will be fair and impartial. Our vision is to treat court users with dignity, courtesy, and respect. We will provide accessible services to the community and court users and seek to resolve matters efficiently while providing quality service. We will seek to employ innovative practices and procedures to serve the community and court users better and strive to maintain an adequate and safe courthouse.

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 | FY2019 Actual | FY2020 Actual | FY2021 Target | FY2022 Target |
|------------------------|---------------------|------------------|------------------|------------------|------------------|
| 01302 # of Civil Cas | # of Civil Cases | 5,743 | 4,796 | TBD | TBD |
| 01302 | # of Criminal Cases | 4,836 | 3,824 | TBD | TBD |

GENERAL FUND PROGRAM BUDGETS

| Program Number | Title | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------|----------------------------|------------------|------------------|-------------------|-------------------|
| 01302 | Judiciary-Circuit Ct. | \$3,769,349 | \$3,917,378 | \$4,034,893 | \$4,045,029 |
| | Total General Fund Program | \$3,769,349 | \$3,917,378 | \$4,034,893 | \$4,045,029 |

SERVICE LEVEL BUDGETS*

| General Fund Services Level Budget | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-------------------------------------|------------------|------------------|-------------------|-------------------|
| Administration (SV0801) | \$171,428 | \$183,570 | \$186,204 | \$178,895 |
| City Copy & Print Services (SV1001) | 1,803 | 3,800 | 5,500 | _ |
| Clerk of Court (SV1306) | 2,505,269 | 2,606,591 | 2,708,238 | 2,764,797 |
| Court Services (SV1302) | 918,421 | 945,860 | 957,557 | 915,348 |
| COVID-19 (SV2614) | _ | 2,019 | | |
| Financial Management (SV0908) | 167,365 | 175,849 | 177,394 | 185,989 |
| Legal Counsel (SV1601) | 5,355 | | | |
| Mail Services (SV1010) | 293 | 247 | | |
| Default (000000) | (583) | (558) | - | |
| Total Service Level Budget | \$3,769,349 | \$3,917,378 | \$4,034,893 | \$4,045,029 |

^{*}See Appendices & Glossary section for detailed service descriptions.

AGENCY FISCAL SUMMARY - CIRCUIT COURT*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$3,576,226 | \$3,756,100 | \$3,817,439 | \$3,812,449 |
| Operating | 193,124 | 161,279 | 217,454 | 232,580 |
| Total General Fund | \$3,769,349 | \$3,917,378 | \$4,034,893 | \$4,045,029 |
| Special Fund | 204,491 | 260,948 | 465,000 | 640,000 |
| Total Agency Summary | \$3,973,840 | \$4,178,326 | \$4,499,893 | \$4,685,029 |
| Per Capita | \$17.51 | \$18.41 | \$19.50 | \$20.45 |
| *Total Staffing | 55.00 | 55.00 | 54.00 | 54.00 |

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

PERSONNEL COMPLEMENT/POSITION CONTROL

The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

| | GENERA | Total FTEs | | |
|--|-------------|-------------|-----------|--|
| Job Title | # of Funded | # of Frozen | TotalFILS | |
| Administrative Assistant-Circuit Court | 1.00 | | 1.00 | |
| Assistant Chief Deputy Clerk-Circuit Court | 1.00 | _ | 1.00 | |
| Chief Deputy Clerk-Circuit Court | 1.00 | _ | 1.00 | |
| Clerk-Circuit Court | 1.00 | _ | 1.00 | |
| Court Assistant | 1.00 | 1.00 | 2.00 | |
| Deputy ClerkCircuit Court | 33.00 | 2.00 | 35.00 | |
| Deputy ClerkCircuit Court Supervisor | 4.00 | _ | 4.00 | |
| Law Clerk-Courts | 2.00 | _ | 2.00 | |
| Secretary to Circuit Court Judges | 7.00 | _ | 7.00 | |
| Total FTE Count | 51.00 | 3.00 | 54.00 | |
| Total FTE % | 94.4 % | 5.6 % | | |

BUDGET HIGHLIGHTS

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

Mayor's Proposed Budget:

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 positions not administratively frozen and rate adjustments for healthcare in FY2022.

Additionally, this budget includes funding for a State approved 5% pay increase for all eligible, non-sworn, permanent full and part-time positions.

This budget also reflects an increase in funding for temporary personnel of \$5,000.

Operating: This budget includes an increase of \$34,300 for the replacement of jury chairs in 7 court rooms. Other minor operating reductions are also reflected.

| | EV3010 | EV2020 | EV2024 | EV2022 |
|------------------------|------------------|------------------|-------------------|-------------------|
| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
| Personnel Services | | | | |
| Full-time Permanent | \$2,153,980 | \$2,291,820 | \$2,525,623 | \$2,517,091 |
| Holiday Pay Permanent | 141,348 | 135,986 | _ | _ |
| Vacation Pay Permanent | 121,160 | 94,392 | _ | _ |
| Sick Leave Permanent | _ | 728 | _ | _ |
| Part-time Salaries | 200,995 | 199,406 | 224,199 | 236,507 |
| Holiday Pay Part-time | 11,831 | 10,911 | _ | _ |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Temporary Employee | 2,515 | 18,630 | 5,000 | 10,000 |
| Holiday Pay Temporary | _ | 306 | _ | _ |
| FICA | 154,620 | 162,086 | 170,799 | 171,488 |
| Medcare FICA | 36,339 | 38,043 | 39,945 | 39,927 |
| Group Life Insurance | 17,382 | 17,391 | 18,857 | 18,607 |
| Constitutional Off VSRS Ret | 282,670 | 297,375 | 326,311 | 325,208 |
| Health Care Active Employees | 452,636 | 487,526 | 506,706 | 493,620 |
| Health Savings Account Expense | 750 | 1,500 | _ | _ |
| Operating Services | | | | |
| Auditing Services - External | _ | 2,887 | 3,000 | 3,000 |
| Professional Painting Services | _ | 4,930 | 4,000 | 750 |
| Information & Research Svcs | 3,545 | 2,832 | 10,000 | 5,000 |
| Management Services | 1,239 | 956 | 4,000 | 2,000 |
| Electrical Repair and Maint Svcs | _ | _ | 3,500 | 750 |
| Equipment Repair & Maint | 9,530 | 177 | 5,674 | 5,600 |
| Moving & Relocation Services | 1,051 | _ | 2,500 | 3,000 |
| Transportation Services | 3,431 | 3,894 | 6,550 | 3,500 |
| Meals and Per Diem | 369 | _ | _ | _ |
| Lodging | 441 | _ | _ | _ |
| Equipment Rental | 4,151 | 4,170 | 4,550 | 5,000 |
| Security/Monitoring Services | _ | 173 | _ | _ |
| Food & Drinks | 4,654 | 3,684 | _ | 2,500 |
| Jury Fees | 71,482 | 53,687 | 87,330 | 77,330 |
| Office Supplies & Stationary | 13,843 | 14,779 | 6,125 | 15,500 |
| Employee Appreciation Events And Awards | 708 | 282 | _ | _ |
| Books & Reference Material | 25,955 | 23,780 | 23,400 | 25,000 |
| Paint & Paint Supplies | 48 | _ | _ | _ |
| Postal Services | 23,025 | 18,467 | 24,000 | 22,000 |
| Conference/Conventions | 510 | 1,134 | _ | 1,000 |
| Membership Dues | _ | 555 | 750 | 600 |
| Employee Training | 1,047 | 450 | 375 | 500 |
| Software | 173 | 180 | 200 | 250 |
| Appliances | 400 | _ | _ | _ |
| Equipment (Less Than \$5,000) | 612 | 7,342 | 6,500 | 6,500 |
| Electric Service | 901 | | | _ |
| Paper Products | _ | 230 | _ | _ |
| Internal Printing & Duplicating | 1,386 | | 5,500 | _ |
| DIT Charges (Billed from DIT Fund) | 7,450 | 4,048 | | 3,500 |
| Equip & Other Assets Exp | 17,172 | 12,610 | 19,500 | 49,300 |
| Total General Fund | \$3,752,178 | \$3,904,738 | \$4,015,393 | \$3,995,729 |

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 the law and the administration of justice.

VISION STATEMENT

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 OVERVIEW

The general district court decides civil cases in which the amount in question does not exceed \$25,000. Civil Cases vary from suits for damages sustained in automobile accidents to suits by creditors to receive payment on past due debts. In Virginia, claims for \$4,500 or less can be initiated only in general district courts. a separate small claims division has jurisdiction over civil actions when the amount claimed does not exceed \$5,000.

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 | FY2019 Actual | FY2020 Actual | FY2021 Target | FY2022 Target |
|------------------------|---|------------------|------------------|------------------|------------------|
| | # of transactions handled | 65,075 | 55,477 | 60,000 | 65,000 |
| 01307 | # of citizens with civil commitments to hospital or outpatient treatment services | 3,840 | 3,010 | 3,500 | 3,500 |
| | # Public Served | 65,075 | 58,487 | 63,500 | 68,500 |
| | % of compliance with APA/ Clerk Audit | 100% | 100% | 100% | 100% |

GENERAL FUND PROGRAM BUDGETS

| Program Number | Title | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------|----------------------------|------------------|------------------|-------------------|-------------------|
| 01307 | Judiciary - Civil Division | \$48,975 | \$20,364 | \$69,600 | \$56,200 |
| | Total General Fund Program | \$48,975 | \$20,364 | \$69,600 | \$56,200 |

SERVICE LEVEL BUDGETS*

| General Fund Services Level Budget | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------------------|------------------|------------------|-------------------|-------------------|
| Court Services (SV1302) | \$49,273 | \$20,749 | \$63,300 | \$56,200 |
| Financial Management (SV0908) | _ | | 6,300 | _ |
| Default (000000) | (298) | (385) | | _ |
| Total Service Level Budget | \$48,975 | \$20,364 | \$69,600 | \$56,200 |

^{*}See Appendices & Glossary section for detailed service descriptions.

AGENCY FISCAL SUMMARY - JUDICIARY - CIVIL COURT*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------|------------------|------------------|-------------------|-------------------|
| Operating | \$48,975 | \$20,364 | \$69,600 | \$56,200 |
| Total General Fund | 48,975 | 20,364 | 69,600 | 56,200 |
| Total Agency Summary | \$48,975 | \$20,364 | \$69,600 | \$56,200 |
| Per Capita | \$0.22 | \$0.09 | \$0.30 | \$0.25 |
| *Total Staffing | _ | _ | _ | _ |

^{*}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.

Mayor's Proposed Budget:

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 of \$13,400 due to several discretionary accounts having historically low expenditures.

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------------|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Security/Monitoring Services | 4,073 | 4,234 | 4,800 | 5,000 |
| Food & Drinks Svcs | 926 | 1,024 | | 1,200 |
| Laundry & Dry Cleaning Svcs | | | 2,000 | 1,000 |
| Office Supplies & Stationary | 1,935 | 3,573 | 1,855 | 4,300 |
| Books & Reference Material | 6,647 | 2,708 | 6,300 | 7,000 |
| Postal Services | 5,688 | 5,688 | 5,800 | 6,000 |
| Magazine/Newspaper Subscri | 389 | 389 | 320 | 400 |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------------|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Membership Dues | 350 | 380 | 500 | 1,000 |
| Employee Training | 703 | | 1,025 | 1,300 |
| Equipment (Less Than \$5K) | 7,726 | 2,369 | 18,000 | 9,000 |
| Equip & Other Assets Exp | 20,538 | | 29,000 | 20,000 |
| Total General Fund | \$48,975 | \$20,364 | \$69,600 | \$56,200 |

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.

VISION STATEMENT

To continue providing services in a fair, accessible, and responsive manner to the citizens of the City of Richmond and the Commonwealth of Virginia in accordance with the statutes that govern actions of the General District Court.

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 | FY2019 Actual | FY2020 Actual | FY2021 Target | FY2022 Target |
|------------------------|--|------------------|------------------|------------------|------------------|
| 01304 | # of transactions handled | 53,000 | 53,000 | 60,000 | 60,000 |
| 01305 | % of compliance with APA/ Clerk Audit | 100% | 100% | 100% | 100% |

GENERAL FUND PROGRAM BUDGET

| Program Number | Title | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------|---------------------------------|------------------|------------------|-------------------|-------------------|
| 01304 | Judiciary - Criminal Division | \$58,808 | \$70,291 | \$79,781 | \$73,780 |
| 01305 | Judiciary - Manchester Division | _ | _ | | _ |
| | Total General Fund Program | \$58,808 | \$70,291 | \$79,781 | \$73,780 |

SERVICE LEVEL BUDGETS*

| General Fund Services Level Budget | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------------------|------------------|------------------|-------------------|-------------------|
| Court Services (SV1302) | \$58,832 | \$67,388 | \$79,781 | \$73,780 |
| COVID-19 (SV2614) | _ | 2,630 | | |
| Special Magistrate (SV1305) | _ | 660 | _ | - |
| Default (000000) | (23) | (388) | _ | - |
| Total Service Level Budget | \$58,808 | \$70,291 | \$79,781 | \$73,780 |

^{*}See Appendices & Glossary section for detailed service descriptions.

AGENCY FISCAL SUMMARY - JUDICIARY - CRIMINAL/MANCHESTER*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------|------------------|------------------|-------------------|-------------------|
| Operating | \$58,808 | \$70,291 | \$79,781 | \$73,780 |
| Total General Fund | \$58,808 | \$70,291 | \$79,781 | \$73,780 |
| Special Fund | 286,445 | 4,913 | 150,000 | 150,000 |
| Total Agency Summary | \$345,253 | \$75,204 | \$229,781 | \$223,780 |
| Per Capita | \$1.52 | \$0.33 | \$1.00 | \$0.98 |
| *Total Staffing | _ | _ | _ | _ |

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

BUDGET HIGHLIGHTS

<u>City Council Action by Amendments:</u> This agency's budget was not amended by City Council.

Mayor's Proposed Budget:

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 as a result of historical spending related to public defender expenditures.

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------------|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Information & Research Svcs | \$49,293 | \$58,262 | \$66,592 | \$58,230 |
| Equipment Rental | 893 | 1,788 | 1,900 | 1,800 |
| Security/Monitoring Services | 2,948 | 2,725 | 4,850 | 4,700 |
| Food & Drink Services | (13) | 26 | | |
| Laundry & Dry Cleaning Svcs | | | | |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------------|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Office Supplies & Stationary | 1,553 | 1,169 | 875 | 2,000 |
| Books & Reference Material | 688 | 511 | 1,350 | 1,350 |
| Recreational Supplies | 410 | 396 | 1,050 | 1,050 |
| Membership Dues | 885 | 225 | 327 | 650 |
| Employee Training | 600 | 1,873 | 837 | 2,000 |
| Equip & Other Assets Exp | 1,551 | 3,316 | 2,000 | 2,000 |
| Total General Fund | \$58,808 | \$70,291 | \$79,781 | \$73,780 |

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.

VISION STATEMENT

To ensure quality court services, stronger youth and families, and a safer community.

DEPARTMENT OVERVIEW

The Juvenile Domestic Relations Court (JDRC) handles cases involving: delinquents, juveniles accused of traffic violations, children in need of services and supervision, children who have been subjected to abuse or neglect, family or household members who have been subjected to abuse, adults accused of child abuse neglect, or of offenses against members of their own family, and adults involved in disputes concerning the support, visitation, parentage or custody of a child. Additionally, the Court also handles cases involving the abandonment of children, foster care and entrustment, agreements, court-ordered rehabilitation service and court consent for medical treatment. Approximately 56% of the Court's cases are adult matters and the remaining 44% juvenile with a total of 27,840 hearings from January - November 2020.

DEPARTMENT OBJECTIVES

- Maintain efficient and effective court administration and operations
- Continue to protect those who cannot protect themselves
- Continue to achieve effective outcomes for youth and families who come before the Court
- Continue to provide appropriate services to aid "at-risk" children and their families while safeguarding the community

PERFORMANCE MEASURES

| Program/ Subprogram | Department Measure | FY2019 Actual | FY2020 Actual | FY2021 Target | FY2022 Target |
|------------------------|---|------------------|------------------|------------------|------------------|
| 01901 | Total # of filings (Adult and Juvenile) | 15,102 | 10,917 | 15,555 | 15,555 |
| 01901 | Total # of cases concluded (Adult and Juvenile) | 16,241 | 10,854 | 16,728 | 16,728 |
| 01901 | Total # of hearings held to date (Adult and Juvenile) - Calendar year | NA | 27,840 | 28,675 | 28,675 |
| 01902 | Total # of referred truancy cases | 609 | 476 | 627 | 400 |
| 01902 | Total # of mediated truancy cases | 244 | 183 | 251 | 200 |

GENERAL FUND PROGRAM BUDGETS

| Program Number | Title | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------|----------------------------|------------------|------------------|-------------------|-------------------|
| 01901 | Court Functions | \$125,943 | \$122,783 | \$102,649 | \$102,649 |
| 01902 | Dispute Resolution Center | 112,867 | 116,914 | 120,346 | 129,126 |
| | Total General Fund Program | \$238,809 | \$239,698 | \$222,995 | \$231,775 |

SERVICE LEVEL BUDGETS*

| General Fund Services Level Budget | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-------------------------------------|------------------|------------------|-------------------|-------------------|
| Administration (SV0801) | \$9,191 | \$9,824 | \$9,916 | \$10,794 |
| City Copy & Print Services (SV1001) | 1,675 | 1,921 | - | ı |
| Clerk of Court (SV1306) | 228,776 | 227,898 | 213,079 | 220,981 |
| Court Services (SV1302) | _ | 67 | | ı |
| Desktop Support (SV1005) | _ | 8 | | ı |
| Default (000000) | (833) | (20) | | |
| Total Service Level Budget | \$238,809 | \$239,698 | \$222,995 | \$231,775 |

^{*}See Appendices & Glossary section for detailed service descriptions.

AGENCY FISCAL SUMMARY – JUVENILE & DOMESTIC RELATIONS COURT*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$91,909 | \$99,679 | \$99,157 | \$107,937 |
| Operating | 146,900 | 140,019 | 123,838 | 123,838 |
| Total General Fund | \$238,809 | \$239,698 | \$222,995 | \$231,775 |
| Total Agency Summary | \$238,809 | \$239,698 | \$222,995 | \$231,775 |
| Per Capita | \$1.05 | \$1.06 | \$0.97 | \$1.01 |
| *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.

PERSONNEL COMPLEMENT/POSITION CONTROL

The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

| | GENER <i>A</i> | Total FTEs | |
|--------------------------------|----------------|-------------|------------|
| Job Title | # of Funded | # of Frozen | TOTAL FIES |
| Dispute Resolution Coordinator | 1.00 | _ | 1.00 |
| Total FTE Count | 1.00 | 0.00 | 1.00 |
| Total FTE % | 100.0 % | – % | |

BUDGET HIGHLIGHTS

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

Mayor's Proposed Budget:

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 positions not administratively frozen and rate adjustments for healthcare and retirement in FY2022.

Operating: There are no major operating changes to this budget.

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-time Permanent | \$54,356 | \$57,636 | \$67,459 | \$74,214 |
| Holiday Pay Permanent | 3,576 | 3,890 | _ | _ |
| Vacation Pay Permanent | 5,482 | 5,149 | _ | _ |
| Sick Leave Permanent | 2,103 | 2,608 | _ | _ |
| FICA | 3,633 | 3,646 | 4,182 | 4,601 |
| Retirement Contribution RSRS | 6,552 | 6,784 | 6,746 | 7,421 |
| Medcare FICA | 850 | 853 | 978 | 1,076 |
| Group Life Insurance | 854 | 882 | 904 | 994 |
| Health Care Active Employees | 14,504 | 18,231 | 18,887 | 19,629 |
| Operating Services | | | | |
| Attorney/Legal Services | 40 | 240 | 1,000 | 1,000 |
| Mediation Services (Court) | 23,400 | 18,649 | 20,984 | 20,984 |
| Management Services | 3,346 | 3,780 | 4,000 | _ |
| Building Repair & Maint Services | 29,098 | 28,815 | 35,482 | 36,482 |
| Cleaning/Janitorial Services | 2,615 | 1,291 | 2,500 | 3,500 |
| Equipment Repair & Maint | 4,125 | 1,126 | 1,759 | 1,759 |
| Pest Control Services | _ | 650 | 900 | 900 |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------------------|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Mileage | 128 | 370 | 616 | 616 |
| Equipment Rental | 3,778 | 2,674 | 4,500 | 4,500 |
| Security/Monitoring Services | 16,305 | 32,238 | 21,000 | 21,000 |
| Food & Drinks | 3,686 | 2,635 | _ | 1,000 |
| Laundry & Dry Cleaning Supplies | 366 | 149 | 300 | 300 |
| Uniform & Safety Supplies | 130 | 177 | 386 | _ |
| Office Supplies & Stationary | 7,604 | 8,720 | 2,100 | 2,486 |
| Badges & Name Plates | 2,691 | 406 | _ | _ |
| Books & Reference Material | 8,989 | 7,864 | 5,605 | 5,605 |
| Telecommunications Services | 1,413 | _ | _ | _ |
| Conference/Conventions | 15,291 | 7,730 | _ | 1,000 |
| Magazine/Newspaper Subscrip | 185 | 519 | 160 | 160 |
| Membership Dues | 2,845 | 2,255 | 1,000 | 1,000 |
| Employee Training | 425 | 330 | _ | _ |
| Appliances | 295 | _ | 616 | 616 |
| Internal Printing & Duplicating | 1,154 | _ | 1,930 | 1,930 |
| DIT Charges (Billed from DIT Fund) | 1,675 | 1,929 | _ | |
| Equip & Other Assets Exp | 17,316 | 17,473 | 19,000 | 19,000 |
| Total General Fund | \$238,809 | \$239,698 | \$222,995 | \$231,775 |

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

VISION STATEMENT

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 | FY2019 Actual | FY2020 Actual | FY2021 Target | FY2022 Target |
|------------------------|-------------------------------------|------------------|------------------|------------------|------------------|
| 01308 | # of Arrest Warrants Issued | 11,928 | 11,187 | 14,000 | 14,000 |
| | # of Search Warrants Issued | 1,360 | 1,496 | 1,200 | 1,200 |
| | # of Mental Health processes issued | 1,695 | 2,112 | 1,700 | 1,700 |

stDue to the nature of the performance measures for this agency, performance targets are the expected workload.

GENERAL FUND PROGRAM BUDGETS

| Programs Number | Title | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------|--|------------------|------------------|-------------------|-------------------|
| 01308 | Judiciary - Special Magistrate Division | \$26,994 | \$14,340 | \$37,827 | \$35,665 |
| | Total General Fund Program | \$26,994 | \$14,340 | \$37,827 | \$35,665 |

SERVICE LEVEL BUDGETS*

| General Fund Services Level Budget | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------------------|------------------|------------------|-------------------|-------------------|
| Special Magistrate (SV1305) | \$26,994 | \$14,340 | \$37,827 | \$35,665 |
| Total Service Level Budget | \$26,994 | \$14,340 | \$37,827 | \$35,665 |

^{*}See Appendices & Glossary section for detailed service descriptions.

AGENCY FISCAL SUMMARY - JUDICIARY - SPECIAL MAGISTRATE

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------|------------------|------------------|-------------------|-------------------|
| Operating | \$26,994 | \$14,340 | \$37,827 | \$35,665 |
| Total General Fund | \$26,994 | \$14,340 | \$37,827 | \$35,665 |
| Total Agency Summary | \$26,994 | \$14,340 | \$37,827 | \$35,665 |
| Per Capita | \$0.12 | \$0.06 | \$0.16 | \$0.16 |
| *Total Staffing | _ | - | - | _ |

^{*}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.

Mayor's Proposed Budget:

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: There are no major operating changes to this budget.

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------------|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Information & Research Svcs | \$26,994 | \$14,340 | \$35,665 | \$35,665 |
| Office Supplies & Stationary | _ | | 68 | _ |
| Multimedia Products | _ | | 218 | _ |
| Employee Training | _ | _ | 208 | _ |
| Equipment (Less Than \$5K) | _ | - | 1,668 | _ |
| Total General Fund | \$26,994 | \$14,340 | \$37,827 | \$35,665 |

The mission of the Judiciary-Traffic 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.

VISION STATEMENT

To continue to contribute to an orderly society while encouraging respect for the law.

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 as well as 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 | FY2019 Actual | FY2020 Actual | FY2021 Target | FY2022 Target |
|------------------------|--|------------------|------------------|------------------|------------------|
| 04206 | # of transactions handled | 80,000 | 50,000 | 50,000 | 58,000 |
| | % of compliance with APA/ Clerk Audit | 100% | 98% | 100% | 100% |

GENERAL FUND PROGRAM BUDGETS

| Programs Number | Title | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------|------------------------------|------------------|------------------|-------------------|-------------------|
| 01306 | Judiciary - Traffic Division | \$78,571 | \$21,338 | \$59,457 | \$45,390 |
| | Total General Fund Program | \$78,571 | \$21,338 | \$59,457 | \$45,390 |

SERVICE LEVEL BUDGETS*

| General Fund Services Level Budget | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-------------------------------------|------------------|------------------|-------------------|-------------------|
| City Copy & Print Services (SV1001) | 224 | \$318 | _ | _ |
| Clerk of Court (SV1306) | 105 | | _ | _ |
| Court Services (SV1302) | 79,095 | 21,019 | 59,457 | 45,390 |
| Default (000000) | (853) | | 1 | _ |
| Total Service Level Budget | \$78,571 | \$21,338 | \$59,457 | \$45,390 |

^{*}See Appendices & Glossary section for detailed service descriptions.

AGENCY FISCAL SUMMARY - JUDICIARY - TRAFFIC COURT

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------|------------------|------------------|-------------------|-------------------|
| Operating | \$78,571 | \$21,338 | \$59,457 | \$45,390 |
| Total General Fund | \$78,571 | \$21,338 | \$59,457 | \$45,390 |
| Total Agency Summary | \$78,571 | \$21,338 | \$59,457 | \$45,390 |
| Per Capita | \$0.35 | \$0.09 | \$0.26 | \$0.20 |
| *Total Staffing | _ | _ | _ | _ |

^{*}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.

Mayor's Proposed Budget:

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 of \$14,067 in FY2022 due to fewer assigned cases requiring court appointed attorneys.

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------------------|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Information & Research Svcs | \$18,447 | \$2,828 | \$40,000 | \$28,000 |
| Building Repair and Maint Svcs | 4,762 | _ | _ | - |
| Security/Monitoring Services | 3,910 | 4,039 | 5,000 | 5,000 |
| Food & Drinks Svcs | 461 | 441 | _ | 540 |
| Office Supplies & Stationary | 2,350 | 1,508 | 630 | 700 |
| Books & Reference Material | 814 | 3,292 | 1,350 | 1,350 |
| Magazine/Newspaper Subscriptions | 389 | 818 | 632 | 700 |
| Membership Dues | 150 | 150 | 500 | 400 |
| Employee Training | 124 | _ | 375 | 300 |
| Internal Printing & Duplicating | 157 | _ | 970 | 400 |
| DIT Charges (Billed from DIT Fund) | 224 | 318 | _ | - |
| Equip & Other Assets Exp | 46,783 | 7,944 | 10,000 | 8,000 |
| Total General Fund | \$78,571 | \$21,338 | \$59,457 | \$45,390 |

EXPENDITURES BY AGENCY

PUBLIC WORKS

DEPARTMENT OVERVIEW

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

MISSION STATEMENT

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

VISION STATEMENT

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 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 | FY2019 Actual | FY2020 Actual | FY2021 Target | FY2022 Target |
|------------------------|---|------------------|------------------|--------------------------------|--------------------------------|
| 02902 | Provide a timely response 100 percent of the time to maintenance and repair requests. | NA | NA | Respond within two weeks | Respond within two weeks |
| 02903 | Percentage of on-time household refuse collection - | NA | 98.9 | 98.9 | 98.9 |
| 02903 | Reduce tonnage at Landfill by 5% | NA | 5% | 5% | 5% |
| 02907 | To maintain 100% accuracy of all signalized City Intersections | NA | 100% | 100% | 100% |
| 02909 | Percentage of capital projects completed within budget appropriations | NA | 70% | 70% | 70% |
| 02913 | Percent of capital projects completed within contract parameters | NA | 100% | 100% | 100% |

GENERAL FUND PROGRAM BUDGETS

| Program Number | Title | FY2019 FY2020 Actual Actual | | FY2021 Adopted | FY2022 Adopted | |
|-------------------|--------------------------|--------------------------------|-------------|-------------------|-------------------|--|
| 02901 | Finance & Administration | \$4,639,856 | \$5,585,022 | \$4,928,141 | \$9,488,630 | |
| 02902 | Facilities Management | 12,932,566 | 13,759,514 | 13,923,671 | 14,211,557 | |
| 02903 | Solid Waste Management | 14,374,377 | 13,964,254 | 14,746,763 | 14,731,481 | |

| Program Number | Title | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-------------------|---|------------------|------------------|-------------------|-------------------|
| 02904 | Surface Cleaning | - | 3,214 | _ | _ |
| 02906 | Urban Forestry | 2 | 135 | _ | _ |
| 02907 | Geographic Information Services | 448,858 | 291,386 | 417,094 | 423,486 |
| 02909 | CIP Infrastructure Administration | 761,923 | 742,667 | 1,507,857 | 1,678,758 |
| 02910 | Transportation Administration/Signs/Pave/ Signals | 5,213 | 107,686 | _ | - |
| 02912 | Roadway Maintenance | 2,690,744 | 1,411,377 | 1,222,636 | 1,046,955 |
| 02913 | CIP Facility Construction | 585,587 | 587,136 | 892,456 | 678,730 |
| 02914 | Bridge Maintenance & Asset Management | _ | 535 | _ | _ |
| 02939 | Winter Storm Events | | | _ | 1,148,923 |
| | Total General Fund Program | \$36,439,125 | \$36,452,925 | \$37,638,619 | \$43,408,521 |

SERVICE LEVEL BUDGETS*

| General Fund Services Level Budget | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Accounting & Reporting (SV0901) | \$65,854 | \$94,260 | \$109,241 | \$109,750 |
| Administration (SV0801) | 1,375,901 | 1,287,520 | 1,271,090 | 2,468,547 |
| Alley Maintenance (SV2011) | 90,000 | _ | _ | _ |
| Bulk & Brush (SV1401) | 997,193 | 909,639 | 955,373 | 913,248 |
| Cap Improvement Plan (SV0906) | 5,956 | 5,874 | _ | _ |
| City Copy & Print Svcs (SV1001) | 4,168 | 12,896 | _ | _ |
| Comp & Classification Admin (SV0803) | _ | _ | _ | _ |
| COVID - 19 (SV2614) | _ | 1,637 | _ | |
| Curbside Recycling (SV1402) | 2,666,159 | 2,826,036 | 2,876,981 | 2,914,346 |
| Development Review (SV2005) | _ | 532 | _ | |
| Employee Training & Devel (SV1201) | 133 | _ | 5,310 | 5,310 |
| Engineering Services (SV1701) | 6,557 | 158,516 | _ | _ |
| Facilities Management (SV2006) | 12,788,105 | 13,555,201 | 13,839,418 | 13,969,909 |
| Financial Management (SV0908) | 196,174 | 1,066,534 | 858,194 | 933,454 |
| Fleet Management (SV1502) | 2,007,239 | 2,247,137 | 789,363 | 2,392,840 |
| Geographic Info Systems (SV1007) | 444,345 | 291,008 | 415,284 | 421,676 |
| Home Electronic Monitoring (SV2218) | _ | _ | 2,500 | 2,500 |
| Human Resources Mgmt (SV0806) | 251,029 | 262,418 | 290,696 | 172,774 |
| Infrastructure Management (SV1503) | 1,142,928 | 1,349,840 | 2,161,454 | 2,039,763 |
| Job Training and Employee Assistance (SV1200) | 115 | _ | _ | _ |
| Landfill Management (SV1504) | 473,713 | 282,385 | 314,708 | 247,824 |
| Leaf Collection (SV1403) | 534,197 | 512,050 | 693,319 | 760,498 |
| Mail Services (SV1010) | 1,053 | 1,054 | _ | _ |

| General Fund Services Level Budget | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Pavement Management (SV2508) | 7,940 | | | _ |
| Payroll Adminstration (SV0911) | 55,297 | 61,686 | | 119,428 |
| Pedestrians, Bikes, and Trails (SV0408) | _ | 120,000 | 200,000 | 180,000 |
| Permits and Inspections (SV2007) | 53 | | 1,200 | 1,200 |
| Protest: Civil Unrest (SV2615) | _ | 6,619 | | |
| Pub Info & Media Relations (SV2103) | 201,702 | 211,263 | 226,832 | 124,156 |
| Public Relations (SV2104) | 9,978 | 504 | | _ |
| Refuse (SV1404) | 7,616,032 | 7,638,802 | 9,531,907 | 8,056,398 |
| Right-of-Way Mgmt (SV1506) | _ | | | _ |
| Roadway Management (SV2501) | 2,600,584 | 1,411,377 | 1,195,878 | 5,408,304 |
| Security Management (SV2217) | 1,184,366 | 1,295,695 | 1,799,277 | 1,800,968 |
| Special Events (SV2209) | 21,918 | 21,146 | | _ |
| Stormwater Management (SV1405) | _ | 2,123 | | _ |
| Street Cleaning (SV2504) | _ | 13 | | _ |
| Sustain Mgmt Svcs (SV1406) | 52,163 | 164,003 | 74,307 | 337,765 |
| Transportation Svcs (SV2507) | _ | 37,817 | 26,287 | 27,863 |
| Tropical Storm Florence - 2018 (SV2607) | 17,647 | l | | _ |
| Tropical Storm Michael - 2018 (SV2608) | 11,414 | 1 | - | _ |
| Winter Storm Events-12/9/2018 (SV2609) | 846 | _ | _ | _ |
| Winter Storm Events (SV2602) | 1,200,000 | 1,000,000 | _ | _ |
| Default (000000) | 408,366 | (382,656) | _ | _ |
| Total Service Level Budget | \$36,439,125 | \$36,452,925 | \$37,638,619 | \$43,408,521 |

^{*}See Appendices & Glossary section for detailed service descriptions.

AGENCY FISCAL SUMMARY - PUBLIC WORKS*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$10,551,143 | \$10,589,261 | \$11,181,679 | \$11,688,837 |
| Operating | 25,887,982 | 25,863,664 | 26,456,940 | 31,719,684 |
| Total General Fund | \$36,439,125 | \$36,452,925 | \$37,638,619 | \$43,408,521 |
| Special Fund | 31,982,780 | 31,672,793 | 34,422,564 | 55,111,627 |
| Internal Service Fund | 18,226,721 | 15,569,956 | 19,025,163 | 19,954,575 |
| Parking Enterprise Fund | 11,242,904 | 14,339,015 | 19,390,825 | 17,928,000 |
| Capital Improvement Plan | 24,823,677 | 62,180,273 | 69,157,520 | 49,049,485 |
| Total Agency Summary | \$122,715,206 | \$160,214,961 | \$179,634,691 | \$185,452,208 |
| Per Capita | \$540.79 | \$706.04 | \$778.58 | \$809.57 |
| *Total Staffing | 544.20 | 550.00 | 549.00 | 553.20 |

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

PERSONNEL COMPLEMENT/POSITION CONTROL

The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

| | GENERAL FUND | | SPECIAL FUND | | INTERNAL SERVICE FUND | | ENTERPRISE FUND | | CAPITAL FUND | | Total |
|--|----------------|----------------|----------------|----------------|--------------------------|----------------|--------------------|----------------|----------------|----------------|-------|
| Job Title | # of Funded | # of Frozen | # of Funded | # of Frozen | # of Funded | # of Frozen | # of Funded | # of Frozen | # of Funded | # of Frozen | FTEs |
| Accountant | _ | 1.00 | _ | _ | _ | _ | _ | 1.00 | _ | _ | 2.00 |
| Accountant, Senior | _ | 1.00 | _ | _ | _ | _ | _ | _ | _ | _ | 1.00 |
| Accounting Manager | 1.00 | _ | _ | _ | _ | _ | 1.00 | _ | _ | _ | 2.00 |
| Administrative Technician | _ | 1.00 | 1.00 | _ | _ | _ | _ | _ | _ | _ | 2.00 |
| Administrative Technician, Senior | 10.00 | 2.00 | 7.00 | 1.00 | 1.00 | _ | _ | _ | _ | _ | 21.00 |
| Arborist | _ | _ | 4.00 | _ | _ | _ | _ | _ | _ | _ | 4.00 |
| Asset Manager | 1.00 | _ | _ | _ | _ | _ | _ | _ | _ | _ | 1.00 |
| Bridge Inspector | _ | _ | 2.00 | _ | _ | _ | _ | _ | _ | _ | 2.00 |
| Business Systems Analyst | _ | _ | _ | _ | 2.00 | _ | _ | _ | _ | _ | 2.00 |
| Capital Projects Manager | 1.00 | 4.00 | _ | _ | _ | _ | _ | _ | 1.00 | _ | 6.00 |
| Capital Projects Manager, Senior | 3.00 | _ | _ | _ | _ | _ | _ | _ | 1.00 | _ | 4.00 |
| Chief Capital Projects Manager | _ | 1.00 | _ | _ | _ | _ | _ | _ | _ | _ | 1.00 |
| Chief of Construction and Inspections | _ | _ | 1.00 | _ | _ | _ | _ | _ | _ | _ | 1.00 |
| City Traffic Engineer | _ | _ | 1.00 | _ | _ | _ | _ | _ | _ | _ | 1.00 |
| Communications and Marketing Analyst | 1.00 | _ | _ | _ | _ | _ | _ | _ | _ | _ | 1.00 |
| Community Program Coordinator | _ | _ | _ | 1.00 | _ | _ | _ | _ | _ | _ | 1.00 |
| Construction Inspector, Principal | 3.00 | _ | | _ | 1 | _ | _ | _ | 1.00 | _ | 4.00 |
| Construction Inspector, Senior | _ | _ | 5.00 | 0.20 | l | _ | _ | _ | 5.80 | _ | 11.00 |
| Custodian | 12.00 | 1.00 | | _ | _ | _ | _ | _ | _ | _ | 13.00 |
| Custodian Crew Chief | 1.00 | _ | | _ | _ | _ | _ | _ | _ | _ | 1.00 |
| Customer Service Supervisor | _ | _ | I | _ | l | _ | 1.00 | _ | _ | _ | 1.00 |
| Customer Service Technician | _ | 2.00 | 1.00 | 1 | 1 | _ | 3.00 | - | _ | _ | 6.00 |
| Deputy Chief Administrative Officer | 0.50 | 1 | 1 | 1 | 1 | _ | _ | - | _ | _ | 0.50 |
| Deputy Department Director | _ | _ | _ | - | _ | _ | 1.00 | - | _ | _ | 1.00 |
| Deputy Department Director, Senior | 2.00 | _ | 1.00 | _ | 1 | _ | _ | _ | _ | _ | 3.00 |
| Director of Public Works | 1.00 | _ | _ | _ | _ | _ | _ | _ | _ | _ | 1.00 |

| | GENERA | AL FUND | SPECIA | SPECIAL FUND | | INTERNAL SERVICE FUND | | RPRISE ND | CAPITA | L FUND | Total |
|--|----------------|----------------|----------------|----------------|----------------|--------------------------|----------------|----------------|----------------|----------------|-------|
| Job Title | # of Funded | # of Frozen | # of Funded | # of Frozen | # of Funded | # of Frozen | # of Funded | # of Frozen | # of Funded | # of Frozen | FTEs |
| Economic Development Business Services Manager | _ | _ | 1.00 | _ | - | _ | _ | _ | _ | _ | 1.00 |
| Electrician | _ | 2.00 | 1.00 | _ | _ | _ | _ | _ | _ | _ | 3.00 |
| Electrician, Senior | 2.00 | _ | _ | _ | _ | _ | _ | _ | _ | _ | 2.00 |
| Engineer | _ | 1 | 1.00 | 1.00 | ı | _ | _ | _ | _ | _ | 2.00 |
| Engineer, Principal | 3.00 | 1.00 | 1.00 | - | l | _ | _ | - | _ | _ | 5.00 |
| Engineer, Senior | 4.00 | 1.00 | 2.00 | 1.00 | ı | _ | _ | _ | _ | _ | 8.00 |
| Engineering Manager | 1.70 | _ | 1.00 | _ | _ | _ | _ | _ | _ | _ | 2.70 |
| Engineering Specialist | 1.00 | _ | 2.00 | 2.00 | _ | _ | _ | _ | _ | _ | 5.00 |
| Equipment Operator | _ | _ | 8.00 | 2.00 | _ | _ | _ | _ | _ | _ | 10.00 |
| Equipment Operator, Principal | 5.00 | 2.00 | 18.00 | 1.00 | l | _ | _ | l | _ | _ | 26.00 |
| Equipment Operator, Senior | _ | 3.00 | 10.00 | 9.00 | l | _ | _ | _ | _ | _ | 22.00 |
| Executive Assistant, Senior | 2.00 | _ | _ | _ | - | _ | _ | _ | _ | _ | 2.00 |
| Fleet and Body Repair Specialist | _ | 1 | l | - | 1.00 | _ | _ | - | _ | _ | 1.00 |
| Fleet Maintenance Shop | _ | 1 | - | _ | 7.00 | _ | _ | _ | _ | _ | 7.00 |
| Fleet Maintenance Specialist | _ | _ | _ | _ | 20.00 | 1.00 | _ | _ | _ | - | 21.00 |
| Fleet Maintenance Specialist, Senior | _ | l | l | l | 4.00 | _ | _ | l | _ | _ | 4.00 |
| Fleet Maintenance Superintendent | _ | _ | - | _ | 1.00 | _ | _ | _ | _ | _ | 1.00 |
| Fleet Maintenance Technician | _ | l | l | - | 4.00 | 4.00 | _ | l | _ | _ | 8.00 |
| Fleet Maintenance Worker | _ | 1 | l | | 2.00 | _ | _ | - | _ | _ | 2.00 |
| Gardener | _ | _ | 2.00 | 4.00 | - | _ | _ | _ | _ | _ | 6.00 |
| General Inspector | 1.00 | 1.00 | _ | _ | | _ | _ | _ | _ | _ | 2.00 |
| GIS Analyst | 1.00 | _ | | _ | | _ | _ | _ | _ | _ | 1.00 |
| GIS Specialist | _ | 1.00 | | _ | | _ | _ | _ | _ | _ | 1.00 |
| Health and Safety Specialist | _ | _ | _ | 1.00 | _ | _ | _ | _ | _ | _ | 1.00 |
| HVAC Mechanic | 4.00 | 2.00 | 1.00 | _ | | _ | _ | _ | _ | _ | 7.00 |
| Inspection Field Supervisor | _ | _ | 0.25 | _ | | _ | _ | _ | 0.75 | _ | 1.00 |
| Maintenance and Operations Crew Chief | 1.00 | - | 15.00 | 2.00 | l | _ | _ | _ | _ | _ | 18.00 |
| Maintenance and Operations Crew Supervisor | 7.00 | 2.00 | 5.00 | 6.00 | I | _ | _ | _ | _ | | 20.00 |
| Maintenance and Operations Crew Supervisor, Senior | 2.00 | 1.00 | _ | 1.00 | _ | _ | _ | _ | _ | _ | 4.00 |
| Maintenance and Operations Facilities Manager | 1.00 | _ | _ | _ | _ | _ | _ | _ | _ | _ | 1.00 |

| | GENERA | AL FUND | SPECIA | SPECIAL FUND | | INTERNAL SERVICE FUND | | ENTERPRISE FUND | | CAPITAL FUND | |
|---|----------------|----------------|----------------|----------------|----------------|--------------------------|----------------|--------------------|----------------|----------------|---------------|
| Job Title | # of Funded | # of Frozen | # of Funded | # of Frozen | # of Funded | # of Frozen | # of Funded | # of Frozen | # of Funded | # of Frozen | Total FTEs |
| Maintenance and Operations Superintendent | 2.00 | _ | 6.00 | 1.00 | _ | _ | _ | _ | _ | _ | 9.00 |
| Maintenance Specialist | 6.00 | 1.00 | 8.00 | 2.00 | _ | _ | _ | _ | _ | _ | 17.00 |
| Maintenance Specialist, Senior | _ | 1.00 | 2.00 | _ | _ | _ | _ | _ | _ | | 3.00 |
| Maintenance Technician | _ | 1.00 | 8.00 | _ | _ | _ | _ | _ | _ | _ | 9.00 |
| Maintenance Technician, Senior | _ | _ | 5.00 | 5.00 | 2.00 | _ | _ | _ | _ | _ | 12.00 |
| Maintenance Worker | 5.00 | 4.00 | 9.00 | 11.00 | _ | _ | _ | _ | _ | _ | 29.00 |
| Management Analyst | _ | 1.00 | 4.00 | _ | _ | _ | 1.00 | _ | _ | _ | 6.00 |
| Management Analyst, Associate | 4.00 | 1.00 | _ | 3.00 | 2.00 | _ | 2.00 | _ | _ | _ | 12.00 |
| Management Analyst, Principal | 1.00 | _ | 1.00 | _ | _ | _ | | _ | _ | _ | 2.00 |
| Management Analyst, Senior | 4.20 | _ | 2.80 | _ | 2.00 | _ | 1.00 | _ | _ | _ | 10.00 |
| Mason | - | 2.00 | 2.00 | 12.00 | _ | _ | - | _ | _ | _ | 16.00 |
| Mason, Senior | _ | _ | 1.00 | 7.00 | _ | _ | _ | _ | _ | _ | 8.00 |
| Master Plumber | 1.00 | _ | _ | _ | _ | _ | _ | _ | _ | _ | 1.00 |
| Program and Operations Manager | 2.00 | _ | 6.00 | 1.00 | 1.00 | _ | 1.00 | _ | _ | _ | 11.00 |
| Program and Operations Supervisor | 1.00 | 2.00 | _ | _ | _ | _ | l | _ | _ | _ | 3.00 |
| Public Information Manager | - | 1.00 | _ | _ | _ | _ | - | _ | _ | _ | 1.00 |
| Public Information Manager, Senior | _ | 1.00 | _ | _ | _ | _ | _ | _ | _ | | 1.00 |
| Real Estate Analyst | 1.00 | _ | _ | _ | _ | _ | _ | _ | _ | _ | 1.00 |
| Refuse Collector | 32.00 | 29.00 | _ | _ | _ | _ | - | _ | _ | _ | 61.00 |
| Refuse Truck Operator | 16.00 | 16.00 | _ | _ | _ | _ | _ | _ | _ | _ | 32.00 |
| Safety and Security Chief | 1.00 | _ | _ | _ | _ | _ | _ | _ | _ | _ | 1.00 |
| Senior Manager | 0.20 | _ | 0.80 | _ | _ | _ | _ | _ | _ | _ | 1.00 |
| Survey Instrument Technician | _ | _ | 2.00 | _ | _ | _ | _ | _ | _ | _ | 2.00 |
| Survey Party Chief | _ | _ | 2.00 | _ | _ | _ | _ | _ | _ | _ | 2.00 |
| Surveys Superintendent | _ | _ | _ | 1.00 | _ | _ | _ | _ | _ | _ | 1.00 |
| Traffic Operations Engineer | _ | _ | 3.00 | 1.00 | _ | _ | _ | _ | _ | _ | 4.00 |
| Traffic Signal Specialist | _ | _ | 4.00 | _ | _ | _ | _ | _ | _ | _ | 4.00 |
| Traffic Signal Specialist, Principal | _ | _ | 1.00 | _ | _ | _ | _ | _ | _ | _ | 1.00 |
| Traffic Signal Specialist, Senior | _ | _ | 2.00 | 1.00 | _ | _ | _ | _ | _ | _ | 3.00 |
| Warehouse and Materials Technician | 1.00 | _ | _ | _ | _ | _ | _ | _ | _ | _ | 1.00 |
| Welder | | | | _ | 1.00 | | _ | | | | 1.00 |

| | GENERA | AL FUND | SPECIAL FUND | | INTERNAL SERVICE FUND | | ENTERPRISE FUND | | CAPITAL FUND | | Total |
|-----------------|----------------|---------|--------------|--------|--------------------------|----------------|--------------------|----------------|----------------|----------------|--------|
| Job Title | # of Funded | | | | # of Funded | # of Frozen | # of Funded | # of Frozen | # of Funded | # of Frozen | FTEs |
| Total FTE Count | 149.60 | 89.00 | 160.85 | 77.20 | 50.00 | 5.00 | 11.00 | 1.00 | 9.55 | 0.00 | 553.20 |
| Total FTE % | 62.7 % | 37.3 % | 67.6 % | 32.4 % | 90.9 % | 9.1 % | 91.7 % | 8.3 % | 100.0 % | – % | |

BUDGET HIGHLIGHTS

City Council Action by Amendments: This agency's budget has been amended to include the following:

• The removal of funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff. Funding has been reallocated to the city's Non-Departmental budget to fund a 3.25% across the board pay increase for all city employees (excluding those who qualify for state-supported pay increases) and/or the class and comp plan.

Mayor's Proposed Budget:

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 positions not administratively frozen and rate adjustments for healthcare and retirement in FY2022.

Additionally, this budget includes funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff beginning in October. The 2018 Gallagher study concluded that there were salary inequities in the lower half of the pay ranges within the City. The City implemented phase one in 2019. This recommendation, phase two, makes another significant step in equalizing pay throughout the City by investing in the current workforce.

Operating: This budget reflects additional funding associated with transfers to the State Street Maintenance Fund and the Winter Storm Fund. The State Street Maintenance increase funding is associated with an increased transfer to the City of Richmond Electric Utility Fund of \$4.4M. In FY21, no funding was provided for the Winter Storm Fund, as no winter storms occurred during the winter of calendar year 2019/2020. As a result, this budget includes the restoration of \$1.15M in funding. Additional minor adjustments to utility expenses have been made based on past expenditure levels.

The contribution to the Bike Share special fund as well as the contribution to the Main Street Station are flat, compared to the prior year.

| Budget Summary | FY2019 Actual | | | FY2022 Adopted |
|-------------------------------|------------------|-------------|-------------|-------------------|
| Personnel Services | | | | |
| Full-time Permanent | \$5,379,861 | \$5,378,152 | \$7,081,276 | \$7,454,982 |
| Overtime Permanent | 538,604 | 540,403 | 179,000 | 245,121 |
| Holiday Pay Permanent | 373,179 | 412,064 | _ | _ |
| Shift Other Differential Perm | 12,926 | 18,604 | 10,493 | 18,670 |
| Vacation Pay Permanent | 479,713 | 425,381 | _ | _ |
| Sick Leave Permanent | 245,675 | 246,457 | 1 | _ |
| Civil Leave Permanent | 551 | 222 | _ | _ |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---------------------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Death Leave Permanent | 8,621 | 6,862 | _ | - |
| FMLA Paid Parental Maternity | _ | 4,206 | _ | _ |
| FMLA Paid Parental Bonding | _ | 6,656 | _ | _ |
| Temporary Employee | 39,691 | 23,410 | _ | _ |
| Overtime Temp | _ | _ | _ | _ |
| Holiday Pay Temporary | 1,447 | 385 | _ | _ |
| Shift 2 Differential Pay Temporary | _ | (5,385) | _ | _ |
| Sick Leave Temporary | 145 | _ | _ | _ |
| FICA | 467,289 | 469,132 | 450,137 | 474,563 |
| Retirement Contribution RSRS | 1,587,301 | 1,512,186 | 2,013,968 | 1,989,041 |
| Medcare FICA | 110,188 | 110,406 | 105,275 | 111,923 |
| Group Life Insurance | 44,927 | 47,841 | 50,655 | 54,371 |
| Health Care Active Employees | 1,241,742 | 1,207,399 | 1,290,876 | 1,340,166 |
| State Unemployment Ins | 8,117 | 30,234 | _ | _ |
| Health Savings Account(HSA) Expense | 11,167 | 12,646 | _ | _ |
| VRIP Incentive Payments | _ | 142,000 | _ | _ |
| Classification and Compensation Study | _ | _ | _ | _ |
| Operating Services | | | | |
| Demolition Services | 8,307 | _ | _ | _ |
| Architectural & Engineering | 10,993 | _ | _ | _ |
| Contractor Construction Svcs | _ | 112,352 | _ | _ |
| Environmental Svcs | 52,554 | 31,355 | 35,000 | 35,000 |
| Public Info & Relations Svcs | 31,591 | 1,495 | _ | _ |
| Media Svcs (Advertising) | _ | _ | 500 | 500 |
| Management Services | 128,658 | 94,719 | 165,200 | 165,200 |
| Building Repair & Maint Svcs | 306,754 | 451,335 | 410,000 | 410,000 |
| Cleaning/Janitorial Services | 1,808,785 | 1,970,059 | 2,212,252 | 2,212,252 |
| Electrical Repair & Maint Svcs | 1,407,305 | 1,549,517 | 1,860,000 | 1,860,000 |
| Equipment Repair & Maint | 504,294 | 594,187 | 566,500 | 566,500 |
| Pest Control Services | 38,314 | 51,351 | 80,000 | 80,000 |
| Mechanical Repair & Maint | 538,261 | 686,017 | 560,000 | 560,000 |
| Vehicle Repair & Maint | 1,284,059 | 1,481,527 | 1,492,883 | 1,521,000 |
| Landfill Services | 113,044 | 17,063 | 25,000 | 25,000 |
| Printing & Binding - External | 4,908 | _ | _ | _ |
| Moving & Relocation Services | _ | _ | _ | 301,465 |
| Transportation Services | 25,726 | 13,555 | _ | _ |
| Mileage | 50 | 400 | 1,200 | 1,200 |
| Meals & Per Diem | 110 | _ | _ | _ |
| Equipment Rental | 75 | 11,386 | _ | _ |
| Property Rental Agreements | _ | _ | 375,000 | 375,000 |
| Residential Property Rental | 322,597 | 356,185 | _ | _ |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Security/Monitoring Services | 1,020,408 | 1,176,864 | 1,593,000 | 1,593,000 |
| Contract & Temp Personnel | 1,758,367 | 2,491,232 | 990,790 | 990,790 |
| Food & Drinks | 470 | 1,043 | _ | _ |
| Other Services | 1,278 | 166 | _ | _ |
| Uniforms & Safety Supplies | 176,240 | 134,619 | 127,548 | 127,548 |
| Office Supplies & Stationary | 22,379 | 26,535 | 11,874 | 11,874 |
| Badges & Name Plates | 1,450 | _ | _ | _ |
| Employee Appreciation Events & Awards | 10,519 | 11,924 | - | _ |
| Office/Building Décor | 15,973 | 26,063 | _ | _ |
| Advertising Supplies | 1,992 | 12,252 | _ | _ |
| Janitorial Supplies | 138,753 | 127,229 | 125,517 | 125,517 |
| Books & Reference Material | _ | - | 5,805 | 5,805 |
| Electrical Supplies | 95,784 | 84,686 | 79,500 | 79,500 |
| Air Conditioning Supplies | 71,411 | 120,706 | 105,000 | 105,000 |
| Heating Supplies | 44,318 | 22,501 | 78,000 | 78,000 |
| Cable | 192 | 162 | _ | _ |
| Industrial & Shop Supplies | 41,586 | 62,072 | 75,365 | 75,365 |
| Plumbing Supplies | 63,119 | 67,880 | 106,000 | 106,000 |
| Bulk Chemicals | 32,220 | 34,603 | 32,491 | 32,491 |
| Lumber | 14,535 | 7,968 | 22,118 | 22,118 |
| Floor Covering | 7,857 | 37,348 | 32,000 | 32,000 |
| Postal Services | 700 | _ | 4,500 | 4,500 |
| Telecommunications Services | _ | - | 7,680 | 7,680 |
| Conference/Conventions | 7,913 | 5,594 | - | _ |
| Magazine/Newspaper Subscriptions | _ | 134 | _ | _ |
| Membership Dues | 6,302 | 4,953 | 2,330 | 2,330 |
| Employee Training | 22,593 | 12,068 | 5,955 | 5,955 |
| Software | 86,949 | 39,913 | 82,100 | 79,500 |
| Computer Accessories | 3,545 | 1,875 | _ | _ |
| Equipment (Less Than \$5K) | 13,271 | 16,060 | 23,450 | 23,450 |
| Small Tools | 9,224 | 22,472 | 17,365 | 17,365 |
| Software License | 2,661 | 2,699 | 10,800 | 10,800 |
| License & Permits (Other Than Software) | 55 | _ | _ | _ |
| Electrical Service | 2,797,102 | 3,051,179 | 2,785,000 | 2,924,140 |
| Water & Sewer | 683,681 | 594,797 | 702,482 | 614,128 |
| Natural Gas | 1,105,516 | 667,276 | 1,135,917 | 687,841 |
| Oil | 892 | 3,714 | 1,500 | 1,500 |
| Refuse & Recycling Expenses | 6,286,493 | 5,038,577 | 7,416,218 | 7,416,218 |
| Misc Operating Expenses | | 3,020 | 31,300 | 31,300 |
| Roofing Materials | 9,395 | 51,170 | 20,000 | 20,000 |
| Refuse & Recycl Collection | 222,019 | 96,161 | 70,285 | 70,285 |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Gr-Maintenance | _ | 49,500 | | _ |
| Construction | _ | 264,742 | | _ |
| Dietary Supplies | _ | 283 | | _ |
| Carwash | _ | 150 | | _ |
| Fuel for Dept Owned Vehicles | 156,575 | 150,029 | 123,694 | 154,627 |
| Monthly Standing Costs | 61,326 | 66,521 | 60,131 | 57,211 |
| Auto Expenses Charged by Fleet | 430,346 | 530,263 | 696,312 | 660,002 |
| Internal Printing & Duplicating | 4,978 | 4,269 | 5,500 | 5,500 |
| Medical Services | _ | _ | 10,000 | 10,000 |
| DIT Charges (Billed from DIT Fund) | 5,221 | 13,950 | _ | _ |
| Appropriation to Spec Rev Fund | 3,890,584 | 3,303,940 | 2,075,878 | 7,417,227 |
| CWIP-Transfer Project Expenditures to CWIP (Fixed Assets) | (24,599) | _ | _ | _ |
| Total General Fund | \$36,439,125 | \$36,452,925 | \$37,638,619 | \$43,408,521 |

EXPENDITURES BY AGENCY

HEALTH & WELFARE

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.

VISION STATEMENT

One Richmond is a thriving community where all citizens have access to opportunities that build wealth and well-being throughout their lives. Every Richmond resident will have access to quality schools, quality employment opportunities and the training needed to be successful in such opportunities, safe and vibrant neighborhood settings, mobility via an effective transportation system, and a thriving civil society that supports strong families.

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

- Provide quality service delivery to Richmond residents
- Improve connection to the community including involvement in planning and increasing knowledge of resources
- Improve two-generation approach provided to families
- Increase opportunities for wealth building provided to people who live or have lived in poverty
- Transform systems that impact poverty through collective impact, systems coordination, and policy

PERFORMANCE MEASURES

| Program/ Subprogram | Department Measure | FY2019 Actual | FY2020 Actual | FY2021 Target | FY2022 Target |
|------------------------|---|------------------|------------------|------------------|------------------|
| 08901 | # of partners collaborating on collective impact strategy | NA | 8 | 15 | 15 |
| 08901 | # of partners that adopt the crisis to thriving model | NA | 11 | 7 | 22 |
| 08902 | # of enrolled participants who attained employment | 600 | 453 | 600 | 600 |
| 08902 | # of BLISS (Building Lives of Independence & Self- Sufficiency) participants enrolled | 53 | 59 | 75 | 80 |
| 08902 | # of businesses served | 327 | 313 | 300 | 300 |
| 08902 | # Youth participating in Mayor's Youth Academy (MYA) work experience employment programs | 200 | 260 | 250 | 500 |
| 08902 | # Enrolled in intensive services | 873 | 604 | 1,000 | 1,000 |

| Program/ Subprogram | Department Measure | FY2019 Actual | FY2020 Actual | FY2021 Target | FY2022 Target |
|------------------------|---|------------------|------------------|------------------|------------------|
| 08902 | # Connecting to resources in resource rooms | 17,861 | 14,548 | 700 | 700 |
| 08902 | Average wage | 12.02 | 13.20 | 12.00 | 12.50 |
| 08902 | Wage increase | 26.94% | 18.03% | 15.00% | 15.00% |
| 08903 | # of events, training classes, and job fairs per year | NA | N/A | 50 | 50 |

GENERAL FUND PROGRAM BUDGETS

| Program Number | Title | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------|-----------------------------|------------------|------------------|-------------------|-------------------|
| 08901 | Administration | \$530,445 | \$300,413 | \$895,457 | \$903,062 |
| 08902 | Workforce Development | 1,089,106 | 1,344,027 | 1,125,871 | 1,137,662 |
| 08903 | Social Enterprise | 139,585 | 156,590 | 144,128 | 150,866 |
| 08904 | Early Childhood Initiatives | 6,459 | _ | - | - |
| 08910 | Projects/Grants | 17,872 | _ | - | - |
| | Total General Fund Program | \$1,783,467 | \$1,801,030 | \$2,165,455 | \$2,191,589 |

SERVICE LEVEL BUDGETS*

| General Fund Services Level Budget | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|------------------|------------------|-------------------|-------------------|
| Administration (SV0801) | \$374,462 | \$279,577 | \$896,957 | \$904,562 |
| Benefits Administration (SV0802) | _ | _ | 1 | 1 |
| BLISS Program (SV2428) | 78,762 | 82,973 | 84,135 | 84,413 |
| Call Centers (SV0301) | _ | _ | 1 | 1 |
| City Copy & Print Services (SV1001) | 5,509 | 8,570 | 1 | 1 |
| Comp & Classification Admin (SV0803) | _ | _ | 1 | 1 |
| COVID-19 | _ | 22,048 | _ | - |
| Economic & Comm Develop (SV0400) | 93,556 | 96,999 | _ | - |
| Fleet Management (SV1502) | 2,122 | 3,477 | _ | - |
| Mayor's Youth Academy (SV1202) | 307,971 | 279,107 | 346,128 | 382,639 |
| Public Info & Media Relations (SV2103) | 1,090 | 368 | _ | - |
| RVA Reads (SV0504) | 6,459 | _ | _ | 1 |
| Social Enterprise Initiatives (SV0414) | 46,029 | 55,445 | 144,128 | 150,866 |
| Workforce Development (SV1203) | 848,491 | 963,070 | 694,107 | 669,110 |
| Default (000000) | 19,015 | 9,397 | _ | _ |
| Total Service Level Budget | \$1,783,467 | \$1,801,030 | \$2,165,455 | \$2,191,589 |

^{*}See Appendices & Glossary section for detailed service descriptions.

AGENCY FISCAL SUMMARY – COMMUNITY WEALTH BUILDING*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$1,454,033 | \$1,536,171 | \$1,617,689 | \$1,681,323 |
| Operating | 329,433 | 264,859 | 547,766 | 510,266 |
| Total General Fund | \$1,783,467 | \$1,801,030 | \$2,165,455 | \$2,191,589 |
| Special Fund | 1,596,911 | 1,609,822 | 2,282,866 | 2,394,866 |
| Total Agency Summary | \$3,380,378 | \$3,410,852 | \$4,448,321 | \$4,586,455 |
| Per Capita | \$14.90 | \$15.03 | \$19.28 | \$20.02 |
| *Total Staffing | 34.00 | 34.00 | 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.

PERSONNEL COMPLEMENT/POSITION CONTROL

The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

| | GENERAL FUND | | SPECIA | Total FTEs | |
|---|--------------|-------------|-------------|-------------|------------|
| Job Title | # of Funded | # of Frozen | # of Funded | # of Frozen | TOTAL FIES |
| Administrative Technician, Senior | _ | | 1.00 | _ | 1.00 |
| Director, Office of Community Wealth Building | 1.00 | l | _ | _ | 1.00 |
| Economic Development Business Services Manager | 1.00 | _ | _ | _ | 1.00 |
| Economic Development Programs Administrator | 1.00 | _ | _ | _ | 1.00 |
| Executive Assistant | 1.00 | | _ | _ | 1.00 |
| Executive Assistant, Senior | 1.00 | l | | _ | 1.00 |
| Human Services Analyst | 1.00 | l | | _ | 1.00 |
| Human Services Analyst, Senior | _ | 1 | 1.00 | _ | 1.00 |
| Human Services Analyst, Senior (Grant funded) | _ | 1 | 1.00 | _ | 1.00 |
| Human Services Technician | _ | 2.00 | _ | _ | 2.00 |
| Management Analyst, Associate | 5.00 | 3.00 | 9.00 | _ | 17.00 |
| Management Analyst, Senior | 2.00 | _ | _ | _ | 2.00 |
| Management Analyst, Senior (Grant Funded) | _ | | 1.00 | _ | 1.00 |
| Policy Advisor | 1.00 | _ | _ | _ | 1.00 |
| Program and Operations Supervisor | 1.00 | | 1.00 | _ | 2.00 |
| Total FTE Count | 15.00 | 5.00 | 14.00 | 0.00 | 34.00 |
| Total FTE % | 75.0 % | 25.0 % | 100.0 % | – % | |

BUDGET HIGHLIGHTS

City Council Action by Amendments: This agency's budget has been amended to include the following:

• The removal of funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff. Funding has been reallocated to the city's Non-Departmental budget to fund a 3.25% across the board pay increase for all city employees (excluding those who qualify for state-supported pay increases) and/or the class and comp plan.

Mayor's Proposed Budget:

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 positions not administratively frozen and rate adjustments for healthcare and retirement in FY2022.

Additionally, this budget includes funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff beginning in October. The 2018 Gallagher study concluded that there were salary inequities in the lower half of the pay ranges within the City. The City implemented phase one in 2019. This recommendation, phase two, makes another significant step in equalizing pay throughout the City by investing in the current workforce.

Operating: This budget reflects a decrease primarily as an overall alignment of the budget with historical and current expenditure trends for operating expenses.

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-------------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-time Permanent | \$773,965 | \$808,383 | \$996,537 | \$1,029,413 |
| Overtime Permanent | 1,031 | 881 | _ | _ |
| Holiday Pay Permanent | 52,014 | 55,223 | _ | _ |
| Vacation Pay Permanent | 35,001 | 24,147 | _ | _ |
| Sick Leave Permanent | 21,830 | 21,221 | _ | _ |
| Death Leave Permanent | 711 | 1,174 | _ | _ |
| Part-time Salaries | 5,480 | _ | _ | _ |
| Holiday Pay Part-time | 120 | _ | _ | _ |
| Vacation Pay Part-time | 400 | _ | _ | _ |
| Sick Leave Personal Part-time | _ | _ | _ | _ |
| Temporary Employee | 218,379 | 234,963 | 199,966 | 199,966 |
| Overtime Temp | 384 | 45 | _ | _ |
| Holiday Pay Temporary | 4,173 | 6,279 | _ | _ |
| Sick Leave Temporary | 651 | 1,007 | _ | _ |
| FICA | 63,820 | 67,966 | 74,183 | 72,222 |
| Retirement Contribution RSRS | 118,269 | 150,852 | 204,161 | 205,189 |
| Medicare FICA | 18,054 | 15,895 | 17,350 | 14,926 |
| Group Life Insurance | 6,935 | 6,748 | 7,538 | 8,247 |
| Health Care Active Employees | 131,439 | 131,915 | 117,953 | 151,360 |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Health Savings Account(HSA) Exp Employer | 1,375 | _ | _ | _ |
| State Unemployment Insurance (SUI) | _ | 9,472 | _ | _ |
| Bonus Pay | _ | _ | _ | _ |
| Classification and Compensation Study | _ | _ | _ | _ |
| Operating Services | | | | |
| Public Info & Relations Svcs | 10,117 | 835 | 27,816 | 27,816 |
| Management Services | 25,138 | 28,860 | 30,000 | 35,000 |
| Education & Training Services | _ | _ | -1 | _ |
| Building Repair & Maint. | 9,101 | 13,413 | -1 | 6,000 |
| Printing & Binding - External | 469 | 1,288 | 2,025 | 2,025 |
| Transportation Services | 8,473 | 19,205 | 16,500 | 8,500 |
| Mileage | _ | _ | 3,700 | 3,700 |
| Property Rental Agreements | 12,453 | 25,344 | 20,000 | _ |
| Security/Monitoring Services | _ | (134,477) | 175,000 | 175,000 |
| Contract & Temp Personnel Services | 14,753 | 44,026 | 26,626 | 26,626 |
| Food & Drink Services | 7,204 | 8,024 | -1 | _ |
| Other Services | _ | _ | -1 | _ |
| Uniforms & Safety Supplies | 7,699 | 6,362 | 9,000 | 4,500 |
| Office Supplies & Stationary | 11,634 | 12,285 | 6,113 | 6,113 |
| Employee Appreciation Events & Awards | 394 | _ | -1 | _ |
| Janitorial Supplies | 1,892 | (1,200) | 7,000 | 7,000 |
| Books & Reference Materials | 995 | 1,152 | -1 | _ |
| Recreational Supplies | 1,670 | 4,162 | 6,200 | 6,200 |
| Postal Services | _ | - | 500 | 500 |
| Telecommunications Services | 1,790 | 35 | 3,547 | 3,547 |
| Conference/Conventions | 3,605 | 8,308 | -1 | _ |
| Membership Dues | _ | - | -1 | _ |
| Employee Training | 4,400 | 11,469 | 3,614 | 3,614 |
| Software | 30,285 | 2,179 | 10,000 | _ |
| Equipment (Less Than \$5,000) | _ | - | - | _ |
| Electric Service | 1,792 | 3,252 | - | _ |
| Water & Sewer | 4,607 | - | - | _ |
| Business Dev. Assistance | 334 | 81,030 | 82,500 | 86,500 |
| Purchased Inventory | _ | 640 | - | _ |
| Miscellaneous Utility Services | 8,320 | | | _ |
| Emp Ser Prog | | | | _ |
| Construction | | | | _ |
| Program Administration | 156,574 | 120,087 | 110,625 | 100,625 |
| Internal Printing & Duplicating | 522 | 11 | 7,000 | 7,000 |
| DIT Charges (Billed from DIT Fund) | 5,213 | 8,570 | | |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Equip & Other Assets Exp | | | | _ |
| Total General Fund | \$1,783,467 | \$1,801,030 | \$2,165,455 | \$2,191,589 |

To provide quality support and direction to agencies and programs that enhance the financial stability, health, education and overall well-being of Richmond residents.

VISION STATEMENT

One Richmond is a thriving community where all citizens have access to opportunities that build wealth and well-being throughout their lives.

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 and offices: Justice Services, Social Services, Parks, Recreation and Community Facilities, Aging and Disabilities, Multi-Cultural Affairs, Community Wealth Building, and Children and Families. The Office ensures program accountability for meeting the health and human service needs of the City of Richmond's residents and visitors. It 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 of the DCAO-HS agencies protect and safeguard children, families, and adults in need and help to build and sustain resilient communities, enhancing 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

- Lead the community in expanding a welcoming, compassionate & equitable community
- Increase pathways to economic stability, thriving through programs, services, and by deepening partnerships with nonprofits, philanthropic & faith organizations, higher education & businesses
- Increase collaborative case management, integrated programs/community solutions to safety, health (mental, physical), and social connection challenges
- 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
- Undertake comprehensive Human Services integration & interoperability planning & process development

PERFORMANCE MEASURES

| Program/ Subprogram | Department Measure | FY2019 Actual | FY2020 Actual | FY2021 Target | FY2022 Target |
|------------------------|--|------------------|------------------|------------------|------------------|
| | # of staff on Advance Leadership Team to manage and implement new initiatives | 15 | 15 | 15 | 15 |
| | # of Subject Matter Experts to lead in the development of portfolio aligned focus areas: Crisis to Thriving framework & "No Wrong Door" service model | NA | 17 | 17 | 17 |
| 01401 | # of meetings to manage integration planning & implementation | NA | 4 | 4 | 4 |
| | % of on site visit for grantees | 100% | 45% | 100% | 100% |
| | % of non-departmental funds distributed timely to various organizations | 100% | 100% | 100% | 100% |
| | % of non-departmental applications reviewed | 100% | 100% | 100% | 100% |
| | % of department funds managed | 100% | 100% | 100% | 100% |
| | # of City departments fully using language access tools | 13 | 26 | 41 | 41 |
| | % of completed vital document translations | 100% | 100% | 100% | 100% |
| | # of participants in "Know your City" Civic Academy for Immigrants/Refugees | NA | NA | NA | 20 |
| 01402 | # of Immigrants Day Projects | NA | NA | 1 | 1 |
| 01402 | # of Spanish for Workplace classes | NA | 3 | 1 | 2 |
| | # of How to Work with Interpreters Training | 4 | 4 | 1 | 4 |
| | # of Cultural Awareness Classes | 4 | 4 | 1 | 4 |
| | # of Latino Youth Programs Developed | 1 | 4 | 2 | 4 |
| 01405 | # of seniors participating in programming | 6,000 | 6,152 | 5,500 | 5,500 |
| | # of persons with disabilities participating in programming | 3,645 | 3,936 | 4,000 | 4,000 |
| | % of Help Line calls resolved | 95% | 90% | 95% | 95% |
| 01411 | % of City Agencies adopting Children and Families priorities | NA | NA | NA | 100% |
| 01412 | # of equity training classes conducted | NA | NA | NA | 4 |

GENERAL FUND PROGRAM BUDGETS

| Program Number | Title | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------|---|------------------|------------------|-------------------|-------------------|
| 01401 | Management Services | \$437,831 | \$637,722 | \$714,384 | \$885,374 |
| 01402 | Office of Immigrant and Refugee Affairs | 372,012 | 399,538 | 363,620 | 361,431 |
| 01403 | Children and Youth | 75,073 | _ | _ | _ |
| 01405 | Office of Aging and Disability Services | 181,185 | 199,351 | 243,639 | 235,128 |
| 01406 | Projects/Grants | 22 | _ | _ | _ |
| 01408 | Volunteerism / Neighbor to Neighbor | 260,504 | 121,333 | - | _ |
| 01411 | Office of Children and Families | _ | _ | _ | 157,081 |
| 01412 | Office of Equity and Inclusion | _ | _ | _ | 243,367 |
| | Total General Fund Program | \$1,326,626 | \$1,357,944 | \$1,321,643 | \$1,882,381 |

SERVICE LEVEL BUDGETS*

| General Fund Services Level Budget | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Administration (SV0801) | \$585,538 | \$742,705 | \$704,424 | \$1,269,367 |
| Boards & Commissions Support (SV0411) | _ | 1,182 | 50,000 | 50,000 |
| City Copy & Print Svcs (SV1001) | 1,028 | 2,653 | 1,200 | 700 |
| Community Outreach (SV2101) | 52,122 | 43,112 | 53,382 | 55,757 |
| Comp & Classification Admin (SV0803) | _ | _ | _ | _ |
| Educational Services (SV0502) | 750 | _ | 1,200 | 1,300 |
| Employee Train & Dev (SV1201) | _ | 425 | 700 | 800 |
| Facilities Management (SV2006) | 14,286 | 10,777 | 16,000 | 12,348 |
| Fleet Management (SV1502) | 22 | _ | _ | _ |
| Interagency Service Coord/CSA (SV2416) | 125 | _ | _ | _ |
| Mail Services (SV1010) | 992 | 884 | _ | _ |
| Multicultural Affairs (SV2419) | 233,432 | 291,761 | 318,824 | 322,737 |
| Pub Info & Media (SV2103) | 1,200 | 1,000 | 1,200 | 1,000 |
| Recreational Services (SV1901) | 1,361 | 191 | 2,200 | 1,700 |
| Re-Entry Services (SV1101) | _ | 1,550 | - | 7,504 |
| Senior & Spec. Needs Programming (SV2421) | 115,618 | 130,345 | 160,161 | 147,551 |
| Strategic Planning & Analysis (SV0913) | 384 | _ | - | _ |
| Volunteer Coordination (SV0304) | 239,096 | 123,781 | 12,352 | 11,617 |
| Youth Services (SV2424) | 73,175 | _ | _ | _ |
| Default (000000) | 7,498 | 7,577 | _ | _ |
| Total Service Level Budget | \$1,326,626 | \$1,357,944 | \$1,321,643 | \$1,882,381 |

^{*}See Appendices & Glossary section for detailed service descriptions.

AGENCY FISCAL SUMMARY – HUMAN SERVICES*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$1,135,025 | \$1,209,162 | \$1,198,613 | \$1,657,475 |
| Operating | 191,601 | 148,782 | 123,030 | 224,906 |
| Total General Fund | \$1,326,626 | \$1,357,944 | \$1,321,643 | \$1,882,381 |
| Special Fund | 260,453 | 204,450 | _ | _ |
| Total Agency Summary | \$1,587,079 | \$1,562,394 | \$1,321,643 | \$1,882,381 |
| Per Capita | \$6.99 | \$6.89 | \$5.73 | \$8.22 |
| *Total Staffing | 16.00 | 14.00 | 13.00 | 16.00 |

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

PERSONNEL COMPLEMENT/POSITION CONTROL

The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

| | GENERA | Total FTEs | | |
|-------------------------------------|-------------|-------------|-----------|--|
| Job Title | # of Funded | # of Frozen | TotalFILS | |
| Administrative Technician, Senior | _ | 1.00 | 1.00 | |
| Bilingual Interpreter | 2.00 | l | 2.00 | |
| Deputy Chief Administrative Officer | 1.00 | 1 | 1.00 | |
| Executive Assistant, Senior | 1.00 | 1 | 1.00 | |
| Grant Coordinator | 1.00 | 1 | 1.00 | |
| Human Services Analyst | 2.00 | | 2.00 | |
| Human Services Analyst, Senior | 2.00 | 1 | 2.00 | |
| Management Analyst, Associate | 2.00 | 1 | 2.00 | |
| Management Analyst, Principal | 2.00 | | 2.00 | |
| Senior Policy Advisor | 2.00 | | 2.00 | |
| Total FTE Count | 15.00 | 1.00 | 16.00 | |
| Total FTE % | 93.8 % | 6.3 % | | |

BUDGET HIGHLIGHTS

City Council Action by Amendments: This agency's budget has been amended to include the following:

• The removal of funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff. Funding has been reallocated to the city's Non-Departmental budget to fund a 3.25% across the board pay increase for all city employees (excluding those who qualify for state-supported pay increases) and/or the class and comp plan.

Mayor's Proposed Budget:

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.

This budget recommends the creation of the Office of Equity and Inclusion within the Human Services Department. The purpose of this new office is to create sustainable policy and structural change, resulting in a more equitable and inclusive city; and to empower marginalized communities who have experienced past injustices, by tracking progress on the city's Equity Agenda.

This budget also recommends the creation of the Office of Children and Families, also within the Human Services Department. The purpose of this new office is to ensure that Richmond is the best place to grow up and raise a family. This office will serve as the City's coordinator for citywide efforts to improve outcomes for the City's youngest residents and their families. This office will also coordinate with other internal and external agencies to help drive its mission.

Personnel: This budget includes 100% funding for all positions not administratively frozen and rate adjustments for healthcare and retirement in FY2022.

Additionally, this budget includes funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff beginning in October. The 2018 Gallagher study concluded that there were salary inequities in the lower half of the pay ranges within the City. The City implemented phase one in 2019. This recommendation, phase two, makes another significant step in equalizing pay throughout the City by investing in the current workforce.

This budget also includes an increase of one Full-Time Equivalent Senior Policy Advisor position associated with the creation of the Office of Children and Families, one Full-Time Equivalent Senior Policy Advisor position that is being transferred from the Office of the Mayor, associated with the creation of the Office of Equity and Inclusion, as well as an increase of one Full-Time Equivalent Management Analyst II, whose role will be to support both of these new offices.

Operating: This budget reflects an increase of \$7,000 for the creation of the Office of Children and Families and \$101k for the Office of Equity and Inclusion. Additionally, this budget includes other minor operating reductions.

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-Time Permanent | \$689,036 | \$703,990 | \$770,593 | \$1,144,624 |
| Overtime Permanent | 366 | 94 | _ | _ |
| Holiday Pay Permanent | 38,376 | 47,731 | _ | _ |
| Vacation Pay Permanent | 26,471 | 31,545 | _ | _ |
| Sick Leave Permanent | 20,322 | 16,170 | _ | _ |
| Military Leave Permanent | 2,012 | _ | _ | _ |
| Death Leave Permanent | 813 | 323 | _ | _ |
| FMLA Paid Parental Bonding | _ | 125 | _ | _ |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---------------------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| FMLA Paid Parental Sick Parent | - | 622 | - | _ |
| Temporary Employee | 40,874 | 35,667 | - | _ |
| Overtime Temporary | 106 | -1 | - | _ |
| Holiday Pay Temporary | 1,071 | 1,608 | - | _ |
| Sick Leave Temporary | 263 | 34 | -1 | _ |
| FICA | 45,084 | 46,669 | 47,777 | 70,967 |
| Retirement Contribution RSRS | 130,070 | 177,259 | 246,326 | 270,516 |
| Medicare FICA | 10,876 | 11,502 | 11,174 | 16,597 |
| Group Life Insurance | 5,122 | 6,113 | 6,013 | 9,998 |
| Health Care Active Employees | 121,560 | 116,346 | 116,731 | 144,773 |
| State Unemployment Ins | - | 6,614 | -1 | _ |
| Health Savings Account | 2,604 | 3,750 | - | _ |
| VRIP Incentive Payments | - | 3,000 | - | _ |
| Classification and Compensation study | - | - | - | _ |
| Operating Services | | | | |
| Public Info & Relations Svcs | 1,144 | 1,000 | 9,950 | 9,000 |
| Management Services | 16,256 | 3,788 | 73,905 | 167,039 |
| Recreational Professional Svcs | 1,957 | 1,143 | 2,500 | 2,500 |
| Cleaning/Janitorial Services | 51 | - | -[| _ |
| Equipment Repair and Maint Services | 25 | _ | _ | _ |
| Printing & Binding - External | 1,075 | 1,848 | 1,000 | 600 |
| Transportation Services | 146 | _ | _ | _ |
| Mileage | 3,013 | 2,482 | 4,800 | 3,500 |
| Meals & Per Diem | 1,019 | 832 | _ | _ |
| Property Rental Agreements | 10,548 | 11,740 | 16,000 | 12,348 |
| Security/Monitoring Services | 3,663 | _ | 500 | 7,119 |
| Contract & Temp Personnel | 1,768 | 3,468 | 1,520 | 3,000 |
| Food & Drinks | 1,007 | 2,238 | _ | 1,200 |
| Office Supplies & Stationary | 11,544 | 5,113 | 1,855 | 6,100 |
| Employee Appreciation Events & Awards | 36 | _ | _ | _ |
| Advertising & Publicity Supplies | 10,044 | 3,332 | 8,600 | 8,000 |
| Lumber | 32 | _ | _ | _ |
| Paint & Paint Supplies | 381 | _ | _ | _ |
| Postal Services | 564 | - | - | _ |
| Conference/Conventions | 1,225 | (75) | | 1,000 |
| Magazine/Newspaper Subscript | 116 | | _ | |
| Membership Dues | 268 | 600 | 500 | 700 |
| Employee Training | 4,949 | 2,447 | 900 | 1,800 |
| Equipment (Less Than \$5,000) | 1,230 | | | |
| Internal Printing & Duplicating | 2,408 | | 1,000 | 1,000 |
| DIT Charges (Billed from DIT Fund) | 922 | 3,538 | | _ |

HUMAN SERVICES

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------------|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Appropriation to Spec Rev Fund | 116,211 | 105,288 | _ | - |
| Total General Fund | \$1,326,626 | \$1,357,944 | \$1,321,643 | \$1,882,381 |

MISSION STATEMENT

To expose and address the root causes of health disparities, protect health by preventing the spread of disease, and build health equity by partnering with communities and working collaboratively across sectors.

VISION STATEMENT

A culture of health in Richmond where all policies, programs, partnerships, and places are designed to promote equity and thriving.

DEPARTMENT OVERVIEW

The Richmond City Health District (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.

DEPARTMENT OBJECTIVES

- Dedicate clinical staff resources to specific, targeted population health initiatives
- Provide opportunities to develop targeted residential outreach, education and support
- Expand place-based RCHD Direct Services
- Improve equitable health outcomes for Richmond mothers and young children
- Develop and utilize an evidence-based navigation and case management model that connects residents to holistic community services and a medical home
- Promote harm-reducing activities and other community efforts
- Elevate the voices of residents in policy discussions and priority-setting
- Prioritize continuous quality improvement in core services, incorporating internal and external inputs to evaluate priorities

PERFORMANCE MEASURES

| Program/ Subprogram | Department Measure | FY2019 Actual | FY2020 Actual | FY2021 Target | FY2022 Target |
|------------------------|--|------------------|------------------|------------------|------------------|
| | % of restaurant inspections completed on time | 90% | 90% | 90% | 90% |
| | % of patients newly diagnosed with early syphilis or HIV who are appropriately counseled | 90% | 90% | 90% | 90% |
| | # of people successfully navigated to medical homes | 315 | 346 | 346 | 346 |
| 2801 | Customer feedback system in place | No | No | Yes | Yes |
| | # of patients at RCHD FP Clinics using forms of birth control (birth control pills, condoms, etc.) who do not get pregnant within 12 months of beginning use | 696 | 842 | 750 | 750 |
| | % of WIC eligible participants | 82.7% | 85.3% | 86% | 86% |
| | % of WIC participants who breastfeed | 12.5% | 16.5% | 16.5% | 16.5% |

RICHMOND CITY HEALTH DISTRICT

| Program/ Subprogram | Department Measure | FY2019 Actual | FY2020 Actual | FY2021 Target | FY2022 Target |
|------------------------|--|------------------|------------------|------------------|------------------|
| 2801 | % WIC participants breastfed through 5 months of age | 20% | 20% | 21.6% | 21.6% |
| | # of individuals trained in using Naloxone | 1,275 | 2,654 | 2,654 | 2,654 |
| | # of Naloxone doses dispensed | 2,738 | 5,308 | 5,300 | 5,300 |

GENERAL FUND PROGRAM BUDGETS

| Program Number | Title | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-------------------|----------------------------|------------------|------------------|-------------------|-------------------|
| 02801 | Health Clinical Services | \$4,030,490 | \$4,863,490 | \$4,563,490 | \$4,633,490 |
| | Total General Fund Program | \$4,030,490 | \$4,863,490 | \$4,563,490 | \$4,633,490 |

SERVICE LEVEL BUDGETS*

| General Fund Services Level Budget | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------------------|------------------|------------------|-------------------|-------------------|
| Public Health Services (SV2420) | \$4,030,490 | \$4,863,490 | \$4,563,490 | \$4,633,490 |
| Total Service Level Budget | \$4,030,490 | \$4,863,490 | \$4,563,490 | \$4,633,490 |

^{*}See Appendices & Glossary section for detailed service descriptions.

AGENCY FISCAL SUMMARY - RICHMOND CITY HEALTH DISTRICT

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---------------------------|------------------|------------------|-------------------|-------------------|
| Operating | \$4,030,490 | \$4,863,490 | \$4,563,490 | \$4,633,490 |
| Total General Fund | \$4,030,490 | \$4,863,490 | \$4,563,490 | \$4,633,490 |
| Total Agency Summary | \$4,030,490 | \$4,863,490 | \$4,563,490 | \$4,633,490 |
| Per Capita | \$17.76 | \$21.43 | \$19.78 | \$20.23 |

BUDGET HIGHLIGHTS

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

Mayor's Proposed Budget:

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 of \$70,000 in FY22 to fund one full time Social Worker associated with the Richmond City Health District's Covid Navigation Program.

AGENCY FISCAL DETAIL - GENERAL FUND

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---------------------------------------|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Payments To Other Government Agencies | \$4,030,490 | \$4,863,490 | \$4,563,490 | \$4,633,490 |
| Total General Fund | \$4,030,490 | \$4,863,490 | \$4,563,490 | \$4,633,490 |

MISSION STATEMENT

To improve the quality of life for all people of the City of Richmond by strengthening families and individuals through prevention, intervention, and support services that foster self-sufficiency and resilience.

VISION STATEMENT

Human Services: "One Richmond" is a thriving community where all citizens have access to opportunities to build wealth and well-being throughout their lives.

Social Services: Vision 2023: Build to Last

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 | FY2019 Actual | FY2020 Actual | FY2021 Target | FY2022 Target |
|------------------------|---|------------------|------------------|------------------|------------------|
| 02701/02728 | # completed cases per investigator per year (*this measure's target is now captured in 02728 for FY22) | 1,050 | NA | NA | NA |
| 02701 | Complete all activities outlined in Phase I of the DSS Vision 2023 Strategic Plan | NA | 70% | 80% | 80% |
| 02702 | Increase the % of youth receiving State and Local funded home based services that are not eligible for federal funded Title IV-E services | NA | 41% | 28% | 35% |
| 02703 | VDSS guidelines for timely processing rate is 97% per month per program area | 99.5% | 98% | 97% | 97% |
| 02704 | To timely process a minimum of 97% of general relief cases for unattached children within 45 days | NA | NA | 97% | NA |

| Program/ Subprogram | Department Measure | FY2019 Actual | FY2020 Actual | FY2021 Target | FY2022 Target |
|------------------------|---|------------------|------------------|------------------|------------------|
| 02705 | To timely process a minimum of 97% of all AG cases within the VDSS processing guideline of 45 days | NA | NA | 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 | NA | NA | NA | NA |
| 02707 | To timely process Refugee Assistance applications in accordance with VDSS requirements for timely processing at a rate of 97% | 100% | 100% | 97% | 97% |
| 02708 | Provides Administrative Function for CF&A | 80% | 80% | 80% | 80% |
| 02709 | Discharges to Permanency- youth discharged to permanent homes | 50% | 50% | 50% | 50% |
| 02710 | Referral Contacts Within Response Priority | 90% | 90% | 90% | 90% |
| 02711 | Increase the # of Long Term Care Screenings within the 30 day timeframe by 5% | 95% | 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 | 16% | 16% | 46% | 46% |
| 02713 | Increase the # of dispositions made for APS investigations within the 45 day timeframe by 5% | 95% | 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% | NA | 97% | NA |
| 02717 | VDSS guidelines for timely processing rate is 97% per month per program area | 97% | 99% | 97% | 97% |
| 02718 | Increase # of participants (*this measure does not have a FY21 target as the agency is no longer receiving this grant) | 90% | 90% | NA | NA |

| Program/ Subprogram | Department Measure | FY2019 Actual | FY2020 Actual | FY2021 Target | FY2022 Target |
|------------------------|---|------------------|------------------|------------------|------------------|
| 02719 | VDSS guidelines for timely processing rate is 97% per month per program area | 100% | 99% | 97% | 97% |
| 02720 | VDSS guidelines for timely processing rate is 97% per month per program area | 100% | NA | 98% | NA |
| 02721 | Increase the # of available foster care families | 5 | 5 | 5 | 5 |
| 02722 | VDSS and City of Richmond guidelines for timely processing rate is 97% per month per program area | 98% | 98% | 97% | 98% |
| 02723 | Increase # of participants in parenting groups | 10 | 10 | 10 | 10 |
| 02724 | Increase # of family partnership meetings by 5% | 98% | 98% | 100% | 98% |
| 02725 | Increase # of participants | NA | NA | 90% | NA |
| 02726 | Increase the % of youth receiving State and Local funded home based services that are not eligible for federal funded Title IV-E services | 30% | 41% | 34% | 35% |
| 02727 | Increase the # of homeless population receiving services | 90% | NA | 90% | NA |
| 02728 | # of completed cases per investigator per year | NA | NA | 1,224 | NA |

GENERAL FUND PROGRAM BUDGETS

| Program Number | Title | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------|---|------------------|------------------|-------------------|-------------------|
| 02701 | Administration | \$5,139,700 | \$5,320,661 | \$5,260,030 | \$4,212,169 |
| 02702 | CSA | 6,741,496 | 4,706,678 | 8,029,887 | 7,005,084 |
| 02703 | Financial Assist Administration | 6,874,379 | 6,614,504 | 6,547,864 | 6,799,253 |
| 02704 | General Relief | 45,371 | 41,524 | 232,090 | 232,090 |
| 02705 | Auxiliary Grants-Aged, Blind & Disabled | 2,463,546 | 2,445,494 | 2,702,100 | 2,702,100 |
| 02707 | Refugee Assistance | - | 8,947 | 15,000 | 15,000 |
| 02708 | Adult/Family Admin | 2,312,346 | 2,383,887 | 2,692,628 | 2,351,589 |
| 02709 | Foster Care | 5,931,589 | 5,872,138 | 7,039,867 | 7,576,635 |
| 02710 | Child Protective Services (CPS) | 2,431,219 | 2,294,680 | 2,360,827 | 2,653,646 |
| 02711 | Adult Services | 869,782 | 896,953 | 791,300 | 983,291 |
| 02712 | Adoption | 7,648,971 | 7,498,041 | 8,258,591 | 8,329,136 |
| 02713 | Adult Protective Services (APS) | 440,095 | 478,297 | 508,082 | 719,975 |
| 02714 | Family Stabilization | 1,558,910 | 1,757,884 | 1,805,777 | 2,036,455 |
| 02715 | V.I.E.W. | 2,173,696 | 1,772,237 | 1,887,615 | 1,887,405 |
| 02716 | SNAPET | 6,367 | _ | 29,776 | 29,776 |

| Program Number | Title | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------|--|------------------|------------------|-------------------|-------------------|
| 02717 | Hospital Based Eligibility Workers | 260,453 | 325,740 | 278,321 | 253,241 |
| 02718 | Healthy Start - Local Only | 68,944 | 507 | _ | _ |
| 02719 | Child Day Care (VIEW) | 638,748 | 566,252 | 541,430 | 723,560 |
| 02720 | Southside Community Services Center | 840,554 | 737,896 | 1,017,837 | 972,779 |
| 02721 | Foster Parent Training | 325,939 | 262,263 | 314,327 | 338,886 |
| 02722 | Finance & Admin Tech Supp | 2,424,305 | 2,636,615 | 3,036,876 | 2,407,583 |
| 02723 | Early Childhood-Local Only | 25,319 | 8,798 | 20,413 | 20,413 |
| 02724 | Family Preservation | 46,420 | 72,495 | 97,200 | 97,200 |
| 02725 | East District I | 75,696 | _ | _ | _ |
| 02727 | Non-Reimbursable Local Portion | 805,132 | 745,020 | 739,587 | 839,895 |
| 02728 | Special Revenue | | _ | 40,092 | 39,053 |
| | Total General Fund Program | \$50,148,976 | \$47,447,510 | \$54,247,515 | \$53,226,215 |

SERVICE LEVEL BUDGETS*

| General Fund Services Level Budget | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Administration (SV0801) | \$4,470,707 | \$7,247,341 | \$7,228,793 | \$4,937,522 |
| Adoption Services (SV2401) | 7,642,373 | 7,628,651 | 8,460,405 | 8,569,923 |
| Adult Services (SV2402) | 1,585,437 | 1,646,830 | 1,517,518 | 1,900,233 |
| Burial Services (SV1501) | 22,000 | 21,590 | 48,250 | 48,250 |
| Case Management (SV2403) | 57,911 | 81,933 | 161,750 | 191,600 |
| Childcare Services (SV2404) | 7,206 | 8,343 | 7,526 | 8,356 |
| Children's Protective Services (SV2405) | 2,448,555 | 2,317,292 | 2,382,659 | 2,661,545 |
| City Copy & Print Services (SV1001) | 13,929 | 20,429 | 15,000 | 15,000 |
| Community Outreach (SV2101) | _ | _ | 4,654 | 2,714 |
| Comp & Classification Admin (SV0803) | _ | _ | _ | _ |
| COVID-19 (SV2614) | _ | 53,914 | _ | _ |
| Customer Service (SV0302) | 1,855,882 | 1,785,122 | 1,749,503 | 1,839,353 |
| Desktop Support (SV1005) | 62,628 | 7,085 | 12,750 | 16,746 |
| Early Child Dev. Initiative (SV2407) | 174,220 | 141,175 | 163,783 | 165,806 |
| Eligibility Determ Svcs (DSS) (SV2408) | 9,225,179 | 8,743,174 | 9,145,577 | 9,065,036 |
| Emergency and Gen. Assist. (SV2409) | 322,372 | 335,631 | 493,753 | 449,022 |
| Emergency Operations Coord (SV0703) | _ | _ | 3,500 | 5,756 |
| Emergency Preparedness (SV0700) | 702 | _ | _ | _ |
| Employee Performance Mgmt (SV0804) | _ | 750 | _ | _ |
| Employee Train & Develop (SV1201) | 173,517 | 411,531 | 425,323 | 438,873 |
| Engineering Services (SV1701) | 41,338 | _ | _ | _ |
| Facilities Management (SV2006) | 27,681 | 14,184 | 96,491 | 1,354,935 |

| General Fund Services Level Budget | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|------------------|------------------|-------------------|-------------------|
| Fam Focused/Preservatn Svcs (SV2410) | 1,890,248 | 2,089,960 | 2,256,121 | 2,361,808 |
| Financial Management (SV0908) | 1,008,942 | 946,841 | 1,050,088 | 894,835 |
| Fleet Management (SV1502) | 169,971 | 325,139 | 464,482 | 339,296 |
| Foster Care Services (SV2413) | 12,802,229 | 10,791,553 | 15,216,835 | 14,865,900 |
| Grants Management (SV0909) | (851) | (123) | _ | 45,274 |
| Homeless Services (SV2415) | 553,496 | 493,597 | 692,707 | 304,725 |
| Human Resources Mgmt. (SV0806) | 383,554 | 389,311 | 478,997 | 378,285 |
| Human Services (SV2400) | 2,842,244 | 660 | _ | _ |
| Inter & Intranet Support & Dev (SV1008) | _ | 399 | _ | _ |
| Interagency Svc. Coord./CSA (SV2416) | 70,981 | 63,152 | 93,726 | 94,470 |
| Investigations (SV2202) | 506,337 | 403,701 | 417,052 | 437,913 |
| Job Training / Employee Assist (SV1200) | 99 | _ | _ | _ |
| Legislative Services (SV0604) | _ | _ | 1,053 | 1,053 |
| Mail Services (SV1010) | 33,623 | 29,605 | 39,572 | 39,572 |
| Management Info Systems (SV1011) | 367,495 | 387,580 | 397,474 | 433,496 |
| Mayor's Youth Academy (SV1202) | 2,994 | _ | _ | _ |
| Medical Services (SV2417) | _ | _ | 7,900 | 7,900 |
| Parking Management (SV1505) | 286,380 | 217,075 | 211,320 | 256,680 |
| Patrol Services (SV2207) | _ | (133) | _ | _ |
| Public Info & Media Relations (SV2103) | 28,700 | _ | _ | _ |
| Purchased Svcs for Client Pay (SV2426) | 638 | _ | _ | _ |
| Records Management (SV2302) | 456,653 | 440,258 | 487,774 | 426,003 |
| Recruit, Select, & Retent. Svcs (SV0807) | _ | 2,656 | 7,000 | 3,500 |
| Re-Entry Services (SV1101) | 20,042 | 7,783 | _ | _ |
| Security Management (SV2217) | 111,632 | 233,375 | 315,000 | 339,000 |
| Software/Apps Dev & Supp (SV1016) | _ | _ | _ | _ |
| Strategic Planning & Analysis (SV0913) | 74,146 | 77,574 | 80,260 | 84,036 |
| Telecomm Systms Mgmt (SV1002) | 16,038 | _ | _ | _ |
| Transportation Services (SV2507) | 99,993 | _ | 100,000 | 186,357 |
| Tropical Storm Florence-2018 (SV2607) | 2,996 | _ | _ | _ |
| Workforce Development (SV1203) | 4,273 | _ | 12,918 | 55,441 |
| Default (000000) | 284,488 | 82,570 | _ | _ |
| Total Service Level Budget | \$50,148,976 | \$47,447,510 | \$54,247,515 | \$53,226,215 |

^{*}See Appendices & Glossary section for detailed service descriptions.

AGENCY FISCAL SUMMARY – SOCIAL SERVICES*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$24,422,155 | \$24,642,058 | \$24,942,870 | \$26,496,432 |
| Operating | 25,726,821 | 22,805,451 | 29,304,645 | 26,729,783 |
| Total General Fund | \$50,148,976 | \$47,447,510 | \$54,247,515 | \$53,226,215 |
| Special Fund | 16,003,564 | 12,331,936 | 16,897,192 | 15,870,081 |
| Total Agency Summary | \$66,152,540 | \$59,779,446 | \$71,144,707 | \$69,096,296 |
| Per Capita | \$291.52 | \$263.44 | \$308.36 | \$301.63 |
| Total Staffing | 498.80 | 496.30 | 488.30 | 488.30 |

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

PERSONNEL COMPLEMENT/POSITION CONTROL

The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

| | GENER <i>A</i> | AL FUND | SPECIA | Total FTEs | |
|------------------------------------|----------------|-------------|-------------|-------------|------------|
| Job Title | # of Funded | # of Frozen | # of Funded | # of Frozen | TOTAL FIES |
| Accounting Supervisor | _ | 1.00 | _ | _ | 1.00 |
| Accounting Technician | 1.00 | _ | _ | _ | 1.00 |
| Administrative Technician | 15.80 | 3.00 | _ | _ | 18.80 |
| Administrative Technician, Senior | 11.00 | 5.00 | _ | _ | 16.00 |
| Bilingual Interpreter | _ | 2.00 | _ | _ | 2.00 |
| Business Systems Analyst | 1.00 | _ | _ | _ | 1.00 |
| Business Systems Specialist | 1.00 | _ | _ | _ | 1.00 |
| Customer Service Supervisor | 2.00 | _ | _ | _ | 2.00 |
| Deputy Department Director, Senior | 3.00 | _ | _ | _ | 3.00 |
| Director of Social Services | 1.00 | - | | _ | 1.00 |
| Executive Assistant, Senior | 1.00 | _ | _ | _ | 1.00 |
| Family Services Specialist | 24.00 | 3.00 | 1.00 | _ | 28.00 |
| Family Services Supervisor | 21.00 | _ | _ | _ | 21.00 |
| Family Services Worker | 65.00 | 22.00 | _ | _ | 87.00 |
| Human Services Analyst | 4.00 | 2.00 | _ | _ | 6.00 |
| Human Services Analyst, Senior | 1.00 | 1.00 | _ | _ | 2.00 |
| Human Services Assistant | 1.00 | _ | _ | _ | 1.00 |
| Human Services Manager | _ | _ | 1.00 | _ | 1.00 |
| Human Services Specialist | 4.00 | 3.00 | _ | _ | 7.00 |
| Human Services Supervisor | 14.00 | 2.00 | _ | _ | 16.00 |
| Human Services Supervisor, Senior | 1.00 | _ | _ | _ | 1.00 |
| Human Services Technician | 24.00 | 14.00 | _ | _ | 38.00 |
| Human Services Technician, Senior | 50.00 | 60.00 | _ | _ | 110.00 |

| | GENER/ | AL FUND | SPECIA | Tableto. | |
|---|-------------|-------------|-------------|-------------|------------|
| Job Title | # of Funded | # of Frozen | # of Funded | # of Frozen | Total FTEs |
| Maintenance and Operations Facilities Manager | _ | 1.00 | _ | _ | 1.00 |
| Maintenance Specialist | 1.00 | _ | _ | _ | 1.00 |
| Management Analyst, Associate | 11.00 | 3.00 | _ | _ | 14.00 |
| Management Analyst, Senior | 6.00 | 2.00 | _ | _ | 8.00 |
| Policy Advisor | 1.00 | _ | _ | _ | 1.00 |
| Program and Operations Manager | 2.00 | 3.00 | _ | _ | 5.00 |
| Program and Operations Supervisor | 11.00 | 3.00 | _ | _ | 14.00 |
| Social Casework Coordinator | 11.50 | 7.00 | _ | _ | 18.50 |
| Social Casework Coordinator, Supervisor | 1.00 | 1.00 | _ | _ | 2.00 |
| Social Casework Specialist | 2.00 | _ | 1.00 | _ | 3.00 |
| Social Casework Specialist (Grant Funded) | _ | _ | 4.00 | _ | 4.00 |
| Social Caseworker | 13.00 | 20.00 | _ | _ | 33.00 |
| Social Caseworker Supervisor | 4.00 | _ | _ | _ | 4.00 |
| Technology Coordinator (Agency) | 1.00 | _ | _ | _ | 1.00 |
| Technology Manager (Agency) | 1.00 | _ | _ | _ | 1.00 |
| Technology Specialist (Agency) | 2.00 | _ | _ | _ | 2.00 |
| Training Analyst | 3.00 | 2.00 | _ | _ | 5.00 |
| Warehouse and Materials Technician | 3.00 | 2.00 | _ | _ | 5.00 |
| Total FTE Count | 319.30 | 162.00 | 7.00 | 0.00 | 488.30 |
| Total FTE % | 66.3 % | 33.7 % | 100.0 % | – % | |

BUDGET HIGHLIGHTS

City Council Action by Amendments: This agency's budget has been amended to include the following:

The removal of funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff. Funding has been reallocated to the city's Non-Departmental budget to fund a 3.25% across the board pay increase for all city employees (excluding those who qualify for state-supported pay increases) and/or the class and comp plan.

Mayor's Proposed Budget:

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 positions not administratively frozen and rate adjustments for healthcare and retirement in FY2022.

Additionally, this budget includes funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff beginning in October. The 2018 Gallagher study concluded that there were salary inequities in the lower half of the pay ranges within the City. The City implemented phase one in 2019. This recommendation, phase two, makes another significant step in equalizing pay throughout the City by investing in the current workforce.

This budget also includes market increases for DSS staff, implemented in FY21.

Operating: This budget reflects a decrease of \$2.4M due to a reduction in property rental agreements for the rental payment for Marshall Plaza, of which \$1.3M is an increase in Building Repair & Maintenance Services for facility maintenance. This budget also reflects a decrease of \$1M for the local match for the Children's Services Act (CSA).

AGENCY FISCAL DETAIL - GENERAL FUND

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-time Permanent | \$13,648,051 | \$13,887,942 | \$16,298,734 | \$17,532,961 |
| Overtime Permanent | 184,641 | 260,270 | 36,779 | 160,000 |
| Holiday Pay Permanent | 887,110 | 965,697 | _ | _ |
| Shift Other Differential Perm | _ | 1,852 | _ | 2,000 |
| Vacation Pay Permanent | 1,065,285 | 932,639 | _ | _ |
| Sick Leave Permanent | 755,669 | 616,656 | _ | _ |
| Civil Leave Permanent | 4,393 | 1,896 | _ | _ |
| Death Leave Permanent | 18,780 | 20,317 | _ | _ |
| FMLA Paid Parental Maternity | 22,921 | 23,932 | _ | _ |
| FMLA Paid Parental Adopt/Foster Care | 2,177 | 1,310 | _ | _ |
| FMLA Paid Parental Bonding | 4,530 | 55 | _ | _ |
| FMLA Paid Parental Sick Parent | 7,134 | 8,060 | _ | |
| Part-time Salaries | 18,308 | 26,359 | 20,692 | 24,048 |
| Holiday Pay Part-time | 1,164 | 1,842 | _ | _ |
| Vacation Pay Part-time | 307 | 318 | | |
| Sick Leave Personal Part-time | 461 | 119 | | |
| Temporary Employee | 255,832 | 171,651 | _ | _ |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---------------------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Overtime Temp | 84 | _ | _ | _ |
| Holiday Pay Temporary | 16,790 | 10,019 | _ | _ |
| Sick Leave Temporary | 6,078 | 1,799 | _ | _ |
| Funeral Leave Temporary | 1,140 | _ | _ | _ |
| FICA | 973,447 | 989,601 | 1,014,084 | 1,095,580 |
| Retirement Contribution RSRS | 3,156,332 | 3,105,876 | 4,129,010 | 4,142,687 |
| Medicare FICA | 227,843 | 231,672 | 237,165 | 254,577 |
| Group Life Insurance | 91,633 | 91,715 | 95,027 | 102,104 |
| Health Care Active Employees | 3,036,257 | 3,004,697 | 3,111,380 | 3,182,476 |
| State Unemployment Ins | 19,988 | 59,272 | _ | _ |
| Health Savings Account | 15,799 | 22,993 | _ | _ |
| VRIP Incentive Payments | _ | 203,500 | _ | _ |
| Classification and Compensation Study | _ | _ | _ | _ |
| Operating Services | | | | |
| Professional Services | 21,168 | 6,725 | 15,000 | 15,000 |
| Architectural & Engineering | 41,338 | _ | _ | _ |
| Public Info & Relations Svcs | 183 | 1,512 | 5,688 | _ |
| Media Svcs (Advertising) | 28,700 | 1,144 | 7,000 | 3,500 |
| Information & Research Svcs | 4,415 | 3,932 | 8,210 | 8,135 |
| Management Services | 46,207 | 14,611 | 15,102 | 15,102 |
| Education & Training Services | 62,917 | _ | 13,000 | 11,000 |
| Building Repair & Maint Svcs | 8,437 | 6,481 | 15,000 | 1,310,000 |
| Cleaning/Janitorial Services | 8,129 | 18,619 | 12,910 | 12,910 |
| Equipment Repair & Maint | 7,303 | 7,190 | _ | _ |
| Pest Control Services | _ | 1,415 | _ | 15,000 |
| Vehicle Repair & Maint | 97,146 | 59,235 | 86,345 | 81,600 |
| Office Furniture Fixture Mach | 4,489 | 9,142 | _ | _ |
| Printing & Binding - External | 1,048 | _ | _ | _ |
| Moving & Relocation Services | 14,574 | 3,210 | _ | _ |
| Transportation Services | 110,363 | _ | 129,776 | 216,133 |
| Mileage | _ | _ | 250 | _ |
| Employee Parking Subsidy | 286,408 | 217,141 | 211,320 | 256,680 |
| Travel Settlement | _ | 483 | _ | _ |
| Property Rental Agreements | 2,459,579 | 2,912,028 | 2,950,316 | 513,324 |
| Residential Property Rental | 200,000 | (200,000) | _ | _ |
| Security/Monitoring Services | 538,770 | 250,628 | 380,000 | 355,000 |
| Contract & Temp Personnel | 203,737 | 172,397 | 215,312 | 339,556 |
| Food & Drinks | 14,160 | 9,724 | _ | _ |
| Other Services | 4,520 | (45) | _ | _ |
| Uniforms & Safety Supplies | 3,342 | 867 | _ | _ |
| Office Supplies & Stationary | 95,982 | 117,875 | 52,541 | 105,411 |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Employee Appreciation Events & Awards | 7,392 | 13,325 | - | 600 |
| Office/Building Décor | 16,030 | 24,076 | - | _ |
| Advertising Supplies | 264 | - | _ | _ |
| Janitorial Supplies | 1,479 | 11 | _ | _ |
| Vehicle Cleaning Supplies | 20 | - | 11,250 | 11,250 |
| Books & Reference Material | 4,324 | 19 | 7,038 | 7,038 |
| Educational Supplies | 1,830 | 232 | 2,000 | 2,000 |
| Cable | 6 | - | _ | _ |
| Medical & Laboratory Supp | 6,898 | 12,319 | 7,900 | 7,900 |
| Bulk Chemicals | _ | 135 | _ | _ |
| Floor Covering | 346 | - | _ | _ |
| Courier Service | 75 | - | _ | _ |
| Postal Services | 16,187 | 226 | 39,572 | 39,572 |
| Telecommunications Services | 24,533 | 348 | 25,500 | 2,000 |
| Conference/Conventions | 75,158 | 40,994 | - | 2,665 |
| Magazine/Newspaper Subscri | 166 | 217 | - | _ |
| Membership Dues | 8,225 | 9,468 | 6,875 | 9,752 |
| Employee Training | 39,501 | 16,306 | 33,137 | 93,524 |
| Software | 1,491 | 1,347 | - | _ |
| Computer Accessories | 30,026 | _ | _ | _ |
| Equipment (Less Than \$5K) | 14,649 | 40,355 | 10,000 | 10,000 |
| Software License | 1,197 | 242,674 | 205,600 | 95,000 |
| License & Permits (Other Than Software) | 250 | 35 | _ | _ |
| Refuse & Recycling Expenses | 11,322 | 13,039 | 13,500 | 13,500 |
| ADC FC FH Maint & Care | 375,637 | 348,255 | 540,338 | 540,338 |
| ADC FC Instit Main Care | 3,221,969 | 2,858,599 | 3,500,000 | 3,500,000 |
| General Relief-Burial Asst. | 171 | _ | _ | _ |
| Education and Training | 86,135 | 45,988 | 160,010 | 160,010 |
| Emergency Assistance | 14 | 4,152 | 3,500 | 3,500 |
| Emergency Prevention | 183,990 | 206,338 | 243,988 | 243,988 |
| Emergency Shelter | 398 | _ | 8,560 | 8,560 |
| Gr-Maintenance | 15,402 | 11,776 | 39,090 | 39,090 |
| Home Based Services | 268,297 | 291,037 | 300,000 | 300,000 |
| Opt Grants Aged Blind Disable | 1,805,992 | 1,676,260 | 2,017,100 | 2,017,100 |
| Protective Services | 15,463 | 17,953 | 32,880 | 32,800 |
| Special Needs Adoption | 1,333,259 | 1,053,404 | 1,515,628 | 1,515,628 |
| Special Needs Adoption Iv-E | 5,861,746 | 5,950,868 | 6,300,000 | 6,300,000 |
| Storage | 3,779 | 41,589 | 28,256 | 38,256 |
| Supplement To Aid To Aged | 630,412 | 769,234 | 675,000 | 675,000 |
| Supplement To Aid To Blind | 4,720 | | 10,000 | 10,000 |
| Trav Rel To And For Wel Client | 13,416 | 8,974 | 36,000 | 35,000 |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Welfare Grants | _ | 8,947 | 15,000 | 15,000 |
| Non-Mandated Local Services | 340,504 | 267,701 | 642,266 | 228,505 |
| Emergency Contingency | 1,032 | | | _ |
| Workforce Training | 61,697 | 79,993 | 150,000 | 150,000 |
| Foster Care Independent Living | 471,778 | 505,114 | 625,000 | 625,000 |
| Program Administration | 4,875 | 3,000 | | |
| Essential Support Services | 4,882 | 12,130 | 100,000 | |
| Paper Products | 99 | | | |
| Laundry Supplies & Linen | 188 | | | |
| Personal Care Supplies | 408 | 587 | | |
| Auto Parts & Other Supplies | 200 | | | _ |
| Carwash | _ | 3,500 | | |
| Fuel for Dept Owned Vehicles | 38,615 | 25,495 | 31,101 | 53,808 |
| Monthly Standing Costs | 32,617 | 37,249 | 35,786 | 38,962 |
| Auto Expenses Charged by Fleet (M5 only) | 651 | 881 | | 3,676 |
| Internal Printing & Duplicating | 15,209 | | 15,000 | 15,000 |
| DIT Charges (Billed from DIT Fund) | 33,176 | 50,034 | | |
| Buildings & Structures Expense | 13,939 | | 1 | |
| Equip & Other Assets Exp | 26,282 | 4,968 | | |
| Vehicle Expense | 105,297 | 228,548 | 300,000 | 150,000 |
| Approp For Spec Rev Funds | 6,291,975 | 4,263,439 | 7,500,000 | 6,477,410 |
| CWIP-Transfer Project Expenditures to CWIP (Fixed Assets) | (61,683) | _ | _ | _ |
| Total General Fund | \$50,148,976 | \$47,447,510 | \$54,247,515 | \$53,226,215 |

EXPENDITURES BY AGENCY

EDUCATION

MISSION STATEMENT

Richmond Public Schools will prepare our students to become successful, contributing members of society through innovative and compassionate learning 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. 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 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. RPS is the gateway to infinite possibilities. We lead our students to become global leaders who shape the future with intellect, integrity and compassion.

DEPARTMENTAL OBJECTIVES*

Top 10 Goals for RPS Strategic Plan Dreams4RPS (2018-2023)

- Achieve 100% full accreditation
- Increase the graduation rate as well as the percentage of graduates attending a 4-year or 2- year college, entering
 the workforce in a living wage job, or participating in national service overall and for each subgroup (race,
 economic status, IEP status, and ELL status)
- Increase the proficiency and advanced rates in reading, writing, math, science, and social studies overall and for each subgroup
- Increase teacher retention overall and for each subgroup
- Decrease the gaps in proficiency and advanced rates by race, economic status, ELL status, and IEP status
- Increase student satisfaction (for example, with school culture, building cleanliness, and engagement level of
 classes); family satisfaction (for example, with school safety, academic rigor, and timeliness of transportation); and
 staff satisfaction (for example, with level of support, freedom to offer feedback, and availability of resources) –
 overall and for each subgroup
- Increase student enrollment overall and for each subgroup
- Decrease chronic absenteeism overall and for each subgroup
- Decrease suspensions overall and for each subgroup
- Increase funding from local, state, federal, and philanthropic sources

GENERAL FUND PROGRAM BUDGETS

| Program Number | Title | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-------------------|----------------------------|------------------|------------------|-------------------|-------------------|
| 07801 | RPS - Pubic Schools | \$156,721,265 | \$175,193,143 | \$181,694,074 | \$187,142,096 |
| | Total General Fund Program | \$156,721,265 | \$175,193,143 | \$181,694,074 | \$187,142,096 |

^{*}Please refer to RPS' website for more information on the top 10 goals and objectives: https://www.rvaschools.net/Page/5346

SERVICE LEVEL BUDGETS*

| General Fund Services Level Budget | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------------------|------------------|------------------|-------------------|-------------------|
| Educational Services (SV0502) | \$156,721,265 | \$175,193,143 | \$181,694,074 | \$187,142,096 |
| Total City Appropriation | \$156,721,265 | \$175,193,143 | \$181,694,074 | \$187,142,096 |

^{*}See Appendices & Glossary section for detailed service descriptions.

AGENCY FISCAL SUMMARY – RICHMOND PUBLIC SCHOOLS*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------|------------------|------------------|-------------------|-------------------|
| Operating | \$156,721,265 | \$175,193,143 | \$181,694,074 | \$187,142,096 |
| Total General Fund | \$156,721,265 | \$175,193,143 | \$181,694,074 | \$187,142,096 |
| Capital Improvement Plan | 151,862,000 | 19,000,000 | 6,702,003 | 2,100,000 |
| Total Agency Summary | \$308,583,265 | \$194,193,143 | \$188,396,077 | \$189,242,096 |
| Per Capita | \$1,359.88 | \$855.78 | \$816.56 | \$826.12 |

BUDGET HIGHLIGHTS

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

Mayor's Proposed Budget:

Please refer to RPS' Strategic Plan for performance indicators.

Operating: This budget remains committed to an investment in education with a proposed increase in the City's local contribution to RPS of approximately \$4,588,135. This budget also reflects the inclusion of one-time funding of \$1,834,471 (compared to last year's amount of \$974,584). This funding is representative of planned, unspent funds from RPS' current fiscal year (FY2021) budget. Combined, this budget recommends a total increase of \$6,422,606 to RPS compared to FY2021 (when excluding the use of prior year fund balance of \$974,584).

AGENCY FISCAL DETAIL - GENERAL FUND

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------------------|------------------|------------------|-------------------|-------------------|
| Appropriation For Rich Pub Schools | \$156,721,265 | \$175,193,143 | \$181,694,074 | \$187,142,096 |
| Total General Fund | \$156,721,265 | \$175,193,143 | \$181,694,074 | \$187,142,096 |

EXPENDITURES BY AGENCY

COMMUNITY DEVELOPMENT

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.

VISION STATEMENT

Richmond is a premier city for equitable economic development.

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 | FY2019 Actual | FY2020 Actual | FY2021 Target | FY2022 Target |
|------------------------|---|------------------|------------------|------------------|------------------|
| 03601/03603 | # of quarterly budget projections completed | NA | NA | 4 | 4 |
| 03602/03603 | # businesses retained/expanded | 7 | 4 | 10 | 10 |
| 03602/03603 | # of new businesses | 12 | 3 | 10 | 10 |
| 03602/03603 | # of new and retained jobs from business attraction, retention and expansion activities | 1277 | 550 | 500 | 600 |
| 03602/03603 | \$ of capital investment from business attraction, retention and expansion activities | \$71,928,270 | \$68,359,344 | \$50,000,000 | \$50,000,000 |
| 03602/03603 | # of completed business visits | 125 | 259 | 200 | 400 |
| 03603/03606 | \$ of sales proceeds from real estate | \$0 | \$0 | \$600,000 | \$10,000,000 |
| 03603/03606 | # of surplus City owned properties sold | 1 | 0 | 75 | 2 |
| 03603/03606 | # of properties acquired to support City department functions | 2 | 0 | 2 | 2 |

ECONOMIC DEVELOPMENT

| Program/ Subprogram | Department Measure | FY2019 Actual | FY2020 Actual | FY2021 Target | FY2022 Target |
|------------------------|---|------------------|------------------|------------------|------------------|
| 03603/03606 | # of leases executed with third party owners to support critical City department functions including the renewals of existing leases | 2 | 1 | 2 | 1 |
| 03603/03606 | # of leases executed for vacant City-owned properties to existing or new businesses including non- profit companies including the renewals of existing leases | 1 | 2 | 2 | 1 |

GENERAL FUND PROGRAM BUDGETS

| Program Number | Title | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------|--|------------------|------------------|-------------------|-------------------|
| 03601 | Administration/Executive Management | \$1,756,154 | \$795,713 | \$844,460 | \$616,038 |
| 03602 | Business Development | 988,948 | 1,099,392 | 886,650 | 1,455,225 |
| 03603 | DCAO for Economic and Community Development | 272,091 | 706,488 | 723,781 | 878,941 |
| 03604 | Financial Strategies | | (350) | 1 | |
| 03605 | Housing & Neighborhoods | 817 | (4,145) | | |
| 03606 | Asset Management | 455,451 | 201,936 | 209,967 | 144,944 |
| 03612 | 17 th Street Farmer's Market | 250,000 | | | |
| | Total General Fund Program | \$3,723,460 | \$2,799,033 | \$2,664,858 | \$3,095,149 |

SERVICE LEVEL BUDGETS*

| General Fund Services Level Budget | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|------------------|------------------|-------------------|-------------------|
| Administration (SV0801) | \$933,443 | \$1,096,606 | \$1,107,961 | \$1,318,056 |
| Business Attraction (SV0403) | 216,812 | 53,207 | 515,420 | 514,920 |
| Business Retention & Expansion (SV0404) | 91,491 | 548,805 | 653,716 | 900,841 |
| City Copy & Print Services (SV1001) | 286 | 563 | 1 | _ |
| Comp & Classification Admin (SV0803) | - | 1 | 1 | - |
| COVID-19 (SV2614) | - | 38,668 | 1 | - |
| Econ & Comm Development Svcs (SV0400) | 250,000 | 306,188 | 1 | - |
| Farmer's Market (SV0405) | 148,519 | 203,555 | l | 76,964 |
| Financial Management (SV0908) | 11,782 | 3,863 | 185,428 | 1 |
| Finance Oversight/ Fiscal Control (SV0900) | - | 40,140 | l | _ |
| Financial Strategies Group (SV0915) | 4 | (350) | 1 | 1 |
| Fleet Management (SV1502) | 4,872 | 11,436 | 1 | 1 |
| Historic Preservation (SV0401) | - | 37,946 | 1 | 114,423 |
| Housing & Neighborhood Revitalization (SV0406) | 1,297 | (4,145) | | |
| Mail Services (SV1010) | 360 | 1,859 | _ | _ |

| General Fund Services Level Budget | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|------------------|------------------|-------------------|-------------------|
| Real Estate Strategies (SV0409) | 263,006 | 142,055 | 177,331 | 144,944 |
| Recruit, Select, & Reten Svcs (SV0807) | _ | 124 | 1 | - |
| Special Events (SV2209) | 431,267 | _ | _ | - |
| Strategic Planning & Analysis (SV0913) | _ | 210,220 | 25,000 | 25,000 |
| Tourism Services (SV0402) | 21,037 | (328) | 1 | _ |
| Transportation Services (SV2507) | 154,367 | 113,063 | _ | _ |
| Default (000000) | 1,194,915 | (4,445) | | |
| Total Service Level Budget | \$3,723,460 | \$2,799,033 | \$2,664,858 | \$3,095,149 |

^{*}See Appendices & Glossary section for detailed service descriptions.

AGENCY FISCAL SUMMARY – ECONOMIC DEVELOPMENT*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$1,406,263 | \$1,463,109 | \$1,917,189 | \$1,952,480 |
| Operating | 2,317,197 | 1,335,924 | 747,669 | 1,142,669 |
| Total General Fund | \$3,723,460 | \$2,799,033 | \$2,664,858 | \$3,095,149 |
| Special Fund | 3,962,781 | 1,657,077 | 2,944,918 | 2,944,918 |
| Capital Improvement Plan | 300,000 | | _ | _ |
| Total Agency Summary | \$7,986,241 | \$4,456,110 | \$5,609,776 | \$6,040,067 |
| Per Capita | \$35.19 | \$19.64 | \$24.31 | \$26.37 |
| Total Staffing | 16.09 | 17.00 | 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.

PERSONNEL COMPLEMENT/POSITION CONTROL

The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

| | GENER <i>A</i> | AL FUND | Total ETEs |
|---|----------------|-------------|------------|
| Job Title | # of Funded | # of Frozen | Total FTEs |
| Accounting Technician | 1.00 | _ | 1.00 |
| Deputy Chief Administrative Officer | 1.00 | _ | 1.00 |
| Deputy Department Director, Senior | _ | 1.00 | 1.00 |
| Director of Economic Development | 1.00 | _ | 1.00 |
| Economic Development Business Services Manager | 1.00 | 2.00 | 3.00 |
| Economic Development Programs Administrator | 3.00 | | 3.00 |
| Executive Assistant, Senior | 2.00 | _ | 2.00 |
| Management Analyst, Senior | 2.00 | _ | 2.00 |
| Public Information Manager | 1.00 | _ | 1.00 |
| Senior Manager | 2.00 | _ | 2.00 |
| Senior Policy Advisor | 1.00 | _ | 1.00 |
| Total FTE Count | 15.00 | 3.00 | 18.00 |
| Total FTE % | 83.3 % | 16.7 % | |

BUDGET HIGHLIGHTS

City Council Action by Amendments: This agency's budget has been amended to include the following:

• The removal of funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff. Funding has been reallocated to the city's Non-Departmental budget to fund a 3.25% across the board pay increase for all city employees (excluding those who qualify for state-supported pay increases) and/or the class and comp plan.

Mayor's Proposed Budget:

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 positions not administratively frozen and rate adjustments for healthcare and retirement in FY2022.

Additionally, this budget includes funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff beginning in October. The 2018 Gallagher study concluded that there were salary inequities in the lower half of the pay ranges within the City. The City implemented phase one in 2019. This recommendation, phase two, makes another significant step in equalizing pay throughout the City by investing in the current workforce.

Operating: This budget reflects an increase of \$300k for the CARE program which is now being administered by DED.

AGENCY FISCAL DETAIL - GENERAL FUND

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-time Permanent | \$819,109 | \$853,607 | \$1,229,962 | \$1,367,954 |
| Overtime Permanent | 261 | 925 | - | _ |
| Holiday Pay Permanent | 48,218 | 58,709 | _ | - |
| Vacation Pay Permanent | 72,242 | 77,046 | _ | _ |
| Sick Leave Permanent | 34,860 | 16,291 | _ | _ |
| Death Leave Permanent | 1,636 | | | |
| FMLA Paid Parental Bonding | 1,772 | 7,831 | _ | _ |
| Temporary Employee | 35,544 | 5,334 | | |
| Holiday Pay Temporary | 1,154 | 192 | | |
| Sick Leave Temporary | 560 | 820 | | |
| FICA | 59,119 | 61,716 | 76,258 | 84,813 |
| Retirement Contribution RSRS | 167,206 | 251,299 | 433,908 | 334,118 |
| Medicare FICA | 13,894 | 14,461 | 17,834 | 19,835 |
| Group Life Insurance | 9,805 | 9,108 | 11,946 | 13,478 |
| Health Care Active Employees | 138,196 | 103,771 | 147,281 | 132,282 |
| Health Savings Account | 2,688 | 2,000 | | _ |
| Classification and Compensation Study | _ | _ | _ | _ |
| Operating Services | | | | |
| Architectural And Engineering Services | 817 | 86 | _ | _ |
| Public Info & Relations Svcs | 13,890 | 80,664 | 16,000 | 16,000 |
| Information & Research Svcs | _ | 607 | 50,000 | 50,000 |
| Media Service (Advertising) | 483 | _ | _ | _ |
| Management Services | 950,628 | 956,159 | 129,700 | 129,700 |
| Printing & Binding-External | _ | | 30,000 | 30,000 |
| Vehicle Repair And Maint Services | _ | 7,145 | _ | _ |
| Transportation Services | 11,826 | 4,291 | | _ |
| Mileage | 33 | _ | 5,000 | 5,000 |
| Employee Parking Subsidy | _ | | 2,000 | 2,000 |
| Property Rental Agreements | 120,833 | _ | 50,000 | 50,000 |
| Contract & Temp Personnel | 4,547 | 1,159 | 4,000 | 2,000 |
| Food & Drinks | 1,776 | 744 | | _ |
| Office Supplies & Stationary | 4,074 | 280 | 2,975 | 2,975 |
| Advertising & Publicity Supplies | 3,500 | 8,380 | | _ |
| Paint & Paint Supplies | _ | 5,623 | _ | _ |
| Postal Services | 140 | _ | 700 | 700 |
| Magazine/Newspaper Subscri | | 395 | 1,200 | 1,200 |
| Conference /Conventions | 1,845 | 10,307 | _ | _ |
| Membership Dues | 4,795 | 1,230 | 4,903 | 4,903 |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Employee Training | 1,828 | 362 | 6,191 | 5,691 |
| Software | _ | _ | 40,000 | 40,000 |
| License & Permits (Other Than Software) | 25 | | _ | _ |
| Business Dev. Assistance | 5,000 | 256,070 | 400,000 | 800,000 |
| Internal Printing & Duplicating | 40 | | 5,000 | 2,500 |
| DIT Charges (Billed from DIT Fund) | 646 | 2,422 | _ | _ |
| Approp For Spec Rev Funds | 1,190,470 | | _ | _ |
| Total General Fund | \$3,723,460 | \$2,799,033 | \$2,664,858 | \$3,095,149 |



OTHER PUBLIC SERVICES

DEPARTMENT OVERVIEW

The Non-Departmental budget includes funding for charitable donations, internal governmental expenses, organizational subsidies, and economic development incentives that either span departments or are not department-specific.

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), Richmond Ambulance Authority (RAA), Greater Richmond Convention Center Authority (GRCCA), and Richmond Behavioral Health Authority.

BUDGET HIGHLIGHTS

City Council Action by Amendments: This agency's budget has been amended to include the following:

- The removal of funding in the amount of \$278,944 for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff for the Transfer to Information Technology Internal Service Fund
- The removal of funding in the amount of \$6,327 for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff for the Transfer to Risk Management Internal Service Fund
- An increase in the amount of \$3,474,969 for the General Employee Compensation 3.25% Salary Increase
- An increase in the amount of \$1,937,640 for the General Employee Compensation Gallagher Study Phase 2
- An increase in the amount of \$394,515 for the General Employee Compensation Gallagher Study Contingency
- An increase in the amount of \$204,199 for Reserve for Citizen Review Board
- An increase in the amount of \$133,898 for Reserve for Gun Violence Prevention Initiative
- An increase in the amount of \$20,000 for Sister Cities Commission
- An increase in the amount of \$572,469 for Public Defenders' Salary Supplements
- An increase in the amount of \$12,500 for Girls for a Change (Camp Diva)
- An increase in the amount of \$25,000 for Hand Up Community Resource Center Litter Clean-up Litter Clean-up
- An increase in the amount of \$100,000 for Storefront for Community Design for Richmond's Participatory Budgeting

Mayor's Proposed Budget:

The Mayor's proposed FY2022 budget reflects proposed funding to specific organizations. The budget includes proposed level funding for the Eviction Diversion Program, as well as a combined, total proposed allocation of \$2.9M for the Affordable Housing Trust Fund. In accordance with Ordinance 2020-214, approximately \$2.47M must be earmarked to a special reserve (for future appropriation to the affordable housing trust fund) – funded through expiring tax abatements and \$428k is a direct contribution to the affordable housing trust fund, funded with proposed general purpose revenues. Additionally, the City of Richmond's share of the Greater Richmond Convention Center Authority expenses is decreasing, which is supported by a commensurate decrease in lodging taxes.

The proposed budget continues to include funding for the pay off of school related construction debt associated with the formerly approved meals tax increase.

This budget also includes additional funding of \$1.15M for the City's annual required contribution for Other-Post Employment Benefits (OPEB) for a total contribution of \$1.4M.

This budget also includes a \$1M reduction to the Richmond Ambulance Authority.

GENERAL FUND PROGRAM BUDGETS

| Non-Departmental Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|------------------|------------------|-------------------|-------------------|
| · · | ernmental Exp | | raspesa | raoptea |
| 311 Call Center | \$2,443 | \$- | \$- | \$- |
| Affordable Housing Trust Fund | 1,000,000 | 2,900,000 | 2,900,000 | 427,693 |
| Special Reserve to the Affordable Housing Trust Fund (per ord. #2020-214) | | | _ | 2,472,307 |
| General Employee Compensation - 3.25% Salary Increase | _ | _ | _ | 3,474,969 |
| General Employee Compensation - 2018 Study Phase 2 | _ | | _ | 1,937,640 |
| General Employee Compensation - 2018 Study Contingency | | I | | 394,515 |
| MetroCare Water Assistance Program | 300,000 | 1 | 200,000 | 50,000 |
| Other Post-Employment Benefits (OPEB) Trust | 250,000 | 500,000 | 250,000 | 1,400,000 |
| Reserve for Contingencies - COVID-19 | _ | _ | 300,000 | _ |
| Reserve for Citizen Review Board | _ | _ | _ | 204,199 |
| Retirees Health Expenses | 2,977,609 | 3,115,779 | 3,600,000 | 3,300,000 |
| Sister Cities Commission | 9,019 | 3,169 | 10,000 | 30,000 |
| Tax Relief - Elderly/Disabled | 2,651,250 | 2,785,733 | 4,266,000 | 4,041,755 |
| Transfer to Information Technology Internal Service Fund | 21,794,669 | 19,444,801 | 18,996,072 | 18,996,072 |
| Transfer to Richmond Retirement System | 2,000,000 | 6,963,640 | _ | _ |
| Transfer to Risk Management Internal Service Fund | 9,346,497 | 12,994,515 | 9,969,293 | 11,927,643 |
| Transfer to RPS Capital Construction Special Reserve Fund | 383,761 | 839,718 | 8,524,681 | 9,050,590 |
| VHA/RNH Subsidy | 28,846 | 24,198 | 60,700 | _ |
| Subtotal Internal Governmental Expense | \$40,744,094 | \$49,571,553 | \$49,076,746 | \$57,707,383 |
| Economic De | velopment Inc | entive | | |
| Clayco, Inc. (economic development grant through EDA) | 300,000 | 269,550 | 300,000 | 300,000 |
| Fulton Hill Studios (economic development grant through EDA) | 250,000 | _ | _ | _ |
| MeadWestvaco (economic development grant through EDA) | 250,000 | 250,000 | | _ |
| New Warwick Townhomes, LLC | 45,000 | 45,000 | 1 | _ |
| Philip Morris (real estate grant through EDA) | 1,250,000 | | _ | _ |
| Project Experience | _ | _ | _ | 325,000 |
| RPAC, LLLP Payment | 500,000 | 247,948 | 250,000 | 250,000 |
| Stone Brewing Co., LLC (Economic Development Grant through EDA) | 300,000 | 300,000 | 450,000 | 350,000 |
| Stone Brewing Co., LLC (Conditional Real Estate Grant though EDA) | 265,000 | 189,287 | 440,000 | 420,000 |
| Wyeth LLC (Pfizer) (Economic Development Grant through EDA) | 65,000 | 56,929 | 65,000 | 65,000 |

NON-DEPARTMENTAL

| Non-Departmental Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|------------------|------------------|-------------------|-------------------|
| Wyeth LLC (GSK) (Economic Development Grant through EDA) | _ | _ | 55,000 | 55,000 |
| Subtotal Economic Development Incentive | \$3,225,000 | \$1,358,715 | \$1,560,000 | \$1,765,000 |
| Organiz | ational Subsid | У | | |
| Citizens Against Residential Emergencies (CARES) for Med-Flight | ı | I | I | 4,200 |
| GRCCA Operating Subsidy | 9,001,579 | 7,307,076 | 8,312,409 | 5,762,109 |
| Greater Richmond Partnership, Inc. | 385,000 | 385,000 | 385,000 | 335,000 |
| Greater Richmond Transit Co. Equipment Note | 344,492 | 344,493 | 344,493 | 250,000 |
| Greater Richmond Transit Co. (GRTC) | 15,117,247 | 15,915,367 | 7,957,683 | 8,069,090 |
| J Sargeant Reynolds Community College (Capital) | 167,670 | 297,169 | 232,752 | 232,752 |
| J Sargeant Reynolds Community College (Operating) | 63,479 | 86,240 | 83,415 | 83,415 |
| Local Initiatives Support Corporation (LISC) | 50,000 | 50,000 | 50,000 | 50,000 |
| Med-Flight (Chesterfield County) | 8,900 | 7,700 | 5,200 | l |
| Public Defenders' Salary Supplements | 1 | 1 | 1 | 572,469 |
| Richmond Metropolitan Convention & Visitors Bureau (Richmond Region Tourism) | 1,744,092 | 1,729,835 | 1,890,290 | 1,797,281 |
| Richmond Regional Planning District Organization (t/a PlanRVA) | | 133,712 | 158,436 | 124,763 |
| Venture Richmond, Inc.* (EDC) (FY16 & FY17 adopted budget includes Clean and Safe Partnership) | 1,165,000 | 1,165,000 | | |
| Venture Richmond, Inc.* (for Downtown Municipal Services) *Combined in FY16-18 in Venture Richmond (EDC) | | | 900,000 | 900,000 |
| Subtotal Organizational Subsidy | \$28,047,459 | \$27,421,592 | \$20,319,678 | \$18,181,079 |
| Charit | able Donation | | | |
| Adult Alternative Program | 100,000 | 75,000 | _ | _ |
| Advisory Council for the VTCC | 30,000 | 30,000 | 30,000 | 30,000 |
| Art 180, Inc. | 5,000 | 5,000 | 5,000 | 5,000 |
| Asian American Business Assistance Center (VA Asian Chamber of Commerce) | 18,712 | 18,712 | _ | _ |
| Better Housing Coalition | 39,840 | 39,840 | 39,840 | 39,840 |
| Boaz & Ruth, Inc. | 15,000 | 15,000 | 15,000 | 15,000 |
| Cadence Theatre Company | 2,250 | _ | _ | _ |
| Capital Area Partnership Uplifting People, Inc. (CAPUP) | 102,856 | 80,481 | 102,856 | 102,856 |
| Capital Regional Workforce Partnership | 62,400 | 84,000 | 80,200 | 71,000 |
| CARITAS | 162,125 | 162,125 | 50,000 | 50,000 |
| Carytown, Inc. dba Carytown Merchants Association | 25,000 | 25,000 | | |
| Central Virginia Legal Aid Society, Inc. | 37,500 | 37,500 | 37,500 | 37,500 |
| ChildSavers - Memorial Child Guidance Clinic | 50,000 | 50,000 | 50,000 | 50,000 |
| Commonwealth Catholic Charities | 100,000 | 100,000 | 100,000 | 100,000 |
| Communities in Schools of Richmond, Inc. | 400,000 | 400,000 | 400,000 | 400,000 |
| Conexus | 52,038 | 52,020 | 52,038 | 52,038 |

NON-DEPARTMENTAL

| Non-Departmental Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Culture Works, Inc. | 358,650 | 356,400 | 356,400 | 356,400 |
| Daily Planet, Incorporated | 30,000 | 30,000 | 30,000 | 30,000 |
| East End Teen Center | 20,000 | 15,000 | 20,000 | _ |
| Emergency Shelter, Inc. (dba HomeAgain) | 50,000 | 50,000 | 50,000 | 50,000 |
| Enrichmond Foundation | 125,000 | 75,000 | 75,000 | _ |
| Feed More Inc. | 100,000 | 100,000 | 100,000 | 100,000 |
| Girls for a Change (Camp Diva) | 15,000 | 15,000 | 15,000 | 12,500 |
| Greater Richmond SCAN (Stop Child Abuse Now), Inc. | 15,000 | 15,000 | 15,000 | 15,000 |
| Groundwork RVA, Inc. (for Green Team) | 60,000 | 60,000 | 60,000 | 60,000 |
| Hand Up Community Resource Center-Litter Clean-up | _ | _ | _ | 25,000 |
| Health Brigade (formerly Fan Free Clinic) | 30,000 | 30,000 | 30,000 | 30,000 |
| Healthy Hearts Plus II, Inc. | 20,000 | 20,000 | 20,000 | 20,000 |
| Higher Achievement Program, Inc. | 50,000 | 50,000 | 50,000 | 50,000 |
| Homeward | 30,000 | 30,000 | 30,000 | 30,000 |
| Housing Opportunities Made Equal of Virginia, Inc. | 30,000 | _ | _ | _ |
| Housing Opportunities Made Equal of Virginia, Inc. (for Eviction Diversion Program) | _ | 485,140 | 485,140 | 485,140 |
| J Sargeant Reynolds Community College Educational Foundation | _ | _ | 130,000 | _ |
| Junior Achievement of Central Virginia, Inc. | 10,667 | 21,333 | 16,000 | 16,000 |
| Lewis Ginter Botanical Garden, Inc. | 25,000 | 25,000 | 25,000 | 25,000 |
| Maymont Contribution | 460,000 | 460,000 | 460,000 | 460,000 |
| Metropolitan Richmond Sports Backers, Incorporated | 150,000 | 150,000 | 150,000 | 150,000 |
| Neighborhood Resource Center, Inc Fulton | 36,000 | 36,000 | 36,000 | 36,000 |
| Next UP, LLC | 262,500 | 362,500 | 362,500 | 362,500 |
| OAR of Richmond, Inc. | 75,000 | 75,000 | 75,000 | 75,000 |
| Owens & Minor Medical, Inc. On the Job Training Grant through the EDA | _ | 120,000 | _ | _ |
| Peter Paul Development Center, Inc. | 50,000 | 47,500 | 50,000 | 50,000 |
| Reserve for Gun Violence Prevention Initiative | _ | _ | _ | 133,898 |
| Richmond Ambulance Authority | 5,000,000 | 5,000,000 | 5,000,000 | 4,000,000 |
| Richmond Ballet | 100,000 | 100,000 | _ | _ |
| Richmond Behavioral Health Authority (RBHA) | 3,428,240 | 3,428,240 | 3,428,240 | 3,428,240 |
| Richmond Community of Caring | 40,000 | 40,000 | 40,000 | 40,000 |
| Richmond Performance Arts Alliance (RPAA) | 180,000 | 141,610 | 180,000 | 180,000 |
| Ridefinders | 7,500 | 7,500 | 7,500 | 7,500 |
| RPS Education Foundation, Inc Promise Scholarships | 320,000 | 320,000 | _ | _ |
| RRHA for East End Transformation | 200,000 | 200,000 | _ | _ |
| Robinson Theater Community Arts Center | 15,000 | 15,000 | 15,000 | 15,000 |
| RVA League for Safer Streets | _ | _ | _ | 25,000 |
| Senior Connections, The Capital Area Agency on Aging | 40,000 | 40,000 | 40,000 | 40,000 |

NON-DEPARTMENTAL

| Non-Departmental Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|------------------|------------------|-------------------|-------------------|
| SOAR365 | 39,000 | 29,250 | 39,000 | 39,000 |
| Southside Community Development & Housing Corp (SCDHC) | 125,000 | 125,000 | 1 | 1 |
| Storefront for Community Design | 45,000 | 45,000 | 45,000 | 45,000 |
| Storefront for Community Design for Richmond's Participatory Budgeting process | _ | | 1 | 100,000 |
| The Black History Museum & Cultural Center of Virginia, Inc. | 100,000 | 100,000 | 100,000 | 100,000 |
| The Cross-Over Ministry, Inc. | 20,000 | 20,000 | 20,000 | 20,000 |
| The Healing Place | 60,000 | 60,000 | 60,000 | 60,000 |
| The Literacy Lab | 96,250 | 96,250 | 96,250 | 96,250 |
| The Metropolitan Business League of Richmond, Virginia | 75,000 | 75,000 | 75,000 | 75,000 |
| The Podium Foundation | 17,500 | 14,500 | 17,500 | 17,500 |
| The Richmond Boys Choir | 35,000 | 26,250 | 35,000 | 35,000 |
| The Richmond Symphony | 50,000 | 50,000 | 50,000 | 50,000 |
| The Senior Center of Greater Richmond, Inc. | 19,000 | 19,000 | 19,000 | 19,000 |
| Venture Richmond, Inc.* (for Festivals and Parades) *Combined in FY16-18 in Venture Richmond (EDC) | _ | 1 | 265,000 | 165,000 |
| Virginia Cooperative Extension - Richmond | 35,000 | 35,000 | 35,000 | 35,000 |
| Virginia Literacy Foundation | 63,832 | 63,832 | 63,832 | 63,832 |
| Virginia Supportive Housing | 40,000 | 40,000 | 40,000 | 40,000 |
| YMCA of Greater Richmond | 382,000 | 382,000 | 382,000 | 382,000 |
| YWCA Richmond | 50,000 | 50,000 | 50,000 | 50,000 |
| Subtotal Charitable Donation | \$13,788,860 | \$14,326,983 | \$13,706,796 | \$12,653,994 |
| Grand Total Non-Departmental | \$85,805,413 | \$92,678,843 | \$84,663,220 | \$90,307,456 |

SERVICE LEVEL BUDGETS*

| General Fund Services Level Budget | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Accounting & Reporting (SV0901) | \$— | \$- | \$60,700 | \$- |
| Administration (SV0801) | _ | 15,719,105 | 1 | |
| Adult Services (SV2402) | 384,981 | 377,606 | 272,856 | 272,856 |
| Arts & Culture (SV0100) | 44,000 | 34,250 | 1 | ı |
| Boards & Commissions Support (SV0411) | _ | 133,712 | 158,436 | 328,962 |
| Business Attraction (SV0403) | 2,218,712 | 710,641 | 450,000 | 725,000 |
| Business Retention & Expansion (SV0404) | 865,000 | 758,838 | 1,245,000 | 1,125,000 |
| Call Centers (SV0301) | 2,443 | | 1 | ı |
| City Copy & Print Services (SV1001) | 21,794,669 | | 1 | ı |
| Community Outreach (SV2101) | 175,667 | 136,333 | 131,000 | 106,000 |
| Comp & Classification Admin (SV0803) | | _ | | 5,807,124 |
| Court Services (SV1302) | | _ | _ | 572,469 |
| COVID-19 (SV2614) | | _ | 300,000 | |

| General Fund Services Level Budget | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|------------------|------------------|-------------------|-------------------|
| Cultural Services (SV0101) | 1,365,412 | 1,052,553 | 1,018,900 | 1,038,900 |
| Educational Services (SV0502) | 1,497,939 | 1,648,182 | 1,297,875 | 1,297,875 |
| Emergency & General Assistance (SV2409) | 300,000 | 1 | 200,000 | 50,000 |
| Emergency Medical Services (SV0702) | 5,008,900 | 5,007,700 | 5,005,200 | 4,004,200 |
| Fam Focused/Preservation Svcs (SV2410) | 15,000 | 15,000 | 15,000 | 15,000 |
| Financial Management (SV0908) | 250,000 | 250,000 | 1 | ı |
| Food Services (SV2411) | 100,000 | 100,000 | 100,000 | 100,000 |
| Grounds Management (SV2002) | _ | 1 | 1 | 25,000 |
| Gun Violence Prevention (SV2230) | _ | 1 | 1 | 133,898 |
| Housing & Neighborhood Revital (SV0406) | 1,530,000 | 3,885,140 | 3,490,140 | 3,590,140 |
| Housing Assistance (SV2414) | 90,000 | 90,000 | 90,000 | 90,000 |
| Human Services (SV2422) | 205,000 | 205,000 | 205,000 | 180,000 |
| Infrastructure Management (SV1503) | 551,432 | 1,136,887 | 8,887,433 | 9,283,342 |
| Legal Counsel (SV1601) | 37,500 | 37,500 | 37,500 | 37,500 |
| Legislative Services (SV0604) | 2,007 | 2,324 | 1 | 1 |
| Mgmt. Information Systems (SV1011) | _ | | 18,996,072 | 18,996,072 |
| Mental Health Services (SV2418) | 3,478,240 | 3,478,240 | 3,478,240 | 3,478,240 |
| Minority Business Development (SV0407) | 75,000 | 75,000 | 75,000 | 75,000 |
| Parks Management (SV1904) | 460,000 | 460,000 | 460,000 | 460,000 |
| Public Health Services (SV2420) | 70,000 | 40,000 | 70,000 | 70,000 |
| Public Relations (SV2104) | 900,000 | 900,000 | 900,000 | 900,000 |
| Re-Entry Services (SV1101) | 75,000 | 75,000 | 75,000 | 75,000 |
| Retirement Services (SV0912) | 2,000,000 | 7,213,640 | 3,850,000 | 4,700,000 |
| Risk Management (SV1703) | 9,346,497 | 12,994,515 | 9,969,293 | 11,927,643 |
| Special Events (SV2209) | 415,000 | 415,000 | 415,000 | 315,000 |
| Sr & Spec Needs Programming (SV2421) | 59,000 | 59,000 | 4,364,000 | 4,139,755 |
| Telecommunications Systems Mgmt (SV1002) | _ | 3,725,696 | | |
| Tourism Services (SV0402) | 1,744,092 | 1,729,835 | 10,202,699 | 7,559,390 |
| Transportation Services (SV2507) | 15,469,239 | 16,267,360 | 8,309,676 | 8,326,590 |
| Workforce Development (SV1203) | 62,400 | 204,000 | 80,200 | 71,000 |
| Youth Services (SV2424) | 553,000 | 508,000 | 453,000 | 430,500 |
| Default (000000) | 14,659,283 | 13,232,786 | _ | _ |
| Total Service Level Budget | \$85,805,413 | \$92,678,843 | \$84,663,220 | \$90,307,456 |

^{*}See Appendices & Glossary section for detailed service descriptions.

GENERAL FUND BUDGET SUMMARY - NON-DEPARTMENTAL*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$3,008,898 | \$3,389,977 | \$3,660,700 | \$3,300,000 |
| Operating | 82,796,515 | 89,288,866 | 81,002,520 | 87,007,456 |
| Total Agency Summary | \$85,805,413 | \$92,678,843 | \$84,663,220 | \$90,307,456 |
| Per Capita | \$378.13 | \$408.42 | \$366.95 | \$394.23 |
| *Total Staffing | | - | - | _ |

^{*}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 | FY2019 FY2020 Actual Actual | | FY2021 Adopted | FY2022 Adopted |
|---------------------------------------|--------------------------------|--------------|-------------------|-------------------|
| Personnel Services | | | | |
| Retirement Contribution RSRS | \$28,846 | \$24,198 | \$60,700 | \$— |
| Health Care Active Employees | 1,193 | | _ | _ |
| Health Care Retired Employees | 2,977,609 | 3,365,779 | 3,600,000 | 3,300,000 |
| Health Savings Account (HSA) Expense | 1,250 | | _ | _ |
| Classification and Compensation Study | _ | | _ | _ |
| Operating Services | | | | |
| Management Services | _ | 133,712 | _ | _ |
| Attorney/Legal Services | _ | | _ | 572,469 |
| Transportation Services | 15,461,739 | 16,259,860 | 8,302,176 | 8,319,090 |
| Share of Retirement Cost | 2,000,000 | 6,963,640 | _ | _ |
| Tax Relief - Elderly | 2,651,250 | 2,785,733 | 4,266,000 | 4,041,755 |
| Council Budget | _ | 1,214 | _ | _ |
| Education and Training | 262,500 | 362,500 | 362,500 | 362,500 |
| Foster Care FH S L Maint Care | _ | _ | _ | _ |
| Grants To Civic Serv Cult | 10,079,688 | 8,495,522 | 11,149,923 | 11,075,320 |
| Administrative Plan/Mgt Costs | _ | _ | _ | 5,807,124 |
| Claims & Settlements | 9,346,497 | 12,994,515 | _ | 11,927,643 |
| DIT Charges (Billed from DIT Fund) | 21,794,669 | 19,444,801 | _ | 18,996,072 |
| Approp for Rich Pub Schools | _ | 839,718 | 8,524,681 | _ |
| Approp for Spec Rev Funds | 1,000,000 | 2,900,000 | _ | _ |
| Oper Trans Out To Debt Service | 383,761 | _ | _ | 9,050,590 |
| Payment to Other Gov Agencies | 19,566,411 | 17,857,651 | 19,181,875 | 15,454,893 |
| Operating Transfers to ISF | | | 28,965,365 | |
| Oper Trans out to OPEB | 250,000 | 250,000 | 250,000 | 1,400,000 |
| Total General Fund | \$85,805,413 | \$92,678,843 | \$84,663,220 | \$90,307,456 |

| EXPENDITURES BY AGENCY | |
|------------------------|--------|
| NON-DEPARTMENT TRANSFE | RS OUT |
| | |

MISSION STATEMENT

The Debt Service Fund is used to pay General Government debt service on time 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 | FY2019 Actual | FY2020 Actual | FY2021 Target | FY2022 Target |
|---------------------------------|---|------------------|------------------|------------------|------------------|
| Investment & Debt Management | Maintain the highest possible credit rating (annual score)* | AA+/Aa2 | AA+/Aa1 | AA+/Aa1 | AA+/Aa1 |
| 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%) | 9% | 9% | < 10% | < 10% |

DEBT SERVICE FUND BUDGET*

| Program Number | Title | FY2019 Actual | FY2020 FY2021 Actual Adopted | | FY2022 Adopted |
|----------------|------------------------------------|------------------|---------------------------------|--------------|-------------------|
| 00000 | Default | \$— | (\$37,549) | \$— | \$— |
| 02509 | Finance-Debt Service | 71,422,008 | 73,467,758 | 85,624,191 | 89,929,552 |
| | Total Debt Service Fund Program | \$71,422,008 | \$73,430,209 | \$85,624,191 | \$89,929,552 |

^{*}See Appendices & Glossary section for detailed service descriptions.

AGENCY FISCAL SUMMARY – DEBT SERVICE

| Budget Summary | FY2019 FY2020 Actual Actual | | FY2021 Adopted | FY2022 Adopted |
|----------------------|--------------------------------|--------------|-------------------|-------------------|
| Operating | \$71,422,008 | \$73,430,209 | \$85,624,191 | \$89,929,552 |
| Total Agency Summary | \$71,422,008 | \$73,430,209 | \$85,624,191 | \$89,929,552 |
| Total Debt Revenue | \$71,653,038 | \$74,706,088 | \$85,624,191 | \$89,929,552 |
| Per Capita* | \$314.75 | \$323.60 | \$371.12 | \$392.58 |

^{*}Per Capita is based on Total Agency Summary figures.

BUDGET HIGHLIGHTS

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

Mayor's Proposed Budget:

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 2022 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 | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|------------------|------------------|-------------------|-------------------|
| Transfer from the General Fund* | \$68,232,503 | \$71,654,241 | \$82,209,221 | \$86,516,389 |
| Interest Cost Reimbursement from Federal Government ** | 1,030,251 | 663,810 | 990,626 | 990,626 |
| Interest On Investments | 569,919 | 101,517 | _ | |
| Transfer in from the EDA *** | 1,434,201 | 1,433,945 | 1,436,963 | 1,441,413 |
| Transfer in from CDGB - HUD Note **** | 386,164 | 852,575 | 987,381 | 981,124 |
| Total Debt Service Revenue | \$71,653,038 | \$74,706,088 | \$85,624,191 | \$89,929,552 |

^{*}Includes debt service paid on New Schools Construction from the 1.5% meals tax increase (current revenue projections for meal tax will require the City to use roughly \$1.9M of the School Facilities assigned fund balance in FY22)

^{**}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 the Stone Brewing project.

^{****}CDGB allocation to pay HUD Section 108 debt service

DEBT SERVICE FUND

DEBT SERVICE FUND BUDGET

| Program | Services | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|--|------------------|------------------|-------------------|-------------------|
| Long-Term Debt: Principal & Interest | General Obligation Bonds and Notes Payable | \$69,917,954 | \$71,919,691 | \$81,940,770 | \$87,702,798 |
| Short Term Debt: Bond Anticipation Notes/ Line of Credit | General Obligation Bond Anticipation Notes providing interim financing for Capital Improvement Plan Projects | 360,633 | 367,097 | 2,540,000 | 1,083,333 |
| Payments to Bond Sinking Funds | Required Annual Deposits to Bond Slnking Funds | 1,143,421 | 1,143,421 | 1,143,421 | 1,143,421 |
| | Total Debt Service Fund Program | \$71,422,008 | \$73,430,209 | \$85,624,191 | \$89,929,552 |

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 the Richmond 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 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 | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|------------------|------------------|-------------------|-------------------|
| Operating | \$68,451,233 | \$74,445,368 | \$77,966,859 | \$84,422,421 |
| Total General Fund Expenditures | \$68,451,233 | \$74,445,368 | \$77,966,859 | \$84,422,421 |
| Per Capita | \$301.65 | \$328.07 | \$337.93 | \$368.54 |

GENERAL FUND PROGRAM BUDGETS

| Program Number | Title | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------|--|------------------|------------------|-------------------|-------------------|
| 00101 | General Fund Transfer to Capital Improvement Program | \$— | \$3,593,296 | \$2,702,003 | \$6,956,622 |
| 00102 | General Fund Transfer to Debt Service Fund | 68,451,233 | 70,852,072 | 75,264,856 | 77,465,799 |
| | Total General Fund Program | \$68,451,233 | \$74,445,368 | \$77,966,859 | \$84,422,421 |

BUDGET HIGHLIGHTS

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

Mayor's Proposed Budget:

Operating: The General Fund Transfer to Debt Service & Capital budget is estimated to increase by \$6,455,562 from the FY2021 Adopted Budget. This increase is related to the City's General Fund Transfer to the Debt Service Fund which is anticipated to increase by \$2,200,943, compared to the FY2021 Adopted budget, due to a higher level of outstanding General Fund supported debt, which is associated with costs in past CIP's as well as the currently proposed FY2022-FY2026 CIP.

Additionally, the City's use of cash funding is proposed at \$6,956,622. The proposed cash includes \$1,400,000 - a policy recommendation to support City capital maintenance needs - to fund critical maintenance of the City Hall capital project, \$306,396 is proposed to fund the Percent for the Arts capital project (this funding is from the assigned fund balance), and \$5,250,226 is cash from the City's Capital Maintenance Reserve to fund increases in several City Facility maintenance capital projects as well as the School Capital Maintenance capital project in FY2022 (see the Proposed FY2022-FY2026 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.

ENTERPRISE FUND

DESCRIPTION

Parks, Recreation & Community Facilities is 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 recreational opportunities for current and future generations. The department provides places and recreational opportunities for all people to gather, celebrate, contemplate and engage in activities that promote health, well-being, community and the environment.

MISSION

Parks, Recreation & Community Facilities (PRCF) is committed to "One Richmond" and enriching citizens' quality of life by providing effective, efficient, and high-quality leisure facilities, services and programs for all generations.

VISION

"One Richmond" is a thriving community where all citizens have access to opportunities to build wealth and well-being throughout their lives.

MAYORAL PRIORITY AREA/S IMPACTED

Efficient and High-Quality Service Delivery

COUNCIL FOCUS AREA/S IMPACTED

- Responsive, Accountable and Innovative Government
- Strategic Infrastructure Investment

AGENCY FISCAL SUMMARY - CEMETERIES

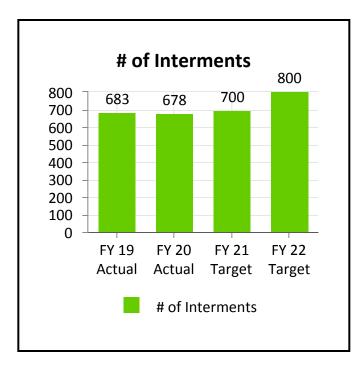
| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$969,175 | \$886,521 | \$1,251,604 | \$1,269,090 |
| Operating | 759,953 | 844,136 | 547,817 | 530,331 |
| Total Enterprise Fund | \$1,729,128 | \$1,730,657 | \$1,799,421 | \$1,799,421 |
| Total Agency Summary | \$1,729,128 | \$1,730,657 | \$1,799,421 | \$1,799,421 |
| Per Capita | \$7.62 | \$7.63 | \$7.80 | \$7.86 |
| *Total Staffing | 25.00 | 25.00 | 25.00 | 25.00 |

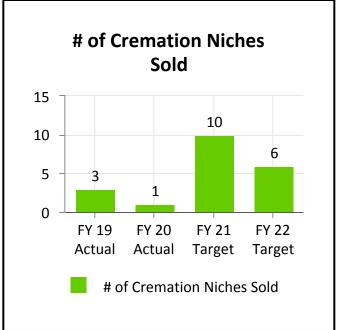
^{*}See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

DEPARTMENT OBJECTIVES

Provide 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 and the surrounding area in an effective and environmentally safe
manner.

PERFORMANCE HIGHLIGHTS (SELECTED MEASURES)





Parks, Recreation and Community Facilities operate seven municipal cemeteries, four of which are active cemeteries and three are inactive cemeteries. Local government's provision of cemeteries is consistent with the successful promotion of culture and community life.

COST CENTER PERFORMANCE TRENDS AND BUDGETS*

| 30601-30607 - Cemeteries Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|--|---------------------------|---|---|------------------------------|------------------------------|
| # of graves sold | | NA/424 | 450/466 | 500 | 587 |
| # of pre-need graves sold | | NA/67 | 75/95 | 100 | 100 |
| # of interments | Durial Campions (CV/1EQ1) | NA/683 | 650/678 | 700 | 800 |
| # of lots sold | Burial Services (SV1501) | NA/33 | 30/26 | 30 | 30 |
| # of foundations laid | | NA/482 | 500/571 | 550 | 600 |
| # of cremation niches sold | | NA/3 | 3/1 | 10 | 6 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|--|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$— | \$63 | \$— | \$— |
| | Burial Services (SV1501) | 431,844 | 430,724 | 380,872 | 386,651 |
| | Catalog and Circulation (SV0501) | 1,303 | 1,471 | _ | _ |
| | City Copy & Print Services (SV1001) | _ | _ | 400 | 400 |
| | COVID-19 (SV2614) | _ | 4,464 | | _ |
| | Customer Service (SV0302) | 620 | 100 | 250 | _ |
| 30601 - Maury Cemetery | Fleet Management (SV1502) | 38,039 | 45,396 | 30,052 | 43,052 |
| | Grants Management (SV0909) | 74 | _ | 440 | _ |
| | Mail Services (SV1010) | 94 | 93 | | _ |
| | Investment & Debt Management (SV0910) | _ | _ | 1 | 35,099 |
| | Parks Management (SV1904) | _ | _ | 75 | _ |
| | Default (000000) | 16,154 | (5,480) | _ | _ |
| Cost Center / Program Total | | \$488,128 | \$476,830 | \$412,089 | \$465,202 |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|----------------------------------|------------------|------------------|-------------------|-------------------|
| | Burial Services (SV1501) | \$327 | \$1,997 | \$- | \$— |
| | Catalog and Circulation (SV0501) | 1,378 | 1,471 | ı | _ |
| 30602 - Mt. Olivet Cemetery | Customer Service (SV0302) | 1 | l | I | _ |
| | Grounds Management (SV2002) | | _ | 2,000 | 2,000 |
| Cost Center / Program Total | | \$1,706 | \$3,468 | \$2,000 | \$2,000 |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|--|------------------|------------------|-------------------|-------------------|
| | Burial Services (SV1501) | \$465,980 | \$400,324 | \$605,280 | \$613,789 |
| | Catalog and Circulation (SV0501) | 1,378 | 1,471 | _ | _ |
| | City Copy & Print Services (SV1001) | 455 | 1,101 | _ | _ |
| | COVID-19 (SV2614) | _ | 5,564 | _ | _ |
| | Customer Service (SV0302) | 620 | 372 | 250 | 250 |
| | Financial Management (SV0908) | _ | _ | 600 | 600 |
| 30603 - Oakwood Cemetery | Fleet Management (SV1502) | 61,825 | 46,673 | 47,492 | 32,806 |
| | Grants Management (SV0909) | 1,111 | 718 | 440 | _ |
| | Mail Services (SV1010) | 9 | _ | _ | _ |
| | Management Information Systems (SV1011) | _ | _ | 105,468 | 100,000 |
| | Parks Management (SV1904) | _ | _ | _ | _ |
| | Risk Management (SV1703) | _ | _ | 4,834 | 5,086 |
| | Default (000000) | 7,501 | (18,452) | _ | _ |
| Cost Center / Program Total | | \$538,878 | \$437,771 | \$764,364 | \$752,531 |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|--|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$70,185 | \$78,245 | \$440 | \$— |
| | Burial Services (SV1501) | 549,567 | 615,817 | 563,802 | 494,651 |
| | Catalog and Circulation (SV0501) | 1,378 | 1,471 | _ | _ |
| | City Copy & Print Services (SV1001) | _ | 255 | _ | _ |
| | Comp & Classification Admin (SV0803) | _ | _ | _ | 40,823 |
| 30604 - Riverview Cemetery | COVID-19 (SV2614) | _ | 9,801 | _ | _ |
| | Customer Service (SV0302) | 1,382 | 682 | 250 | _ |
| | Desktop Support (SV1005) | 1,246 | _ | _ | _ |
| | Fleet Management (SV1502) | 39,802 | 60,577 | 36,476 | 36,215 |
| | Mail Services (SV1010) | _ | 22 | _ | _ |
| | Telecommunications Systms Mgmt (SV1002) | 12,506 | 14,255 | _ | _ |
| | Default (000000) | (15,932) | 17,001 | _ | _ |
| Cost Center / Program Total | | \$660,135 | \$798,125 | \$600,968 | \$571,689 |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|----------------------------------|------------------|------------------|-------------------|-------------------|
| 30605 - Shockoe Cemetery | Burial Services (SV1501) | \$20,005 | \$2,066 | \$13,750 | \$5,000 |
| | Catalog and Circulation (SV0501) | 1,378 | 1,471 | 1 | _ |
| | Grounds Management (SV002) | _ | - | 1,250 | _ |
| Cost Center / Program Total | | \$21,383 | \$3,538 | \$15,000 | \$5,000 |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---------------------------------|----------------------------------|------------------|------------------|-------------------|-------------------|
| | Burial Services (SV1501) | \$9,000 | \$2,045 | \$4,000 | \$2,000 |
| 30606 - Barton Heights Cemetery | Catalog and Circulation (SV0501) | 1,378 | 1,471 | 1 | _ |
| Cost Center / Program Total | | \$10,378 | \$3,516 | \$4,000 | \$2,000 |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|----------------------------------|------------------|------------------|-------------------|-------------------|
| 30607 - St. John's Cemetery | Burial Services (SV1501) | \$- | \$- | \$- | \$1,000 |
| | Catalog and Circulation (SV0501) | 1,374 | 1,480 | _ | _ |
| | Facilities Management (SV2006) | _ | _ | 1,000 | - |
| Cost Center / Program Total | | \$1,374 | \$1,480 | \$1,000 | \$1,000 |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|--|------------------|------------------|-------------------|-------------------|
| 02509 - Debt Services | Investment & Debt Management (SV0910) | \$7,146 | \$5,928 | \$— | \$— |
| Cost Center / Program Total | | \$7,146 | \$5,928 | \$— | \$— |
| Department Total | | \$1,729,128 | \$1,730,657 | \$1,799,421 | \$1,799,421 |

BUDGET HIGHLIGHTS

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

Mayor's Proposed Budget:

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 positions not administratively frozen and rate adjustments for healthcare and retirement in FY2022. For more information on this department's positions and those administratively frozen, please refer to the Department of Parks, Recreation & Community Facilities' page in the General Fund budget and review the personnel complement/position control chart for the enterprise fund.

Additionally, this budget includes funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff beginning in October. The 2018 Gallagher study concluded that there were salary inequities in the lower half of the pay ranges within the City. The City implemented phase one in 2019. This recommendation, phase two, makes another significant step in equalizing pay throughout the City by investing in the current workforce.

Operating: There are no major operating changes to this budget.

AGENCY FISCAL DETAIL - ENTERPRISE FUND

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---------------------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-time Permanent | \$496,210 | \$369,000 | \$776,857 | \$748,758 |
| Overtime Permanent | 29,834 | 49,957 | _ | 22,000 |
| Holiday Pay Permanent | 32,100 | 24,397 | _ | _ |
| Shift Other Differential Perm | (2,107) | _ | _ | _ |
| Vacation Pay Permanent | 43,126 | 19,921 | _ | _ |
| Sick Leave Permanent | 22,828 | 16,792 | _ | _ |
| Civil Leave Permanent | 583 | _ | _ | _ |
| Death Leave Permanent | 1,125 | 571 | _ | _ |
| Part Time Salaries | _ | 188 | _ | _ |
| Temporary Employee | 11,081 | 32,633 | _ | _ |
| Overtime Temp | 23 | 4,261 | _ | _ |
| Holiday Pay Temporary | 317 | 1,546 | _ | _ |
| Sick Leave Temporary | 33 | 893 | _ | _ |
| FICA | 38,052 | 31,753 | 48,165 | 46,423 |
| Retirement Contribution RSRS | 182,587 | 148,959 | 231,357 | 227,354 |
| Medicare FICA | 8,899 | 7,426 | 11,264 | 10,857 |
| Group Life Insurance | 3,098 | 2,186 | 4,195 | 4,043 |
| Health Care Active Employees | 158,181 | 104,916 | 179,765 | 168,831 |
| VRIP Incentive Payments | _ | 22,000 | _ | |
| Classification and Compensation Study | _ | | | 40,823 |
| GASB 68-Pension Expense | (59,138) | 36,639 | _ | _ |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| OPEB Expense | 2,344 | 12,480 | _ | _ |
| Contractor Construction Services | _ | 1,167 | _ | _ |
| Public Info & Relations Svcs | _ | -1 | 250 | 250 |
| Media Svcs (Advertising) | 861 | -1 | 250 | 250 |
| Education & Training Services | 692 | 304 | _ | _ |
| Building Repair & Maint Svcs | 1,525 | _ | _ | _ |
| Grounds Services | 38,862 | 9,936 | 16,258 | 5,390 |
| Equipment Repair & Maint | 51,401 | 48,905 | 40,000 | 35,000 |
| Pest Control Services | _ | _ | 432 | 432 |
| Mechanical Repair & Maint | _ | 677 | _ | _ |
| Vehicle Repair & Maint | 48,625 | 67,454 | 57,462 | 57,000 |
| Printing & Binding-External | 1,798 | _ | _ | _ |
| Mileage | 1,185 | 697 | 1,320 | 1,320 |
| Lodging | _ | 570 | _ | _ |
| Security/Monitoring Services | 1,311 | 882 | 1,500 | 1,500 |
| Contract & Temp Personnel | 346,115 | 438,784 | 156,440 | 54,316 |
| Food & Drinks | 625 | 1,740 | _ | _ |
| Uniforms & Safety Supplies | 3,089 | 8,885 | 8,250 | 8,250 |
| Office Supplies & Stationary | 5,697 | 2,638 | 2,165 | 415 |
| Employee Appreciation Events & Awards | 439 | 61 | _ | _ |
| Advertising & Publicity Supplies | _ | 1,000 | 250 | 250 |
| Agric & Botanical Supplies | 1,813 | 2,950 | 6,800 | 5,550 |
| Janitorial Supplies | 2,107 | 3,523 | 2,505 | 2,505 |
| Multimedia Products | 864 | _ | _ | _ |
| Electrical Supplies | 1,008 | _ | _ | _ |
| Air Conditioning Supplies | 107 | _ | _ | _ |
| Heating Supplies | 118 | _ | 480 | 480 |
| Cable | 412 | _ | _ | _ |
| Industrial & Shop Supplies | 1,122 | 1,151 | 920 | 920 |
| Lubricants | 1,783 | _ | 1,600 | 1,600 |
| Plumbing Supplies | 65 | _ | _ | _ |
| Bulk Chemicals | 709 | _ | _ | _ |
| Lumber | 3,371 | _ | 2,400 | 2,400 |
| Paint & Paint Supplies | 279 | 888 | _ | _ |
| Postal Services | 47 | 6 | _ | _ |
| Telecommunications Services | _ | _1 | 13,000 | 13,000 |
| Conference/Conventions | 929 | 184 | 400 | 400 |
| Membership Dues | 335 | 320 | 250 | 250 |
| Employee Training | 470 | | _ | _ |
| Vehicle Equip & Supply (Less Than \$5K) | _ | 88 | _ | _ |
| Equipment (Less Than \$5K) | 3,021 | 10,003 | 27,500 | 27,500 |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Small Tools | _ | 36 | _ | _ |
| Electrical Service | 15,266 | 16,130 | 12,458 | 13,875 |
| Water & Sewer | 10,809 | 10,942 | 9,762 | 10,728 |
| Natural Gas | 2,992 | 3,899 | 2,040 | 3,950 |
| Bank Fees | 3,344 | 4,859 | _ | _ |
| Miscellaneous Operating Expenses | _ | 550 | _ | _ |
| Natural Gas Transportation | 1,397 | _ | _ | _ |
| Highway/Road Supplies | 1,043 | _ | _ | _ |
| Fuel for Dept Owned Vehicles | 23,383 | 30,274 | 21,179 | 21,179 |
| Monthly Standing Costs | 11,291 | 11,346 | 11,394 | 11,394 |
| Auto Expenses Charged by Fleet (M5 only) | 56,963 | 43,731 | 37,116 | 22,500 |
| Internal Printing & Duplicating | _ | _ | 400 | 400 |
| Claims & Settlements | 9,568 | 10,308 | _ | _ |
| DIT Charges (Billed from DIT Fund) | 84,446 | 93,777 | _ | 77,342 |
| Depreciation Expense | 11,520 | 9,545 | _ | 7,000 |
| Equip & Other Assets Exp | 13,092 | _ | 2,734 | 2,800 |
| Interest on Bonds | _ | _ | _ | 3,866 |
| Interest on Long Term Debt | 7,146 | 5,928 | _ | _ |
| Retirement of Serial Bonds | | | | 31,233 |
| Operating Trans to ISF | | | 110,302 | 105,086 |
| CWIP-Transfer Project Expenditures to CWIP (Fixed Assets) | (13,092) | _ | _ | _ |
| Total Enterprise Fund | \$1,729,128 | \$1,730,657 | \$1,799,421 | \$1,799,421 |

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 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 the 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 | FY2019 Actual | FY2020 Actual | FY2021 Target | FY2022 Target |
|------------------------|------------------------------|------------------|------------------|------------------|------------------|
| 08603 | Maintain 85% turnover rate | NA | NA | 85% | 85% |
| 08604 | Upgrade elevators in 3 decks | NA | 3 | 3 | 3 |

ENTERPRISE FUND PROGRAM BUDGETS

| Program Number | Title | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-------------------|---|------------------|------------------|-------------------|-------------------|
| 08603 | Parking Administration | 2,905,869 | 4,117,436 | 7,010,351 | 5,093,133 |
| 08604 | Parking 5 th & M | 727,463 | 840,107 | 791,694 | 743,525 |
| 08605 | Parking 5 th & B | 56,304 | 288,451 | 82,448 | 278,550 |
| 08606 | Parking 6 th & F | 50,787 | 43,233 | 70,874 | 37,550 |
| 08607 | Parking 7 th & M | 360,595 | 292,010 | 751,816 | 263,800 |
| 08608 | Parking 7 th & G | 88,755 | 83,998 | 120,318 | 73,300 |
| 08609 | Coliseum Parking | 402,506 | 415,206 | 553,162 | 376,150 |
| 08610 | 100 Virginia Street (Shockoe-14 th St.) | 294,589 | 415,992 | 301,621 | 382,830 |
| 01801 | Retirement-Richmond Retire | 197 | | | |
| 02504 | Finance-Parking Financial Mgmt | _ | 30 | | |
| 02516 | Finance-Special Parking Districts | 13,725 | 15,142 | _ | _ |

PARKING MANAGEMENT

| Program Number | Title | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-------------------|---|------------------|------------------|-------------------|-------------------|
| 02921 | DPW-Repl Parking Eq | (643,198) | 29,257 | ı | _ |
| 08611 | Expressway Parking Deck | 457,232 | 519,162 | 686,270 | 571,400 |
| 08612 | Biotech Deck | 61,567 | 85,143 | 63,300 | 82,800 |
| 08613 | Carytown Decks | 64,305 | 85,589 | 65,000 | 76,965 |
| 08614 | 2 nd & Franklin Garage | 206,966 | 218,873 | 186,940 | 194,425 |
| 08615 | Adams & Grace Surface Lot | 22,502 | 22,493 | 40,218 | 21,000 |
| 08616 | 17 th Street Farmers Market | 22,286 | 21,318 | 19,638 | 19,260 |
| 08617 | Pay Station Lot 8 th & Clay | 92,286 | 59,794 | 48,020 | 58,840 |
| 08622 | On Street Parking Operations | 3,972,127 | 4,927,481 | 2,657,673 | 3,847,872 |
| 08623 | Gateway Garage | 632,683 | 588,108 | 705,239 | 580,635 |
| 08624 | DPW-Special parking Operations | 66,738 | _ | _ | _ |
| 08630 | GO Bond Debt Service: RMA Expressway Decks | (230,316) | 1,666 | | _ |
| 08631 | GO Bond Debt Service: Coliseum Decks | 26,953 | 25,986 | | 524,919 |
| 08632 | GO Bond Debt Service: CDA Decks | 1,589,980 | 1,242,541 | 5,236,243 | 4,701,046 |
| | Total Enterprise Fund Program | \$11,242,904 | \$14,339,015 | \$19,390,825 | \$17,928,000 |

SERVICE LEVEL BUDGETS*

| Services Level Budget | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Administration (SV0801) | \$37,228 | \$21,652 | \$40,000 | \$- |
| City Copy & Print Services (SV1001) | 16,566 | 25,783 | 1 | 24,000 |
| Comp & Classification Admin (SV0803) | 1 | 1 | 1 | 29,785 |
| Data Center Opers & Support (SV1003) | 1 | 1 | 1 | 292 |
| Desktop Support (SV1005) | 1 | | ı | 11,514 |
| Fleet Management (SV1502) | 45,765 | 100,399 | 115,850 | 168,027 |
| Investment & Debt Mgmt (SV0910) | 1,386,618 | 1,270,193 | 5,236,243 | 5,225,965 |
| IT Resource Management (SV1009) | _ | | _ | 22,075 |
| Mail Services (SV1010) | 10,749 | 21,615 | _ | 21,600 |
| Management Info Systems (SV1011) | _ | _ | 37,897 | _ |
| Parking Management (SV1505) | 8,144,095 | 10,855,421 | 13,947,391 | 12,424,556 |
| Pavement Management (SV2508) | 143,800 | | ı | 1 |
| Pre-Trial Services (SV1303) | 417,322 | 1 | 1 | ı |
| Retirement Services (SV0912) | 22,874 | 1 | 1 | ı |
| Risk Management (SV1703) | _ | _ | 13,444 | |
| Telecommunications Systms Mgmt (SV1002) | _ | 1,578 | - | 186 |
| Default (000000) | 1,017,887 | 2,042,374 | - | |
| Total Service Level Budget | \$11,242,904 | \$14,339,015 | \$19,390,825 | \$17,928,000 |

*See Appendices & Glossary section for detailed service descriptions.

EXPENDITURE BUDGET SUMMARY

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$681,025 | \$955,249 | \$966,849 | \$1,154,328 |
| Operating | 10,561,878 | 13,383,766 | 18,423,976 | 16,773,672 |
| Total Enterprise Fund | \$11,242,904 | \$14,339,015 | \$19,390,825 | \$17,928,000 |
| Capital Improvement Plan | | _ | _ | _ |
| Total Agency Summary | \$11,242,904 | \$14,339,015 | \$19,390,825 | \$17,928,000 |
| Per Capita | \$49.55 | \$63.19 | \$84.04 | \$78.26 |
| *Total Staffing | 8.00 | 12.00 | 12.00 | 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.

Mayor's Proposed Budget:

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 positions not administratively frozen and rate adjustments for healthcare and retirement in FY2022. For more information on this department's positions and those administratively frozen, please refer to the Department of Public Work's general fund budget and review the personnel complement/position control chart for the enterprise fund.

Additionally, this budget includes funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff beginning in October. The 2018 Gallagher study concluded that there were salary inequities in the lower half of the pay ranges within the City. The City implemented phase one in 2019. This recommendation, phase two, makes another significant step in equalizing pay throughout the City by investing in the current workforce.

Operating: This budget reflects an decrease due to operational efficiencies as well as a projected decrease in revenues and corresponding expenses associated with the on-going COVID-19 pandemic.

AGENCY FISCAL DETAIL - ENTERPRISE FUND

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-time Permanent | \$387,556 | \$494,173 | \$591,670 | \$688,272 |
| Overtime Permanent | 2,322 | 898 | -1 | _ |
| Holiday Pay Permanent | 23,605 | 33,656 | - | _ |
| Vacation Pay Permanent | 31,228 | 75,370 | - | _ |
| Sick Leave Permanent | 17,623 | 12,121 | - | _ |
| Civil Leave Permanent | 613 | - | _ | _ |
| Temporary Employee | 28,299 | 430 | _ | _ |
| Holiday Pay Temporary | 2,942 | _ | _ | _ |
| Sick Leave Temporary | 346 | _ | _ | _ |
| FICA | 27,464 | 33,677 | 36,684 | 42,673 |
| Retirement Contribution RSRS | 118,113 | 155,521 | 221,431 | 271,426 |
| Medicare FICA | 6,423 | 7,876 | 8,579 | 9,980 |
| Group Life Insurance | 3,741 | 4,617 | 4,955 | 5,528 |
| Health Care Active Employees | 67,027 | 86,493 | 103,531 | 106,664 |
| Classification and Compensation Study | | - | - | 29,785 |
| GASB 68-Pension Expense | (37,778) | 37,607 | - | - |
| OPEB Expense | 1,498 | 12,810 | - | - |
| Operating Services | | | | |
| Architectural And Engineering Services | _ | _ | _ | 100,000 |
| Management Services | 3,268,282 | 4,768,146 | 2,477,599 | 4,023,420 |
| Building Repair & Maint Svcs | 3,287,066 | 4,679,396 | 6,480,692 | 4,462,278 |
| Equipment Repair & Maint | 124,960 | 127,458 | 350,000 | 124,800 |
| Vehicle Repair and Maint Services | 318 | 2,648 | 3,164 | 800 |
| Transportation Services | 482 | 896 | _ | 900 |
| Property Rental Agreements | 459,217 | 468,072 | _ | 467,760 |
| Uniforms & Safety Supplies | 6,250 | 9,105 | _ | 7,500 |
| Office Supplies & Stationary | 11,501 | 11,035 | 11,960 | 10,004 |
| Postal Services | 7,604 | 30 | 40,000 | _ |
| Conference/Conventions | 5,310 | | | _ |
| Membership Dues | 4,518 | 2,090 | 1,790 | 1,790 |
| Electric Service | _ | 108 | _ | 300,000 |
| Water & Sewer | _ | 33 | _ | 49,992 |
| Bank Fees | 431,982 | 337,232 | 431,982 | 337,450 |
| Administrative Plan/Mgt Costs | 345,138 | 148 | 363,000 | _ |
| Storage | 101 | 365 | _ | 370 |
| Fuel for Dept Owned Vehicles | 314 | 532 | 483 | 483 |
| Monthly Standing Cost | 939 | 2,004 | 1,973 | 493 |
| Adjuster Services | _ | _ | 90,000 | _ |

PARKING MANAGEMENT

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Auto Expense Charged by Fleet | 4,213 | | | |
| Internal Printing & Duplicating | 10,064 | 7,054 | 10,333 | - |
| Claims & Settlements | 13,725 | 15,142 | - | |
| DIT Charges (Billed from DIT Fund) | 46,645 | 70,597 | - | 79,667 |
| Depreciation Expense | 1,683,772 | 1,609,629 | 1,673,416 | 1,580,000 |
| Equip & Other Assets Exp | 554,334 | 1,854 | 1,200,000 | _ |
| Interest on Bonds | 1,614,037 | 1,485,265 | 1,433,116 | 1,337,780 |
| Retirement of Serial Bonds | _ | | 3,803,127 | 3,888,185 |
| Amort-of Debt Premium | (227,419) | (215,072) | - | |
| Operating Transfers to ISF | _ | | 51,341 | |
| CWIP-Transfer Project Expenditures to CWIP (Fixed Assets) | (1,091,475) | _ | | - |
| Total Enterprise Fund | \$11,242,904 | \$14,339,015 | \$19,390,825 | \$17,928,000 |

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, 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 improves 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 FY2016 - FY2020 heating season, DPU's Natural Gas MetroCare Program distributed \$97,134 in heating assistance to 251 families throughout the Richmond Metropolitan Area. During the FY16 – FY20 period, the Water Metro Care Financial Assistance Program distributed \$327,043 for assistance in paying water bills to 954 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 118,000 residential, commercial and industrial customers via approximately 1,936 miles of pipeline. Of the 1,936 miles of gas mains, about 11% are cast iron and ductile iron, 23% are steel and the remaining 1,273 miles, or 66%, 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, and 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 439 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 65,500 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 1,000 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 and has a multi-year program to renew its water distribution system based on pipe material, failure history and other factors to ensure a water system that meets

all regulatory requirements for water pressure, fire protection and water quality. Over 650 miles of mains have been identified for renewal and DPU has planned to replace approximately 10 miles of main each year.

Wastewater Utility

The Wastewater Utility provides wastewater collection and treatment for approximately 62,000 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 of its processes 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 (1,000 miles) is a major piece of infrastructure found in the Wastewater Utility and DPU is faced with the need to rehabilitate a significant amount of the 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 the 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, including 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.

PUBLIC UTILITIES

UTILITIES RATES

The following rate increases were adopted for FY2022:

Gas Utility - FY22 = 2.75%

The average monthly residential gas bill will increase \$1.52 in FY2022.

Water Utility - FY22 = 2.5%

The average monthly residential water bill will increase by \$0.91 in FY2022.

Wastewater Utility - FY22 = 4.0%

The average monthly residential wastewater bill will increase \$2.48 in FY2022.

Stormwater Utility - FY22 = 8.75%

The average monthly residential stormwater bill will increase \$0.36 in FY2022.

DEPARTMENT OBJECTIVES

- To improve utility service delivery
- To expand the sustainable environment
- To improve operational efficiencies

PERFORMANCE MEASURES

| Program/ Subprogram | Department Measure | FY2019 Actual | FY2020 Actual | FY2021 Target | FY2022 Target |
|--------------------------------|--|------------------|------------------|------------------|------------------|
| Water Distribution Services | Miles of water mains renewed per year | 4.1 miles | 4.1 miles | 5 miles | 10 miles |
| 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) | 100% | 99.7% | 98.1% - 99.7% | 98.1% - 99.7% |
| Utility Field Operations | % of Emergency response time for sanitary sewer back-ups w/in 2 hours | 100% | 100% | 100% | 100% |
| Utility Field Operations | # sanitary sewer overflows | 6 | 9 | < 15 | < 15 |
| Utility Field Operations | % of emergency gas response w/in 30 minutes | 77% | 84.3% | 90% | 90% |
| Call Centers | % of customer service calls responded to within 60 seconds | 83% | 54% | 75% | 75% |

AGENCY FISCAL SUMMARY - PUBLIC UTILITIES*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Total Enterprise Fund Expenditures | \$320,553,893 | \$311,695,884 | \$364,093,907 | \$364,674,381 |
| Total Other Fund Exp | 94,063,483 | 68,439,404 | 198,031,985 | 123,538,280 |
| Total Utilities Summary | \$414,617,376 | \$380,135,288 | \$562,125,892 | \$488,212,661 |
| Total Utilities Revenue | 351,842,020 | 340,571,547 | 385,384,491 | 398,347,528 |
| Per Capita | \$1,827.16 | \$1,675.20 | \$2,436.40 | \$2,131.24 |
| *Total Staffing | 772.50 | 772.75 | 769.75 | 772.04 |

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

PERSONNEL COMPLEMENT/POSITION CONTROL

The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

| | GENERAL FUND | | ENTERPR | Total FTFs | |
|--------------------------------------|--------------|-------------|-------------|-------------|------------|
| Job Title | # of Funded | # of Frozen | # of Funded | # of Frozen | Total FTEs |
| Accountant, Senior | _ | _ | 7.00 | _ | 7.00 |
| Accounting Manager | _ | _ | 2.00 | _ | 2.00 |
| Administrative Technician, Senior | _ | _ | 22.00 | 6.00 | 28.00 |
| Asset Manager | _ | _ | 1.00 | _ | 1.00 |
| Assistant City Attorney | _ | _ | 0.83 | _ | 0.83 |
| Business Systems Analyst | _ | _ | 1.00 | 1.00 | 2.00 |
| Business Systems Specialist | _ | _ | 3.00 | _ | 3.00 |
| Capital Projects Manager | _ | _ | 1.00 | 1.00 | 2.00 |
| Capital Projects Manager, Senior | _ | _ | 3.00 | _ | 3.00 |
| Chemist | _ | _ | 7.00 | _ | 7.00 |
| Chief Chemist | _ | _ | 2.00 | _ | 2.00 |
| Communications and Marketing Analyst | _ | _ | 4.00 | _ | 4.00 |
| Construction Inspector, Principal | _ | _ | 3.00 | 1.00 | 4.00 |
| Construction Inspector, Senior | _ | _ | 8.00 | 3.00 | 11.00 |
| Corrosion Technician | _ | _ | 6.00 | 2.00 | 8.00 |
| Custodian | _ | _ | 2.00 | _ | 2.00 |
| Customer Account Investigator | _ | _ | 24.00 | 3.00 | 27.00 |
| Customer Care Specialist | _ | _ | 35.00 | 9.00 | 44.00 |
| Customer Service Manager | _ | _ | 1.00 | 1.00 | 2.00 |
| Customer Service Manager, Senior | _ | _ | _ | 1.00 | 1.00 |
| Customer Service Specialist, Senior | _ | _ | 3.00 | 1.00 | 4.00 |
| Customer Service Supervisor | _ | | 6.00 | 1.00 | 7.00 |
| Deputy Chief Administrative Officer | 0.50 | | 0.50 | | 1.00 |
| Deputy Department Director, Senior | _ | _ | 6.00 | 1.00 | 7.00 |

PUBLIC UTILITIES

| | GENERAL FUND | | ENTERPR | ENTERPRISE FUND | | |
|---|--------------|-------------|-------------|-----------------|------------|--|
| Job Title | # of Funded | # of Frozen | # of Funded | # of Frozen | Total FTEs | |
| Director Of Public Utilities | _ | _ | 1.00 | _ | 1.00 | |
| Electrician | _ | _ | 1.00 | _ | 1.00 | |
| Electrician Supervisor | _ | _ | 1.00 | _ | 1.00 | |
| Electrician, Senior | _ | _ | 1.00 | _ | 1.00 | |
| Energy Services Manager | _ | _ | 1.00 | _ | 1.00 | |
| Engineer | _ | _ | 3.00 | 4.00 | 7.00 | |
| Engineer I | _ | _ | _ | 1.00 | 1.00 | |
| Engineer, Principal | _ | _ | 8.00 | 3.00 | 11.00 | |
| Engineer, Senior | _ | _ | 9.00 | 4.00 | 13.00 | |
| Engineering Manager | _ | _ | 2.30 | 1.00 | 3.30 | |
| Engineering Specialist | _ | _ | 2.00 | _ | 2.00 | |
| Engineering Technician | _ | _ | 1.00 | _ | 1.00 | |
| Engineering Technician, Senior | _ | _ | 1.00 | 1.00 | 2.00 | |
| Environmental Compliance Officer | _ | _ | 1.00 | _ | 1.00 | |
| Environmental Technician | _ | _ | 5.00 | _ | 5.00 | |
| Equipment Operator | _ | _ | 1.00 | _ | 1.00 | |
| Equipment Operator, Principal | _ | _ | 13.00 | 9.00 | 22.00 | |
| Equipment Operator, Senior | _ | _ | 2.00 | 19.00 | 21.00 | |
| Executive Assistant, Senior | _ | _ | 1.00 | _ | 1.00 | |
| Financial Manager | _ | _ | 2.00 | _ | 2.00 | |
| Gardener | _ | _ | 1.00 | _ | 1.00 | |
| Gas and Water Field Specialist, Senior | _ | _ | 38.00 | 9.00 | 47.00 | |
| Gas and Water Field Superintendent | _ | _ | 2.00 | _ | 2.00 | |
| Gas and Water Field Supervisor | _ | _ | 7.00 | 2.00 | 9.00 | |
| Gas Construction Inspector | _ | _ | 15.00 | 2.00 | 17.00 | |
| Gas Construction Inspector, Supervisor | _ | _ | 2.00 | 2.00 | 4.00 | |
| Gas Maintenance Pipeline Technician | _ | _ | 8.00 | 1.00 | 9.00 | |
| Gas Maintenance Supervisor | _ | _ | 5.00 | 2.00 | 7.00 | |
| GIS Analyst | _ | _ | 1.00 | 1.00 | 2.00 | |
| GIS Specialist | _ | _ | 4.00 | 2.00 | 6.00 | |
| Health and Safety Specialist | _ | _ | 1.00 | _ | 1.00 | |
| Human Resources Generalist | _ | _ | 2.00 | _ | 2.00 | |
| Inspection Field Supervisor | _ | _ | 1.00 | 2.00 | 3.00 | |
| Maintenance and Operations Crew Chief | _ | _ | 6.00 | 1.00 | 7.00 | |
| Maintenance and Operations Crew Supervisor | _ | _ | 14.00 | 8.00 | 22.00 | |
| Maintenance and Operations Crew Supervisor, Senior | _ | _ | 2.00 | _ | 2.00 | |
| Maintenance and Operations Superintendent | _ | _ | 2.00 | 1.00 | 3.00 | |
| Maintenance Specialist | _ | _ | 10.00 | _ | 10.00 | |
| Maintenance Specialist, Senior | _ | _ | 1.00 | 1.00 | 2.00 | |

PUBLIC UTILITIES

| | GENERAL FUND | | ENTERPR | | |
|---|-------------------------|---|-------------|-------------|-------|
| Job Title | # of Funded # of Frozen | | # of Funded | Total FTEs | |
| Maintenance Technician | _ | _ | 1.00 | # of Frozen | 1.00 |
| Maintenance Worker | _ | _ | 3.00 | 1.00 | 4.00 |
| Management Analyst Senior | _ | _ | 1.00 | _ | 1.00 |
| Management Analyst, Associate | _ | _ | 21.00 | _ | 21.00 |
| Management Analyst, Principal | _ | _ | 4.00 | _ | 4.00 |
| Management Analyst, Senior | _ | _ | 10.00 | _ | 10.00 |
| Paralegal | _ | _ | 1.00 | _ | 1.00 |
| Plant Operations Superintendent | _ | _ | 1.00 | 1.00 | 2.00 |
| Plant Operations Supervisor | _ | _ | 11.00 | _ | 11.00 |
| Plant Operations Supervisor, Senior | _ | _ | 4.00 | _ | 4.00 |
| Plant Operator | _ | _ | 34.00 | 4.00 | 38.00 |
| Plumbing Inspector | _ | _ | _ | 1.00 | 1.00 |
| Policy Advisor | _ | _ | _ | 2.00 | 2.00 |
| Power Line Specialist | _ | _ | 3.00 | 11.00 | 14.00 |
| Power Line Specialist Supervisor | _ | _ | 3.00 | _ | 3.00 |
| Power Line Superintendent | _ | _ | 1.00 | _ | 1.00 |
| Procurement Analyst, Senior | _ | _ | 3.00 | _ | 3.00 |
| Program and Operations Manager | _ | _ | 12.00 | 3.00 | 15.00 |
| Program and Operations Supervisor | _ | _ | 13.00 | 3.00 | 16.00 |
| Program and Operations Supervisor - Financial Operations Division | _ | _ | 1.00 | - | 1.00 |
| Program and Operations Supervisor, Sr. | _ | _ | _ | 1.00 | 1.00 |
| Public Information Manager, Senior | _ | _ | _ | 1.00 | 1.00 |
| SCADA Specialist | _ | _ | _ | 1.00 | 1.00 |
| SCADA Supervisor | _ | _ | _ | 1.00 | 1.00 |
| Senior Assistant City Attorney | _ | _ | 0.91 | _ | 0.91 |
| Site Inspector | _ | _ | 3.00 | _ | 3.00 |
| Sustainability Deputy Manager | _ | _ | 1.00 | _ | 1.00 |
| Sustainability Manager | _ | _ | 1.00 | _ | 1.00 |
| Technology Coordinator (Agency) | _ | _ | 5.00 | _ | 5.00 |
| Technology Specialist (Agency) | _ | _ | _ | 3.00 | 3.00 |
| Training Analyst | _ | _ | 4.00 | _ | 4.00 |
| Utilities Field Pipeline Technician | _ | _ | 1.00 | 2.00 | 3.00 |
| Utilities Field Pressure Control Technician | _ | _ | 1.00 | 1.00 | 2.00 |
| Utilities Field Pressure Control Technician, Senior | _ | _ | 2.00 | _ | 2.00 |
| Utilities Field Specialist | _ | _ | 23.00 | 5.00 | 28.00 |
| Utilities Field Specialist, Senior | _ | _ | 12.00 | _ | 12.00 |
| Utilities Field Worker | _ | _ | 1.00 | _ | 1.00 |
| Utilities Fuel Procurement Administrator | _ | _ | 1.00 | _ | 1.00 |
| Utilities Industrial Accounts Administrator | _ | _ | _ | 1.00 | 1.00 |

| | GENERAL FUND | | ENTERPR | ISE FUND | Total STC. |
|--|--------------|-------------|-------------|-------------|------------|
| Job Title | # of Funded | # of Frozen | # of Funded | # of Frozen | Total FTEs |
| Utilities Natural Gas Marketing Manager | _ | _ | 1.00 | _ | 1.00 |
| Utilities Natural Gas Sales Specialist | _ | _ | 3.00 | | 3.00 |
| Utilities Services Technician | _ | _ | 5.00 | 1.00 | 6.00 |
| Utilities Tech Cross-Connection Specialist | _ | _ | 2.00 | | 2.00 |
| Utilities Tech Cross-Connection Supervisor | _ | _ | 1.00 | _ | 1.00 |
| Utilities Tech Services Specialist | _ | _ | 13.00 | 6.00 | 19.00 |
| Utilities Tech Services Superintendent | _ | _ | 1.00 | 1.00 | 2.00 |
| Utilities Tech Services Supervisor | _ | _ | 2.00 | 2.00 | 4.00 |
| Utility Plant Specialist | _ | _ | 32.00 | 14.00 | 46.00 |
| Utility Plant Specialist Supervisor | _ | _ | 7.00 | 1.00 | 8.00 |
| Utility Plant Specialist, Instrument and Control | _ | _ | 7.00 | | 7.00 |
| Utility Plant Specialist, Supervisor | _ | _ | 1.00 | | 1.00 |
| Warehouse and Materials Supervisor | _ | _ | 2.00 | 1 | 2.00 |
| Warehouse and Materials Technician, Senior | _ | _ | 4.00 | 2.00 | 6.00 |
| Water Quality Technician | _ | _ | 2.00 | 3.00 | 5.00 |
| Total FTE Count | 0.50 | _ | 592.54 | 179.00 | 772.04 |
| Total FTE % | 100.0 % | – % | 76.8 % | 18.8 % | |

BUDGET HIGHLIGHTS

<u>City Council Action by Amendments:</u> This agency's budget was not amended by City Council.

Mayor's Proposed Budget:

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.

*This budget preserves the ability for the Department of Public Utilities to recruit positions based on historical attrition and turnover rates - within proposed funding levels**

ENTERPRISE FUND PROGRAM BUDGETS

| Program Number | Title | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-------------------|----------------|------------------|------------------|-------------------|-------------------|
| | Natural Gas | \$150,826,430 | \$143,220,880 | \$188,023,220 | \$171,006,927 |
| | Water | 71,534,874 | 68,560,801 | 70,555,352 | 76,961,761 |
| | Wastewater | 77,943,510 | 79,989,106 | 80,190,321 | 93,609,312 |
| | Electric Light | 8,920,984 | 8,003,216 | 13,154,541 | 9,840,046 |
| | Stormwater | 10,699,199 | 11,296,798 | 11,463,187 | 12,638,350 |

| Program Number | Title | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-------------------|----------------------------------|------------------|------------------|-------------------|-------------------|
| | Stores | 628,895 | 625,083 | 707,286 | 617,985 |
| | Total Enterprise Fund Program | \$320,553,893 | \$311,695,884 | \$364,093,907 | \$364,674,381 |

ENTERPRISE FUND REVENUE BUDGETS

| Department of Public Utilities Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|------------------|------------------|-------------------|-------------------|
| Revenues: | | | | |
| Gas Recovery Revenue | \$72,525,914 | \$70,846,455 | \$105,138,400 | \$79,700,000 |
| City Revenues | 253,031,704 | 246,835,987 | 257,199,481 | 295,694,823 |
| County Revenues (Contracts) | 13,675,659 | 14,314,550 | 14,296,349 | 14,272,747 |
| Interest Income & Other | 12,608,743 | 8,574,555 | 8,750,261 | 8,679,958 |
| Total Revenue | \$351,842,020 | \$340,571,547 | \$385,384,491 | \$398,347,528 |

| Department of Public Utilities Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Expenses: | | | | |
| Gas Costs | \$72,525,914 | \$72,884,340 | \$105,138,400 | \$79,700,000 |
| O&M Expense | 128,184,535 | 126,954,186 | 140,932,504 | 163,572,922 |
| Depreciation | 68,114,052 | 64,307,892 | 65,803,839 | 66,140,168 |
| Taxes | 22,709,122 | 20,288,006 | 19,527,456 | 21,078,214 |
| Interest Expense & Other | 29,020,271 | 27,261,460 | 32,691,708 | 34,183,077 |
| Total Expenditures | \$320,553,893 | \$311,695,884 | \$364,093,907 | \$364,674,381 |
| Construction In Aid Revenue | 34,140,595 | 16,116,443 | 21,811,100 | 29,006,363 |
| Net Income | \$65,428,722 | \$44,992,106 | \$43,101,684 | \$62,679,510 |

ENTERPRISE FUND BUDGET SUMMARY - CAPITAL

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------------|------------------|------------------|-------------------|-------------------|
| Capital Gas | \$26,755,667 | \$23,448,548 | \$29,370,000 | \$17,855,000 |
| Capital Water | 16,375,190 | 13,502,120 | 59,037,000 | 31,504,000 |
| Capital Wastewater | 39,970,568 | 23,278,402 | 96,648,500 | 64,342,000 |
| Capital Stormwater | 9,747,647 | 7,501,016 | 11,976,485 | 8,737,280 |
| Capital Electric | 1,214,411 | 709,318 | 1,000,000 | 1,100,000 |
| Total Enterprise Fund Expenses | \$94,063,483 | \$68,439,404 | \$198,031,985 | \$123,538,280 |

INTERNAL SERVICE FUND

ADVANTAGE RICHMOND CORPORATION

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.

Mayor's Proposed Budget:

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. In October 2020, the ARC lease of Marshall Plaza to the Richmond Department of Social Services was fulfilled. Subsequently, ARC was legally dissolved and as a result there is no funding for the FY2022 Adopted Budget . DSS will now cover the facility operational costs as part of their general fund allocation.

REVENUE BUDGET SUMMARY

| Revenue Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------|------------------|------------------|-------------------|-------------------|
| Rental Revenues | \$2,400,000 | \$2,400,000 | \$2,400,000 | \$- |
| Total Revenue | \$2,400,000 | \$2,400,000 | \$2,400,000 | \$— |

INTERNAL SERVICE FUND PROGRAM BUDGETS

| Program Number | Title | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------|--|------------------|------------------|-------------------|-------------------|
| 25001 | Risk Management- Administrataion | \$— | \$70,987 | \$— | \$— |
| 25501 | ARC-Operating Expenditures | 1,413,968 | 1,366,456 | 2,400,000 | |
| | Total Internal Service Fund Program | \$1,413,968 | \$1,437,443 | \$2,400,000 | \$— |

SERVICE LEVEL BUDGETS*

| Internal Service Fund Services Level Budget | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Accounting & Reporting (SV0901) | \$- | 2,155 | \$— | \$— |
| Contract Administration (SV0907) | 1,077,041 | 1,071,967 | 584,000 | _ |
| Facilities Management (SV2006) | _ | | 419,204 | _ |
| Investment & Debt Management (SV0910) | 160,387 | 92,679 | 1,396,796 | _ |

ADVANTAGE RICHMOND CORPORATION

| Internal Service Fund Services Level Budget | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Default (000000) | 176,539 | 270,642 | | _ |
| Total Service Level Budget | \$1,413,968 | \$1,437,443 | \$2,400,000 | \$— |

^{*}See Appendices & Glossary section for detailed service descriptions.

EXPENDITURE BUDGET SUMMARY

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|------------------|------------------|-------------------|-------------------|
| Operating Expenses | \$1,253,580 | \$1,344,764 | \$1,228,204 | \$— |
| Long-Term Debt Service | 160,387 | 92,679 | 1,171,796 | _ |
| Total Internal Service Fund | \$1,413,968 | \$1,437,443 | \$2,400,000 | \$— |
| Total Agency Summary | \$1,413,968 | \$1,437,443 | \$2,400,000 | \$— |
| Per Capita | \$6.23 | \$6.33 | \$10.40 | \$- |

EXPENDITURE FISCAL DETAIL - INTERNAL SERVICE FUND

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------------------|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Buildings Repair & Maint Svcs | \$- | \$— | \$139,414 | \$— |
| Building & Structures Expense | 11,033 | _ | _ | _ |
| Depreciation Expense | 225,000 | 225,000 | 225,000 | _ |
| Electrical Service | 140,024 | 154,050 | 161,000 | _ |
| Equipment And Other Assets Expense | _ | _ | _ | _ |
| Equipment Repair & Maint | 493,813 | 540,635 | 279,790 | _ |
| Interest on Bonds | _ | _ | 36,225 | _ |
| Interest on Notes Payable | 160,387 | 92,679 | - | _ |
| Management Services | 16,117 | 22,880 | - | _ |
| Retirement of Serial Bonds | _ | _ | 1,135,571 | _ |
| Security/Monitoring Services | 357,672 | 402,198 | 400,000 | _ |
| Telecommunications Service | _ | _ | _ | _ |
| Water & Sewer | 9,922 | _ | 23,000 | _ |
| Total Internal Service Fund | \$1,413,968 | \$1,437,443 | \$2,400,000 | \$— |

MISSION STATEMENT

Fleet Management shall continuously 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's 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 the average age of the fleet

PERFORMANCE MEASURES

| Program/ Subprogram | Department Measure | FY2019 Actual | FY2020 Actual | FY2021 Target | FY2022 Target |
|------------------------|--|------------------|------------------|------------------|------------------|
| 02924 | % of fleet overdue for replacement | NA | NA | TBD | TBD |
| 02925 | To reduce the number of fleet vehicles in inventory with 100,000 miles or less | NA | NA | TBD | TBD |
| 02925 | Average maintenance cost per vehicle | NA | NA | TBD | TBD |
| 02925 | % of fleet requests delivered on schedule | NA | NA | TBD | TBD |

INTERNAL SERVICE FUND PROGRAM BUDGETS

| Program Number | Title | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-------------------|-------------------------------|------------------|------------------|-------------------|-------------------|
| 02708 | Social Ser-Adult/Family Ad | 21,456 | 21,456 | | |
| 02901 | Finance & Administration | 5,075 | 6,303 | | - |
| 02902 | General Svs-Facilities | 2,148 | 2,148 | | |
| 02922 | Vehicle Replacement | 1,212,983 | 822,268 | | - |
| 02923 | Fleet Fueling | 2,974,688 | 2,209,821 | 2,900,000 | 2,900,000 |
| 02924 | Fleet Debt Service | 19,761 | 160,183 | 1,219,900 | 1,917,362 |
| 02925 | Fleet Management | 11,611,433 | 9,545,662 | 12,039,520 | 12,490,454 |
| 02926 | Fleet- CSG | 2,366,028 | 2,796,540 | 2,865,743 | 2,646,759 |
| 02928 | DPW-Main St Station | _ | 5 | _ | _ |
| 04209 | Fire&Emg Serv Projects/Grants | 5,569 | 5,569 | | |
| 08603 | Parking Administration | 270 | | | |

FLEET MANAGEMENT

| Program Number | Title | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-------------------|--|------------------|------------------|-------------------|-------------------|
| 91002 | Stormwater Maintenance | 7,310 | _ | _ | _ |
| | Total Internal Service Fund Program | \$18,226,721 | \$15,569,956 | \$19,025,163 | \$19,954,575 |

SERVICE LEVEL BUDGETS*

| Internal Service Fund Services Level Budget | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Administration (SV0801) | \$13 | \$171,686 | \$— | \$— |
| City Copy & Print Services (SV1001) | 198,553 | 872 | | _ |
| Comp & Classification Admin (SV0803) | | | 1 | 119,129 |
| COVID-19 (SV2614) | | 551 | 1 | _ |
| Educational Services (SV0502) | (197) | | | _ |
| Fleet Management (SV1502) | 12,563,240 | 11,833,813 | 16,747,278 | 16,912,023 |
| Invest and Debt Mgmt. (SV0910) | (92,910) | | 1,219,900 | 1,917,362 |
| Mail Services (SV1010) | 5 | 9 | | _ |
| Mgmt. Info Systems (SV1011) | | | 259,069 | 249,997 |
| Parking Management (SV1505) | 98,843 | 110,234 | 107,375 | 115,787 |
| Risk Management (SV1703) | | | 622,363 | 571,486 |
| Roadway Management (SV2501) | | 573 | | _ |
| Signals (SV2502) | 67,801 | 71,106 | 69,178 | 68,791 |
| Stormwater Management (SV1405) | 7,310 | | | _ |
| Tactical Response (SV2212) | 794 | | | _ |
| Telecom. System Mgmt. (SV1002) | | 33,680 | | _ |
| Tropical Storm Florence-2018 (SV2607) | 4,286 | | | _ |
| Default (000000) | 5,378,983 | 3,347,432 | | |
| Total Service Level Budget | \$18,226,721 | \$15,569,956 | \$19,025,163 | \$19,954,575 |

^{*}See Appendices & Glossary section for detailed service descriptions.

EXPENDITURE BUDGET SUMMARY*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$2,948,132 | \$3,358,725 | \$3,846,322 | \$3,782,360 |
| Operating | 11,090,917 | 9,179,141 | 11,058,941 | 11,354,853 |
| Fuel | 2,974,688 | 2,209,821 | 2,900,000 | 2,900,000 |
| Fleet Debt Service | 1,212,983 | 822,268 | 1,219,900 | 1,917,362 |
| Total Internal Service Fund | \$18,226,721 | \$15,569,956 | \$19,025,163 | \$19,954,575 |
| Total Agency Summary | \$18,226,721 | \$15,569,956 | \$19,025,163 | \$19,954,575 |
| Per Capita | \$80.32 | \$68.61 | \$82.46 | \$87.11 |
| *Total Staffing | 56.00 | 56.00 | 55.00 | 55.00 |

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

BUDGET HIGHLIGHTS

<u>City Council Action by Amendments:</u> This agency's budget was not amended by City Council.

Mayor's Proposed Budget:

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 positions not administratively frozen and rate adjustments for healthcare and retirement in FY2022. For more information on this department's positions and those administratively frozen, please refer to the Department of Public Work's page in the General Fund budget and review the personnel complement/ position control chart for the internal service fund section.

Additionally, this budget includes funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff beginning in October. The 2018 Gallagher study concluded that there were salary inequities in the lower half of the pay ranges within the City. The City implemented phase one in 2019. This recommendation, phase two, makes another significant step in equalizing pay throughout the City by investing in the current workforce.

Operating: This budget reflects operating increases primarily associated with debt service costs attributed to the purchase of new fleet vehicles.

AGENCY FISCAL DETAIL - INTERNAL SERVICE FUND

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-------------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-time Permanent | \$1,703,780 | \$1,740,446 | \$2,513,349 | \$2,404,854 |
| Overtime Permanent | 123,139 | 81,278 | | _ |
| Holiday Pay Permanent | 99,648 | 127,728 | | _ |
| Shift Other Differential Perm | 6,212 | 7,015 | _ | _ |
| Vacation Pay Permanent | 106,269 | 120,565 | | _ |
| Sick Leave Permanent | 63,392 | 85,760 | _ | _ |

FLEET MANAGEMENT

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Civil Leave Permanent | 306 | _ | - | _ |
| Death Leave Permanent | 2,952 | 3,765 | -1 | _ |
| FMLA Paid Parental Bonding | _ | 5,376 | _ | _ |
| FMLA Paid Parental Sick Parent | 810 | 1,063 | _ | _ |
| FICA | 120,664 | 128,382 | 155,828 | 149,101 |
| Retirement Contribution RSRS | 401,525 | 416,117 | 609,849 | 559,225 |
| Medicare FICA | 28,220 | 30,025 | 36,444 | 34,870 |
| Group Life Insurance | 10,880 | 11,262 | 14,319 | 13,792 |
| Health Care Active Employees | 353,885 | 405,962 | 516,534 | 501,388 |
| Health Savings Account | 7,042 | 7,854 | _ | _ |
| Ase Diff | 44,129 | 50,094 | _ | _ |
| Classification and Compensation Study | _ | _ | _ | 119,129 |
| GASB 68-Pension Expense | (129,870) | 101,469 | _ | _ |
| OPEB Expense | 5,149 | 34,563 | _ | _ |
| Operating Services | | | | |
| Management Services | 497,689 | 497,272 | 505,037 | 505,037 |
| Equipment Repair & Maint | 64,590 | 49,036 | 85,000 | 85,000 |
| Vehicle Repair & Maint | 56,626 | 49,449 | 65,703 | 65,703 |
| Printing & Binding - External | _ | 108 | _ | _ |
| Transportation Services | 442 | 1,876 | _ | _ |
| Meals & Per Diem | _ | 240 | _ | _ |
| Contract & Temp Personnel | 130,137 | 249,466 | _ | 100,000 |
| Food & Drinks | 95 | 784 | 500 | 3,000 |
| Uniforms & Safety Supplies | 33,663 | 34,134 | 30,000 | 35,000 |
| Office Supplies & Stationary | 3,079 | 2,435 | 3,000 | 3,000 |
| Industrial & Shop Supplies | 36,111 | 7,378 | 27,500 | 56,500 |
| Postal Services | 13 | _ | _ | _ |
| Conference/Conventions | 794 | _ | _ | _ |
| Magazine/Newspaper Subscri | _ | 738 | 598 | 598 |
| Membership Dues | 10,759 | 998 | 1,000 | 1,000 |
| Employee Training | 28,405 | 11,795 | 20,000 | 20,000 |
| Software | 1,046 | 10,032 | 11,195 | 20,000 |
| Small Tools | 15,729 | 22,466 | 33,000 | 16,500 |
| License & Permits (Other Than Software) | 734 | 652 | 1,000 | 1,000 |
| Electrical Service | 25,837 | 24,410 | 120,000 | 120,000 |
| Water & Sewer | 3,411 | 3,735 | 30,000 | 30,000 |
| Natural Gas | 18,995 | 11,656 | 30,000 | 30,000 |
| Refuse & Recycling Collection Splys | 100 | _ | _ | _ |
| Removal of Hazard Waste | 9,857 | 15,907 | 12,000 | 15,000 |
| Auto Parts & Other Supplies | 2,266,393 | 2,377,372 | 2,222,096 | 2,222,096 |
| Carwash | 4,115 | 19,035 | 35,000 | 40,000 |
| Fuel for Dept Owned Vehicles | 5,672 | 3,214 | 6,510 | 6,510 |
| Monthly Standing Costs | 13,067 | 11,477 | 21,107 | 21,107 |

FLEET MANAGEMENT

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------------------|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Auto Expenses Charged by Fleet | 18,567 | 13,518 | 4,726,476 | 300,000 |
| Internal Printing & Duplicating | 270 | _ | _ | _ |
| CGS-Commercial Costs | 2,741,096 | 2,269,177 | 2,190,787 | 2,150,787 |
| Cost Good Sold Fuel | 2,974,049 | 2,209,940 | 2,900,000 | 2,900,000 |
| Claims & Settlements | 761,984 | 842,909 | _ | 571,486 |
| Medical Services | _ | 220 | _ | _ |
| DIT Charges (Billed from DIT Fund) | 198,557 | 206,138 | _ | 249,997 |
| Depreciation Expense | 5,449,619 | 3,244,160 | _ | 4,685,532 |
| Vehicles Expense | _ | 17,481 | _ | _ |
| Interest on Bonds | 19,761 | 2,023 | 181,687 | 151,362 |
| Retirement of Serial Bonds | _ | _ | 1,038,213 | 1,766,000 |
| Amort-of Debt Premium | (112,671) | _ | _ | _ |
| Operating Trans Out to ISF | _ | _ | 881,432 | _ |
| Total Internal Service Fund | \$18,226,721 | \$15,569,956 | \$19,025,163 | \$19,954,575 |

DESCRIPTION

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.

MISSION

The Department of Information Technology is an internal service organization that provides centralized IT services for City agencies through the development, implementation, and operation of complex information systems.

VISION

The Department of Information Technology will deliver secure, reliable, and convenient technology services.

MAYORAL PRIORITY AREA/S IMPACTED

• Efficient & High Quality Service Delivery

COUNCIL FOCUS AREA/S IMPACTED

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

EXPENDITURE BUDGET SUMMARY*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$7,040,782 | \$8,207,320 | \$9,003,965 | \$9,036,712 |
| Operating | 11,804,816 | 16,460,449 | 19,935,925 | 18,740,628 |
| Total Internal Service Fund | \$18,845,598 | \$24,667,769 | \$28,939,890 | \$27,777,340 |
| Total Agency Summary | \$18,845,598 | \$24,667,769 | \$28,939,890 | \$27,777,340 |
| Per Capita | \$83.05 | \$108.71 | \$125.43 | \$121.26 |
| Total Staffing | 92.60 | 92.60 | 93.60 | 95.00 |

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

PERSONNEL COMPLEMENT/POSITION CONTROL

The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

| | INTERNAL SERVICE FUND | | Total FTFs |
|------------------------------------|-----------------------|-------------|------------|
| Job Title | # of Funded | # of Frozen | Total FTEs |
| Accounting Technician | 1.00 | _ | 1.00 |
| Administrative Technician, Senior | 4.00 | _ | 4.00 |
| Deputy Department Director, Senior | _ | 1.00 | 1.00 |
| Director Of Information Technology | 1.00 | _ | 1.00 |
| Executive Assistant, Senior | _ | 1.00 | 1.00 |
| GIS and Project Manager | 1.00 | _ | 1.00 |
| GIS Coordinator | 1.00 | _ | 1.00 |
| Management Analyst, Associate | 3.00 | 1.00 | 4.00 |
| Management Analyst, Senior | 1.00 | _ | 1.00 |
| Office Assistant | 2.00 | _ | 2.00 |
| Program and Operations Supervisor | 1.00 | _ | 1.00 |
| Technology Engineer/Administrator | 16.00 | 3.00 | 19.00 |
| Technology Manager | 3.00 | 1.00 | 4.00 |
| Technology Specialist | 14.00 | _ | 14.00 |
| Technology Support Supervisor | 1.00 | _ | 1.00 |
| Technology Systems Developer | 16.00 | 6.00 | 22.00 |
| Technology Team Lead | 17.00 | _ | 17.00 |
| Total FTE Count | 82.00 | 13.00 | 95.00 |
| Total FTE % | 86.3 % | 13.7 % | |

DEPARTMENT OBJECTIVES

- Operate existing IT services that enable the City to deliver its mission-critical services
- Create 12-, 24- and 36- roadmaps for City IT needs
- Mitigate risks arising from IT infrastructure and software components that are at or past life-expectancy
- 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

PERFORMANCE HIGHLIGHTS



The Department of Information Technology tracks % of security access requests filled within three business days. This measure trended higher in FY20 at 90%.

COST CENTER PERFORMANCE TRENDS AND BUDGETS*

| 02001 - DIT Administration Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|--------------------------------------|---|---|------------------------------|------------------------------|
| Planned changes as % of total changes | | 80%/89.1% | 85%/94% | 90 % | 90 % |
| % of Security Access Requests filled within three (3) business days | Data Center Opers & Support (SV1003) | 80%/62.8% | 80%/90% | 90 % | 90 % |
| % of critical incidents acknowledged within targets | | NA | NA/94% | 90 % | 90 % |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|--|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$32,470 | \$50 | \$— | \$— |
| | City Copy & Print Services (SV1001) | _ | (627) | | 199,474 |
| | Comp & Classification Admin (SV0803) | _ | _ | - | _ |
| | COVID-19 (SV2614) | _ | 153 | _ | _ |
| | Cultural Services (SV0101) | _ | 808 | _ | _ |
| | Data Center Opers & Support (SV1003) | 653 | _ | 1,200 | 4,086,724 |
| | Desktop Support (SV1005) | _ | 18,691 | | 1,136,242 |
| | Fleet Management (SV1502) | 3,351 | 4,671 | 3,333 | 2,250 |
| 02001 - DIT Administration | IT Resource Management (SV1009) | 7,328,305 | 8,918,665 | 9,416,715 | 2,223,645 |
| | Mail Services (SV1010) | 55 | _ | 650 | 236,757 |
| | Management Information Systems (SV1011) | 72,641 | 83,493 | | _ |
| | Network and Data Security (SV1014) | _ | _ | | 476,347 |
| | Network Infrastructure Support (SV1015 | _ | _ | - | 339,029 |
| | Risk Management (SV1073) | _ | _ | 79,542 | _ |
| | Telecommunications Systms Mgmt (SV1002) | _ | _ | _ | 838,682 |
| | Default (000000) | (343,321) | 429,926 | _ | _ |
| Cost Center / Program Total | | \$7,094,153 | \$9,455,829 | \$9,501,440 | \$9,539,149 |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------------|----------------------|------------------|------------------|-------------------|-------------------|
| 02002 - DIT-System Engineering | Default (000000) | (774,745) | _ | _ | _ |
| Cost Center / Program Total | | (\$774,745) | \$- | \$- | \$— |

^{*}This Cost Center is no longer in use by the department so performance measures aren't necessary.

| 02003 - DIT-Systems & Program Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|---|---|---|------------------------------|------------------------------|
| Planned changes as % of total changes | | 80%/89.1% | 85%/94% | 90 % | 90 % |
| % of Security Access Requests filled within three (3) business days | Data Center Opers & Support (SV1003) | 80%/62.8% | 80%/90% | 90 % | 90 % |
| % of critical incidents acknowledged within targets | | NA | NA/94% | 90 % | 90 % |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|--|------------------|------------------|-------------------|-------------------|
| | Contract Administration (SV0907) | \$69,230 | \$- | \$— | \$- |
| | Data Center Opers & Support (SV1003) | 712,699 | 550,663 | 518,924 | 588,880 |
| _ | Desktop Support (SV1005) | 5,251 | - | - | _ |
| 02003 - DIT-Systems & Program (Applications Division) | IT Resource Management (SV1009) | 715,487 | 805,189 | 533,606 | 577,972 |
| (reprised to 2 miles) | Management Information Systems (SV1011) | 2,300 | _ | - | _ |
| | Software / Apps Dev & Support (SV1016) | 178,283 | 5,470 | - | _ |
| | Default (000000) | (467,202) | _ | _ | _ |
| Cost Center / Program Total | | \$1,216,049 | \$1,361,322 | \$1,052,530 | \$1,166,852 |

| 02004 - DIT-Operations Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|--|---|---|------------------------------|------------------------------|
| Planned changes as % of total changes | | 80%/89.1% | 85%/94% | 90 % | 90 % |
| % of Security Access Requests filled within three (3) business days | Data Center Opers & Support (SV1003) | 80%/62.8% | 80%/90% | 90 % | 90 % |
| % of critical incidents acknowledged within targets | | NA | NA/94% | 90 % | 90 % |
| Planned changes as % of total changes | | 80%/89.1% | 85%/94% | 90 % | 90 % |
| % of Security Access Requests filled within three (3) business days | Network Infrastructure Support (SV1015) | 80%/62.8% | 80%/90% | 90 % | 95 % |
| % of critical incidents acknowledged within targets | | NA | NA/94% | 90 % | 90 % |
| Planned changes as % of total changes | | 80%/89.1% | 85%/94% | 90 % | 90 % |
| % of Security Access Requests filled within three (3) business days | Network and Data Security (SV1014) | 80%/62.8% | 80%/90% | 90 % | 95 % |
| % of critical incidents acknowledged within targets | | NA | NA/94% | 90 % | 90 % |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|--|------------------|------------------|-------------------|-------------------|
| | COVID-19 (SV2614) | \$— | \$535,901 | \$— | \$- |
| | Data Center Opers & Support (SV1003) | 759,075 | 636,367 | 1,725,698 | 1,138,803 |
| | Database Management (SV1004) | 131,778 | | | |
| | Desktop Support (SV1005) | 583,444 | 497,838 | 387,631 | _ |
| 02004 - DIT-Operations | IT Resource Management (SV1009) | 358,794 | 360,357 | 1,005,943 | 184,943 |
| (Infrastructure Division) | Network and Data Security (SV1014) | 167,511 | 443,944 | 1,855,858 | 2,147,260 |
| | Network Infrastructure Support (SV1015) | 998,266 | 1,865,745 | 829,331 | 1,196,358 |
| | Telecommunications Systms Mgmt (SV1002) | _ | _ | 487,500 | _ |
| | Default (000000) | (135,371) | 227,113 | _ | _ |
| Cost Center / Program Total | | \$2,863,496 | \$4,567,266 | \$6,291,961 | \$4,667,363 |

| 02005 - DIT-Telephone Services Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|--------------------------|---|---|------------------------------|------------------------------|
| Planned changes as % of total changes | | 80%/89.1% | 85%/94% | 90 % | 90 % |
| % of Security Access Requests filled within three (3) business days | Desktop Support (SV1005) | 80%/62.8% | 80%/90% | 90 % | 95 % |
| % of critical incidents acknowledged within targets | | N/A | NA/94% | 90 % | 90 % |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------------|--|------------------|------------------|-------------------|-------------------|
| | City Copy & Print Services (SV1001) | \$954,278 | (\$19) | \$- | \$- |
| | COVID-19 (SV2614) | - | 437,303 | - | _ |
| | Data Center Opers & Support (SV1003) | _ | 268,261 | 280,603 | 288,654 |
| 02005 - DIT-Telephone Services | Desktop Support (SV1005) | 1,644,561 | 2,008,982 | 3,211,458 | 2,705,060 |
| (End User Services Division) | IT Resource Management (SV1009) | 198,956 | 295,123 | 229,130 | 409,443 |
| | Software / Apps Dev & Support (SV1016) | 16,830 | _ | _ | _ |
| | Telecommunications Systms Mgmt (SV1002) | 203,690 | 19,309 | 888 | 30,460 |
| | Default (000000) | 2,784 | (1,501) | - | _ |
| Cost Center / Program Total | | \$3,021,099 | \$3,027,459 | \$3,722,079 | \$3,433,617 |

| 02006- DIT- Telecommunication Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|--|---|---|------------------------------|------------------------------|
| Planned changes as % of total changes | | 80%/89.1% | 85%/94% | 90 % | 90 % |
| % of Security Access Requests filled within three (3) business days | Telecommunications Systms Mgmt (SV1002) | 80%/62.8% | 80%/90% | 90 % | 95 % |
| % of critical incidents acknowledged within targets | | N/A | NA/94% | 90 % | 90 % |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-------------------------------|--|------------------|------------------|-------------------|-------------------|
| | City Copy & Print Services (SV1001) | \$47,236 | \$— | \$— | \$— |
| 02006- DIT- Telecommunication | Data Center Opers & Support (SV1003) | 25,689 | 361 | - | _ |
| 2200 Dil Telecommunication | Telecommunications Systms Mgmt (SV1002) | 3,207,751 | 3,549,083 | 3,751,906 | 4,290,283 |
| | Default (000000) | 160,424 | (119,423) | _ | _ |
| Cost Center / Program Total | | \$3,441,100 | \$3,430,022 | \$3,751,906 | \$4,290,283 |

| 02007- DIT Print Shop Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|--|-------------------------------------|---|---|------------------------------|------------------------------|
| % of customers rating service as good or excellent | City Copy & Print Services (SV1001) | N/A | N/A | 92 % | 92 % |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|---|------------------|------------------|-------------------|-------------------|
| 02007- DIT Print Shop | City Copy & Print Services (SV1001) | \$504,899 | \$1,319,104 | \$1,865,257 | \$1,751,872 |
| | IT Resource Management (SV1009) | 607 | 1,238 | I | _ |
| | Management Information Systems (SV1011) | 9,850 | _ | _ | _ |
| | Default (000000) | 440 | (440) | _ | _ |
| Cost Center / Program Total | | \$515,795 | \$1,319,902 | \$1,865,257 | \$1,751,872 |

| 02008 - DIT- Mail Room Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|--|--------------------------------------|---|---|------------------------------|------------------------------|
| % of customers rating service as good or excellent | Data Center Opers & Support (SV1003) | N/A | N/A | 92 % | 92 % |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|-------------------------------------|------------------|------------------|-------------------|-------------------|
| 02008 - DIT- Mail Room | City Copy & Print Services (SV1001) | \$703 | \$2,039 | \$- | \$— |
| | Fleet Management (SV1502) | 10,943 | 2,590 | 1,039 | _ |
| | Mail Services (SV1010) | 404,451 | 319,849 | 466,295 | 460,000 |
| | Default (000000) | 327 | (327) | _ | _ |
| Cost Center / Program Total | | \$416,424 | \$324,152 | \$467,334 | \$460,000 |

| 02009 - DIT-Enterprise Resources Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|---|---|---|------------------------------|------------------------------|
| Planned changes as % of total changes | | 80%/89.1% | 85%/94% | 90 % | 90 % |
| % of Security Access Requests filled within three (3) business days | Data Center Opers & Support (SV1003) | 80%/62.8% | 80%/90% | 90 % | 90 % |
| % of critical incidents acknowledged within targets | | N/A | NA/94% | 90 % | 90 % |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect cost) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------------------------|---|------------------|------------------|-------------------|-------------------|
| 02009 - DIT-Enterprise Resources | Data Center Opers & Support (SV1003) | \$804,083 | \$1,433,139 | \$1,627,669 | \$1,808,489 |
| | IT Resource Management (SV109) | 1,607 | | 659,714 | 659,714 |
| | Software / Apps Dev & Support (SV1016) | 246,537 | _ | _ | _ |
| Cost Center / Program Total | | \$1,052,228 | \$1,433,139 | \$2,287,383 | \$2,468,203 |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|----------------------|------------------|------------------|-------------------|-------------------|
| 000000 - Default | Default (000000) | \$- | (\$251,329) | \$— | \$- |
| Cost Center / Program Total | | \$— | -\$251,329 | \$- | \$— |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|----------------------|------------------|------------------|-------------------|-------------------|
| 98001 - Customer Service | (SV0302) | \$- | \$7 | \$- | \$— |
| Cost Center / Program Total | | \$— | \$7 | \$— | \$— |
| Department Total | | \$18,845,598 | \$24,667,769 | \$28,939,890 | \$27,777,340 |

BUDGET HIGHLIGHTS

<u>City Council Action by Amendments:</u> This agency's budget has been amended to include the following:

• The removal of funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff. Funding has been reallocated to the city's Non-Departmental budget to fund a 3.25% across the board pay increase for all city employees (excluding those who qualify for state-supported pay increases) and/or the class and comp plan.

Mayor's Proposed Budget:

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 positions not administratively frozen and rate adjustments for healthcare and retirement in FY2022.

Additionally, this budget includes funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff beginning in October. The 2018 Gallagher study concluded that there were salary inequities in the lower half of the pay ranges within the City. The City implemented phase one in 2019. This recommendation, phase two, makes another significant step in equalizing pay throughout the City by investing in the current workforce.

Operating: This budget reflects a decrease due to a reduction in planned equipment purchases.

AGENCY FISCAL DETAIL - INTERNAL SERVICE FUND

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-time Permanent | \$4,362,784 | \$4,689,167 | \$6,338,789 | \$6,371,206 |
| Overtime Permanent | 12,470 | 13,006 | _ | _ |
| Holiday Pay Permanent | 279,813 | 329,924 | _ | _ |
| Vacation Pay Permanent | 303,137 | 386,807 | _ | _ |
| Sick Leave Permanent | 188,441 | 161,148 | _ | _ |
| Compensatory Leave Perm | 3,269 | 1,434 | _ | _ |
| Military Leave Permanent | | 9,424 | _ | _ |
| Civil Leave Permanent | 355 | 240 | _ | _ |
| Death Leave Permanent | 6,826 | 3,079 | _ | _ |
| FMLA Paid Parental Maternity | | 435 | _ | _ |
| FMLA PAID PARENTAL BONDING | | 16,758 | _ | _ |
| FMLA PAID PARENTAL SICK PARENT | _ | 6,000 | _ | _ |
| Part-time Salaries | 45,588 | 4,668 | 42,000 | _ |
| Holiday Pay Part Time | 1,486 | 448 | _ | _ |
| Vacation Pay Part Time | 3,611 | 6,650 | _ | _ |
| Sick Leave Personal Part Time | 2,488 | 3,888 | _ | _ |
| Death Leave Perm Part-Time | 959 | | _ | |
| Temporary Employee | 181,945 | 193,734 | _ | |
| Overtime Temp | 557 | | _ | |
| Holiday Pay Temporary | 6,408 | 8,506 | _ | _ |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | · |
| Sick Leave Temporary | 2,868 | 3,009 | _ | _ |
| Funeral Leave Temp Employee | 540 | _ | _ | _ |
| FICA | 320,516 | 339,397 | 395,609 | 395,015 |
| Retirement Contribution RSRS | 829,691 | 925,261 | 1,321,864 | 1,332,393 |
| Medcare FICA | 75,276 | 79,756 | 92,521 | 92,382 |
| Group Life Insurance | 28,496 | 31,376 | 39,311 | 38,566 |
| Health Care Active Employees | 627,503 | 665,697 | 773,870 | 807,149 |
| State Unemployement Insurance (SUI) | _ | 12,805 | _ | _ |
| Health Savings Account (HSA) Expense- Employer | 11,899 | 11,518 | _ | _ |
| GASB 68-Pension Expense | (266,717) | 226,152 | _ | _ |
| OPEB Expense | 10,574 | 77,033 | _ | _ |
| Classification and Compensation Study | _ | _ | _ | _ |
| Operating Services | | | | |
| Demolition Services | 18,426 | _ | | |
| Public Information & Public Relations Services | _ | 808 | _ | _ |
| Information & Research Services | 40,840 | 63,262 | 12,500 | 12,500 |
| Management Services | 9,200 | 410,160 | 638,520 | 488,364 |
| Building Repair And Maint Services | 11,672 | 66,944 | _ | _ |
| Cleaning/Janitorial Services | 3,900 | _ | _ | _ |
| Equipment Repair and Maint Services | 241,471 | 524,643 | 514,265 | 514,265 |
| Pest Control Services | 1,300 | | | _ |
| Vehicle Repair And Maint Services | 10,833 | 2,245 | 9,135 | 1,200 |
| Lease Expense | 18,083 | 252 | 19,452 | 19,452 |
| Printing & Binding-External | 42,270 | 100,398 | 65,000 | 69,000 |
| Transportation Services | 1,305 | 6,195 | 1,700 | 1,700 |
| Equipment Rental | 497,056 | 287,643 | 420,000 | 446,872 |
| Security/Monitoring Services | 78,870 | 84,495 | 126,000 | 151,200 |
| Contract And Temporary Personnel Services | 905,623 | 1,827,240 | 1,072,880 | 1,117,794 |
| Food & Drink Services | 2,281 | 1,283 | _ | |
| Disaster Prepardness & Recovery Services | 389,471 | _ | | |
| Uniforms & Safety Supplies-Employee | 1,229 | _ | _ | |
| Office Supplies And Stationary | 1,050,254 | 972,953 | 1,344,000 | 1,346,000 |
| Industrial and Shop Supplies | 3,567 | 2,365 | _ | |
| Special Reserve Account | 43,317 | | | |
| Postal Services | 363,018 | 274,333 | 400,650 | 400,650 |
| Telecommunictions Service | 3,357,050 | 3,163,121 | 3,747,816 | 3,748,283 |
| Conference /Conventions | 510 | 584 | | _ |
| Membership Dues | _ | | 15,000 | 15,000 |
| Employee Training | 54,623 | 56,767 | 117,619 | 87,880 |
| Computer Peripherals | | | 50,000 | |
| Software | 433,351 | 13,682 | 14,280 | 165,000 |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Computer Accessories | 573 | 64,086 | _ | 50,000 |
| Equipment (Less Than \$5,000) | 160,370 | 1,558,947 | 1,792,680 | 1,195,453 |
| Software License | 4,190,228 | 4,905,412 | 6,420,576 | 6,272,675 |
| Structural Repair/Main Materials | _ | _ | 20,000 | 27,000 |
| Fuel For Dept. Owned Vehicles | 1,652 | 1,129 | 1,596 | 557 |
| Monthly Standing Costs | 925 | 829 | 986 | 493 |
| Claims & Settlements | 72,353 | 83,465 | _ | _ |
| Depreciation Expense | 278,318 | 249,735 | _ | _ |
| Equipment And Other Assets Expense | 654,921 | 1,490,967 | 2,664,097 | 2,197,663 |
| Retirement-Lease Obligations | 577,341 | 497,838 | 387,631 | 324,990 |
| Operating Transfers to ISF | _ | _ | 79,542 | 86,637 |
| CWIP-Transfer Project Expenditures to CWIP (Fixed Assets) | (1,711,386) | (251,329) | _ | _ |
| Total Internal Service Fund | \$18,845,598 | \$24,667,769 | \$28,939,890 | \$27,777,340 |

DESCRIPTION

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.

MISSION

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

VISION

The Department of Emergency Communications strives to sustain customer trust by providing reliable emergency communications services in a timely and efficient manner.

MAYORAL PRIORITY AREA/S IMPACTED

- Public Safety, Health, & Wellness
- Efficient & High Quality Service Delivery

COUNCIL FOCUS AREA/S IMPACTED

Safe Neighborhoods

EXPENDITURE BUDGET SUMMARY*

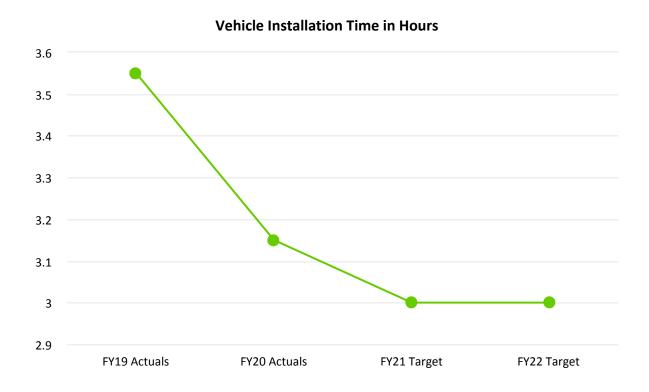
| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$445,043 | \$335,782 | \$404,825 | \$372,991 |
| Operating | 818,875 | 537,280 | 838,807 | 1,864,315 |
| Total Radio Shop Summary | \$1,263,918 | \$873,061 | \$1,243,632 | \$2,237,306 |
| Per Capita | \$5.57 | \$3.85 | \$5.39 | \$9.77 |
| *Total Staffing | 7.60 | 6.60 | 6.00 | 5.00 |

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

DEPARTMENT OBJECTIVES

- Successfully implement the City's new 800 MHz Radio System
- Meet evolving technology needs and upgrades for operational effectiveness
- Reduce cost to the City by providing efficient installation and repair of radios and vehicle equipment

PERFORMANCE HIGHLIGHTS



The Radio Shop tracks the amount of time to complete vehicle installs. This measure trended downward, in a positive trend, in FY20 to 3.15 hours.

COST CENTER SERVICE AND PERFORMANCE TRENDS*

| 08720/08721 - Performance Measure | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|--|---|---|---|------------------------------|------------------------------|
| Average turn around time for radio system vehicle installation | SV1002 - Telecommunications Systems Mgmt. | 3 hrs/3.55 hrs | 3 hrs/3.15 hrs | 3 hours | 3 hours |
| Turn around time for radio repairs (non-proprietary) | | 30 min./55.15 min. | 30 min./42.25 min. | 30 min. | 30 min. |
| Percent of Radio Shop staff with General Radio Telephone Operators License | | 80%/60% | 80%/60% | 80 % | 80 % |
| Number of stakeholders meetings for radio system subscribers | | 12/6 | 12/3 | 12 | 12 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|--|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$— | \$23,505 | \$— | \$— |
| | City Copy & Print Services (SV1001) | 14,473 | 536 | | _ |
| | COVID-19 (SV2614) | | 120 | | _ |
| | Desktop Support (SV1005) | | | | _ |
| | Emergency Communications (SV0701) | - | _ | _ | _ |
| 08720 - Radio Shop-DEC | Fleet Management (SV1502) | 4,283 | 4,571 | 4,644 | 6,969 |
| | IT Resource Management (SV1000) | 42 | | | _ |
| | Management Information Systems (SV1011) | _ | _ | 31,880 | 35,016 |
| | Secure Detention (SV1102) | _ | _ | _ | _ |
| | Telecommunications Systms Mgmt (SV1002) | 925,302 | 676,592 | 959,865 | 1,977,651 |
| | Default (000000) | 7,783 | (9,630) | _ | _ |
| Cost Center / Program Total | | \$951,883 | \$695,694 | \$996,389 | \$2,019,636 |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|--|------------------|------------------|-------------------|-------------------|
| 08721 - Radio Shop-CGS | Comp & Classification Admin (SV0803) | \$— | \$- | \$- | \$28,184 |
| | Telecommunications Systms Mgmt (SV1002) | 302,262 | 191,670 | 247,243 | 189,486 |
| | Default (000000) | (4,101) | 2,198 | - | _ |
| Cost Center / Program Total | | \$298,161 | \$193,868 | \$247,243 | \$217,670 |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---------------------------------|--|------------------|------------------|-------------------|-------------------|
| 08701 - Emergency Communication | Administration (SV0801) | \$— | \$— | \$— | \$— |
| | Telecommunications Systms Mgmt (SV1002) | 533 | _ | | _ |
| Cost Center / Program Total | | \$533 | \$— | \$— | \$— |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|-------------------------------------|------------------|------------------|-------------------|-------------------|
| 01801 - Retirement - Richmond Retire | City Copy & Print Services (SV1001) | \$10,195 | \$- | \$- | \$- |
| | Retirement Services (SV0912) | _ | | | - |
| Cost Center / Program Total | | \$10,195 | \$— | \$— | \$— |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|-------------------------------------|------------------|------------------|-------------------|-------------------|
| 02010 - DIT-Radio Shop | Public Safety & Well Being (SV2200) | \$3,145 | \$— | \$— | \$— |
| Cost Center / Program Total | | \$3,145 | \$— | \$— | \$— |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|------------------------------|------------------|------------------|-------------------|-------------------|
| 00000 - Default | Retirement Services (SV0912) | \$- | (\$16,500) | \$— | \$— |
| Cost Center / Program Total | | \$- | (\$16,500) | \$— | \$— |
| Department Total | | \$1,263,918 | \$873,061 | \$1,243,632 | \$2,237,306 |

BUDGET HIGHLIGHTS

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

Mayor's Proposed Budget:

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 positions not administratively frozen and rate adjustments for healthcare and retirement in FY2022. For more information on this department's positions and those administratively frozen, please refer to the Department of Emergency Communication's page in the General Fund budget and review the personnel complement/position control chart for the internal service fund.

Additionally, this budget includes funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff beginning in October. The 2018 Gallagher study concluded that there were salary inequities in the lower half of the pay ranges within the City. The City implemented phase one in 2019. This recommendation, phase two, makes another significant step in equalizing pay throughout the City by investing in the current workforce.

Operating: This budget reflects an increase in the Cost of Goods sold. This increase is a result of the projected increase in public safety vehicles that will be purchased by Fleet, requiring the installation of Radio Shop equipment.

AGENCY FISCAL DETAIL - INTERNAL SERVICE FUND

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-time Permanent | \$294,616 | \$206,068 | \$309,089 | \$255,112 |
| Overtime Permanent | 310 | 3,390 | _ | |
| Holiday Pay Permanent | 18,848 | 13,627 | _ | |
| Vacation Pay Permanent | 16,613 | (7,063) | _ | |
| Sick Leave Permanent | 8,434 | 7,497 | _ | _ |
| Compensatory Leave Perm | 820 | _ | _ | |
| Death Leave Permanent | 1,062 | 1,444 | _ | _ |
| Temporary Employee | _ | 18,896 | _ | |
| Overtime Temp | _ | 86 | _ | |
| Holiday Pay Temporary | _ | 1,748 | _ | |
| Sick Leave Temporary | _ | 1,216 | _ | |
| Funeral Leave Temp Employee | _ | 152 | _ | |
| FMLA Paid Parental Maternity | _ | 2,720 | _ | |
| FICA | 19,609 | 15,396 | 19,164 | 15,817 |
| Retirement Contribution RSRS | 19,987 | 14,108 | 17,132 | 16,062 |
| Medicare FICA | 4,586 | 3,601 | 4,482 | 3,699 |
| Group Life Insurance | 2,128 | 1,291 | 1,669 | 1,378 |
| Health Care Active Employees | 63,060 | 46,912 | 53,290 | 52,739 |
| Health Savings Account (HSA) Expense- Employer | 1,250 | _ | - | 1 |
| Classification and Compensation Study | | _ | _ | 28,184 |

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| GASB 68-Pension Expense | (6,540) | 3,501 | _ | _ |
| Operating Services | | | | |
| OPEB Expense | 259 | 1,193 | _ | _ |
| Media Svcs. (Advertising) | _ | _ | 1,000 | _ |
| Building Repair And Maint Services | _ | 123 | 10,000 | 10,000 |
| Grounds Services | 3,672 | 2,090 | _ | _ |
| Equipment Repair & Maint. | 10,800 | 14,259 | 2,150 | _ |
| Mechanical Repair And Maint Services | 4,474 | _ | _ | _ |
| Vehicle Repair & Maint. | 1,653 | 1,922 | 3,164 | 3,200 |
| Security/Monitoring Services | 750 | _ | 7,500 | 7,500 |
| Contract & Temp Personnel | 40,792 | 12,616 | 45,000 | 45,000 |
| Food & Drinks | 635 | 527 | 500 | _ |
| Laundry & Dry Cleaning Services | _ | _ | _ | _ |
| Uniforms & Safety Supplies | 1,616 | 885 | 1,200 | 11,350 |
| Office Supplies & Stationary | 931 | 1,080 | 5,000 | 5,000 |
| Electrical Supplies | _ | _ | _ | _ |
| Industrial & Shop Supplies | _ | 4,953 | 5,000 | 15,000 |
| Medical And Laboratory Supp | _ | 2,008 | 3,000 | _ |
| Paint & Paint Supplies | _ | 13 | _ | _ |
| Express Delivery Services | 128 | 114 | 2,000 | 2,000 |
| Telecommunications Services | 289 | _ | 31,000 | 1,000 |
| Membership Dues | 522 | _ | _ | _ |
| Employee Training | 931 | _ | _ | _ |
| Equipment (less than \$5K) | 29,697 | 16,232 | 153,700 | 120,000 |
| Software License | _ | _ | _ | _ |
| License & Permits (Other Than Software) | 540 | _ | _ | _ |
| Electric Service | 64,175 | 59,585 | 56,695 | 60,000 |
| Water & Sewer | 30,021 | 34,610 | _ | _ |
| Natural Gas | 38,395 | 36,970 | _ | _ |
| Paper Products | _ | 97 | _ | _ |
| Fuel for Dept. Owned Vehicles | 1,808 | 1,453 | 2,289 | 2,289 |
| Monthly Standing Costs | 1,317 | 1,562 | 1,480 | 1,480 |
| Internal Printing & Duplicating | 536 | _ | _ | _ |
| Cost Good Sold-Radio Parts | 548,779 | 316,767 | 405,699 | 1,474,930 |
| Cost Good Sold-Pagers | 815 | _ | _ | _ |
| CGS-Commercial Costs | 1,686 | _ | | _ |
| DIT Charges (Billed from DIT Fund) | 24,668 | 26,193 | _ | _ |
| Depreciation Expense | 9,246 | 3,223 | | _ |
| Equip & Other Assets Exp. | _ | 16,500 | 70,550 | 70,550 |
| Operating Transfers to ISF | _ | | 31,880 | 35,016 |

INTERNAL SERVICE FUND

RADIO SHOP

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| CWIP-Transfer Project Expenditures to CWIP (Fixed Assets) | _ | (16,500) | - | _ |
| Total Internal Service Fund | \$1,263,918 | \$873,061 | \$1,243,632 | \$2,237,306 |

DESCRIPTION

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.

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.

MISSION

Our mission is to protect the employees and assets of the City of Richmond from loss and damage and provide effective, proactive risk management.

VISION

Risk management would strive to provide prompt claims management and responses, aid in accident investigations and provide life safety and property safety inspections and recommendations.

MAYORAL PRIORITY AREA/S IMPACTED

Efficient & High-Quality Service Delivery

COUNCIL FOCUS AREA/S IMPACTED

• Responsive, Accountable and Innovative Government

AGENCY FISCAL SUMMARY - RISK MANAGEMENT*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$314,788 | \$381,858 | \$451,754 | \$453,694 |
| Operating | 15,274,477 | 16,494,924 | 16,198,179 | 17,702,122 |
| Total Internal Service Fund | \$15,589,265 | \$16,876,782 | \$16,649,933 | \$18,155,816 |
| Total Agency Summary | \$15,589,265 | \$16,876,782 | \$16,649,933 | \$18,155,816 |
| Per Capita | \$68.70 | \$74.37 | \$72.17 | \$79.26 |
| *Total Staffing | 3.00 | 3.00 | 4.00 | 4.00 |

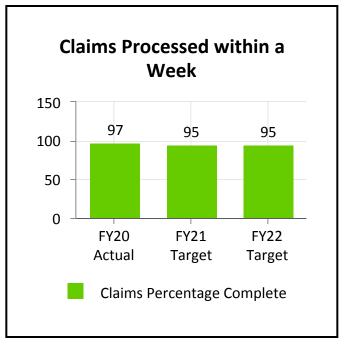
^{*}See Personnel Complement section for detailed personnel including General Fund, Special Fund, Capital Improvement Program, and Other Funds, if applicable to Agency.

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 HIGHLIGHTS (SELECTED MEASURES)





Risk Management, found within the Department of Finance, is 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. By conducting safety inspections and providing recommendations to reduce potential property or injury losses processing 95% of claims within a week of all information being provided to make a compensability decision, Risk Management is protecting City of Richmond employees and assets from loss and damage, as well as providing effective risk management polices and practices, although some claims will mandate litigation due to subtleties or claimants with excessive values on the injuries or damages.

COST CENTER PERFORMANCE TRENDS AND BUDGETS*

| 25001 - Risk Management- Administration Performance Measures | Service / SubProgram | FY2019 Performance Target/ Result | FY2020 Performance Target/ Result | FY2021 Performance Target | FY2022 Performance Target |
|---|--------------------------|---|---|------------------------------|------------------------------|
| Minimize uninsured losses through purchase of commercial insurance and significant deductions we self-insure | Risk Management (SV1703) | No uninsured losses | COVID-19 costs not covered | No uninsured losses | No uninsured losses |
| Conduct safety inspections and provide recommendations to reduce potential property or injury losses | | 24/22 | 24/22 | 24 | 24 |
| Process 95% of claims within a week of all information being provided to make a compensability decision. Some claims will mandate litigation due to subtleties or claimants with excessive values on the injuries or damages. | | NA | 95/97 | 95 | 95 |

^{*}It is important to note that all departmental funding includes internal support functions (i.e. indirect costs) which, by their nature, are not directly attributed to a performance measure, even though they serve a necessary role. As such, not all services have a correlated performance measure. Additionally, the performance measures contained in the table above may not reflect all of the measures tracked by the department.

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|---|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$— | \$139 | \$— | \$— |
| | Audit Services (SV1801) | _ | 163 | _ | _ |
| | City Copy & Print Services (SV1001) | 81 | 214 | 1 | _ |
| | COVID-19 (SV2614) | _ | 202,113 | | _ |
| | Comp & Classification Admin (SV0803) | _ | 1 | 1 | _ |
| | Emergency Operations Coord (SV0703) | _ | 407 | - | _ |
| 25001 - Risk Management - | Engineering Services (SV1701) | _ | 11 | | _ |
| Administration | Fleet Management (SV1502) | _ | 1 | 1 | 1,508 |
| | Mail Services (SV1010) | 71 | 5 | 70 | _ |
| | Miscellaneous Public Services (SV1700) | _ | 813 | _ | _ |
| | Protest: Civil Unrest (SV2615) | _ | 26,000 | - | _ |
| | Risk Management (SV1703) | 12,150,315 | 14,016,608 | 16,649,863 | 18,154,308 |
| | Street Lighting (SV2211) | _ | 134 | _ | _ |
| | Default (000000) | (1,049) | 257,654 | _ | _ |
| Cost Center / Program Total | | \$12,149,417 | \$14,504,261 | \$16,649,933 | \$18,155,816 |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|--------------------------|------------------|------------------|-------------------|-------------------|
| 01203 - HR - Benefits Admin | Risk Management (SV1703) | \$56,059 | \$— | \$— | \$- |
| | Default (000000) | 82,190 | _ | _ | _ |
| Cost Center / Program Total | | \$138,248 | \$— | \$— | \$- |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------------|--------------------------|------------------|------------------|-------------------|-------------------|
| 02501 - Finance - Management | Risk Management (SV1703) | \$13,913 | \$- | \$- | \$- |
| Cost Center / Program Total | | \$13,913 | \$— | \$— | \$— |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------------|------------------------------|------------------|------------------|-------------------|-------------------|
| 02505 - Finance - Risk Management | Fleet Management (SV1502) | \$1,746 | \$1,050 | \$— | \$— |
| | Mail Services (SV1010) | 1 | 11 | - | _ |
| | Risk Management (SV1703) | 3,285,875 | 2,371,458 | - | _ |
| | Default (000000) | 40 | | _ | _ |
| Cost Center / Program Total | | \$3,287,663 | \$2,372,519 | \$— | \$- |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|-------------------------------|------------------|------------------|-------------------|-------------------|
| 96001 - Technical Services | Engineering Services (SV1701) | \$1 | \$— | \$— | \$— |
| Cost Center / Program Total | | \$1 | \$— | \$— | \$— |

| Cost Center / Program | Service / SubProgram | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------------|-------------------------------|------------------|------------------|-------------------|-------------------|
| | Administration (SV0801) | \$23 | \$- | \$- | \$— |
| 99001 - DPU Administration | Financial Management (SV0908) | _ | 1 | 1 | _ |
| Cost Center / Program Total | | \$23 | \$1 | \$— | \$— |
| Department Total | | \$15,589,265 | \$16,876,782 | \$16,649,933 | \$18,162,143 |

BUDGET HIGHLIGHTS

City Council Action by Amendments: This agency's budget has been amended to include the following:

• The removal of funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff. Funding has been reallocated to the city's Non-Departmental budget to fund a 3.25% across the board pay increase for all city employees (excluding those who qualify for state-supported pay increases) and/or the class and comp plan.

Mayor's Proposed Budget:

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 positions not administratively frozen and rate adjustments for healthcare and retirement in FY2022. For more information on this department's positions and those administratively frozen, please refer to the Department of Finance's page in the General Fund budget and review the personnel complement/position control chart for the internal service fund.

Additionally, this budget includes funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff beginning in October. The 2018 Gallagher study concluded that there were salary inequities in the lower half of the pay ranges within the City. The City implemented phase one in 2019. This recommendation, phase two, makes another significant step in equalizing pay throughout the City by investing in the current workforce.

Operating: This budget reflects an increase in operating primarily due to the Claims & Settlements account due to increased claims history per the actuarial study, as well as expanded heart/lung/cancer presumptions passed by the legislature. Additionally, this budget includes funding of \$250k as part of the first year of a multi-year plan, to establish a Self Insurance Rate Stabilization Reserve.

EXPENDITURE FISCAL DETAIL - INTERNAL SERVICE FUND

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---------------------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-time Permanent | \$217,990 | \$243,504 | \$370,418 | \$371,093 |
| Holiday Pay Permanent | 13,560 | 15,685 | _ | _ |
| Vacation Pay Permanent | 21,503 | 47,503 | _ | _ |
| Sick Leave Permanent | 11,668 | 8,207 | _ | _ |
| FICA | 16,053 | 17,250 | 22,966 | 23,008 |
| Retirement Contribution RSRS | 16,196 | 18,518 | 23,225 | 23,171 |
| Medicare FICA | 3,754 | 4,034 | 5,371 | 5,381 |
| Group Life Insurance | 2,341 | 2,499 | 3,042 | 3,825 |
| Health Care Active Employees | 16,719 | 18,561 | 26,732 | 27,216 |
| Classification and Compensation Study | _ | | _ | _ |
| GASB 68-Pension Expense | (5,201) | 4,547 | | _ |
| OPEB Expense | 206 | 1,549 | _ | _ |
| Operating Services | | | | |
| Media Services (Advertising) | _ | 163 | _ | _ |
| Laboratory and X-Ray Services | _ | 2,833 | _ | - |
| Management Services | 315,051 | 231,709 | 338,390 | 383,126 |
| Vehicle Repair And Maint Services | 1,032 | 398 | 1,198 | 800 |

RISK MANAGEMENT

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------------------|------------------|------------------|-------------------|-------------------|
| Operating Services | | | | |
| Mileage | 3,062 | 1,183 | 2,900 | 2,200 |
| Residential Property Rental | 23 | _ | _ | _ |
| Food & Drink Services | _ | 139 | _ | _ |
| Uniforms & Safety Supplies | 306 | 357 | 210 | _ |
| Office Supplies & Stationary | 481 | 226 | 1,200 | 100 |
| Advertising Supplies | _ | _ | _ | 524 |
| Books & Reference Material | 142 | _ | 200 | 200 |
| Recreational Supplies | 5,084 | 318 | 7,000 | 7,000 |
| Special Reserve Account | _ | | | 250,000 |
| Postal Services | 71 | _ | 70 | _ |
| Conference/Conventions | 1,449 | 339 | 1,180 | 3,279 |
| Magazine/Newspaper Subscription | _ | _ | 270 | 110 |
| Membership Dues | 1,050 | 1,051 | 1,230 | 1,230 |
| Employee Training | 14,186 | 2,187 | 4,750 | 2,270 |
| Software | 130 | 4,981 | 4,500 | 4,900 |
| Fuel For Dept. Owned Vehicles | 196 | 159 | 215 | 215 |
| Monthly Standing Costs | 519 | 493 | 493 | 493 |
| Internal Printing & Duplicating | 491 | | | _ |
| Claims & Settlements | 10,449,882 | 10,128,516 | 10,641,495 | 10,297,390 |
| Medical Services | 4,500 | 4,500 | 4,700 | 4,700 |
| Public Liability Auto Insurance | 158 | | 499,983 | 560,713 |
| Public Liability Insurance | 3,635,792 | 3,973,219 | 3,667,557 | 3,899,240 |
| Faithful Perf Bond Blnkt Insur | 18,076 | 48,332 | 18,998 | 118,572 |
| Fire & Ext Coverage Insur | 822,674 | 1,919,269 | 815,640 | 1,915,060 |
| Line of Duty-Health (Risk Mgt) | | 145,570 | 86,000 | 150,000 |
| Line of Duty-Death (Risk Mgt) | _ | 28,750 | 100,000 | 100,000 |
| DIT Charges (Billed from DIT Fund) | 125 | 230 | _ | _ |
| Total Internal Service Fund | \$15,589,265 | \$16,876,782 | \$16,649,933 | \$18,155,816 |

RETIREMENT FUND

MISSION STATEMENT

The mission for the Richmond Retirement System is to deliver timely and effective communications and retirement services with integrity and professionalism to its members, its Board of Trustees, City officials, Departments, and City Council.

VISION STATEMENT

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 (RRS) displays a devotion to maintaining excellence in public service and embraces the highest standards of excellence, accountability, dependability and integrity. All participating employers, along with active, former, and vested members, should take pride in knowing that the RRS provides the best retirement services available and is an exemplary steward of their pension funds.

DEPARTMENT OVERVIEW

The Richmond Retirement System (RRS) was first established in 1945 by the 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 under provisions outlined in both the Richmond City Charter (5B.01) and Chapter 22 of the City of Richmond code. 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
- Timely completion of the Comprehensive Annual Financial Report
- Not exceed the approved budget set by the Board of Trustees
- Performance target of 7% rate of return, as measured over time

PERFORMANCE MEASURES

| Program/ Subprogram | Department Measure | FY2019 Actual | FY2020 Actual | FY2021 Target | FY2022 Target |
|------------------------|--|-------------------|-------------------|------------------|------------------|
| 01801 | Investment portfolio sustainability , with 7% rate of return , as measured over time | 4.2% | 2.1% | 7.0% | 7.0% |
| 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 | Did not exceed | Not exceed | Not exceed |
| 01801 | Complete the Comprehensive Annual Financial Report on time | Yes | Yes | Yes | Yes |

RICHMOND RETIREMENT SYSTEM

RETIREMENT FUND PROGRAM BUDGETS

| Program Number | Title | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|----------------|----------------------------------|------------------|------------------|-------------------|-------------------|
| 01801 | Richmond Retirement | \$1,446,186 | \$1,494,261 | \$1,951,747 | \$1,943,586 |
| | Total Retirement Fund Program | \$1,446,186 | \$1,494,261 | \$1,951,747 | \$1,943,586 |

SERVICE LEVEL BUDGETS*

| Retirement Fund Services Level Budget | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|------------------|------------------|-------------------|-------------------|
| Accounting & Reporting (SV0901) | \$65 | \$919 | \$- | \$ — |
| Administration (SV0801) | 13,672 | 82,343 | 1 | _ |
| City Copy & Print Services (SV1001) | 72,269 | 1,199 | 1 | _ |
| Comp & Classification Admin (SV0803) | | | 1 | 13,133 |
| COVID-19 (SV2614) | | 146 | 1 | _ |
| Mail Services (SV1010) | 354 | 3,510 | 1 | _ |
| Mgmt Information Systems (SV1011) | | | 92,848 | 65,782 |
| Payroll Administration (SV0911) | 7,818 | 8,478 | 1 | _ |
| Retirement Services (SV0912) | 1,350,547 | 1,390,515 | 1,824,527 | 1,830,831 |
| Risk Management (SV1703) | | | 34,372 | 33,840 |
| Tax Enforcement (SV0914) | 48 | | 1 | _ |
| Telecommunications Systems Mgmt (SV1002) | 1,224 | 7,321 | | _ |
| Default (000000) | 189 | (171) | | _ |
| Total Service Level Budget | \$1,446,186 | \$1,494,261 | \$1,951,747 | \$1,943,586 |

^{*}See Appendices & Glossary section for detailed service descriptions.

AGENCY FISCAL SUMMARY – RETIREMENT*

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-----------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | \$1,103,528 | \$1,171,493 | \$1,365,424 | \$1,363,182 |
| Operating | 342,659 | 322,768 | 586,323 | 580,404 |
| Total Retirement Fund | \$1,446,186 | \$1,494,261 | \$1,951,747 | \$1,943,586 |
| Total Agency Summary | \$1,446,186 | \$1,494,261 | \$1,951,747 | \$1,943,586 |
| Per Capita | \$6.37 | \$6.58 | \$8.46 | \$8.48 |
| *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.

PERSONNEL COMPLEMENT/POSITION CONTROL

The chart below represents the department's personnel detail by job title. The number of funded positions accounts for all currently filled positions, any vacant positions that have received vacancy funding, and any funded new positions. The number of frozen positions are those positions that have been administratively frozen.

| | SPECIA | Total FTEs | |
|-----------------------------------|-------------|-------------|------------|
| Job Title | # of Funded | # of Frozen | TOTAL FIES |
| Administrative Technician | 1.00 | _ | 1.00 |
| Deputy Department Director | 1.00 | _ | 1.00 |
| Executive Assistant, Senior | 1.00 | _ | 1.00 |
| Executive Director, Richmond | 1.00 | _ | 1.00 |
| Retirement Controller | 1.00 | _ | 1.00 |
| Retirement Services Administrator | 1.00 | _ | 1.00 |
| Retirement Services Analyst | 4.00 | _ | 4.00 |
| Retirement Services Specialist | 1.75 | _ | 1.75 |
| Total FTE Count | 11.75 | 0 | 11.75 |
| Total FTE % | 100.0 % | – % | |

BUDGET HIGHLIGHTS

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

Mayor's Proposed Budget:

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 positions not administratively frozen and rate adjustments for healthcare and retirement in FY2022.

Additionally, this budget includes funding for the second phase of the class and compensation plan for eligible, non-sworn, permanent full and part-time staff beginning in October. The 2018 Gallagher study concluded that there were salary inequities in the lower half of the pay ranges within the City. The City implemented phase one in 2019. This recommendation, phase two, makes another significant step in equalizing pay throughout the City by investing in the current workforce.

Operating: This budget reflects anticipated increases for financial and investment management services which are offset by an anticipated decrease associated with the Retirement System's payment to the Information Technology internal service fund.

AGENCY FISCAL DETAIL - RETIREMENT FUND

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|------------------------------|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Full-time Permanent | \$645,954 | \$702,417 | \$921,201 | \$906,776 |
| Holiday Pay Permanent | 39,078 | 46,974 | _ | _ |
| Shift Differential Permanent | 305 | _ | _ | _ |

RICHMOND RETIREMENT SYSTEM

| Budget Summary | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Personnel Services | | | | |
| Vacation Pay Permanent | 44,919 | 28,898 | _ | _ |
| Sick Leave Permanent | 23,337 | 22,550 | _ | _ |
| Death Leave Permanent | _ | 1,103 | _ | _ |
| Part-time Salaries | 30,776 | 34,261 | 40,751 | 39,952 |
| Holiday Pay Part-time | 2,289 | 2,726 | _ | |
| Vacation Pay Part-time | 2,445 | 1,816 | _ | _ |
| Sick Leave Personal Part-time | 261 | 133 | _ | |
| FICA | 43,138 | 46,427 | 59,641 | 58,697 |
| Retirement Contribution RSRS | 136,563 | 148,247 | 198,714 | 195,976 |
| Medcare FICA | 11,156 | 11,817 | 13,948 | 13,728 |
| Group Life Insurance | 8,192 | 9,726 | 12,009 | 12,151 |
| Health Care Active Employees | 98,009 | 105,363 | 119,160 | 122,770 |
| Health Savings Account (HSA) Expense- Employer | _ | 1,583 | _ | - |
| Bonus Pay | 17,105 | 7,450 | _ | |
| Classification and Compensation Study | _ | _ | _ | 13,133 |
| Operating Services | | | | |
| Financial & Invest Mgmt Svcs | 177,729 | 178,989 | 253,900 | 281,300 |
| Public Info & Relations Svcs | 5,000 | _ | 10,000 | 12,500 |
| Employee Parking Subsidy | 5,978 | 5,742 | 7,150 | 6,900 |
| Contract & Temp Personnel | _ | _ | 7,500 | 7,500 |
| Other Services | 1,350 | 1,050 | 4,500 | 4,500 |
| Office Supplies & Stationary | 8,932 | 9,319 | 9,960 | 10,000 |
| Special Reserve Account | 1,153 | 1,635 | 60,082 | 60,082 |
| Postal Services | 692 | 142 | 1,300 | 750 |
| Telecommunications Services | _ | 150 | 1,300 | 750 |
| Conference/Conventions | 27,928 | 10,337 | 26,000 | 26,000 |
| Magazine/Newspaper Subscript | 1,757 | 2,355 | 2,500 | 3,000 |
| Membership Dues | 6,323 | 4,652 | 6,760 | 6,500 |
| Employee Training | 6,807 | 6,447 | 42,000 | 37,000 |
| Software | _ | _ | 6,000 | 4,000 |
| Equipment (Less Than \$5K) | 3,640 | 1,156 | 7,500 | 7,500 |
| Medical Examiner Services | 1,764 | 4,868 | 5,000 | 7,500 |
| Internal Printing & Duplicating | 3,389 | 625 | 3,451 | 1,000 |
| Claims & Settlements | 858 | 929 | | |
| DIT Charges (Billed from DIT Fund) | 89,358 | 94,372 | | _ |
| Equip & Other Assets Exp | | | 4,200 | 4,000 |
| Operating Transfer to ISF | | | 127,220 | 99,622 |
| Total Retirement Fund | \$1,446,186 | \$1,494,261 | \$1,951,747 | \$1,943,586 |

CAPITAL IMPROVEMENT PROGRAM

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 invest in and develop capital projects strategically. 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 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 the 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.

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, 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 \$450.6 million for FY2022-2026. Of that amount, \$63.2 million is included in Fiscal Year 2022.

The Mayor's top priorities of schools and roads are recommended to receive 73.4% of the adopted funding. Funding for school modernization and new construction is funded at \$212.1 million. Transportation infrastructure is funded at \$118.5 million. This includes funding for complete streets at \$39.4 million; major bridge improvements at \$13 million; improvements to major thoroughfares such as Hull Street funding at \$15.5 million. Projects to provide for vibrant, inclusive, and mobile communities include culture and recreation projects, which consist of major upgrades to community centers, and major parks are at \$25 million. Funding to build the Enslaved African Heritage Campus, and to address public art is funded at \$29.7 million. Public safety projects, including the replacement of Fire Station 12, and maintenance funding for the courts are funded at \$18.3 million. City Equipment and Other Investments are funded with \$31.1 million, and City Facilities are funded with \$15.8 million.

DEBT MANAGEMENT POLICIES

A key component of the CIP is the availability of debt capacity to finance CIP projects. 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 above 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; and
- The City will strive to provide cash funding for a portion of the five-year CIP.

As part of the debt management policy update, several 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 FY2022-FY2026 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 is referred to as general obligation or G.O. bonds. Other self-supported debt, which is typically issued for utilities and communications projects, is intended to be repaid from revenue derived from other sources, such as fees or user charges.

Special Revenue Funds - These are direct cash contribution to specific CIP projects directly related to the special fund.

Bon Secours Cash Funding - This is a cash contribution from Bon Secours Health System resulting from an agreement between Bon Secours and the City relating to the Washington Football Team Training Camp.

Transportation Alternative Funds - These are 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) - These are 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 Environmental Protection Agency (EPA). These funds are budgeted to specific projects through the federally-mandated regional Metropolitan Planning Organization or MPO.

Pay-As-You-Go-Funds (Cash) - This is 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, providing opportunities for improved quality of life, cultural enrichment and promoting tourism. These projects often have ties to other CIP projects, further 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, or build new elementary, middle, and high school facilities. Related funds for the 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, signalization, safety, and other street and 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 are 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:

- FY2022 Adopted Indicates the adopted amounts for the project. Amounts listed in FY2023- FY2026 are planned amounts for the project in the upcoming years.
- FY2021 Adopted Indicates amounts that 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.

SOURCES & USES OVERVIEW

- Prior Year Available Indicates the portion of funding remaining from the prior year funding as of December 31, 2020.
- 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.
- FY2022 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 FY2022 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. Also, 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.

FUNDING THE CAPITAL IMPROVEMENT PROGRAM (CONTINUED)

| FY2022 - FY2026 Capital Improvement Program Funding Sources: All Funds Summary | | | | | | | | | | |
|--|---------------|---------------|---------------|---------------|--------------|---------------|--|--|--|--|
| All Funds | Adopted | | Planned | | | | | | | |
| Sources of Funds | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 | TOTAL | | | | |
| Bonds | 97,359,614 | 99,757,520 | 307,100,540 | 72,763,684 | 46,070,730 | \$623,052,088 | | | | |
| Short-Term Debt | 7,029,835 | 5,600,000 | 6,606,928 | 6,000,000 | 5,000,000 | 30,236,763 | | | | |
| Pay-as-you-go Sources | 53,247,062 | 85,605,480 | 29,998,460 | 38,261,490 | 42,725,270 | 249,837,762 | | | | |
| Other | 28,007,650 | 17,316,000 | 8,770,000 | 6,026,000 | 3,500,000 | 63,619,650 | | | | |
| Total: All Funds | \$185,644,161 | \$208,279,000 | \$352,475,928 | \$123,051,174 | \$97,296,000 | \$966,746,263 | | | | |

| FY202 | FY2022 - FY2026 Capital Improvement Program Funding Sources: Summary by Fund | | | | | | | | | | | |
|---|--|---------------|---------------|---------------|--------------|---------------|--|--|--|--|--|--|
| General Fund | Adopted | | Plan | ned | | | | | | | | |
| Sources of Funds | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 | TOTAL | | | | | | |
| General Obligation Bonds | 26,986,774 | 27,185,000 | 241,789,000 | 36,475,174 | 25,000,000 | \$357,435,948 | | | | | | |
| Short-Term Debt | 7,029,835 | 5,600,000 | 6,606,928 | 6,000,000 | 5,000,000 | 30,236,763 | | | | | | |
| Other Sources | 7,056,622 | 1,000,000 | 900,000 | 900,000 | 900,000 | 10,756,622 | | | | | | |
| Other Sources (Prior Appropriations) | 2,200,000 | ı | ı | | 1 | 2,200,000 | | | | | | |
| Federal & State Transportation Funds | 19,932,650 | 11,760,000 | 8,770,000 | 6,026,000 | 3,500,000 | 49,988,650 | | | | | | |
| Total - General Fund Capital Funding | \$63,205,881 | \$45,545,000 | \$258,065,928 | \$49,401,174 | \$34,400,000 | \$450,617,983 | | | | | | |
| | | | | | | | | | | | | |
| Non-General Fund | Adopted | | Plar | ned | | | | | | | | |
| Sources of Funds | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 | TOTAL | | | | | | |
| Utility Revenue Bonds | 68,172,840 | 72,572,520 | 65,311,540 | 36,288,510 | 21,070,730 | \$263,416,140 | | | | | | |
| DEQ/Virginia Resource Authority Funds | 8,075,000 | 5,556,000 | _ | _ | - | 13,631,000 | | | | | | |
| Pay-as-you-go Cash Funding | 46,190,440 | 84,605,480 | 29,098,460 | 37,361,490 | 41,825,270 | 239,081,140 | | | | | | |
| Total - Non-General Fund Capital Funding | \$122,438,280 | \$162,734,000 | \$94,410,000 | \$73,650,000 | \$62,896,000 | \$516,128,280 | | | | | | |
| Grand Total: All Capital Funding | \$185,644,161 | \$208,279,000 | \$352,475,928 | \$123,051,174 | \$97,296,000 | \$966,746,263 | | | | | | |

| FY2022 - | FY2026 Capi | tal Improven | nent Program | Funding Sou | ırces Detail | |
|--|---------------|---------------|---------------|---------------|--------------|---------------|
| General Fund | Adopted | | Plan | ned | | |
| Sources of Funds | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 | TOTAL |
| Bonds & Short-Term Debt | | | | | | |
| General Obligation Bonds | 26,986,774 | 27,185,000 | 226,789,000 | 36,475,174 | 25,000,000 | \$342,435,948 |
| General Obligation Bonds (Parking Enterprise) | _ | _ | 15,000,000 | - | _ | \$15,000,000 |
| Short-Term Debt | 7,029,835 | 5,600,000 | 6,606,928 | 6,000,000 | 5,000,000 | 30,236,763 |
| Subtotal: Bonds | \$34,016,609 | \$32,785,000 | \$248,395,928 | \$42,475,174 | \$30,000,000 | \$387,672,711 |
| Other Sources | | | | | | |
| Pay As You Go | 6,650,226 | 900,000 | 900,000 | 900,000 | 900,000 | \$10,250,226 |
| Bon Secours Contribution | 306,396 | _ | _ | _ | - | 306,396 |
| Private Donations | 100,000 | 100,000 | _ | | _ | 200,000 |
| Subtotal: Other Pay-as-you- go Sources | \$7,056,622 | \$1,000,000 | \$900,000 | \$900,000 | \$900,000 | \$10,756,622 |
| Federal & State Transportation | on Funds | | | | | |
| Transportation Alternative Funds | 2,468,000 | _ | _ | _ | _ | 2,468,000 |
| Congestion Mitigation and Air Quality Improvement Program (CMAQ) | 1,027,650 | _ | | 1 | _ | 1,027,650 |
| Highway Safety Improvement Program (HSIP) | 4,729,000 | 1,648,000 | 747,000 | | _ | 7,124,000 |
| State of Good Repair | 840,000 | 738,000 | 1,644,000 | 744,000 | _ | 3,966,000 |
| State Smart Scale | 10,868,000 | 9,374,000 | 5,652,000 | 4,069,000 | _ | 29,963,000 |
| Revenue Sharing | | _ | _ | _ | | _ |
| MPO RSTP | | _ | 727,000 | 1,213,000 | 3,500,000 | 5,440,000 |
| Subtotal: Federal & State Transportation Funds | \$19,932,650 | \$11,760,000 | \$8,770,000 | \$6,026,000 | \$3,500,000 | \$49,988,650 |
| Other Funding Sources - Prior | Appropriation | S | | | | |
| East End/Blighted Property | 200,000 | _ | _ | _ | - | \$200,000 |
| New Fire HQ | 1,000,000 | _ | _ | _ | - | 1,000,000 |
| Police Equestrian Center | 750,000 | _ | _ | _ | _ | 750,000 |
| Whitcomb Court Study | 250,000 | _ | _ | _ | _ | 250,000 |
| Total Other Funding Sources | 2,200,000 | _ | _ | _ | - | 2,200,000 |
| Total: General Fund Capital Funding | \$63,205,881 | \$45,545,000 | \$258,065,928 | \$49,401,174 | \$34,400,000 | \$450,617,983 |
| Non-General Fund | Adopted | | Plan | ned | | |
| Non-General Fund Supported Sources | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 | TOTAL |
| Utility Revenue Bonds | 68,172,840 | 72,572,520 | 65,311,540 | 36,288,510 | 21,070,730 | \$263,416,140 |
| DEQ/Virginia Resource Authority funds | 8,075,000 | 5,556,000 | _ | _ | _ | 13,631,000 |
| Pay-as-you-go Funds (Cash) | 46,190,440 | 84,605,480 | 29,098,460 | 37,361,490 | 41,825,270 | 239,081,140 |
| Total: Non-General Fund Capital Funding | \$122,438,280 | \$162,734,000 | \$94,410,000 | \$73,650,000 | \$62,896,000 | \$516,128,280 |
| Grand Total: All Capital Funding | \$185,644,161 | \$208,279,000 | \$352,475,928 | \$123,051,174 | \$97,296,000 | \$966,746,263 |

| Capital Improvement Program: FY20 | 22 Uses of | Funds | |
|---|------------|----------------|--|
| Project Title | Page | FY2022 Adopted | |
| General Fund | | | |
| City Facility Maintenance & Improvements | | | |
| City Hall | 18 | 2,186,750 | |
| City Hall Rooms 101 & 103 | 19 | 750,000 | |
| City Hall Security Enhancements | 20 | 500,000 | |
| Major Building Maintenance | 22 | 1,175,750 | |
| Subtotal: City Facility Maintenance & Improvements | | \$4,612,500 | |
| Culture & Recreation | | | |
| Major Parks Maintenance | 25 | 1,000,000 | |
| Neighborhood Park Maintenance | 26 | 650,000 | |
| Parks and Recreation Building Maintenance | 27 | 900,000 | |
| Southside Regional Park & Community Center | 28 | 1,500,000 | |
| Subtotal: Culture & Recreation | | \$4,050,000 | |
| Economic & Community Development | | | |
| Percent for Art | 31 | 556,396 | |
| Tredegar/Brown's Island Accessible Walk Improvements | 32 | 380,000 | |
| Subtotal: Economic & Community Development | | \$936,396 | |
| Education | | | |
| School Capital Maintenance | 34 | 2,100,000 | |
| Subtotal: Education | | \$2,100,000 | |
| Public Safety | | | |
| Fire Station Building Maintenance | 38 | 1,012,500 | |
| John Marshall Courts Building | 39 | 1,315,000 | |
| Juvenile Detention Center | 40 | 400,000 | |
| Manchester Courthouse | 41 | 1,110,000 | |
| Oliver Hill Courts Building | 42 | 300,000 | |
| Police Headquarters Building | 44 | 450,000 | |
| Replacement of Fire Station 12 | 45 | 6,350,000 | |
| Subtotal: Public Safety | | \$10,937,500 | |
| Transportation | | | |
| 1 st & 2 nd Street Buffered Bike Lanes | 47 | 300,000 | |
| Central Transit Signal Priority and Emergency Vehicle Preemption | 51 | 1,701,000 | |
| Complete Streets | 53 | 8,150,000 | |
| East Broad Street over Ravine Bridge Replacement (Federal) | 55 | 840,000 | |
| Greene Elementary School Sidewalks (Phase II) | 57 | 675,000 | |
| Hull Street at Belt Boulevard Pedestrian Safety Improvements (HSIP) | 60 | 460,000 | |
| Hull Street Improvements Phase I: Hey Road to Warwick Road (Federal) | 61 | 5,125,000 | |
| Hull Street Streetscape - Mayo Bridge to 9 th Street (Federal) | 64 | 1,387,000 | |
| Kanawha Plaza Pedestrian Safety Project (Federal) | 66 | 810,000 | |
| Major Bridge Improvements Program (Federal) | 69 | 4,000,000 | |
| Matching Funds for Federal/State Grants (VDOT) | 70 | 70,000 | |

| Capital Improvement Program: FY202 | 2 Uses of | Funds |
|--|-----------|----------------|
| Project Title | Page | FY2022 Adopted |
| Maymont Neighborhood Sidewalks Phase II | 71 | 430,000 |
| New Traffic Control Signals (Federal) | 72 | 394,000 |
| Pedestrian Safety Crossing Improvement Program at Signalized Intersections on Federal & State Routes | 74 | 1,330,000 |
| Richmond Signal System Phase III (Federal) | 76 | 1,027,650 |
| Safety Improvement Program Contingency Account | 77 | 50,000 |
| Shockoe Valley Street Improvements/I-95 Broad Street Area Improvements (Federal) | 78 | 3,546,000 |
| State Route 161 Bicycle Infrastructure | 79 | 1,050,000 |
| Street Lighting - General | 80 | 300,000 |
| Street Lighting - LED Conversion | 81 | 800,000 |
| Systemic Sight Distance Improvements at Signalized Intersections (HSIP) | 82 | 844,000 |
| Virginia Capital Trail Connector to Brown's Island | 83 | 250,000 |
| Subtotal: Transportation | | \$33,539,650 |
| City Equipment & Other Infrastructure Investment | | |
| Vehicle Replacement | 85 | 7,029,835 |
| Subtotal: City Equipment & Other Infrastructure Investment | | \$7,029,835 |
| Total: General Fund | | \$63,205,881 |
| Non-General Fund | | |
| Gas Utility New Business | 87 | 500,000 |
| System Replacement | 88 | 17,355,000 |
| Subtotal: Gas Utility | | \$17,855,000 |
| Stormwater Utility | | |
| Stormwater Facilities Improvements | 89 | 8,737,280 |
| Subtotal: Stormwater Utility | | \$8,737,280 |
| Wastewater Utility | | |
| Combined Sewer Overflow | 90 | 1,344,000 |
| Sanitary Sewers | 91 | 45,899,000 |
| Wastewater Treatment | 92 | 17,099,000 |
| Subtotal: Wastewater Utility | | \$64,342,000 |
| Water Utility | | |
| Major Plant & Pumping Improvements | 93 | 9,458,000 |
| Water Distribution System Improvements | 95 | 22,046,000 |
| Subtotal: Water Utility | | \$31,504,000 |
| Total: Non-General Fund | | \$122,438,280 |
| Grand Total: Capital Improvement | | \$185,644,161 |

| FY2022-2026 Adopted Capital Improvement Program | | | | | | | | | | |
|---|-----|-----------------------|---------|---------|--------|--------|--------|-------|--|--|
| | | Originally Planned | Adopted | Planned | | | | | | |
| Project Title | Pg. | FY2022 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 | TOTAL | | |
| General Fund Capital | | | | | | | | | | |

| | | FY2022-20 | 26 Adopte | d Capital II | mproveme | nt Program | | |
|--|---------|-----------------------|-------------|--------------|--------------|-------------|-------------|--------------|
| | | Originally Planned | Adopted | | Plan | ned | | |
| Project Title | Pg. | FY2022 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 | TOTAL |
| City Facility Maintena | nce & | Improvements | | | | | | |
| 730 Building | 17 | _ | - | _ | 250,000 | 250,000 | 250,000 | 750,000 |
| City Hall | 18 | 1,000,000 | 2,186,750 | 500,000 | _ | 500,000 | 500,000 | 3,686,750 |
| City Hall Rooms 101 & 103 | 19 | | 750,000 | - | - | - | _ | 750,000 |
| City Hall Security Enhancements | 20 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 2,500,000 |
| Citywide Planning & Design | 21 | | | - | 900,000 | 900,000 | 900,000 | 2,700,000 |
| Major Building Maintenance | 22 | 1,000,000 | 1,175,750 | 975,000 | 1,227,000 | 1,000,000 | 1,000,000 | 5,377,750 |
| Subtotal: City Facility Maintenance & Improvements | | \$2,500,000 | \$4,612,500 | \$1,975,000 | \$2,877,000 | \$3,150,000 | \$3,150,000 | \$15,764,500 |
| Culture & Recreation | | | | | | | | |
| Community Center Enhancements - Hickory Hill | NA | 1,000,000 | _ | _ | _ | _ | - | _ |
| James River Park Infrastructure | 24 | _ | _ | 100,000 | 100,000 | _ | _ | 200,000 |
| Major Parks Maintenance | 25 | 1,000,000 | 1,000,000 | 600,000 | 1,000,000 | 750,000 | 750,000 | 4,100,000 |
| Neighborhood Park Maintenance | 26 | 650,000 | 650,000 | 500,000 | 650,000 | 650,000 | 650,000 | 3,100,000 |
| Parks and Recreation Building Maintenance | 27 | 900,000 | 900,000 | 250,000 | 500,000 | 500,000 | 500,000 | 2,650,000 |
| Southside Regional Park and Community Center | 28 | 500,000 | 1,500,000 | 2,000,000 | 3,500,000 | 4,000,000 | 4,000,000 | 15,000,000 |
| Swimming Pool Projects | NA | 250,000 | _ | _ | _ | _ | _ | _ |
| Subtotal: Culture & Recreation | | \$4,300,000 | \$4,050,000 | \$3,450,000 | \$5,750,000 | \$5,900,000 | \$5,900,000 | \$25,050,000 |
| Economic & Commun | ity Dev | velopment | | | | | | |
| Enslaved African Heritage Campus | 30 | _ | _ | 2,800,000 | 15,000,000 | 5,999,174 | 4,100,000 | 27,899,174 |
| Neighborhoods in Bloom | NA | 100,000 | _ | _ | _ | _ | _ | _ |
| Percent for Art | 31 | 200,000 | 556,396 | 150,000 | 250,000 | 250,000 | 250,000 | 1,456,396 |
| Tredegar/Brown's Island Accessible Walk Improvements | 32 | _ | 380,000 | _ | _ | _ | _ | 380,000 |
| Subtotal: Economic & Community Development | | \$300,000 | \$936,396 | \$2,950,000 | \$15,250,000 | \$6,249,174 | \$4,350,000 | \$29,735,570 |
| Education | | | | | | | | |
| School Capital Maintenance | 34 | 3,000,000 | 2,100,000 | 2,500,000 | 2,500,000 | 2,500,000 | 2,500,000 | 12,100,000 |

| | | FY2022-20 | 26 Adopte | d Capital I | mproveme | nt Program | | |
|---|-----|-----------------------|--------------|-------------|---------------|-------------|-------------|---------------|
| | | Originally Planned | Adopted | | Plan | ined | | |
| Project Title | Pg. | FY2022 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 | TOTAL |
| School Modernization - George Wythe High School | 35 | _ | 1 | _ | 100,000,000 | | _ | 100,000,000 |
| School Modernization - Technical Education Center | 36 | | | I | 100,000,000 | | ı | 100,000,000 |
| Subtotal: Education | | \$3,000,000 | \$2,100,000 | \$2,500,000 | \$202,500,000 | \$2,500,000 | \$2,500,000 | \$212,100,000 |
| Public Safety | | | | | | | | |
| Fire Station Building Maintenance | 38 | _ | 1,012,500 | _ | _ | _ | _ | 1,012,500 |
| John Marshall Courts Building | 39 | 500,000 | 1,315,000 | 500,000 | 500,000 | 500,000 | 500,000 | 3,315,000 |
| Juvenile Detention Center | 40 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 2,000,000 |
| Manchester Courthouse | 41 | 300,000 | 1,110,000 | 390,000 | 400,000 | 400,000 | 400,000 | 2,700,000 |
| Oliver Hill Courts Building | 42 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 1,500,000 |
| Police Department Buildings | 43 | _ | | ı | ı | 250,000 | 250,000 | 500,000 |
| Police Headquarters Building | 44 | 450,000 | 450,000 | - | 1 | 250,000 | 250,000 | 950,000 |
| Replacement of Fire Station 12 | 45 | 1,691,305 | 6,350,000 | | - | - | | 6,350,000 |
| Subtotal: Public Safety | | \$3,641,305 | \$10,937,500 | \$1,590,000 | \$1,600,000 | \$2,100,000 | \$2,100,000 | \$18,327,500 |
| Transportation | | | | | | | | |
| 1 st & 2 nd Street Buffered Bike Lanes | 47 | _ | 300,000 | _ | _ | _ | _ | 300,000 |
| Belmont Road at Walmsley Boulevard Pedestrian Safety Improvements | 48 | _ | _ | 200,000 | 300,000 | _ | _ | 500,000 |
| Bike Lanes/Boulevard (Street Conversions) | 49 | _ | _ | 753,000 | 747,000 | _ | _ | 1,500,000 |
| Blanton Avenue, Garrett Street, and Park Drive Pedestrian & Vehicular Safety Improvements | 50 | _ | _ | 100,000 | - | _ | _ | 100,000 |
| Central Transit Signal Priority and Emergency Vehicle Preemption (Federal) | 51 | 1,701,000 | 1,701,000 | _ | _ | _ | - | 1,701,000 |
| Cherokee Roadside Safety Improvements | 52 | | _ | _ | 1 | 135,000 | _ | 135,000 |
| Citywide Traffic Calming | NA | 200,000 | _ | _ | _ | _ | _ | _ |
| Complete Streets | 53 | _ | 8,150,000 | 7,950,000 | 8,700,000 | 7,700,000 | 6,900,000 | 39,400,000 |

| FY2022-2026 Adopted Capital Improvement Program | | | | | | | | | |
|---|-----|-----------------------|-----------|-----------|-----------|-----------|-----------|------------|--|
| | | Originally Planned | Adopted | | Planned | | | | |
| Project Title | Pg. | FY2022 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 | TOTAL | |
| Cowardin Avenue and Semmes Avenue Pedestrian Safety Improvements | 54 | _ | | ı | I | 500,000 | _ | 500,000 | |
| East Broad Street over Ravine Bridge Replacement (Federal) | 55 | | 840,000 | 738,000 | 1,644,000 | 744,000 | _ | 3,966,000 | |
| Government Road Slope Repair | 56 | _ | _ | 650,000 | 650,000 | 500,000 | _ | 1,800,000 | |
| Greene Elementary School Sidewalks (Phase II) | 57 | _ | 675,000 | | | | | 675,000 | |
| Hey Road Improvements | 58 | _ | | 700,000 | 800,000 | 1,000,000 | _ | 2,500,000 | |
| Highland Grove/Dove Street Development | 59 | _ | _ | _ | 542,000 | 1,841,000 | _ | 2,383,000 | |
| Hull Street at Belt Boulevard Pedestrian Safety Improvements (Federal) | 60 | 460,000 | 460,000 | - | - | - | - | 460,000 | |
| Hull Street Phase I: Hey Road to Warwick Road (Federal) | 61 | 5,125,000 | 5,125,000 | 1,000,000 | _ | _ | _ | 6,125,000 | |
| Hull Street Phase II: Chippenham Parkway to Hey Road (Federal) | 62 | _ | _ | _ | _ | 500,000 | _ | 500,000 | |
| Hull Street Phase III: Warwick Road to Arizona Drive (Federal) | 63 | _ | _ | _ | 727,000 | 1,213,000 | 3,500,000 | 5,440,000 | |
| Hull Street Streetscape: Mayo Bridge to 9 th Street (Federal) | 64 | 1,387,000 | 1,387,000 | 1,561,000 | _ | _ | _ | 2,948,000 | |
| Jefferson Avenue Improvements | 65 | _ | _ | | 500,000 | 1,000,000 | _ | 1,500,000 | |
| Kanawha Plaza Pedestrian Safety Project (Federal) | 66 | 810,000 | 810,000 | 1,536,000 | _ | _ | _ | 2,346,000 | |
| Leigh Street Streetscape (Federal) | 67 | _ | _ | _ | 3,304,000 | 3,304,000 | _ | 6,608,000 | |
| Lombardy Bridge over CSX Bridge Replacement (Federal) | 68 | - | | ı | 2,348,000 | 765,000 | _ | 3,113,000 | |
| Major Bridge Improvement Program (Federal) | 69 | 4,255,304 | 4,000,000 | 4,000,000 | 2,000,000 | 2,000,000 | 1,000,000 | 13,000,000 | |
| Matching Funds for Federal/State Grants (VDOT) | 70 | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 | _ | 280,000 | |
| Maymont Neighborhood Sidewalks (Phase II) | 71 | _ | 430,000 | _ | _ | _ | _ | 430,000 | |

| FY2022-2026 Adopted Capital Improvement Program | | | | | | | | | |
|--|-----|-----------------------|--------------|--------------|--------------|--------------|--------------|---------------|--|
| | | Originally Planned | Adopted | | Plan | ined | | | |
| Project Title | Pg. | FY2022 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 | TOTAL | |
| New Sidewalk Program - Citywide | NA | 900,000 | | _ | _ | _ | _ | | |
| New Traffic Control Signals (Federal) | 72 | 394,000 | 394,000 | 895,000 | _ | _ | _ | 1,289,000 | |
| Nicholson Street Streetscape | 73 | _ | - | _ | _ | 880,000 | _ | 880,000 | |
| Pedestrian Safety Crossing Improvement Program | NA | 200,000 | _ | _ | _ | _ | _ | _ | |
| Pedestrian Safety Improvements at Signalized Intersections on Federal and State Routes (Phase II) (Federal) | 74 | 1,330,000 | 1,330,000 | I | Ι | I | | 1,330,000 | |
| Richmond Fiber Optic Network System | 75 | _ | - | | _ | 200,000 | _ | 200,000 | |
| Richmond Signal System Phase III (Federal) | 76 | 1,027,650 | 1,027,650 | _ | _ | _ | _ | 1,027,650 | |
| Safety Improvement Program Contingency Account | 77 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | _ | 200,000 | |
| Shockoe Valley Streets Improvements/I-95 Broad Street Area Improvements Project (Federal) | 78 | 3,546,000 | 3,546,000 | 5,277,000 | _ | _ | _ | 8,823,000 | |
| Sidewalk Projects | NA | 2,500,000 | _ | 1 | _ | ı | _ | | |
| State Route 161 Bicycle Infrastructure | 79 | _ | 1,050,000 | | | | | 1,050,000 | |
| Street Lighting – General | 80 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | _ | 1,200,000 | |
| Street Lighting - LED Conversion | 81 | 800,000 | 800,000 | 800,000 | 800,000 | 800,000 | _ | 3,200,000 | |
| Streets, Sidewalks, and Alley Improvements | NA | 500,000 | _ | _ | _ | _ | _ | _ | |
| Systemic Sight Distance Improvements at Signalized Intersections (Federal) | 82 | 844,000 | 844,000 | _ | _ | _ | _ | 844,000 | |
| Traffic Control Installation | NA | 500,000 | _ | _ | _ | _ | _ | _ | |
| Transportation Projects | NA | 20,000,000 | | _ | | | | _ | |
| Virginia Capital Trail Connector to Brown's Island - Phase III | 83 | _ | 250,000 | _ | _ | _ | _ | 250,000 | |
| Subtotal: Transportation | | \$46,899,954 | \$33,539,650 | \$26,580,000 | \$23,482,000 | \$23,502,000 | \$11,400,000 | \$118,503,650 | |

| | FY2022-2026 Adopted Capital Improvement Program | | | | | | | | | | |
|--|---|-----------------------|---------------|---------------|---------------|---------------|--------------|---------------|--|--|--|
| | | Originally Planned | Adopted | | Plan | ned | | | | | |
| Project Title | Pg. | FY2022 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 | TOTAL | | | |
| City Equipment & Oth | er Inv | estments | | | | | | | | | |
| Vehicle Replacement | 85 | 5,000,000 | 7,029,835 | 6,500,000 | 6,606,928 | 6,000,000 | 5,000,000 | 31,136,763 | | | |
| Total City Equipment & Other Investments | | 5,000,000 | 7,029,835 | 6,500,000 | 6,606,928 | 6,000,000 | 5,000,000 | 31,136,763 | | | |
| Total General Fund Capital | | \$65,641,259 | \$63,205,881 | \$45,545,000 | \$258,065,928 | \$49,401,174 | \$34,400,000 | \$450,617,983 | | | |
| Non-General Fund Cap | pital | | | | | | | | | | |
| Gas Utility | | | | | | | | | | | |
| Gas Utility New Business | 87 | 9,466,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 2,500,000 | | | |
| System Replacement | 88 | 17,355,000 | 17,355,000 | 18,496,000 | 19,373,000 | 20,306,000 | 21,301,000 | 96,831,000 | | | |
| Subtotal: Gas Utility | | \$26,821,000 | \$17,855,000 | \$18,996,000 | \$19,873,000 | \$20,806,000 | \$21,801,000 | \$99,331,000 | | | |
| Stormwater Utility | | | | | | | | | | | |
| Stormwater Facilities Improvements | 89 | 12,046,000 | 8,737,280 | 9,050,000 | 3,905,000 | 3,905,000 | 3,905,000 | 29,502,280 | | | |
| Subtotal: Stormwater | | \$12,046,000 | \$8,737,280 | \$9,050,000 | \$3,905,000 | \$3,905,000 | \$3,905,000 | \$29,502,280 | | | |
| Wastewater Utility | | | | | | | | | | | |
| Combined Sewer Overflow | 90 | _ | 1,344,000 | 55,961,000 | 5,050,000 | 500,000 | 2,000,000 | 64,855,000 | | | |
| Sanitary Sewer Upgrade | 91 | 50,899,000 | 45,899,000 | 43,888,000 | 42,963,000 | 25,862,000 | 12,454,000 | 171,066,000 | | | |
| Wastewater Treatment | 92 | 11,051,000 | 17,099,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 25,099,000 | | | |
| Subtotal: Wastewater | | \$61,950,000 | \$64,342,000 | \$101,849,000 | \$50,013,000 | \$28,362,000 | \$16,454,000 | \$261,020,000 | | | |
| Water Utility | | | | | | | | | | | |
| Plant & Pumping Improvements | 93 | 11,964,000 | 9,458,000 | 12,655,000 | 2,000,000 | 2,000,000 | 2,000,000 | 28,113,000 | | | |
| Transmission Main Improvements | 94 | 3,125,000 | _ | _ | _ | _ | _ | _ | | | |
| Water Distribution System Improvements | 95 | 19,064,000 | 22,046,000 | 20,184,000 | 18,619,000 | 18,577,000 | 18,736,000 | 98,162,000 | | | |
| Subtotal: Water Utility | | \$34,153,000 | \$31,504,000 | \$32,839,000 | \$20,619,000 | \$20,577,000 | \$20,736,000 | \$126,275,000 | | | |
| Total Non-General Fund Capital | | \$134,970,000 | \$122,438,280 | \$162,734,000 | \$94,410,000 | \$73,650,000 | \$62,896,000 | \$516,128,280 | | | |
| Total Capital Improvement Program | | \$200,611,259 | \$185,644,161 | \$208,279,000 | \$352,475,928 | \$123,051,174 | \$97,296,000 | \$966,746,263 | | | |

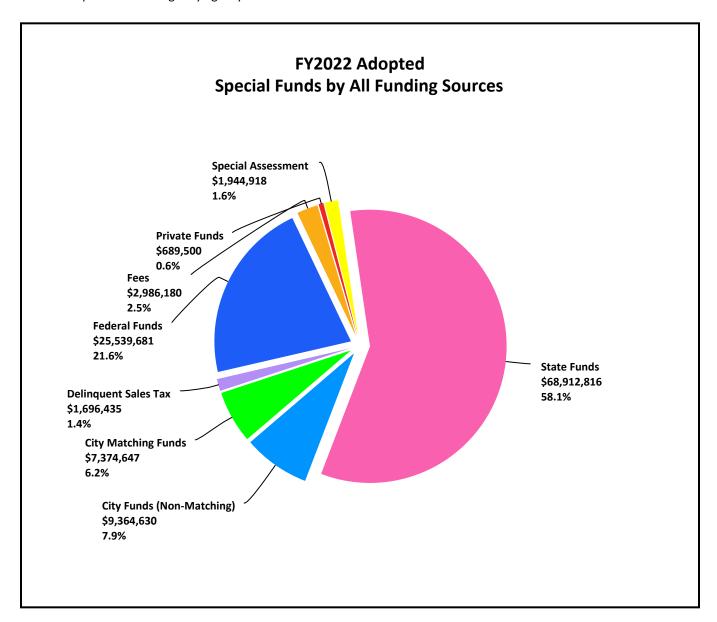
GENERAL FUND REVENUE DESCRIPTIONS & TRENDS

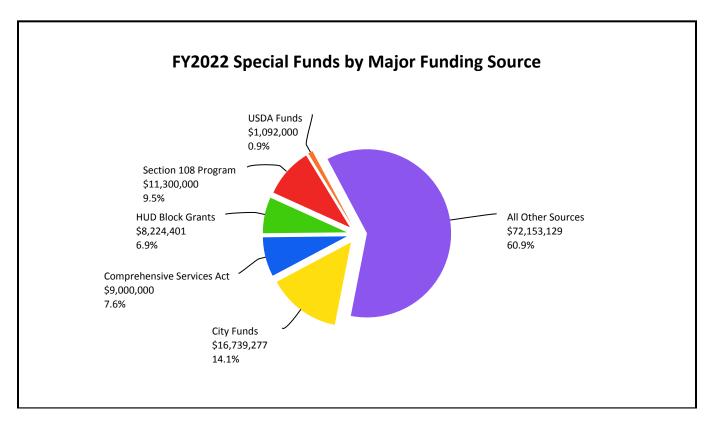
GRANTS & SPECIAL FUND SUMMARIES

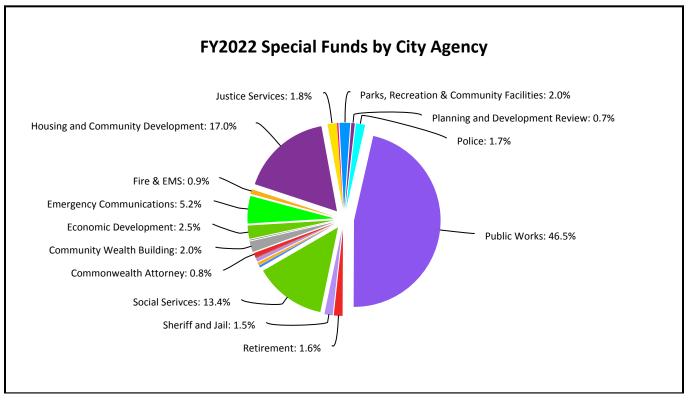
SPECIAL FUND BUDGET

One of the major elements that comprises 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) 2022 Special Funds that follow are proposed to City Council.

The City's total Adopted Special Fund Budget for FY2022 is \$118,508,807. The chart below identifies all FY2022 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.







SPECIAL FUND SUMMARY BY AGENCY

| Agency | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|------------------|------------------|-------------------|-------------------|
| Adult Drug Court | \$417,233 | \$358,615 | \$500,000 | \$500,000 |
| Animal Care and Control | (10,650) | 82,118 | 75,000 | 75,000 |
| Circuit Court | 204,491 | 260,948 | 465,000 | 640,000 |
| Citizen Service and Response | _ | _ | _ | 150,000 |
| City Attorney | 6,046,256 | 1,068,459 | 1,501,829 | 696,435 |
| City Council | _ | _ | 261,869 | 261,869 |
| City Treasurer | _ | _ | 350,000 | _ |
| Commonwealth Attorney | 791,746 | 777,713 | 835,274 | 932,908 |
| Community Wealth Building | 1,596,911 | 1,609,822 | 2,282,866 | 2,394,866 |
| Criminal/Manchester Court | 286,445 | 4,913 | 150,000 | 150,000 |
| Economic Development | 3,962,781 | 1,657,077 | 2,944,918 | 2,944,918 |
| Emergency Communications | 4,414,391 | 4,772,427 | 14,942,000 | 6,107,000 |
| Finance | 386,341 | 400,428 | _ | _ |
| Fire & EMS | 1,247,819 | 1,347,110 | 1,071,526 | 1,047,050 |
| Housing and Community Development | 10,343,107 | 9,518,601 | 24,990,948 | 20,200,340 |
| Human Services | 260,453 | 204,450 | _ | _ |
| Justice Services | 1,565,117 | 1,419,313 | 2,409,500 | 2,084,500 |
| Library | 542,984 | 473,811 | 565,200 | 339,000 |
| Office of the Mayor | 114,525 | 85,481 | _ | _ |
| Office of the Press Secretary | 735,512 | (27,225) | 150,000 | _ |
| Parks, Recreation and Community Facilities | 1,076,521 | 1,189,264 | 3,661,493 | 2,361,627 |
| Planning and Development Review | 371,388 | 416,225 | 573,792 | 800,000 |
| Police | 732,154 | 803,853 | 2,983,000 | 2,063,000 |
| Public Works | 31,982,780 | 31,672,793 | 34,422,564 | 55,111,627 |
| Retirement | 1,446,186 | 1,494,261 | 1,951,747 | 1,943,586 |
| Sheriff and Jail | 464,188 | 577,337 | 2,235,000 | 1,835,000 |
| Social Services | 16,003,564 | 12,331,936 | 16,897,192 | 15,870,081 |
| Default | _ | 32,723 | _ | _ |
| Total Special Fund | \$84,982,243 | \$72,532,453 | \$116,220,718 | \$118,508,807 |

SPECIAL FUND DETAIL BY AGENCY

| Agency | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|------------------|------------------|-------------------|-------------------|
| Adult Drug Court | | | | |
| RADTC - Step Up and Out Program | 129,816 | _ | 150,000 | 150,000 |
| RADTC - SAMHSA Grant | 287,417 | 358,615 | 350,000 | 350,000 |
| Total Agency Special Funds | \$417,233 | \$358,615 | \$500,000 | \$500,000 |
| Animal Care and Control | | | | |
| Pet License Collections | (10,650) | 82,118 | 75,000 | 75,000 |
| Total Agency Special Funds | (\$10,650) | \$82,118 | \$75,000 | \$75,000 |
| Circuit Court | | | | |
| Technology Trust Fund | 204,491 | 260,948 | 200,000 | 250,000 |
| Clerk's Non-Reverting Fund | _ | _ | 240,000 | 360,000 |
| Library of VA Records Preservation Grant | _ | _ | 25,000 | 30,000 |
| Total Agency Special Funds | \$204,491 | \$260,948 | \$465,000 | \$640,000 |
| Citizen Service & Response | | | | |
| Cable and Electronic Communications | _ | _ | _ | 150,000 |
| Total Agency Special Funds | _ | _ | _ | \$150,000 |
| City Attorney | | | | |
| Delinquent Tax Sales | 5,340,294 | 1,068,459 | 1,501,829 | 696,435 |
| Juvenile & Domestic Relations - Lgl. Svcs. | 705,962 | _ | _ | _ |
| Total Agency Special Funds | \$6,046,256 | \$1,068,459 | \$1,501,829 | \$696,435 |
| City Council | | | | |
| Cable Communications | _ | _ | 261,869 | 261,869 |
| Total Agency Special Funds | _ | _ | \$261,869 | \$261,869 |
| City Treasurer | | | | |
| Cities for Financial Empowerment (CFE) Fund | _ | _ | 350,000 | _ |
| Total Agency Special Funds | _ | _ | \$350,000 | _ |
| Commonwealth Attorney | | | | |
| State Asset Forfeiture | 29,991 | 55,211 | 75,000 | 175,000 |
| Federal Asset Forfeiture | _ | _ | 2,366 | . =,=30 |
| Victim Witness | 761,755 | 722,231 | 757,908 | 757,908 |
| Elder Abuse prevention | · _ | 272 | , _ | _ |
| Total Agency Special Funds | \$791,746 | \$777,714 | \$835,274 | \$932,908 |

| Agency | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|------------------|------------------------|-------------------|------------------------|
| Community Wealth Building | | | | |
| Kellogg Foundation | 19,676 | 6,539 | _ | _ |
| TANF Grant | 1,578,199 | 1,597,720 | 2,282,866 | 1,982,866 |
| Living Wage Certification | 355 | 5,563 | _ | 12,000 |
| Cyber Security Project | _ | _ | _ | 100,000 |
| RVA GPS (TANF) VDSS Sole Source | _ | _ | _ | 300,000 |
| OCWB - Projects/Grants: Default | (1,319) | _ | _ | _ |
| Total Agency Special Funds | \$1,596,911 | \$1,609,822 | \$2,282,866 | \$2,394,866 |
| Criminal/Manchester Court | | | | |
| Courthouse Maintenance | 286,445 | 4,913 | 150,000 | 150,000 |
| Total Agency Special Funds | \$286,445 | \$4,913 | \$150,000 | \$150,000 |
| Economic Development | | | | |
| Special Assessment Districts | 1,527,557 | 1,556,005 | 1,500,000 | 1,500,000 |
| Brownfield Site Assessment | 145,911 | | _ | |
| 17th Street Farmer's Market | 44,879 | 72,385 | _ | _ |
| Gas Services Replacement | (281) | _ | _ | _ |
| Richmond Transit Network | 748,396 | 95,842 | _ | _ |
| ECD - Rapid Transit Pulse Project | 2,011 | (67,155) | _ | _ |
| ECD - Pulse BRT Business Support | 279,978 | | _ | _ |
| Main Street Station Operating | 1,214,330 | _ | _ | _ |
| Tax Delinquent Property Sale Program | _ | _ | 1,000,000 | 1,000,000 |
| Riverfront Special Assessment | _ | _ | 444,918 | 444,918 |
| Total Agency Special Funds | \$3,962,781 | \$1,657,077 | \$2,944,918 | \$2,944,918 |
| Emergency Communications | | | | |
| 911 Emergency Telephone | 056 472 | 1 110 724 | 1 120 000 | 1 120 000 |
| Emergency Communications | 956,473 | 1,110,734 3,661,694 | 1,139,000 | 1,139,000 3,700,000 |
| | 3,456,923 | 5,001,094 | 3,700,000 | |
| 911 Emergency Telephone - 800 MHz PulsePoint Marketing | 995 | _ | 10,100,000 | 1,100,000 |
| Emergency Communications - PSAP | 333 | _ | _ | _ |
| Education Program Grant | _ | _ | 3,000 | 3,000 |
| Next Generation 9-1-1 | _ | _ | _ | 165,000 |
| Total Agency Special Funds | \$4,414,391 | \$4,772,427 | \$14,942,000 | \$6,107,000 |
| Finance | | | | |
| Riverfront Special Assessment | 386,341 | 400,428 | _ | _ |
| Total Agency Special Funds | \$386,341 | \$400,428 | \$ — | \$— |

| Agency | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| | | | | |
| Fire & EMS | | | | |
| State Fire Programs | 874,930 | 1,117,103 | 706,845 | 778,000 |
| Four for Life | 168,841 | 107,441 | 180,721 | 182,000 |
| CERT (Citizen Corps) | 369 | _ | 12,000 | _ |
| LEMPG | 86,890 | 29,885 | 171,260 | 86,350 |
| Equity & Diversity Conference | 15,000 | _ | _ | _ |
| Petco Foundation | 500 | _ | _ | _ |
| SHSP | 98,771 | 92,079 | _ | _ |
| Dominion Repp Grant | 2,518 | 603 | 700 | 700 |
| Total Agency Special Funds | \$1,247,819 | \$1,347,110 | \$1,071,526 | \$1,047,050 |
| Housing and Community Development | | | | |
| CDBG | 5,687,244 | 3,794,853 | 4,462,031 | 4,905,969 |
| HOME | 1,108,916 | 1,572,488 | 1,455,440 | 1,674,365 |
| Section 108 Loan Program | 386,164 | 982,575 | 11,300,000 | 11,300,000 |
| ESG | 377,192 | 386,455 | 376,954 | 392,068 |
| HOPWA | 1,117,060 | 1,064,139 | 1,186,209 | 1,500,245 |
| Brownfields | _ | 3,550 | 600,000 | _ |
| Lead Hazards | 513,029 | 701,397 | 2,710,314 | _ |
| Neighborhoods In Bloom Revolving Loan Fund - MicroEnterprise Loan Program | 236,000 | 45,820 | _ | _ |
| Projects and Grants | 5,517 | _ | _ | _ |
| Affordable Housing Trust Fund | 911,985 | 967,325 | 2,900,000 | 427,693 |
| Total Agency Special Funds | \$10,343,107 | \$9,518,601 | \$24,990,948 | \$20,200,340 |
| Human Services | | | | |
| Richmond AmeriCorp Grant | 260,453 | 191,383 | _ | _ |
| Love Your Block Grant | _ | 13,067 | _ | _ |
| Total Agency Special Funds | \$260,453 | \$204,450 | _ | _ |
| Lustine Comine | | | | |
| Justice Services | 00.504 | 7 704 | 50,000 | 50.000 |
| Supervision Fees | 88,581 | 7,791 | 60,000 | 60,000 |
| Community Corrections | 1,137,636 | 1,156,691 | 1,200,000 | 1,230,000 |
| USDA | 93,178 | 84,015 | 92,000 | 92,000 |
| JAIBG Petentian Center Penetians | 33,771 | _ | 0.500 | 0.500 |
| Detention Center Donations | 990 | _ | 9,500 | 9,500 |
| Lipman Ro-Entry Detention | 889 48,802 | E1 010 | 125 000 | 75 000 |
| Re-Entry Detention HUD - Collaborative FUSE PSH | 48,802 (818) | 51,010 | 125,000 | 75,000 |
| Juvenile Behavioral Health Docket (JBHD) | 76,807 | — 13,361 | 60,000 | 60,000 |
| Intake Detention | 55,905 | 52,087 | 460,000 | 215,000 |
| JJDP Title II - Alternative Interventions for | 33,303 | 32,067 | 400,000 | 213,000 |
| Status Offenders | _ | 4,454 | 75,000 | 75,000 |

| Agency | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| | Netaai | Netaai | Maopica | Maopica |
| JJDP Title II - Post D Family and Community Involvement | _ | 4,842 | 60,000 | 60,000 |
| JJDP - Reducing Racial and Ethnic Disparities in Juvenile Justice | _ | _ | 88,000 | 88,000 |
| Richmond Circuit Court Behavioral Health Docket | 10,528 | 33,295 | 90,000 | 60,000 |
| Richmond General District Mental Health Docket | 19,838 | 11,765 | 90,000 | 60,000 |
| Total Agency Special Funds | \$1,565,117 | \$1,419,313 | \$2,409,500 | \$2,084,500 |
| Library | | | | |
| Gifts to the Library | 119,097 | 52,941 | 140,000 | _ |
| Verizon-Erate USF Grant | _ | 37,993 | _ | 65,000 |
| Public Law Library | 348,876 | 330,975 | 298,000 | 229,000 |
| Library Foundation | 41,247 | 36,855 | 16,200 | |
| Friends of the Library | 13,791 | 13,570 | 22,000 | 25,000 |
| Young Adult Services | 788 | 490 | · — | · — |
| Library: Children and Family | _ | 987 | _ | _ |
| Foundation Restricted Grants | 19,185 | _ | 89,000 | 20,000 |
| Total Agency Special Funds | \$542,984 | \$473,811 | \$565,200 | \$339,000 |
| Office of the Mayor | | | | |
| Youth Initiatives | 114,525 | 85,481 | _ | _ |
| Total Agency Special Funds | \$114,525 | \$85,481 | _ | \$— |
| Office of the Press Secretary | | | | |
| Cable and Electronic Communications | 735,512 | (27,225) | 150,000 | _ |
| Total Agency Special Funds | \$735,512 | -\$27,225 | \$150,000 | _ |
| Parks, Recreation, and Community Facilities | | | | |
| Sports & Athletics | 6,866 | 18,246 | 193,000 | _ |
| James River Park | 26,978 | 15,825 | _ | _ |
| Carillon Renovation | 49,499 | _ | _ | _ |
| Swimming Classes (Aquatics) | 1,587 | 1,006 | _ | _ |
| Camps | 95,730 | 230,974 | _ | _ |
| Summer Food Program | 525,737 | 455,693 | 1,000,000 | 1,000,000 |
| Child & Adult Care Food Program | | - | 600,000 | 600,000 |
| Rec - CarMax Youth Summer League | 129,123 | _ | | |
| _ | 100,000 | (2.262) | 100,000 | 100,000 |
| Administration | 1,709 | (3,363) | 40,000 | 20.005 |
| Carpenter Foundation Grant | 37,933 | 8,950 | 20,000 | 20,000 |
| Southwest District (Recreation) | 262 | 21,174 | _ | _ |
| Northeast District (Recreation) | 174 | 2,147 | _ | _ |
| South/Broad Rock District (Rec) | 1,556 | 29,127 | _ | _ |
| Pine Camp Rental | 25,610 | 22,167 | _ | _ |
| Dance Classes 70/30 | 33,508 | 22,164 | _ | _ |
| | | | | |

| Art Classes 70/30 7,505 8,756 — — PASS After School 45,776 99,634 — — Trophies By Teens Program (470) (201) — — Park Maintenance (87,415) 14,079 — — Park Concessions 11,787 10,035 — — City Stadium Rental 680 25,800 — — USTA Best Tennis Town 14,000 — — — Misc - Service Levels 31,547 (10,761) — — Community Gardens — — 20,000 — Recreation 9,772 — 331,000 — No Kid Hungry 4,978 — 5,000 5,000 Cultural Arts 1,120 783 97,500 — James Park System — — 26,000 — Other Parks 969 — 12,000 — |
|--|
| Trophies By Teens Program (470) (201) — — Park Maintenance (87,415) 14,079 — — Park Concessions 11,787 10,035 — — City Stadium Rental 680 25,800 — — USTA Best Tennis Town 14,000 — — — Misc - Service Levels 31,547 (10,761) — — Community Gardens — — 20,000 — Recreation 9,772 — 331,000 — No Kid Hungry 4,978 — 5,000 5,000 Cultural Arts 1,120 783 97,500 — James Park System — — 26,000 — Other Parks 969 — 12,000 — |
| Park Maintenance (87,415) 14,079 — — Park Concessions 11,787 10,035 — — City Stadium Rental 680 25,800 — — USTA Best Tennis Town 14,000 — — — Misc - Service Levels 31,547 (10,761) — — Community Gardens — — 20,000 — Recreation 9,772 — 331,000 — No Kid Hungry 4,978 — 5,000 5,000 Cultural Arts 1,120 783 97,500 — James Park System — — 26,000 — Other Parks 969 — 12,000 — |
| Park Concessions 11,787 10,035 — — City Stadium Rental 680 25,800 — — USTA Best Tennis Town 14,000 — — — Misc - Service Levels 31,547 (10,761) — — Community Gardens — — 20,000 — Recreation 9,772 — 331,000 — No Kid Hungry 4,978 — 5,000 5,000 Cultural Arts 1,120 783 97,500 — James Park System — — 26,000 — Other Parks 969 — 12,000 — |
| City Stadium Rental 680 25,800 — — USTA Best Tennis Town 14,000 — — — Misc - Service Levels 31,547 (10,761) — — Community Gardens — — 20,000 — Recreation 9,772 — 331,000 — No Kid Hungry 4,978 — 5,000 5,000 Cultural Arts 1,120 783 97,500 — James Park System — — 26,000 — Other Parks 969 — 12,000 — |
| USTA Best Tennis Town 14,000 — — — Misc - Service Levels 31,547 (10,761) — — Community Gardens — — 20,000 — Recreation 9,772 — 331,000 — No Kid Hungry 4,978 — 5,000 5,000 Cultural Arts 1,120 783 97,500 — James Park System — — 26,000 — Other Parks 969 — 12,000 — |
| Misc - Service Levels 31,547 (10,761) — — Community Gardens — — — 20,000 — Recreation 9,772 — 331,000 — No Kid Hungry 4,978 — 5,000 5,000 Cultural Arts 1,120 783 97,500 — James Park System — — 26,000 — Other Parks 969 — 12,000 — |
| Community Gardens — — 20,000 — Recreation 9,772 — 331,000 — No Kid Hungry 4,978 — 5,000 5,000 Cultural Arts 1,120 783 97,500 — James Park System — — 26,000 — Other Parks 969 — 12,000 — |
| Recreation 9,772 — 331,000 — No Kid Hungry 4,978 — 5,000 5,000 Cultural Arts 1,120 783 97,500 — James Park System — — 26,000 — Other Parks 969 — 12,000 — |
| No Kid Hungry 4,978 — 5,000 5,000 Cultural Arts 1,120 783 97,500 — James Park System — — 26,000 — Other Parks 969 — 12,000 — |
| Cultural Arts 1,120 783 97,500 — James Park System — — 26,000 — Other Parks 969 — 12,000 — |
| James Park System - - 26,000 - Other Parks 969 - 12,000 - |
| Other Parks 969 — 12,000 — |
| Other Parks 969 — 12,000 — |
| |
| Pump House Park – 25,200 – |
| AmeriCorps — — 380,503 380,503 |
| Workforce Development – 500,000 – |
| JF Bright – 32,000 – – |
| Calhoun – 22,507 – – |
| COVID-19 - 16,074 |
| 17th Street Farmer's Market – 142,863 311,290 256,124 |
| NRPA - 3,585 |
| Total Agency Special Funds \$1,076,521 \$1,189,264 \$3,661,493 \$2,361,627 |
| Planning and Development Review |
| Public Art Commission — — 100,000 100,000 |
| Permitting & Insp Tech Renewal Fund 371,388 237,256 473,792 700,000 |
| CDBG - 178,969 |
| Total Agency Special Funds \$371,388 \$416,225 \$573,792 \$800,000 |
| Police |
| Federal Asset Forfeiture — 56,886 300,000 300,000 |
| State Asset Forfeiture 283,786 255,390 500,000 500,000 |
| Internet Crimes Against Children 558 – – – |
| Edward Byrne Justice Asst. Grant (JAG) 51,028 168,243 200,000 200,000 |
| DMV Traffic Enforc. & Safety Initiative 105,983 138,217 125,000 170,000 |
| TRIAD 2,474 — 3,000 3,000 |
| Washington/Baltimore HIDTA – 134,288 – – |
| Cal Ripken 4,479 3,581 5,000 5,000 |
| VDEM/Homeland Security – 100,000 – |
| Project Safe Neighborhood (OAG) 76,055 12,615 90,000 100,000 |
| Department of Criminal Justice Services — 300,000 300,000 |

| Agency | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| | Actual | Actual | Adopted | Adopted |
| Community Oriented Policing Services (COPS) | _ | _ | 100,000 | 100,000 |
| Local Law Enforcement Crime Gun Intelligence Center Integration Initiative | _ | _ | 300,000 | _ |
| Comprehensive Opioid Abuse Site-Based Program | _ | _ | 600,000 | _ |
| Police E-ticket Special Fund | _ | _ | 200,000 | 200,000 |
| Paul Coverdell Forensic Science Improvement Grant | _ | _ | 150,000 | _ |
| Virginia Rules Camp | _ | _ | 10,000 | 10,000 |
| Tactical Entry Equipment | 19,970 | _ | _ | _ |
| Bomb Squad EQ Capability | 60,000 | _ | _ | _ |
| Smart Policing Program - RichmondAction | 50,529 | _ | _ | _ |
| Police Department Project/Grants | 750 | _ | _ | _ |
| LISC - RVA League for Safer Streets | 49,035 | _ | _ | _ |
| LISC - Midnight Basketball | 108 | _ | _ | _ |
| OAG Violent Crimes | _ | 34,634 | _ | _ |
| VA Department of Enforcement Crime Gun Intelligence Center integration Initiative | _ | _ | _ | 175,000 |
| LIFE Program | 27,399 | _ | _ | _ |
| Total Agency Special Funds | \$732,154 | \$803,853 | \$2,983,000 | \$2,063,000 |
| Public Works | | | | |
| Litter Control Act Grant | 15,906 | 11,718 | _ | 30,000 |
| Richmond Employee Trip Reduction | 191,334 | _ | 350,000 | 304,112 |
| Winter Storm Events | 1,440,251 | 412,917 | _ | 1,148,923 |
| Main Street Station Operating | 350 | 2,428,300 | 2,023,318 | 2,389,118 |
| Street Maintenance | 30,334,964 | 28,215,754 | 30,486,246 | 33,723,672 |
| Shared Mobility Special Fund | _ | _ | 800,000 | <u> </u> |
| Special Residential District Parking | _ | 213,960 | 363,000 | 363,000 |
| CVTA | _ | · _ | , <u> </u> | 16,692,802 |
| Transportation | (25) | 114,493 | _ | |
| City Bike Share | _ | 275,650 | 400,000 | 460,000 |
| Total Agency Special Funds | \$31,982,780 | \$31,672,793 | \$34,422,564 | \$55,111,627 |
| Retirement | | | | |
| Richmond Retirement System | 1,446,186 | 1,494,261 | 1,951,747 | 1,943,586 |
| Total Agency Special Funds | \$1,446,186 | \$1,494,261 | | |
| Total Agency Special Funds | \$1,446,186 | \$1,494,201 | \$1,951,747 | \$1,943,586 |
| Sheriff and Jail | | | | |
| State Asset Forfeiture | _ | 1,089 | 5,000 | 5,000 |
| SCAAP (State Criminal Alien Assistance Program) | _ | _ | 75,000 | 75,000 |
| Byrne Justice Assistance Grant (DCJS) | _ | _ | 50,000 | 50,000 |

| Agency | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|------------------|------------------|-------------------|-------------------|
| Byrne Justice Assistance Grant-Local (OJP/ | | | | |
| BJA) | _ | _ | 50,000 | 50,000 |
| Firehouse Subs | _ | _ | 30,000 | 30,000 |
| 2nd Chance Act Innovations in Reentry Initiative (OJP/BJA) | _ | 36,244 | 1,000,000 | 500,000 |
| RSAT for Prisoners Medication-Assisted Treatment (DCJS) | _ | _ | 200,000 | _ |
| CESF DCJS | _ | _ | _ | 50,000 |
| Implementing PREA Standards (BJA) | _ | _ | _ | 250,000 |
| JAG Law Enforcement (DCJS) | 3,039 | 43,897 | 75,000 | 75,000 |
| Mental Health Jail Pilot Program | 461,149 | 496,106 | 750,000 | 750,000 |
| Total Agency Special Funds | \$464,188 | \$577,337 | \$2,235,000 | \$1,835,000 |
| Social Services | | | | |
| Healthy Families | 212,743 | 192,313 | 397,192 | 392,671 |
| Shelter Plus Care | 96,410 | _ | _ | _ |
| Richmond Healthy Start Initiative | 618,161 | 163,159 | _ | _ |
| CSA | 15,075,812 | 11,903,017 | 16,500,000 | 15,477,410 |
| CDBG | _ | 73,446 | _ | _ |
| Smart Beginnings Partnership | 438 | _ | _ | |
| Total Agency Special Funds | \$ 16,003,564 | \$ 12,331,936 | \$ 16,897,192 | \$ 15,870,081 |
| Default | | | | |
| Vehicle - CWIP-Transfer Project Expenditures to CWIP | _ | 32,723 | _ | _ |
| Total Agency Special Funds | \$ _ | \$ 32,723 | \$ _ | \$ _ |
| Total Special Fund | \$ 84,982,243 | \$ 72,532,453 | \$ 116,220,718 | \$ 118,508,807 |

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.

CITIZEN SERVICE AND RESPONSE

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.

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.

CITY TREASURER

Description

Cities for Financial Empowerment (CFE) Fund

This grant will be used to help leverage municipal engagement to improve the financial stability of low and moderate income households by embedding financial empowerment strategies into local government infrastructure. This will provide free one-on-one counseling to City of Richmond residents.

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.

Federal Asset Forfeiture

This fund permits the Richmond Commonwealth's Attorney Office to participate in the United States Justice program to share assets seized as a result of investigations of drug related crimes. Funds are distributed on a percentage basis to the Richmond Commonwealth's Attorney Office, federal law enforcement and any other local or state agencies participating in the investigations.

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.

Elder Abuse Prevention

The purpose of this award, funded under the Office of Victim Crimes' Transforming America's Response to Elder Abuse: Coordinated, Enhanced Multi-Disciplinary Teams for Older Victims of Abuse and Financial Exploitation Program, is to support elder abuse multidisciplinary teams at the rural, tribal, local or state levels, including existing and new teams.

COMMUNITY WEALTH BUILDING

Description

Living Wage

This grant supports working with businesses to encourage them to pay employees the Living Wage.

RVA-GPS(TANF)

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.

RVA-GPS(TANF) VDSS Sole Source

The purpose of this special fund is to support the Employment for TANF participants project to train participants in soft skills and office management. Participants will receive training for office technology, money management, credit repair, as well as receive entrepreneurial and home ownership coaching.

Cyber Security Project

The purpose of this special fund is to support the The Cyber Security Project, which is designed as a new model providing, unemployed and under-employed employees of local and regional companies and city residence with an opportunity to gain access to training and educational resources. This grant uses CDBG funds to provide mentoring, training and certification, work experience, and supportive services for 25 OCWB participants by utilizing partners, online platforms and local employers in a public private partnership. Funds will be used to purchase training slots, one-on-one career planning, and exam coaching services as well as the purchase of program related training materials and supplies in partnership with educational organizations and industry partners.

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.

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.

Riverfront Special Assessment

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

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 Emergency 911 Telephone - 800 MHz

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 2021.

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.

Emergency Communications - PSAP Education Program

PSAP Education Program Grant - funds received from the Virginia 9-1-1 Services Board to be used for educational and training of staff with the current best practices, changing technologies, and enhancements for the 9-1-1 operations.

Next Generation 9-1-1

The Commonwealth of VA is implementing NG9-1-1 because the current analog network that provides 9-1-1 call delivery to Virginia Public Safety Answering Points (PSAPs) is going away. Over the next few years, 9-1-1 service providers will decommission the selective router pairs that comprise the foundation of this legacy analog network.

FIRE AND EMERGENCY SERVICES

Description

State Fire Programs

The Special Fund objective of the Department's Fire Suppression Program is to leverage City funds in an effort to purchase new and additional equipment for all emergencies and specialized training for Fire Dept. Personnel.

Four for Life

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 Virginia Department of Emergency Management allocates the City of Richmond funding to support the activities of local emergency management activities in establishing, maintaining and operating emergency plans, programs and capabilities to deal with nuclear accidents with respect to nuclear power stations, as required by the Nuclear Regulatory Commission and the Federal Emergency Management Agency (FEMA).

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. The funding support from EPA is to empower states and communities and other stakeholders in economic redevelopment to work to safely clean up and manage contaminated properties.

Lead Hazards

The purpose of the Lead Hazardous Grant is to prevent the hazard of lead paint throughout the City of Richmond. This program is designed to identify and control lead-based paint hazards in eligible privately owned housing for rental or owner-occupants.

Section 108 Loan Program

The purpose of the Section 108 Loan Program is to enhance the economic vitality of Richmond's business community by providing loans for any / or all of the allowable activities relative to Section 108. This program will benefit specific projects, as well. It provides communities with a source of financing for economic development, housing rehabilitation, public facilities, and other physical development projects, including improvements to increase their resilience against natural disasters.

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.

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.

Detention Center Donations

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.

Re-entry Detention

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.

JUSTICE SERVICES

Description

JJDP Title II - Alternative Interventions for Status Offenders

Peer Connections/Peer Justice Program whose mission is to use positive peer interaction for teens who have committed status offenses. Peers inspire offenders to learn accountability and receive services needed to avoid further involvement in the justice system.

JJDP Title II - Post D Family and Community Involvement

The proposed funding will be used to increase family involvement for youth enrolled in the Post Detention program. Social and emotional learning activities will be prioritized to establish and maintain positive relationships.

JJDP - Reducing Racial and Ethnic Disparities in Juvenile Justice

The proposed funding will position the COR to obtain a readiness assessment to get a current snapshot of our jurisdiction's overall will and capacity to effectively address racial and ethnic disparity. The funds will also allow a delegation of Richmond leaders and the JJC RED work-group members to participate in the Georgetown Certificate and Capstone program for Reducing Racial and Ethnic Disparities.

Juvenile Behavioral Health Docket

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.

Intake Detention

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.

Richmond Circuit Court Behavioral Health Docket

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 outcomes reduce recidivism; reduce behavioral health related court workloads; increase personal, familial and societal accountability among offenders and promote effective planning and use of resources among the criminal justice and community agencies.

Richmond General District Mental Health Docket

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 evidence-base practices, peer support services and pro-social activities will be added to increase stability in the community setting.

LIBRARY

Description

Verizon E-Rate 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.

Gifts to Library

The purpose of this special fund is to accept miscellaneous donations from patrons for the purchase of books, publications, equipment, planning and management services, and other designated purposes.

Foundation Restricted Grants

The purpose of this special fund is to accept grants that are restricted by foundation guildelines for the Library.

PARKS, RECREATION, AND COMMUNITY FACILITIES

Description

CarMax Youth Foundation

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 summer league teaches youth the value of teamwork, dedication and discipline.

17th St. Farmers Market

The 17th Street Farmer's Market is an open-air market located in Shockoe Bottom where farmers and artisans sell locally-grown and hand-made items. As part of the Fiscal Year 2020 budget, Mayor Levar M. Stoney proposed the transfer of the 17th Street Farmers Market from the Enrichmond Foundation to the City of Richmond's Department of Parks, Recreation and Community Facilities (PRCF).

Workforce Development

Program created to develop job skills for at-risk populations. Program participants will develop skills in grounds maintenance, administrative support, equipment use, electrical and plumbing work, HVAC technical services, horticulture, basic carpentry, and heavy equipment operation while performing essential maintenance in PRCF facilities. As a result, individuals gain marketable skills and forge social connections which mitigates recidivism.

Community Gardens

Community Gardens (aka Richmond Grows Gardens) is a PRCF program that provides an opportunity for residents to grow their own healthy food, forge connections with their neighbors, and learn about food production. Community Gardens are operated by residents and volunteers in many instances in collaboration with "Friends" groups and other non-profit associations.

Pump House Park

This grant is administered by the Virginia Department of Conservation and Recreation and will provide funding to make improvements to a trail from Pump House Drive to the sidewalk on the north side of the Arthur Ashe Boulevard (nickle) Bridge.

PARKS, RECREATION, AND COMMUNITY FACILITIES

Description

AmeriCorps

The City of Richmond's new AmeriCorps Program for FY21 is referred to as the Richmond Healthy Futures Opioid Prevention and Economic Opportunities Program (RHOPE), a multi-faceted program designed to target the CNCS focus areas of Healthy Futures and Economic Opportunity. Specifically, RHOPE will:

- Expand opioid abuse and heroin use prevention and recovery services to help address the intensifying Opioid Crisis in Richmond. This program will focus on the CNCS focus areas of Volunteer Recruitment and Utilization and Healthy Futures: Reducing and/or Preventing Prescription Drug and Opioid Abuse.
- Provide economic opportunities for returning citizens, many of whom have been adversely impacted by substance abuse that create barriers obtaining employment. This is a 70% Federal funds 30% city match grant that we are estimating the federal portion to be \$256,686 and the city portion to be \$123,817.

Sports & Athletics

Revenue collected from community athletic groups in order to participate in Parks and Recreation sports and athletic programs.

Recreation

The purpose of this fund is to supplement recreational programming to ensure healthy lifestyle habits are formed within the community, as well as engage youth during the summer through various programming intended to stimulate and arouse curiosity and interest in various recreational programs leading to healthier lifestyles.

James Park System

Revenue collected from paid programming at James River Park.

Other Parks

The purpose of this fund is to account for revenue generated through fees from concessionaires to use PRCF facilities.

Cultural Arts

The purpose of this fund is to provide, promote and enhance various forms of dance to include but not limited to Modern, Rhythm, African, Modern/Country Line, Belly, Zumba, etc.; 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.; provide oversight and coordination of rental activities established to provide well-managed facilities to be rented out to both internal and external customers.; and to provide support to the performing arts at Dogwood Dell.

Administration

Revenue deposited in this fund includes: scrap metal fees, Mobile Stage rentals, Dogwood Dell rentals, picnic shelter rentals, permit processing fees, and staff charges.

Summer Food Program

This is a federal program established to provide nutritious meals to eligible youth at departmental sites and other locations in the City of Richmond. The U.S. Department of Agriculture reimburses the City for actual meals served through this program up to an amount within the contractual agreement.

No Kid Hungry

The primary purpose of this donation is to end childhood hunger. No Kid Hungry is a national campaign run by Share Our Strength, a nonprofit working to solve problems of hunger and poverty in the United States and around the world.

Carpenter Foundation Grant

This fund is used to promote various "Dogwood Dell" programming throughout the year.

PLANNING AND DEVELOPMENT REVEIW

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.

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.

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.

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.

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 through 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.

POLICE

Description

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 Department of Emergency Management/Homeland Security

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.

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.

Paul Coverdell Forensic Science Improvement Grant

The purpose of this funding is to improve the quality and timeliness of forensic science and medical examiner/coroner's office services. Funding may be used to eliminate backlog in the analysis of forensic evidence and to train and employ forensic laboratory personnel and medicolegal death investigators, as needed.

Police E-Ticket Special Fund

The City of Richmond is authorized to assess a \$5.00 fine on each criminal or traffic case in the locality. The funds are to be used to fund software, hardware and associated equipment costs for the implementation and maintenance of an electronic summons system. This system reduces the time it takes an officer to issue a traffic citation.

Comprehensive Opioid Abuse Site-Based Program

Funding is provided to government entities to plan, develop, and implement comprehensive efforts to identify, respond to, treat, and support those impacted by the opioid epidemic.

Local Law Enforcement Crime Gun Intelligence Center Integration Initiative

Funding is provided to government entities experiencing precipitous increases in gun-related violent crime.

PUBLIC WORKS

Description

Employee Trip Reduction Program

Grant funds provide GRTC transit passes as well as vanpool subsidies for City of Richmond employees in an effort to reduce congestion and the need for parking. Employee participation is 19%. The program is funded 100% by grants until the last quarter of FY13 which accounts for the local request.

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 reimbursement by the Commonwealth for street maintenance. In the past, these funds were placed into the general fund.

CVTA

The Central Virginia Transportation Authority is a body politic and as a political subdivision of the Commonwealth. The Authority embraces each county, city, and town located in Planning District 15, which is established pursuant to Virginia Code Chapter 42 (§ 15.2-4200 et seq.) of Title 15.2. The nine localities are Richmond City, Hanover County, Goochland County, Powhatan County, Chesterfield County, Charles City County, New Kent County, Henrico County and Town of Ashland.

Shared Mobility Special Fund

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.

Special Residence District Parking

The funds must be used to provide clearly marked crosswalks, off-duty police patrols, and/or to maintain and improve safety and cleanliness in residential special restricted parking districts.

City Bike Share

The purpose of this special fund is to cover costs associated with the City's bike share system.

Litter Prevention

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.

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.

CESF (Coronavirus Emergency Supplemental Funding) DCJS

To provide for reimbursement of programs, supplies, projects, and services that assist the Sheriff's Office in preventing, preparing for, and responding to the coronavirus.

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.

Implementing the PREA Standards, Protecting Inmates and Safeguarding Communities (BJA)

Funds may be used to protect inmates by undertaking efforts to more effectively prevent prison rape; investigating incidents of prison rape; or prosecuting incidents of prison rape. To assist confinement facilities and the agencies that oversee them in preventing, identifying, and responding to sexual abuse and sexual harassment in these facilities and to support compliance with the PREA standards. Current grant.

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.

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.

2020-2021 Residential Substance Abuse Treatment (RSAT) for Prisoners Medication-Assisted Treatment (MAT) (DCJS)

Provide evidence-based residential Medication-Assisted Treatment (MAT) services in local and regional jails. MAT is the use of medications such as Buprenorphine, Methadone, or Naltrexone, coupled with counseling and behavioral therapies to treat substance use disorders. MAT is primarily used to treat addiction to opioids such as heroin and prescription pain relievers that contain opiates.

SPECIAL FUND DESCRIPTION BY AGENCY

SPECIAL FUNDS

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.

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.

RICHMOND PUBLIC SCHOOLS

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, Revenue Fund Summary for All Funds, Expenditures by Object Group for General Fund, Expenditures by Group for All Funds, General Fund Expenditures by Object Category, etc. The City of Richmond's FY2022 Adopted Annual Fiscal Plan recommends a General Fund appropriation of \$187,142,096 to Richmond Public Schools.

For more information on the Richmond Public Schools School Board Approved Budget for FY2021-2022, please visit https://www.rvaschools.net.



May 14, 2021

Honorable Cynthia I. Newbille City of Richmond 900 East Broad Street, Suite 201 Richmond, Virginia 23219

Dear President Newbille:

Thank you again for your continued investment in Richmond Public Schools (RPS).

On behalf of the Richmond City School Board, it is my pleasure to submit our FY22 budget and spending plan. This budget is the culmination of months of organizational assessment, long range planning and public input. The School Board's adopted budget for FY22 is reflected below:

| General Fund Budget | \$347,465,321 |
|--|---------------|
| Special Revenue Fund Budget | 133,032,077 |
| Capital Improvement Fund Budget – FY22 | \$2,100,000 |

Despite economic constraints due to COVID-19, our budget maintains current work/staff and includes increased funding to support:

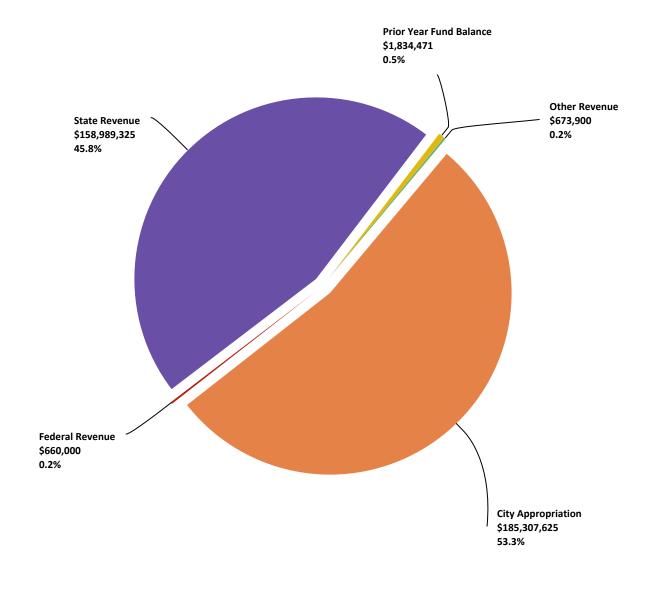
- · A 3% raise for all RPS staff
- A 1.17% "step" for all staff on a decompressed salary scale
- Increased health care costs
- · Critical new positions to support COVID learning loss

The School Board is ready to work with City Council to clarify any items in the budget.

Cohor

RICHMOND PUBLIC SCHOOLS FY2021-2022 BUDGET GENERAL FUND OPERATING BUDGET REVENUE

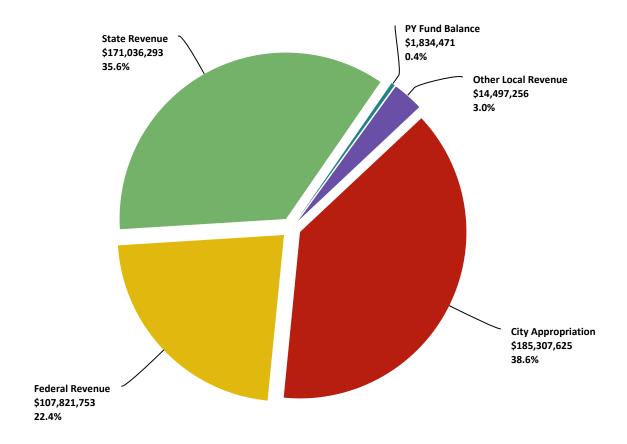
| | ACTUAL | BUDGET | BUDGET | BUDGET | \$ | % |
|-------------------------|-------------|-------------|-------------|-------------|------------|------------|
| SOURCE | FY20 | FY20 | FY21 | FY22 | Change | Change |
| Prior Year Fund Balance | _ | _ | 974,584 | 1,834,471 | 859,887 | 88.2 % |
| City Appropriation | 175,193,144 | 175,193,143 | 180,719,490 | 185,307,625 | 4,588,135 | 2.5 % |
| State Revenue | 130,358,370 | 134,522,121 | 148,118,201 | 158,989,325 | 10,871,124 | 7.3 % |
| Other Revenue | 758,216 | 868,496 | 648,900 | 673,900 | 25,000 | 3.9 % |
| Federal Revenue | 500,363 | 630,000 | 660,000 | 660,000 | _ | - % |
| Total Revenue | 306,810,093 | 311,213,760 | 331,121,175 | 347,465,321 | 16,344,146 | 4.9 % |



RICHMOND PUBLIC SCHOOLS 2021-2022 Budget Report REVENUE FUND SUMMARY - ALL FUNDS

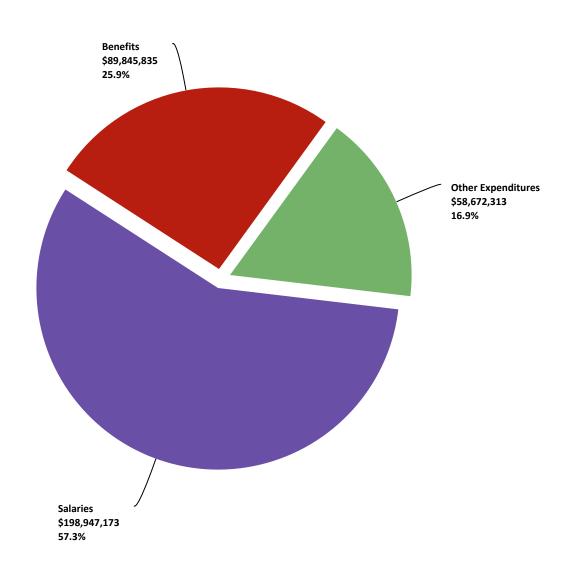
| | ACTUAL | BUDGET | BUDGET | BUDGET | \$ | % |
|---------------------|-------------|-------------|-------------|-------------|------------|--------|
| SOURCE | FY20 | FY20 | FY21 | FY22 | CHANGE | CHANGE |
| PY Fund Balance | 13,273,307 | _ | 974,584 | 1,834,471 | 859,887 | 88.2 % |
| City Appropriation | 175,193,708 | 175,193,143 | 180,719,490 | 185,307,625 | 4,588,135 | 2.5 % |
| State Revenue | 141,543,778 | 145,930,989 | 159,783,340 | 171,036,293 | 11,252,953 | 7.0 % |
| Other Local Revenue | 12,146,566 | 13,932,540 | 13,977,071 | 14,497,256 | 520,185 | 3.7 % |
| Federal Revenue | 54,812,983 | 63,399,579 | 60,052,960 | 107,821,753 | 47,768,793 | 79.5 % |
| TOTAL | 396,970,342 | 398,456,251 | 415,507,445 | 480,497,398 | 64,989,953 | 15.6 % |

FY2019 Approved General Fund Revenue\$719,902,219



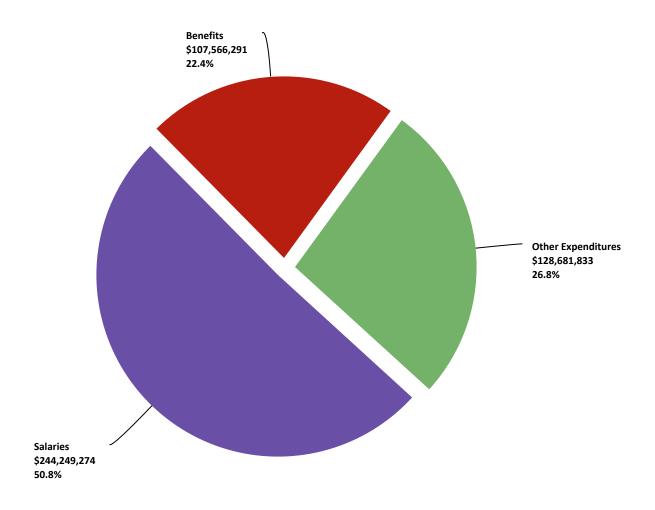
RICHMOND PUBLIC SCHOOLS FY2021-2022 BUDGET EXPENDITURES BY OBJECT GROUP - GENERAL FUND

| | FTE | ACTUAL | BUDGET | BUDGET | BUDGET | \$ | % |
|---------------------|---------|-------------|-------------|-------------|-------------|------------|--------|
| OBJECT GROUP | FY22 | FY20 | FY20 | FY21 | FY22 | CHANGE | CHANGE |
| SALARIES | 3,459.9 | 172,753,206 | 172,809,454 | 187,776,279 | 198,947,173 | 11,170,894 | 5.9 % |
| BENEFITS | _ | 71,910,642 | 77,148,322 | 85,180,109 | 89,845,835 | 4,665,726 | 5.5 % |
| OTHER EXPENDITURES | _ | 57,892,672 | 61,255,984 | 58,164,787 | 58,672,313 | 507,526 | 0.9 % |
| TOTAL | 3,459.9 | 302,556,520 | 311,213,760 | 331,121,175 | 347,465,321 | 16,344,146 | 4.9 % |



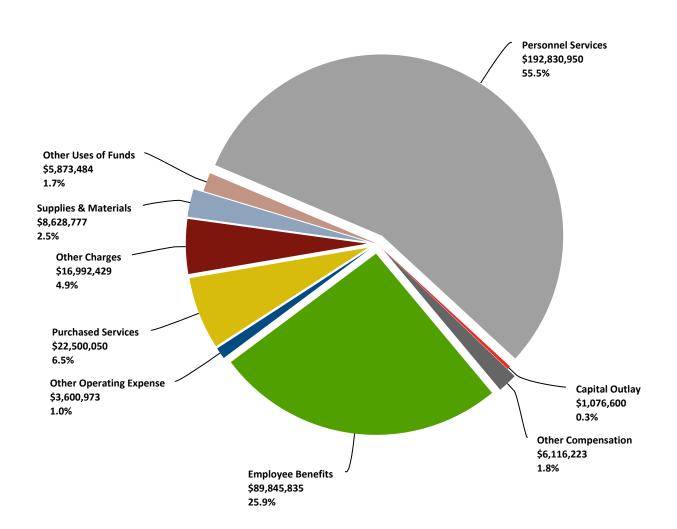
RICHMOND PUBLIC SCHOOLS 2021-2022 Budget Report EXPENDITURES BY OBJECT GROUP - ALL FUNDS

| | FTE | ACTUAL | BUDGET | BUDGET | BUDGET | \$ | % |
|--------------------|---------|-------------|-------------|-------------|-------------|------------|--------|
| OBJECT GROUP | FY22 | FY20 | FY20 | FY21 | FY22 | CHANGE | CHANGE |
| SALARIES | 4,235.2 | 204,443,050 | 204,705,790 | 220,023,076 | 244,249,274 | 24,226,198 | 11.0 % |
| BENEFITS | _ | 85,092,741 | 91,172,402 | 100,248,271 | 107,566,291 | 7,318,020 | 7.3 % |
| OTHER EXPENDITURES | _ | 91,986,091 | 102,578,059 | 95,236,098 | 128,681,833 | 33,445,735 | 35.1 % |
| TOTAL | 4,235.2 | 381,521,882 | 398,456,251 | 415,507,445 | 480,497,398 | 64,989,953 | 15.6 % |



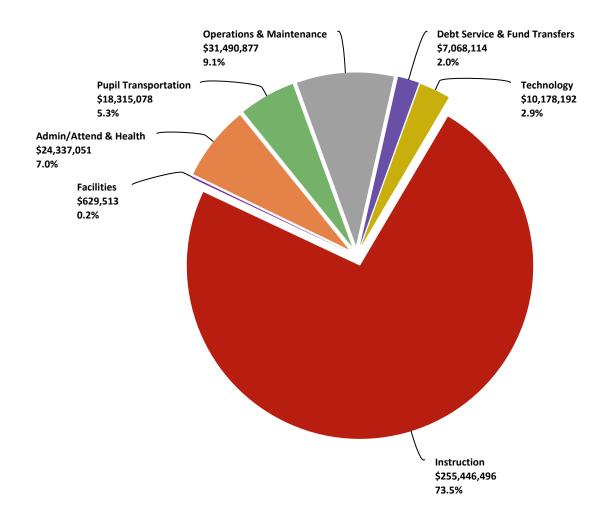
RICHMOND PUBLIC SCHOOLS FY2021-2022 BUDGET GENERAL FUND EXPENDITURES BY OBJECT CATEGORY

| | FTE | ACTUAL | BUDGET | BUDGET | BUDGET | \$ | % |
|-------------------------|---------|-------------|-------------|-------------|-------------|------------|---------|
| OBJECT CATEGORY | FY22 | FY20 | FY20 | FY21 | FY22 | CHANGE | CHANGE |
| PERSONNEL SERVICES | 3,459.9 | 161,507,495 | 166,781,781 | 181,772,956 | 192,830,950 | 11,057,994 | 6.1 % |
| OTHER COMPENSATION | _ | 11,245,711 | 6,027,673 | 6,003,323 | 6,116,223 | 112,900 | 1.9 % |
| EMPLOYEE BENEFITS | _ | 71,910,642 | 77,148,322 | 85,180,109 | 89,845,835 | 4,665,726 | 5.5 % |
| PURCHASED SERVICES | _ | 18,690,443 | 21,427,605 | 21,677,275 | 22,500,050 | 822,775 | 3.8 % |
| OTHER CHARGES | _ | 15,809,913 | 16,846,360 | 17,100,599 | 16,992,429 | (108,170) | (0.6)% |
| SUPPLIES & MATERIALS | _ | 9,736,088 | 10,179,617 | 8,402,862 | 8,628,777 | 225,915 | 2.7 % |
| OTHER OPERATING EXPENSE | _ | 2,402,998 | 5,012,291 | 3,651,673 | 3,600,973 | (50,700) | (1.4)% |
| CAPITAL OUTLAY | _ | 3,249,439 | 2,575,195 | 1,875,400 | 1,076,600 | (798,800) | (42.6)% |
| OTHER USES OF FUNDS | _ | 8,003,791 | 5,214,916 | 5,456,978 | 5,873,484 | 416,506 | 7.6 % |
| TOTAL | 3,459.9 | 302,556,520 | 311,213,760 | 331,121,175 | 347,465,321 | 16,344,146 | 4.9 % |



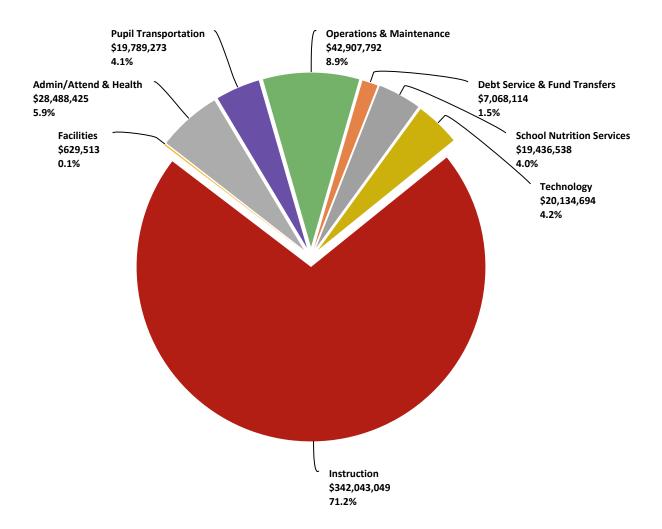
RICHMOND PUBLIC SCHOOLS FY2021-2022 BUDGET FUNCTION SUMMARY - GENERAL FUND

| | FTE | ACTUAL | BUDGET | BUDGET | BUDGET | \$ | % |
|---------------------------------|---------|-------------|-------------|-------------|-------------|------------|------------|
| OBJECT CATEGORY | FY22 | FY20 | FY20 | FY21 | FY22 | CHANGE | CHANGE |
| INSTRUCTION | 2,678.4 | 221,653,505 | 228,878,668 | 244,186,672 | 255,446,496 | 11,259,824 | 4.6 % |
| ADMINISTRATION/ ATTEND & HEALTH | 214 | 19,432,732 | 20,230,073 | 22,720,930 | 24,337,051 | 1,616,121 | 7.1 % |
| PUPIL TRANSPORTATION | 232 | 15,649,132 | 17,467,595 | 17,490,650 | 18,315,078 | 824,428 | 4.7 % |
| OPERATIONS & MAINTENANCE | 289 | 27,458,776 | 28,733,381 | 30,277,674 | 31,490,877 | 1,213,203 | 4.0 % |
| SCHOOL NUTRITION SERVICES | _ | 157,782 | 275,000 | _ | _ | _ | - % |
| FACILITIES | 4 | 130,181 | 111,914 | 133,866 | 629,513 | 495,647 | 370.3 % |
| DEBT SERVICE & FUND TRANSFERS | _ | 8,960,074 | 6,405,266 | 6,641,588 | 7,068,114 | 426,526 | 6.4 % |
| TECHNOLOGY | 42.5 | 9,114,338 | 9,111,863 | 9,669,795 | 10,178,192 | 508,397 | 5.3 % |
| TOTAL | 3,459.9 | 302,556,520 | 311,213,760 | 331,121,175 | 347,465,321 | 16,344,146 | 4.9 % |



RICHMOND PUBLIC SCHOOLS 2021-2022 Budget FUNCTION SUMMARY - ALL FUNDS

| | FTE | ACTUAL | BUDGET | BUDGET | BUDGET | \$ | % |
|---------------------------------|---------|-------------|-------------|-------------|-------------|------------|---------|
| OBJECT CATEGORY | FY22 | FY20 | FY20 | FY21 | FY22 | CHANGE | CHANGE |
| INSTRUCTION | 3,265.2 | 278,103,920 | 294,820,031 | 307,112,938 | 342,043,049 | 34,930,111 | 11.4 % |
| ADMINISTRATION/ ATTEND & HEALTH | 242 | 20,493,396 | 21,455,346 | 23,750,738 | 28,488,425 | 4,737,687 | 19.9 % |
| PUPIL TRANSPORTATION | 232 | 15,889,158 | 17,563,186 | 17,646,226 | 19,789,273 | 2,143,047 | 12.1 % |
| OPERATIONS & MAINTENANCE | 308 | 28,101,601 | 29,625,103 | 31,120,424 | 42,907,792 | 11,787,368 | 37.9 % |
| SCHOOL NUTRITION SERVICES | 141 | 18,521,091 | 19,301,136 | 19,373,465 | 19,436,538 | 63,073 | 0.3 % |
| FACILITIES | 4 | 133,592 | 111,914 | 133,866 | 629,513 | 495,647 | 370.3 % |
| DEBT SERVICE & FUND TRANSFERS | _ | 8,960,074 | 6,405,266 | 6,641,588 | 7,068,114 | 426,526 | 6.4 % |
| TECHNOLOGY | 43 | 11,319,050 | 9,174,269 | 9,728,200 | 20,134,694 | 10,406,494 | 107.0 % |
| TOTAL | 4,235.2 | 381,521,882 | 398,456,251 | 415,507,445 | 480,497,398 | 64,989,953 | 15.6 % |



RICHMOND PUBLIC SCHOOLS FY2021-2022 BUDGET REPORT GENERAL FUND OPERATING REVENUES

| | Actual | Budget | Budget | Budget | \$ | % |
|--|-------------|-------------|-------------|-------------|-----------|------------|
| SOURCE | FY20 | FY20 | FY21 | FY22 | Change | Change |
| LOCAL REVENUE | | | | | | |
| Prior Year Fund Balance | _ | _ | 974,584 | 1,834,471 | 859,887 | 88.2 % |
| Total Reserves | _ | _ | 974,584 | 1,834,471 | 859,887 | 88.2 % |
| Operations - City Funds | 175,193,144 | 175,193,143 | 180,719,490 | 185,307,625 | 4,588,135 | 2.5 % |
| Total City Appropriation | 175,193,144 | 175,193,143 | 180,719,490 | 185,307,625 | 4,588,135 | 2.5 % |
| STANDARDS OF QUALITY PROGRAMS | | | | | | |
| Basic Aid SOQ | 47,608,100 | 51,427,307 | 56,866,890 | 58,065,646 | 1,198,756 | 2.1 % |
| Sales Tax | 28,580,607 | 28,247,705 | 28,471,367 | 29,278,672 | 807,305 | 2.8 % |
| Textbooks | 1,281,235 | 1,119,094 | 1,227,393 | 1,227,393 | _ | - % |
| Career & Technical Education | 1,071,026 | 1,122,539 | 1,084,976 | 1,084,976 | _ | - % |
| Gifted Education | 519,607 | 544,598 | 593,882 | 593,882 | _ | - % |
| Special Education | 8,763,772 | 9,769,426 | 10,906,864 | 10,895,443 | (11,421) | (0.1)% |
| Remedial Education | 4,718,877 | 4,945,841 | 4,933,786 | 4,933,786 | _ | - % |
| VRS Retirement | 7,751,683 | 8,168,974 | 9,342,214 | 9,399,318 | 57,104 | 0.6 % |
| Social Security | 3,509,996 | 3,701,045 | 4,008,701 | 4,031,542 | 22,841 | 0.6 % |
| Group Life | 243,897 | 255,628 | 285,520 | 285,520 | _ | - % |
| English As A Second Language | 1,845,747 | 1,224,011 | 2,614,884 | 2,369,406 | (245,478) | (9.4)% |
| Sub-Total SOQ Revenues | 105,894,547 | 110,526,168 | 120,336,477 | 122,165,584 | 1,829,107 | 1.5 % |
| INCENTIVE PROGRAMS | | | | | | |
| Bonus Payment - Compensation Supplement | 3,748,163 | 3,802,941 | _ | 4,343,242 | 4,343,242 | - % |
| At-Risk | 6,640,667 | 6,747,426 | 9,208,142 | 12,196,395 | 2,988,253 | 32.5 % |
| Virginia Preschool Initiative | 2,605,734 | 2,568,357 | 3,840,904 | 4,688,485 | 847,581 | 22.1 % |
| Community Provider Add-on Funds - Mixed Delivery | _ | _ | _ | _ | _ | - % |
| Math/Reading Instructional Specialists | 142,589 | _ | 533,650 | 558,284 | 24,634 | 4.6 % |
| Early Reading Specialists Initiatives | _ | _ | 298,500 | 312,256 | 13,756 | 4.6 % |
| Sub-Total Incentive Revenues | 13,137,153 | 13,118,724 | 13,881,196 | 22,098,662 | 8,217,466 | 63.8 % |
| CATEGORICAL PROGRAMS | | | | | | |
| Spec Educ: Homebound | 100,539 | 114,298 | 106,733 | 72,713 | (34,020) | (31.9)% |
| Sub-Total Categorical Revenues | 100,539 | 114,298 | 106,733 | 72,713 | (34,020) | (31.9)% |

| Impact Aid PL 103-382, Title VIII Army Reserve | — 500,363 | 180,000 450,000 | 180,000 480,000 | 180,000 480,000 | _ | — % — % |
|---|--------------|--------------------|--------------------|--------------------|------------|------------|
| FEDERAL REVENUE | | | | | | |
| Total Other Revenue | 758,216 | 868,496 | 648,900 | 673,900 | 25,000 | 3.9 % |
| Miscellaneous | 230,084 | 20,000 | 10,000 | 10,000 | _ | – % |
| Indirect Cost Recovery | 394,085 | 300,000 | 350,000 | 375,000 | 25,000 | 7.1 % |
| P-Card Initiative | _ | 20,000 | 20,000 | 20,000 | _ | – % |
| Richmond Sch / Math-Science | _ | 42,351 | _ | _ | _ | – % |
| Damages Recovery | 275 | 1,200 | 1,200 | 1,200 | _ | - % |
| Interest/Dividends/Gains Invest | (37,312) | 4,300 | 6,000 | 6,000 | _ | - % |
| Insurance Adjustments | _ | _ | _ | _ | _ | – % |
| Sale Of Surplus Property | 14,254 | 48,645 | 10,000 | 10,000 | _ | – % |
| Operating Expense Recovery | _ | _ | 5,000 | 5,000 | _ | - % |
| Tuition | 3,830 | _ | 10,000 | 10,000 | _ | - % |
| Textbook Buyback | _ | 75,000 | _ | _ | _ | - % |
| Vendor Rebates | 25,155 | 30,700 | 25,000 | 25,000 | _ | - % |
| Restitution/FOIA/Garnishments | 6,841 | 7,700 | 10,200 | 10,200 | _ | - % |
| Textbook Fines | 444 | 1,600 | 500 | 500 | _ | – % |
| Library Fines | 863 | 1,500 | 1,000 | 1,000 | _ | - % |
| Cobra Administrative Fees | _ | 1,500 | _ | _ | _ | – % |
| Testing Fees | 12 | _ | _ | _ | _ | – % |
| OTHER REVENUE Building Rental Permit | 119,685 | 314,000 | 200,000 | 200,000 | _ | – % |
| Total State Revenue | 130,358,370 | 134,522,121 | 148,118,201 | 158,989,325 | 10,871,124 | 7.3 % |
| Sub-Total Other Program Revenue | 1,770,195 | 1,000,000 | 1,000,000 | 1,000,000 | _ | _ |
| Medicaid Reimbursements (state funds) | 1,770,195 | 1,000,000 | 1,000,000 | 1,000,000 | | – % |
| OTHER PROGRAM REVENUE | | | | | | |
| Sub-Total Lottery Funded Programs | 9,455,936 | 9,762,931 | 12,793,795 | 13,652,366 | 858,571 | 95.5 % |
| Infrastructure & Operations Per Pupil Fund | 4,042,075 | 4,327,814 | 4,626,075 | 5,732,432 | 1,106,357 | 23.9 % |
| SOL Algebra Readiness | 451,519 | 407,846 | 497,124 | 606,448 | 109,324 | 22.0 % |
| K-3 Class Size Reduction | 4,451,056 | 4,879,353 | 7,116,955 | 6,432,142 | (684,813) | (9.6)% |
| Foster Care Children | 511,286 | 147,918 | 553,641 | 881,344 | 327,703 | 59.2 9 |

| PERSONNEL COMPLEMENT | |
|--|--|
| PERSONNEL COMPLEMENT CITY OF RICHMOND, VIRGINIA ADOPTED ANNUAL FISCAL PLAN 2022 | |
| | |

SUMMARY BY FUND AND AGENCY

| GENERAL FUND SUMMARY BY AGENCY | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 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 | 12.50 | 12.50 | 13.00 | 13.00 |
| Chief Administrative Officer | 10.00 | 10.00 | 10.00 | 10.00 |
| Citizen Service and Response | 18.00 | 20.00 | 20.00 | 28.00 |
| City Assessor | 37.00 | 37.00 | 37.00 | 37.00 |
| City Attorney | 24.20 | 30.71 | 30.76 | 30.76 |
| City Auditor | 13.00 | 13.00 | 13.00 | 13.00 |
| City Clerk | 8.00 | 8.00 | 8.00 | 8.00 |
| City Council | 18.00 | 18.00 | 18.00 | 18.00 |
| City Treasurer | 2.00 | 2.00 | 2.00 | 2.00 |
| Council Chief of Staff | 11.00 | 11.00 | 11.00 | 11.00 |
| Department of Emergency Communications | 39.00 | 40.00 | 46.00 | 46.00 |
| Economic Development | 16.09 | 17.00 | 18.00 | 18.00 |
| Finance | 109.00 | 112.00 | 113.00 | 113.00 |
| Fire and Emergency Services | 434.00 | 434.00 | 437.00 | 438.00 |
| General Registrar | 13.30 | 14.96 | 16.96 | 16.96 |
| Housing and Community Development | 7.24 | 7.55 | 5.25 | 8.42 |
| Human Resources | 38.00 | 38.00 | 53.50 | 50.50 |
| Human Services | 15.30 | 13.30 | 13.00 | 16.00 |
| Inspector General | 4.00 | 4.00 | 4.00 | 4.00 |
| Judiciary - Adult Drug Court | 7.00 | 7.00 | 7.00 | 7.00 |
| Judiciary - Commonwealth Attorney | 62.50 | 62.50 | 63.00 | 63.00 |
| Judiciary - Circuit Court | 55.00 | 55.00 | 54.00 | 54.00 |
| Justice Services | 131.13 | 133.00 | 132.00 | 132.00 |
| Juvenile and Domestic Relations Court | 1.00 | 1.00 | 1.00 | 1.00 |
| Library | 83.00 | 88.50 | 87.50 | 87.50 |
| Mayor's Office | 9.00 | 9.00 | 9.00 | 9.00 |
| Minority Business Development | 8.04 | 9.00 | 10.00 | 9.00 |
| Office of Community Wealth Building | 20.00 | 20.00 | 20.00 | 20.00 |
| Parks, Recreation, and Community Facilities | 201.90 | 203.90 | 202.23 | 201.48 |
| Planning and Development Review | 118.24 | 122.50 | 121.50 | 123.50 |
| Police | 887.50 | 883.50 | 881.50 | 881.50 |
| Press Secretary | 6.00 | 6.00 | 6.00 | _ |
| Procurement Services | 17.00 | 17.00 | 17.00 | 17.00 |
| Public Works | 238.65 | 240.90 | 241.15 | 238.60 |
| Sheriff and Jail | 464.00 | 464.00 | 464.00 | 464.00 |
| Social Services | 482.30 | 482.30 | 481.30 | 481.30 |
| Total General Fund | 3,647.88 | 3,674.13 | 3,693.64 | 3,697.52 |

SUMMARY BY FUND AND AGENCY

| CAPITAL IMPROVEMENT BY AGENCY | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|------------------|------------------|-------------------|-------------------|
| Parks, Recreation, & Community Facilities | 2.00 | 2.00 | 2.50 | 3.50 |
| Public Works | 20.95 | 21.40 | 11.00 | 9.55 |
| Total Capital Budget Fund | 22.95 | 23.40 | 13.50 | 13.05 |
| ENTERPRISE FUND BY AGENCY | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
| Parks & Recreation - Cemeteries | 25.00 | 25.00 | 25.00 | 25.00 |
| Department of Public Utilities* | 772.50 | 772.75 | 769.75 | 772.04 |
| Public Works - Parking Management | 8.00 | 12.00 | 12.00 | 12.00 |
| Total Enterprise Fund | 805.50 | 809.75 | 806.75 | 809.04 |
| INTERNAL SERVICES FUND BY AGENCY | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
| Public Works - Fleet Management | 56.00 | 56.00 | 55.00 | 55.00 |
| Risk Management | 3.00 | 3.00 | 4.00 | 4.00 |
| Department of Information Technology | 92.60 | 92.60 | 93.60 | 95.00 |
| Dept. of Emergency Communications - Radio Shop | 7.60 | 6.60 | 6.00 | 5.00 |
| Total Internal Services Fund | 159.20 | 158.20 | 158.60 | 159.00 |
| SPECIAL FUND BY AGENCY | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
| City Attorney | 10.99 | 4.50 | 4.50 | 4.50 |
| Department of Emergency Communications | 70.40 | 71.40 | 73.00 | 74.00 |
| Housing & Community Development | 10.90 | 11.45 | 11.75 | 9.58 |
| Human Services | 0.70 | 0.70 | _ | _ |
| Judiciary - Adult Drug Court | 1.00 | 1.00 | 1.00 | 1.00 |
| Judiciary - Commonwealth Attorney | 12.00 | 12.00 | 11.80 | 11.80 |
| Justice Services | 23.50 | 23.00 | 23.50 | 23.50 |
| Mayor's Office | 1.00 | 1.00 | _ | _ |
| Office of Community Wealth Building | 14.00 | 14.00 | 14.00 | 14.00 |
| Parks, Recreation, & Community Facilities | _ | 4.00 | 1.70 | 2.95 |
| Planning & Development Review | 3.50 | 2.50 | 2.50 | 0.50 |
| Public Works | 220.60 | 219.70 | 229.85 | 238.05 |
| Richmond Public Library | 1.00 | 1.00 | 1.00 | 1.00 |
| Richmond Retirement System | 11.75 | 11.75 | 11.75 | 11.75 |
| Sheriff and Jail | 2.00 | 2.00 | 2.00 | 2.00 |
| Social Services | 16.50 | 14.00 | 7.00 | 7.00 |
| Total Special Fund | 399.84 | 394 | 395.35 | 401.63 |

^{*}Total staffing for the Department of Public Utilities includes positions staffed, but not funded, within the Department of Human Resources, Department of Procurement Services, and City Attorney's Office.

SUMMARY BY FUND AND AGENCY (CONTINUED)

| OTHER FUNDS SUMMARY | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|-------------------------------------|------------------|------------------|-------------------|-------------------|
| Capital Improvement Funds | 22.95 | 23.40 | 13.50 | 13.05 |
| Enterprise Funds | 33.00 | 37.00 | 37.00 | 37.00 |
| Enterprise Funds – Public Utilities | 772.75 | 772.75 | 769.75 | 772.04 |
| Internal Service Funds | 159.20 | 158.20 | 158.60 | 159.00 |
| Special Funds | 399.84 | 394.00 | 395.35 | 401.63 |
| Total Other Funds | 1,387.74 | 1,385.35 | 1,374.20 | 1,382.72 |
| Total All Positions Except Schools | 5,035.63 | 5,059.47 | 5,067.84 | 5,080.19 |
| Total School Board | 3,255.90 | 3,255.90 | 3,478.00 | 3,418.80 |
| Total All Positions - All Funds | 8,291.53 | 8,315.37 | 8,545.84 | 8,498.99 |

DETAIL BY FUND AND AGENCY

| GENERAL FUND DETAIL BY AGENCY | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| 13th District Court Services Unit | | | | |
| Management Analyst, Associate | 1.00 | 1.00 | 1.00 | 1.00 |
| 13th District Court Services Unit Total | 1.00 | 1.00 | 1.00 | 1.00 |

| Animal Care and Control | | | | |
|-------------------------------------|-------|-------|-------|-------|
| Administrative Technician | 1.00 | 1.00 | 1.00 | 1.00 |
| Administrative Technician, Senior | 1.00 | 1.00 | 1.00 | 1.00 |
| Animal Control Kennel Assistant | 9.00 | 9.00 | 9.00 | 8.00 |
| Animal Control Officer | 5.00 | 5.00 | 5.00 | 6.00 |
| Animal Control Officer, Senior | 2.00 | 2.00 | 2.00 | 1.00 |
| Animal Control Supervisor | 2.00 | 2.00 | 2.00 | 2.00 |
| Customer Service Technician | 1.00 | 1.00 | 1.00 | 2.00 |
| Director of Animal Care and Control | 1.00 | 1.00 | 1.00 | 1.00 |
| Management Analyst, Associate | 3.00 | 3.00 | 3.00 | 3.00 |
| Animal Care and Control Total | 25.00 | 25.00 | 25.00 | 25.00 |

| Budget and Strategic Planning | | | | |
|---|-------|-------|-------|-------|
| Administrative Technician, Senior | _ | 1.00 | 1.00 | 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 | ı |
| Management Analyst | _ | - | _ | 1.00 |
| Management Analyst, Associate | _ | 0.50 | _ | _ |
| Management Analyst, Principal | 8.00 | 7.00 | 8.00 | 8.00 |
| Senior Manager | 1.50 | 1.00 | 1.00 | 1.00 |
| Budget and Strategic Planning Total | 12.50 | 12.50 | 13.00 | 13.00 |

| Chief Admi | Chief Administrative Officer | | | | |
|------------------------------------|------------------------------|-------|-------|-------|--|
| Chief Administrative Officer | 1.00 | 1.00 | 1.00 | 1.00 | |
| Executive Assistant, Senior | 3.00 | 3.00 | 3.00 | 2.00 | |
| Management Analyst, Associate | 1.00 | 1.00 | 1.00 | 1.00 | |
| Management Analyst, Principal | 3.00 | 3.00 | 3.00 | 3.00 | |
| Senior Manager | 2.00 | 2.00 | 2.00 | 1.00 | |
| Senior Policy Advisor | _ | _ | _ | 1.00 | |
| Staff Assistant to Mayor/CAO | _ | _ | _ | 1.00 | |
| Chief Administrative Officer Total | 10.00 | 10.00 | 10.00 | 10.00 | |

| GENERAL FUND DETAIL BY AGENCY | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted | |
|--|------------------|------------------|-------------------|-------------------|--|
| Citizen Service and Response | | | | | |
| Communications and Marketing Analyst | | 1 | 1 | 3.00 | |
| Customer Care Specialist | 14.00 | 14.00 | 14.00 | 16.00 | |
| Customer Service Manager | 1.00 | 1.00 | 1.00 | 1.00 | |
| Customer Service Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | |
| Deputy Director | | | | 1.00 | |
| Director of Citizen Service & Response | 1.00 | 1.00 | 1.00 | 1.00 | |
| Executive Assistant, Senior | | | | 2.00 | |
| Management Analyst, Associate | 1.00 | 2.00 | 2.00 | 2.00 | |
| Technology Manager, Senior (Agency) | _ | 1.00 | 1.00 | 1.00 | |
| Citizen Service and Response Total | 18.00 | 20.00 | 20.00 | 28.00 | |

| City | City Assessor | | | | |
|--|---------------|-------|-------|-------|--|
| 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 | 1.00 | |
| 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 (Council Agency) | _ | | | 1.00 | |
| Management Analyst, Associate (Council Agency) | 1.00 | 1.00 | 1.00 | 1.00 | |
| Real Estate Appraiser | 10.00 | 10.00 | 10.00 | 9.00 | |
| Real Estate Appraiser, Associate | 7.00 | 7.00 | 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 | 4.00 | |
| Real Estate Title Examiner | 1.00 | 1.00 | 1.00 | 1.00 | |
| Assessor Total | 37.00 | 37.00 | 37.00 | 37.00 | |

| City | Attorney | | | |
|---|----------|-------|-------|-------|
| Assistant City Attorney | 6.24 | 9.15 | 9.17 | 8.17 |
| City Attorney | 1.00 | 1.00 | 1.00 | 1.00 |
| Deputy City Attorney | 4.22 | 5.00 | 4.50 | 4.50 |
| Executive Assistant, Principal | 1.00 | 1.00 | 1.00 | 1.00 |
| Legal Secretary | 1.00 | 2.00 | 2.00 | 2.00 |
| Legal Secretary, Senior | 1.00 | 2.00 | 2.00 | 2.00 |
| Management Analyst, Senior (Council Agency) | 1.00 | 1.00 | 1.00 | 1.00 |
| Paralegal | 3.00 | 3.00 | 3.00 | 3.00 |
| Paralegal, Senior | 3.00 | 4.00 | 4.00 | 4.00 |
| Senior Assistant City Attorney | 1.74 | 1.56 | 2.09 | 3.09 |
| Technology Specialist (Council Agency) | 1.00 | 1.00 | 1.00 | 1.00 |
| City Attorney Total | 24.20 | 30.71 | 30.76 | 30.76 |

| GENERAL FUND DETAIL BY AGENCY | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Cit | y Auditor | | | |
| 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 | 1.00 | 1.00 | 1.00 | 1.00 |
| Internal Auditor | 9.00 | 9.00 | 9.00 | 9.00 |
| Project Management Analyst/Council Agencies | _ | | _ | _ |
| City Auditor Total | 13.00 | 13.00 | 13.00 | 13.00 |

| City Cl | erk's Office | | | |
|--|--------------|------|------|------|
| Assistant City Clerk (Council Agency) | _ | | | 2.00 |
| Assistant City Clerk, Senior (Council Agency) | _ | | | 1.00 |
| City Clerk | 1.00 | 1.00 | 1.00 | 1.00 |
| Deputy Department Director | 1.00 | 1.00 | 1.00 | 1.00 |
| Executive Assistant | 4.00 | 4.00 | 4.00 | 1.00 |
| Management Analyst (Council Agency) | _ | _ | _ | 1.00 |
| Management Analyst, Associate (Council Agency) | 2.00 | 2.00 | 2.00 | 1.00 |
| City Clerk's Office Total | 8.00 | 8.00 | 8.00 | 8.00 |

| City | City Council | | | |
|------------------------|--------------|-------|-------|-------|
| Council Liaison | 9.00 | 9.00 | 9.00 | 9.00 |
| Council Member | 7.00 | 7.00 | 7.00 | 7.00 |
| Council President | 1.00 | 1.00 | 1.00 | 1.00 |
| Council Vice President | 1.00 | 1.00 | 1.00 | 1.00 |
| City Council Total | 18.00 | 18.00 | 18.00 | 18.00 |

| City Treasurer | | | | |
|----------------------|------|------|------|------|
| City Treasurer | 1.00 | 1.00 | 1.00 | 1.00 |
| Deputy Treasurer | 1.00 | 1.00 | 1.00 | 1.00 |
| City Treasurer Total | 2.00 | 2.00 | 2.00 | 2.00 |

| Council | Chief of Staff | | | |
|---|----------------|------|------|------|
| Communications and Marketing Analyst (Council Agency) | 0.50 | 0.50 | 0.50 | _ |
| Council Public Relations Specialist | | | | 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 (Council Agency) | | | | 1.00 |
| Management Analyst, Associate (Council Agency) | 1.00 | 1.00 | 1.00 | _ |
| Management Analyst, Principal (Council Agency) | 4.00 | 4.00 | 4.00 | 4.00 |

| GENERAL FUND DETAIL BY AGENCY | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Council Chi | ef of Staff Con | 't | | |
| 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 |
| Council Chief of Staff Total | 11.00 | 11.00 | 11.00 | 11.00 |

| Dept. of Emergency Communications | | | | |
|---|-------|-------|-------|-------|
| Administrative Technician, Senior | 1.00 | 3.00 | 3.00 | 3.00 |
| Communications and Marketing Analyst | 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 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 | 10.00 | 15.00 | 15.00 |
| Emergency Communications Manager | 1.00 | 1.00 | 1.00 | _ |
| Emergency Communications Supervisor | 4.00 | 4.00 | 4.00 | 3.00 |
| 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 | 2.00 | 2.00 |
| Management Analyst, Senior | 1.00 | 1.00 | | _ |
| Program and Operations Manager | 1.00 | 1.00 | 1.00 | 2.00 |
| Program and Operations Supervisor | 1.00 | 1.00 | 1.00 | 2.00 |
| Technology Coordinator (Agency) | _ | | 2.00 | 2.00 |
| Technology Manager (Agency) | _ | 1.00 | 1.00 | 1.00 |
| Dept. of Emergency Communication Total | 39.00 | 40.00 | 46.00 | 46.00 |

| Economic | Economic Development | | | | |
|---|----------------------|------|------|------|--|
| Accounting Technician | | 1.00 | 1.00 | 1.00 | |
| Community and Economics Development Administrator | 3.00 | 4.00 | 3.00 | _ | |
| Community and Economics Development Analyst | 5.00 | 4.00 | 3.00 | _ | |
| Deputy Chief Administrative Officer | 0.09 | 1.00 | 1.00 | 1.00 | |
| Deputy Department Director, Senior | 1.00 | 1.00 | 1.00 | 1.00 | |
| Director of Economic Development | 1.00 | 1.00 | 1.00 | 1.00 | |
| Economic Development Business Services Manager | - | | _ | 3.00 | |
| Economic Development Programs Administrator | | 1 | | 3.00 | |
| Executive Assistant, Senior | 1.00 | 1.00 | 1.00 | 2.00 | |
| Management Analyst, Associate | 1.00 | | 1.00 | _ | |
| Management Analyst, Senior | 2.00 | 1.00 | 2.00 | 2.00 | |
| Manager, Real Estate Services | 1.00 | _ | _ | _ | |
| Public Information Manager | - | - | 1.00 | 1.00 | |
| Senior Manager | 1.00 | 2.00 | 2.00 | 2.00 | |

| GENERAL FUND DETAIL BY AGENCY | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted | |
|---|------------------|------------------|-------------------|-------------------|--|
| Economic Development Con't | | | | | |
| Senior Policy Advisor | _ | | | 1.00 | |
| Utilities Natural Gas Marketing Manager | _ | 1.00 | 1.00 | | |
| Economic Development Total | 16.09 | 17.00 | 18.00 | 18.00 | |

| Finance | | | | |
|---|--------|--------|--------|--------|
| Accountant | 6.00 | 6.00 | 6.00 | 4.00 |
| Accountant, Associate | _ | _ | _ | 4.00 |
| Accountant, Senior | 3.00 | 3.00 | 3.00 | 2.00 |
| Accounting Manager | 4.00 | 4.00 | 4.00 | 4.00 |
| Accounting Specialist | 5.00 | 5.00 | 5.00 | |
| Accounting Technician | 6.00 | 6.00 | 6.00 | 1.00 |
| Administrative Technician | 1.00 | 1.00 | 1.00 | 1.00 |
| Administrative Technician, Senior | 2.00 | 2.00 | 2.00 | 1.00 |
| Assistant Controller | 2.00 | 2.00 | 2.00 | 2.00 |
| Business Systems Analyst | 3.00 | 3.00 | 3.00 | 4.00 |
| Business Systems Specialist | 1.00 | 1.00 | 1.00 | 1.00 |
| Customer Service Specialist | 7.00 | 7.00 | 7.00 | 8.00 |
| Customer Service Supervisor | 3.00 | 3.00 | 3.00 | 8.00 |
| Customer Service Technician | 9.50 | 11.50 | 11.50 | 10.00 |
| 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 | | _ | 1 | 1.00 |
| Executive Assistant, Senior | 1.00 | 1.00 | 1.00 | 1.00 |
| Financial Regulatory Manager | 7.00 | 7.00 | 7.00 | _ |
| Financial Regulatory Specialist | 2.00 | 2.00 | 2.00 | _ |
| Financial Regulatory Specialist, Senior | 4.00 | 4.00 | 5.00 | 8.00 |
| Financial Regulatory Technician | 16.00 | 16.00 | 17.00 | 19.00 |
| Investment and Debt Portfolio Manager | 1.00 | 1.00 | 1.00 | 1.00 |
| Management Analyst, Associate | 12.50 | 13.50 | 13.50 | 14.00 |
| Management Analyst, Principal | 2.00 | 2.00 | 2.00 | _ |
| Management Analyst, Senior | 2.00 | 2.00 | 1.00 | 2.00 |
| Payroll Manager | 1.00 | 1.00 | 1.00 | 1.00 |
| Program and Operations Manager | 3.00 | 3.00 | 3.00 | 3.00 |
| Revenue Manager | _ | _ | _ | 8.00 |
| Technology Manager, Senior (Agency) | 1.00 | 1.00 | 1.00 | 1.00 |
| Finance Total | 109.00 | 112.00 | 113.00 | 113.00 |

| GENERAL FUND DETAIL BY AGENCY | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|------------------|------------------|-------------------|-------------------|
| Fire and Em | ergency Servic | es | | |
| Administrative Technician, Senior | 1.00 | 1.00 | 1.00 | 1.00 |
| Assistant Chief of Fire and Emergency Services | _ | _ | 1 | 4.00 |
| Business Systems Analyst | 1.00 | 1.00 | 1.00 | 1 |
| 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 | 3.00 | 3.00 | 3.00 | 2.00 |
| Engineer, Senior | 1.00 | 1.00 | 1.00 | 1.00 |
| Executive Assistant, Senior | 2.00 | 2.00 | 2.00 | 1.00 |
| Fire Battalion Chief | 15.00 | 15.00 | 15.00 | 20.00 |
| Fire Captain | 30.00 | 30.00 | 30.00 | 31.00 |
| Fire Fighter I | 17.00 | 17.00 | 17.00 | 66.00 |
| Fire Fighter II | 106.00 | 106.00 | 106.00 | 91.00 |
| Fire Fighter III | 63.00 | 63.00 | 63.00 | 53.00 |
| Fire Fighter IV | 48.00 | 48.00 | 48.00 | 35.00 |
| Fire Lieutenant | 68.00 | 68.00 | 68.00 | 60.00 |
| Fire Prevention Inspectors | _ | _ | 5.00 | 5.00 |
| GIS and Project Manager | _ | _ | - | 2.00 |
| Management Analyst | _ | _ | - | 1.00 |
| Management Analyst, Associate | 8.00 | 8.00 | 7.00 | 6.00 |
| Management Analyst, Principal | 1.00 | 1.00 | - | 1 |
| Management Analyst, Senior | 2.00 | 2.00 | 2.00 | 2.00 |
| Master Fire Fighter | 60.00 | 60.00 | 60.00 | 49.00 |
| Program and Operations Supervisor | _ | _ | - | 1.00 |
| Public Information Manager | _ | _ | - | 1.00 |
| Senior Manager | _ | _ | - | 1.00 |
| Staff Battalion Chief | 2.00 | 2.00 | 2.00 | 1.00 |
| Technology Coordinator (Agency) | 2.00 | 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 |
| Fire and Emergency Services Total | 434.00 | 434.00 | 437.00 | 438.00 |

| Gener | al Registrar | | | |
|------------------------------|--------------|-------|-------|-------|
| Assistant Registrar | 5.00 | 6.00 | 8.00 | 9.00 |
| Deputy General Registrar | 1.00 | 1.00 | 1.00 | 1.00 |
| Elections Specialist | 2.64 | 3.30 | 3.30 | 3.30 |
| Elections Supervisor | 1.66 | 1.66 | 1.66 | 1.66 |
| Elections Technician, Senior | 1.00 | 1.00 | 1.00 | _ |
| Executive Assistant | 1.00 | 1.00 | 1.00 | 1.00 |
| General Registrar | 1.00 | 1.00 | 1.00 | 1.00 |
| General Registrar Total | 13.30 | 14.96 | 16.96 | 16.96 |

| GENERAL FUND DETAIL BY AGENCY | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|------------------|------------------|-------------------|-------------------|
| Housing and Con | nmunity Develo | pment | | |
| Accountant | _ | _ | _ | 0.07 |
| Administrative Technician, Senior | 1.00 | 1.00 | 1.00 | 1.00 |
| Community and Economics Development Administrator | 2.00 | 1.00 | 0.30 | _ |
| Community and Economics Development Analyst | _ | 0.40 | 0.40 | _ |
| Deputy Chief Administrative Officer | 0.09 | | | _ |
| Deputy Department Director, Senior | 0.85 | 0.85 | 0.85 | 0.85 |
| Director of Housing & Community Development | 0.95 | 0.95 | 0.95 | 0.95 |
| Housing and Community Development Administrator | _ | - | 1 | 0.55 |
| Management Analyst, Associate | 1.75 | 2.75 | 0.90 | 1.70 |
| Management Analyst, Senior | 0.60 | 0.60 | 0.85 | 1.85 |
| Project Development Manager | _ | _ | _ | 0.45 |
| Project Development Manager, Senior | _ | _ | _ | 1.00 |
| Housing and Community Development Total | 7.24 | 7.55 | 5.25 | 8.42 |

| Human Resources | | | | | |
|------------------------------------|-------|-------|-------|-------|--|
| Administrative Technician, Senior | 6.00 | 6.00 | 5.00 | 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 | | | |
| Health and Wellness Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | |
| Human Resources Division Chief | 3.00 | 3.00 | 3.00 | 3.00 | |
| Human Resources Generalist | _ | | 16.00 | 14.00 | |
| Human Resources Manager | _ | _ | _ | 3.00 | |
| Human Resources Specialist | 14.00 | 14.00 | 8.50 | 6.50 | |
| Management Analyst | _ | _ | _ | 1.00 | |
| Management Analyst, Associate | 6.00 | 6.00 | 11.00 | 10.00 | |
| 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 | 4.00 | 1.00 | |
| Technology Coordinator (Agency) | 1.00 | 1.00 | 1.00 | 1.00 | |
| Human Resources Total | 38.00 | 38.00 | 53.50 | 50.50 | |

| Huma | an Services | | | |
|-------------------------------------|-------------|------|------|------|
| 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 |
| Grant Coordinator | _ | | | 1.00 |
| Executive Assistant, Senior | 1.00 | 1.00 | 1.00 | 1.00 |
| Human Services Analyst | 3.00 | 2.00 | 2.00 | 2.00 |

| GENERAL FUND DETAIL BY AGENCY | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--------------------------------|------------------|------------------|-------------------|-------------------|
| Human S | Services Con't | | | |
| Human Services Analyst, Senior | 2.30 | 2.30 | 2.00 | 2.00 |
| Management Analyst, Associate | 1.00 | 1.00 | 1.00 | 2.00 |
| Management Analyst, Principal | 3.00 | 3.00 | 3.00 | 2.00 |
| Management Analyst, Senior | 1.00 | | | |
| Senior Policy Advisor | 1 | | | 2.00 |
| Human Services Total | 15.30 | 13.30 | 13.00 | 16.00 |

| Inspec | tor General | | | |
|-------------------------------------|-------------|------|------|------|
| Executive Assistant | 1.00 | 1.00 | 1.00 | _ |
| Internal Audit Manager | 1.00 | 1.00 | 1.00 | 1.00 |
| Internal Auditor/Investigator | 1.00 | 1.00 | 1.00 | 1.00 |
| Inspector General | 1.00 | 1.00 | 1.00 | 1.00 |
| Management Analyst (Council Agency) | | | | 1.00 |
| Inspector General Total | 4.00 | 4.00 | 4.00 | 4.00 |

| JUDICIARY | | | | |
|--|------|------|------|------|
| Adult Drug Court | | | | |
| Adult Drug Court Assistant Director | 1.00 | 1.00 | 1.00 | 1.00 |
| Adult Drug Court Financial/Statistical Analyst | 1.00 | 1.00 | 1.00 | 1.00 |
| Adult Drug Court Specialist | 5.00 | 5.00 | 5.00 | 5.00 |
| Adult Drug Court Total | 7.00 | 7.00 | 7.00 | 7.00 |

| Common | wealth's Attorne | ey . | | |
|--|------------------|-------|-------|-------|
| Administrative Assistant | 2.00 | 2.00 | 2.00 | 2.00 |
| Assistant Commonwealth Attorney | 38.50 | 38.50 | 39.00 | 39.00 |
| Automation Coordinator | 1.00 | 1.00 | 1.00 | 1.00 |
| Commonwealth's Attorney | 1.00 | 1.00 | 1.00 | 1.00 |
| Community Engagement and Reform Initiative Advisor | _ | 1 | ı | 1.00 |
| Executive Assistant | 1.00 | 1.00 | 1.00 | 1.00 |
| Finance Director | 1.00 | 1.00 | 1.00 | 1.00 |
| Paralegal - Commonwealth Attorney | 16.00 | 16.00 | 16.00 | 17.00 |
| Secretary Commonwealth Attorney | 2.00 | 2.00 | 2.00 | _ |
| Commonwealth's Attorney Total | 62.50 | 62.50 | 63.00 | 63.00 |

| Circuit Court | | | | |
|--|------|------|------|------|
| 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 |

| GENERAL FUND DETAIL BY AGENCY | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Circuit Court Con't | | | | |
| 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 | 2.00 | 2.00 | 2.00 | 2.00 |
| Secretary to Judge of the Circuit Court | 8.00 | 8.00 | 7.00 | 7.00 |
| Circuit Court Total | 55.00 | 55.00 | 54.00 | 54.00 |

| Ju | stice Services | | | |
|--|----------------|--------|--------|--------|
| Administrative Technician | 1.00 | 1.00 | 1.00 | 1.00 |
| Administrative Technician, Senior | 2.00 | 2.00 | 2.00 | 2.00 |
| Clinical Supervisor | 2.00 | 2.00 | 2.00 | 2.00 |
| Deputy Department Director | 1.00 | 1.00 | 1.00 | _ |
| Deputy Department Director, Senior | 1.00 | 1.00 | 1.00 | 2.00 |
| Director of Justice Services | 1.00 | 1.00 | 1.00 | 1.00 |
| Electronic Monitoring Officer | 6.00 | 6.00 | 6.00 | |
| 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 |
| Human Services Analyst | 6.00 | 7.00 | 7.00 | 7.00 |
| Human Services Manager | 1.00 | 1.00 | 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 | 3.00 | 3.00 | 3.00 | 3.00 |
| Management Analyst, Principal | 1.00 | 1.00 | 1.00 | 2.00 |
| Management Analyst, Senior | 2.00 | 2.87 | 1.87 | 2.00 |
| Pretrial Probation Officer | 6.00 | 6.00 | 6.00 | 7.00 |
| Pretrial Probation Supervisor | _ | | | 1.00 |
| Pretrial/Probation Services Technician | 2.00 | 2.00 | 2.00 | 2.00 |
| Program and Operations Supervisor | 5.00 | 5.00 | 5.00 | 5.00 |
| Protective Services Counselor | 8.50 | 8.50 | 8.50 | 14.50 |
| Protective Services Manager | 1.00 | 1.00 | 1.00 | 1.00 |
| Protective Services Specialist | 47.00 | 47.00 | 47.00 | 45.00 |
| Protective Services Supervisor | 3.00 | 3.00 | 3.00 | 2.00 |
| Protective Services Support Supervisor | 8.00 | 8.00 | 8.00 | 8.00 |
| Registered Nurse | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Policy Advisor | _ | | | 1.00 |
| Social Casework Coordinator | 11.00 | 11.00 | 11.00 | 11.00 |
| Social Casework Technician | 1.63 | 1.63 | 1.63 | 1.50 |
| Technology Specialist (Agency) | 1.00 | 1.00 | 1.00 | _ |
| Justice Services Total | 131.13 | 133.00 | 132.00 | 132.00 |

| GENERAL FUND DETAIL BY AGENCY | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Juvenile and Domestic Relations Court | | | | |
| Dispute Resolution Coordinator | 1.00 | 1.00 | 1.00 | 1.00 |
| Juvenile and Domestic Relations Court Total | 1.00 | 1.00 | 1.00 | 1.00 |

| | Library | | | | |
|---|---------|-------|-------|-------|--|
| Administrative Technician, Senior | _ | | _ | _ | |
| Deputy Department Director | 1.00 | 1.00 | 1.00 | 1.00 | |
| Executive Assistant, Senior | 1.00 | 1.00 | 1.00 | 1.00 | |
| Grant Writer | 1.00 | 1.00 | 1.00 | 1.00 | |
| Librarian | 2.00 | 2.00 | 2.00 | 1.00 | |
| Librarian, Senior | 6.00 | 6.00 | 6.00 | 7.00 | |
| Library Associate | 14.00 | 16.00 | 16.00 | 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 Director | 1.00 | 1.00 | 1.00 | 1.00 | |
| Library Operations Manager | _ | | 1 | _ | |
| Library Support Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | |
| Library Technician | 24.00 | 27.50 | 27.50 | 27.50 | |
| Library Technician, Senior | 12.00 | 12.00 | 12.00 | 12.00 | |
| Maintenance and Operations Facilities Manager | 1.00 | 1.00 | 1.00 | 1.00 | |
| Management Analyst, Associate | 3.50 | 3.50 | 3.50 | 3.50 | |
| Management Analyst, Senior | 1.00 | 1.00 | 1 | _ | |
| 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 | |
| Library Total | 83.00 | 88.50 | 87.50 | 87.50 | |

| May | Mayor's Office | | | | |
|-------------------------------|----------------|------|------|------|--|
| Chief of Staff | 1.00 | 1.00 | 1.00 | 1.00 | |
| Executive Assistant | 1.00 | 1.00 | 1.00 | 2.00 | |
| Executive Assistant, Senior | 1.00 | 1.00 | 1.00 | 1.00 | |
| Mayor | 1.00 | 1.00 | 1.00 | 1.00 | |
| Press Secretary | _ | | | 1.00 | |
| Senior Assistant to the Mayor | 1.00 | 1.00 | 1.00 | 1.00 | |
| Senior Policy Advisor | 1.00 | 2.00 | 2.00 | 1.00 | |
| Staff Assistant to Mayor/CAO | 3.00 | 2.00 | 2.00 | 1.00 | |
| Mayor's Office Total | 9.00 | 9.00 | 9.00 | 9.00 | |

| Minority Business Development | | | | |
|---|------|------|------|------|
| Administrative Technician, Senior | 1.00 | 1.00 | 1.00 | 1.00 |
| Community and Economics Development Administrator | 1.00 | 1.00 | 1.00 | _ |

| GENERAL FUND DETAIL BY AGENCY | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|------------------|------------------|-------------------|-------------------|
| Minority Busines | ss Developmen | t Con't | | |
| Community and Economics Development Analyst | 1.00 | 1.00 | 1.00 | _ |
| Community and Economics Development Specialist | 2.00 | 2.00 | 2.00 | _ |
| Deputy Chief Administrative Officer | 0.04 | | 1 | _ |
| Deputy Department Director, Senior | 1.00 | 1.00 | 1.00 | 1.00 |
| Director of Minority Business Development | 1.00 | 1.00 | 1.00 | 1.00 |
| Economic Development Business Services Manager | | | | 1.00 |
| Economic Development Programs Administrator | _ | - | - | 1.00 |
| Economic Development Specialist | _ | - | - | 1.00 |
| Management Analyst, Associate | _ | - | 1.00 | _ |
| Program and Operations Supervisor | 1.00 | 2.00 | 2.00 | 3.00 |
| Minority Business Development Total | 8.04 | 9.00 | 10.00 | 9.00 |

| Office of Commi | Office of Community Wealth Building | | | | |
|---|-------------------------------------|-------|-------|-------|--|
| Administrative Technician, Senior | 1.00 | 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 | |
| Director, Office of Community Wealth Building | 1.00 | 1.00 | 1.00 | 1.00 | |
| Executive Assistant, Senior | 1.00 | 1.00 | 1.00 | 1.00 | |
| Human Services Analyst | 1.00 | 1.00 | 1.00 | 1.00 | |
| Human Services Technician | | 1 | - | 2.00 | |
| Management Analyst, Associate | 10.00 | 10.00 | 10.00 | 8.00 | |
| Management Analyst, Senior | 3.00 | 3.00 | 3.00 | 2.00 | |
| Policy Advisor | | 1 | - | 1.00 | |
| Program and Operations Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | |
| Office of Community Wealth Building Total | 20.00 | 20.00 | 20.00 | 20.00 | |

| Parks, Recreation, a | and Community | / Facilities | | |
|---|---------------|--------------|------|------|
| 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 | 1.00 | 1.00 |
| Administrative Technician, Senior | 6.00 | 5.00 | 5.00 | 4.00 |
| Communications and Marketing Analyst | _ | 1.00 | 1.00 | 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 | 3.00 | 2.00 | 2.00 | 2.00 |
| Equipment Operator, Senior | 3.00 | 2.00 | 3.00 | 3.00 |

| GENERAL FUND DETAIL BY AGENCY | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|---------------------|------------------|-------------------|-------------------|
| Parks, Recreation, and | Community Fa | cilities Con't | | |
| Executive Assistant, Senior | 1.00 | 1.00 | 1.00 | ı |
| Head Lifeguard | 2.00 | 2.00 | 2.00 | 2.00 |
| Human Services Analyst, Senior | _ | _ | 0.30 | |
| HVAC Mechanic | 1.00 | 1.00 | 1.00 | 1.00 |
| Lifeguard | 1.50 | 1.50 | 1.50 | 1.50 |
| Maintenance and Operations Crew Chief | 5.00 | 7.00 | 8.00 | 7.00 |
| Maintenance and Operations Crew Supervisor | 2.00 | 1.00 | 1.00 | 3.00 |
| Maintenance and Operations Crew Supervisor, Senior | 2.00 | | 2.00 | _ |
| Maintenance and Operations Superintendent | 1.00 | 8.00 | 8.00 | 6.00 |
| Maintenance and Operations Superintendent, Senior | _ | _ | _ | 2.00 |
| Maintenance Specialist | _ | 5.00 | 4.00 | 4.00 |
| Maintenance Specialist, Senior | 7.00 | 7.00 | 1.00 | 1.00 |
| Maintenance Technician | 15.00 | 6.00 | 6.00 | 7.00 |
| Maintenance Technician, Senior | 16.00 | 13.00 | 13.00 | 13.00 |
| Maintenance Worker | _ | 11.00 | 11.00 | 11.00 |
| Management Analyst, Associate | 2.00 | 3.00 | 3.00 | 4.05 |
| Management Analyst, Senior | 4.00 | 1.00 | 4.00 | 6.00 |
| Master Plumber | 1.00 | 1.00 | 1.00 | 1.00 |
| Parks and Recreation Bus Operator | 0.95 | 0.95 | 0.48 | 0.48 |
| Program and Operations Manager | 1.00 | 1.00 | 0.50 | 2.50 |
| Program and Operations Supervisor | _ | 2.00 | 2.00 | _ |
| Public Information Manager | _ | - | 1.00 | 1.00 |
| Recreation Center Supervisor | 25.50 | 23.50 | 23.50 | 23.00 |
| Recreation Services Assistant | 6.95 | 5.45 | 4.45 | 3.95 |
| Recreation Services Instructor | 34.50 | 36.00 | 36.50 | 33.00 |
| Recreation Services Instructor, Senior | 14.00 | 13.00 | 12.00 | 10.00 |
| Recreation Services Manager | 8.00 | 6.00 | 6.00 | 7.00 |
| Recreation Services Program Specialist | 15.50 | 15.50 | 16.00 | 16.00 |
| Recreation Services Supervisor | 11.00 | 10.00 | 10.00 | 14.00 |
| Technology Manager (Agency) | 1.00 | 1.00 | 1.00 | 1.00 |
| Parks, Recreation and Community Facilities Total | 201.90 | 203.90 | 202.23 | 201.48 |

| Planning and D | evelopment Re | eview | | |
|---|---------------|-------|-------|-------|
| Administrative Technician | 2.00 | 2.00 | 2.00 | 2.00 |
| Administrative Technician, Senior | 5.00 | 6.00 | 6.00 | 6.00 |
| Code Enforcement Inspector | 13.00 | 13.00 | 13.00 | 13.00 |
| Code Enforcement Inspector, Senior | 1.00 | 1.00 | 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 | 1.00 | _ |

| GENERAL FUND DETAIL BY AGENCY | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Planning and Dev | elopment Revie | ew Con't | | |
| Customer Service Specialist | 5.00 | 3.00 | 3.00 | 1.00 |
| Demolition Coordinator | 2.00 | 3.00 | 3.00 | 1.00 |
| Deputy Chief Administrative Officer | 0.74 | _ | _ | _ |
| Deputy Department Director | _ | _ | _ | 1.00 |
| 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, Principal | 1.00 | 1.00 | 1.00 | 1.00 |
| Engineer, Senior | 7.00 | 6.00 | 6.00 | 6.00 |
| Environmental Abatement Coordinator | _ | _ | _ | 1.00 |
| Executive Assistant, Senior | 1.00 | 1.00 | 1.00 | 2.00 |
| GIS Analyst | 2.00 | 2.00 | 2.00 | 1.00 |
| Inspection Field Supervisor | 7.00 | 7.00 | 7.00 | 7.00 |
| Management Analyst | 1.00 | 1.00 | 1.00 | 1.00 |
| Management Analyst, Associate | 1.00 | 1.00 | 1.00 | 1.00 |
| Management Analyst, Senior | 3.00 | 3.00 | 2.00 | 3.00 |
| Permits Architect | _ | 1.00 | 1.00 | 1.00 |
| Planner | 12.50 | 13.50 | 13.50 | 12.50 |
| Planner Associate | 6.00 | 6.00 | 6.00 | 6.00 |
| Planning Specialist | 5.00 | 6.00 | 6.00 | 11.00 |
| Planning Supervisor | 5.00 | 4.00 | 4.00 | 3.00 |
| Plans Examiner | 4.00 | 4.00 | 4.00 | 5.00 |
| Program and Operations Supervisor | 2.00 | 2.00 | 2.00 | 2.00 |
| Program and Operations Manager | 3.00 | 3.00 | 3.00 | 5.00 |
| Property Maintenance Enforcement Inspector | 25.00 | 29.00 | 29.00 | 25.00 |
| Property Maintenance Enforcement Inspector, Senior | _ | _ | _ | 1.00 |
| Technology Coordinator (Agency) | _ | _ | _ | 1.00 |
| Planning and Development Review Total | 118.24 | 122.50 | 121.50 | 123.50 |

| Richmond Police Department | | | | |
|-----------------------------------|--------|--------|--------|--------|
| Police Sworn | | | | |
| Chief of Police | 1.00 | 1.00 | 1.00 | 1.00 |
| Deputy Chief of Police/Operations | 1.00 | 2.00 | 2.00 | 2.00 |
| Master Police Officer | 182.00 | 170.00 | 170.00 | 156.00 |
| Police Captain | 14.00 | 13.00 | 13.00 | 15.00 |
| Police Lieutenant | 36.00 | 36.00 | 36.00 | 37.00 |
| Police Major | 5.00 | 4.00 | 4.00 | 5.00 |
| Police Officer I | 142.00 | 171.00 | 171.00 | 219.00 |
| Police Officer II | 91.00 | 79.00 | 79.00 | 62.00 |
| Police Officer III | 89.00 | 84.00 | 84.00 | 77.00 |

| GENERAL FUND DETAIL BY AGENCY | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---------------------------------------|------------------|------------------|-------------------|-------------------|
| Polic | e Sworn Con't | | | |
| Police Officer IV | 55.00 | 49.00 | 49.00 | 41.00 |
| Police Recruit | 44.00 | 50.00 | 50.00 | 45.00 |
| Police Sergeant | 93.00 | 94.00 | 94.00 | 95.00 |
| Police Total Sworn | 753.00 | 753.00 | 753.00 | 755.00 |
| Police Civilian | | | | |
| Accounting Supervisor | 2.00 | 2.00 | 2.00 | 2.00 |
| Administrative Technician | 26.00 | 24.00 | 24.00 | 21.00 |
| Administrative Technician, Senior | 32.00 | 30.00 | 30.00 | 31.00 |
| Business Systems Analyst | 1.00 | 1.00 | 1.00 | 1.00 |
| Clinical Supervisor | _ | _ | _ | 1.00 |
| Clinician | _ | 1.00 | 1.00 | 1.00 |
| Communications and Marketing Analyst | 3.00 | 3.00 | 3.00 | 3.00 |
| Crime Analyst | 8.00 | 7.00 | 7.00 | 7.00 |
| Crime Analyst and Forensic Supervisor | 1.00 | 1.00 | 1.00 | 2.00 |
| Deputy Chief of Police/Administration | 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 |
| Executive Assistant, Senior | 1.00 | 1.00 | 1.00 | 1.00 |
| Farrier | 1.00 | 1.00 | 1.00 | 1.00 |
| Firearms Administrator | _ | _ | _ | 1.00 |
| Forensic Technician I | 1.00 | _ | _ | _ |
| Forensics Analyst | 3.00 | 4.00 | 4.00 | 4.00 |
| Health and Safety Specialist | 1.00 | 1.00 | 1.00 | 1.00 |
| Human Resources Specialist | 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 | _ |
| Maintenance Worker | 0.50 | 0.50 | 0.50 | 0.50 |
| Management Analyst | _ | _ | _ | 1.00 |
| Management Analyst, Associate | 5.00 | 8.00 | 8.00 | 6.00 |
| Management Analyst, Principal | _ | _ | _ | 1.00 |
| Management Analyst, Senior | 4.00 | 8.00 | 8.00 | 7.00 |
| 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 | _ | _ | |
| 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 | 4.00 |
| Property Evidence Technician | 5.00 | 6.00 | 6.00 | 5.00 |
| Public Information Manager, Senior | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Manager | 1.00 | 1.00 | 1.00 | _ |
| Technology Coordinator (Agency) | 8.00 | 8.00 | 8.00 | 8.00 |

| GENERAL FUND DETAIL BY AGENCY | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted | |
|--|------------------|------------------|-------------------|-------------------|--|
| Police Civilian Con't | | | | | |
| Technology Manager (Agency) | 2.00 | 2.00 | 2.00 | 2.00 | |
| Technology Manager, Senior (Agency) | | | 1 | 1.00 | |
| 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 | |
| Police Total Civilian | 134.50 | 130.50 | 128.50 | 126.50 | |
| Police Total | 887.50 | 883.50 | 881.50 | 881.50 | |

| Press | Press Secretary | | | |
|--------------------------------------|-----------------|------|------|---|
| Communications and Marketing Analyst | 1.00 | 1.00 | 1.00 | _ |
| Executive Assistant, Senior | 2.00 | 2.00 | 2.00 | _ |
| Press Secretary | 1.00 | 1.00 | 1.00 | _ |
| Public Information Manager | 1.00 | 1.00 | 1.00 | _ |
| Public Information Manager, Senior | 1.00 | 1.00 | 1.00 | _ |
| Press Secretary Total | 6.00 | 6.00 | 6.00 | _ |

| | Procurement | | | |
|-------------------------------------|-------------|-------|-------|-------|
| Accountant, Senior | _ | 1.00 | 1.00 | _ |
| Administrative Technician, Senior | 1.00 | 3.00 | 3.00 | 3.00 |
| Administrative Project Analyst | 1.00 | | | _ |
| Business Systems Analyst | 1.00 | 1.00 | 1.00 | _ |
| Contract Specialist Supervisor | 3.00 | | | _ |
| Contracts Administrator | 2.00 | _ | _ | _ |
| Contracting Officer | _ | | _ | 2.00 |
| Director of Procurement Services | 1.00 | 1.00 | 1.00 | 1.00 |
| Management Analyst, Principal | _ | - | _ | 1.00 |
| Management Analyst, Senior | 1.00 | 1.00 | 1.00 | |
| Procurement Analyst | 5.00 | 4.00 | 4.00 | 4.00 |
| Procurement Analyst, Senior | 1.00 | 4.00 | 4.00 | 5.00 |
| Procurement Manager | 1.00 | 2.00 | 2.00 | _ |
| Technology Manager, Senior (Agency) | _ | _ | _ | 1.00 |
| Procurement Total | 17.00 | 17.00 | 17.00 | 17.00 |

| Pub | lic Works | | | |
|-----------------------------------|-----------|-------|-------|-------|
| 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 | 1.00 | 1.00 | 1.00 | 1.00 |
| Administrative Technician, Senior | 14.00 | 13.00 | 14.00 | 12.00 |
| Asset Manager | 0.50 | 1.00 | 1.00 | 1.00 |

| GENERAL FUND DETAIL BY AGENCY | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Public | : Works Con't | | | |
| Capital Projects Manager | 3.80 | 3.95 | 3.95 | 5.00 |
| Capital Projects Manager, Senior | 1.80 | 1.45 | 1.45 | 3.00 |
| Chief Capital Projects Manager | 1.00 | 1.00 | 1.00 | 1.00 |
| Communications and Marketing Analyst | 1.00 | 1.00 | 1.00 | 1.00 |
| Construction Inspector, Principal | 1.60 | 1.00 | 1.00 | 3.00 |
| Custodian | 17.00 | 15.00 | 15.00 | 13.00 |
| Custodian Crew Chief | 2.00 | 2.00 | 2.00 | 1.00 |
| Customer Service Technician | 2.00 | 2.00 | 2.00 | 2.00 |
| Deputy Chief Administrative Officer | 0.50 | 0.50 | 0.50 | 0.50 |
| Deputy Department Director, Senior | 2.50 | 2.00 | 2.00 | 2.00 |
| Director of Public Works | 1.00 | 1.00 | 1.00 | 1.00 |
| Electrician | 2.00 | 2.00 | 2.00 | 2.00 |
| Electrician, Senior | 1.00 | 2.00 | 2.00 | 2.00 |
| Energy Services Manager | _ | 1.00 | 1.00 | - |
| Engineer | 1.00 | _ | _ | _ |
| Engineer, Principal | 1.40 | 1.25 | 1.25 | 4.00 |
| Engineer, Senior | 1.05 | 2.50 | 2.50 | 5.00 |
| Engineering Manager | 0.50 | 0.25 | 0.50 | 1.70 |
| Engineering Specialist | _ | _ | _ | 1.00 |
| Environmental Compliance Officer | _ | 1.00 | 1.00 | 1 |
| Equipment Operator, Senior | 1.00 | 1.00 | 1.00 | 3.00 |
| Equipment Operator, Principal | 9.00 | 9.00 | 9.00 | 7.00 |
| Executive Assistant, Senior | 2.00 | 2.00 | 2.00 | 2.00 |
| General Inspector | 2.00 | 2.00 | 2.00 | 2.00 |
| GIS Analyst | 1.00 | 1.00 | 1.00 | 1.00 |
| GIS Specialist | 2.00 | 1.00 | 1.00 | 1.00 |
| Health and Safety Specialist | 1.00 | 1.00 | 1.00 | - |
| HVAC Mechanic | 6.00 | 6.00 | 6.00 | 6.00 |
| Maintenance and Operations Crew Chief | 1.00 | 1.00 | 1.00 | 1.00 |
| Maintenance and Operations Crew Supervisor | 7.00 | 7.00 | 7.00 | 9.00 |
| Maintenance and Operations Crew Supervisor, Senior | 2.00 | 3.00 | 3.00 | 3.00 |
| Maintenance and Operations Facilities Manager | 2.00 | 2.00 | 2.00 | 1.00 |
| Maintenance and Operations Superintendent | 1.00 | 1.00 | 1.00 | 2.00 |
| Maintenance Specialist | 8.00 | 7.00 | 7.00 | 7.00 |
| Maintenance Specialist, Senior | - | 1.00 | 1.00 | 1.00 |
| Maintenance Technician | _ | _ | _ | 1.00 |
| Maintenance Worker | 9.00 | 9.00 | 9.00 | 9.00 |
| Management Analyst | - | _ | _ | 1.00 |
| Management Analyst, Associate | 4.00 | 4.00 | 4.00 | 5.00 |
| Management Analyst, Principal | 1.00 | 1.00 | 1.00 | 1.00 |

| GENERAL FUND DETAIL BY AGENCY | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted | | | | |
|------------------------------------|------------------|------------------|-------------------|-------------------|--|--|--|--|
| Public Works Con't | | | | | | | | |
| Management Analyst, Senior | 4.00 | 5.00 | 4.00 | 4.20 | | | | |
| Mason | _ | | 1 | 2.00 | | | | |
| Master Plumber | 2.00 | 1.00 | 1.00 | 1.00 | | | | |
| Program and Operations Manager | 3.00 | 5.00 | 5.00 | 2.00 | | | | |
| Program and Operations Supervisor | _ | 1 | | 3.00 | | | | |
| Public Information Manager | 1.00 | 1.00 | 1.00 | 1.00 | | | | |
| Public Information Manager, Senior | _ | | | 1.00 | | | | |
| Real Estate Analyst | 1.00 | 1.00 | 1.00 | 1.00 | | | | |
| Refuse Collector | 68.00 | 68.00 | 68.00 | 61.00 | | | | |
| Refuse Truck Operator | 37.00 | 37.00 | 37.00 | 32.00 | | | | |
| Safety and Security Chief | 1.00 | 1.00 | 1.00 | 1.00 | | | | |
| Senior Manager | 2.00 | 3.00 | 3.00 | 0.20 | | | | |
| Warehouse and Materials Technician | 1.00 | 1.00 | 1.00 | 1.00 | | | | |
| Public Works Total | 238.65 | 240.90 | 241.15 | 238.60 | | | | |

| Sheriff and Jail | | | | | | | |
|--|-------|-------|-------|-------|--|--|--|
| 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 | 1.00 | 1.00 | | | |
| Administrative Assistant | 1.00 | 1.00 | 1.00 | 6.00 | | | |
| Administrative Coordinator | _ | | _ | 1.00 | | | |
| Administrative Policy Specialist (Sheriff) | _ | | _ | 1.00 | | | |
| Adult Education/Re-Entry Manager | _ | - | _ | 1.00 | | | |
| Alternative Sentencing Specialist | _ | - | _ | 1.00 | | | |
| Application Support Developer | 1.00 | 1.00 | 1.00 | 1.00 | | | |
| Assistant Chief of Chaplins | 1.00 | 1.00 | 1.00 | _ | | | |
| Attorney | 1.00 | 1.00 | 1.00 | _ | | | |
| Background Investigator | _ | - | - | 0.30 | | | |
| Budget Manager | 1.00 | 1.00 | 1.00 | 1.00 | | | |
| Business Manager/Controller | 1.00 | 1.00 | 1.00 | 1.00 | | | |
| Captain | 15.00 | 15.00 | 15.00 | 25.00 | | | |
| Cashier | 1.00 | 1.00 | 1.00 | 1.00 | | | |
| Cashier II | 1.00 | 1.00 | 1.00 | 1.00 | | | |
| Chaplain | _ | | _ | 1.00 | | | |
| Chief of Staff | 1.00 | 1.00 | 1.00 | _ | | | |
| Chief of Chaplains | 1.00 | 1.00 | 1.00 | _ | | | |
| City Sheriff | 1.00 | 1.00 | 1.00 | 1.00 | | | |
| Civil Process Clerk | 4.00 | 4.00 | 4.00 | _ | | | |
| Classification Specialist | 3.00 | 3.00 | 3.00 | 3.00 | | | |
| Clerk | 4.00 | 4.00 | 4.00 | _ | | | |
| Community Outreach Specialist | | _ | _ | 0.15 | | | |

| GENERAL FUND DETAIL BY AGENCY | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|--|------------------|------------------|-------------------|-------------------|
| Sheriff a | and Jail Con't | | | |
| Community Custody Home Electronic Incarceration Case Manager | 1.00 | 1.00 | 1.00 | 1 |
| Community Custody Program and Office Manager | 1.00 | 1.00 | 1.00 | _ |
| Compliance Analyst | _ | _ | - | 1.00 |
| Contract and Compliance Officer (Civilian) | _ | _ | -1 | 1.00 |
| Corporal | 98.00 | 98.00 | 98.00 | 87.00 |
| COSS Administrative Assistant (Sheriff) | _ | _ | -1 | 1.00 |
| Court Services Office Assistant | _ | _ | - | 10.00 |
| Deputy | 92.00 | 92.00 | 92.00 | 108.50 |
| Deputy Sheriff | 2.00 | 2.00 | 2.00 | _ |
| Director of Hardware | 1.00 | 1.00 | 1.00 | _ |
| Education Depart Coordinator | 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 |
| File Clerk | _ | _ | - [| 2.00 |
| Grant Manager | 1.00 | 1.00 | 1.00 | _ |
| Help Desk Personnel | 1.00 | 1.00 | 1.00 | 1.00 |
| Human Resources and Payroll Mgr | _ | _ | - [| 1.00 |
| Human Resources Generalist | 1.00 | 1.00 | 1.00 | 1.00 |
| Human Resources Representative | 2.00 | 2.00 | 2.00 | 2.00 |
| Information Service Director | 1.00 | 1.00 | 1.00 | _ |
| Information Systems Technician | 2.00 | 2.00 | 2.00 | 2.00 |
| IT/ Video Specialist | 1.00 | 1.00 | 1.00 | 1.00 |
| Interim CEO | 1.00 | 1.00 | 1.00 | _ |
| Interim Chief Deputy | 1.00 | 1.00 | 1.00 | _ |
| Internal Program Director | 1.00 | 1.00 | 1.00 | _ |
| Jury Office Senior Specialist | 2.00 | 2.00 | 2.00 | _ |
| Jury Office Specialist | 2.00 | 2.00 | 2.00 | _ |
| Librarian | _ | _ | _ | 1.00 |
| LIDS Technician | _ | _ | _ | 3.00 |
| Lieutenant | 39.00 | 39.00 | 39.00 | 29.00 |
| Lt Colonel C14 | 8.00 | 8.00 | 8.00 | 3.00 |
| Major CS13 | 18.00 | 18.00 | 18.00 | 14.00 |
| Manager of Civil Process and Jury Office | 1.00 | 1.00 | 1.00 | _ |
| Master Control Technician | 1.00 | 1.00 | 1.00 | _ |
| Master Deputy | 1.00 | 1.00 | 1.00 | 1.00 |
| Materials Technician | 1.00 | 1.00 | 1.00 | |
| Media & Public Affairs Coordinator | 1.00 | 1.00 | 1.00 | _ |
| Operations and Logistics Specialist | 1.00 | 1.00 | 1.00 | 1.00 |
| Part-time Timekeeper | _ | _ | | 0.55 |
| Policy & Accreditation Specialist | _ | | | 1.00 |

PERSONNEL COMPLEMENT

| GENERAL FUND DETAIL BY AGENCY | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted | |
|--|------------------|------------------|-------------------|-------------------|--|
| Sheriff and Jail Con't | | | | | |
| Policy Analyst/Compliance | _ | _ | _ | 0.10 | |
| Policy Analyst-Sheriff | _ | _ | _ | 0.20 | |
| PREA Coordinator | 1.00 | 1.00 | 1.00 | _ | |
| Private | 38.00 | 38.00 | 38.00 | 71.30 | |
| Procurement Specialist – Full Time | _ | _ | _ | 1.00 | |
| Procurement Specialist – Part Time | _ | _ | _ | 0.50 | |
| Program Assistant (Sheriff) | _ | _ | _ | 1.00 | |
| Program and Client Advocate | 1.00 | 1.00 | 1.00 | _ | |
| Program Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | |
| Re-Entry Case Manager | 1.00 | 1.00 | 1.00 | _ | |
| Re-Entry Coordinator | _ | _ | _ | 1.00 | |
| Re-Entry Specialist | _ | _ | _ | 4.00 | |
| Re-Entry Support Management Specialist | _ | _ | _ | 1.00 | |
| Records Clerk | 3.00 | 3.00 | 3.00 | 9.00 | |
| Records Specialist | 2.00 | 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 | 1.00 | 1.00 | 1.00 | _ | |
| Security Project Analyst | _ | _ | _ | 0.20 | |
| Sergeant | 81.00 | 81.00 | 81.00 | 45.00 | |
| Strategic Analyst Community/External Affairs | 1.00 | 1.00 | 1.00 | 0.20 | |
| System Administrator | _ | _ | _ | 1.00 | |
| Team Leader/Jury Office and Civil Process | 1.00 | 1.00 | 1.00 | _ | |
| Therapeutic Case Manager | _ | _ | _ | 1.00 | |
| Timekeeper | 2.00 | 2.00 | 2.00 | 1.00 | |
| 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 | _ | |
| Sheriff and Jail Total | 464.00 | 464.00 | 464.00 | 464.00 | |

| Social Services | | | | |
|------------------------------------|-------|-------|-------|-------|
| Accounting Supervisor | 1.00 | 1.00 | 1.00 | 1.00 |
| Accounting Technician | 3.00 | 3.00 | 3.00 | 1.00 |
| Administrative Technician | 16.00 | 16.00 | 16.00 | 18.80 |
| Administrative Technician, Senior | 17.00 | 17.00 | 17.00 | 16.00 |
| 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 |
| Customer Service Supervisor | 2.00 | 2.00 | 2.00 | 2.00 |
| Deputy Department Director, Senior | 3.00 | 3.00 | 3.00 | 3.00 |

PERSONNEL COMPLEMENT

| GENERAL FUND DETAIL BY AGENCY | FY2019 Actual | FY2020 Actual | FY2021 Adopted | FY2022 Adopted |
|---|------------------|------------------|-------------------|-------------------|
| Social Services Con't | | | | |
| 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 | 21.00 |
| Family Services Worker | 85.80 | 85.80 | 85.80 | 87.00 |
| Human Services Analyst | 7.00 | 7.00 | 7.00 | 6.00 |
| Human Services Analyst, Senior | _ | _ | _ | 2.00 |
| Human Services Assistant | 2.00 | 2.00 | 2.00 | 1.00 |
| 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 | 35.00 | 35.00 | 35.00 | 38.00 |
| Human Services Technician, Senior | 113.00 | 113.00 | 113.00 | 110.00 |
| Maintenance and Operations Facilities Manager | _ | _ | _ | 1.00 |
| Maintenance Specialist | 1.00 | 1.00 | 1.00 | 1.00 |
| Management Analyst, Associate | 16.00 | 16.00 | 16.00 | 14.00 |
| Management Analyst, Senior | 10.00 | 10.00 | 9.00 | 8.00 |
| Policy Advisor | _ | _ | _ | 1.00 |
| Program and Operations Manager | 5.00 | 5.00 | 5.00 | 5.00 |
| Program and Operations Supervisor | 13.00 | 13.00 | 13.00 | 14.00 |
| Senior Manager | 1.00 | 1.00 | 1.00 | _ |
| Social Casework Coordinator | 22.50 | 22.50 | 22.50 | 18.50 |
| Social Casework Coordinator, Supervisor | 2.00 | 2.00 | 2.00 | 2.00 |
| Social Casework Specialist | _ | _ | _ | 2.00 |
| Social Caseworker | 33.00 | 33.00 | 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 | 3.00 | 3.00 | 3.00 | 5.00 |
| Warehouse and Materials Supervisor | 1.00 | 1.00 | 1.00 | _ |
| Warehouse and Materials Technician | 4.00 | 4.00 | 4.00 | 5.00 |
| Social Services Total | 482.30 | 482.30 | 481.30 | 481.30 |
| General Fund Total | 3,647.88 | 3,674.13 | 3,693.64 | 3,697.52 |

| APPENDICES & GLOSSARY | |
|-----------------------|--|
| | |
| | |
| | |
| | |
| | |

APPENDICES & GLOSSARY

ECONOMIC AND DEMOGRAPHIC FACTORS

Included within this section is a compilation of select statistical data for the City of Richmond, Virginia. Please note that figures cited within this section reflect the most recent available data for each category as of March 2021.

POPULATION

As reflected in Table 1, Richmond's population has increased since 2000, adding an estimated 31,284 residents over the past two decades. Richmond is the fourth most populous city in Virginia, as shown in Graph 1.

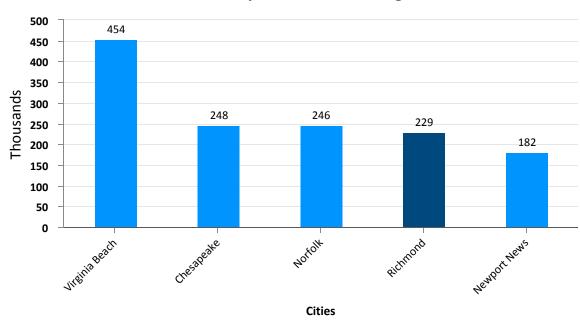
Year **Richmond City** Virginia 1980 219,214 5,346,818 202,798 1990 6,189,317 2000 197,790 7,097,030 2010 204,214 8,001,024 2020 229,074 8,586,967

Table 1: Population Trend Comparison

Source: Weldon Cooper Center for Public Services, University of Virginia. Retrieved February 11, 2021

Graph 1: Five Most Populous Cities in Virginia

Five Most Populous Cities in Virginia



Source: Weldon Cooper Center for Public Services, University of Virginia. Retrieved February 11, 2021

AGE

The age distribution of the City's population as of 2019 is presented in Table 2. The three age groups with the largest total population counts include those between ages 25 to 29 (27,351), 30 to 34 (23,619), and 20 to 24 (19,203).

Table 2: Population by Age

| Age | Total | Male | Female |
|-------------------|--------|--------|--------|
| Under 5 years | 13,385 | 7,009 | 6,376 |
| 5 to 9 years | 12,071 | 6,552 | 5,519 |
| 10 to 14 years | 8,410 | 3,900 | 4,510 |
| 15 to 19 years | 13,979 | 7,128 | 6,851 |
| 20 to 24 years | 19,203 | 8,687 | 10,516 |
| 25 to 29 years | 27,351 | 13,235 | 14,116 |
| 30 to 34 years | 23,619 | 11,542 | 12,077 |
| 35 to 39 years | 17,207 | 9,606 | 7,601 |
| 40 to 44 years | 11,543 | 4,650 | 6,893 |
| 45 to 49 years | 11,490 | 5,625 | 5,865 |
| 50 to 54 years | 12,505 | 6,056 | 6,449 |
| 55 to 59 years | 13,283 | 5,408 | 7,875 |
| 60 to 64 years | 14,734 | 7,572 | 7,162 |
| 65 to 69 years | 10,262 | 4,479 | 5,783 |
| 70 to 74 years | 8,898 | 4,045 | 4,853 |
| 75 to 79 years | 5,629 | 2,208 | 3,421 |
| 80 to 84 years | 2,893 | 855 | 2,038 |
| 85 years and over | 3,974 | 1,455 | 2,519 |

Source(s): U.S. Census Bureau, Weldon Cooper Center for Public Service Estimates. Retrieved February 11, 2021.

INCOME

An annual comparison of per capita personal income from 2015 to 2019 is presented in Graph 2. In 2019, per capita personal income for the City of Richmond was \$56,560, which is slightly lower than that of both the metropolitan area (\$58,628) and the state (\$59,657).

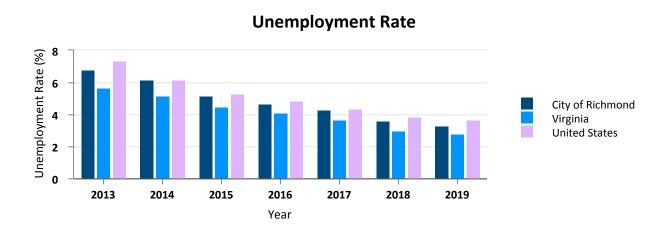
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Graph 2: Per Capita Income (thousands of current dollars)

Source: U.S Census Bureau of Economic Analysis, Interactive Data, Regional Economic Accounts. Retrieved February 8, 2021.

UNEMPLOYMENT

The annual average unemployment rates from 2013 to 2019 are illustrated in Graph 3 below. In 2019, the annual average unemployment rate for the City of Richmond was 3.3 percent, which was higher than the state average of 2.8 percent, but lower than the nationwide average of 3.7 percent.



Graph 3: Unemployment Rate by Percentage

Source: Virginia Labor Market Information, www.virginialmi.com. Retrieved February 8, 2021.

EMPLOYERS

In addition to federal, state and local government employers, the city hosts a variety of industries. The top 25 employers are:

- 1. Virginia Commonwealth University
- 2. MCV Hospital
- 3. Richmond City Public Schools
- 4. City of Richmond
- 5. U.S. Department of Veterans Affairs
- 6. HCA Virginia Health System
- 7. BB&T Corporation
- 8. Federal Reserve Bank, Richmond
- 9. University of Richmond
- 10. MCV Physicians
- 11. Dominion Resources
- 12. Phillip Morris U.S.A., Inc.
- 13. Virginia Department of Transportation (VDOT)

- 14. Insight Global
- 15. Estes Express Lines
- 16. ALCS LLC.
- 17. Virginia Premier Health
- 18. Virginia Department of Motor Vehicles
- 19. Virginia State Department of Health
- 20. Virginia Department of Taxation
- 21. Overnite Transport Company
- 22. Richmond Behavioral Health
- 23. Dominion Virginia Power
- 24. Virginia Department of Alcoholic Beverage Control
- 25. Virginia Department of General Services

Source: Virginia Employment Commission, Economic Information & Analytics, Quarterly Census of Employment and Wages (QCEW), 2nd Quarter (April, May, June) 2020. Retrieved February 11, 2021

EDUCATION

Educational attainment is defined by the U.S. Census Bureau as the highest level of education completed by an individual. Educational attainment for Richmond residents as of 2019 is presented in Table 3.

Table 3: Educational Attainment, City of Richmond, 2019

| | Total | Male | Female |
|---|---------|--------|--------|
| Population 18 to 24 years | 27,817 | 12,647 | 15,170 |
| Less than high school graduate | 1,545 | 622 | 923 |
| High school graduate (includes equivalency) | 8,071 | 3,902 | 4,169 |
| Some college or associate's degree | 12,459 | 5,688 | 6,771 |
| Bachelor's degree or higher | 5,742 | 2,435 | 3,307 |
| Population 25 years and over | 163,388 | 76,736 | 86,652 |
| Less than 9th grade | 7,776 | 4,159 | 3,617 |
| 9th to 12th grade, no diploma | 17,354 | 9,485 | 7,869 |
| High school graduate (includes equivalency) | 35,423 | 16,565 | 18,858 |
| Some college, no degree | 30,692 | 14,476 | 16,216 |
| Associate's degree | 7,912 | 2,769 | 5,143 |
| Bachelor's degree | 38,741 | 17,181 | 21,560 |
| Graduate or professional degree | 25,490 | 12,101 | 13,389 |
| High school graduate or higher | 138,258 | 63,092 | 75,166 |
| Bachelor's degree or higher | 64,231 | 29,282 | 34,949 |

Source: U.S. Census Bureau, Educational Attainment, 2019. Retrieved February 11, 2021

TAX RATES

Real Estate

\$1.20 per \$100 of Assessed Value : 2008-2020
\$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: 1992-2020

Machinery Used for Manufacturing and Mining

• \$2.30 per \$100 Assessed Value : 1992-2020

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 is billed twice a year in 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 (e.g. Commonwealth of Virginia) have rates set by the General Assembly.

PSC (Public Service Corporation): Companies that deliver public services and are 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 1,242, .001837 per kWh in excess of 1,242 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 2020

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 FEE SCHEDULE

The City of Richmond offers a wide range of services and facilities for citizens and visitors residents pay fees for services provided. All approved City of Richmond Fees and their associated ordinances can be found at https://library.municode.com/va/richmond/codes/code of ordinances?nodeId=APXAFESC.

All adopted fee increases and/or reductions for Fiscal Year 2022 are noted below:

CEMETERIES

Fee Description

Code § 7-6, 7-15, and 7-92 - Cemeteries Fee

To amend the fees set forth in the City Code for sections 7-6 (concerning fees for interments, disinterments, reinterments and entombments), 7-15 (concerning fees for installation of foundation for monuments or grave markers), and 7-92 (concerning fees for burial spaces and lots) of the City Code, to establish revised charges for certain cemeteries services.

DEPARTMENT OF PUBLIC UTILITIES

Fee Description

City Code § 28-923 and 28-924 - Residential Stormwater Service

To amend the fees set forth in the City Code for sections 28-923 (concerning fees for residential stormwater service) and 28-924 (concerning fees for developed residential properties stormwater service) of the City Code, effective as of the date of rendering bills for Cycle I in July, 2021, to establish revised charges for the stormwater utility's services.

City Code § 28-326, 28-327, 28-328, 28-329, 28-330, 28-458 and 28-549 - Residential Water Service
To amend and reordain City Code §§ 28-326 (concerning fees for residential water service), 28-327 (concerning fees for commercial water service), 28-328 (concerning fees for industrial water service), 28-329 (concerning fees for municipal water service), 28-330 (concerning fees for state and federal water service), 28-458 (concerning fees for water for fire protection) and 28-549 (concerning fees for water use during conservation periods) of the City Code, effective as of the date of rendering bills for Cycle I in July, 2021, to establish revised charges for such services.

City Code § 28-191, 28-192, 29-193, 28-194, 28-195, 28-196, 28-198, 28-199, 28-200, 28-201, 28-202, 28-203, and 28-204 - Gas Service Fees

To amend City Code §§ 28-191, 28-192, 28-194, 28-195, 28-196, 28-198, 28-199, 28-200, 28-201, 28-202, 28-203, and 28-204, concerning gas service, for the purpose of changing the measurement of natural gas from quantities per thousand cubic feet to quantities per hundred cubic feet, and to amend and reordain City Code §§ 28-191(2) and 28-191(3) (concerning fees for residential gas service), 28-192(2) (concerning fees for residential gas peaking service), 28-193(2) (concerning fees for general gas service), 28-193(3) (concerning fees for small commercial gas sales), 28-194(2) (concerning fees for large volume gas service), 28-195(f) and 28-196(f) (concerning fees for transportation service), 28-198(2) and 28-198(3) (concerning fees for municipal gas service), 28-199(c), 28-199(d), and 28-199(g)(2), (concerning flexibly priced interruptible gas service), 28-200(2), 28-200(3) and 28-200(4) (concerning unmetered gaslight service), 28-201(c) (concerning gas air conditioning service), 28-202(c) (concerning fees for large volume gas sales service), 28-203(c) (concerning fees for large volume, high load factor, gas sales service), and 28-204(b) and 28-204(c) (concerning fees for natural gas vehicle gas service) of the City Code, effective as of the date of rendering bills for Cycle I in July 2021, to establish revised charges for such services.

City Code § 28-650, 28-651, 28-652, 28-653, and 28-654 - Residential Wastewater Service

To amend the fees set forth in sections 28-650 (concerning fees for residential wastewater service), 28-651 (concerning fees for commercial wastewater service), 28-652 (concerning fees for disposal of industrial sewage and wastewater), 28-653 (concerning fees for disposal of state and federal sewage and wastewater), and 28-654 (concerning fees for disposal of municipal sewage and wastewater) of the City Code, effective as of the date of rendering bills for Cycle I in July 2021, to establish revised charges for the wastewater utility's services.

LIST OF ACRONYMS

| 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. |
| 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, record keeping, and youth employment standards. |

LIST OF ACRONYMS

| Acronym | Title | Description |
|---------|--|--|
| 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. |
| GASB | Governmental Accounting Standards Board | Currently the source of generally accepted accounting principles used by State and Local governments in the United States. |
| GF | General Fund | See glossary. |
| GFOA | Government Finance Officers Associations | See glossary. |
| GIS | Geographic Information Systems | Tools which are used to transform, analyze, gather, manipulate and produce information related to the surface of the Earth. Data may exist as lists, tables, maps, or 3D virtual models. |
| GRCCA | Greater Richmond Convention Center 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. |
| GRIP | 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. |
| GRTC | 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. |
| | | See glossary. |
| IBR | Incident Based Reporting | Strategy in which data collected on each incident and arrest within 22 offense categories, made up of 46 specific crimes. |
| ICMA | International City/County Management Association | Creating excellence in local governance by developing and fostering professional local government management worldwide. |
| LAN | Local Area Network | A technological term for a specific type of computer network connectivity configuration. |
| LATA | Licenses Assessments, & Tax Audits | A program that provides City tax assessment and tax compliance services to citizens and businesses so that revenue is billed in accordance with the City tax code. |
| MBD | Minority Business Development | City of Richmond Agency. See General Fund Agency Tab. |
| MPACT | Mayor's Participation, Action & Communication Team | An initiative designed to promote and solicit public input and quickly address citizen concerns regarding conditions that detract from the quality of life in our City. |
| NEPA | National Environmental Policy Act | A 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 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. |

LIST OF ACRONYMS

| Acronym | Title | Description |
|---------|--|--|
| 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. |
| VDOT | Virginia Department of Transportation | State agency that maintains state roads, bridges, and tunnels. |
| VIEW | Virginia Initiative for Employment not Welfare | A state reform program supporting TANF recipients, that places work requirements and time restrictions on receiving welfare aid. |
| VRS | Virginia Retirement System | A state system for public employees that provides its members with benefits at retirement or upon disability or death. |

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 are 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 the 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.

Covid19 - Provides descriptions of expenses associated with Covid19.

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 Amphitheater 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.

Ecological Services - Encompasses invasive plant removal, tree replanting, riparian buffer plantings, and stream bank restorations.

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, after school programs, early literacy development support to parents, and childcare providers.

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 sites. 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 multi-agency 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.

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.

Inter-agency Service Coordination/CSA - Provides funding for appropriate family-focused and child-centered services for atrisk 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 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.

Park Concessions - Revenue collected from the sales of food and merchandise on park property.

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 Club - 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 website 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 workflow.

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.

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 standalone 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.



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