City Council Budget Retreat
Thursday, February 1, 2018
City Hall
2nd Floor Training Room

8:30 a.m. – 9:00 a.m.	Gathering and Light Breakfast
9:00 a.m. – 9:10 a.m.	Welcome and Agenda Overview – Mayor Joan Foster
9:10 a.m. – 9:35 a.m.	Calendar Year 2017 Accomplishments and Challenges Brief Overview and Council Discussion – Bonnie Svrcek, City Manager
9:35 a.m. – 11:00 a.m.	Overview of FY 2019 General Fund Projected Revenues and Submitted Expenditures – Donna Witt, Chief Financial Officer - Projected Revenues - Highlights of Submitted Expenditures
11:00 a.m. – 11:15 a.m.	Break
11:15 a.m. – 12:15 pm.	Budget Scenarios – Donna Witt, Chief Financial Officer Proposed FY 2019 Budget Development Guiding Principles Overview – Bonnie Svrcek, City Manager Council Discussion and Direction Re: Guiding Principles
12:15 – 1:30 p.m.	Working Lunch: Overview of FY 2019 – FY 2023 Capital Improvement Program Submissions and Funding Availability

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THE CITY OF LYNCHBURG

City Council Retreat

February 1, 2018

Welcome and Agenda Overview

Mayor Joan Foster

Calendar Year 2017: Highlights of Accomplishments and Challenges

Bonnie Svrcek, City Manager

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To: City Council

From: Bonnie Svrcek, City Manager

Date: January 29, 2018

Re: Highlights of Major Departmental Accomplishments and Challenges (Calendar Year 2017)

Prior to digging deep into budget numbers, I thought it would be helpful for Council to see a compilation of responses I received from Department Directors regarding their major accomplishments for calendar year 2017 and challenges and concerns moving forward.

I am frequently told and I frequently say that we do not tell our story very well regarding the work that we do and the accomplishments achieved as public servants. This compilation of accomplishments is a snapshot of major accomplishments in City Departments. I am extraordinarily proud of the work that staff delivers every day to our citizens.

I also asked Directors to share challenges and concerns; I have attached those as well as additional information for you as we begin to create the *FY 2019 Proposed Budget.*

Thank you.

Attachment

DEPARTMENTAL ACCOMPLISHMENTS AND CHALLENGES IN THE PAST YEAR

I. What are your most significant achievements in the past year (January 1-December 30, 2017)?

Assistant City Manager

- Assistant City Manager appointment and transition from Children's Services Act (CSA) Coordinator with Human Services.
- Brought an intern on board.
- Visited the Richmond Office of Community Wealth Building and forged relationships.
- Collaborated with colleagues to lead the City's poverty initiative from within.
  - Helped to coordinate two Poverty to Progress community meetings at EC Glass
  - Assisted with ongoing Poverty to Progress facilitator meetings
  - Fielded inquiries from citizens and media
  - Linked like-minded individuals and organizations
- Finished coursework in a doctoral program.
- Passed oral comprehensive exams in a doctoral program.
- Formed teams to address Customer Service, City Hall Security, and Pride In Public Places.
- Presented items to City Council in session and in retreat.
- Received the award of $117K after submitting a Temporary Aid to needy Families (TANF) grant related to Community Wealth Building (CWB).
- Worked with team to submit the 2017 Bloomberg Mayor's Challenge application.
- Attended the Virginia First Cities Coalition meeting and serving as a panelist for the Community Wealth Building Roundtable.
- Attended the VLGMA and ICMA conferences.
- Appointed as a member of the VLGMA Civic Engagement Committee.
- Empathetically handled a myriad of citizen complaints and requests as a partner in the City Manager's Office.
  - Connected the commanding officer (Vietnam) of a local soldier killed in action with the family of that soldier. Awesome!

City Assessor

- Staff completed 2017 Real Estate Reassessment by working together as a team with no Assessor to guide them.
- Real Estate Rehabilitation Code was rewritten:
  - To align with State Code requirements
  - Better reflect the current goals and objectives of City Council.
  - Clarify Code language to avoid ambiguity.
- Begin process to add real estate tax incentives for in-fill development in the more challenging areas of the City.

City Attorney

- During the past year the Office was able to resolve a number of lawsuits against the City and its employees.
- Frankly, the most significant achievement was what didn't occur, the City Attorney's Office measures success by what doesn't happen, which doesn't generate headlines. For example, during the past year, there were no significant incidents of: City officials or employees being accused of violating the Freedom of Information Act or the Conflict of Interests Act, City departments failing to follow the proper procedures in adopting ordinances and processing zoning petitions, City departments being cited by federal or state agencies for the failure to follow rules and regulations, etc.

Clerk of Council

- Partnered with Information Technology Department to replace the outdated Notes Council/Committee database in Lotus Notes to a more user-friendly, efficient Office 365 Sharepoint database.

Communications and Marketing

- Launched the new City App
- Director was elected to second term as President of Virginia Government Communicators
- Began work on a strategic plan that fully involved staff as well as our customers
- Conducted another successful Citizens Academy
- Completed successful Winter Preparedness campaign that resulted in 350 additional Lynchburg Alert subscribers
- Staff person received an award from the National Association of Government Communicators for his documentary on the history of the Academy Theatre

Community Development

- Significant strides in Code Compliance –vacant building program implementation, reimagined spot blight and staff reorganization.
- Emergency Operations – damage assessment practice exercise and use of technology
- Stormwater – clean Department of Environmental Quality (DEQ) Audit
- Epic success with Downtown 2040 Master Plan community engagement
- Strengthened Community Connections and Relationships

Deputy City Manager

- Have made strides in getting to know the Lynchburg community.
- Reviewing and working towards a Special Events process and policy that is up to date with a new dynamic, particularly with Downtown events.
- Success in recruiting a new City Assessor and Administrative Assistant.
- Work on the Solid Waste Improvement Team. A deep-dive into current processes has been completed and new program mechanics are under development.
- The transition of Tourism to the umbrella of Economic Development.
- FY 2018 Proposed Budget Development
- Serving on the Downtown Lynchburg Association Executive Committee and Board of Directors

Deputy Clerk of Council

- Coordinated and hosted the 40th annual Virginia Municipal Clerks Association Conference & Meeting, April 19-21
- Worked with Information Technology to transition the agenda deadlines database from LotusNotes to Office 365; completed in January 2018
- Maximizing technology such as Municode, City website, iLegislate iPad app, and Dropbox to improve transparency and efficiency in the Clerk's office; continuing work to enhance agenda management
- Served on the Process Improvement team for addressing customer satisfaction with Billings & Collections
- Completed term as Virginia Municipal Clerks Association Regional Director
- Completed first full year as Freedom of Information Officer for the City

Economic Development

- In September, the International Economic Development Council (IEDC) awarded the City of Lynchburg two Excellence in Economic Development Bronze Awards for promotional projects: Lynchburg Innovation Week and the "This is Lynchburg: Welcome Home" video. IEDC's prestigious awards program recognizes the world's best economic development marketing materials, programs and partnerships, honoring organizations and individuals for their efforts in creating positive change in urban, suburban and rural communities. In addition to the international award, Lynchburg Innovation Week was also awarded the Community Economic Development Award (CEDA) from the Virginia Economic Developers Association and the Southeastern Economic Developers Association in 2017.
- Working with commercial property owners to utilize Environmental Protection Agency (EPA) Brownfield Grant Funds. With the EPA funds the office has been able to leverage an additional $125,562 from the State of

Virginia Brownfield Assistance Fund to complete Phase II Environmental Site Assessments (ESA) for 3 sites (Church & 12th, Carroll Avenue, and Greene Street).
- Submitting yet another EPA Brownfield Grant for $300,000 in November of 2017.
- First CreateLynchburg event was held in collaboration with the Small Business Development Center and the Academy Center for the Arts. 80 attendees!
- Identified and marketed City Owned properties
- Co.Starters continued success
- Merging the Office of Economic Development and Tourism
- Annual Reports for the Office of Economic Development & Tourism
- Virginia Economic Development Partnership Site Selector Visit to NYC – Eye opening of how hard business attraction is…
- EDA Bond issues for Centra, Westminster & Lynchburg College
- Participating as the only Economic Development organization from a City at the first TechHire Roundtable
- Presenting at the UVA Wise Economic Development Forum on Creative Placemaking
- Coordinating and releasing the 2017 Arts & Economic Prosperity 5 Report, the most comprehensive economic impact study of the nonprofit arts and culture industry in the United States, conducted by Americans for the Arts.
- Presenting to the Virginia Industrial Development Authorities Institute on the importance of Economic Development Authorities
- Adoption by Council of the amendments to the Real Estate Rehabilitation Program and the addition if an infill program.
- Working with the new hotels who plan to locate on Murray Place and Border Street
- US Pipe Expansion of $2 million in capital investment and 14 new jobs
- Bringing Museums under the Economic Development and Tourism umbrella
- TANF Grant and hiring a part-time Workforce Navigator

Emergency Services

- Two employees recognized by American Red Cross for providing lifesaving instructions to callers
- Cutover to new 911 call taking system that puts the City in position to move toward text to 911
- Revealed new departmental logo/brand
- Conducted an exercise in partnership with Community Development to test their ability to effectively complete damage assessments after a disaster
- Ensured the reprogramming of 900+ radios within the City in preparation for cutover to the new radio system
- In partnership with Community Development and GIS signed agreement with Virginia Department of Emergency Management to use Crisis Track software that can be used for damage assessments
- Cutover to the new digital regional radio system
- Completed the Hazardous Materials Response plan in partnership with the Fire Department
- Completed Commodity Flow Study with Local Emergency Planning Committee (LEPC)
- Implemented PulsePoint in partnership with Fire Department

Financial Services

- Consecutive Clean FY 2017 Audit
- Managed and led the successful adoption of the FY 2018 Budget
- Elected to the Virginia Government Finance Officers Association Board of Directors
- Worked with Davenport on a funding strategy for capital improvements and assisted in briefing Council on this new strategy
- Successful Bond Refunding
- Participated in Downtown Phase I planning and implementation
- Staff participation in LEAN training and project implementation
- Successful transition to Willington Trust for custodian bank agreement with budget savings
- Planned United Way Day of Caring for Leadership Team
- Successful transition of Business License and Miscellaneous Accounts Receivable to BARS
- Transition of Department of Motor Vehicles (DMV) Select to new Treasurer
- Participated on the Trash Improvement Team
- Participated on the Strategic Leadership Team

- Serve on VML Finance Committee

Fire Department

- Once again, the department received the “Gold Level” Heart Saver award from the American Heart Association for achieving 75 percent (or higher) adherence for 24 months on all Mission Lifeline quality measures to improve the quality of care for STEMI patients.
- The Lynchburg Fire Department launched the PulsePoint project which empowers individuals, within covered communities, with the ability to provide life-saving assistance to victims of cardiac arrest. Since the launch of the PulsePoint app, 675 people have subscribed. Approximately 450 of those subscribers have enabled the CPR alert.
- As a result of the hazards associated with firefighting, the cancer rate for firefighters is increasing. Staying within the confines of our budget, we were able to purchase a second set of turnout gear for almost every firefighter and an additional gear extractor (washing machine for turnout gear), giving us one extractor at four of eight fire stations
- In partnership with the Police Department, purchased a new state-of-the-art mobile command unit that can be used City-wide in the event of a major disaster or large scale incident. The unit will be delivered in February 2018.
- Made improvements in the department’s hiring process to ensure the workforce is representative of our community. Some of the improvements included:
    - The addition of a Human Resources representative for Public Safety
    - Hiring local candidates
    - Participating in job fairs
- Completed renovation one of the city’s oldest traditional fire stations (Station 6-Miller Park). This renovation increased state-of-the-art meeting and living space with a focus on 21st century livability.
- Installed more than 75 smoke detectors in the City (free of charge) and engaged with more than 10,000 individuals to provide public education.
- Assisted with transition to the new regional radio system.

Fleet Services

- Built many solid relationships with vendors which enabled open negotiations;
- Was able to save $23,796 on the purchase of three dump trucks, and saved $40,569 on a 4-unit purchase for Knuckleboom trucks, etc.
- Assembled/trained 2nd cohort of LEAN practitioners; started five new projects. Each project is steadily moving toward resolution of multiple issues that will help the City operate more efficiently.
- Completed two LEAN projects; Police Department (PD) Hiring, and Fleet Scheduling. The PD Hiring project led to a huge time savings (+/- 50% savings in labor hours), and also achieved the initial goal of getting an offer letter in hand to potential candidates in a more timely manner. The Fleet Scheduling project was a “bust” in its initial assumption, yet it unearthed several “parking lot” ideas that have sent staff down other roads that may have several benefits.
- Completed Equipment Manager Certification requirements; half way to the Certified Automotive Fleet Manager (CAFM) designation…need to test (4 exams(scheduled for April))
- Took a hard look at Fleet’s Internal Services Fund billing; reduced, moved, revamped “mark-ups” to better align with other’s best practices.
- Started looking at vehicle utilization; converted larger vehicles (SUVs) to smaller, more adequate assets such as medium duty pickups.
    - Started “moving” vehicles rather than replacing them; stretches useful life on those assets with low maintenance costs…also looking at adding pool vehicles.
    - Eliminated a “crash-truck” purchase, swapped it for a “crash trailer” which frees up the main unit for “other” use ($45,338 savings). Achieved a combined savings of $136,480, which may be used to acquire fuel efficient assets that were removed from the original replacement list for funding purposes.

Human Resources

- Securing Korn Ferry/Hay Group for the Compensation Study
- Managing health care costs so they were not passed on to employees through their contribution. The City’s Benefits Specialist does a wonderful job managing this function

- Release of the Anthem app and Wellness challenges
- Addition of new voluntary benefits for employees – lower costs and wider variety
- Securing Healthworks for the Occupational Health Contract
- Rebooting New Employee Orientation and the foundational classes
- Beginning the reboot of Engaging and Developing great Employees (EDGE) and some of the training options – Spring leadership conference, Groom and Bloom, Back to Basics series
- Integrating three new staff members
- Awards for Live Healthy Lynchburg
- HR.Com Award
- Public Safety Recruiting – Both the Fire and Police Academy classes are more diverse than they have ever been; Police and Fire recruiting processes were streamlined – the Public Safety Human Resources Coordinator has done a great job.

Human Services

- All Human Services employees received Crisis Intervention Training (CIT)
- Completion of Active Shooter Exercise
- Perfect Title IV-E (funding for foster children) reviews
- Lynchburg Youth Group Home highlighted at the American Institute of Architects' National Justice Conference
- Final transition into the new VA Case Management System (VA CMS) for our benefits programs and services
- Hiring of the new Detention Superintendent.
- No vehicle accidents for the full year for Juvenile Services.
- Acquiring the Video Arraignment System.
- Hiring of Relief and 32 hour positions.
- Accomplished the goal of separating the generic Child Protective Services unit into two separate units; Investigation/Assessments and Prevention/Ongoing Services. This required restructuring to hire a second supervisor and achieves the goal of enabling the Investigation/Assessments supervisor to properly monitor, supervise, and close the (fill in number of complaints from the Annual Report) investigations and assessments completed in a timely and thorough manner, which keeps us in better compliance with State requirements. It also provides for better management, supervision, and use of the Prevention/Ongoing Services unit to preserve families and maintain children in their homes.
- Celebrated National Adoption Day with the finalization and recognition of 71 adoptions by 42 different families completed since the 2016 National Adoption Day. 41 of these adoptees are with at least one of their siblings, and these sibling adoptions were actually 72% of the total adoptions. Only five of the 42 families that adopted were treatment foster care families -- all of the rest were approved Lynchburg DSS foster homes. During this year, 20 children either returned home to their birth parents OR relatives.
- Processed increased volume of SNAP, Medicaid, TANF, Energy applications in a timely manner
- Continuous evaluation and upgrading of positions within the agency to reflect the increasingly technical and difficult work accomplished by line workers and supervisors in Services, Benefits, and Customer Service.

Information Technology

- Implemented departmental restructure. Moved Service Desk responsibilities to Network Services, beginning the transition of a long-term employee retirement.
- Created the Assistant Director-Infrastructure Services position, improving departmental management and laying the groundwork for upcoming senior management retirements.
- Implemented Office365, the largest part of retiring Lotus Notes and providing enhanced data storage and workgroup functionality to City departments.
- Implemented several major application software upgrades: Lucity, Fire Dept's ImageTrends, Laserfiche, Milestone video surveillance system.
- Created GIS Academy.
- Created design framework to retire current Citynotes and migrate to a new intranet.
- Implemented an enhanced data center backup and recovery system (Unitrends).
- Implemented automated load balancing across two diverse Internet circuits.
- Implemented mobile app for City in Apple and Google stores.
- Placed first in country in population category for Digital Cities Award.
- Developed a new Business License system in-house, migrating from TrakIT. (implementation scheduled for Jan., 2018)

- Implemented upgrade to GIS.
- Implemented major upgrade to Microsoft SQL/Server.
- Implemented updated orthophotography and other core data, including planimetrics, in GIS.
- Implemented first phase of Change Management process under IT Service Management.
- Began work on IT Center building enhancements (estimated completion March, 2018).
- Implemented Citywide Project Tracking System.
- Installed conduit Downtown for use in future by broadband providers.
- Migrated most servers off of Windows Server 2003, which is no longer supported. A large work effort.

Library

- Initiated a successful Lunch at the Library program as part of Summer Reading 2017. Our Food Partners were the Lynchburg City Schools, the Library of Virginia and No Kid Hungry Virginia.
- Worked with Library Staff, Public Works, and design partner BCWH to complete the initial phase of re-imagining the Library Space.
- Oversaw the complete updating of the Downtown Branch including painting; re-covering all furniture in washable vinyl; and new window treatments.
- Friends of the Library voted to meet monthly rather than every other month to increase effectiveness and build relationships with Director's leadership. Support and engagement is vital in lean times, and in moving toward fundraising for renovation.
- New partnership with Humankind provides a consistent Workforce Development presence in the Library and has increased participation.

Parking Management

- Listed below are some of the more significant accomplishments that have reverberated throughout the year and have had an impact on other operational efficiencies.
  - Office move from third Floor City Hall to 9th Street Ground Level to better serve the citizens of Lynchburg
  - Parking Authority and Management Strategic Visioning document
  - Downtown Public Parking Map creation with Downtown Lynchburg Association
  - Collaborations with Communications & Marketing
  - Instructional brochures, temporary signage, updating website
  - New parking lot lease agreement with Criminal Justice Academy at 12th and Commerce
  - Passport Parking mobile payment application
  - Replacement of old Duncan pay stations for better operations in paid parking
  - Impact on Parking Authority and assisting them in achieving parking goals
  - Reverting back to hourly parking in the Community Market parking lot
  - Assisting local veterans with creating reserved parking for disabled veterans
  - Building relationships with local construction companies to solve parking needs
  - LEAN training and LEAN project involvement

Parks and Recreation

- Awards – Won 5 State Awards at the Virginia Recreation and Park Society Annual Banquet; more than any of the other 110 parks and recreation department of any size in the state.
  - Best New Programs – Hill City Hoops
  - Best New Facility – Lynchburg City Stadium
  - Best New Renovation – Riverside Park
  - Best New Environmental Sustainability Award – Please Do Hug the Trees
  - Best Promotional Effort – Specialty – the Green Machine
- Taxpayer/Resident Recognition - National Citizen Survey Success – The Lynchburg Parks and Recreation Department put a plan (link) into action back in 2015 after receiving low scores on the NCS in many areas related to parks and recreation. The 2017 results show an average of 9% point increases in all areas having to do with Lynchburg Parks and Recreation services and collaborations. In order for an increase to be considered a "positive trend", the gain had to be at least 6 percentage points. There were 14 areas of positive gain that our department both directly manufactured or collaboratively influenced. There are still many areas to improve, read here to see how the department plans to improve scores by 2019: http://www.lynchburgparksandrec.com/lynchburg-park-deserts-2017-national-citizen-survey/

- Grants - Our department wrote and was awarded $698,000 in grants. Grant writing was done in-house with no grant writer or external consultant assistance.

Grant	$ total allocation	Division	Project
Transportation Alternative Grant	$300,000	Park Services	Langhorne Trestle Trail Extension
Community Development Block Grant	$150,000	Neighborhood Centers	College Hill Neighborhood Center
Community Development Block Grant	$175,000	Neighborhood Centers	Daniels Hill Neighborhood Center
Greater Lynchburg Community Trust	$5000	Neighborhood Centers	Hill City Hoops 2018
Department of Health	$50,000	Lynchburg Community Market	We Got the Beet
USDA	$18,000	Lynchburg Community Market	Supplemental Nutrition Assistance Program
Total Grants in 2017	$698,000	Parks and Recreation Dept.	Generating New Funds Sources – Department Goal

- Achievements Milestones
  - The World's Largest Tree Hug! – 1400 participated, 50 vendors/organization, 100 volunteers. Well over 1% of Lynchburg's population gathered in Peaks View Park on the Arcadian Leyline in an act of love (group hugging trees) while the native Monacan Indian Nation played their honor song. A positive nature and humanity intention was read/spoken from the stage prior to all the tree huggers before departing to select a tree to hug. The City of Lynchburg will reap the benefits to this consciousness shift and raising vibrations for years to come. The best of the collateral benefits are yet to play out. The event assisted in moving the needle on Natural Area Preservation, building community, providing recreation opportunity/ social and special event and getting folks into the park adding to the number of people visiting a park this year.
  - Movies in The Park – approximately 3,000 viewers. Moving to Riverfront Park had a negative effect on attendance. We will be moving back to Riverside permanently. We still averaged over 500 people per movie mostly families in line with a department goal of encouraging family togetherness.
  - Food Truck Thursdays continued success contributed greatly to changing the past negative perception of Miller Park.
  - In 2017 the Recreation Division conducted 577 programs including 231 new innovative programs at an implementation rating of 84%. Our cutting edge programs and family friendly events included glow rides, family camp-outs, an art expo, a Healthfest, square dances, a pumpkin chuck and a celebration of lights. The programming brought folks to park and influenced a positive trend in all things parks and recreation on the National Citizen Survey.
  - The Miller Park Pool had 1356 more visitors during the summer and our first ever dive-in movie was enjoyed by a sold out crowd. This increased the number of people attending and recreation programs and special events and ultimately improved a sense of community and City pride (we base this on social media comments).
  - Many of our activities are made possible by the over 1000 volunteers who generously give of their time and expertise to help our programs and events succeed.
  - The We Got the Beet campaign at the Lynchburg Community Market, through $50,000 in funding from VDH and in partnership with VDH and VCE, provided dynamic wellness programming for 13 weeks/ twice a week throughout the summer to over 400 area adults and youth participants with an emphasis on serving our underserved SNAP community. Raising awareness and providing access to nutritional foods is half the battle in improving community health.
  - $12,000 FINI sub-awardee recipient allowing the Lynchburg Community Market the opportunity to provide incentive matches for fruits and vegetables on SNAP purchases. Through this funding, our high-needs SNAP population has been provided access to healthier foods while also putting these FINI funding dollars back into the pockets of hard working agricultural producers and our local economy. This incentive match funding was offered in conjunction with our We Got the Beet programming, providing better opportunity for access and education.
  - Re-opening of LOT H with improved communal space and small event area- a necessary evil of a job that proved a longer timeline than any business would have liked to have seen but was absolutely imperative given the scope of work, was completed and the space realized was reimagined to improve the market experience and enhance the downtown neighborhood. The Lynchburg Community Market

  was the number 1 destination downtown (per Master Plan meetings). The grants, programming, and infrastructure improvements play a key role in the positive trend of creating a vibrant downtown and LCS is a cornerstone.
  - Completed and opened a new disc golf course at Sandusky Park, a canoe put-in at Hollins Mill Park and opened a new 1.5 mile section of Creekside trail from Blackwater Creek Athletic Area across Lynchburg College campus. Continual improvements and additions to the parks greatly improved the numbers of people visiting the parks over the last two years. Parks build communities.
  - Applied and received a $300,000 Transportation Alternative Program Grant and began the Blackwater Bikeway trail extension across Langhorne Road to Linkhorne Middle School. This was 20 years in the making. Residents are three times more likely to get recommended daily exercise when they live within ½ mile of a park or trail. Building parks and trails increases community physical activity and overall community health.
  - Played a key role in Special Event opportunities within the City increasing from 53 events to over 100 in the course of 2 years. Added our own well-received internal events; The Art Expo, Daddy Daughter Dance, the Western Square Dance, Irish Dancing, Celebration of Lights and Pumpkin Chuck all receiving positive news stories.
  - This was a first for writing and defending the Community Development Block Grants and resulted in $325,000 grant funds being directed to the upgrades of two neighborhood centers Daniels Hill and College Hill. Upgrading the Neighborhood Centers is a top priority of our department over the next two years.
  - Developed many new partnerships and collaborations throughout the department such as Blackwater Rugby Football Club, WYYD, Skatepark Advocacy Group, Randolph College Theatre Program, Master Gardeners, LCS Health Advisory Board, Equity Task Force, Virginia Cooperative Extension, Forest Swim Team, Virginia Health Department and several others.
  - Made great strides in Nature Equity by implementing Urban Explorers outdoor summer camp, Learn Grow Eat Go, a program partnership with VCE, Gleaning from the Lynchburg Community Market to the neighborhood centers and providing green machine transportation to the trails and parks for children at the neighborhood centers.

<u>Police Department</u>

- CALEA Reaccreditation
  - Over 900 law enforcement agencies are currently accredited by CALEA within the United States, Barbados, Canada and Mexico. CALEA accreditation is conferred for a period of four years, during which time the agency must submit annual reports attesting continued compliance with those standards under which it was initially accredited. The Lynchburg Police Department is required to comply with 365 procedural standards in order to earn its most recent accreditation.
- Lethality Assessment Program
  - This new program was implemented as a way to increase service for victims of domestic violence and/or incidents. This program is designed to reduce the likelihood of domestic homicide, instantly connect victims of domestic violence with services and provide services to people who would not on their own be able to pay for or have access to services. The LPD is one of a few agencies statewide to implement the lethality assessment program.
- Body Worn Cameras (BWC) - implementation of BWC in Field Operations
  - Early in 2017, all officers were equipped with BWC. This has increased transparency as well as increased the legitimacy of police officers on patrol in the eyes of the public while improving community relations and trust. 49% decrease in citizen-initiated complaints against officers in 2017 when compared to 2016 has decreased. The implementation of BWC's has also provided for new and important Fair and Impartial policing training for patrol officers. BWC's will continue to potentially reduce use of force related interaction by monitoring officer and citizen behavior.
- Implementation of Mobile Field Reporting (MFR) - While challenging, this has proven to be one of the Department's most significant accomplishments in 2017. The project is still ongoing, however, the bulk of the work and switchover has been completed. At a glance, the status of the project is as follows:
  - Just under 100% of the Department has been trained in the use of MFR and Moblan. This was accomplished during a four-month window.
  - Just under 100% of reports are now completed utilizing the MFR system.
  - Traffic e-citation summonses have been implemented. Most patrol cars have new printers installed, with only 6 more vehicles to go.

    - Records has become increasingly efficient with the new system. Superion is tentatively scheduled to come on site around April 2018 to conduct additional training and workflow analysis for the Records Unit.
    - Despite several significant technical and training issues resulting from the vendor's poor performance and planning, LPD Information Technology was able to work through the problems and negate any long term implementation delays.

- Improvements in LPD recruitment and hiring- a LEAN initiated project
    - The Personnel and Recruiting Unit revamped testing procedures to combine Physical Agility, Written Test and Oral Board into one day, thereby allowing applicants to complete a larger portion of the overall hiring process in one day. The first "Super Saturday" was held on September 9th. Early assessment of changes made show greater efficiency in hiring process.
- Integration of Intelligence Led Policing (ILP) within LPD through ILP Meetings
    - The daily ILP meetings began on July 10th and have already been successful. The improvements made in intelligence gathering, information sharing, and collaboration (Crime Pattern Reports/Informational Bulletins/ILP Meeting Notes) have resulted in several crime sprees being solved, prolific offenders identified and greater agency acceptance and support.
- Lynchburg Police Department Officer Retention/Compression/Pay Plan
    - Pay adjustments made based on years of service (seniority) to address retention, compression issues at the POII, POIII, Sergeant and Lt. ranks
    - Implementation of Employment Contracts, three years of service or $10,000 in repayment
    - Clothing and boot allowance
    - Raise in off duty rate (First Raise in 10 years)
- The reorganization of shift, command structure and seniority-based assignments in Patrol
    - This provided us the ability to improve employee satisfaction by recognizing officers for their service and tenure and rewarding them based on their seniority. In patrol this is a retention mechanism to combat turnover and allow officers the ability to choose which shift they would like to work based on their desire and family needs. It provides for more stability among the workgroups. This new structure in patrol provides a mechanism for supervisory oversight in patrol to better meet the needs of citizens and people within the organization.

<u>Public Works</u>

- Began the process to become an accreditated Public Works Department through the national American Public Works Association (APWA).
- Participated on Development Committee for Public Works Institute-Mid Atlantic Chapter APWA. The Mid-Atlantic Chapter consists of the states of Virginia, Maryland, DC and West Virginia. The Public Works Institute consists of 96 hours of leadership training for Public Works employees for the participating municipalities in the chapter.
- Received Public Works Project of the Year for Small Cities award from the Mid- Atlantic Chapter of APWA for the construction of the new Juvenile Group Home.
- Director serves on the Board of Directors for the Mid- Atlantic Chapter APWA.
- Purchased and installed a briner to improve winter weather emergency response.
- Implemented pilot pavement preservation techniques based on pavement condition index.
- Held first Public Works strategic planning session.
- Public Works staff was instrumental in creation of the City-wide Project Tracking Software, in partnership with Information Technology.

<u>Water Resources</u>

Operational

- Reorganized our Field Operations Divisions – Moved Utility Line Maintenance, Sewer Line Maintenance, Meter Operations, and Safety under one division. Over the years, these areas had become very "siloed" with complaints from staff about leadership and direction. They change has uncovered a lot of hidden challenges and issues that are now being addressed. Starting to see significant improvements in productivity and morale.
- Changing a vacant position to a Public Relations Coordinator – Increased transparency, improved communications with the public associated with construction projects, emergencies, various programs such as Fats, Oil and Grease, and improved relationships with the media.

- Received Virginia Department of Health's Excellence in Waterworks Performance Award (again), received National Association of Clean Water Agencies Silver Award (on track for Gold this year), and helped the City achieve Virginia Municipal League's Platinum Go Green Award.
- Completed mapping the City's stormwater system.
- Completed draft of Stormwater Master Plan (currently being reviewed by staff).
- Combined Sewer Overflow (CSO) Public Notification System operational.
- Completed Bacteria Total Maximum Daily Load (TMDL) (approximately 10 years of work).
- Fats, Oils, Grease (FOG) Public Outreach Campaign.

Capital

- Design of the Wastewater Treatment Plant (WWTP) CSO Controls – This $46 million project is very complex and challenging and is the single biggest component of the CSO Program and besides Heritage High School may be the most costly project the City has undertaken. Currently design is about 90% complete. This is a Construction Management at Risk (CMAR) project with construction scheduled to start in the summer. Once complete, only about $10 million of works remains to complete the CSO Program.
- Completion of Phase I of the Downtown Utility and Streetscape Project.
- WWTP Control Building Upgrade – currently under construction, this project is primarily needed to address regulatory issues associated with operation of an environmental laboratory.
- Completed four Stormwater Local Assistance Fund stormwater projects that helped to meet our Chesapeake Bay Allocations for the current permit cycle.
- Began construction of the Burton Creek Interceptor project, utilized this project to help fix significant stream erosion issues, a win, win, win situation – improved and stabilized stream bank stopping the loss of private property, protected city utilities, and improved water quality.

Director of Water Resources Professional Development and Association Participation

- Completed Harvard Kennedy School for Senior Executives in State and Local Government.
- Became President of Virginia Municipal Stormwater Association.
- Became Chair-Elect of the Virginia Section of American Water Works Association (AWWA).
- Became Board Member of Virginia Association of Municipal Wastewater Agencies.
- Became Board Member of the Virginia Nutrient Credit Exchange Association.

II. What were your biggest challenges in the past calendar year and why? Please be candid. Challenges abound.

<u>Assistant City Manager</u>

- It was a major challenge comprehending the mission and meeting the objectives posed by City leadership, citizens and organizations in the poverty initiative. Finding the bright spots has been motivating and seeing the City make strides provides moments of optimism!

<u>City Assessor</u>

- Completing Revaluation with no guidance from Assessor.

<u>City Attorney</u>

- During the past year the biggest challenge was dealing with the extended absence of a senior staff person.
- The Office is facing increasing pressure from the Juvenile and Domestic Court Judges to provide additional representation to the Department of Social Services (DSS) in Children in Need of Services (CHINS) cases.
- The Office has difficulty meeting the needs of other City departments because DSS utilizes a disproportionate amount of the Office's resources.

Clerk of Council

- Biggest challenge during the past calendar year was working with the current, outdated technology that is used to record City Council meetings. The technology has failed several times. The current system needs updating to ensure Council meetings are recorded properly.
- The retirement and replacement of a long-time Administrative Services Associate.

Communications and Marketing

- Struggling to maintain effective social media presence
- Refocusing staff, clarifying expectations, and building morale within the department

Community Development

- Managing Resources - maintaining the day-to-day versus competing projects (accuracy; staff stress; building relationships)
- Downtown Plan (changing priorities/scope; balancing feedback)

Deputy City Manager

- Making the transition from Town Manager to Deputy City Manager has been both fun and challenging; learning the City, the region, and the organization all at the same time has been a balancing act at times

Deputy Clerk of Council

- Continuity of operations after losing a critical member of the office was challenging; however, it allowed an opportunity to learn some parts of processes where familiarity was lacking.

Economic Development

- Merging Economic Development and Tourism.
- Collaboration with other City Departments.
- Bringing Museums under the Economic Development umbrella.

Emergency Services

- Recruitment/Retention
- Pay Compression

Financial Services

- Managing/retaining a high performance work team

Fire Department

- Budget
- Negative publicity from allegations of hostile work environment and an employee who misappropriated funds.
- Staffing
- Internal communication
- Retaining a consistent workforce
- Deferred Accreditation status

Fleet Services

- Vehicle accidents
- Personnel
- Spread thin
- Sweeper fire; took 11 months to get thru the investigations and carry forward approvals… just received the replacement vehicle on Friday.

Human Resources

- Healthcare costs and their management continue to be a huge concern; the City cannot continue on the current trajectory. Moving forward we will have to be even more thoughtful, creative and proactive.
- Training and Development for all City staff; resource constraints.
- Workers Compensation will require changes in approach to workplace safety; significant drain on financial resources and employee productivity.

Human Services

- Implementation of VaCMS (VA Case Management System) in Benefits – required transforming internal processes which initially requires more time and effort, and even though the hope is that it will eventually become more efficient, we are far from there at this point in time.
- Staff turnover – multiple positions in Foster Care and Child Protective Services (CPS), multiple positions in Benefits, because it impacts the ability to meet State and Federal mandates in a timely manner. Use of overtime mitigated it somewhat but has an impact on the budget. Inability to fully utilize the temporary positions allocated because of inability to carry forward funding to support them.
- Securing adequate resources to support agency goals and staff needs, including having to privately contract with outside attorneys to insure adequate representation in Court, for Local CPS Appeals, and to accomplish assorted other legal tasks.
- Pay
- The significant amount of time associated with completion of CPS and Background Reports.
- The significant mental health issues with the individuals we serve.
- Hiring and retaining Relief Workers

Information Technology

- Significant workload backlog, especially in Application Services.
- Heightened awareness of cybersecurity challenges.
- The absence of an integrated set of City priorities across all departments makes technology planning and governance more difficult.

Library

- Budget cuts on City and State level; being expected to do more with less; being able to send staff to workshops and conferences on limited funds.
- Not enough usable spaces for small programs, meetings, tutors. Waiting for renovation does not help current and pressing needs. Staff always trying to work around this.
- Summer Lunch at the Library program. This involved buy-in and assistance from the entire staff and a large crew of new volunteers. It was great, but a lot of work.
- Bed Bugs at Branch
- Comcast complaints of video piracy on our WiFi network.
- Having time to keep up with Library literature and trends is a growing challenge.
- Providing significant support to the rather small Martin Luther King, Jr. Committee.

Parking Management

- Creating a more efficiently managed parking system through open communication, easily accessible information resources, and consistent messaging and parking practices. This will help parking guests better understand the importance of parking management and how it can help build a mobility friendly community.

- Handling the daily “fires” that arise. Getting parking involved from the beginning has helped eliminate a lot of stress and undo parking burden down the road. Creating collaborations is difficult because it challenges what people are used to doing, or how they think it should it be done.
- Establishing a more effective parking enforcement program.
- Persistent challenge in parking management is finding the right way to communicate the parking message and its importance in the overall grand scheme of downtown growth, sustainability, and staff capacity to meet the needs of everyone visiting and doing business in downtown. Downtown Lynchburg is something to be proud of.

<u>Parks and Recreation</u>

- Perceived lack of support for Parks and Recreation
- Lack of funding

<u>Police Department</u>

- Compensation:
    - o The economy nationally is looking resilient with increases in job opportunities, entrepreneurial endeavors and higher private sector wages. Skilled public sector employees who in the past may have gravitated to public sector jobs as a way to pay bills are now getting an opportunity to go back in the private sector. Some examples include experienced officers leaving the City to start careers in House Flipping, Construction Contracting, and Private Security Contracts. If compensation is not addressed in the near future staff losses will continue and significantly hamper the City’s opportunities to recruit and hire qualified, desirable staff to replace those who leave.
- Increased Staffing:
    - o The PD is being asked to take on more and do more while still preforming the traditional law enforcement roll. Best practices dictate that officers slow down at calls in order to de-escalate situations and listen to complainants. Initiatives like Crisis intervention Team (CIT), Mental Health First Aid, Lethality Assessment, Procedural Justice, Fair and Impartial Policing, Community Building, Intelligence Led Policing all take time. The days of “Just the facts Ma’am” and officers are off to the next call are over if we want to continue building bridges and community in the City’s traditionally underserved communities.
    - o The PD has a sworn staff of 174, but the true operational number is 150 officers when fully staffed. Officers are out on Injury, Maternity/Paternity Leave, Military Deployments, Administrative Leave, Recruits in the Academy and Officers on Field Training Status count as part of the overall 174. The operational reality is that 24 of those positions are operational vacancies due to their status. More staff is needed, the Police Department cannot continue to function effectively with current staffing.
- Facility/Infrastructure:
    - o Fragmented, disconnected staff creates challenges that the City Manager and Council are aware of.

<u>Public Works</u>

- Recruiting and retaining competent, employees for jobs at all levels.
- Disappointment in National Citizen Survey scores; yard waste in particular. Public Works had the fewest complaints this year on yard waste and brush/bulk in several years.
- Maintenance and capital needs continue to increase while funding remains level or reduced.

<u>Water Resources</u>

- Pay – especially for certain positions. Water Resources was not included in last year’s market adjustments in targeted departments, yet have some similar positions and some very technical positions that are very difficult to fill and have been identified as being significantly below market.
- Communication, workloads, and staffing:
    - o The amount of information that is required to be gathered and received is expanding exponentially at the same time work loads are increasing and not enough staff to complete tasks.

    - All three issues are intertwined. Heavy workloads are divided into various levels of competing priorities which can lead to conflict and frustration because everyone's priorities cannot be addressed timely. New issues develop faster than can be addressed. As a result, there are literally hundreds of work orders that will likely not be addressed unless they develop into an emergency.
    - Staffing, heavy workloads, lots of communication, and at the end of the day the task has to be completed. Staff need the technical skills, the physical ability, the equipment and training to execute in the field. A large group of average employees with an average leader or manager can only produce average work at an average level. When new work or tasks are coming into the que faster than it can be resolved, corrected, or fixed then backlogs continue to be addressed on an emergency basis.
- Software issues – Significantly impacted productivity. Staff no longer has the analytical capabilities to monitor water usage trends by category; existing software limits staff to reading 6 meter routes per day because of the high number of investigations triggered by the software and other issues.
- Not enough contractors – Only one bidder on 5th Street, only one bidder for our annual contractor; drives costs up, a lot of work in the que but can't get it going.
- A rough year for water line breaks, nearly 30 breaks in January alone.
- Issues with Vaccon trucks.

012K

FY 2019 General Fund Revenues and Budget Scenarios

and

FY 2019 – FY 2023 Capital Improvement Program (CIP) Review

Donna Witt, Chief Financial Officer

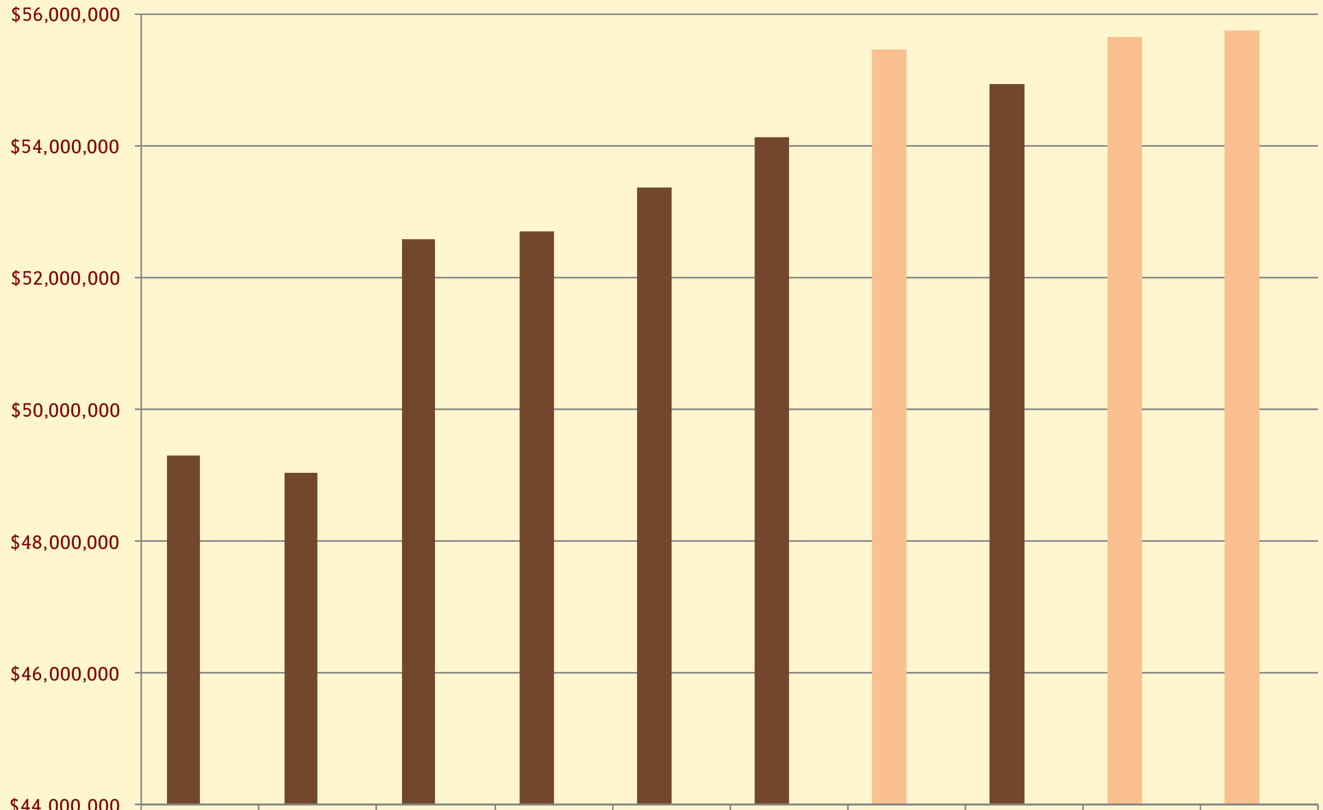
FY 2019 Revenue Highlights

With the changing environment,

Revenue sources are projected with a very cautious and conservative approach.

- Decreased Growth in Sales Tax
- Nominal Growth in Meals Tax
- Flat Real Estate Assessments
- Liberty University Capped Residential Program
- Increased Popularity of Air BnBs
- Increased On-line Shopping

Major Revenues
Net Current Real Property

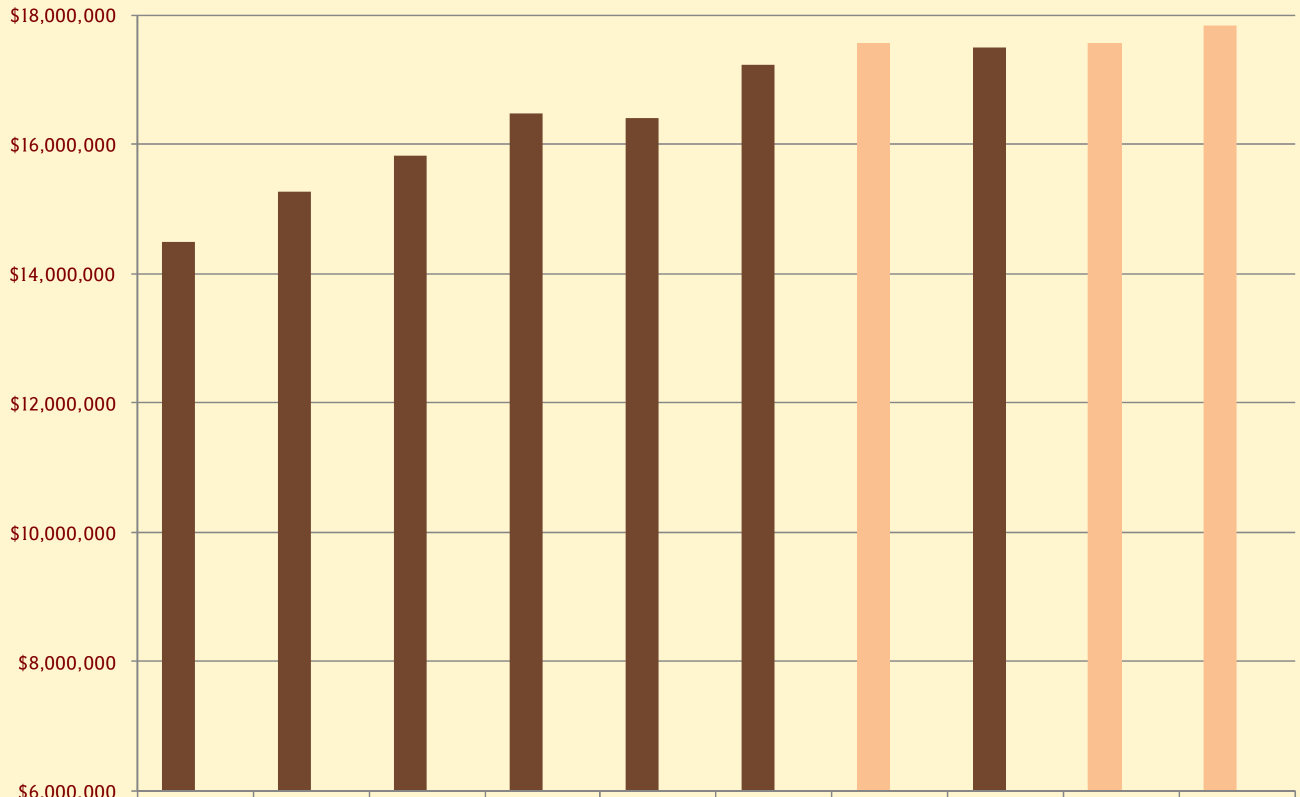


	Actual FY 2011	Actual FY 2012	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Adopted FY 2017	Actual FY 2017	*Adopted FY 2018	+Projected FY 2019
Net Current Real Property	$49,305,379	$49,044,104	$52,582,362	$52,708,494	$53,359,256	$54,127,328	$55,446,770	$54,937,988	$55,638,183	$55,749,670
Percent Change		-0.5%	7.2%	0.2%	1.2%	1.4%		1.5%	0.3%	0.2%

* Percent Change for Adopted FY 2018 is change from Adopted FY 2017.
\+ Percent Change for Projected FY 2019 is change from Adopted FY 2018.

Net Current Real Property includes the real property tax less allowances for the tax relief program, rehab program, and an anticipated percentage of uncollectable accounts. Even fiscal years reflect re-assessment. FY 2013 includes the tax rate increase from $1.05 to $1.11. Actual FY 2017 reflects a 1.5% increase over Actual FY 2016. FY 2018 and FY 2019 projections reflect the continued slow growth in real estate tax base. With 2 of 4 installments collected, 45% of the FY 2018 Adopted budget has been collected.

Major Revenues
Personal Property – Local Portion

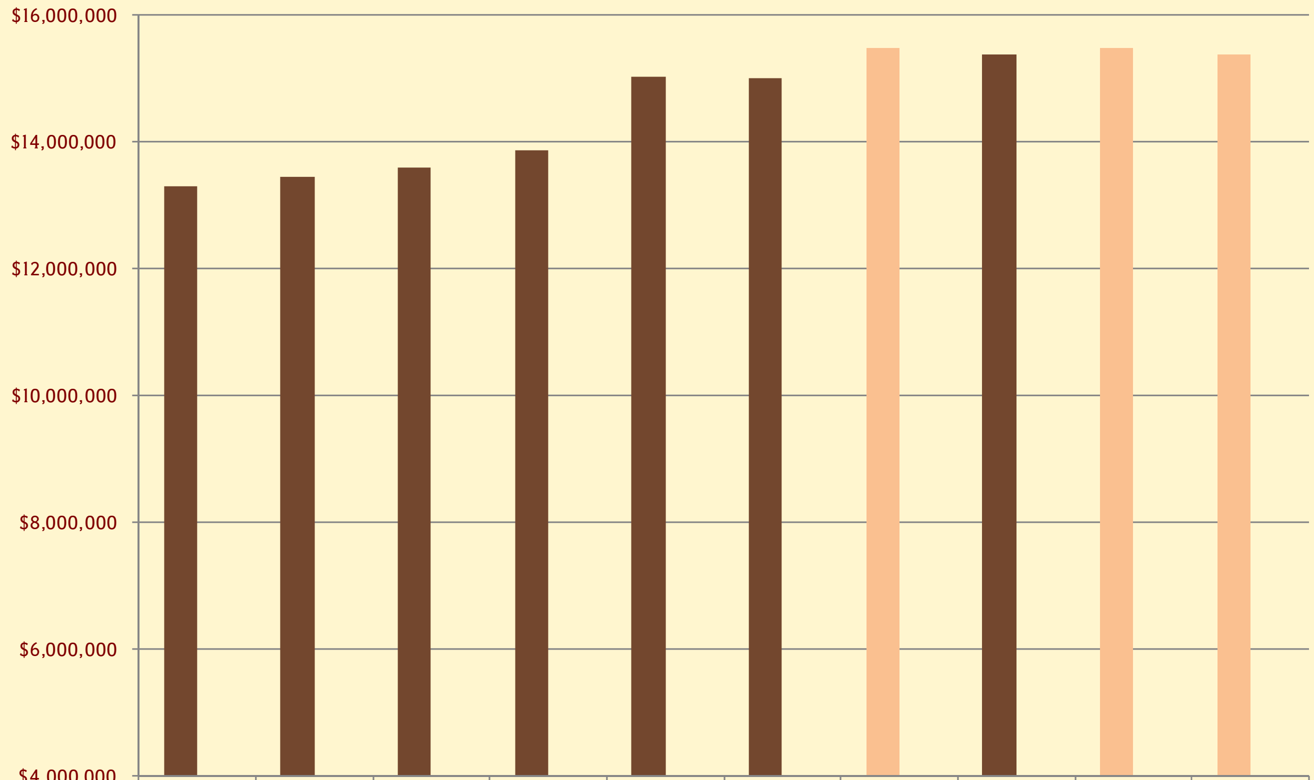


	Actual FY 2011	Actual FY 2012	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Adopted FY 2017	Actual FY 2017	*Adopted FY 2018	+Projected FY 2019
Current Personal Property	$14,488,805	$15,256,027	$15,821,976	$16,483,231	$16,405,290	$17,228,699	$17,557,000	$17,492,545	$17,557,000	$17,820,355
Percent Change		5.3%	3.7%	4.2%	-0.5%	5.0%		1.5%	0.0%	1.5%

* Percent Change for Adopted FY 2018 is change from Adopted FY 2017.
\+ Percent Change for Projected FY 2019 is change from Adopted FY 2018.

Current Personal Property Tax revenue is based on National Automobile Dealers Association (NADA) values. Actual FY 2017 revenues reflect a 1.5% increase over Actual FY 2016. FY 2016 saw record car sales due to the drop in gas prices, unemployment rates, and dealer incentives. FY 2017 Actual and assessments for FY 2018 and FY 2019 are reflecting slight growth based on more actively registered vehicles in the City, in the range of 1% a year.

Major Revenues
Local Sales and Use Tax

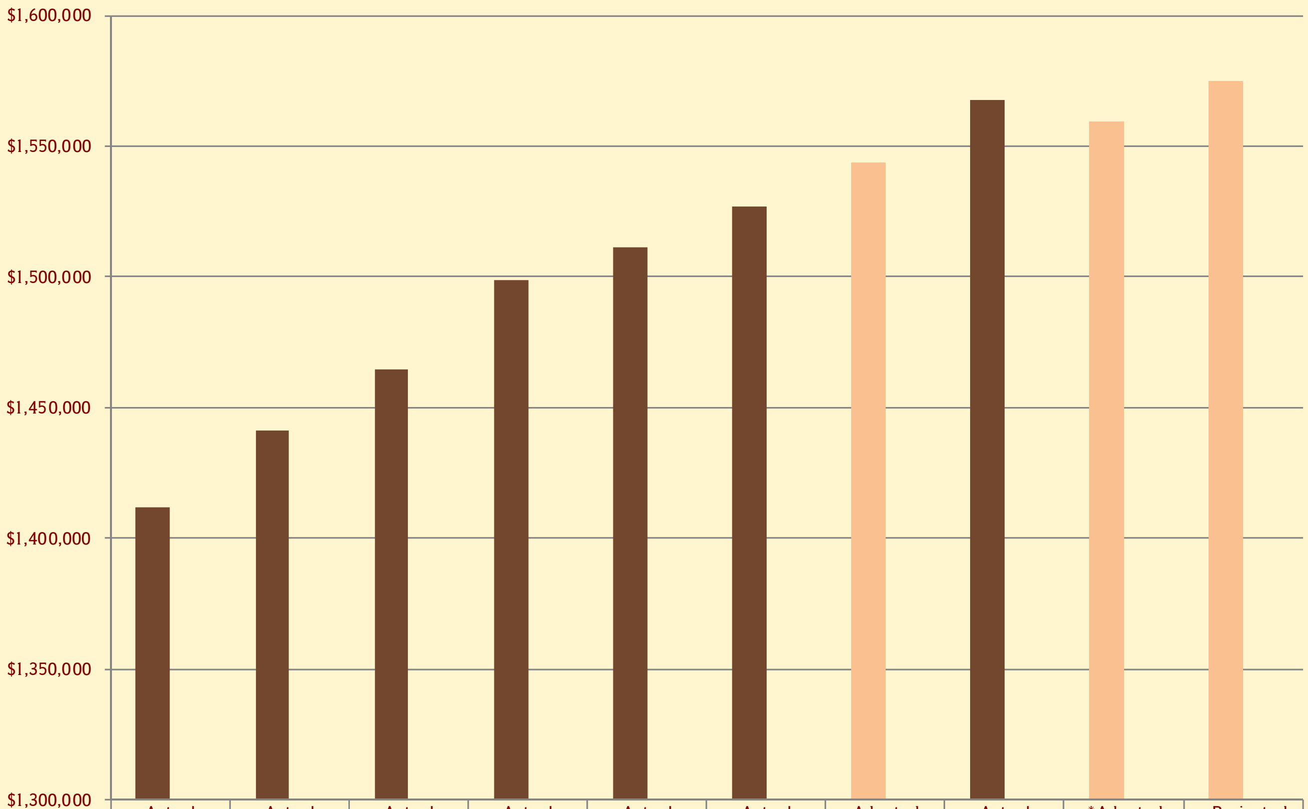


	Actual FY 2011	Actual FY 2012	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Adopted FY 2017	Actual FY 2017	*Adopted FY 2018	+Projected FY 2019
Local Sales and Use Tax	$13,284,506	$13,440,973	$13,589,747	$13,842,292	$15,006,326	$14,995,131	$15,465,700	$15,351,347	$15,465,700	$15,351,347
Percent Change		1.2%	1.1%	1.9%	8.4%	-0.1%		2.4%	0.0%	-0.7%

* Percent Change for Adopted FY 2018 is change from Adopted FY 2017.
+ Percent Change for Projected FY 2019 is change from Adopted FY 2018.

Actual FY 2017 revenues reflect a 2.4% increase over Actual FY 2016, but fell short of FY 2017 Adopted. FY 2018 collections through November bring us back to budget; however, early December reporting is considerably less than FY 2017 December collections. Use Tax collections are inconsistent and very difficult to predict year to year.

Major Revenues
Motor Vehicle Licenses



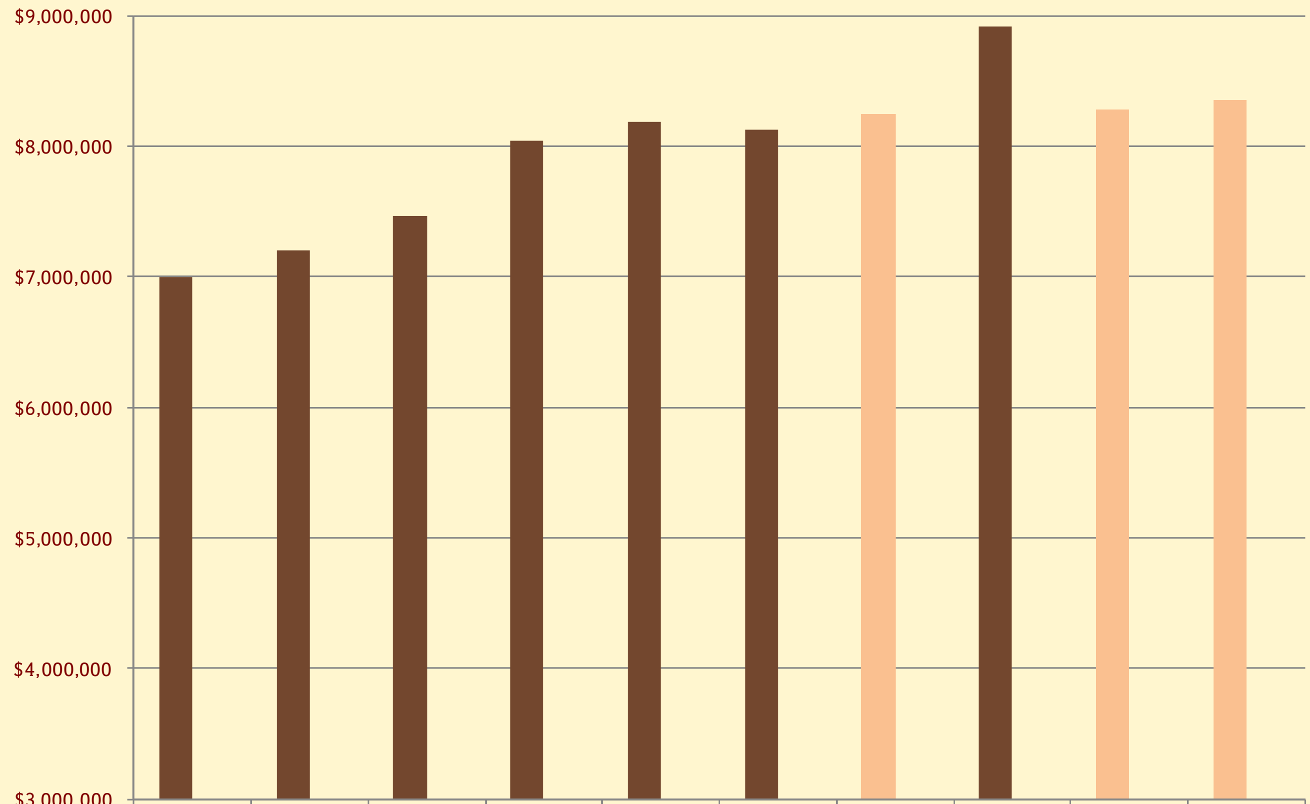
	Actual FY 2011	Actual FY 2012	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Adopted FY 2017	Actual FY 2017	*Adopted FY 2018	+Projected FY 2019
Motor Vehicle Licenses	$1,411,996	$1,441,546	$1,464,608	$1,498,930	$1,511,311	$1,527,085	$1,544,000	$1,567,797	$1,559,440	$1,575,000
Percent Change		2.1%	1.6%	2.3%	0.8%	1.0%		2.7%	1.0%	1.0%

* Percent Change for Adopted FY 2018 is change from Adopted FY 2017.
\+ Percent Change for Projected FY 2019 is change from Adopted FY 2018.

Actual FY 2017, Adopted FY 2018 and Projected FY 2019 Motor Vehicle Licenses reflect very slight continued growth in actively registered vehicles in the City.

Note: Unlike Personal Property tax, State code authorizes cities to levy a Motor Vehicle License tax on all motor vehicles, trailers, and semi-trailers without exemption.

Major Revenues
Business License Tax

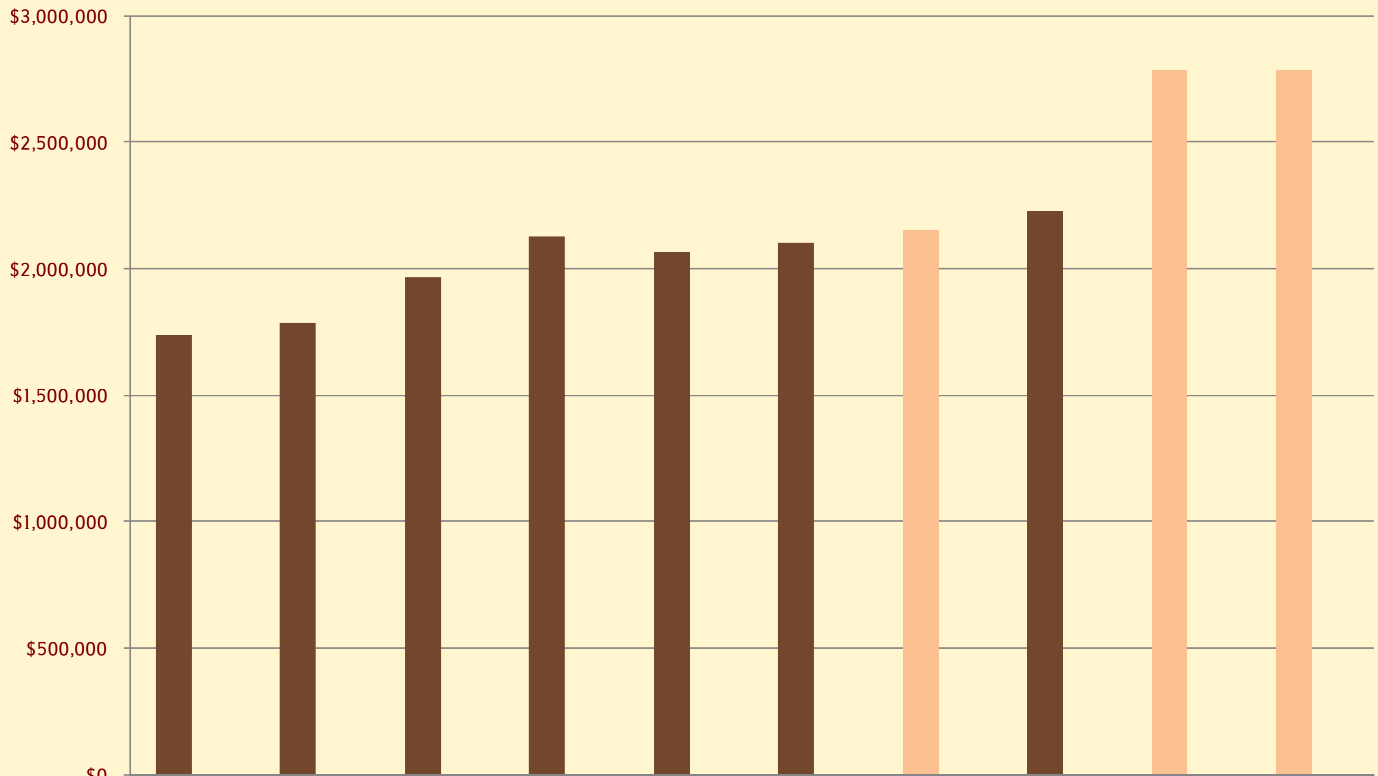


	Actual FY 2011	Actual FY 2012	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Adopted FY 2017	Actual FY 2017	*Adopted FY 2018	+Projected FY 2019
Business License Tax	$6,999,206	$7,197,936	$7,463,878	$8,037,473	$8,185,869	$8,127,366	$8,242,438	$8,919,679	$8,283,649	$8,349,271
Percent Change		2.8%	3.7%	7.7%	1.8%	-0.7%		9.7%	0.5%	0.8%

* Percent Change for Adopted FY 2018 is change from Adopted FY 2017.
\+ Percent Change for Projected FY 2019 is change from Adopted FY 2018.

Actual FY 2017 reflects a 9.7% increase over Actual FY 2016. This includes a large one-time catch-up payment of $290,000 from a local company. FY 2018 collections are anticipated to reflect a slight increase over Actual FY 2016; however, may come in higher if FY 2017 assessments hold at $8.6 million. With Sales Tax lagging projections, only slight growth is anticipated for FY 2019. If assessments hold then FY 2019 projection will be increased.

Major Revenues
Lodging Tax

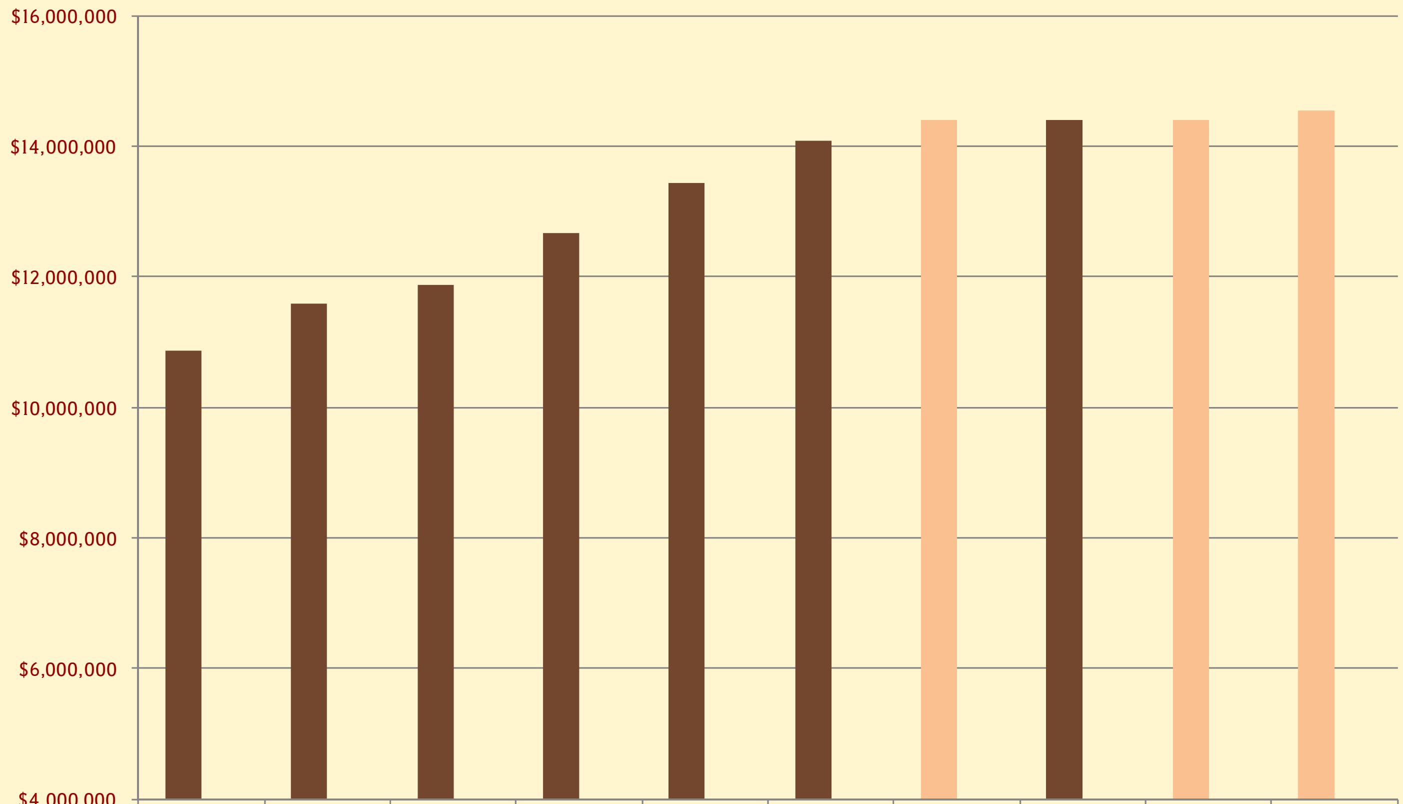


	Actual FY 2011	Actual FY 2012	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Adopted FY 2017	Actual FY 2017	*Adopted FY 2018	+Projected FY 2019
Lodging Tax	$1,738,042	$1,787,719	$1,967,393	$2,125,145	$2,066,200	$2,100,391	$2,150,000	$2,226,551	$2,783,000	$2,783,000
Percent Change		2.9%	10.1%	8.0%	-2.8%	1.7%		6.0%	29.4%	0.0%

* Percent Change for Adopted FY 2018 is change from Adopted FY 2017.
+ Percent Change for Projected FY 2019 is change from Adopted FY 2018.

FY 2017 Lodging Tax Collections realized a 6% increase over FY 2016 which exceeded budget projections. With 3 new hotels slated to open in FY 2018 and the increase in the rate from 5.5% to 6.5% in the Adopted Budget, Lodging Tax revenue is expected to see continued growth. With 2 of the new hotels opening much later than anticipated and one not opening in FY 2018, collections year to date have been slightly under budget. FY 2019 is not projected to increase above FY 2018 Adopted until the new hotels open.

Major Revenues
Meals Tax

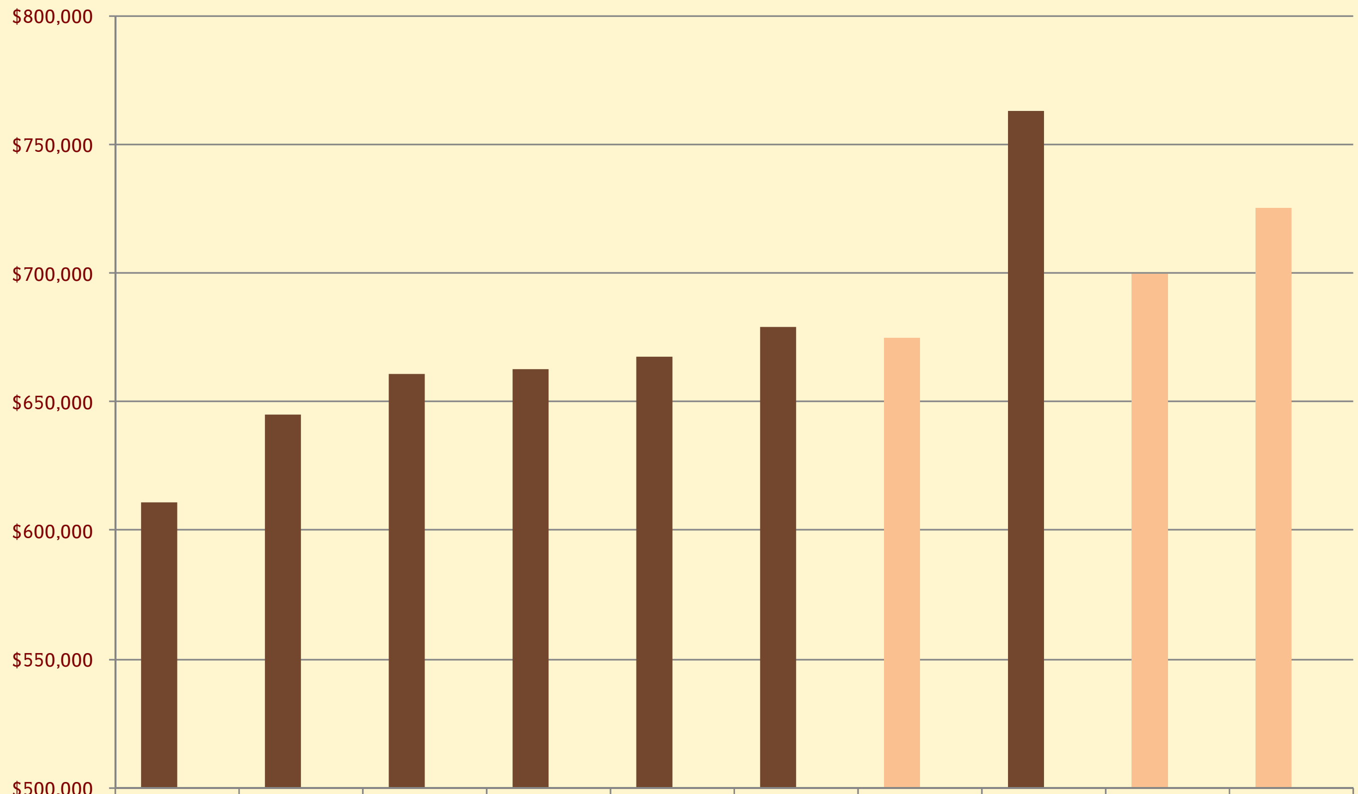


	Actual FY 2011	Actual FY 2012	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Adopted FY 2017	Actual FY 2017	*Adopted FY 2018	+Projected FY 2019
Meals Tax	$10,876,035	$11,585,083	$11,874,579	$12,666,743	$13,435,756	$14,081,199	$14,392,718	$14,381,667	$14,400,000	$14,544,000
Percent Change		6.5%	2.5%	6.7%	6.1%	4.8%		2.1%	0.1%	1.0%

* Percent Change for Adopted FY 2018 is change from Adopted FY 2017.
+ Percent Change for Projected FY 2019 is change from Adopted FY 2018.

FY 2017 Meals Tax collections exceed FY 2016 collections by 2.1%. This is the lowest year over year growth since the 2008 recession. FY 2018 collections through November are consistent with budget, but no growth over FY 2017 is anticipated in the FY 2018 Adopted Budget or the FY 2019 projection.

Major Revenues
Amusement Tax



	Actual FY 2011	Actual FY 2012	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Adopted FY 2017	Actual FY 2017	*Adopted FY 2018	+Projected FY 2019
Amusement Tax	$610,625	$644,842	$660,558	$662,453	$667,212	$678,870	$675,000	$762,657	$700,000	$725,000
Percent Change		5.6%	2.4%	0.3%	0.7%	1.7%		12.3%	3.7%	3.6%

* Percent Change for Adopted FY 2018 is change from Adopted FY 2017.
+ Percent Change for Projected FY 2019 is change from Adopted FY 2018.

Actual FY 2017 Amusement Tax collections reflect a 12.3% increase over Actual FY 2016. This is due to increased movie ticket sales and more events that include an admission fee. Early FY 2018 collections are down due to summer movies doing poorly nationwide. Collections through November are consistent with budget. FY 2019 is projected to continue the slight growth.

Note: A portion of Amusement Tax revenues are dedicated to the Arts and Culture District Grant Program. In FY 2017 this amount was $39,529.

FY 2019 Revenue Highlights

- Non-Dedicated Revenues are projected to increase $140,000 over FY 2018 Adopted and **$158,000 less than FY 2017 Actual Non-Dedicated Revenue**
- Dedicated Revenues are projected to increase $740,000 over FY 2018 Adopted and **$916,000 less than FY 2017 Actual Dedicated Revenue**
- Total Projected Increase over FY 2018 Adopted Budget $880,000 or 0.5%

FY 2019 Submitted Expenditures

- Overview of major SUBMITTED expenditures to comply with budget instructions to reduce department budgets to achieve an overall 2% reduction (reductions requested based on the size of the department budget).
- All Departments cut expenditure requests as directed to meet the reduction target.
- Highlights not intended to be inclusive

FY 2019 Submitted Expenditure Highlights

General Government

- Council/Managers Offices
  - Eliminate Federal Relations Liaison services
- City Attorney
  - Eliminate New Assistant City Attorney Position created in FY 2018 for succession planning and assist with Social Services case load
- Commissioner of Revenue
  - Eliminate new Financial Professional III position created in FY 2018 to assist with Revenue Assessments

FY 2019 Submitted Expenditure Highlights

- Financial Services
  - Eliminate Financial Tech III position that is assistant to the Chief Financial Officer and assists with Budget development
- Human Resources
  - Reduce the City-wide training and development budget which impacts EDGE and other City staff training opportunities
- Information Technology
  - Eliminate a Network Analyst positon which will create longer support response times
  - Reduce training budget which impacts the ability to support application software upgrades

FY 2019 Submitted Expenditure Highlights

Judicial Administration

- Sheriff's Office
  - Reduce Temporary budget which impacts deputy support in court facilities

FY 2019 Submitted Expenditure Highlights

Public Safety

- Police
  - Eliminate Community Action Team (CAT) Unit (7 officers and 2 civilian positions)
  - Eliminate Crisis Intervention Team (CIT) Coordinator (.7 FTE)
  - Eliminate the majority of the Animal Control Unit (3.73 FTE)
- Fire
  - Eliminate 8 firefighters which puts an engine or ladder truck out of service every day

FY 2019 Submitted Expenditure Highlights

- Emergency Services
  - Eliminate Emergency Medical Dispatch Program including one communications specialist position, training and dues

FY 2019 Submitted Expenditure Highlights

Public Works

- Building Maintenance
  - Eliminate one Building Services Coordinator which impacts support for City Hall
- Refuse
  - Eliminate All Recycling Drop-Off Sites (7)

Health and Welfare

- Juvenile Services
  - Eliminate Youth Planner position in Juvenile Services which impacts future prevention programs and services

FY 2019 Submitted Expenditure Highlights

Parks and Recreation

- Eliminate all City-Sponsored Special Events Funding including support for City services such as street closures, venue set-up and public safety
- Eliminate Internet Service for 3 Community Centers which impacts students on-line homework needs and ability to offer computer classes and public use
- Reduce funding for staff costs at Miller Park Pool which may result in shortened pool operating hours

FY 2019 Submitted Expenditure Highlights

Community Development

- Community Development Director
  - Reduce salary support for the Downtown Lynchburg Association (DLA) Executive Director resulting in reduction of communication efforts to Downtown businesses and possible elimination of the Get Downtown and other events
- Economic Development, Tourism and Museums
  - Realize efficiencies from the merger of Economic Development and Tourism
  - Eliminate 3 Temporary positions that are no longer needed

FY 2019 Submitted Expenditure Highlights

- Communications and Marketing
  - Eliminate Lynchburg is Listening software which diminishes department's ability to communicate with citizens
  - Reduce marketing funding which impacts the City's ability to promote it's services and programs, being proactive in addressing issues and providing support to departments that do not have marketing resources

FY 2019 Submitted Expenditure Highlights

Other Major Highlights

- Placeholder for Schools $42,028,498 (Same as FY 2018)
- School Buses additional $713,000
- Blue Ridge Regional Jail decrease $604,196 from FY 2018 Adopted Budget
- Line of Duty increase $110,000 over FY 2018 Adopted Budget
- Reserve for Contingency $1.2 million

Lynchburg City Schools

Fiscal Year	Submitted	Adopted	Difference
2015	$39,964,147	$39,964,147	$0
2016	$41,064,276	$41,064,276	$0
2017	$42,386,666	$41,354,039	($1,032,627)
2018	$45,774,805	$42,028,498	($3,746,307)
2019	$42,741,498 [1]		

* Includes funding for School Buses

[1] Placeholder: School Board has not acted on the FY 2019 Proposed Budget request.

FY 2019 Budget Scenarios

Scenario #1
GAP Based on Submissions

Total Projected Revenues	$184,182,327
Total Submitted Expenses	$184,746,460
GAP	($564,133)

Scenario #2
GAP Adding Back Public Safety Submitted Reductions

Total Projected Revenues	**$184,182,327**
Total Submitted Expenses	**$184,746,460**
Restore Community Action Team (CAT) Unit	
Restore Animal Warden funding	
Restore Crisis Intervention Team (CIT) Coordinator	
Restore Fire positions to staff an engine or ladder company	
Add Fire Recruit School	
Restore Emergency Medical Dispatch	
Total Submitted Expenses with Public Safety restored	**$186,102,233**
GAP	**($1,919,906)**

Scenario #3
Gap with All Department Reductions Restored

Total Projected Revenues	$184,182,327
Total Submitted Expenses with all department reductions restored	$186,905,032
GAP	($2,722,705)

Parking Lot

- Federal Funding
- State Funding
- Compensation
- Impact of Results of Salary Study
- Health Care Costs
- Social Media Coordinator
- Cybersecurity

Council Discussion and Direction

Proposed FY 2019 Budget Development Guiding Principles

1. Balance with no new revenue requirements
2. Preserve funding for public safety
3. Use Council Focus Areas (Poverty, Infrastructure, Workforce, Economic Development) as cornerstones for budget proposal

Council Discussion and Direction

4. Tie funding decisions to 2017 National Citizen Survey results if possible
5. Preserve quality of life programs
6.
7.
8.
9.
10.

FY 2019 – FY 2023 Capital Improvement Program (CIP) Review

Capital Improvement Projects Submitted FY 2019 - FY 2023

BUILDING PROJECTS	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Year Total
Major Building Repairs and Improvements	$2,587,400	$1,879,400	$1,848,000	$3,474,000	$2,543,270	$12,332,070
Parking Deck Repairs and Maintenance	765,000	0	0	0	0	765,000
Roof Replacement	270,980	460,000	290,000	405,000	225,000	1,650,980
BUILDING PROJECTS TOTAL	$3,623,380	$2,339,400	$2,138,000	$3,879,000	$2,768,270	$14,748,050

BUILDING PROJECTS	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Year Total
Public Safety Complex (including PD $39m, GDC $3.2m, CC $6.2m, no property purchase)	$1,500,000	$37,500,000	$0	$7,900,000	$0	$46,900,000
New Downtown Parking Deck Facility	0	0	0	1,150,000	10,350,000	11,500,000
BUILDING PROJECT TOTAL	$1,500,000	$37,500,000	$0	$9,050,000	$10,350,000	$58,400,000

RESERVES	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Year Total
City Baseball Stadium Capital Maintenance Reserve	$100,000	$100,000	$100,000	$100,000	$100,000	$500,000
Snow, Street, and Bridge Reserve	250,000	250,000	250,000	250,000	250,000	1,250,000
RESERVES TOTAL	$350,000	$350,000	$350,000	$350,000	$350,000	$1,750,000

Capital Improvement Projects Requested FY 2019 - FY 2023

TRANSPORTATION PROJECTS	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Year Total
Downtown Streetscape	$2,750,000	$550,000	$3,350,000	$600,000	$4,000,000	$11,250,000
Link Road Bridge	500,000	3,000,000	0	0	0	3,500,000
Route 501/221 One Way Pair	2,000,000	0	20,000,000	0	0	22,000,000
College Lake Dam Improvements	2,000,000	2,000,000	0	0	25,000,000	29,000,000
John Capron Road	3,500,000	0	0	0	0	3,500,000
Old Forest Road (US-501 to Kings Drive) Pedestrian Improvements	1,500,000	0	0	0	0	1,500,000
Nationwide Drive - Roundabout	500,000	0	0	0	0	500,000
Graves Mill Adaptive Signal System	475,000	0	0	0	0	475,000
Kemper Street - Bike/Pedestrian Improvements	375,000	0	0	0	0	375,000
Florida Avenue Sidewalk	0	6,800,000	3,050,000	0	0	9,850,000
5th Street, Phase IV - Taylor Street to Railroad Bridge Reconstruction	0	4,000,000	0	0	0	4,000,000
Atlanta Avenue Improvements and Shared Use Path	0	437,500	0	0	0	437,500
Vassar and Langhorne Intersection Improvements	0	1,500,000	0	0	0	1,500,000
Rivermont Ave. and Bedford Ave. Intersection Improvements	0	750,000	0	0	0	750,000
Forest Brook Road Improvements	0	2,200,000	0	0	4,000,000	6,200,000
Expressway/Candlers Mountain Road Interchange	0	0	16,200,000	0	0	16,200,000
Wards Ferry Road at Atlanta Avenue	0	0	1,000,000	0	0	1,000,000
Border Street Sidewalk	0	0	500,000	0	0	500,000
Timberlake Road Bridge, West Bound	0	0	0	250,000	1,750,000	2,000,000
Bedford Avenue Bridge	0	0	0	4,000,000	0	4,000,000
Breezewood Drive Widening	0	0	0	0	1,225,000	1,225,000

Capital Improvement Projects Requested FY 2019 - FY 2023

TRANSPORTATION PROJECTS (continued)	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Year Total
Wards Ferry Road at Harvard Street Roundabout	0	0	0	0	2,000,000	2,000,000
Bridge Maintenance	400,000	420,000	440,000	460,000	480,000	2,200,000
Culvert Replacement Program	600,000	65,000	600,000	65,000	600,000	1,930,000
General Street Improvements	775,000	775,000	850,000	850,000	850,000	4,100,000
Public Works Infrastructure Improvements	230,000	241,000	253,000	266,000	279,300	1,269,300
Retaining Wall Replacement/Repair Program	400,000	50,000	400,000	50,000	400,000	1,300,000
Storm Drainage System Repairs/Replacement	135,000	150,000	160,000	170,000	180,000	795,000
Street Overlay Program	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000
Traffic Signal Replacement/Repair Program	245,000	250,000	250,000	260,000	260,000	1,265,000
TRANSPORTATION PROJECTS TOTAL	$18,885,000	$25,688,500	$49,553,000	$9,471,000	$43,524,300	$147,121,800

TRANSPORTATION PROJECTS TOTAL BY FUNDING SOURCES	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Year Total
Revenue Sharing	$2,000,000	$5,000,000	$20,500,000	$0	$3,612,500	$31,112,500
Transportation Alternatives	0	0	300,000	0	0	300,000
Highway Safety Improvement Program	1,900,000	4,650,000	500,000	0	0	7,050,000
State of Good Repair	500,000	1,500,000	0	0	0	2,000,000
Infrastructure for Rebuilding America Grant	0	0	8,100,000	0	0	8,100,000
Local Highway Maintenance	3,265,000	3,311,000	3,353,000	3,396,000	3,439,300	16,764,300
Local	11,220,000	11,227,500	16,800,000	6,075,000	36,472,500	81,795,000
TRANSPORTATION PROJECTS TOTAL BY FUNDING SOURCES TOTAL	$18,885,000	$25,688,500	$49,553,000	$9,471,000	$43,524,300	$147,121,800

PUBLIC TRANSIT PROJECTS	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Year Total
Estimated 10% Local Contribution	$550,000	$1,525,576	$1,023,131	$713,837	$248,953	$4,061,497
PUBLIC TRANSIT PROJECTS TOTAL	$550,000	$1,525,576	$1,023,131	$713,837	$248,953	$4,061,497

SOURCES OF PROJECT FUNDING FY 2019 - 2023 (%): LOCAL = 10% STATE = 10% ** FEDERAL = 80% OTHER = 0%

** State Funding **may** be impacted beginning in FY 2019 due to an anticipated shortfall in funding if additional revenue sources are not identified.

Depending upon the capital item, state funding may be reduced or eliminated due to the shortfall.

Capital Improvement Projects Requested FY 2019 - FY 2023

ECONOMIC DEVELOPMENT PROJECTS	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Year Total
Downtown Development	$500,000	$500,000	$1,000,000	$1,000,000	$1,000,000	$4,000,000
General Development Support	250,000	250,000	250,000	250,000	250,000	1,250,000
Street and Utility Extensions to Promote Economic Development	250,000	250,000	250,000	250,000	250,000	1,250,000
ECONOMIC DEVELOPMENT PROJECTS TOTAL	$1,000,000	$1,000,000	$1,500,000	$1,500,000	$1,500,000	$6,500,000

MISCELLANEOUS	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Year Total
Radio Replacement	$211,208	$211,208	$211,208	$211,208	$211,208	$1,056,040
MISCELLANEOUS TOTAL	$211,208	$211,208	$211,208	$211,208	$211,208	$1,056,040

Capital Improvement Projects Requested FY 2019 - FY 2023

PARKS AND RECREATION PROJECTS	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Year Total
Parks and Recreation Needs Assessment	$0	$75,000	$0	$0	$0	$75,000
Athletic Field Maintenance	175,000	125,000	90,000	250,000	250,000	890,000
Gymnasium Feasibility Assessment/NEW	0	0		175,000	0	175,000
College Park Upgrade	0	250,000	0	0	0	250,000
Community Park Investment Fund	75,000	25,000	75,000	25,000	75,000	275,000
Creekside Trail Bridge Replacement	0	275,000	0	0	0	275,000
Hollins Mill Bridge Improvements	0		75,000	0	0	75,000
Jefferson Neighborhood Center Renovation	0	175,000	0	0	0	175,000
General Park Maintenance	100,000	100,000	89,000	100,000	100,000	489,000
Lumos Network Connections at Parks and Recreation Facilities	40,000	40,000	0	0	0	80,000
Miller Park Aviary Site Improvement, Formerly Phase I	0	50,000		0	0	50,000
Miller Park Pool Replacement Assessment and Design	0	0	160,000	0	2,400,000	2,560,000
Parks Paving and Lighting/Reconstruction	278,000	197,000	278,000	278,000	278,000	1,309,000
Pedestrian Suspension Bridge (Structure #4)/NEW	85,000	0	0	0	0	85,000
Riverfront Phase II (aka Intermet)	100,000	0	400,000	300,000	0	800,000
Riverside Park - Main Entrance Improvements/NEW	85,000	0	0	0	0	85,000
Riverside Park - Park Overlook Stabilization	1,140,000	0	0	0	0	1,140,000
TOTAL PARKS AND RECREATION PROJECTS	$2,078,000	$1,312,000	$1,167,000	$1,128,000	$3,103,000	$8,788,000

Capital Improvement Projects Requested FY 2019 - FY 2023

SCHOOLS - RENOVATIONS/REPLACEMENT PROJECTS	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Year Total
Sandusky Elementary School Replacement	$1,500,000	$20,000,000	$0	$0	$0	$21,500,000
Linkhorne Elementary School Renovation	0	500,000	9,300,000	0	0	9,800,000
Paul Munro Elementary School Renovation	0	0	400,000	7,600,000	0	8,000,000
Three (3) Elementary School Gym Addition	1,500,000	0	0	0	0	1,500,000
Two (2) Elementary School Gym Addition	0	1,000,000	0	0	0	1,000,000
New Transportation Building	0	0	0	200,000	2,600,000	2,800,000
SCHOOLS - RENOVATIONS/REPLACEMENT PROJECTS TOTAL	$3,000,000	$21,500,000	$9,700,000	$7,800,000	$2,600,000	$44,600,000

Capital Improvement Projects Requested FY 2019 - FY 2023

SCHOOLS - CAPITAL MAINTENANCE PROJECTS - MECHANICAL/ELECTRICAL	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Year Total
Bedford Hills Elementary School Chiller Replacement	$0	$300,000	$0	$0	$0	$300,000
Dearington Elementary School for Innovation Chiller Replacement	0	0	250,000	0	0	250,000
Bass Elementary School HVAC Replacement	0	600,000	0	0	0	600,000
Dunbar MS Chiller Replacement	0	350,000	0	0	0	350,000
Linkhorne Middle School - Cooling Tower Replacement	75,000					
Perrymont Elementary School HVAC	0	0	0	0	450,000	450,000
Linkhorne Middle School - chiller rebuild (2)	0	0	150,000	0	0	150,000
SCHOOLS - CAPITAL MAINTENANCE PROJECTS - MECHANICAL/ELECTRICAL TOTAL	$75,000	$1,250,000	$400,000	$0	$450,000	$2,100,000

SCHOOLS - CAPITAL MAINTENANCE PROJECTS - PLUMBING/RESTROOM RENOVATION	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Year Total
Perrymont Elementary School	$0	$45,000	$0	$0	$0	$45,000
Dearington Elementary School	45,000	0	0	0	0	45,000
SCHOOLS - CAPITAL MAINTENANCE PROJECTS - PLUMBING/RESTROOM RENOVATION TOTAL	$45,000	$45,000	$0	$0	$0	$90,000

SCHOOLS - CAPITAL MAINTENANCE PROJECTS - SECONDARY SCHOOL ATHLETICS	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Year Total
E.C. Glass High School Turf	$0	$0	$0	$0	$650,000	$650,000
Sandusky Middle School Track	90,000	0	0	0	0	90,000
Heritage High School Baseball Turf	0	0	0	550,000	0	550,000
SCHOOLS - CAPITAL MAINTENANCE PROJECTS - SECONDARY SCHOOL ATHLETICS TOTAL	$90,000	$0	$0	$550,000	$650,000	$1,290,000

SCHOOLS - CAPITAL MAINTENANCE PROJECTS - ELEMENTARY SCHOOL GYM FLOOR REPLACEMENT	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Year Total
Bass Elementary School Gym Floor	$60,000	$0	$0	$0	$0	$60,000
SCHOOLS - CAPITAL MAINTENANCE PROJECTS - ELEMENTARY SCHOOL GYM FLOOR REPLACEMENT TOTAL	$60,000	$0	$0	$0	$0	$60,000

Capital Improvement Projects Requested FY 2019 - FY 2023

SCHOOLS - CAPITAL MAINTENANCE PROJECTS - ROOF REPLACEMENT/REPAIR	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Year Total
Heritage Elementary School	$0	$720,000	$0	$0	$0	$720,000
Paul Munro Elementary School	0	0	500,000	0	0	500,000
Linkhorne Elementary School B, C, D, E, K	0	0	575,000	0	0	575,000
Dearington Elementary School - Section A and C	300,000	0	0	0	0	300,000
Dunbar Middle School - West (low roof)	0	0	130,000	0	0	130,000
Sheffield Elementary School - 2001 Addition	0	0	95,000	0	0	95,000
R.S. Payne Elementary School	0	400,000	0	0	0	400,000
E.C. Glass High School - Main gym and locker rooms	325,000	0	0	0	0	325,000
Laurel - Section A&B	0	0	0	0	110,000	110,000
SCHOOLS - CAPITAL MAINTENANCE PROJECTS - ROOF REPLACEMENT/REPAIR	$625,000	$1,120,000	$1,300,000	$0	$110,000	$3,155,000

SCHOOLS - CAPITAL MAINTENANCE PROJECTS - PAVING AND FENCING TOTAL	$171,000	$178,000	$185,000	$192,000	$200,000	$926,000
SCHOOLS - CAPITAL MAINTENANCE PROJECTS - PLAYGROUNDS TOTAL	$129,000	$0	$0	$150,000	$150,000	$429,000

SCHOOLS - CAPITAL MAINTENANCE PROJECTS TOTAL	$1,195,000	$2,593,000	$1,885,000	$892,000	$1,560,000	$8,050,000

SCHOOLS - TOTAL	$4,195,000	$24,093,000	$11,585,000	$8,692,000	$4,160,000	$52,650,000

Capital Improvement Projects Requested FY 2019 - FY 2023

IF NO RENOVATION

SCHOOLS - CAPITAL MAINTENANCE PROJECTS - LINKHORNE ELEMENTARY SCHOOL (ES)	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Year Total
Linkhorne Elementary School - Mechanical/Electrical - Electrical	$0	$0	$0	$0	$350,000	$350,000
Linkhorne Elementary School - Mechanical/Electrical - air handlers	0	0	0	0	550,000	550,000
Linkhorne Elementary School - Plumbing/Restroom Renovation	0	0	100,000	0	0	100,000
SCHOOLS - CAPITAL MAINTENANCE PROJECTS - LINKHORNE ELEMENTARY SCHOOL (ES) TOTAL	$0	$0	$100,000	$0	$900,000	$1,000,000

SCHOOLS - CAPITAL MAINTENANCE PROJECTS - PAUL MUNRO ELEMENTARY SCHOOL (ES)	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Year Total
Paul Munro Elementary School - Mechanical/Electrical - HVAC	$0	$0	$0	$0	$450,000	$450,000
Paul Munro Elementary School - Mechanical/Electrical - Electrical	0	0	0	350,000	0	350,000
Paul Munro Elementary School- Plumbing/Restroom Renovation	0	0	90,000	0	0	90,000
SCHOOLS - CAPITAL MAINTENANCE PROJECTS - PAUL MUNRO ELEMENTARY SCHOOL (ES) TOTAL	$0	$0	$90,000	$350,000	$450,000	$890,000

IF NO NEW BUILDING

SCHOOLS - CAPITAL MAINTENANCE PROJECTS - SANDUSKY ELEMENTARY SCHOOL (ES)	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5-Year Total
Sandusky Elementary School - Mechanical/Electrical - HVAC	$0	$0	$0	$550,000	$0	$550,000
Sandusky Elementary School - Mechanical/Electrical - Electrical	0	0	350,000	0	0	350,000
Sandusky Elementary School - Plumbing/Restroom Renovation	0	100,000	0	0	0	100,000
Sandusky Elementary School - Roof Replacement/Repair	0	0	600,000	0	0	600,000
SCHOOLS - CAPITAL MAINTENANCE PROJECTS - SANDUSKY ELEMENTARY SCHOOL (ES) TOTAL	$0	$100,000	$950,000	$550,000	$0	$1,600,000

FY 2019 Proposed General Fund Pay-As-You-Go Capital Projects

Pay-As-You-Go Available	**$4,000,000**
Buildings	3,623,380
Transportation	1,325,000
Economic Development	1,000,000
Parks and Recreation	938,000
Miscellaneous	211,208
Reserves	350,000
Schools	570,000
Total General Fund Pay-As-You-Go	**$8,017,588**
Preliminary Initial GAP based on submissions with no deferrals	**($4,017,588)**

Pay-As-You-Go History

	ADOPTED BUDGET
FY 2008	$4,992,435
FY 2009	5,949,245
FY 2010	2,820,617
FY 2011	7,508,881
FY 2012	7,000,000
FY 2013	4,591,759
FY 2014	6,108,802
FY 2015	7,339,676
FY 2016	9,556,866
FY 2017	3,223,392
FY 2018	1,655,377
Projected FY 2019	4,000,000

FY 2019 Budget Calendar

March 13, 2018	4:00 PM	Regular Council Work Session - City Manager Introduces FY 2019 Proposed Budget and Begin Budget Review
March 20, 2018	4:00 PM	Council Budget Work Session - Continue to review FY 2019 Proposed Budget
March 27, 2018	4:00 PM	Regular Council Work Session - Continue to review FY 2019 Proposed Budget
April 3, 2018	7:00 PM	FY 2019 Budget Public Hearing
		Spring Break Week for Lynchburg City Schools*
April 10, 2018	4:00 PM	Regular Council Work Session - Review proposed changes; Third Quarter Budget Adjustment Presentation
April 17, 2018	4:00 PM	Council Budget Work Session - Budget Balancing
April 24, 2018	4:00 PM	Regular Council Work Session - Budget Balancing; Third Quarter Budget Adjustments Adoption
May 8, 2018	4:00 PM	Council Meeting - First Reading of the Budget
May 22, 2018	4:00 PM	Council Meeting - Second Reading and Adoption of the Budget

Office of the City Manager
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To: City Council

From: Bonnie Svrcek, City Manager

Date: January 29, 2018

Re: Highlights of Major Departmental Accomplishments and Challenges (Calendar Year 2017)

Prior to digging deep into budget numbers, I thought it would be helpful for Council to see a compilation of responses I received from Department Directors regarding their major accomplishments for calendar year 2017 and challenges and concerns moving forward.

I am frequently told and I frequently say that we do not tell our story very well regarding the work that we do and the accomplishments achieved as public servants. This compilation of accomplishments is a snapshot of major accomplishments in City Departments. I am extraordinarily proud of the work that staff delivers every day to our citizens.

I also asked Directors to share challenges and concerns; I have attached those as well as additional information for you as we begin to create the *FY 2019 Proposed Budget.*

Thank you.

Attachment

DEPARTMENTAL ACCOMPLISHMENTS AND CHALLENGES IN THE PAST YEAR

I. What are your most significant achievements in the past year (January 1-December 30, 2017)?

Assistant City Manager

- Assistant City Manager appointment and transition from Children's Services Act (CSA) Coordinator with Human Services.
- Brought an intern on board.
- Visited the Richmond Office of Community Wealth Building and forged relationships.
- Collaborated with colleagues to lead the City's poverty initiative from within.
  - Helped to coordinate two Poverty to Progress community meetings at EC Glass
  - Assisted with ongoing Poverty to Progress facilitator meetings
  - Fielded inquiries from citizens and media
  - Linked like-minded individuals and organizations
- Finished coursework in a doctoral program.
- Passed oral comprehensive exams in a doctoral program.
- Formed teams to address Customer Service, City Hall Security, and Pride In Public Places.
- Presented items to City Council in session and in retreat.
- Received the award of $117K after submitting a Temporary Aid to needy Families (TANF) grant related to Community Wealth Building (CWB).
- Worked with team to submit the 2017 Bloomberg Mayor's Challenge application.
- Attended the Virginia First Cities Coalition meeting and serving as a panelist for the Community Wealth Building Roundtable.
- Attended the VLGMA and ICMA conferences.
- Appointed as a member of the VLGMA Civic Engagement Committee.
- Empathetically handled a myriad of citizen complaints and requests as a partner in the City Manager's Office.
  - Connected the commanding officer (Vietnam) of a local soldier killed in action with the family of that soldier. Awesome!

City Assessor

- Staff completed 2017 Real Estate Reassessment by working together as a team with no Assessor to guide them.
- Real Estate Rehabilitation Code was rewritten:
  - To align with State Code requirements
  - Better reflect the current goals and objectives of City Council.
  - Clarify Code language to avoid ambiguity.
- Begin process to add real estate tax incentives for in-fill development in the more challenging areas of the City.

City Attorney

- During the past year the Office was able to resolve a number of lawsuits against the City and its employees.
- Frankly, the most significant achievement was what didn't occur, the City Attorney's Office measures success by what doesn't happen, which doesn't generate headlines. For example, during the past year, there were no significant incidents of: City officials or employees being accused of violating the Freedom of Information Act or the Conflict of Interests Act, City departments failing to follow the proper procedures in adopting ordinances and processing zoning petitions, City departments being cited by federal or state agencies for the failure to follow rules and regulations, etc.

Clerk of Council

- Partnered with Information Technology Department to replace the outdated Notes Council/Committee database in Lotus Notes to a more user-friendly, efficient Office 365 Sharepoint database.

Communications and Marketing

- Launched the new City App
- Director was elected to second term as President of Virginia Government Communicators
- Began work on a strategic plan that fully involved staff as well as our customers
- Conducted another successful Citizens Academy
- Completed successful Winter Preparedness campaign that resulted in 350 additional Lynchburg Alert subscribers
- Staff person received an award from the National Association of Government Communicators for his documentary on the history of the Academy Theatre

Community Development

- Significant strides in Code Compliance –vacant building program implementation, reimagined spot blight and staff reorganization.
- Emergency Operations – damage assessment practice exercise and use of technology
- Stormwater – clean Department of Environmental Quality (DEQ) Audit
- Epic success with Downtown 2040 Master Plan community engagement
- Strengthened Community Connections and Relationships

Deputy City Manager

- Have made strides in getting to know the Lynchburg community.
- Reviewing and working towards a Special Events process and policy that is up to date with a new dynamic, particularly with Downtown events.
- Success in recruiting a new City Assessor and Administrative Assistant.
- Work on the Solid Waste Improvement Team. A deep-dive into current processes has been completed and new program mechanics are under development.
- The transition of Tourism to the umbrella of Economic Development.
- FY 2018 Proposed Budget Development
- Serving on the Downtown Lynchburg Association Executive Committee and Board of Directors

Deputy Clerk of Council

- Coordinated and hosted the 40th annual Virginia Municipal Clerks Association Conference & Meeting, April 19-21
- Worked with Information Technology to transition the agenda deadlines database from LotusNotes to Office 365; completed in January 2018
- Maximizing technology such as Municode, City website, iLegislate iPad app, and Dropbox to improve transparency and efficiency in the Clerk's office; continuing work to enhance agenda management
- Served on the Process Improvement team for addressing customer satisfaction with Billings & Collections
- Completed term as Virginia Municipal Clerks Association Regional Director
- Completed first full year as Freedom of Information Officer for the City

Economic Development

- In September, the International Economic Development Council (IEDC) awarded the City of Lynchburg two Excellence in Economic Development Bronze Awards for promotional projects: Lynchburg Innovation Week and the "This is Lynchburg: Welcome Home" video. IEDC's prestigious awards program recognizes the world's best economic development marketing materials, programs and partnerships, honoring organizations and individuals for their efforts in creating positive change in urban, suburban and rural communities. In addition to the international award, Lynchburg Innovation Week was also awarded the Community Economic Development Award (CEDA) from the Virginia Economic Developers Association and the Southeastern Economic Developers Association in 2017.
- Working with commercial property owners to utilize Environmental Protection Agency (EPA) Brownfield Grant Funds. With the EPA funds the office has been able to leverage an additional $125,562 from the State of

Virginia Brownfield Assistance Fund to complete Phase II Environmental Site Assessments (ESA) for 3 sites (Church & 12th, Carroll Avenue, and Greene Street).
- Submitting yet another EPA Brownfield Grant for $300,000 in November of 2017.
- First CreateLynchburg event was held in collaboration with the Small Business Development Center and the Academy Center for the Arts. 80 attendees!
- Identified and marketed City Owned properties
- Co.Starters continued success
- Merging the Office of Economic Development and Tourism
- Annual Reports for the Office of Economic Development & Tourism
- Virginia Economic Development Partnership Site Selector Visit to NYC – Eye opening of how hard business attraction is…
- EDA Bond issues for Centra, Westminster & Lynchburg College
- Participating as the only Economic Development organization from a City at the first TechHire Roundtable
- Presenting at the UVA Wise Economic Development Forum on Creative Placemaking
- Coordinating and releasing the 2017 Arts & Economic Prosperity 5 Report, the most comprehensive economic impact study of the nonprofit arts and culture industry in the United States, conducted by Americans for the Arts.
- Presenting to the Virginia Industrial Development Authorities Institute on the importance of Economic Development Authorities
- Adoption by Council of the amendments to the Real Estate Rehabilitation Program and the addition if an infill program.
- Working with the new hotels who plan to locate on Murray Place and Border Street
- US Pipe Expansion of $2 million in capital investment and 14 new jobs
- Bringing Museums under the Economic Development and Tourism umbrella
- TANF Grant and hiring a part-time Workforce Navigator

Emergency Services

- Two employees recognized by American Red Cross for providing lifesaving instructions to callers
- Cutover to new 911 call taking system that puts the City in position to move toward text to 911
- Revealed new departmental logo/brand
- Conducted an exercise in partnership with Community Development to test their ability to effectively complete damage assessments after a disaster
- Ensured the reprogramming of 900+ radios within the City in preparation for cutover to the new radio system
- In partnership with Community Development and GIS signed agreement with Virginia Department of Emergency Management to use Crisis Track software that can be used for damage assessments
- Cutover to the new digital regional radio system
- Completed the Hazardous Materials Response plan in partnership with the Fire Department
- Completed Commodity Flow Study with Local Emergency Planning Committee (LEPC)
- Implemented PulsePoint in partnership with Fire Department

Financial Services

- Consecutive Clean FY 2017 Audit
- Managed and led the successful adoption of the FY 2018 Budget
- Elected to the Virginia Government Finance Officers Association Board of Directors
- Worked with Davenport on a funding strategy for capital improvements and assisted in briefing Council on this new strategy
- Successful Bond Refunding
- Participated in Downtown Phase I planning and implementation
- Staff participation in LEAN training and project implementation
- Successful transition to Willington Trust for custodian bank agreement with budget savings
- Planned United Way Day of Caring for Leadership Team
- Successful transition of Business License and Miscellaneous Accounts Receivable to BARS
- Transition of Department of Motor Vehicles (DMV) Select to new Treasurer
- Participated on the Trash Improvement Team
- Participated on the Strategic Leadership Team

- Serve on VML Finance Committee

Fire Department

- Once again, the department received the "Gold Level" Heart Saver award from the American Heart Association for achieving 75 percent (or higher) adherence for 24 months on all Mission Lifeline quality measures to improve the quality of care for STEMI patients.
- The Lynchburg Fire Department launched the PulsePoint project which empowers individuals, within covered communities, with the ability to provide life-saving assistance to victims of cardiac arrest. Since the launch of the PulsePoint app, 675 people have subscribed. Approximately 450 of those subscribers have enabled the CPR alert.
- As a result of the hazards associated with firefighting, the cancer rate for firefighters is increasing. Staying within the confines of our budget, we were able to purchase a second set of turnout gear for almost every firefighter and an additional gear extractor (washing machine for turnout gear), giving us one extractor at four of eight fire stations
- In partnership with the Police Department, purchased a new state-of-the-art mobile command unit that can be used City-wide in the event of a major disaster or large scale incident. The unit will be delivered in February 2018.
- Made improvements in the department's hiring process to ensure the workforce is representative of our community. Some of the improvements included:
    - The addition of a Human Resources representative for Public Safety
    - Hiring local candidates
    - Participating in job fairs
- Completed renovation one of the city's oldest traditional fire stations (Station 6-Miller Park). This renovation increased state-of-the-art meeting and living space with a focus on 21st century livability.
- Installed more than 75 smoke detectors in the City (free of charge) and engaged with more than 10,000 individuals to provide public education.
- Assisted with transition to the new regional radio system.

Fleet Services

- Built many solid relationships with vendors which enabled open negotiations;
- Was able to save $23,796 on the purchase of three dump trucks, and saved $40,569 on a 4-unit purchase for Knuckleboom trucks, etc.
- Assembled/trained 2nd cohort of LEAN practitioners; started five new projects. Each project is steadily moving toward resolution of multiple issues that will help the City operate more efficiently.
- Completed two LEAN projects; Police Department (PD) Hiring, and Fleet Scheduling. The PD Hiring project led to a huge time savings (+/- 50% savings in labor hours), and also achieved the initial goal of getting an offer letter in hand to potential candidates in a more timely manner. The Fleet Scheduling project was a "bust" in its initial assumption, yet it unearthed several "parking lot" ideas that have sent staff down other roads that may have several benefits.
- Completed Equipment Manager Certification requirements; half way to the Certified Automotive Fleet Manager (CAFM) designation…need to test (4 exams(scheduled for April))
- Took a hard look at Fleet's Internal Services Fund billing; reduced, moved, revamped "mark-ups" to better align with other's best practices.
- Started looking at vehicle utilization; converted larger vehicles (SUVs) to smaller, more adequate assets such as medium duty pickups.
    - Started "moving" vehicles rather than replacing them; stretches useful life on those assets with low maintenance costs…also looking at adding pool vehicles.
    - Eliminated a "crash-truck" purchase, swapped it for a "crash trailer" which frees up the main unit for "other" use ($45,338 savings). Achieved a combined savings of $136,480, which may be used to acquire fuel efficient assets that were removed from the original replacement list for funding purposes.

Human Resources

- Securing Korn Ferry/Hay Group for the Compensation Study
- Managing health care costs so they were not passed on to employees through their contribution. The City's Benefits Specialist does a wonderful job managing this function

- Release of the Anthem app and Wellness challenges
- Addition of new voluntary benefits for employees – lower costs and wider variety
- Securing Healthworks for the Occupational Health Contract
- Rebooting New Employee Orientation and the foundational classes
- Beginning the reboot of Engaging and Developing great Employees (EDGE) and some of the training options – Spring leadership conference, Groom and Bloom, Back to Basics series
- Integrating three new staff members
- Awards for Live Healthy Lynchburg
- HR.Com Award
- Public Safety Recruiting – Both the Fire and Police Academy classes are more diverse than they have ever been; Police and Fire recruiting processes were streamlined – the Public Safety Human Resources Coordinator has done a great job.

Human Services

- All Human Services employees received Crisis Intervention Training (CIT)
- Completion of Active Shooter Exercise
- Perfect Title IV-E (funding for foster children) reviews
- Lynchburg Youth Group Home highlighted at the American Institute of Architects' National Justice Conference
- Final transition into the new VA Case Management System (VA CMS) for our benefits programs and services
- Hiring of the new Detention Superintendent.
- No vehicle accidents for the full year for Juvenile Services.
- Acquiring the Video Arraignment System.
- Hiring of Relief and 32 hour positions.
- Accomplished the goal of separating the generic Child Protective Services unit into two separate units; Investigation/Assessments and Prevention/Ongoing Services. This required restructuring to hire a second supervisor and achieves the goal of enabling the Investigation/Assessments supervisor to properly monitor, supervise, and close the (fill in number of complaints from the Annual Report) investigations and assessments completed in a timely and thorough manner, which keeps us in better compliance with State requirements. It also provides for better management, supervision, and use of the Prevention/Ongoing Services unit to preserve families and maintain children in their homes.
- Celebrated National Adoption Day with the finalization and recognition of 71 adoptions by 42 different families completed since the 2016 National Adoption Day. 41 of these adoptees are with at least one of their siblings, and these sibling adoptions were actually 72% of the total adoptions. Only five of the 42 families that adopted were treatment foster care families -- all of the rest were approved Lynchburg DSS foster homes. During this year, 20 children either returned home to their birth parents OR relatives.
- Processed increased volume of SNAP, Medicaid, TANF, Energy applications in a timely manner
- Continuous evaluation and upgrading of positions within the agency to reflect the increasingly technical and difficult work accomplished by line workers and supervisors in Services, Benefits, and Customer Service.

Information Technology

- Implemented departmental restructure. Moved Service Desk responsibilities to Network Services, beginning the transition of a long-term employee retirement.
- Created the Assistant Director-Infrastructure Services position, improving departmental management and laying the groundwork for upcoming senior management retirements.
- Implemented Office365, the largest part of retiring Lotus Notes and providing enhanced data storage and workgroup functionality to City departments.
- Implemented several major application software upgrades: Lucity, Fire Dept's ImageTrends, Laserfiche, Milestone video surveillance system.
- Created GIS Academy.
- Created design framework to retire current Citynotes and migrate to a new intranet.
- Implemented an enhanced data center backup and recovery system (Unitrends).
- Implemented automated load balancing across two diverse Internet circuits.
- Implemented mobile app for City in Apple and Google stores.
- Placed first in country in population category for Digital Cities Award.
- Developed a new Business License system in-house, migrating from TrakIT. (implementation scheduled for Jan., 2018)

- Implemented upgrade to GIS.
- Implemented major upgrade to Microsoft SQL/Server.
- Implemented updated orthophotography and other core data, including planimetrics, in GIS.
- Implemented first phase of Change Management process under IT Service Management.
- Began work on IT Center building enhancements (estimated completion March, 2018).
- Implemented Citywide Project Tracking System.
- Installed conduit Downtown for use in future by broadband providers.
- Migrated most servers off of Windows Server 2003, which is no longer supported. A large work effort.

<u>Library</u>

- Initiated a successful Lunch at the Library program as part of Summer Reading 2017. Our Food Partners were the Lynchburg City Schools, the Library of Virginia and No Kid Hungry Virginia.
- Worked with Library Staff, Public Works, and design partner BCWH to complete the initial phase of re-imagining the Library Space.
- Oversaw the complete updating of the Downtown Branch including painting; re-covering all furniture in washable vinyl; and new window treatments.
- Friends of the Library voted to meet monthly rather than every other month to increase effectiveness and build relationships with Director's leadership. Support and engagement is vital in lean times, and in moving toward fundraising for renovation.
- New partnership with Humankind provides a consistent Workforce Development presence in the Library and has increased participation.

<u>Parking Management</u>

- Listed below are some of the more significant accomplishments that have reverberated throughout the year and have had an impact on other operational efficiencies.
    - Office move from third Floor City Hall to 9th Street Ground Level to better serve the citizens of Lynchburg
    - Parking Authority and Management Strategic Visioning document
    - Downtown Public Parking Map creation with Downtown Lynchburg Association
    - Collaborations with Communications & Marketing
    - Instructional brochures, temporary signage, updating website
    - New parking lot lease agreement with Criminal Justice Academy at 12th and Commerce
    - Passport Parking mobile payment application
    - Replacement of old Duncan pay stations for better operations in paid parking
    - Impact on Parking Authority and assisting them in achieving parking goals
    - Reverting back to hourly parking in the Community Market parking lot
    - Assisting local veterans with creating reserved parking for disabled veterans
    - Building relationships with local construction companies to solve parking needs
    - LEAN training and LEAN project involvement

<u>Parks and Recreation</u>

- Awards – Won 5 State Awards at the Virginia Recreation and Park Society Annual Banquet; more than any of the other 110 parks and recreation department of any size in the state.
    - Best New Programs – Hill City Hoops
    - Best New Facility – Lynchburg City Stadium
    - Best New Renovation – Riverside Park
    - Best New Environmental Sustainability Award – Please Do Hug the Trees
    - Best Promotional Effort – Specialty – the Green Machine
- Taxpayer/Resident Recognition - National Citizen Survey Success – The Lynchburg Parks and Recreation Department put a plan (link) into action back in 2015 after receiving low scores on the NCS in many areas related to parks and recreation. The 2017 results show an average of 9% point increases in all areas having to do with Lynchburg Parks and Recreation services and collaborations. In order for an increase to be considered a "positive trend", the gain had to be at least 6 percentage points. There were 14 areas of positive gain that our department both directly manufactured or collaboratively influenced. There are still many areas to improve, read here to see how the department plans to improve scores by 2019: http://www.lynchburgparksandrec.com/lynchburg-park-deserts-2017-national-citizen-survey/

- Grants - Our department wrote and was awarded $698,000 in grants. Grant writing was done in-house with no grant writer or external consultant assistance.

Grant	$ total allocation	Division	Project
Transportation Alternative Grant	$300,000	Park Services	Langhorne Trestle Trail Extension
Community Development Block Grant	$150,000	Neighborhood Centers	College Hill Neighborhood Center
Community Development Block Grant	$175,000	Neighborhood Centers	Daniels Hill Neighborhood Center
Greater Lynchburg Community Trust	$5000	Neighborhood Centers	Hill City Hoops 2018
Department of Health	$50,000	Lynchburg Community Market	We Got the Beet
USDA	$18,000	Lynchburg Community Market	Supplemental Nutrition Assistance Program
Total Grants in 2017	$698,000	Parks and Recreation Dept.	Generating New Funds Sources – Department Goal

- Achievements Milestones
  - The World's Largest Tree Hug! – 1400 participated, 50 vendors/organization, 100 volunteers. Well over 1% of Lynchburg's population gathered in Peaks View Park on the Arcadian Leyline in an act of love (group hugging trees) while the native Monacan Indian Nation played their honor song. A positive nature and humanity intention was read/spoken from the stage prior to all the tree huggers before departing to select a tree to hug. The City of Lynchburg will reap the benefits to this consciousness shift and raising vibrations for years to come. The best of the collateral benefits are yet to play out. The event assisted in moving the needle on Natural Area Preservation, building community, providing recreation opportunity/ social and special event and getting folks into the park adding to the number of people visiting a park this year.
  - Movies in The Park – approximately 3,000 viewers. Moving to Riverfront Park had a negative effect on attendance. We will be moving back to Riverside permanently. We still averaged over 500 people per movie mostly families in line with a department goal of encouraging family togetherness.
  - Food Truck Thursdays continued success contributed greatly to changing the past negative perception of Miller Park.
  - In 2017 the Recreation Division conducted 577 programs including 231 new innovative programs at an implementation rating of 84%. Our cutting edge programs and family friendly events included glow rides, family camp-outs, an art expo, a Healthfest, square dances, a pumpkin chuck and a celebration of lights. The programming brought folks to park and influenced a positive trend in all things parks and recreation on the National Citizen Survey.
  - The Miller Park Pool had 1356 more visitors during the summer and our first ever dive-in movie was enjoyed by a sold out crowd. This increased the number of people attending and recreation programs and special events and ultimately improved a sense of community and City pride (we base this on social media comments).
  - Many of our activities are made possible by the over 1000 volunteers who generously give of their time and expertise to help our programs and events succeed.
  - The We Got the Beet campaign at the Lynchburg Community Market, through $50,000 in funding from VDH and in partnership with VDH and VCE, provided dynamic wellness programming for 13 weeks/ twice a week throughout the summer to over 400 area adults and youth participants with an emphasis on serving our underserved SNAP community. Raising awareness and providing access to nutritional foods is half the battle in improving community health.
  - $12,000 FINI sub-awardee recipient allowing the Lynchburg Community Market the opportunity to provide incentive matches for fruits and vegetables on SNAP purchases. Through this funding, our high-needs SNAP population has been provided access to healthier foods while also putting these FINI funding dollars back into the pockets of hard working agricultural producers and our local economy. This incentive match funding was offered in conjunction with our We Got the Beet programming, providing better opportunity for access and education.
  - Re-opening of LOT H with improved communal space and small event area- a necessary evil of a job that proved a longer timeline than any business would have liked to have seen but was absolutely imperative given the scope of work, was completed and the space realized was reimagined to improve the market experience and enhance the downtown neighborhood. The Lynchburg Community Market

was the number 1 destination downtown (per Master Plan meetings). The grants, programming, and infrastructure improvements play a key role in the positive trend of creating a vibrant downtown and LCS is a cornerstone.

- Completed and opened a new disc golf course at Sandusky Park, a canoe put-in at Hollins Mill Park and opened a new 1.5 mile section of Creekside trail from Blackwater Creek Athletic Area across Lynchburg College campus. Continual improvements and additions to the parks greatly improved the numbers of people visiting the parks over the last two years. Parks build communities.
- Applied and received a $300,000 Transportation Alternative Program Grant and began the Blackwater Bikeway trail extension across Langhorne Road to Linkhorne Middle School. This was 20 years in the making. Residents are three times more likely to get recommended daily exercise when they live within ½ mile of a park or trail. Building parks and trails increases community physical activity and overall community health.
- Played a key role in Special Event opportunities within the City increasing from 53 events to over 100 in the course of 2 years. Added our own well-received internal events; The Art Expo, Daddy Daughter Dance, the Western Square Dance, Irish Dancing, Celebration of Lights and Pumpkin Chuck all receiving positive news stories.
- This was a first for writing and defending the Community Development Block Grants and resulted in $325,000 grant funds being directed to the upgrades of two neighborhood centers Daniels Hill and College Hill. Upgrading the Neighborhood Centers is a top priority of our department over the next two years.
- Developed many new partnerships and collaborations throughout the department such as Blackwater Rugby Football Club, WYYD, Skatepark Advocacy Group, Randolph College Theatre Program, Master Gardeners, LCS Health Advisory Board, Equity Task Force, Virginia Cooperative Extension, Forest Swim Team, Virginia Health Department and several others.
- Made great strides in Nature Equity by implementing Urban Explorers outdoor summer camp, Learn Grow Eat Go, a program partnership with VCE, Gleaning from the Lynchburg Community Market to the neighborhood centers and providing green machine transportation to the trails and parks for children at the neighborhood centers.

<u>Police Department</u>

- CALEA Reaccreditation
  - Over 900 law enforcement agencies are currently accredited by CALEA within the United States, Barbados, Canada and Mexico. CALEA accreditation is conferred for a period of four years, during which time the agency must submit annual reports attesting continued compliance with those standards under which it was initially accredited. The Lynchburg Police Department is required to comply with 365 procedural standards in order to earn its most recent accreditation.
- Lethality Assessment Program
  - This new program was implemented as a way to increase service for victims of domestic violence and/or incidents. This program is designed to reduce the likelihood of domestic homicide, instantly connect victims of domestic violence with services and provide services to people who would not on their own be able to pay for or have access to services. The LPD is one of a few agencies statewide to implement the lethality assessment program.
- Body Worn Cameras (BWC) - implementation of BWC in Field Operations
  - Early in 2017, all officers were equipped with BWC. This has increased transparency as well as increased the legitimacy of police officers on patrol in the eyes of the public while improving community relations and trust. 49% decrease in citizen-initiated complaints against officers in 2017 when compared to 2016 has decreased. The implementation of BWC's has also provided for new and important Fair and Impartial policing training for patrol officers. BWC's will continue to potentially reduce use of force related interaction by monitoring officer and citizen behavior.
- Implementation of Mobile Field Reporting (MFR) - While challenging, this has proven to be one of the Department's most significant accomplishments in 2017. The project is still ongoing, however, the bulk of the work and switchover has been completed. At a glance, the status of the project is as follows:
  - Just under 100% of the Department has been trained in the use of MFR and Moblan. This was accomplished during a four-month window.
  - Just under 100% of reports are now completed utilizing the MFR system.
  - Traffic e-citation summonses have been implemented. Most patrol cars have new printers installed, with only 6 more vehicles to go.

- Records has become increasingly efficient with the new system. Superion is tentatively scheduled to come on site around April 2018 to conduct additional training and workflow analysis for the Records Unit.
- Despite several significant technical and training issues resulting from the vendor's poor performance and planning, LPD Information Technology was able to work through the problems and negate any long term implementation delays.

- Improvements in LPD recruitment and hiring- a LEAN initiated project
  - The Personnel and Recruiting Unit revamped testing procedures to combine Physical Agility, Written Test and Oral Board into one day, thereby allowing applicants to complete a larger portion of the overall hiring process in one day. The first "Super Saturday" was held on September 9th. Early assessment of changes made show greater efficiency in hiring process.
- Integration of Intelligence Led Policing (ILP) within LPD through ILP Meetings
  - The daily ILP meetings began on July 10th and have already been successful. The improvements made in intelligence gathering, information sharing, and collaboration (Crime Pattern Reports/Informational Bulletins/ILP Meeting Notes) have resulted in several crime sprees being solved, prolific offenders identified and greater agency acceptance and support.
- Lynchburg Police Department Officer Retention/Compression/Pay Plan
  - Pay adjustments made based on years of service (seniority) to address retention, compression issues at the POII, POIII, Sergeant and Lt. ranks
  - Implementation of Employment Contracts, three years of service or $10,000 in repayment
  - Clothing and boot allowance
  - Raise in off duty rate (First Raise in 10 years)
- The reorganization of shift, command structure and seniority-based assignments in Patrol
  - This provided us the ability to improve employee satisfaction by recognizing officers for their service and tenure and rewarding them based on their seniority. In patrol this is a retention mechanism to combat turnover and allow officers the ability to choose which shift they would like to work based on their desire and family needs. It provides for more stability among the workgroups. This new structure in patrol provides a mechanism for supervisory oversight in patrol to better meet the needs of citizens and people within the organization.

<u>Public Works</u>

- Began the process to become an accreditated Public Works Department through the national American Public Works Association (APWA).
- Participated on Development Committee for Public Works Institute-Mid Atlantic Chapter APWA. The Mid-Atlantic Chapter consists of the states of Virginia, Maryland, DC and West Virginia. The Public Works Institute consists of 96 hours of leadership training for Public Works employees for the participating municipalities in the chapter.
- Received Public Works Project of the Year for Small Cities award from the Mid- Atlantic Chapter of APWA for the construction of the new Juvenile Group Home.
- Director serves on the Board of Directors for the Mid- Atlantic Chapter APWA.
- Purchased and installed a briner to improve winter weather emergency response.
- Implemented pilot pavement preservation techniques based on pavement condition index.
- Held first Public Works strategic planning session.
- Public Works staff was instrumental in creation of the City-wide Project Tracking Software, in partnership with Information Technology.

<u>Water Resources</u>

Operational

- Reorganized our Field Operations Divisions – Moved Utility Line Maintenance, Sewer Line Maintenance, Meter Operations, and Safety under one division. Over the years, these areas had become very "siloed" with complaints from staff about leadership and direction. They change has uncovered a lot of hidden challenges and issues that are now being addressed. Starting to see significant improvements in productivity and morale.
- Changing a vacant position to a Public Relations Coordinator – Increased transparency, improved communications with the public associated with construction projects, emergencies, various programs such as Fats, Oil and Grease, and improved relationships with the media.

- Received Virginia Department of Health's Excellence in Waterworks Performance Award (again), received National Association of Clean Water Agencies Silver Award (on track for Gold this year), and helped the City achieve Virginia Municipal League's Platinum Go Green Award.
- Completed mapping the City's stormwater system.
- Completed draft of Stormwater Master Plan (currently being reviewed by staff).
- Combined Sewer Overflow (CSO) Public Notification System operational.
- Completed Bacteria Total Maximum Daily Load (TMDL) (approximately 10 years of work).
- Fats, Oils, Grease (FOG) Public Outreach Campaign.

Capital

- Design of the Wastewater Treatment Plant (WWTP) CSO Controls – This $46 million project is very complex and challenging and is the single biggest component of the CSO Program and besides Heritage High School may be the most costly project the City has undertaken. Currently design is about 90% complete. This is a Construction Management at Risk (CMAR) project with construction scheduled to start in the summer. Once complete, only about $10 million of works remains to complete the CSO Program.
- Completion of Phase I of the Downtown Utility and Streetscape Project.
- WWTP Control Building Upgrade – currently under construction, this project is primarily needed to address regulatory issues associated with operation of an environmental laboratory.
- Completed four Stormwater Local Assistance Fund stormwater projects that helped to meet our Chesapeake Bay Allocations for the current permit cycle.
- Began construction of the Burton Creek Interceptor project, utilized this project to help fix significant stream erosion issues, a win, win, win situation – improved and stabilized stream bank stopping the loss of private property, protected city utilities, and improved water quality.

Director of Water Resources Professional Development and Association Participation

- Completed Harvard Kennedy School for Senior Executives in State and Local Government.
- Became President of Virginia Municipal Stormwater Association.
- Became Chair-Elect of the Virginia Section of American Water Works Association (AWWA).
- Became Board Member of Virginia Association of Municipal Wastewater Agencies.
- Became Board Member of the Virginia Nutrient Credit Exchange Association.

II. What were your biggest challenges in the past calendar year and why? Please be candid. Challenges abound.

<u>Assistant City Manager</u>

- It was a major challenge comprehending the mission and meeting the objectives posed by City leadership, citizens and organizations in the poverty initiative. Finding the bright spots has been motivating and seeing the City make strides provides moments of optimism!

<u>City Assessor</u>

- Completing Revaluation with no guidance from Assessor.

<u>City Attorney</u>

- During the past year the biggest challenge was dealing with the extended absence of a senior staff person.
- The Office is facing increasing pressure from the Juvenile and Domestic Court Judges to provide additional representation to the Department of Social Services (DSS) in Children in Need of Services (CHINS) cases.
- The Office has difficulty meeting the needs of other City departments because DSS utilizes a disproportionate amount of the Office's resources.

Clerk of Council

- Biggest challenge during the past calendar year was working with the current, outdated technology that is used to record City Council meetings. The technology has failed several times. The current system needs updating to ensure Council meetings are recorded properly.
- The retirement and replacement of a long-time Administrative Services Associate.

Communications and Marketing

- Struggling to maintain effective social media presence
- Refocusing staff, clarifying expectations, and building morale within the department

Community Development

- Managing Resources - maintaining the day-to-day versus competing projects (accuracy; staff stress; building relationships)
- Downtown Plan (changing priorities/scope; balancing feedback)

Deputy City Manager

- Making the transition from Town Manager to Deputy City Manager has been both fun and challenging; learning the City, the region, and the organization all at the same time has been a balancing act at times

Deputy Clerk of Council

- Continuity of operations after losing a critical member of the office was challenging; however, it allowed an opportunity to learn some parts of processes where familiarity was lacking.

Economic Development

- Merging Economic Development and Tourism.
- Collaboration with other City Departments.
- Bringing Museums under the Economic Development umbrella.

Emergency Services

- Recruitment/Retention
- Pay Compression

Financial Services

- Managing/retaining a high performance work team

Fire Department

- Budget
- Negative publicity from allegations of hostile work environment and an employee who misappropriated funds.
- Staffing
- Internal communication
- Retaining a consistent workforce
- Deferred Accreditation status

Fleet Services

- Vehicle accidents
- Personnel
- Spread thin
- Sweeper fire; took 11 months to get thru the investigations and carry forward approvals… just received the replacement vehicle on Friday.

Human Resources

- Healthcare costs and their management continue to be a huge concern; the City cannot continue on the current trajectory. Moving forward we will have to be even more thoughtful, creative and proactive.
- Training and Development for all City staff; resource constraints.
- Workers Compensation will require changes in approach to workplace safety; significant drain on financial resources and employee productivity.

Human Services

- Implementation of VaCMS (VA Case Management System) in Benefits – required transforming internal processes which initially requires more time and effort, and even though the hope is that it will eventually become more efficient, we are far from there at this point in time.
- Staff turnover – multiple positions in Foster Care and Child Protective Services (CPS), multiple positions in Benefits, because it impacts the ability to meet State and Federal mandates in a timely manner. Use of overtime mitigated it somewhat but has an impact on the budget. Inability to fully utilize the temporary positions allocated because of inability to carry forward funding to support them.
- Securing adequate resources to support agency goals and staff needs, including having to privately contract with outside attorneys to insure adequate representation in Court, for Local CPS Appeals, and to accomplish assorted other legal tasks.
- Pay
- The significant amount of time associated with completion of CPS and Background Reports.
- The significant mental health issues with the individuals we serve.
- Hiring and retaining Relief Workers

Information Technology

- Significant workload backlog, especially in Application Services.
- Heightened awareness of cybersecurity challenges.
- The absence of an integrated set of City priorities across all departments makes technology planning and governance more difficult.

Library

- Budget cuts on City and State level; being expected to do more with less; being able to send staff to workshops and conferences on limited funds.
- Not enough usable spaces for small programs, meetings, tutors. Waiting for renovation does not help current and pressing needs. Staff always trying to work around this.
- Summer Lunch at the Library program. This involved buy-in and assistance from the entire staff and a large crew of new volunteers. It was great, but a lot of work.
- Bed Bugs at Branch
- Comcast complaints of video piracy on our WiFi network.
- Having time to keep up with Library literature and trends is a growing challenge.
- Providing significant support to the rather small Martin Luther King, Jr. Committee.

Parking Management

- Creating a more efficiently managed parking system through open communication, easily accessible information resources, and consistent messaging and parking practices. This will help

parking guests better understand the importance of parking management and how it can help build a mobility friendly community.
- Handling the daily “fires” that arise. Getting parking involved from the beginning has helped eliminate a lot of stress and undo parking burden down the road. Creating collaborations is difficult because it challenges what people are used to doing, or how they think it should it be done.
- Establishing a more effective parking enforcement program.
- Persistent challenge in parking management is finding the right way to communicate the parking message and its importance in the overall grand scheme of downtown growth, sustainability, and staff capacity to meet the needs of everyone visiting and doing business in downtown. Downtown Lynchburg is something to be proud of.

<u>Parks and Recreation</u>

- Perceived lack of support for Parks and Recreation
- Lack of funding

<u>Police Department</u>

- Compensation:
    - o The economy nationally is looking resilient with increases in job opportunities, entrepreneurial endeavors and higher private sector wages. Skilled public sector employees who in the past may have gravitated to public sector jobs as a way to pay bills are now getting an opportunity to go back in the private sector. Some examples include experienced officers leaving the City to start careers in House Flipping, Construction Contracting, and Private Security Contracts. If compensation is not addressed in the near future staff losses will continue and significantly hamper the City’s opportunities to recruit and hire qualified, desirable staff to replace those who leave.
- Increased Staffing:
    - o The PD is being asked to take on more and do more while still preforming the traditional law enforcement roll. Best practices dictate that officers slow down at calls in order to de-escalate situations and listen to complainants. Initiatives like Crisis intervention Team (CIT), Mental Health First Aid, Lethality Assessment, Procedural Justice, Fair and Impartial Policing, Community Building, Intelligence Led Policing all take time. The days of “Just the facts Ma’am” and officers are off to the next call are over if we want to continue building bridges and community in the City’s traditionally underserved communities.
    - o The PD has a sworn staff of 174, but the true operational number is 150 officers when fully staffed. Officers are out on Injury, Maternity/Paternity Leave, Military Deployments, Administrative Leave, Recruits in the Academy and Officers on Field Training Status count as part of the overall 174. The operational reality is that 24 of those positions are operational vacancies due to their status. More staff is needed, the Police Department cannot continue to function effectively with current staffing.
- Facility/Infrastructure:
    - o Fragmented, disconnected staff creates challenges that the City Manager and Council are aware of.

<u>Public Works</u>

- Recruiting and retaining competent, employees for jobs at all levels.
- Disappointment in National Citizen Survey scores; yard waste in particular. Public Works had the fewest complaints this year on yard waste and brush/bulk in several years.
- Maintenance and capital needs continue to increase while funding remains level or reduced.

<u>Water Resources</u>

- Pay – especially for certain positions. Water Resources was not included in last year’s market adjustments in targeted departments, yet have some similar positions and some very technical positions that are very difficult to fill and have been identified as being significantly below market.
- Communication, workloads, and staffing:
    - o The amount of information that is required to be gathered and received is expanding exponentially at the same time work loads are increasing and not enough staff to complete tasks.

- All three issues are intertwined. Heavy workloads are divided into various levels of competing priorities which can lead to conflict and frustration because everyone's priorities cannot be addressed timely. New issues develop faster than can be addressed. As a result, there are literally hundreds of work orders that will likely not be addressed unless they develop into an emergency.
  - Staffing, heavy workloads, lots of communication, and at the end of the day the task has to be completed. Staff need the technical skills, the physical ability, the equipment and training to execute in the field. A large group of average employees with an average leader or manager can only produce average work at an average level. When new work or tasks are coming into the que faster than it can be resolved, corrected, or fixed then backlogs continue to be addressed on an emergency basis.
- Software issues – Significantly impacted productivity. Staff no longer has the analytical capabilities to monitor water usage trends by category; existing software limits staff to reading 6 meter routes per day because of the high number of investigations triggered by the software and other issues.
- Not enough contractors – Only one bidder on 5th Street, only one bidder for our annual contractor; drives costs up, a lot of work in the que but can't get it going.
- A rough year for water line breaks, nearly 30 breaks in January alone.
- Issues with Vaccon trucks.

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