February 2010

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1	2	3	4	5	6 9:00 a.m.-5:00 p.m. Budget Retreat (Public Works Meeting Room, 1700 Memorial Ave.
7	8	9 7:30 a.m. PDC 3:00 p.m.-P/A City Council 5:00 p.m. Work Session Items 7:30 p.m. Public hearings, etc.	10	11	12	13
14	15	16	17	18	19	20
21	22	23 11:30 a.m.-F/C City Council 5:00 p.m. Work Session Items 7:30 p.m. Public hearings, etc.	24	25	26	27
28						

MARCH, 2010

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1	2	3	4	5	6
7	8	9 7:30 a.m.-PDC 3:00 p.m.-P/A City Council 5:00 p.m. – 7:00 p.m. Budget presentations 7:30 p.m. Public hearings, etc.	10	11	12	13
14	15	16 City Council 4:00 p.m. – 7:00 p.m. Budget Work Session TENTATIVE	17	18	19	20
21	22	23 11:30 a.m.-F/C City Council 4:00 p.m.-5;30 p.m. Work Session Items 5:30 p.m.-7:00 p.m. Budget Work Session 7:30p.m. Public hearings, etc.	24	25	26	27
28	29	30 City Council 4:00 p.m. – 7:00 p.m. Budget Work Session TENTATIVE	31			

APRIL, '2010

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
				1	2	3
4	5	6 7:00 p.m. Budget Public Hearing (Council Chamber)	7	8	9	10
11	12	13 3:00 p.m.-P/A City Council 4:00 p.m.-5;30 p.m. Work Session Items 5:30 p.m.-7:00 p.m. Budget Work Session 7:30 p.m. Public hearings, etc.	14	15	16	17
18	19	20 City Council 4:00 p.m. – 7:00 p.m. Budget Work Session TENTATIVE	21	22	23	24
25	26	27 11:30 a.m.-F/C City Council 4:00 p.m.-5;30 p.m. Work Session Items 5:30 p.m.-7:00 p.m. Budget Work Session 7:30 p.m. Public hearings, etc.	28	29	30	

MAY, 2010

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
						1
2	3	4	5	6	7	8
9	10	11 7:30 a.m.-PDC 3:00 p.m.-P/A City Council 5:00 p.m. Work Session Items 7:30 p.m. Public hearings, etc.	12	13	14	15
16	17	18	19	20	21	22
23 30	24 31	25 11:30 a.m.-F/C City Council 5:00 p.m. Work Session Items 7:30 p.m. Public hearings, etc.	26	27	28	29

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FY 2010 Revenues and Expenditures Review
General Fund
as of December 31, 2009

REVENUES	FY 2009 Actual	FY 2010 Adopted Budget	FY 2010 [1] Amended Budget	FY 2010 [2] Revised	FY 2010 Revised Compared to FY 2010 Amended
Non-Dedicated Revenues					
Real Property	$46,340,288	$49,005,650	$49,309,450	$49,262,380	($47,070)
Personal Property -Local	13,895,531	11,986,306	12,883,944	13,500,864	616,920
Public Service Corp	2,092,537	2,000,000	2,000,000	2,156,958	156,958
Consumer Utility Taxes	4,459,564	4,364,582	4,364,582	4,364,582	0
Communication Sales and Use Taxes	3,537,283	3,492,000	3,380,000	3,554,274	174,274
Local Sales Tax	13,050,834	12,468,277	12,468,277	12,846,700	378,423
Business License	7,271,043	6,664,132	6,664,132	6,579,818	(84,314)
Meals Tax	10,399,949	10,470,000	10,470,000	10,470,000	0
Delinquent Taxes/Penalties	3,131,120	2,537,753	2,537,753	2,678,948	141,195
Other Local Taxes	2,481,078	2,453,084	2,453,084	2,569,514	116,430
Motor Vehicle License	1,395,208	1,413,142	1,413,142	1,413,142	0
Bank Stock Tax	500,385	375,000	375,000	375,000	0
Lodging Tax	1,742,232	1,698,848	1,745,139	1,777,363	32,224
Permit, Fees & Licenses	650,514	645,190	645,190	590,500	(54,690)
Fines and Forfeitures	612,595	570,000	570,000	570,000	0
Interest on Investments	827,333	287,262	287,262	683,834	396,572
Use of Property	520,513	477,464	477,464	252,464	(225,000)
Charges for Services	3,541,852	2,968,094	3,068,094	3,764,594	696,500
Misc. Revenue	404,964	239,000	239,000	312,800	73,800
Revenue from Lynchburg City Schools	578,200	621,022	621,022	278,390	(342,632)
Intergovernmental Revenues					0
Personal Property -State	5,543,584	5,543,584	5,543,584	5,543,584	0
Other	543,562	494,424	494,424	507,000	12,576
Total Non-Dedicated Revenues	$123,520,169	$120,774,814	$122,010,543	$124,052,709	$2,042,166
Total Dedicated Revenues	$37,772,400	$30,080,682	$30,193,580	$30,090,201	($103,379)
Total Revenues	$161,292,569	$150,855,496	$152,204,123	$154,142,910	$1,938,787
Budgeted Use of Fund Balance	($2,593,946)	$3,489,490	$6,012,627	$6,012,627	$0
Total Revenues and Use of Fund Balance	**$158,698,623**	**$154,344,986**	**$158,216,750**	**$160,155,537**	**$1,938,787**
EXPENDITURES					
Operating Expenditures - Departmental					
General Government	$12,865,538	$12,797,916	$13,716,930	$13,716,930	$0
Judicial	4,375,465	4,524,499	4,615,955	4,615,955	0
Public Safety	30,856,597	31,436,336	31,477,932	31,477,932	0
Public Works	14,875,162	13,699,145	14,034,799	14,034,799	0
Health and Welfare	17,676,020	17,369,231	17,479,649	17,479,649	0
Parks Recreation and Cultural	5,031,875	5,268,930	5,287,772	5,287,772	0
Community Development	6,670,180	6,490,598	6,477,303	6,477,303	0
Operating Expenditures Non-Departmental	12,249,091	10,726,389	12,895,556	11,895,556	(1,000,000)
Total Est. Operating Expenditures	$104,599,928	$102,313,044	$105,985,896	$104,985,896	($1,000,000)
Transfers To Other Funds	$2,501,581	$1,311,322	$1,340,662	$1,340,662	$0
Schools - Operations	$32,150,370	$32,442,103	$31,942,103	$31,942,103	$0
Debt Service	$13,274,506	$15,237,900	$15,237,900	$14,516,140	($721,760)
Reserves	$0	$220,000	$220,000	$220,000	$0
Total Expenditures	$152,526,385	$151,524,369	$154,726,561	$153,004,801	($1,721,760)
Transfers To Capital Funds	$6,172,238	$2,820,617	$2,820,617	$2,820,617	$0
Total Expenditures, Reserves & Transfers	**$158,698,623**	**$154,344,986**	**$157,547,178**	**$155,825,418**	**($1,721,760)**
Net Revenues less Expenditures	**$0**	**$0**	**$669,572**	**$4,330,119**	**$3,660,547**

[1] Amended FY 2010 figures reflect Council action to change the Adopted Budget as of December 31, 2009.

[2] Revised FY 2010 figures reflect staff projections based on year-to-date information, the current economy, and economic forecasts.

FY 2011 REVENUE PROJECTIONS

Revenue Detail	Actual FY 2009	Adopted FY 2010	Amended FY 2010 [1]	Revised FY 2010 [2]	Manager's Proposed FY 2011
NON-DEDICATED REVENUE					
General Property Taxes					
Current Real Property	$47,380,606	$51,164,921	$51,474,921	$51,487,273	$52,001,792
Real Property Tax Relief Program	(1,040,318)	(715,147)	(715,147)	(715,147)	(715,147)
Real Property Housing Rehab Program		(420,826)	(420,826)	(480,000)	(480,000)
Allowance for Uncollectible Real Property		(1,023,298)	(1,029,498)	(1,029,746)	(1,040,036)
Delinquent Real Property Taxes	1,010,651	650,000	650,000	700,000	700,000
Current Public Service Corporation (PSC)	2,092,537	2,000,000	2,000,000	2,156,958	2,000,000
Penalty PSC Taxes	1,264	0	0	68,000	0
Current Personal Property - Local portion	13,895,531	12,357,017	13,282,416	13,918,416	19,462,000
Delinquent Personal Property Tax	989,837	993,433	993,433	993,433	993,433
Allowance for Uncollectible Personal Property		(370,711)	(398,472)	(417,552)	(583,860)
Penalty on Delinquent Tax	514,099	450,000	450,000	450,000	450,000
Interest on Delinquent Taxes	244,280	200,000	200,000	200,000	200,000
Miscellaneous General Property Taxes	4,982	3,000	3,000	7,515	2,000
Total General Property Taxes	**$65,093,469**	**$65,288,389**	**$66,489,827**	**$67,339,150**	**$72,990,182**
Other Local Taxes					
Local Sales Tax	$13,050,834	$12,468,277	$12,468,277	$12,846,700	$12,975,167
Consumer Utility Tax - Electric	3,830,068	3,757,100	3,757,100	3,757,100	3,757,100
Consumer Utility Tax - Gas	629,496	607,482	607,482	607,482	607,482
Communications Sales and Use Tax	3,537,283	3,492,000	3,380,000	3,554,274	3,600,000
Right of Way Fees	279,697	270,567	270,567	285,000	243,000
Business License Tax	7,271,043	6,856,103	6,856,103	6,769,360	6,769,360
Allowance for Uncollectible Business License		(191,971)	(191,971)	(189,542)	(189,542)
Electric Consumption Tax	319,842	324,580	324,580	324,580	324,580
Gas Consumption Tax	33,906	30,410	30,410	30,410	30,410
Delinquent Business License Tax	53,795	80,000	80,000	0	0
Penalty on Business License Tax	68,127	40,000	40,000	45,000	40,000
Motor Vehicle Licenses	1,395,208	1,413,142	1,413,142	1,413,142	1,413,142
Delinquent Motor Vehicle Licenses	177,584	75,000	75,000	150,000	150,000
Bank Stock Tax	500,385	375,000	375,000	375,000	375,000
Recordation Tax - City	387,392	400,000	400,000	400,000	400,000
Probate Tax	14,441	15,000	15,000	15,000	15,000
Tobacco Tax	1,044,465	1,000,000	1,000,000	1,000,000	1,000,000
Amusement Tax	400,835	408,000	408,000	514,524	514,524
Penalty/Interest - Amusement Tax	7,950	1,500	1,500	2,000	1,500
Lodging Tax	1,742,232	1,698,848	1,745,139	1,777,363	1,777,363
Penalty/Interest - Lodging Tax	8,405	3,000	3,000	3,000	3,000
Meals Tax	10,399,949	10,470,000	10,470,000	10,470,000	10,470,000
Penalty/Interest - Meals Tax	50,146	41,820	41,820	60,000	50,000
Franchise License Tax MCI	0	4,027	4,027	0	0
Franchise License Tax Sprint	500	500	500	0	0
Total Other Local Taxes	**$45,203,583**	**$43,640,385**	**$43,574,676**	**$44,210,393**	**$44,327,086**

[1] Amended FY 2010 figures reflect Council action to change the Adopted Budget as of December 31, 2009.

[2] Revised FY 2010 figures reflect staff projections based on year-to-date information, the current economy, and economic forecasts.

FY 2011 REVENUE PROJECTIONS

Revenue Detail	Actual FY 2009	Adopted FY 2010	Amended FY 2010	Revised FY 2010	Manager's Proposed FY 2011
NON-DEDICATED REVENUE (Continued)					
Permits, Privilege Fees, and Licenses					
Animal Licenses	$25,147	$16,000	$16,000	$20,000	$20,000
Land Disturbing Fees	15,960	18,000	18,000	18,000	18,000
Transfer Fees	1,653	1,600	1,600	1,600	1,600
Site Plans - Planning	17,044	15,000	15,000	15,000	17,000
Building Plan Review	25,470	29,340	29,340	26,000	26,000
Conditional Use Permits	3,580	1,100	1,100	6,000	6,000
Re-Zoning Fees - Planning	2,299	1,250	1,250	6,000	7,200
Subdivision Plats	7,410	5,000	5,000	7,000	8,000
Inspection Permit Fee - Building	347,365	375,000	375,000	300,000	300,000
Inspection Permit Fee - Signs	7,131	8,625	8,625	7,000	7,500
Demolition Fees	12,314	13,000	13,000	13,000	13,000
False Alarm Assessment and Permit Fees	127,521	95,000	95,000	100,000	100,000
Rental Initial Inspection Fee	6,200	6,750	6,750	3,000	3,000
Rental Inspection Fee - Annual/Periodic	1,250	1,800	1,800	21,200	42,000
Concealed Weapons Permits	14,522	13,000	13,000	13,000	13,000
Taxicab Application Fees	4,350	4,200	4,200	4,200	3,500
Elevator Administration Fee	22,092	31,000	31,000	22,500	22,500
Miscellaneous Permits, Privilege Fees, and Licenses	9,206	9,525	9,525	7,000	5,800
Total Permits, Privilege Fees, and Licenses	**$650,514**	**$645,190**	**$645,190**	**$590,500**	**$614,100**
Fines and Forfeitures					
Court Fines and Forfeitures	$505,323	$450,000	$450,000	$450,000	$450,000
Criminal Court Fees	22,569	20,000	20,000	20,000	20,000
Parking Fines	84,703	100,000	100,000	100,000	0
Total Fines and Forfeitures	**$612,595**	**$570,000**	**$570,000**	**$570,000**	**$470,000**
Revenue from Use of Money and Property					
Interest on Investments	$443,539	$123,150	$123,150	$243,916	$221,000
Interest - City Capital	270,310	111,000	111,000	152,741	37,400
Interest - School Capital	54,854	0	0	1,854	0
Interest - School Operating	58,778	0	0	0	0
Interest - Health Insurance	12,227	6,413	6,413	10,128	10,128
Interest - Other Post Employment Benefits (OPEB)	10,638	4,838	4,838	19,320	19,320
Interest - Market Value Gain/Loss	(180,484)	0	0	0	0
Interest - State Non-Arbitrage Program (SNAP) Income	154,533	39,750	39,750	18,375	0
Interest on Skybox Loan	2,938	2,111	2,111	1,500	1,500
General Government Property Rent	250,678	240,000	240,000	236,000	22,000
Public Safety Property Rent	30,464	30,464	30,464	30,464	30,464
Public Works Property Rent	7,650	6,500	6,500	6,500	6,500
Health Department Property Rent	100,000	100,000	100,000	100,000	100,000
Waste Management Facility Rent	0	12,000	12,000	12,000	12,000
Cultural and Recreation Property Rent	37,800	0	0	15,000	15,000
Property Rental Stadium	150	1,500	1,500	1,500	1,500
Property Rental Market	93,577	87,000	87,000	87,000	90,000
Property Rental Market - Penalty and Interest	194	0	0	0	0
Total Revenue from Use of Money and Property	**$1,347,846**	**$764,726**	**$764,726**	**$936,298**	**$566,812**

FY 2011 REVENUE PROJECTIONS

Revenue Detail	Actual FY 2009	Adopted FY 2010	Amended FY 2010	Revised FY 2010	Manager's Proposed FY 2011
NON-DEDICATED REVENUE (continued)					
Charges for Services					
Collection and Tax Lien Fees	$16,468	$25,000	$25,000	$25,000	$25,000
DMV Administration Fee	84,965	50,000	50,000	80,000	80,000
DMV Select Agency	11,394	7,500	7,500	10,000	10,000
Payroll Deduction Fees	9,830	9,500	9,500	9,500	9,500
Sheriff's Fee Courtroom Services	114,636	85,000	85,000	110,000	110,000
Fees for Court Officers	7,244	7,244	7,244	7,244	7,244
Commonwealth Attorney Fees	3,715	3,700	3,700	3,700	3,700
Fire Prevention Fees	1,150	2,350	2,350	2,350	2,350
Ambulance Service Fees	2,197,504	1,600,000	1,700,000	2,400,000	2,400,000
Delinquent Ambulance Bills > 120 days	117,157	200,000	200,000	200,000	200,000
Sale of GIS Products	6,391	5,000	5,000	5,000	6,800
Charges for Demolition	5,913	5,000	5,000	5,000	5,000
Wards Crossing West	104,792	104,800	104,800	104,800	104,800
Residential Disposal - Decals	514,316	460,000	460,000	509,000	500,000
Residential Disposal - Tags - City	8,349	10,000	10,000	10,000	10,000
Residential Disposal - Tags - Vendor	288,302	350,000	350,000	275,000	275,000
Mixed Paper Recycling	40,647	40,000	40,000	0	0
Downtown Parking Fees	1,520	0	0	3,000	0
Miscellaneous Charges for Services	7,559	3,000	3,000	5,000	5,000
Total Charges for Services	**$3,541,852**	**$2,968,094**	**$3,068,094**	**$3,764,594**	**$3,754,394**
Revenue from the Commonwealth State Non-Categorical Aid					
Rolling Stock Taxes	$86,915	$79,424	$79,424	$80,000	$80,000
Deeds of Conveyance	104,605	120,000	120,000	120,000	120,000
Recordation Taxes	183,132	140,000	140,000	140,000	140,000
Auto Rental Tax - DMV	162,118	150,000	150,000	160,000	160,000
Personal Property Tax Relief	5,543,584	5,543,584	5,543,584	5,543,584	0
Mobile Home Titling Taxes	6,792	5,000	5,000	7,000	5,000
Total State Non-Categorical Aid	**$6,087,146**	**$6,038,008**	**$6,038,008**	**$6,050,584**	**$505,000**
Revenue from Lynchburg City Schools					
Governor's School Debt	$32,758	$31,022	$31,022	$31,890	$31,022
Lottery Proceeds for School Debt	545,442	590,000	590,000	246,500	141,440
Total from Lynchburg City Schools	**$578,200**	**$621,022**	**$621,022**	**$278,390**	**$172,462**
Miscellaneous Non-Dedicated					
Payment in Lieu of Tax - Westminster	$49,896	$50,000	$50,000	$50,000	$50,000
Drop-Off Recycling	32,792	25,000	25,000	25,000	25,000
Payment in Lieu of Tax - LRHA	35,404	30,000	30,000	30,000	30,000
Credit Card Rebate	0	25,000	25,000	30,000	30,000
Regional Services Authority Start-up	110,637	0	0	0	0
Sale of Real Property	38,300	0	0	70,000	0
Miscellaneous Revenue	137,935	109,000	109,000	107,800	109,300
Total Miscellaneous Non-Dedicated	**$404,964**	**$239,000**	**$239,000**	**$312,800**	**$244,300**
TOTAL NON-DEDICATED REVENUES	$123,520,169	$120,774,814	$122,010,543	$124,052,709	$123,644,336

FY 2011 REVENUE PROJECTIONS

Revenue Detail	Actual FY 2009	Adopted FY 2010	Amended FY 2010	Revised FY 2010	Manager's Proposed FY 2011
DEDICATED REVENUE					
Charges for Services					
Network Services - Schools Share	$99,212	$100,962	$100,962	$100,962	$95,240
Excess Fees for Clerk of Court	19,912	89,525	89,525	65,708	40,000
Document Reproduction Costs	13,284	26,667	26,667	15,000	15,000
Legal Service Charges - Schools	20,000	20,000	20,000	20,000	20,000
Probation Supervision Fee	10,781	30,000	30,000	15,000	15,000
Police - Schools DARE Program	106,594	125,000	125,000	125,000	0
Police Report Sales	10,310	12,000	12,000	12,000	11,000
Engineering Service Charges	0	80,000	80,000	80,000	0
Building Maintenance - Other	25,355	5,000	5,000	5,000	5,000
Juvenile Service Providers	617,329	685,499	685,499	685,499	722,817
Library Fines and Fees	81,503	94,000	94,000	94,000	90,000
Lost/Damaged Library Property	6,480	14,000	14,000	14,000	13,000
Law Library Fees	66,386	60,000	60,000	60,000	60,000
Delinquent Library Charges	18,558	0	0	8,000	8,000
Point of Honor Admission	10,453	9,000	9,000	9,000	5,500
Old Courthouse Admission	21,505	12,000	12,000	15,000	15,000
CDBG Administration Charges	38,640	40,000	40,000	0	0
PIER Outside Contract Agreements	25,500	25,500	25,500	25,500	25,500
PIER Internal Contract Agreements	0	52,500	52,500	100,000	50,000
Abandoned Vehicle Reimbursements	0	2,000	2,000	0	0
Weed Ordinance Program	22,593	8,000	8,000	20,000	10,000
Total Charges for Services	**$1,214,395**	**$1,491,653**	**$1,491,653**	**$1,469,669**	**$1,201,057**
Recreation Revenue					
Swimming Pool Fees	$23,434	$27,000	$27,000	$27,000	$27,000
City-Wide Centers	0	0	0	0	64,260
Neighborhood Centers	0	0	0	0	35,490
Aquatics	15,976	15,000	15,000	15,000	16,800
Recreation General Administration	8,193	5,000	5,000	5,000	5,250
Arts	21,491	30,000	30,000	30,000	0
Athletics	88,713	87,000	87,000	87,000	94,500
Park Services	34,780	32,000	32,000	32,000	34,650
Youth and Neighborhood Services	22,299	18,000	18,000	18,000	0
Senior	61,203	45,000	45,000	45,000	0
Business Services	15,937	14,000	14,000	14,000	15,750
Naturalist Program	17,451	22,000	22,000	22,000	21,000
Community Market Co-Op Program	67,718	66,000	66,000	66,000	69,300
Total Recreation Revenue	**$377,195**	**$361,000**	**$361,000**	**$361,000**	**$384,000**
Miscellaneous Revenue					
Indirect Costs and Services - Water	$874,588	$756,622	$756,622	$756,622	$856,622
Indirect Costs and Services - Sewer	484,275	327,285	327,285	327,285	442,928
Indirect Costs and Services - WWTP	368,419	357,934	357,934	357,934	342,291
Indirect Costs and Services - Airport	81,716	109,950	109,950	109,950	113,880
Indirect Costs and Services - Detention Home	237,532	242,093	242,093	242,093	231,250
Regional Services Authority Capital Return	547,331	0	0	500,000	500,000
Friends of the Lynchburg Library	14,500	14,500	17,000	14,500	14,500
Special Welfare Recoupment	69,268	30,000	30,000	30,000	30,000
Reimbursement - Point of Honor Carriage House	30,699	45,000	45,000	45,000	45,000
Contributions to the Lynchburg Museum System	0	0	0	0	21,200
Digg's Trust	37,284	28,844	28,844	43,000	23,400
Other Miscellaneous Dedicated Revenue	4,283	2,150	2,150	2,000	2,000
Total Miscellaneous Revenue	**$2,749,895**	**$1,914,378**	**$1,916,878**	**$2,428,384**	**$2,623,071**

FY 2011 REVENUE PROJECTIONS

Revenue Detail	Actual FY 2009	Adopted FY 2010	Amended FY 2010	Revised FY 2010	Manager's Proposed FY 2011
DEDICATED REVENUES (continued)					
Revenue from the Commonwealth					
State Categorical Aid-State Shared Expenditures					
Commissioner of the Revenue	$163,719	$179,271	$179,271	$181,952	$80,158
Treasurer	108,924	122,432	122,432	112,386	69,173
Registrar/Electoral Board	78,710	61,775	61,775	61,178	61,178
Clerk of Court	469,795	526,190	526,190	465,383	398,278
Sheriff	1,192,104	1,264,146	1,264,146	1,168,836	1,074,847
Commonwealth Attorney	915,110	940,476	940,476	888,921	771,659
Total Categorical Aid-State Shared Expenditures	**$2,928,362**	**$3,094,290**	**$3,094,290**	**$2,878,656**	**$2,455,293**
Intergovernmental: State Categorical Aid					
Juvenile Correction Block Grant	$337,530	$333,201	$333,201	$333,201	$316,541
Recovery - E-911 Wireless	278,147	240,000	240,000	270,000	270,000
Highway Maintenance	7,258,452	7,429,120	7,429,120	7,084,498	7,234,051
Urban Project Overhead Allowance	266,556	0	0	10,000	10,000
Local Law Enforcement Funding (House Bill 599)	3,353,513	3,353,513	3,353,513	3,073,537	2,729,290
Social Services Administration	1,958,526	1,275,241	1,275,241	1,275,241	1,892,810
Social Services Finance Unit	111,684	193,169	193,169	193,169	151,809
Social Services Program State	4,417,397	3,984,732	3,984,732	3,984,732	3,825,153
Financial Assistance - Public Library	183,916	183,916	183,916	171,197	171,197
Health Department Funding	91,828	0	0	0	0
Human Services Lease	5,384	0	0	0	0
Local Aid to Virginia - Contra Revenue	(485,892)	(487,441)	(487,441)	(487,441)	0
Miscellaneous State Categorical Aid	106	5,000	5,000	0	0
Total State Categorical Aid	**$17,777,147**	**$16,510,451**	**$16,510,451**	**$15,908,134**	**$16,600,851**
Intergovernmental: Federal Categorical Aid Pass Thru					
Emergency Service/Prepared	($7,738)	$0	$0	$0	$0
Urban Project Overhead Allowance	51,387	0	0	40,000	40,000
Build America Bond Interest Subsidy - City	0	0	0	30,665	65,711
Build America Bond Interest Subsidy - Schools	0	0	0	106,385	227,969
Social Service Administration	2,881,088	3,554,238	3,554,238	3,554,238	2,707,990
Social Services Finance Unit	294,074	268,453	268,453	268,453	219,998
Social Service Programs	2,463,286	2,270,588	2,270,588	2,070,588	2,140,610
Human Services Capital Lease	134,356	124,390	124,390	124,390	126,437
Human Services Buildings and Grounds Reimbursemnt	24,757	32,000	32,000	25,000	25,000
Indirect Cost Reimbursement	412,088	357,000	357,000	412,000	412,000
ARRA - Social Services Programs	22,042	0	0	200,000	293,639
Total Federal Categorical Aid Pass Thru	**$6,275,340**	**$6,606,669**	**$6,606,669**	**$6,831,719**	**$6,259,354**
Interfund Transfers					
Museum Fund Closeout	$14,082	$0	$0	$0	$0
Law Library Closeout	41,676	0	0	0	0
Solid Waste Management Fund Closeout	6,281,751	0	0	0	0
CSA Operations	0	0	21,342	21,342	0
Transfer for E-911 loan	0	0	0	0	0
City Capital	112,557	102,241	191,297	191,297	0
Total Interfund Transfers	**$6,450,066**	**$102,241**	**$212,639**	**$212,639**	**$0**
TOTAL DEDICATED REVENUES	$37,772,400	$30,080,682	$30,193,580	$30,090,201	$29,523,626
TOTAL GENERAL FUND REVENUES	$161,292,569	$150,855,496	$152,204,123	$154,142,910	$153,167,962

GENERAL FUND (CITY CAPITAL PROJECTS FUND) SUMMARY OF APPROPRIATIONS

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
RESOURCES					
Pay-as-you-go General Fund	$5,858,429	$6,312,036	$6,259,060	$5,453,724	$3,350,288
VDOT Highway Maintenance	1,889,768	1,943,461	2,003,765	2,065,728	2,129,400
Other: CDBG	392,987	196,493	0	0	0
Amount to Provided by General Obligation Bond Issues	952,100	4,725,000	7,816,800	3,232,900	2,336,600
TOTAL ESTIMATED RESOURCES	**$9,093,284**	**$13,176,990**	**$16,079,625**	**$10,752,352**	**$7,816,288**
CAPITAL PROJECTS					
Buildings	$2,205,229	$1,840,949	$2,046,033	$1,981,015	$1,619,663
Transportation	5,075,055	7,073,041	6,195,592	4,718,337	3,493,625
Economic Development	500,000	1,000,000	1,500,000	1,550,000	1,500,000
Miscellaneous	110,000	110,000	110,000	0	0
Parks and Recreation	953,000	2,903,000	5,978,000	2,253,000	953,000
Reserves	250,000	250,000	250,000	250,000	250,000
TOTAL PROPOSED PROJECTS	**$9,093,284**	**$13,176,990**	**$16,079,625**	**$10,752,352**	**$7,816,288**

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY

Project Title	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
BUILDINGS - MAINTENANCE					
Major Building Repairs	1,535,523	1,412,932	1,579,704	1,475,046	1,204,004
Source of Funding					
Pay-As-You-Go	1,535,523	1,412,932	1,579,704	1,475,046	1,204,004
Roof Replacement	669,706	428,017	466,329	505,969	415,659
Sources of Funding					
Pay-As-You-Go	669,706	428,017	466,329	505,969	415,659
Total Estimates Submitted FY 2011-2015 CIP	$2,205,229	$1,840,949	$2,046,033	$1,981,015	$1,619,663
Source of Funding					
Pay-As-You-Go	$2,205,229	$1,840,949	$2,046,033	$1,981,015	$1,619,663

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY

Project Title	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
TRANSPORTATION - NEW CONSTRUCTION					
Fifth Street Streetscape Improvements	392,987	196,493	0	0	0
Source of Funding					
Other: CDBG	392,987	196,493	0	0	0
Public Transportation Improvements (GLTC)	759,700	1,604,587	225,027	94,709	102,625
Source of Funding					
Pay-As-You-Go	759,700	1,604,587	225,027	94,709	102,625
Timberlake Road @ Logans Lane/Wards Ferry Road	0	0	1,764,800	0	0
Source of Funding					
G.O. Bond	0	0	1,764,800	0	0
Wards Road Pedestrian and Bicycle Improvements	755,500	778,500	0	0	0
Source of Funding					
Pay-As-You-Go	755,500	778,500	0	0	0
Total Estimates Submitted FY 2011-2015 CIP	$1,908,187	$2,579,580	$1,989,827	$94,709	$102,625
Source of Funding					
G.O. Bond	$0	$0	$1,764,800	$0	$0
Pay-As-You-Go	$1,515,200	$2,383,087	$225,027	$94,709	$102,625
Other: CDBG	$392,987	$196,493	$0	$0	$0

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY

Project Title	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
TRANSPORTATION - MAINTENANCE					
Bridge Maintenance	325,000	325,000	325,000	325,000	325,000
Source of Funding					
Pay-As-You-Go	325,000	325,000	325,000	325,000	325,000
Culvert Replacement Program	0	545,000	0	545,000	0
Source of Funding					
G.O. Bond	0	545,000	0	545,000	0
Dearington Neighborhood Street Improvements	0	0	0	565,900	0
Source of Funding					
G.O. Bond	0	0	0	565,900	0
General Retaining Wall Replacement/Repair	50,000	324,000	35,000	255,000	35,000
Source of Funding					
G.O. Bond	50,000	324,000	35,000	255,000	35,000
General Street Improvements	630,000	650,000	670,000	680,000	705,000
Source of Funding					
G.O. Bond	630,000	650,000	670,000	680,000	705,000
Main Street Bridge Over Expressway	0	90,000	450,000	0	0
Source of Funding					
G.O. Bond	0	90,000	450,000	0	0
Odd Fellows Road Bridge Over N&S Railroad	0	0	540,000	0	0
Source of Funding					
G.O. Bond	0	0	540,000	0	0
Storm Drainage System Repairs/Replacement	100,000	100,000	105,000	110,000	115,000
Source of Funding					
Highway Maintenance	100,000	100,000	105,000	110,000	115,000

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY

Project Title	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
TRANSPORTATION - MAINTENANCE					
Street Overlay Program	1,789,768	1,843,461	1,898,765	1,955,728	2,014,400
Source of Funding					
Highway Maintenance	1,789,768	1,843,461	1,898,765	1,955,728	2,014,400
Traffic Signal Repair and Replacement Program	182,000	182,000	182,000	187,000	196,600
Source of Funding					
G.O. Bond	182,000	182,000	182,000	187,000	196,600
Wards Road @Candlers Mountain Road Bridge	90,100	434,000	0	0	0
Source of Funding					
G.O. Bond	90,100	434,000	0	0	0
Total Estimates Submitted FY 2011-2015 CIP	$3,166,868	$4,493,461	$4,205,765	$4,623,628	$3,391,000
Source of Funding					
G.O. Bond	$952,100	$2,225,000	$1,877,000	$2,232,900	$936,600
Pay-As-You-Go	$325,000	$325,000	$325,000	$325,000	$325,000
Highway Maintenance	$1,889,768	$1,943,461	$2,003,765	$2,065,728	$2,129,400

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY

Project Title	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
ECONOMIC DEVELOPMENT - NEW CONSTRUCTION					
Downtown Riverfront Redevelopment	0	500,000	1,000,000	1,000,000	1,000,000
Source of Funding					
G.O. Bond	0	500,000	1,000,000	1,000,000	1,000,000
General Development Support	250,000	250,000	250,000	250,000	250,000
Source of Funding					
Pay-As-You-Go	250,000	250,000	250,000	250,000	250,000
Street and Utility Extensions	250,000	250,000	250,000	300,000	250,000
Source of Funding					
Pay-As-You-Go	250,000	250,000	250,000	300,000	250,000
Total Estimates Submitted FY 2011-2015 CIP	$500,000	$1,000,000	$1,500,000	$1,550,000	$1,500,000
Source of Funding					
Pay-As-You-Go	$500,000	$500,000	$500,000	$550,000	$500,000
G.O. Bond	$0	$500,000	$1,000,000	$1,000,000	$1,000,000

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FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY					
Project Title	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
MISCELLANEOUS					
Radio Replacement	110,000	110,000	110,000	0	0
Source of Funding					
Pay-As-You-Go	110,000	110,000	110,000	0	0
Total Estimates Submitted FY 2011-2015 CIP	$110,000	$110,000	$110,000	$0	$0
Source of Funding					
Pay-As-You-Go	$110,000	$110,000	$110,000	$0	$0

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY

Project Title	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
PARKS AND RECREATION - NEW CONSTRUCTION					
Bikeway Bridge to Linkhorne Renovation	0	0	0	0	400,000
Source of Funding					
G.O. Bond	0	0	0	0	400,000
City Football Stadium Restoration	300,000	0	2,000,000	700,000	0
Source of Funding					
Pay-As-You-Go	300,000	0	2,000,000	700,000	0
College Park Upgrade	0	0	0	850,000	0
Source of Funding					
Pay-As-You-Go	0	0	0	850,000	0
Community Park Investment Fund	75,000	75,000	75,000	75,000	75,000
Source of Funding					
Pay-As-You-Go	75,000	75,000	75,000	75,000	75,000
Daniels Hill Neighborhood Center Renovation	0	0	175,000	0	0
Source of Funding					
G.O. Bond	0	0	175,000	0	0
Miller Center Renovations	0	2,000,000	3,000,000	0	0
Source of Funding					
G.O. Bond	0	2,000,000	3,000,000	0	0
New Trail Development	100,000	0	100,000	0	100,000
Source of Funding					
Pay-As-You-Go	100,000	0	100,000	0	100,000
Total Estimates Submitted FY 2011-2015 CIP	$475,000	$2,075,000	$5,350,000	$1,625,000	$575,000
Source of Funding					
G.O. Bond	$0	$2,000,000	$3,175,000	$0	$400,000
Pay-As-You-Go	$475,000	$75,000	$2,175,000	$1,625,000	$175,000

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY

Project Title	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
PARKS AND RECREATION - MAINTENANCE					
Athletic Field Maintenance	0	450,000	250,000	250,000	0
Source of Funding					
Pay-As-You-Go	0	450,000	250,000	250,000	0
Community Market Parking Deck Assessment	20,000	0	0	0	0
Source of Funding					
Pay-As-You-Go	20,000	0	0	0	0
General Park Maintenance	100,000	100,000	100,000	100,000	100,000
Source of Funding					
Pay-As-You-Go	100,000	100,000	100,000	100,000	100,000
Parks Paving and Lighting/Reconstruction	278,000	278,000	278,000	278,000	278,000
Source of Funding					
Pay-As-You-Go	278,000	278,000	278,000	278,000	278,000
Yoder Center Site Renovations	80,000	0	0	0	0
Source of Funding					
Pay-As-You-Go	80,000	0	0	0	0
Total Estimates Submitted FY 2011-2015 CIP	$478,000	$828,000	$628,000	$628,000	$378,000
Source of Funding					
Pay-As-You-Go	$478,000	$828,000	$628,000	$628,000	$378,000

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY

Project Title	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
RESERVES					
Snow, Street and Bridge Reserve	250,000	250,000	250,000	250,000	250,000
Source of Funding					
Pay-As-You-Go	250,000	250,000	250,000	250,000	250,000
Total Estimates Submitted FY 2011-2015 CIP	$250,000	$250,000	$250,000	$250,000	$250,000
Source of Funding					
Pay-As-You-Go	$250,000	$250,000	$250,000	$250,000	$250,000

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Cost
Renovations/Replacement Projects:						
Heritage High School	$0	$0	$0	$2,000,000	$3,000,000	$5,000,000
Heritage High School Gym Floor & Bleachers	500,000	0	0	0	0	500,000
Heritage High School Repairs & Roof	500,000	0	0	0	0	500,000
Total Renovation Projects	**$1,000,000**	**$0**	**$0**	**$2,000,000**	**$3,000,000**	**$6,000,000**
Capital Maintenance Projects:						
Mechanical/Electrical:						
Admn Bldg - Chiller/ADA	$175,000	$0	$0	$0	$0	$175,000
HES main elec service	0	193,536	0	0	0	193,536
Paving	170,000	173,318	196,701	206,536	214,797	961,352
Secondary School Athletics - HHS track	150,947	0	0	0	0	150,947
Roof Replacement/Repair:						
Paul Munro Annex	0	0	0	0	0	0
TCM Auditorium	0	0	0	0	0	0
HELC ACDE	200,000	0	0	0	0	200,000
Sheffield ABC	0	350,000	0	0	0	350,000
ECG Annex 5,6,12,13	0	0	320,000	0	0	320,000
LES CEK	0	0	99,000	0	0	99,000
DMS MOZEE	0	0	52,000	0	0	52,000
LAUREL Round Section	0	0	27,000	0	0	27,000
Sandusky Elem	0	0	0	350,000	0	350,000
EC Glass	0	0	0	0	500,000	500,000
HVAC Controls:						
HES	125,000	0	0	0	0	125,000
Bedford Hills	150,000	0	0	0	0	150,000
Sandusky Elem	0	159,000	0	0	0	159,000
HELC	0	106,000	0	0	0	106,000
Linkhorne Elem	0	159,000	0	0	0	159,000
Paul Munro	0	159,000	0	0	0	159,000
HELC Curtain Wall Replacement	530,000	0	0	0	0	530,000
DESI Lighting Upgrade	0	0	560,000	0	0	560,000
Contingency	100,000	100,000	100,000	100,000	100,000	500,000
Total Capital Maintenance Projects	**$1,600,947**	**$1,399,854**	**$1,354,701**	**$656,536**	**$814,797**	**$5,826,835**
Grand Total All Projects	**$2,600,947**	**$1,399,854**	**$1,354,701**	**$2,656,536**	**$3,814,797**	**$11,826,835**

Potential Funding for FY 2011:	
Pay-As-You-Go from Regional Service Authority	$500,000
Line of Credit	500,000
FY 2009 School Year-end Fund Balance	291,733
	$1,291,733

Mandated Services *These services are provided by the City and are required by Federal, State or City statute, code or regulation. The costs of delivering these services are approximate.*		**Approximate Cost**
Prepare Annual Compliance and Financial Audit, Consolidated Annual Financial Report, Account for All Funds except Utilities and required Government Reporting		$563,285
Bi-weekly payroll Processing including IRS and State reporting		$55,700
Payment of vendor invoices, Public Assistance, retiree Medicare, 1099 forms		$174,700
Bill and collect all funds for City, includes taxes and utility payment processing and delinquent collections		$1,322,025
Locally required contribution to Lynchburg City Schools		$18,000,000
Develop and manage proposed and adopted budgets including CIP and Performance Measures		$257,487
Prepare and complete City and Schools' procurement, invitations for Bids and Requests for Proposals, including construction and professional services		$97,816
Manage federal and State Funded Projects		$17,325
Coordinate all other purchases and leases including charge card administration		$143,243
Cash & Investment Management for City, Schools and Regional Radio funds		$247,437
Debt Administration, Debt Issuance for City and Schools		$156,697
Process various instruments and reports to receive and maximize revenue from localities, State and federal government including purchase orders to pay providers		$557,017
General Ledger work for Detention and Comprehensive Services Act Funds including work for the audit of these funds		$132,250
Manage and complete housing inspections including new construction, rental property, response to complaints: Virginia Uniform Statewide Building Code compliance and enforcement		$480,949
Issue permits for new construction projects, demolitions and new construction parking permits.		$83,296
Review commercial and residential plans, manage the Urban Construction Initiative (UCI) and review and approve business licenses		$100,317
Administer Bridge Maintenance Program		$163,000
Traffic engineering services including maintenance and repair of all traffic control devices		$816,000
Manage VDOT Urban Transportation projects		$408,000
Financial oversight of UCI projects and prepare required annual reporting		$41,000
Administration of Federally mandated National Pollutant Discharge Elimination Systems (NPDES) Program		$82,000
Administration of Erosion & Sediment Control Program for City owned projects		$82,000
Engineering review of all infrastructure plans		$163,000
Engineering review of all private development site plans, traffic studies, and plats		$82,000
Ensure compliance with Zoning and Sign Ordinances, review and approve site plans		$70,000
Reassessment: determine fair market value of all real property for taxation including valuation, research, appeals, property transfers, permits and all related data management		$670,000
Provide legal services to City Council, School Board and Administration, staff, departments, boards/commissions, etc.		$253,627
Respond to inquiries and complaints from the public concerning City ordinances, policies, procedures, etc. and oversee the handling of claims and lawsuits and the City's self-insurance program		$52,433
Represent the Department of Social Services in child abuse/neglect cases and adult protective services		$194,916
Assist with code enforcement efforts (e.g. building code, zoning ordinance, fire code, etc.) and real estate matters		$86,599
Procure Liability Insurance and Manage Property and Liability Claims against the City		$89,317
OSHA Compliance for City departments, including employee training and DMV reporting and record review		$164,225
City Manager oversight of the day-to-day operations of the City including City Code updates		$94,600
Prepare the annual City budget for City Council review		$59,882
Maintain and preserve the official records of City Council proceedings and coordinate overall records management requirements		$67,508
Process State Income Tax		$118,211
Assess Personal Property Tax		$255,744

Assess Business Personal Property Tax		$107,981
Assess Machinery & Tools Tax		$ 11,366
Emergency Management Coordination		$36,135
Animal Control Program		$309,000
Provide employee retirement counseling, certification and work with Virginia Retirement System; maintain Workers' compensation compliance		$122,768
Federal and State employment law compliance such as ADA, FMLA, FLSA, COBRA, EEO		$105,230
Coordination of services through the Comprehensive Services Act, including the Family Assessment & Planning Teams and Utilization Management		$1,147,435
Pre and Post-Dispositional Confinement for juvenile delinquents		$708,880
Coordinate Department of Transportation Random Drug Testing Program		$47,000
Deliver Public Assistance Programs: Medicaid, Food Stamps, Temporary Assistance to Needy Families (TANF), Energy Assistance, State and Local Hospitalization and Auxiliary Grants		$3,141,673
Provide Adult Services: Adult Protective Services, Companion Services, Adult Services		$775,449
Provide Child Protective and Family Services: Child Protective Services, Child Welfare Intake, Ongoing Child Protective Services		$800,718
Manage Foster Care: Adoptions, Independent Living, Foster Care Prevention, Regular Foster Care and Foster Parent Training		$5,740,041
Deliver Employment Services such as Career Planning, Job Search, Employment, Job Retention and Income Enhancement		$945,792
Manage Child Care Programs including Transitional Child Care, Head Start and the Child Care Quality Initiative		$1,475,897
Department of Social Services Customer Contact and Records Management		$447,356
Department of Social Services Administration including supervision and facility management		$380,366
Review Site Development Plans and Subdivision Plats		$231,546
Review and Process Rezoning and Conditional Use Permit Applications		$35,000
Review and Process Street Dedications, Naming, Vacations, Historic District Applications		$69,200
Preparation of Technical Review Committee and other Board Packets and meeting minutes		$49,000
Conduct Neighborhood Studies, Surveys & Meetings		$13,000
Provide required support services to a variety of Commissions and Committees such as Planning, Historic Preservation and Design Review		$20,060
Administer the Erosion & Sediment Control program including flood plain management		$98,000
Prepare and Update Zoning Map, Comprehensive Plan including future land use map amendments		$69,000
911 - Emergency Communications (LynCom)		$2,121,871
*Deliver Emergency Medical Services		$9,653,798
*Provide Fire Suppression Services		$4,137,342
*Complete Fire Inspections, Permits and Site Plan reviews		$116,872
*Complete Fire Investigations		$91,104
*Provide Fire and EMS training		$305,315
*Fire Health & Safety programs including gear repair		$55,140
*Police Response to emergency calls via 911 and other Citizen Requests for Assistance		$4,800,000
*Police Critical Incident Response		$250,000
*Complete Criminal Investigations: Violent Felonies and Misdemeanors		$429,660
*Complete Criminal Investigations: Narcotics and Criminal Enterprises		$760,000
*Complete Criminal Investigations: Crime Scene Processing		$150,000
*Manage Police Property and Evidence		$115,000
*Manage Police Records		$235,000
*Complete Crime Analysis and Police Report Review		$79,000

*Police, Fire and Emergency Medical Services are not mandated by any governing body. However, since the City has chosen to deliver these services, federal, State and City codes govern the delivery of the services.

Primary Non-Mandated Services *These services are provided by the City and are not required by Federal, State or City statute, code or regulation. The costs of delivering these services are approximate.*	**Approximate Cost**
Citizen Education: variety of citizen education services including internet, print, video and in person delivery.	
1. Fire Department Public Education Programs such as "Junior Firesetters", Fire Prevention and Smoke Detector programs	$31,521
2. Record and broadcast public meetings and programming on television and the internet	$97,500
3. Council/Manager Customer Service – provides answers and research for Council Members, departments and citizens and maintains Council agenda and meeting information on internet	$25,000
4. Police Public Information and crime prevention programs such as Neighborhood Watch, National Night Out, Citizen's Police Academy, etc	$287,000
5. Citizen and Media Communications and Education	$97,511
Direct Citizen Contact: research and response to questions and written inquiries regarding City services. Support for public events such as Friday Cheers, 10-Miler, Holiday Parade, State of the City Address, etc.	
6. Departmental interaction with citizens: process service requests and inquiries by all City departments, provide answers and research of various topics	$367,533
7. Community Development support services to Citizens and Developers	$148,500
8. Public events support services such as security, communications, marketing, technical assistance and physical set-up	$237,299
9. Business development, retention and support services through economic development activities	$320,179
Infrastructure: primarily the physical assets and systems of the government including sewer and water systems, buildings, transportation systems and open space.	
10. Construction management for public utility, road and building projects	$735,000
11. Engineer design and project administration of City capital projects	$816,000
12. Property management, easement and right-of-way acquisitions including field survey and property plats	$245,000
13. Coordinate major and complete minor building repairs and maintenance including the Roof Replacement Program	$1,398,161
14. General Street Maintenance	$550,000
15. Drainage Work	$150,000
16. Street Overlay	$1,961,581
17. Sidewalk and guardrail installation and maintenance	$800,000
Environmental: services that improve and maintain City owned property, streets, grounds and facilities. Direct services to citizens that maintain cleanliness and safety.	
18. Snow and Ice removal	$403,150
19. Maintain GIS and digital maps of City, update maps based on plats, resurveys, etc	$467,600
20. Support and administer neighborhood services such as historic district assistance, securing vacant buildings, street light management	$131,500
21. Manage the City's Parking Program/work with Parking Authority	$70,000
22. Grounds maintenance and mowing	$803,018
23. Litter pick-up	$228,796
24. Tree maintenance	$454,808
25. Parks and trail maintenance	$997,560
26. Refuse collection	$1,598,739
27. Brush and Bulk collection	$401,900
28. Recycling Program	$209,694
29. Street Cleaning	$205,000
30. Leaf collection	$365,000
Community Safety and Support Services: non-mandated police, fire and emergency communications programs and services. Related support services for schools and youth.	

31. Fire Dept specialty services such as Technical Rescue, HazMat, Dive Team and Urban Search and Rescue	$10,000
32. Police Street Crimes / Gang Enforcement Team	$641,000
33. Traffic Safety Program	$550,000
34. Police Criminal Investigations: Non-Violent Felonies and Misdemeanors	$872,340
35. Police Accreditation Maintenance	$102,000
36. Fire Department Non-emergency transport services	$178,838
37. Wildlife Management Program	$49,000
38. Alarm System Registration and Billing	$33,936
39. Fire apparatus maintenance and repair	$250,991
40. Foster Care Prevention Service (may be court-ordered)	$45,924
41. Juvenile Services prevention and intervention services such as truancy prevention, community service, family counseling, neighborhood alternatives to detention (some services may be court-ordered)	$448,583
42. Crisis Intervention Shelter Services and Long-Term Residential Services for youth (may be court-ordered or referred from Department of Social Services)	$669,201
43. School Resource Officer (SRO) Program High Schools and Middle Schools	$330,000
44. D.A.R.E. Program (5th grade)	$145,000
Leisure services: recreational and library services for City residents	
45. Museum Education and Outreach for youth	$63,635
46. Youth recreation programs including naturalist, community centers, youth athletics, arts and other classes	$720,510
47. Adult athletics, arts, aquatics and other classes	$242,528
48. 50+ recreational programs	$274,731
49. Library youth services and programming	$373,841
50. Library Adult Services, including technical, circulation, PC Lab, mobile services and volunteer management	$805,935
51. Downtown Branch Library/Public Law Library	$122,552
52. Lynchburg Museum System support, Old Court House and Point of Honor, to collect, interpret, and preserve the City's history, artifacts, and photographs.	$360,590
53. Community Market operations and support	$137,681

The City of Lynchburg, Virginia

MEMORANDUM

TO: L. Kimball Payne, City Manager

FROM: Gregory H. Daniels, CAE, City Assessor

DATE: October 30, 2009; Revised January 15, 2010

RE: Revised City Assessor – FY2011 Budget Adjustments

Due to difficult budget times, you instructed all departments to report what needed to change so that we could operate with 10% less in FY2011. You provided each department head with a check that was 10% less than our current operating budget. The City Assessor's Office check was for $718,301.

The requested FY 2011 City Assessor budget of $718,100 would represent a 10% decrease of $80,112 as compared to the Amended FY 2010 budget of $798,112.

In past years, we have worked very hard to become more efficient and keep our budget lean. We have been creative in our efforts to utilize technology and cross train employees so that we could perform professionally without asking for more resources. As the City has grown and the real estate appeals have become more challenging, we have remained stable and have not requested additional positions. We work very hard to maintain accurate assessments and the data that is displayed on the Internet Parcel Viewer. Therefore, the needed cuts will be very difficult for our office and will result in less revenue and reduced customer service.

During FY2009, we cut our expenditures and ended the year with an unspent balance of $81,000 or 10% in order to assist with the overall fund balance. This balance is the result of staff turnover, delaying purchases and maintenance and even renegotiating a one-time reduction in software maintenance fees.

I needed to make a few increases to our budget before I began looking for FY2011 reductions. Our benefits are increasing by 7% or $13,700. In addition, since this year is not a reassessment year we reduced our postage request for FY2010. Therefore, we need to increase our postage money by 900% or $10,800 for FY2011. The net effect is that we needed to reduce our budget by $95,700 or 12% to get back to the $718,100 amount.

Significant changes affecting the City Assessor's budget for FY 2011:

- $81,900 decrease in Salaries and Benefits based on eliminating one Senior Appraiser and converting one Administrative Support Associate to part-time (less than 20 hours per week). An increase of $13,700 in Employee Benefits was absorbed.
- $10,800 increase for postage and processing the 2011 reassessment notices.
- $3,500 decrease in continuing education and training fees for our licensed appraisers.
- $1,500 increase in software maintenance due to receiving a one-time reduction in FY2010.

I am concerned with the need to layoff a Senior Appraiser and Administrative Support Associate. Unfortunately, I could not avoid making this recommendation and still provide your requested reduction.

According to the International Association of Assessing Officers (IAAO) textbook *Property Appraisal and Assessment Administration*, staff size should equate to 1 employee per 2,500 parcels. Currently, there are 31,500 parcels in the City of Lynchburg. Our staff workload is 2,625 parcels per employee, which is slightly higher than the professional recommendation.

Eliminating a Senior Appraiser will have a direct impact on revenue. If we have fewer appraisers, it will be more difficult to be aggressive with property assessments. We have been conducting property reviews for several years by physically going to each property and reviewing the data. This is a professional standard according to IAAO *Standard on Mass Appraisal of Real Property.* This standard recommends a physical review every four to six years. In order to get assessments close to market value, we have to conduct these detailed property inspections, statistical market analysis, review sales and work building permits. The closer our assessments are to market value the more appraisers I need because the appeals become more challenging. The commercial appeals are very challenging since they involve income & expense financial statement analysis as well as defending against professional tax appeal agents.

Converting an Administrative Support Associate to part-time status will lower our customer service and affect our data accuracy. This position deals directly with the public, answers phone inquiries, conducts administrative functions, deed research, updates owner transactions, mailing address changes and assist appraisers with various projects. We answer each phone call instead of utilizing the telephone auto attendant.

Overall, I am concerned that the quality of our assessments as well as customer service will deteriorate because of proposed changes to our budget. I understand the difficult budget problem that we are facing. However, we are the largest revenue-producing department that just does not have much to give up. My current staff is well trained and very efficient. We have invested many hours in specialized computer and appraisal training and it will be difficult to lose this talent. If we can avoid a reduction in this department, we would be very appreciative.

List services in order of the level of priority with the highest level listed first with subsequent services in descending priority

Service	✓ if Mandated	Estimated Annual Cost	Staffing Count	Notes
Reassessment - Determine fair market value of all real property for taxation. Valuation, research and appeals included.	X	$454,812	12	Lynchburg must conduct reassessment at least every two years. Code of VA § 58.1-3250
Process all property transfers to update owner name and mailing address within 2-3 days for assessment and tax records.		$68,200	4	Necessary function to perform the reassessment and correctly bill for real estate taxes.
Process permits, assessment data, sale history, photos, sketches, etc current. Also feeds the internal/external website.		$146,500	12	Necessary function to perform the reassessment and supports external/internal customers.
Maintain digital maps of city; update maps based on plats, resurveys and highway off conveyances.		$41,100	1	Supports all departments by accurately mapping parcels in GIS, Internet and Intranet.
Customer Service - provide answers and research of various assessment and ownership issues.		$78,600	5	Necessary function to perform the reassessment and supports external/internal customers.
Administer Rehabilitation Exemption Program		Staff - $6,200 (Tax -$420,000 reduction)	1 Admin & Various Appraisers	Not mandated - allowed by City Code 36-177
Administer Land Use Deferral Program		Staff - $2,700 (Tax -$95,000 reduction)	1	Not mandated - allowed by City Code 18-51.1
FY 2010 Departmental Operating Budget		$798,112		

Memorandum

To: L. Kimball Payne, City Manager

From: Walter C. Erwin, City Attorney

Date: November 1, 2009

Subject: FY 2011 10% Budget Reduction

City Attorney's Office

Approximately 92% of the budget for the City Attorney's Office is personal services and benefits. The only way to achieve a 10% reduction in the FY 2011 budget is to eliminate a position. Given the current salaries for office staff a 10% reduction will require the elimination of one of the Assistant City Attorney positions. The loss of an Assistant City Attorney position will result in a significant reduction in the amount of legal services that are provided to City departments and to the Lynchburg School System. Departments will not receive the same level of legal services that have been provided in the past and services will not be provided in as timely a manner. While all departments will be impacted, the two departments that will be the most impacted by the reduction in legal services will be the Division of Social Services and the Community Development Department. Each of the Assistant City Attorneys spends a majority of their time representing the Division of Social Services in child abuse/neglect and adult protective service cases. The office will not be able to continue to handle the same number of Social Service cases as it has handled in the past. State law does not require that social workers be represented by attorneys in child abuse/neglect cases, so social workers will have to go to court without being represented by an Assistant City Attorney. If social workers go to court and handle child abuse/neglect cases without legal representation there will be a decline in the number of cases in which the courts rule in favor of the Division of Social Services. The City Attorney's Office provides the real estate services for the Engineering Division. Such services include title searches, preparation of real estate documents, assistance with closings, etc. The Engineering Division often requests expedited assistance to acquire easements, rights-of-way, etc. The loss of an attorney position will prevent the City Attorney's Office for providing real estate services in as timely a manner as such services have been provided in the past. Projects may be delayed while the necessary legal work is being completed. Further, the Planning Division frequently asks the City Attorney's Office to prepare ordinances, resolutions, etc. on an expedited basis in order to meet the deadlines for processing zoning applications. The elimination of a position will prevent the Office from preparing such documents within the current time frames. Community Development will have to prepare its own ordinances, resolutions, etc. or give this office more time to prepare such documents. Eliminating an Assistant City Attorney position will result in savings of approximately $86,473.

Risk Management

Much of the Risk Management budget is beyond the City's control (e.g. the amount the City pays in insurance premiums, the amounts incurred in settling claims and lawsuits, etc.) and cannot be reduced without jeopardizing the City's self-insurance program. The services provided by the Risk Manager and the Administrative Associate positions are mandated by the City's Self-Insurance Plan Document and cannot be eliminated unless City Council substantially changes the self-insurance program. To achieve a 10% reduction in the FY 2011 Risk Management budget it will be necessary to eliminate the Safety Specialist position. Some City departments have employees that deal with the safety issues that are particular to their departments. Departments without safety positions rely upon the Safety Specialist to assist them with their safety needs. The Safety Specialist is the only position that addresses and coordinates safety issues for the entire City. The elimination of the Safety Specialist position will mean there will be no one available to assist smaller City departments with safety issues. Each City department will be responsible for complying with OSHA regulations and conducting its own safety inspections. A number of the City's safety training programs (e.g. the defensive driving course, etc.) that are currently being conducted by the Safety Specialist will no longer be offered. I believe the elimination of the Safety Specialist position will result in (i) an increase in employee accidents resulting in an increase in the City's Workers Compensation Claims (ii) an increase OSHA violations and (iii) a possible increase in liability claims against the City. Eliminating the Safety Specialist position will result in savings of approximately $71,074.

Department: City Attorney's Office

List services in order of the level of priority with the highest level listed first with subsequent services in descending priority

Service	✓ if Mandated	Estimated Annual Cost	Staffing Count	Notes
Provides legal services to City Council, staff, departments, etc.	Yes §2-107 of City Code	$207,772.00	7	Includes researching legal issues, rendering legal opinions, preparing legal documents, etc. and initiating and handling legal proceedings in the various courts
Oversees the handling of claims and lawsuits and the City's self-insurance program	Yes §2-107 and §18-124 of City Code	$11,522.00	1	
Provides legal services to the School Board and the school system	Yes §2-107 of City Code	$29,395.00	2	Includes researching legal issues, rendering formal and informal legal opinions, preparing legal documents, etc. and initiating and handling legal proceedings in the various courts
Represents the Division of Social Services in child abuse/neglect cases and adult protective services	Yes §2-107 of City Code	$194,916.00	4	
Handles the City's real estate matters	Yes §2-107 of City Code	$74,786.00	3	Includes title examinations, document preparation, handling closings, assisting with negotiations, etc.)
Provides legal services to the City's various boards and commissions (e.g. Planning Commission, GLTC, Airport Commission, etc.)	Yes §2-107 of City Code	$16,460.00	4	Includes researching legal issues, rendering formal and informal legal opinions, preparing legal documents, etc.
Assists with code enforcement efforts (e.g. building code, zoning ordinance, fire code, etc.)	Yes §2-107 of City Code	$11,813.00	4	
Responds to inquiries and complaints from the public concerning City ordinances, policies, procedures, etc.	Yes §2-107 of City Code	$40,911.00	7	
Assists with the City's legislative efforts (e.g. reviews and drafts legislation, works with the legislative liaison, etc.)	Yes §2-107 of City Code	$3,292.00	1	

List services in order of the level of priority with the highest level listed first with subsequent services in descending priority

Service	✓ if Mandated	Estimated Annual Cost	Staffing Count	Notes
Claims Management	X	$54,257.00	.55 FTE	Mandated by COL Self-Insurance Plan. Includes all aspects of claims management for the City. Initial complaints entered into Risk Management Information System database, investigation of the accident site/circumstances, liability determination (deny or accept), address issues with citizens, document files for City Attorney's Office for potential litigation defense. Working with CA to ensure equitable claim settlements when City is liable for injuries or damages & try to minimize financial impact upon S-I Fund. Effective 1/01/2010 Risk Manager will be responsible for City compliance with the Medicare, Medicaid and SCHIP Extension Act of 2007. No TPA utilized for claims management in RM. Failure to report designated claims as required carries a $1,000.00 per claim, per day fine. The FTE count includes .10 for City Attorney.
Insurance Procurement and Management	X	$21,441.00	.25FTE	Annually update and complete applications for all City insurance policies and submit to various brokers. Obtain and evaluate numerous quotes, select the best liability limits and property coverage's remaining within budgetary constraints. The risk of insurance company insolvency within current financial environment must also be considered. Insurance procurement duties have become a critical issue for City.

DMV Quarterly reporting requirements to remain Self-Insured for Automobile Liability	X	$4,810.00	.05FTE	DVM requires detailed financial and automobile claims loss reports to be submitted each quarter to remain a self-Insured entity .for automobile liability
OSHA Compliance-City Departments	X	$28,430.00	.40FTE	OSHA compliance is a Federal Mandate. RM provides policy and procedure review for all City departments to ensure consistency. Provide direct OSHA training for departments and divisions as needed. Conduct internal OSHA inspections to evaluate City facilities and assist towards compliance, if required.
Certificates of Insurance Database Management	X	$13,619.00	.25FTE	Track the certificates of insurance for all City vendors and service Providers. We receive certificates and review to ensure they comply with City insurance requirements. Then enter into database and send renewal letters to vendors and service providers prior to expiration. Often we must work with insurance agents and carriers to obtain certificates that are correct.
Third Party Subrogation- Recover funds from insurance companies/Individuals for damages to City property, equipment and vehicles		$19,239.00	.20FTE	RM receives all LPD accident reports in which City property or vehicles are damages. We set up files and contact the individual causing damages or their insurance company reporting the claim. We work with affected departments to gather damage estimates and repair costs. Then collect funds from responsible parties and return to departments incurring the repair costs.
Employee Training conducted by Risk Management Office	X	$28,781.00	.50FTE	Provide numerous training classes for all City departments. We conduct the 2 hour driving safety awareness class mandated for all employees. Both the safety Specialist and

				Sr. Risk Management Technician are certified DMV driver safety and awareness instructors authorized to conduct the 8 hour DMV driving class allowing employees to improve the point classifications on their personal driving records. This saves each employee required to complete the class $80.00 to $100.00, which is to private class cost. We conduct safety training for new hire orientation and provide direct OSHA training for employees in various departments.
Inspections of all City owned buildings and property-Annual & Semi-annual inspections		$17,269.00	.30FTE	Conduct loss control and safety inspections for all City owned properties and facilities annually and semi-annually as required. Inspections performed to eliminate safety hazards leading to employee injuries and eliminate loss control hazards which lead to property losses that increase premium costs and the high deductible ($100,000 as of 7/1) associated with property losses.
Annual review of employee driving records and daily review of potential "New Hires".	X	$17,555.00	.25FTE	Review the driving records of all City employees that operate vehicles each October, prior to snow removal operations. Review the motor vehicle records of potential new hires, daily or as required, to ensure compliance with City policy. Employees with MVR problems are enrolled in our 8 hour DDC class to improve their record and reduce issue of negligent entrustment allegations.
Inspect City work sites for OSHA and safety compliance in the field		$8,769.00	.15FTE	Conduct work site inspections in the field to ensure employees are wearing all required Personal Protective Equipment, following all

				departmental safety policies and are OSHA compliant. This is done to reduce employee injuries and associated workers compensation costs due to injuries. Inspections conducted to instill a "Culture of Safety" in the minds of employees as well.
Investigate serious OSHA related accidents involving City employee's		$1,422.00	.02FTE	Investigate all serious OSHA reportable injuries suffered by City employees to ensure all aspects of the accident are properly understood and documented at the incident site. This information is critical to protect the City at the OSHA hearing that will follow.
Risk Management Office Management-General Duties		$3,504.00	.08FTE	Provide initial claims service to citizens and advice to employees contacting the office via phone. Maintain numerous databases for the office. These include workers compensation, claims and loss databases for entire City.
Assist All City departments as required to resolve disputes with citizens, businesses and contractors until issue is resolved		$9,620.00	.10FTE	Assist all City departments in the mitigation of liability hazards and issues related to new programs, projects and any other problems that arise placing the City at risk. This service reduces the potential risk of loss and claims filed against the City. Help ensure goodwill with citizens and businesses by preventing property damage and bodily injury losses before they can occur. Act as mediator to resolve existing problems and claims assertions between citizens, businesses and the City

Memo

To: Kimball Payne, City Manager

From: Leslie King, Asst to the City Manager
Norman Hale, Parking Manager

Date: January 29, 2010

Subject: Council/Manager Offices and Parking Budget Reduction Summaries

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Background

Council/Manager Offices
Based on the current budget constraints and the need to streamline our processes to become more efficient and meet current budget demands, the Council/Manager Office proposes eliminations in staffing, training and conferences. Our proposal also includes reductions in the areas of advertising, mileage reimbursement, conferences and trainings, and a carry forward of the costs associated with new council membership.

Parking
The City's Parking Program was implemented with the expectation that it will operate as an Enterprise Fund and therefore would generate enough revenue to pay for itself. It is with this expectation that the Parking Division makes its 10% reduction proposal.

Proposed Reductions

The Council/Manager Office Total Adopted Budget FY 2010 is $1,026,615. Based on the current budget request to cut the budget by 10% in the Council/Manager Offices, the below proposed reductions would yield a 10.8% or $915,703 savings for FY 2011 Budget.

The impact of eliminating the Legislative Liaison salary and expenses would mean the City Attorney and City Manager would have to devote more time during the General Assembly Session regarding legislation affecting the City. The City will be less well represented and may miss opportunities similar to those that have resulted in savings in the past.

The impact of decreasing the funding for Council/Manager/Clerk professional development would mean forgoing attendance at training and conferences that might be tied to professional certifications and fewer opportunities to participate in information sharing and collaboration with other cities/counties. Alternatively, staff will pay for training out of pocket.

The impact of eliminating funding for membership in Virginia First Cities would mean the City is less connected to an organization in which it is a charter member and the loss of information sharing and collaboration between member Cities.

Every other year, costs associated with new council members need to be included in the Council/Manager Budget. That amount for FY 2011 is estimated to be $5,000 (which is not included in the above FY 2011 total) and we are proposing that we use carry forward funds from FY 2010 to cover those costs.

Council/Manager Adjustments

Benmarch salary adjustments (from 2009)	$3,056
Benefits	13,454
NFBPA	200
Salary for Clerk of Council position	(5,561)
Benefits for Clerk of Council position	(1,755)
Advertising - legal notices	(2,300)
Legislative Liaison	(84,630)
Mileage reimbursement	(201)
Training and conferences	(12,900)
Virginia First Cities dues	(19,975)
Total Council/Manager Offices Adjustments	**($110,612)**

Parking Reductions

The Parking Division's Total Budget for FY 2011 is $156,464. Per the Parking Manager, the Parking Division expects that its revenues will increase by at least $90,000 in FY2011. Based on this projection, the Parking Division proposes using the revenues generated by parking to cover the 10% or $15,646 reduction needed for FY2011's Budget.

Department/Division:_City Manager's office_____

List services in order of the level of priority with the highest level listed first with subsequent services in descending priority.

Service	√ if Mandated	Estimated Annual Cost	Staffing Count	Notes
Prepares the annual budget for City Council	X	59,882	2	City Charter Sec. 14
Oversees the day-to-day operations of the City	X	91,141	1	City Code Sec. 2-96
Updates City Code	X	3,477	1	City Code Sec. 2-67
Administers the Records Management Program	X	7,626	2	State Code Sec. 42.1-76 et seq
Maintain & preserve the official records of City Council proceedings	X	58,596	2	City Code Sec. 2-122
Oversees departmental operations		78,229	1	
Prepares City Council agenda materials		80,895	4	
Posts & updates to City website Council agendas, attachments, minutes & video for regular meetings, work sessions & special meetings		13,999	2	
Maintains various databases: Contracts, Minutes, Boards & Commissions		5,745	4	
Miscellaneous (Schools, M-VM, Leadership Team Coordination, OCS, GLTC, ICMA Exec Bd)		14,241	3	
Customer Service – provides answers and research for Council Members, departments and citizens		11,507	5	
Provides administrative support for the Mayor and Council members		14,653	5	
Provides administrative support for CM, DCM, ACM, PM		66,397	4	
PC Support for City Council/Council-Manager Office staff, and other departments when requested		8,694	1	

Administers department payroll, procurement & accounts payable		1,526	3	
Sustainable City Initiative		6,183	1	
Comprehensive Services/CPMT		3,091	1	
Prepares and monitors annual budget for City Manager's office		3,565	1	
Administers the Service Awards Program (Avg. $ of awards yearly = $15,000)		1,280	2	
Administers the Catch-A-Star program (Avg. $ of awards yearly = $800)		554	2	
Serves as liaison to Many Voices One Community and coordinates Community Dialogue on Race and Racism		41,600	1	
Provides coordination, leadership, direction and oversight in operation of major City initiatives		5,200	1	
Manages the City's Parking Program as directed by the Parking Authority		69,992	1	
Develop Neighborhood Initiative		2,600	1	
Respond to citizen concerns		2,600	1	

The City of Lynchburg, Virginia

MEMORANDUM

TO: Kim Payne; City Manager

FROM: Mitch Nuckles; Commissioner of the Revenue

DATE: January 26, 2010

RE: FY 2011 Budget Cuts

My FY 2010 budget is $795,428. The Commonwealth of Virginia will reimburse the City of Lynchburg $198,233 leaving $597,195 in City funds. You have asked me to prepare my FY 2011 budget assuming 10% less funding from the City of Lynchburg. I would first like to request that the budget cut I had this year be taken into consideration. I currently have two positions funded at zero and this is already having an adverse effect on the efficiency of my office operations. My office is currently operating with a 14% reduction in authorized staff.

My FY 2009 budget was $849,416 and $195,051 was reimbursed by the Commonwealth leaving $654,365 in City funds. If $59,720 is deducted from my FY 2009 budget my budget for FY 2011 would be $789,696. If approved at this amount, I would have to eliminate $5,732 from my FY 2010 budget. I would accommodate this cut by removing $5,732 from my authorized temporary salaries.

If I am required to absorb a 10% cut in FY 2010 funding that amount would be $59,720. I would be forced to eliminate my entire Temporary budget which is $10,449, eliminate an additional FTE position with salary and benefits totaling $34,587 and I would propose not mailing the Personal Property File By Exception Form which would save $11,988. This would total $57,024 in budget reductions and would leave my office at a 21% reduction in authorized staff.

This FTE is a front line customer service staff member that provides assistance to the public on a daily basis. The loss of this individual would deal a severe blow to the service delivery in my department. Customer Service is an essential function of my office and I would have to move individuals from specialized areas to provide this assistance. This would hamper my ability to answer telephone calls and it will lead to a severe decline in the level of customer service I can provide to our citizens.

I would like to point out some of the issues I am currently facing from the two vacant positions.
1) My auditors are required to ensure companies are filing all required documents which means they are not auditing. This is a very time consuming but necessary process to ensure compliance.
2) My external audits of apartment complexes and new residents for unreported personal property have been severely hampered.
3) These individuals answered telephone calls and filled in for customer service staff in their absence.
4) My compliance audits of vehicles incorrectly listed in the wrong jurisdiction at the Department of Motor Vehicles have suffered.

The aforementioned activities are vital for my office to operate at a high level of efficiency. If I do not perform these activities the City loses revenue and taxes are no longer assessed in a fair and equitable manner. I am already struggling to provide these activities with my current staff and I would ask that you/City Council allow me to continue operating at my current staffing level.

List services in order of the level of priority with the highest level listed first with subsequent services in descending priority

Service	✓ if Mandated	Estimated Annual Cost	Staffing Count	Notes
State Income Tax	√	$118,211	2.08	State mandated. No local revenue.
Personal Property Tax	√	$255,744	4.50	State mandated if locality adopts. $13,500,000 local revenue.
Business Personal Property Tax	√	$107,981	1.90	State mandated if locality adopts. $4,500,000 local revenue.
Machinery & Tools	√	$ 11,366	.20	State mandated if locality adopts. $4,000,000 local revenue.
Business License Tax		$160,266	2.82	$7,500,000 local revenue.
Meals Tax		$ 34,668	.61	$10,500,000 local revenue.
Lodging Tax		$ 8,525	.15	$1,700,000 local revenue.
Amusement Tax		$ 8,525	.15	$400,000 local revenue.
DMV Select		$111,391	1.96	$10,000 local revenue.
Real Estate Tax Relief	√	$ 35,804	.63	No local revenue.

To: Kim Payne, City Manager

CC: Financial Services Department, Budget Division

From: JoAnn Martin, Communications and Marketing

Date: January 14, 2010

The Communications and Marketing FY 2011 Budget was prepared with a base of 90% of FY2010 funds. The exception is the transfer of $7,700 from the Department of Community Planning to Communications and Marketing in Internal Services charges. This transfer reflects the January 2010 organizational change in the management of City Hall pool cars from Community Planning to Communications and Marketing.

Budget Description:

The requested FY 2011 Communications and Marketing budget of $613,001 represents a decrease of $68,508 as compared to the Adopted FY 2010 budget of $681,509. Significant changes introduced in the Department Requested FY 2011 budget include:

Public Information

- $4,815 increase reflected in Employee Benefits attributed to the increase in VRS and Social Security cost
- $59,437 decrease reflected in Contractual Services attributed to a reduction in Advertising, Public Relations and Software purchases.
- $7,700 increase reflected in Internal Service Charges attributed to the transfer of pool cars to Public Information from Community Development.
- $6,022 decrease reflected in Other Charges attributed to reductions in Office Supplies, Subscriptions, Training and Conferences, Dues and Memberships, and other Miscellaneous Charges.

Customer Service Center

- $4,352 decrease reflected in Salaries attributed to the reduction of FTEs from 4.04 to 3.5.
- $929 increase reflected in Employee Benefits attributed to the increase in VRS and Social Security costs.
- $2,142 decrease reflected in Contractual Services attributed to the reduction in Advertising, Printing and Binding, and Computer Maintenance costs.
- $726 decrease reflected in Other Charges attributed to the reduction in Office Supplies and Awards and Recognition.

Broadcast Services

- $2,535 increase reflected in Employee Benefits attributed to the increase in VRS and Social Security costs.
- $8,000 decrease reflected in Contractual Services attributed to decrease in use of Contract Labor and elimination of software purchases.
- $3,800 decrease reflected in Other Charges attributed to reductions in Forms and Stationery, Audiovisual Supplies, Dues and Memberships, Courtesies to Guests and Miscellaneous Other Charges.

These changes will have the following impact on service delivery:

- The reduction in funding for part-time staff in Citizens First will make it difficult to provide services to citizens at current service levels. On average, Citizens First staff process over 650-750 calls per week as well as provide information to walk-ins, etc. The $4,352 reduction in part-time staff funding will result in Citizens First not being fully staffed at all times. This is expected to result in longer hold times for callers and a possible increase in missed calls.

- The Department, along with the Marketing Partnership, has made great strides in the past year with marketing the City of Lynchburg, first to citizens and then to others around the state and beyond. Part of this progress was made possible due to City Council's FY 2010 decision to fund Public Relations. The decrease will have a significant impact on the department's ability to take advantage of cooperative marketing opportunities, to readily respond to the organization's desire for increased citizen communications, and to update current materials.

- Communications and Marketing uses specialized software in its graphic design and broadcast services divisions. This budget does not allow for the upgrade of any of this software. This could result in staff's inability to access tools that would improve productivity.

List services in order of the level of priority with the highest level listed first with subsequent services in descending priority

Service	✓ if Mandated	Estimated Annual Cost	Staffing Count	Notes
Record and broadcast City Council Work Sessions/Meetings		$22,493	2 fte 2 Contract Workers	• Two contract employees work each Council meetings. They are paid $15 per hour with a 3-hour minimum. One full time employee directs from the control room in the LTV Studio and one full-time employee operates from the sound booth
Record and broadcast Planning Commission meetings		$14,995	1	• Set-up for each meeting • Recording of Meeting • Editing and loading of program
Record and broadcast Historic Preservation Committee Meetings		$14,995	1	• Set-up for each meeting • Recording of Meeting • Editing and loading of program
Produce/broadcast regular programming highlighting City services and programs		$22,493	2	• Creation of each program includes scriptwriting, scheduling of talent, videotaping, editing, preparing for broadcast on LTV.
Maintain web presence including offering all LTV programming on Internet		$22,493	2	• Uploading programming to web server. • Keeping web pages updated and current
Record employee training sessions for video streaming on Intranet		$ 4,499	2	• Set-up for each meeting • Recording of Meeting • Editing and loading of program to web server
Produce public service announcements promoting City events and programs		$ 4,499	2	• Creation of announcements including scriptwriting, etc.
Maintain video archive of City Council and other meetings		$ 7,498	2	

Provide technical assistance for City events		$ 4,499	2	
Provide DVD copies of meetings, events, etc. upon request		$ 2,999	2	Non-city requests are charged $10 per copy
Provide videography and on-camera training for employees		$ 2,999	2	
Provide media training for employees		$ 2,999	1	

List services in order of the level of priority with the highest level listed first with subsequent services in descending priority

Service	✓ if Mandated	Estimated Annual Cost	Staffing Count	Notes
Process service requests and inquiries		$104, 170	5 2 fte/3 pt	• Citizens First Center operates Mon – Fri, 8:00 a.m. – 5:00 p.m. • Average number of calls to Center per week: **850 – 1000.** • CSRs take service requests from citizens and enter data using customer service. software. • Requests forwarded to the appropriate department for action. • CSRs also answer general information questions that do not require any additional action. • Research inquiries and return calls to citizens • CSRs staff the Information Desk located on the First Floor of City Hall. • CSRs answer citizens questions, direct to the proper office, research questions for proper answers. • CSRs maintain the brochure racks located at the Information Desk. • CSR unlocks the loading dock doors for deliveries.
Process service requests and inquiries received via Internet		$13,021	2	• Approximately 25 – 30 Internet requests per week. • Reviews requests received via the Internet to ensure legitimacy. • Replicates data and directs to proper

				department for action. • Contacts citizens when necessary for clarification of requests or to provide citizen with answers.
Maintain data in CMS/Update as necessary		$9,115	5	• Update information in CMS as services change/modified. • Update contact persons in system.
Provide user support for CMS		$1,302	2	• Assist other departments using CMS
Assist with special events		$1,302	5	• Assist by staffing special events
Provide administrative support for departments		$1,302	5	• Assist in preparing special mailings, etc.

List services in order of the level of priority with the highest level listed first with subsequent services in descending priority

Service	✓ if Mandated	Estimated Annual Cost	Staffing Count	Notes
Editorial Services		$100,403	3 fte	• Write/edit/design print collateral including brochures, newsletters, reports, utility bill inserts, posters, flyers, etc. • Photography services • Graphic design • Prepare award entries, exhibits, etc. • Write/implement communication plans • Write/design/place advertisments
Media Relations		$45,268	3 fte	• News release distribution; • News release writing; Media requests and assistance; • Emergency Communications • Media assistance for City Council meetings; • Press conferences
Citizen Communications/Education		$52,243	4 fte	• 14-wk Annual Citizens Academy • First to Know • Write/edit/design citizens newsletter • Proclamations, Certificates, awards • Conduct tours
Employee Communications/Relations		$30,134	4 fte	• Online monthly employee newsletter • All employee e-mails • Produce flyers/brochures/ handbooks, etc. • Partner with HR and

				other departments to plan employee events • Training (media, writing, design) • Coordinate webcasts
Web Services Internet/Intranet/visitlynchburg.org		$45,134	2 fte	• Create/maintain Web page content; • Assist departments to establish/create and update Web pages • Train pagemasters in use of content management software • Maintain Web site home page of the internet/intranet; Posting of all press releases • Maintain second website on outside server • Create all content for mkt. website • Update/edit content
Event planning/coordination		$25,067	4 fte	• Turnkey coordination of events including planning, logistics, promotion, catering
Marketing Services		$90,067	3 fte	• Manage brand • Create billboards, print advertising, etc. to market city • Coordinate marketing efforts with internal/external agencies/depts.
Administrative Support Services		$13,027	1fte	• Payroll • Accounts Payable • Budget monitoring • Purchasing

The City of Lynchburg, Virginia

Department of
Community Development

December 28, 2009

TO: L. Kimball Payne, III, City Manager

FROM: Bonnie Svrcek, Deputy City Manager
and Acting Director of Community Development

DATE: December 28, 2009 *(revised from November 2, 2009)*

SUBJECT: FY 2011 Budget Reductions for the Department of Community Development

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Attached are options from the Department of Community Development to achieve the necessary 10% budget reduction and the projected increase in health insurance premiums and contribution to the Virginia Retirement System ($714,593). In round numbers (aka City Manager math), the Department is providing a laundry list of options in excess of $1.0 million for you to consider as you develop the FY 2011 Proposed Budget.

Senior staff met on several occasions to discuss where we could make funding reductions as a Department. As you might imagine, the conversations were difficult. However, I think we all learned from each other and our collective knowledge of what each Division does has been strengthened. The majority of what is proposed is the result of our deliberations.

Following are some of my thoughts regarding the consequences of some of the proposed reductions:

Elimination of Director of Community Development: In the short term (6-18 months), I support this reduction. I think you and I can continue to provide leadership to the Department through the restructuring and stabilization process. With the majority of the Engineering Division being transferred to Public Works and GIS being transferred to the Department of Information Technology, the span of control for the Director will be lessened considerably. There is enough staff support in the Inspections, Planning, and Zoning and Environmental Services Divisions that will lighten the burden on the Director. The Neighborhood Services Division or Code Enforcement (1.5 FTE, not including administrative support) will be absorbed into the Inspections Division with our budget submission. And, if Grants Administration is absorbed under my responsibilities as Deputy City Manager, then the future Director of Community Development will have a restructured Department that focuses on Planning, Zoning and Environmental Services, and Inspections (Code Enforcement and Inspections). And, maybe during this time, internal leadership (aka Director of Community Development) will emerge.

Elimination of the Downtown Executive Director: Staff proposed this with the idea being that the Director of Economic Development (business relations) could absorb the business relations component of the Downtown Executive Director's responsibilities. Another alternative would be to transition the funding for the Lynch's Landing Executive Director position entirely to Lynch's Landing.

Engineering: As previously mentioned, this proposal includes the transfer of 2 Engineers, 1 Construction Coordinator and 1 Engineering Technician to Utilities. In addition, the elimination of 2 part-time Right of Way Agents would be absorbed by transferring the Engineering Technician from the Map Room to assist the Real Estate/Property Manager. Map Room work would be absorbed by either GIS staff or the GIS Analyst in the Planning Division. Citizens requiring water and sewer applications would do so through the staff in the Community Development Customer Services area.

Grants Administration: I recommend that the position of Grants Administrator, Assistant Grants Administrator and part-time administrative staff be fully funded from CDBG and HOME Administration allocations ($150,000 for CDBG and $54,294 for HOME in FY 2010). We will be hard pressed to use all, or even most of these funds in FY 2010. The inspections/environmental review component of CDBG and HOME programs are being funded through the Inspections Division currently with CDBG/HOME funds.

Inspections: Inspections may have additional capacity for budget reductions based on a deeper analysis of workload data.

Neighborhood Services/Code Enforcement: The proposed reductions in this Division will be lightened through the transfer of the Neighborhood Program Manager from Engineering to assist with Code Enforcement and Streetlight Administration.

Planning: Minor non-personnel reductions are proposed in this Division at this time. This Division may have additional capacity for budget reductions.

Zoning and Environmental Services: The proposed reductions will have little to no impact on this Division. Maintaining compliance with erosion and sediment control regulations as well as working with Utilities on storm water management requires this Division to continue to be staffed at current levels.

All in all, I think that the proposed reductions are without major service delivery consequences in the short term. All of the proposed reductions are sustainable in the long term with the exception of keeping the Director of Community Development position vacant beyond June 30, 2011.

Thank you.

Attachment

Community Devlopment FY 2011 Budget Reduction Options	
Revised 12/28/2009	
	Reduction Goal
	$714,593
	Savings
Director Division (includes Director, Zoning and Environment Services (ZES), and Neighborhood Services (NS), Downtown Ex. Director (DT)and Grants Administration (GA))	
Eliminate Director's Position and have Community Dev report to City Manager or Deputy City Manager or restructure and divide among the two **(Director)**	(139,778)
Eliminate Director's phone & car allowance **(Director)**	(4,124)
Fully fund Grants Administrator position with CDBG Program Administration funds **(GA)**	(39,432)
Eliminate part-time CDBG/HOME position and shift salary resources to 50% fund an existing ASA II **(GA, NS and ZES)**	(26,757)
Eliminate Part/Time Environmental Inspector position **(NS)**	(17,610)
Vehicle Costs for Part-Time Environmental Inspector position **(NS)**	(2,000)
Neighborhood Division - Second Crew - Sheriff's Dept (2 positions) **(NS)**	(11,420)
Vehicle Costs for Two Environmental Reviewers; will use pool cars **(ZES)**	(5,000)
Eliminate Downtown Executive Director position **(Director)**	(78,214)
Eliminate Blackberry for Downtown Executive Director and Financial Professional III (Director)	(1,080)
Eliminate Blackberry/retain cell phone for 2 Environmental Inspectors **(ZES)**	(720)
Eliminate Blackberry/retain cell phone for NS Manager and Environmental Inspector **(NS)**	(720)
Eliminate vacant full-time Environmental Inspector position **(NS)**	(44,018)
Subtotal Director's Office	**(370,873)**
Planning Division	
Mileage Reimbursement - Planning Commission	(1,500)
Planning - Books, Subscriptions, Dues/Memberships	(1,014)
Eliminate Blackberry/Cell Phone for Planner ($540)/eliminate Blackberry-retain cell phone for City Planner ($360) and Sr. Planner ($360)	(1,260)
Subtotal Planning Division	**(3,774)**
Inspections Division	
Eliminate 2 vehicles; schedule more deliberately and share vehicles	(5,000)
Fund demolitions from CDBG	(40,000)
Eliminate two part-time Building Inspectors (one is currently vacant)	(36,184)
Reduce meals, lodging, gas	(169)
Delete cell phones for 4 positions	(720)
Subtotal Inspections Division	**(82,073)**
Engineering Division	
Retirement of Engineering Project Manager	(107,465)
Eliminate 2 part-time Right-of-Way Agents (redirect a FTE to assist Real Estate/Property Manager)	(35,253)
Reduce Traffic Signal budget	(60,000)
Reduce outside A & E	(20,000)
Reduce Office Supplies	(5,000)
Reduce Software Maintenance	(3,000)
Reduce Computer Maintenance	(1,000)
Reduce Maintenance and Repair Services	(1,000)
Estimated impact of additional retirement(s)	(30,000)
Engineering - Traffic's custodial supplies, gas	(258)
Transfer 2 Civil Engineer II's to Utilities	(182,185)
Transfer 1 Construction Coordinator position to Utilities	(63,052)
Transfer 1 Engineering Design Tech to Utilities (one is currently vacant)	(58,184)
Eliminate cell phones and Blackberry for various staff	(2,700)
Subtotal Engineering	**(569,097)**
Total Department of Community Development	**(1,025,817)**

Department/Division:_Director(Director, Financial Professional II, Lynch's Landing Executive Director)

List services in order of the level of priority with the highest level listed first with subsequent services in descending priority

Service	✓ if Mandated	Estimated Annual Cost	Staffing Count	% Budget Notes
Provides leadership to the department and supports staff in a number of Community Dev activities		53,964	.4	40% Personnel, Benefits, Supplies, Training & Travel
Supervises staff in CDBG & Home Programs and other various state & federal grant funded programs		33,728	.25	25% Personnel, Benefits, Supplies, Training & Travel
Attends City Council Meetings and work sessions		20,237	.15	15% Personnel, Benefits, Supplies, Training & Travel
Provides oversight for a variety of citizen boards and commissions		13,491	.10	10% Personnel, Benefits, Supplies, Training & Travel
Respond to citizen complaints		6,746	.05	5% Personnel, Benefits, Supplies, Training & Travel
Member of City Manager's Leadership Team		6,746	.05	5% Personnel, Benefits, Supplies, Training & Travel
Financial Coordinator's responsibilities- ......Budget		23,786	.4	40% Personnel, Benefits, Supplies
Day to day financial operations: ......payroll, credit cards, A/P, report of collections, preparation of purchase orders, petty cash		35,678	.6	60% Personnel, Benefits, Supplies
Advertising, Supplies, Materials, Training, Telecommunications, Postage, Rental/Leases		6,435		

Total		200,811	2	
Lynch's Landing-Executive Director responsibilities	FY2010 Budget	77,052	1	100% Personnel, Benefits, Training & Travel

Department/Division:_Building Inspections____________________

List services in order of the level of priority with the highest level listed first with subsequent services in descending priority

Service	✓ if Mandated	Estimated Annual Cost	Staffing Count	Notes
New Construction: Inspections of new structures and new work are made to verify that the work is in compliance with the Virginia Uniform Statewide Building Code.	X §36-105.1B USBC104. 1;13.1	$268,015	6	36.8% Salaries, Benefits & Admin Costs, 6 persons do new construction inspections.
Property Maintenance: Housing inspections are generated through complaints. Inspectors are assigned the cases and inspections are made. The VUSBC is enforced	X §36-105C 2 USBC102. 1 Part III	$160,624	3	22.0% Salaries, Benefits & Admin Costs, 3 inspectors do property maintenance inspections.
Permitting: Permits are issued for new construction projects, demolitions and the new construction parking permits.	X USBC 110.1	$89,120	2	12.2% Salaries, Benefits & Admin Costs. 2 persons issue permits.
Plan Review: Commercial and residential plans are reviewed by the plans reviewer.	X §36-105.1 USBC 109.4	$70,141	1	9.6% Salary, Benefits & Admin Costs. 1 person does plan reviews.
The building inspections office is managed by the Building Commissioner.	X §36-105.1 USBC 109.4	$92,850	1	12.8% Salary, Benefits & Admin Costs. 1 person functions as the Building Commissioner.
Rental Property Inspection Program	X §36-105.1:1	$47,826	1	5.6% Salary, Benefits & Admin Costs, I person administers the Rental Property Inspection Program.
		Total of this column is $728,576	Total Positions 14	
Total FY 2010 Budget		$728,579		

Items 7-9 are mandated by City Code 35.1-1
Items 3a-3c are mandated by City Code 21.61, 26-1 and 26-28
Item 4 is mandated by USBC Part III Section 105.8

	Neighborhood Services **Mandated Services**	**Mandated**	**Estimated Annual Cost**	**Staffing Count**	**Percentage of time spent**
1	Review and approve all sign permit applications and inspect for compliance. Process permits and enter information into the Trackit system.	State code 15.2-2280	8,249	.15	10 one employee 5 one employee
2	Inspect residential and commercial sites for zoning compliance. Issue notices for compliance and stop work orders as needed	State code 15.2-2280	17,668	.10	10 one employee
3a	Removal of trash violations and clearing private property of weed violation to ensure compliance	State code 15.2-222.1	31,317	1.70	75 one employee, 95 second crew, and materials
3b	Generate bills for completed work and staff support	State code 15.2-222.1	5,145	.20	20
3c	Enforce the Weed, Illegal Dumping and Abandoned/Inoperative Motor vehicle Ordinances	State code 15.2-222.1	55,830	1.8	90 two employees each
4	Secure vacant structures (board up structures)		1,364	.05	5
	Non-Mandated Services				
5	Ensure proper maintenance of all equipment used for code enforcement		4,094	.15	15
6	Manage Neighborhood Services Code Enforcement Program		17,406	.25	25
7	Provide assistance to city staff, citizens, developers along with new and existing business on applicable zoning information		6,963	.10	10
8	Review and approve applications for residential and commercial development		6,963	.10	10
9	Review and approve Letters of Approval for business licenses		4,767	.10	5 two employee each
10	Represented on Technical Review Committee-Review and approve site plans		6,963	.10	10
11	Attend Neighborhood Meetings as		3,481	.05	5

Items 7-9 are mandated by City Code 35.1-1
Items 3a-3c are mandated by City Code 21.61, 26-1 and 26-28
Item 4 is mandated by USBC Part III Section 105.8

	needed				
12	Removal of signs in the R-O-W		8,518	.25	5 each 5 employee
13	Prepare zoning certification letters for citizens and commercial lenders		3,481	.05	5
14	Customer Service in office and phone		13,431	.35	20 one employee 5 three employees
15	Training, postage, phone, dues, materials, fleet, etc.		15,309		
	Total		$210,949	5.50	550
	FY 2010		$211,401		
	Includes a vacant FTE position and a proposed PTE and elimination of 2nd cutting crew				

Category	Reference Number	Service	Code	Costs	Budget %	Staff
	1	Review Subdivision Plats	§15.2-2241 §15.2-2251	$27,117	7.7%	0.385
	2	Preparation of Board Packets & Advertisements	§2-2-3707	$7,775	2.2%	0.11
	3	Prepare Board / Commission Minutes	§2-2-3707, §15.2-2221	$7,580	2.1%	0.105
	4	Prepare and Mail Property Owner Notifications	§15.2-2204	$3,866	1%	0.05
	5	Secretary to Planning Commission	§15.2-2217	$2,856	.8%	0.04
	6	Conduct Davis Bacon Interviews	Title 29 CFR	$1,028	.2%	0.01
	7	Comprehensive Plan / Long Range Planning / Annual Report	§15.2-2223, §15.2-2230	$13,417	4.8%	0.24
	8	Review of CIP for Compliance with Comprehensive Plan	§15.2-2221, §15.2-2239	$3,516	1%	0.05
			Total Mandate	**$67,155**	**19.9%**	**.995**
		Non Mandated*				
		Items 9-20 are not mandated by State Code. However § 15.2-2280 and §15.2-2306 give the City the authority to do so, which the City has done by adopting a Zoning Ordinance.				
	9	Staff Liaison to Citizens / Developers	Section 35.1-14e1	$29,579	8.4%	0.42
	10	Review Site Development Plans	Section 35.1-14	$42,443	12%	0.6
	11	Review and Process Rezoning Applications	Section 35.1-17	$28,044	7.9%	0.395
	12	Review and Process Conditional Use Permit Applications	Section 35.1-15	$28,044	7.9%	0.395
	13	Review and Process Street Dedications / Naming / Vacations	Section 24.1-6 Section 35-72	$5,082	1.4%	0.07
	14	Review and Process Future Land Use Map Amendments	Section 35.1-17c	$1,572	.4%	0.02
	15	Review and Process Certificate of Appropriateness Applications for Historic Districts	Section 35.1-44.1g	$24,516	6.9%	0.345
	16	Secretary to Historic Preservation	Section 35.1-44.1c4	$2,700	.7%	0.035

		Commission				
	17	Maintain Official Zoning Map & Related Data	Section 35.1-4	$19,563	5.5%	0.275
	18	Ordinance Revisions	Section 35.1-17	$34,771	8.8%	0.44
	19	Preparation of TRC Packets	Section 35.1-14e1	$13,042	3.7%	0.185
	20	Secretary to Design Review Board	Section 35.1-37	$1,574	.4%	0.02
			City Ordinance Subtotal	**$230,930**	**64.1%**	**3.21**
		Conduct Neighborhood Studies / Charrette		$5,027	1.4%	0.07
		Chair Technical Review Committee		$1,503	.4%	0.02
		Staff Liaison to Ordinance Committees		$3,084	.8%	0.04
		Committees Internal / External / Misc		$8,977	2.5%	0.125
		First Response Computer Support to Dept		$13,042	3.7%	0.185
		Prepare Planning Maps / Charts		$5,216	1.4%	0.07
		TRACKIT / Web Maintenance		$6,521	1.8%	0.09
		Office / File Organization		$10,107	2.8%	0.14
			Non Ordinance Subtotal	**$53,477**	**15%**	**0.74**
			Total Non Mandate	**$284,407**	**79.1%**	**3.95**
			Grand Total	**$351,562**	**100%**	**5**
		** $48 discrepancy due to rounding	***Staff Budget FY10***	**$351,610**		

Items 1-7 are mandated by City Code 35.1-1
Items 8-9 are mandated by City Code 16.1-2 and State Code 10.1-562

	Zoning and Natural Resources **Mandated Services**	**Mandated by**	**Estimated Annual Cost**	**Staffing Count**	**Percentage of time spent**
1	Administer the Zoning Ordinance. Provide assistance to city staff, citizens, developers and potential businesses in understanding the zoning ordinance.	State Code 15.2-2280	53,500	.68	68
2	Review and approve all letters of approval for business licenses	State Code 15.2-2280	6,500	.20	20
3	Represent the division and review and approve site plans as part of the Technical Review Committee	State Code 15.2-2280	23,600	.30	30
4	Review and approve all applications for residential and commercial development	State Code 15.2-2280	8,000	.15	15
5	Inspect residential and commercial sites for zoning compliance. Issue notices for compliance and stop work orders as needed.	State Code 15.2-2280	12,000	.15	15
6	Review and approve all sign permit applications and inspect for compliance. Process permits and enter information into the Trackit system.	State Code 15.2-2280	10,400	.10 x(2 @ .05)	10
7	Provide technical assistance, guidance and staff support as secretary to the Board of Zoning Appeals on variance requests and conditional use permits.	State Code 15.2-2280	6,500	.15 x (2@ 7.5)	15
8	Administer the Erosion and Sediment Control Program	State Code 15.2-2280	16,000	.25	25

Items 1-7 are mandated by City Code 35.1-1
Items 8-9 are mandated by City Code 16.1-2 and State Code 10.1-562

9	Provide site plan review and inspections for erosion and sediment control and stormwater ordinances. Issue notice for compliance and stop work orders as needed.	State Code 15.2-2280	41,700	.70 x (3@.24)	70
	Non-Mandated Services				
	Floodplain Management, map determinations, maintain map revisions.		1,200	.02	2
	Provide zoning certification letters for citizens and commercial lenders		3,000	.05	5
	Process and release all land disturbance bond fees. Collect fees for land disturbance bonds and landscaping bonds and prepare payment vouchers as necessary to refund to customers.		15,600	.25x(3@ .8)	25
	Provide customer service and assistance to citizens and developers in the office and over the phone		28,000	.50x(4@12.5)	50
	Fleet Services, Supplies, Training, Postage, Telecommunications, Dues & Memberships, Advertising		9,603		
	Total Cost of Services		235,600	3.5	
	Total FY10 Budget and Staff		236,454		

Service	✓ if Mandated	Estimated Annual Cost	Staffing Count (approx.)	% Budget Notes
Urban Construction Initiative	33.1-23.3 (1)	$62,000	.4	1.6% Salaries & benefits
Financial Oversight of UCI Projects and annual reporting	33.1-23.3 (1)	$36,000	.3	0.9% Salaries & benefits
Project administration of VDOT UCI Transportation projects **	33.1-23.3, 23 CFR 655.6032 (1)	$138,000	1.1	3.5% Salaries, benefits & equipment
Administration of Bridge Maintenance Program	33.1-12, 23 CFR 650 Part C (2)	$92,000	1.1	2.3% Salaries, benefits & equipment
Traffic engineering services including maintenance and repair of all traffic control devices **	10.1-605, 46.2-1312 (3)	$968,000	11.2	24.6% Salaries, benefits, supplies & equipment
Dam Safety Inspections and Maintenance Administration	10.1-605 (4)	$12,000	.1	0.3% Salaries & benefits
Administration of NPDES Program (MS4) Permit	10.1-603.3 et seq. (5)	$19,000	.2	0.5% Salaries & benefits
Administration/Inspection of Erosion & Sediment Control Program for City owned projects	10.1-560 et seq. (6)	$34,000	.5	0.9% Salaries, benefits & equipment
Engineering review of all infrastructure plans **	15.2-2240 33.1-12 (7)	$70,000	.5	1.8% Salaries & benefits
Engineering review of all private development site plans, traffic studies, and plats (TRC) **	33.1-69 33.1-72.1 33.1-229 (8)	$70,000	.6	1.8% Salaries & benefits
Electrical Costs and Lease Payments	**Required**	$1,000,000	0	25.3% Street lights, Traffic Signals & Holy Cross Lease
Construction management for public utility, road and building projects **		$382,000	5.6	10% Salaries, benefits & equipment
Project administration of City capital projects **		$293,000	4.2	7.5% Salaries, benefits & equipment
Engineering design services for City capital projects **		$204,000	3.0	5.2% Salaries, benefits & equipment
Field Survey and Property Plats **		$127,000	2.0	3% Salaries, benefits & equipment

Financial Project Management (set up, requisitions, purchase orders, change orders, transfers, close-outs)		$54,000	.5	1.3% Salaries & benefits
Processes consultant and contractor payments and developer reimbursements		$63,000	.6	1.6% Salaries & benefits
Property management, Easement and right-of-way acquisitions **		$108,000	1.2	2.7% Salaries, benefits & equipment
Maintains City maps and infrastructure records **		$20,000	.3	0.5% Salaries & benefits
Approves and coordinates street lighting throughout the City		$20,000	.1	0.5% Salaries & benefits
Physical Development Committee		$27,000	.2	0.7% Salaries & benefits
Economic Development Authority		$9,000	.1	0.2% Salaries & benefits
Advice and Guidance on Engineering Issues / Expert Witness Testimony **		$50,000	.4	1.3% Salaries & benefits
Citizen issues / complaints **		$83,000	.8	2% Salaries & benefits
TOTAL		$3,941,000 **$3,941,127**	**35**	**100%**

Key:
Salaries & benefits includes: salaries, benefits, office supplies, training, outside consultant services, etc.
Supplies includes: supplies necessary to perform the work like sign blanks, bulbs for signals, etc.
Equipment includes: fleet charges, specialty equipment, etc.
** Affected by changes in note 2 below.

NOTES:

1. Four temporary positions charged to capital projects are not accounted for in the above listing ($136,420).
2. As of January 1, three retirements, and one resignation have occurred, and by July 1, three other positions will be reassigned to the Utility Department and two wage positions eliminated (approx. value of positions is $560,937).

Budget Reductions
Marjette G Upshur to: Kimball Payne 11/02/2009 04:32 PM

Good Evening,

To cut my approved 2010 budget of $344,644 by 10% I needed to cut $34,644.00. Below are the actions I took and the consequences of these actions.

I have eliminated a wage position and associated mileage. The impact of this reduction is to rely on remaining OED staff, Community Development & Public Works for EDA property development & management and Enterprise Zone Amendment field work.

I cut $30,439.00 from Building/Property Expense associated with maintaining an office in the Bank of the James Building. The EDA pays $6,000.00 annually in addition to the City's expense for our space. This will require space be available in City Hall or some other City owned facility. Our lease ends in March 2011 but allows the lease to be broken if City Council funding is eliminated. The EDA also leases the offices on this floor known as the Technology Center. We will manage the Technology Center at the pleasure of the EDA from our new location.

The result is an approximate 13.7% cut or $47,253.00.

15000.0020	$15,814.00
55770.0050	$ 1,000.00
55990.2999	$30,439.00

Please contact me if I can answer any questions.

Thank you,
Marjette

Marjette G. Upshur
Director
Office of Economic Development
City of Lynchburg
828 Main Street, 10th Floor
Lynchburg, VA 24504
434-455-4492 Landline
434-847-2067 Fax
434-444-3878 PCS
http://www.lynchburgida.com/

Department/Division: Economic Development

List services in order of the level of priority with the highest level listed first with subsequent services in descending priority

Service	✓ if Mandated	Estimated Annual Cost	Staffing Count	Notes
Business Development		$172,322.	1.75	Increase City's Tax base and create jobs • Enterprise Zone • Technology Zone • EDA –Meetings, Property Management, Financial Reporting, Action Items • Research & develop programs and incentives • New Business Inquiries • New Business Welcome Letters • Expansion Assistance • Development Coordination • Business Engagement – 411 Meetings, B2B, Business Appreciation Week Reception, Global Entrepreneurship Week • Marketing – enewsletter, website • Creative Financing Education • VEDP RFPs • Collaborate w/ Local, Regional & State Agencies • Economic Gardening & Entrepreneurial Support
Information Management		$103,393	.75	• ACT Database • Website • Commercial Property Database • VEDP Commercial Property Database • VEDP Community Profile • OED Reports • Data from Commissioner of

				Revenue ,City Assessor & Community Development
Workforce Development		$44,464	.25	• Business Rocks Tours • Grow One • Mentor One • Take Our Sons & Daughters to Work
Department Administration		$24,464	.25	• Budget • Payroll • Bill Processing & Payment • Procurement

DEPARTMENT OF FINANCIAL SERVICES
PLAN FOR 10% REDUCTION
November, 2009

The Department of Financial Services FY 2010 Adopted Budget is $3,826,492. The target for a 10% reduction is $3,443,843. With the projected increase in benefits, a reduction of $437,303 is needed.

Financial Services' budget is 84% personnel costs so the majority of reductions must come from the loss of positions. The following positions are or will be vacant on July 1, 2010 and Finance staff has found ways to eliminate these positions:

	Salary and Benefits	**Fed/State Revenue**
Systems Administrator	$81,774	
ASA I	$34,738	
Financial Tech IV	$64,117	
Financial Tech III	$47,625	$34,924
Financial Prof I	$60,450	$51,080
	$288,704	$86,004

Financial Services has requested funding from Utilities to fund 2 positions due to the work load being primarily for Utilities. The Sr. Buyer position will become vacant January 1 due to a retirement so this position will need to be filled as soon as possible. The Financial Tech III position will be moved from the Accounts Payable Division to the Billings and Collections Division.

	Salary and Benefits
Sr. Buyer	$67,292
Financial Tech III	$45,014
	$112,306

Further reductions will come from the following:

Reduction	
$44,000	Pay banking service fees through compensated balances
$15,000	Reduce Davenport retainer for financial advisor services
$10,000	Postage savings with increased technology
$2,000	Reduce printing budget for copies of the budget
$2,000	Eliminate the use of 2 PO Boxes for Billings and Collections
$1,835	Eliminate training and supplies for Systems Administrator
$300	Reduce Dues for Financial Services Director
$75,135	

These reductions total $476,145. However, if reductions need to be found to offset the lost Federal and State funding, I would need to eliminate more positions.

The staff of Financial Services is dedicated to the support of the City of Lynchburg and will find ways to absorb these cuts with minimal reductions in service. My focus was to keep the Billings and Collections at full capacity to ensure excellent customer service to citizens and no impact in the timeliness of both the billing and collection of revenues.

Thank You
Donna

Department/Division: _**Finance**_______

List services in order of the level of priority with the highest level listed first with subsequent services in descending priority

Service	✔ if Mandated	Estimated Annual Cost	Staffing Count	Notes
Annual Compliance and Financial Audit, CAFR, Accounting for All Funds except Utilities, Gov't Reporting	X	$563,285	5	This includes all support work that is required to prepare the CAFR
Bi-weekly payroll Central Processing including IRS and State reporting	X	$55,700	1	
Payment of vendor invoices, Public Assistance, retiree Medicare, 1099 forms	X	$174,700	4	
Bill and Collect all funds for City, includes pymt processing and delinquent collections	X	$1,302,025	20	
Proposed and Adopted Budgets including CIP and Performance Measures.	X	$257,487	2	
Compilation of Finance Committee items and preparation of the Agenda		$36,637	1	
Formal invitations for Bids including construction	X	$45,580	4	
Request for Proposals, including Professional Services	X	$36,566	3	
Schools consolidation	X	$15,670	2	
Federal and State Funded Projects	X	$17,325	2	
All other purchases and leases including charge card administration	X	$143,243	4	
Distribute interdepartmental and postal mail including contracting for bulk mailing services		$9,806	2	
Cash & Investment Mgmt-City, Schools and Regional Radio	X	$247,437	2	
Debt Admin., Debt Issuance-City & Schools	X	$156,697	1	
City-wide Direct Cost Plan	X	$4,170	1	
System Administration for Finance		$85,000	1	

Processing various instruments and reports to receive and maximize revenue from localities, State, and Federal government including purchase orders to pay providers	X	$557,017	14	For Social and Juvenile Services, CSA and Detention
General Ledger work for Detention and CSA Funds including work for the audit of these funds	X	$132,250	6	

COVER MEMORANDUM

To: Kim Payne, City Manager

CC: Financial Services Department, Budget Division

From: Steven B. Ferguson, Fire Chief

Date: 15 January 2010

Attached, please find the Budget submission from the Fire Department for the FY 2011 fiscal year. This budget represents a ten percent reduction from the current FY2010 budget per your instructions. This reduction includes the non-funding of eighteen and a half positions in the department; therefore, the budget was very difficult to develop. The loss of these positions will have a major impact in the way the Fire Department delivers service to our citizens (detailed below).

Note: For the preparation of our budget we usually meet with the Station Officers to receive their input regarding their particular station, however considering the "fixed" amount (our choice) we have for non-personnel expenses this year we are going to wait until the budget is finalized before detailing the needs and prioritizing them.

Budget Description:

The Department Requested FY 2011 Fire Department budget of $13,343,352 represents a 10% decrease of $1,482,663 as compared to the Adopted FY 2010 budget of $14,826,015.

Significant changes introduced in the Department Requested FY 2011 budget include:

- $1,246,672 reduction in salaries reflecting the non-funding of listed positions.
- $241,855 reduction in benefits related to the reduction in funded personnel.
- $4,600 reduction in contractual services reflecting reduced M&R funding.
- $34,998 reduction in other charges reflecting reductions in training and supplies.

These changes will have the following impact on our service:

The proposed reductions in the Fire Department's budget would result in a significant change in the way we provide service. We are proposing to reduce our staffing on each shift by three employees (nine total) and place a piece of response apparatus out of service every day. This would hamper our ability to respond to emergencies in a timely manner and jeopardize the safety of the citizens. Two additional field positions would be non-funded. In addition, we are proposing to reduce our sworn support positions in Fire Administration by three. These positions are vital to our everyday operations and the work must be done. The tasks performed by these support positions would be absorbed by the remaining employees in administration or be done by field personnel as workload permits. We are also proposing to reduce the number of Field Battalion Chiefs by three and manage the entire shift with one Chief Officer. This will increase our span of control beyond recommended limits and reduce the overall effectiveness. We are also proposing to reduce our civilian administrative support by one and a half positions.

When the budget deliberations are finished and we determine the exact number of non-funded positions, the Fire Department will evaluate its resources and develop a plan to provide our core services in the most efficient and effective manner possible.

Some of the consequences of these actions are listed below:

- Increased response time due to increasing call volume and fewer available resources. Call volume increased from 18,724 in calendar year 2006 to 21,354 in 2008, which is a 12% increase over three years. The number of calls responded to in 2009 is approximately 21,000.
- Decreased service: we are presently experiencing difficulty in meeting the demand for EMS services. As we lose equipment / resources, there will be calls that will have a delayed response well outside the current response times. Apparatus will be out of service every day.
- Due to emergency EMS demand, some non-emergency transports will need to be cancelled or rescheduled or we will need to stop doing some non-emergency transports altogether.
- Increased difficulty in meeting NFPA Standard 1710, also known as the "Two In, Two Out" rule for responding personnel, which may compromise firefighter safety.
- Our ability to provide for mandated training will be severely compromised by the loss of personnel and reductions in our training budget.
- The department will discontinue or reduce the following services / programs: (Note: The first four bulleted programs/services are all preventative in nature.)
    - Child Safety Seat installation
    - Juvenile Fire Setters program
    - Public Education
    - Smoke / carbon monoxide detector distribution / installation
    - Dive Team (will be unable to replenish equipment over time)
    - HazMat team (will be unable to replenish equipment over time; nearest HazMat team is two hours away)
- Accreditation status in jeopardy
- Reduction in our ISO rating is a possibility
- Increased supervisory span of control beyond the recommended 3-5 per supervisor
- Inability to maintain mandated levels of training without using overtime or compensatory time for compensation
- Fire Programs Aid to Localities funding is currently available; however, this fund is in jeopardy due to the Governor's budget cuts. In addition, the Code of Virginia prohibits use of these funds to supplant local funding.
- Reassignment of staff positions from Administration to the field: loss of oversight over training division; loss of dedicated person to track accidents, OSHA compliance, to ensure safety training is administered; loss of dedicated person to manage recruitment, hiring, diversity issues. The department will need to rely on the City's Human Resources Department for assistance with regard to HR issues. More responsibility will be assigned to the first line supervisors for FMLA, Worker's Compensation and other issues. Some duties will need to shift to the Deputy Chief of Administration.
- Challenge of providing adequate fire and EMS services to Liberty University (LU) due to continued growth and expansion. In calendar year 2009, we had approximately 527 calls to LU. The new ski slope has potential for injuries. Other planned public venues will increase the number of people on campus, thereby increasing the likelihood of an EMS or fire call.
- Relief factor: the department has never been at the recommended level of staffing to have an appropriate relief factor—to manage current call volume we will regularly have to use a combination of overtime pay and placing apparatus out of service.
- Other challenges with regard to response: for example, a structure fire requires 17 personnel to fill all mandated positions on the scene. The minimum daily staffing is at 46. If we have a structure fire, 37% of total field personnel are tied up and unavailable to respond to additional calls. Therefore, we increasingly have to rely upon calling back personnel.
- As of 2008, average time spent on a call was 73 minutes (Fire and EMS). Increasing paperwork requirements for NFIRS, State OEMS, and ambulance billing requirements by Medicare and commercial insurance carriers all increase the amount of time spent on a call, which increases response time.
- ALS is the standard of care; a reduction of personnel makes it more difficult to maintain this level of service.

In short, these reductions greatly increase the risk of property loss/damage, acute injuries, and loss of life.

De‸ ‸ment/Division: Fire Department (external services)

List services in order of the level of priority with the highest level listed first with subsequent services in descending priority

Service	✓ if Mandated	Estimated Annual Cost	Staffing Count	Notes
Emergency Medical Services	Yes	8,200,850	165	Does not include non-emergency transport service (listed separately), includes mutual aid, blood pressure screenings
Fire Suppression Services	Yes	8,267,801	165	Includes fire alarms, mutual aid
Inspections	Yes	224,037	4	Fire Marshal's Office staff
Investigations	Yes	226,037	4	Fire Marshal's Office staff
Technical Rescue Team (TRT)	No	1,609,790	32	A regional team. Revenue is generated from the Partners in Emergency Response (PIER) program, which is used by the team for supplies, equipment, cert. pay, etc.
Hazardous Materials Team (HazMat)	No	1,652,226	33	Responds to regional hazmat incidents when requested
Dive Team	No	479,360	10	Intradepartmental team consisting of members of LFD and LPD
Non-emergency transport services	No	178,838	2	Staff noted are those on Medic 2, which is in operation M-F 8am – 5pm. They handle about half of the transports; the rest are handled by the 24-hour staffed medic units.
LPD Tactical team membership support	No	338,537	5	5 LFD staff are members of the LPD's Tactical Team. They train with them and assist with call-outs. Some overtime costs are associated with response.
Pre-planning	No	8,000,691	165	Field personnel regularly tour local industries and businesses for pre-planning in the event of an emergency situation.

[illegible]	[illegible]	[illegible]	[illegible]	Staff provide education on the proper installation of child safety seats for the public at many of the 8 fire stations. 348 seats were inspected and installed in calendar year 2008 and provided 4 new seats. VA Dept. of Health provides a few new car seats per year and the department purchases minimal supplies. Similar service is also provided by LPD and LDSS.
Lynchburg Local Emergency Planning Committee (LEPC) membership & support	Yes	117,349	2	The LEPC is mandated by SARA Title III, Federal Legislation enacted back in the late 1980's. Fire Department participation is recommended, although not strictly mandated. However, due to the Hazardous Materials focus of the LEPC, LFD participation is necessary.
Smoke Detector / Carbon Monoxide detector programs	No	252,242	5	Fire Marshal's Office provides smoke detectors and / or carbon monoxide detectors for the public. Detectors are provided to the department from grants and private donations.
Public Education Events	No	252,242	5	Public Education events are the main purview of the Fire Marshal's office; however, all field personnel perform this function (Fire Station group tours, etc.)
Site Plan reviews	Yes	252,242	4	Fire Marshal's Office
Fire Permits issuance	Yes	252,242	5	Fire Marshal's Office
Juvenile Fire Setters program	No	252,242	5	Fire Marshal's Office
Regional Urban Search & Rescue (Regional USAR) and Disaster Medical Assistance Teams (DMAT)	No	147,660	2	1 FF is a member of the USAR; he has a dog assigned for search and rescue missions through FEMA. 1 FF is a member of DMAT; they set up mobile medical units in disaster areas through FEMA.

D tment/Division: Fire Department (internal services)

List services in order of the level of priority with the highest level listed first with subsequent services in descending priority

Service	✓ if Mandated	Estimated Annual Cost	Staffing Count	Notes
Payroll	No	36,150	1	Payroll function for 186 full-time personnel. Payroll is one of the functions of the assigned ASA II.
Fire and EMS training	Yes	305,315	4	Includes company schools, Live fire, certification/recertification, Basic Recruit Academy
Health & Safety	Yes	55,140	1	Dept. has one full-time H&S Officer; however, on incidents, there may be other Firefighters assigned as the Safety Officer.
Fire apparatus maintenance and repair	No	250,991	2	Dept. has 2 full-time civilian mechanics with specialized certifications which allow them to work on the highly specialized apparatus and equipment.
Logistics / Procurement	No	55,140	1	Dept. has one full-time Logistics Officer; however, specified individuals within the department also have procurement responsibilities (especially with grant purchases & special teams purchases such as TRT and HazMat)
Turnout gear repair	Yes	57,396	1	Dept. has one Firefighter with the training and ability to properly repair and maintain turnout gear in compliance with NFPA standards. He works in the field (24 hour shift) and is assigned to Station 7.
Human Resources	No	70,346	1	Dept. has one full-time Captain with HR training to handle recruitment and hiring processes.
Budget	No	50,606	1	Dept. has one full-time position assigned to budget responsibilities. Position also has grant management responsibilities and oversight for ambulance billing and payroll.
Ambulance billing	No	24,149	1	Dept. has one full-time position assigned as the Ambulance Billing Liaison. Position also has receptionist duties.

Grants Management	No	50,606	1	Dept. has one position formally assigned to grants management; some Firefighters assist with grants management by setting up & conducting training paid for by grants, doing research, purchasing items
Administrative Support	No	165,521	4	Includes Administrative Support positions that provide the following: backup phone duties, backup reception duties, support for Fire Chief, Deputy Chiefs, Administrative Captains, and Fire Marshal's Office staff, vendor payment initiation, credit card reconciliation, Report of Collections, mail pickup & delivery, dept. events coordination
Fire Station and grounds maintenance and upkeep	No	8,006,691	165	Firefighters are responsible for general upkeep and maintenance of stations and station grounds.

L. Kimball Payne, III, City Manager

Margaret M. Schmitt, Human Resources Director

January 13, 2010

Updated Human Resources FY2011 Budget Projection

The Human Resources Department, including Occupational Health, will continue to deliver significant service to the workforce with the resources available in Fiscal Year 2011. I believe the following numbers apply:

FY11 budget allocation	$789,224
FY11 personal services and FY10 operations	$889,680
Reduction required	$100,456

My plan to accommodate the reduction is:

- Reduce operational expenses in HR by approximately 50%;
- Reduce medical supplies and contractual services in Occupational Health by 10%;
- Reduce the hours of the part-time Occupational Health nurse from 1248 annually to 1040; and
- Eliminate the full-time HR Coordinator position.

Staff will continue to provide services to the public, the workforce and management with the following impacts:

- Reduce number of periodic public safety physicals completed by increasing the time period between physicals
- Limit pre-employment drug and alcohol screenings to those required by law, i.e. CDL holders, Juvenile Services
- Share the cost of vaccinations such as flu shots with employees receiving vaccinations
- Eliminate all printed stationery, envelopes and business cards
- Use current supply of printed applications until exhausted (using paper applications now for temporary positions that are not posted) then require NEOGOV applications for all temporary positions
- Employees will purchase their own office supplies
- Employees will personally fund necessary travel
- Limit HR staff attendance at national conferences to the annual NEOGOV and Pharmacy Benefit Managers conferences
- Provide half of the previously training delivered by outside parties such as Respecting Differences, Conflict Resolution, and Software skills and deliver comparable training by developing a "training group" of employees
- Print and distribute updated DOL posters from governmental sites
- Work with departments to develop in-house pre-employment/workforce technical skills assessments in lieu of purchased web-based assessments

- Purchase only the most critical of annual subscriptions to professional publications, impacting staff's ability to stay up-to-date on case law, revisions and interpretations. Note: could not feasibly continue reduction for more than one year

The personnel reductions will result in:

- Increased response times for providing departmental and employee assistance; overall reduction in customer service and timeliness of completing City-wide projects
- Reduced ability to provide timely work-related injury and illness assessment and treatment; reduced ability to effectively complete periodic physicals (part-time nurse provides flexibility to schedule physicals and still have someone available for injury assessment, treatment and follow up)
- Reduced initial contact customer service for employees and applicants

List services in order of the level of priority with the highest level listed first with subsequent services in descending priority
(NOTE: assumes usual ability to fill vacant positions.)

Service	✓ if Mandated	Estimated Annual Cost	Staffing Count	Notes
Recruitment	**Bolded** item is mandated	131,537	1.7 FTE	▪ Error-free job postings are included on LEO in an average of three days following a completed and approved requisition. The job list is up-to-date on the intranet and on the internet. ▪ Effective interaction with applicants is completed on a daily basis. Questions and requests for assistance are answered in person, by telephone or in writing as needed. ▪ Applications for posted positions are screened, certified or provided to the hiring official within 5 work days following closing date ▪ Police, Fire and Emergency Communications promotional processes are coordinated effectively in accordance with the Police Chief's, Fire Chief's and/or Director of Emergency Communications preferences ▪ Exit interviews are completed. ▪ Data from all exit interviews is reviewed for commonality and trends. ▪ **VEC requests for information and follow-up hearings are completed accurately and timely** ▪ Problems are resolved when applicants have difficulty accessing the system ▪ NEOGOV is maintained from an Administrator perspective ▪ Department users continue to learn how to use the system effectively and efficiently through quarterly information sessions that include printed checklists and/or job aids and individual training by HR Reps as needed ▪ NEOGOV is used to its fullest capacity through HR staff continuous learning ▪ Timely status responses are sent to applicants ▪ Attractive, printed marketing materials developed and available ▪ Appropriate staffing is in place at selected job fairs
Compensation Administration		61,384	.8 FTE	▪ Salary and benefit data is collected from public organizations. Data is analyzed and compiled into clear information. Information is usable for annual pay decisions and workforce communication ▪ Employee master files and pay rates are accurate and up-to-date. Requests for changes are completed within the pay period requested. HRIS is maintained accurately and in accordance with Finance and HR policies, procedures and practices ▪ Structure and individual pay changes are completed accurately and timely. Includes Position Control Reconciliation, Grade Changes, Adjustments to Minimum, Reclassification Implementation, Annual

				Increases and Special Compensation processes ▪ Payroll clerks and managers' problems and issues are resolved quickly and efficiently
Benefits Administration, including workers' compensation	**Bolded** items are mandated	122,768	1.6 FTE	▪ Track and analyze expenditures and trends ▪ Determine root causes and impact of costs ▪ Analyze plan designs and usage to determine necessity of changes ▪ **Accurate medical/dental and FSA open enrollment information is communicated to the workforce at least one week in advance of beginning of open enrollment period.** ▪ Benefits and Initial Workforce Information orientation is delivered on the first day of work for all employees ▪ Benefit coordination, counseling and TPA interaction. ▪ **Retirement counseling, certification and work with VRS** ▪ **Employees suffering work-related injuries or illnesses receive appropriate payments and medical coverage. Coordinate all aspects of workers' comp program.**
Occupational Health	**Bolded** item are mandated	140,307	1.8 FTE	▪ Pre-employment drug and alcohol testing ▪ Pre-employment physicals ▪ **Random and "for cause" drug and alcohol testing** ▪ Periodic public safety physicals ▪ On the job injury/illness assessment and treatment ▪ **Vaccines and periodic testing** ▪ Efficient operation of clinic
Employee Relations, including customer service	**Bolded** item is mandated	105,230	1.3 FTE	▪ Deliver effective employee events ▪ New Hire Orientation delivery ▪ Disciplinary action and policy interpretation assistance ▪ Effective telephone systems ▪ Prompt customer greeting ▪ Sufficient quantity of direct interaction with customers ▪ Prompt return of email and telephone inquires ▪ Prompt response to customer requests such as "verifications of employment", class specs and salary data ▪ Accurate, up-to-date internet and intranet information ▪ Performance Evaluation Administration ▪ **Application of and compliance with federal and state employment laws such as ADA, FMLA, FLSA, COBRA**
Training		96,461	1.2 FTE	▪ Deliver or broker technical skills training to workforce ▪ Deliver or broker soft skills training to workforce at appropriate levels

Technical Systems	**Bolded** items are mandated	96,461	1.2 FTE	Accurate regularly scheduled processes ▪ Total compensation report - annually ▪ End of year roll accruals - annually ▪ Annual salary adjustments and increases ▪ Years of Service Analysis - monthly ▪ Monthly Staffing Report - monthly ▪ Health and Dental contribution transfer report - monthly ▪ **Open enrollment - annually** ▪ **Internal/External Audit Reports – annually** ▪ **OPEB Reports - annually** ▪ **Workforce Utilization Report - annually** ▪ **Federal reporting – as needed** ▪ **State reporting – as needed** ▪ **VEC Wage Report - quarterly** ▪ **VEC New Hire – monthly** ▪ **Timely benefits' payments and wires** ▪ Implement NWS upgrades if required ▪ Technical reports, queries and data collection ▪ Departmental processes ▪ Payroll clerks are trained and proficient on the HR aspects of lotus notes submission and pay data entry ▪ Timely, accurate information is shared with payroll clerks and managers as needed and in response to questions
Organizational Development		61,384	.8 FTE	▪ Provide direct assistance to restructuring/reorganization and unique compensation initiative efforts ▪ Employment policies are interpreted, kept up-to-date, reviewed, revised and communicated.
Classification Administration		43,846	.6 FTE	▪ All City positions are classified appropriately. ▪ Job reviews based on reclassification requests are completed within the timeline of the annual budget calendar
Departmental Administration		17,538	.2 FTE	▪ Departmental budget is accurate and submitted on time. Expenses are monitored to ensure that resources are not overspent ▪ Departmental payroll processes ▪ Departmental procurement and accounts payable is accurate and timely

THE CITY OF LYNCHBURG, VIRGINIA

3550 YOUNG PLACE, LYNCHBURG, VA 24501 (434) 455-6040
FAX (434) 847-1497

INFORMATION
TECHNOLOGY

MEMORANDUM

TO: Kim Payne, City Manager

FROM: Mike Goetz, Director - Information Technology

DATE: January 15, 2010

RE: Revised FY 2011 90% Scenario

This memo is intended to update and replace the "FY 2011 90% Scenario" submitted November 1, 2009 to indicate the services we can deliver at a funding level of 90% of FY 2010's amount.

In general, the Information Technology department can continue to provide the same services that are currently delivered, although some services will be provided at reduced levels. We can achieve this through eliminating two positions, eliminating some expenses, and shifting some operating expenses from the General Fund to the Technology Fund. The specific actions that we will take, and the impacts on service delivery, are described below. I believe these actions are sustainable for at least two years, at which time we will probably need to assess whether to continue to rely upon the Technology Fund to support operating expenses versus desired equipment replacements.

Action: Move about $26,000 in Software Maintenance expense to the Technology Fund. Move $140,000 in Telephone Services expense to the Technology Fund.

Service Impact: This action further expands the use of the Technology Fund for recurring operating costs vs. non-recurring infrastructure replacement costs – the fund's intended purpose. With this action, approximately 90% of the Technology Fund's annual revenue stream will be used for recurring operating costs.

Action: Eliminate $20,000 in IT Consulting expense that historically has been budgeted to fund other Departments' requests for software changes.

Service Impact: Other City departments occasionally need minor software modifications that are unforeseen when budgets are prepared. For example, New World Systems was contracted to modify the financial system due a requirement from the Finance Department to change the way transactions are posted from the Accounts Receivable system to the General Ledger. This action will eliminate the budget for any unforeseen changes, and departments will be required to obtain funding if such situations occur.

Action: Eliminate a Data Base Administrator (DBA) position.

Service Impact: IT currently has two DBA positions. The position to be eliminated is the primary support position for the GIS system and for other departments' data analysis requests. These duties will be absorbed by other staff, but responses to requests for support and to fix problems – especially for GIS and the City's websites – may now take several days instead of same-day response.

Action: Eliminate an IT Support Technician (Help Desk) position.

Service Impact: IT currently has two Support Technician positions, which staff the Help Desk and provide the administrative support to the IT department. The current Help Desk service level target is to attempt to live-answer the phone whenever possible, to acknowledge requests for help within one hour, and to respond within 24 hours. Without this position, the Help Desk telephone line will no longer be live-answered. Calls will go to voice mail, and the new service level target will be to acknowledge requests within two hours and to respond within two days.

The above actions will bring the IT Department's General Fund budget in at about $2.652M, which is 90% of the FY 2010 adopted budget of $2.947M. These actions will also accommodate absorbing the VRS rate increase, as well as certain contractual software maintenance increases that cannot be negotiated away.

Please note that this submission does not reflect the transfer of the GIS division from the Community Development department to IT. GIS is included in Community Development's "90% Scenario" submission.

Please let me know if you have any questions or if anything needs clarification.

Department/Division: Information Technology

List services in order of the level of priority with the highest level listed first with subsequent services in descending priority

Service	✓ if Mandated	FY10 Estimated Annual Cost (000's)	Staffing Count (FTE's)	Notes
Computer operations		56.6	0.75	
Systems administration		462.8	3.50	
Telecommunications operations & administration		239.6	1.00	
Application software operational support		543.2	3.50	
Database administration		44.5	0.50	
Data storage management		116.9	1.25	
Network engineering		94.6	1.00	
User Desktop support (includes AV support)		645.2	7.25	
Administration		256.3	1.75	
Application software development & implementation		296.1	3.25	
Project Management		133.4	1.50	
Technology procurement		62.8	0.50	
Technology security		94.6	1.00	
Data analysis		118.3	1.25	
	Total	$3,165.0	28	$218K of the total cost is funded out of the Tech Fund in FY10.

Department/Division: Community Development / GIS Division

List services in order of the level of priority with the highest level listed first with subsequent services in descending priority

Service	✓ if Mandated	FY10 Estimated Annual Cost (000's)	Staffing Count (FTE's)	Notes
Provide user level technical support to meet specific departmental GIS needs		$41	.5 FTE	• Provide GIS services and support to departments without their own GIS personnel and sometimes to those with their own GIS personnel (Fire, Police, Engineering, Public Works, Economic Development, Parks and Recreation). • Facilitate monthly GIS Technical Committee Meetings, encouraging cooperation and sharing of GIS data, technical skills, tools and information • User training
Maintain and update online GIS MapViewer Applications, both Internal and External		10	.2	• Make and test changes for all Departments • Test upgrades
Systems integration with GIS and other systems		20	.3	• Systems integration with GBA • Other databases
Maintain and update GIS planimetric, and storm layers, administrative layers and maintain contracts for updates of topography, hydrography and digital orthophotography and other data enhancements as available		95	1.1	• Update data layers as possible using latest orthophotography, plans, field verification • Maintain update contracts with vendors/state • Maintain agreements with other data providers (Navteq, Ntelos) • Re-flight estimate = $40,000 (can be split FY2011 & 2012)
Maintain GIS licensing and maintenance		41	0	• Maintain ESRI licensing • 1 AutoCAD license, MrSid, Adobe writer, GPS software, MapsDirect (Web),ESRI –ELA license is partially funded by Utilities, our part is $30,000.
Provide detailed analysis of GIS data and other data as requested by internal and external customers		41	.5	• Provide maps and other graphics as requested to internal and external

				customers • Provide GIS data in various digital formats as requested by internal and external customers • Provide large format printing services to requesting departments • Plotter cost is not included in the estimated cost. Approximate plotter replacement cost is $16,000 • Plotter supplies average $3,500 • The plotter is utilized by several Departments. • Computer replacement is staggered over 3 separate years.
Research new GIS technologies and test new software, add-ons and tools Manage GIS projects and work with all Departments on Enterprise GIS Training and certifications		29	.4	• Testing patches or updates to software • Keeping up with latest technologies • Attending local GIS conference and regional User group meeting • Training on software and other related items
Provide GPS data collection, training and support for various internal customers		2	0	• GPS support for other Departments • GPS equip. maintenance and upgrades not included in cost
Total GIS:		$279	3	• Please note: Employee costs include benefits.

Memo

To: Kim Payne

From: Tamara Rosser

CC:

Date: January 26, 2010

Re: 10% Reduction

The attached spreadsheet outlines the 10% reduction in the FY 2011 budget for the Department Juvenile Services. While this plan includes the total elimination of the Neighborhood Alternatives Program, administrative positions, as well as case worker positions, the Department consulted with the Judges and Court Services Unit (CSU) personnel and determined that there will be minimum impact to services. The CSU has identified shelter care (residential facilities) and Outreach Detention as priority detention alternatives. We have centralized tasks, crossed trained staff, filled vacancies with existing staff, increased the use of available technology and developed a partnership with the CSU to ensure that the needs of the youth are being met in a manner that protects public safety.

The FY 2011 proposed budget includes the elimination of eight full-time positions, reductions in fleet, food, wage, overtime, contractual services, as well as the Detention Providers Budget.

We are proposing to increase the per diem from $141.00/day to $149.00/day and anticipate an additional $47,318 in charges for services. However, the Virginia Juvenile Community Crime Control Act (VJCCCA) Block Grant decreased by $16,660.

This plan is sustainable only with the ability to fill positions as vacancies occur. We have to maintain compliance with the Department of Juvenile Justice standards and the safety of the youth and staff must continue to be a top priority.

DEPARTMENT OF JUVENILE SERVICES
FY 2011 90% Budget Plan

Total Juvenile Services General Fund FY 2010 Budget:

1001-2561-0904	Juvenile Admin	$ 740,897
1001-2561-0905	Detention Provider	708,880
1001-2561-0906	Opp House	727,458
1001-2561-0907	Crossroads House	-
1001-2561-0908	SPARC House	657,991
1001-2561-0915	CSA Provider	1,099,868
1001-2561-0916	Youth & Prevention	-
1001-2561-0923	Day Services	158,471
1001-2561-0929	Lynchburg Outreach	218,638
	TOTAL FY 2010	$ 4,312,203

FY 2011 90% Plan target $ 3,880,983

FY 2010 Budget	$ 4,312,203
Increase in CSA local match	21,307
Increase in Charges for Services	(37,318)
Decrease in VJCCCA Block Grant	16,660
Total	$ 4,312,852

Less:

1	Eliminate Deputy Sup. Position at the Detention Center	$35,000		This is the reduction to the General Fund
2	Eliminate Opp Superintendent	57,495		Based on current supervisory structure, position can be eliminated without impacting services to youth
3	Eliminate Neighborhood Alternatives	110,363		Program serves as a diversion option for Court Services Unit; reduce service option to Courts
4	Reduce food budget	5,000		Based on collaborating with LCS for bulk purchases
5	Eliminate Case Worker position at SPARC House	44,303		Based on current supervisory structure, position can be eliminated without impacting services to youth
6	Eliminate Case Worker position at Opportunity House	44,303		Based on current supervisory structure, position can be eliminated without impacting services to youth
7	Eliminate Admin Associate (Opp House)	37,270		Due to job sharing, centralizing tasks, cross training, etc.
8	Eliminate Admin Associate (Non-Residential Services)	37,270		Due to elimination of Neighborhood Alternatives Program
9	Downgrade the Non-residential Services Administrator	5,000		Due to elimination of Neighborhood Alternatives Program
10	Reduce Wage at SPARC and Opp	2,000		
11	Eliminate overtime at SPARC and Opp House	5,800		
12	Reduction in Fleet cost and miscellaneous items	8,065		Reduction in Fleet cost (Neighborhood Alternatives' fleet)
13	Reduction in Contractual Services	10,000		Due to less utilization of Genesis House (emergency shelter)
14	Reduce Lynchburg Detention Provider Budget	30,000		Due to fewer Lynchburg youth being detained
			$431,869	

FY 2011 90% Plan $ 3,880,983

The Court Services Unit has identified shelter care services (SPARC& OP) and outreach detention as priority services.

 Department/Division: Juvenile Services

List services in order of the level of priority with the highest level listed first with subsequent services in descending priority

Service	✓ if Mandated	Estimated Annual Cost	Staffing Count	Notes
Coordination of services through the Comprehensive Services Act (CSA), including the Family Assessment & Planning Teams (FAPT) and Utilization Management (UM)	✓	Total: $4,772,232 State: $3,578,873 Local: $1,147,435	3 FTE	• CSA Coordinator provides oversight, coordination and supervision for the unit; • Quarterly State required reports; • Weekly Community Policy & Management Team (CPMT) meetings, including funding requests; • Ongoing data entry; • Annual vendor contracts and liaison with vendors; • Preparation, coordination and facilitation of weekly FAPT meetings; • Coordination of CPMT subcommittees;
Foster Care Prevention Service **(Can be court-ordered)**		Local: $45,924	1 FTE	• Makes comprehensive assessment of families/clients in crisis • Analyzes needs and coordinates resources, which will support the family/client • Develops and implements a plan of action for the family/client which directly involves family/client input; • Engages family/client and community in problem solving, conflict resolution and achieving goals in order to resolve the crisis; • Stabilizes and improves family/client living and interpersonal skills through counseling and referrals to community resources; • Performs scheduled and unscheduled field visits in

				frequently highly volatile and dangerous environments • Participates in extensive networking and collaboration with community and professional agencies, both public and private • Provides analysis, recommendations and testimony in complex court proceedings.
Shelter Services (Crisis Intervention) **(court-ordered service)**	**Bold** item is mandated by Interde-part-mental Standards	Total: $1,469,201 State: $195,000 Charges: $420,000 Local: $501,901	19.95 FTE	• **Sight & Sound Supervision** • **Behavior Management** • **Education** • **Food services** • **Life Skills (group counseling)** • **Medical services** • **Medication management** • **Recreational services** • **Room & Board** • **Building & Grounds Maintenance** • **Documentation (daily log)** • **Data Entry (Community Program Report)** • Intake & Assessment • Transportation • Clothing • Court Appearance
Outreach Detention/Surveillance **(Court-ordered service)**		Total: $218,638 State: $30,000 Local: $188,638	3 FTE	• Intake & Assessment • Supervision & client contacts • Case Management & Documentation (treatment plans, weekly & monthly reports) • Support & educational services coordination • Daily data entry and analysis

				• Court appearances
Family Group Conferences		Local: $61,743	1 FTE	• Administers the Family Group Decision Making (FGDM) Program. • Coordinates referrals for Family Group Decision Making. • Coordinates, facilitates individual conferences as needed. • Provides follow up to FGDM conferences or community assessments, coordinates resources and services as needed and requested. • Performs difficult professional assessments, interventions and evaluations in areas of individual, family and group counseling in the milieu and in clients' homes. • Responsible for assessment, treatment plan development and implementation, and evaluation of all related services to clients and families. • Provides follow up and coordinates services as a result of the community assessments. • Maintains statistics regarding outcomes of services and makes necessary written and oral reports. • Responsible for maintaining positive linkages via coordination of services with Department of Social Services, Court Services

				Unit, City Schools, CSA officials, community neighborhood organizations, and other service providers.
Truancy Prevention		Local: $21,179	.75 FTE	• Coordinate and facilitate the Community Response Team (CRT). • Work in conjunction with Lynchburg City Schools and the Court Service Unit to identify and recommend youth for intervention. • In conjunction with CRT, plan and develop specific truancy and CHINS intervention plans and service. • Collaborate with public and private entities to provide truancy and CHINS intervention services. • Organize and facilitate the collection of data and specific outcomes. • Evaluate the effectiveness of truancy and CHINS intervention plans. • Prepare clear, concise reports detailing specific outcome data. • Provide quarterly updates to the CPMT and other entities.
Community Programs & Services (primary prevention)		Local: $48,552	1 FTE	• Program coordination (Mayor's Youth Council, Project Doubleteam mentoring program, Health & Nutrition classes, Hill Climbers Youth Recognition program, Youth Day of Caring); Collaborative program coordination (Real World, Life Skills workshops, Just

Neighborhood Alternatives **(Court-ordered service)**		Total: $134,785 State: $30,000 Local: $104,785	2.5 FTE	Say No day, Kick Butts day, Tar Wars, Family and Schools Together) • Community-wide Needs Assessment • Serve on Boards, Teams, Committees, Coalitions (currently on 12) • Documentation (monthly reports) • Grant writing & resource development. • Sight & sound supervision • Intake • Group work (12-week series) • Documentation (treatment plans, weekly/monthly reports, discharge summaries) • Education, support services & recreation coordination • Tutoring • Court appearances
Community Services/Restitution **(Court-ordered service)**		Local: $23,686	.5 FTE	• Intake & Assessment • Job site placement • Follow-up • Documentation (report to Courts) • Resource development (for restitution payments)
Pre and Post-Dispositional Confinement for juvenile delinquents (Detention Center) **(Court-ordered service)**	✓	Total: $3,639,445 State: $1,179,442 Charges: $1,751,123 Local: $708,880	49.55 FTE	The Code of VA specifies that localities must provide access to a secure facility for juveniles. • Direct care & supervision is provided 24/7 (food, recreation, visitation, medication management and health care, video surveillance, laundry services) • Security & surveillance • Transportation

				• Behavior management (discipline, restraints) On-going documentation (intakes, log book, serious incident reports, medication reports) • Intake/Releases (initial assessment, security checks and pat downs) • Nine beds are designated for the Post-Dispositional Program (direct care & supervision, case management, intake and assessment, transportation, behavior management, assessment, community services, community supervision, community recreation, individual & group counseling, restitution, on-going documentation. • Administrative duties & responsibilities (staff supervision, discipline & evaluation, scheduling, payroll, budget oversight, purchasing, staff recruitment, fundraising, certification process, building/fire/safety inspections & OSHA regulations; Advisory Board, staff development; on stand-by 24 hours; annual reports, local & state meetings. • Food Management (USDA reports & documentation, OSHA and state standards compliance ,menu planning & preparation, purchasing, inventory) • Medical services (TB screenings, medical treatment, follow-up &

				referrals, medication management, staff training); • Buildings & ground maintenance; • A full-range of educational services are provided by Lynchburg City Schools; • Volunteers provide a variety of extra programs and services; • 24 hour access to medical doctor for treatment, office visits and referrals.
Long-term Residential Services **(serves court-order youth and youth referred from Social Services)**	**Bold** items are mandated through Standards	Total: $372,300 State: $65,000 Charges: $140,000 Local: $167,300	6.65 FTE	• **Sight & Sound Supervision** • **Behavior Management** • **Education** • **Food services** • **Life Skills (group counseling)** • **Medical services** • **Medication management** • **Recreational services** • **Room & Board (including laundry services)** • **Building & Grounds Maintenance** • **Documentation (daily log)** • **Data Entry (Community Program Report)** • Intake & Assessment • Transportation • Individual, group & family counseling • Mentoring • Clothing • Court Appearance
Departmental Administration		Total: $453,359 State: $21,201 Local: $432,158	5 FTE	• Staff supervision • Budget • Staff development • Program oversight • State liaison • Reports

Lynchburg Public Library
FY 2011 Budget Planning
10% cut – impact

Prepared by Lynn L. Dodge, Director
January 15, 2010

10% = $164,000

Organizational Goals

- Preserve the services library users value most
  - Strong materials collections in adult and youth
  - Youth programming
  - Public Use PCs
  - DVD & VHS collections
  - Library as a source of information
- Continue to provide good service
- RIF as few employees as possible

Recommendations	**Savings**
▪ Close the Downtown Branch Library/Public Law Library	
o RIF 2 PT Library Assistants	$ 28,000
o Reduced operating expenses	6,000
▪ RIF a Librarian II or III (a department head position)	65,000
▪ Convert a vacant FT Library Clerk to 2 PT positions	10,000
▪ RIF a Librarian I (Adult Services)	55,000
Total savings	$164,000

Impact Summary

Personnel costs are 92% of the library's budget. A 10% cut cannot be achieved without reducing staff. With less staff, the main library hours must be reduced.

But, because of the economy, public library use has sky-rocketed. FY 2009 was the library's busiest year, ever. A decrease in circulation in FY 2011 is projected, due primarily to less youth programming, but staff anticipates the majority of users will simply adjust to the new schedule - the library will be busier than ever, but in fewer hours.

With fewer staff, there will be longer lines and less personalized service. Public PC use will remain constant (there were 65,000 user sessions in FY 2009), because the 7 branch PCs can be moved to the main library, where that staff could see a 40% increase in user sessions. But, many who now use them at the branch, due to its proximity to their home and/or work, may not be able to get to the main library. Of the many citizens who are applying for jobs online, a significant number are not experienced PC users. They require staff assistance in setting up e mail accounts and, often, in using the keyboard. With a smaller staff, less personalized help with PCs and/or information requests will be available for adults. The youth department maintains a "Homework PC" for youth who do not have a PC at home. With that staff also working at the Adult Information Desk, these youth will get less help and there will be less time for individualized assistance with reports and help with choosing books to read.

The demand for youth and adult new books, DVDs, books on CD, magazines, etc. will continue. But, these are purchased with State Aid funds. Whether or not the demand can be met is dependent on that uncertain funding. Without the infusion of new materials, circulation will drop.

<u>Specific Service Impacts</u>

- Close the Branch Library/Public Law Library
  - Move Public Law Library to main library (lay law materials and WESTLAW online database subscription only); bound volumes will be offered to other institutions. This will be inconvenient for citizens and members of the Bar who use its resources.
  - Move seven (7) public access PCs to the main library. This will be inconvenient for users who live and/or work near the branch.
  - The 50+/daily users who check out 1,000 items a month will have to travel to the main library. Some users will not make the transition.
  - The branch enhances Downtown life. Supporters of Downtown revitalization efforts will be disheartened by its closing.
  - Proximity impacts library use. The downtown workers who now drop in on break or at lunch to read a newspaper or magazine will have nowhere to go.

- At the Main Library
  - Hours will be reduced from 53/week to 48/week
    - An 8 hour/day, 6 days/week schedule will be initiated
    - Evening service will be available only one evening till 8:00 p.m. (instead of 2 evenings)
  - The library will be busier than ever in 10% fewer hours
    - Users will adjust to the new schedule
    - More people will be in the library at any give time; security will be a concern
    - Less personalized assistance will be given
    - Longer lines will be the norm
  - Public PC use at the main library will increase by 40%, with the transfer of 7 branch PCs (100+ more daily user sessions)
  - Youth staff will cross-train to work at the adult services desk
    - Youth programming will be reduced by a minimum of 25% (5,000+ fewer youth will be reached) annually
      - End outreach to Bethune and Head Start – 700 children
      - End staff visits to public school K-1 classes - 3,100 students
      - Replace age-specific story times with generic, multi-age, sessions
      - End support of AREVA middle school reading program
      - End support of the Mayor's Reading Club
      - End summer I-VAN outreach to inner city neighborhoods
      - End group visits to the library – 450 youth
      - End teen programming
  - Circulation will decrease by 2%-5% (est.)

Department/Division: Public Library

List services in order of the level of priority with the highest level listed first with subsequent services in descending priority

Service	✓ if Mandated	Estimated Annual Cost	Staffing Count	Notes
Requirements to Receive State Aid : Budget should not be reduced from previous year	✓			Could lose State Aid eligibility ($180,000 annually)/FY2010 HVAC replacement could be a mitigating factor/waiver required
HQ open 40 hours/wk With 3 consecutive evening hours Appropriate weekend hours	✓			Main library open 55 hours/week (6days; 2 evenings)
Up-to-date Reference Collection	✓			Adult and Youth
Offer Inter-Library Loan	✓			Adult
Organize collections and provide a catalog	✓			LION online catalog
Stimulate use of material through Publicity, displays, reading lists, story hours, book talks, book and film discussions and other appropriate means	✓			All activities included in providing general public library service; no specifics on quantity or quality
Lend guidance in all outlets in use of informational, educational and recreational materials	✓			Adult and Youth Information Desks
Maintain a collection of useful materials by annual additions and systematic weeding	✓			Adult and Youth materials
Have a telephone listed in local directory	✓			*Requirements* last revised in 1991
Provide basic services listed in *State Aid Requirements* free to the public, as required by law	✓			Basic services must be free to Lynchburg residents; nonresident fees are OK; fines and fees may be charged
Must provide some from of acceptable outreach service acceptable to Library of Virginia Board	✓			Have been advised our Outreach to Seniors Program meets this requirement
If have two or more service outlets, must maintain a scheduled, frequent delivery system	✓			Public Works provides daily deliveries/ LION courier also delivers materials
Basic Services Required include:				
Library Administration		$341,954	5 filled 0.5 non-funded	Basic service required; includes staffing, supplies, contracts, etc.

Department/Division: Public Library

Technical Services		$139,470	2.5	Basic service required; includes staffing, processing supplies, etc.
Circulation Services		$286,209	7.25 filled 2 vacant	Basic service required; includes staffing, supplies, etc.
Adult Services (includes PC Lab)		$353,138	4.5	Basic service required; includes staff, supplies, materials, etc.
Youth Services		$356,581	6.49 filled 0.5 vacant	Basic service required; includes staff, supplies, materials, etc.
Volunteer / Outreach Services		$16,5000	0.52	$14,500 reimbursed by Friends of the Library
Following are services that are not mandated, and are beyond basic service:				
Youth programming		$17,260	0.56	Includes in-house storytimes; summer reading program; outreach to schools, Bethune, Headstart; I-Van summer outreach to targeted apartment complexes. Annually, 10,000 children are reached by approximately 350 programs. Without the 0.56 staff member, 119 Youth programs with 3,400 in attendance will not continue.
Downtown Branch Library/Public Law Library		$122,552	2.26	Branch Library not required; Law Library funded through court fees; $26,150 charged to offset City costs reducing the actual City cost to $96,402.
PCs for public Internet access		$8,969	0.5	Staffing cost based on PC Lab Monitor and not one of the "basic" *Requirements* (which were written in 1991). Staff feel this service is invaluable to the citizens; 60,000 user sessions annually; $6,000 income from printing fees. IT costs are not included in this figure.
I-VAN		$1,649		Outreach van; used for Senior Outreach delivery and Youth outreach programs.

COVER MEMORANDUM

To: Kim Payne, City Manager

CC: Financial Services Department, Budget Division

From: William A. Aldrich

Date: January 14, 2010

The Emergency Communications Center (ECC) is the Public Safety Answering Point (PSAP) for the City of Lynchburg. All 911 calls generated from within the City limits are answered by our staff of Communications Specialists, as well as non-emergency calls relating to public safety calls for service. We are also responsible for providing emergency and non-emergency dispatch services to the Lynchburg Fire Department, the Lynchburg Police Department, and the Lynchburg Life-Saving Crew.

In March of 2008 the ECC was additionally given City Emergency Management responsibilities. This includes overseeing the City's Emergency Operations Plan, the Emergency Operations Center, and the coordination of resources during a declared emergency event.

As required by the City Manager, the ECC has submitted a budget that reflects an overall reduction of ten percent (10%) from last year's budget. The only way to achieve such a reduction was to drastically cut staffing for the Center. It should be noted that reducing the staff to the level required to achieve the mandated 10% reduction is not sustainable for the upcoming fiscal year and will in all likelihood cause periodic times when staffing is insufficient to handle calls for service. Put in other words, a significant number of 911 calls for help may go unanswered in the upcoming fiscal year.

Also, it should be noted that for the purposes of this budget submission names had to be attached to the positions being discussed for reduction. Those positions were temporarily selected using only seniority to assist in calculating a budgetary figure for the amount of savings. If it becomes necessary to actually reduce the workforce a separate system will be devised to take performance measures into account as well. This could slightly change the amount of savings, but it would remain at least at the required 10% level.

Budget Description:

The Department Requested FY 2011 Police/Emergency Communications budget of $2,099,950 represents a 10% decrease of $233,657 as compared to the Adopted FY 2010 budget of $2,333,607.

Significant changes introduced in the Department Requested FY 2011 budget include:

- $175,005 decrease in Salaries reflecting a reduction of 8.5 positions, three (3) of which are federal grant funded positions that will be lost at no savings due to grant rules not allowing supplanting of federal funds. As stated in the introduction, a reduction of positions this drastic may cause a significant number of 911 calls for help to go unanswered, along with dispatch services to public safety personnel being significantly cut back as well.

- $47,095 decrease in Employee Benefits reflecting the loss of benefit costs for the 8.5 positions included in the workforce reduction requirements.

- $8,457 decrease in Contractual Services reflecting primarily a one time decrease in the Lynchburg share of maintenance costs related to the Regional Radio System. The CVRCB voted to use reserve funds to cover 10% of the expected costs to run the system for the next fiscal year. These cuts are sustainable for FY 2011.

- $2,005 decrease in Other Charges reflecting primarily downsizing of the uniform apparel program. Uniform apparel will no longer be issued to administrative employees. Jackets, pants, skirts and shorts will no longer be issued to operational employees. Uniform shirts will continue to be issued to operational employees to maintain a professional appearance in the operations room along with providing a visual command structure at all times. These cuts are sustainable for FY 2011.

These changes will have the following impact on service delivery: The reductions associated with loosing eight (8) full time employees will cause significant disruption in the 911 and public safety dispatch services currently being offered, including 911 calls for help going unanswered. Other cuts (including the loss of the wage position) will have an impact, but are considered sustainable for FY 2011.

Department/Division: Police - Emergency Communications
(Police Department / Animal Control reported separately)

List services in order of the level of priority with the highest level listed first with subsequent services in descending priority

Service	✓ if Mandated	Estimated Annual Cost	Staffing Count	Notes
Emergency Communications *(External Service)*	✓	$2,121,871	29	Includes Public Safety Answering Point services and Public Safety dispatch services.
Technical Support *(Internal Service)*	✓	$113,085	2	Includes radio, computer, network, telephone, application and building maintenance support.
Administrative Support *(Internal Service)*	✓	$22,225	1	Includes payroll, accounts payable, admin support for Central Virginia Radio Communications Board (CVRCB), employee training and CAD data maintenance.
Alarm System Registration and Billing *(External Service)*		$33,936	2	Issuance of alarm permits, billing for false alarms, public information and education on alarm systems.
Emergency Management Coordination *(Internal and External Service)*	✓	$36,135	2	Includes coordination of city employee training, city emergency preparedness and compliance with state and national regulations for emergency preparedness and response.

COVER MEMORANDUM

To: Kim Payne, City Manager

CC: Financial Services Department, Budget Division

From: Douglas K. Harvey, Museum Director

Date: 1/19/2010, revised 1/26/2010

Introduction:

The FY 2010 operating budget for the Museum System is $424,288; a 10% reduction totals $42,400. The Museum System operates the Lynchburg Museum at the Old Court House and manages Point of Honor as an historic house museum through a contract with Wachovia Trust. The Museum System receives funding from several sources: the city, admissions, Wachovia Trust (for Point of Honor), gift shop, miscellaneous donations, and miscellaneous revenue such as photo reproduction sales.

In order to meet this 10% reduction, the Museum System Advisory and Foundation Board has indicated a willingness to contribute $21,200 from the Museum Foundation and requested an additional $21,200 from Wachovia Trust. This would have allowed us to continue operations without reducing hours or staff. Wachovia declined this request on 1/25/2010. To reduce the budget by another $21,200, the staff recommends for FY 2011:

Close Point of Honor on Tuesday, Wednesday, and Thursday of each week and reduce part-time hours across the staff by another 100 hours. Since Point of Honor requires two staff on duty each day, the savings total 6 staff days per week. Visitation to POH was down slightly in FY 2009 with the D Street Bridge closed. The Lynchburg Museum at the Old Court House operates with one front line staff member per day and provides the comprehensive history of the City to residents, students, and visitors and maintains the community's material culture, research files, and related materials.

Savings:	1.1 fte will be eliminated and other hours reduced		$20,748
	utilities, misc		$ 452
		Total:	$21,200

Impact: Closing POH three days per week will decrease visitation, create a negative impression of Lynchburg if visitors arrive to find it closed, and revenue from admissions, donations, and gift shop will decrease, as will volunteerism. All print material, websites, and calendars will need to be updated to reflect the closings. The staff will still need to inspect the house, kitchen, and Carriage House on closed days to monitor HVAC, plumbing systems, and physical security. The loss of staff may impact our ability to handle the growing requests for school tours, special events, and programs. Research and community outreach requests will require a longer time to fulfill.

Department/Division:____________________ Page ___ of ___

LYNCHBURG MUSEUM SYSTEM: List services in order of the level of priority with the highest level listed first with subsequent services in descending

Service	✓ if Mandated	Estimated Annual Cost	Staffing Count	Notes
Lynchburg Museum at the Old Court House collects, interprets, and preserves the City's history, artifacts, and photographs. We are part of the City's tourism attraction base and Downtown revitalization. Support Council Appointed Advisory and Foundation Board		45% of budget $190,900	Director-55% Curator-50% Educator-30% Office Manager-60% And 2.20 fte, part-time	This includes the Court House building, the exhibits, and approximately 20,000 artifacts, 8,000 photographs, reference library, and related holdings. Also includes two storage bays of artifacts at Business Development Center. Visitation: approx. 4,750 FY 09
Education and Outreach: provide school and group tours, outreach, and special events to residents and visitors. Coordinate 45 + volunteers who gave 2,073 hours in FY 2009 valued at $45,787.		15% of budget $63,635	Director-10% Curator-10% Educator-45% Office Manager-10% And .20 fte, part-time	We bring people to the Museum and Point of Honor and take programs to assisted living and retirement homes, City recreation centers, schools, and civic groups. Outreach: approx. 850 FY 09
Manage Point of Honor per the contract with Wachovia/Wells Fargo		35% of budget $148,480	Director-30% Curator-25% Educator-20% Office Manager-30% And 2.4 fte, part-time	Contract may be cancelled by either party with one year notice. Bank pays approximately $70,000 towards operating costs-this contribution will reduce to approximately $50,000 in FY 2012. * House Visitation: approx. 4,375 FY 09 Events Visitation: approx. 2,950
Act as a resource for residents, students, visitors, other city departments, scholars, local museums, and civic organizations for research, photographs, and information. Operate Museum and POH websites.		5% of budget $21,210	Director-5% Curator-15% Educator-5% Office Manager-0 % And .15 fte, part-time	We have over 6,000 historic photographs on our website that can be purchased with credit card. We field inquiries from all sources listed at left on ongoing basis.
		TOTAL FY 2010 BUDGET: $424,228		
*We believe that Wachovia/Wells Fargo may renegotiate the contract to provide more resources for POH. They hold approx. $1.5 million in two funds to support POH. Another renegotiation may be to close POH several				

days per week to meet budget cuts.				
*The Lynchburg Museum Foundation was chartered to support the Museum System--has approx. $75,000 in unrestricted funds that may be available to help fund operations.				

The City of Lynchburg, Virginia

MEMORANDUM

TO: L. Kimball Payne, City Manager
FROM: Kay Frazier, Director Parks and Recreation
DATE: October 23, 2009
RE: Cost Savings Initiative, FY 2011

The Department of Parks and Recreation offers the following plan for cost savings for fiscal year 2011. A budget allocation of $2,549,197 and savings of $283,244 is the target for FY2011.

Parks and Recreation began the discussion by defining the departmental goals. The statements guided decision making in allocating 90% of our current funds and absorbing the anticipated increased cost for employee benefits.

Our Goals

- Maintain a structure that supports quality services and can be sustained under the reality of continued fiscal constraints.
- Maintain services that contribute to safe and well maintained parks, trails, centers, and facilities.
- Focus resources on programs that encourage healthy and active living, youth mentoring, center and neighborhood-based programming, cultural appreciation and contribute to making Lynchburg a sustainable city.
- Focus resources on programs and services that utilize city assets, including the parks, trails, centers, the Community Market and other city facilities.
- Seek opportunities to streamline and consolidate services within the department.
- Seek opportunities to build cooperative partnerships with other city departments and citizen groups. Support and encourage restructuring across city departments to better serve citizens.
- Focus resources on successes. Rework programs that are important but not successful. Eliminate programs that have little or no value. Redirect resources to new programs.

Significant Changes

The Parks and Recreation Leadership decided early on that significant structural and organizational changes would be necessary in order to meet our goals. It was also agreed that requiring a 10% cut across the program areas would result in overall inferior services. Therefore, we are proposing much more significant cuts and restructuring in some areas, particularly Recreation Services.

Certain assumptions regarding citizen and Council priorities were made to facilitate the discussion. Assumptions are:

- Many citizens are willing to contribute their time and resources to assist in providing recreation services for our community.
- Many citizens are willing to assume higher fees for programs and services that benefit them individually or as a part of a special interest group.

- Citizens and Council agree that general fund support is needed to provide services for those in the community who can least afford them.
- Council will approve the departmental goals previously stated in this memo.

In many ways our relationship with citizens will change, and success depends on their willingness to become a larger part of actually providing services, not just a receiver of those services. The validity of these assumptions will play out as the budget process continues.

The fact is, the department can not provide the current level of programming and services with only 90% of our current resources. Our proposed plan will eliminate some services, improve programming in some areas, redefine the responsibilities for much of our staff, and set the stage for a new relationship with citizens. The proposed significant changes in Parks and Recreation are outlined as follows:

- Resources for Recreation Services are focused on using City assets. The traditional 50+, Arts/Classes and Youth and Neighborhood Services budgets and program areas will no longer exist. That does not mean that the 50+, arts/classes and center programs will be eliminated. These programs will be provided, but in a very different structure, with an emphasis on utilizing the centers, parks, and trails to their fullest capacity.
  In the new structure, two new program areas will be created: City-wide Centers and Neighborhood Centers. Each new area will be managed with a Recreation Supervisor and a full time Senior Recreation Specialist in each of the centers. The City-wide Centers (Fairview, Miller and Templeton Senior Centers) will offer a broad array of programming that will serve the community at large. The Templeton Senior Center will continue to concentrate on serving the 50 + population.
  The Neighborhood Centers (Yoder, Jefferson Parks, College Hill, Diamond Hill and Daniels Hill Centers) will focus resources on serving the neighborhoods where they are located. One of these centers will no longer be operated by Parks and Recreation. This will be discussed more fully in the next item. The program offerings in the Neighborhood Centers will be somewhat determined by the neighborhoods themselves. Center advisory committees will be formed in each neighborhood to assist in developing programs, determining how best to use city resources and to rally additional resources to implement programs. We believe it is important to continue to offer youth after-school programs and to expand offerings of 50+ programs, arts, and fitness classes at all centers. This expansion is dependent on building strong partnerships, expanding joint programs with other City departments, and using volunteers to augment city resources.
- P&R will issue a Request for Proposals to determine interest from non-profit organizations and the faith-based community to provide services for the benefit of the neighborhoods, utilizing the City-owned center. The RFP will include one neighborhood center (location to be determined) and Jackson Heights Center which was closed several years ago due to budget cuts. Citizen involvement in developing and evaluating the RFP proposals is important. The budget impact is unknown, but the intent is to provide the facility at a minimal cost to the provider, allowing a qualified organization to provide desired services to the community.
- It is projected that fees will increase across the board, with some fees increasing slightly and others significantly. A complete fees study is underway that will generate guidelines and policy. Dependency on fees to fund programs and

services will increase. P&R is sensitive to our mission to provide affordable recreation for those who can least afford it while, at the same time, providing recreation opportunities for all demographics is a citizen expectation. Balancing these sometimes competing demands is a challenge. We anticipate a greater need for the scholarship program to ensure that all citizens have opportunities to participate in recreation activities; strategies will be needed to fully fund the scholarship program.

- Funding for City services to support City Sponsored special events and the event grant program will be eliminated. This impacts Friday Cheers, Riverflicks, Ten-Miler, Firecracker Swim Meet, Christmas Parade and events receiving grant funding.
- The Community Market will be closed for business on Mondays. The Market is currently open Monday – Saturday, however many of the vendors already choose to close on Mondays. Only three of the eight permanent shops currently open on Mondays, and there are no farmers and limited sales in the Heritage Crafters Gallery. Resources will shift towards fully staffing Tuesday – Saturday. A reduced staff on Monday will focus on maintenance projects, administrative functions and planning. Future plans include exploring ways to extend business hours into the early evening, acceptance of EBT cards and promoting the market square as a venue for small events.
- Programs that rely on city provided transportation will be reduced, mostly impacting 50+ trips and travel and youth programs in the centers.
- Outreach programs as they currently exist will be reduced. A cross departmental work group will develop outreach programs that will be offered to schools, camps, residential homes and other interested groups for standard fees.
- Athletic partnered groups, including Lynchburg Little League, Hill City Youth Football and Cheerleading, Blue Ridge Lacrosse and Central Virginia United Soccer will be responsible for more maintenance of athletic fields, including field marking and trash pick-up.
- The use of volunteers will increase throughout the department. The plan creates a new full time volunteer coordinator position to be funded within the FY 2011 allocated resources.

Budget Reductions/Changes

The following staff changes and line item reductions are required to implement the restructuring plan and realize the cost saving:

<u>Personnel</u>

The plan **reduces the overall budget for salaries and benefits by $243,732** in the Parks and Recreation and Community Market/Armory budgets. This reduction is partially achieved by shifting $77,834 in salary and benefit expenses to the Recreation Program budget that must be fully recouped through fees. The new structure will:

- Eliminate eleven (11) part time positions (Community Center Coordinator and Recreation Leader) and temporary (wage) funding in Parks Services.
- Eliminate all overtime funding for support of special events.
- Eliminate two (2) full time administrative positions.
- Eliminate one (1) full time Recreation Supervisor position.
- Create two (2) full time Senior Recreation Specialist positions and one full time (1) Volunteer Coordinator position.

- Create eight (8) part time Recreation Specialists positions, two of which are proposed to be funded through the Recreation Program (fees) budget.
- Create one (1) part-time administrative position.
- Transfer the cost of six (6) part time positions, department wide, to the Recreation Program (fees) budget.

Fleet
The fleet will be reduced by two vehicles with an **estimated cost savings of $10,881**

Line Items reductions
Reduction of $37,328 in line item costs by consolidating purchasing and reducing material and supply needs from reduced services.

Total Budget Reduction: $291,941 which represents an overall reduction of 10.3 % and a budget request of $2,540,500.

Conclusion
I would be remiss to not mention the ongoing discussion with Public Works regarding park maintenance. The inability to make substantial headway to integrate park maintenance and park management is a huge frustration for Parks and Recreation. The frustration is threefold: we know citizens place high value on parks and trails, but our current structure does not support that value, as resources are often redirected to the priorities of Public Works. Second, we often waste valuable staff time in propping up a structure that is neither efficient nor effective in use of resources. Parks and Recreation staff is often in the position of the gatekeeper between citizens and Public Works. We gladly answer to the citizens for the condition of our parks, but have little or no influence on how maintenance resources are utilized. Finally, Parks and Recreation staff is dedicated to realizing the potential for our park and trail systems to be one of the best in Virginia. We know that under the current structure this potential can not be reached and, as professionals in our chosen careers, this is hard to accept.

Parks and Recreation is ready and willing to play a leadership role in moving the organization into the future. Departmental leadership understands that implementing the proposed plan will take significant commitment of time and resources. There is work to be done! Parks and Recreation is in a position that the sooner we can begin to make decisions the better. Providing services demands considerable preplanning and marketing. In short, if a lead department is needed for the Cost Savings Initiative, we volunteer.

List services in order of the level of priority with the highest level listed first with subsequent services in descending priority

Service	✓ if Mandated	Estimated Annual Cost	Staffing Count	Notes
Administrative Service Area Management and Supervision		$110,542	1.18 FTE (1 fulltime and prorated time for director)	• Provides management and supervision of administrative services • Budget development • Financial management including operating and CIP budgets • Grants administration • Financial planning for department • Departmental training funds • Support for Director's office
Customer Service Desk		$50,863	1.32 FTE (1 full time and 1 temp)	• Provides services at customer service desk at Miller Center • Registers participants in programs and classes • Assists with rentals of shelters, centers and aviary • Assists with permitting events • Issues Blue Bike Cards • Provides information on parks, trails and recreation programs • Answers and directs phone calls • Provides back up for all other admin duties
General administrative support		$97,621	2 FTE (2 full time)	• Payroll • Accounts receivable • Accounts payable • Human Resource support • File management • Procurement support • Maintains OSHA/training files • CIP financial management, setup, closure • Enters purchase orders

				• Assist with customer service when needed • Trains staff on financial policies and procedures • Oversight of all petty cash accounts • General supplies for department
Network Services		$72,838	1 FTE	• Supports Safari software application, online registration • Network support for center computer labs and desktops • Supports computer/printer repairs and supplies • Maintains data and supports GIS • Coordinates projects with IT • Department webmaster
				Total Budget: $444,185
Additional Services Supported by fees: vending, portion of shelter rental fees			$6,400	• Supports department scholarship fund • Supports additional admin supplies for rentals

List services in order of the level of priority with the highest level listed first with subsequent services in descending priority

Service	✓ if Mandated	Estimated Annual Cost	Staffing Count	Notes
Management and Supervision of Business Services, General support		$93,903	1.23 FTE (1 fulltime and prorated time for director)	• Oversight of community market • Department marketing and communications • Special event permitting and support • Grant writing • Website design • Support director's office
Grant writing		$16,172	.45 FTE (1 part time)	• Prepares grant applications for department • Writes copy for website and assists webmaster • Assists with developing marketing materials • Research assistant for specific projects
Departmental Marketing		$27,850		Newspaper inserts, brochures, collateral materials
Special Event Permitting and Support		$128,704	1 FTE and overtime for staff City-wide	• Advises special event organizers • Manages special events committee • Manages special event grant committee • Coordinates City services for special events • Manages special events budgets and financial transactions • Funds overtime for City staff to provide support for City sponsored events • Funds grant program
				Note: Events that are not City sponsored or supported by the grant program are fully supported by the event organizer. The organizer is responsible for paying city

				services.
				Total Budget: $266,628
Additional services supported by fees: (permitting fees, banner fees, sponsorships, stage rentals)			$17,800	• Equipment and supplies to support events • Stage maintenance • Marketing materials

List services in order of the level of priority with the highest level listed first with subsequent services in descending priority

Service	✓ if Mandated	Estimated Annual Cost	Staffing Count	Notes
Community Market Management and Supervision, General support of operations		$77,456	1 FTE (1 full time)	• Operates six day a week market and two day a week farmers market • Supports operation of Armory • Supports special events • Develops and implements marketing plans
Maintenance and Custodial Services		$105,212	2.76 FTE (1 full time 2 part time)	• Cleaning of market, market square and armory • Minor building maintenance and repairs • Minor facility renovations • Supports events - market and riverfront • Coordinates major maintenance with Buildings and grounds • Snow removal
Administrative support		$57,907	1.5 (1 full time and 1 part time)	• General administrative support/procurement • Accounts receivable • Accounts payable • Collects rents for stall rentals • Manages leases and rental agreements • Assists with managing floor of market • Supports operation of the Heritage Craft Gallery
Fleet Services for Market		$2,318		1 - vehicle
Utilities		$90,000		electricity, water and sewer/natural gas

				Budget FY 10: $332,893 Revenues: Leases/rentals: $87,000 Net Budget: $245,893
Additional Services Supported by fees Heritage Craft Gallery		$66,000	.25 FTE (additional part time hours)	• Admin support of Heritage Craft Gallery • Advertising and supplies

List services in order of the level of priority with the highest level listed first with subsequent services in descending priority

Service	✓ if Mandated	Estimated Annual Cost	Staffing Count	Notes
Park Service Area Management and Supervision, General support for service area		$109,215	1.30 FTE (1 fulltime and prorated director's time)	• Park planning and management • Capital budget development Capital project management Trail planning and management • Facility planning and management • Coordinates maintenance with Buildings and Grounds • Fleet Management • Support for director's office
Facility management and maintenance		$120,708	2.74 FTE (1 full time 3 part time)	• Support services for all uses and rentals of shelters, centers, Armory, Aviary, trails, parks, City Stadium • Manages schedules for facility use • Coordinates maintenance with Buildings and Grounds • Supports small events • "Polices" parks, trails and centers on weekends • Performs minor maintenance in centers and facilities • Works with customer service desk to issue permits and handle rentals • Assists with snow removal
Custodial Services		$84,711	2 FTE (2 full time)	• Custodial services for 8 centers (including Miller), Kemper Street offices and Nature Zone • Prior to FY 10 service were provided by 1 FTE and through contractual services. A cost savings was realized by eliminating the contract and adding an additional 1FTE. Service through the contract was marginal at best.

				• Assist with snow removal
Construction management		$55,094	1 FTE (1 full time)	Construction project management: capital and smaller projects
Trail maintenance		$16,044	.62 FTE (2 part time)	Trail repairs to bridges, signs, benches, etc. Assists with trimming and mowing
Park maintenance: general park maintenance, athletic field preparation and marking		$90,461	2.67FTE (2 fulltime 1 temp)	• General park maintenance, athletic field grooming and marking, support events and tournaments • Assists with snow removal
Fleet Services		$51,563		Department fleet maintenance 26 vehicles/pieces of equipment
				Total Budget: $527,796
Additional Services Supported by Fees: Rentals of shelters, centers, Aviary, stadium, armory		$33,667	.61 FTE (additional part time hours and temps)	Supports weekend and evening rentals of all facilities and permitted events in parks and on trails

List services in order of the level of priority with the highest level listed first with subsequent services in descending priority

Service	✓ if Mandated	Estimated Annual Cost	Staffing Count	Notes
Recreation Service Area Management and General Support		$110,169	1.30 FTE (1 full time and .30 prorated director's time)	• Provides management and supervision of all recreation programs and services • Support for director's office
Aquatics		$61,361 Note: Does not include cost of fulltime supervisory staff	3.37 (all temp staff)	Operations of Miller Park Pool, open swim Generates: $28,000 in fees
Youth/Family Recreation Center Programs		$413,140	12.16 FTE (4 full time, 11 part-time, 9 temp)	• 7-community center based after-school programs • 7-community center based summer camps • General center based recreation programs
Naturalist Programs		$126,403	2.92 FTE (2 full time, 2 part-time, 1 temp)	• Nature Zone • School programs • Camps • Volunteer programs
Athletics		$190,578	5.44 (2 fulltime, 7 part-time, 8 temp)	Youth Programs: • Basketball and softball • Support for youth athletic clubs (LUS, LLL, HCYF, BRL, CVVA, CSE) • Open gym Adult Programs: • Softball, Volleyball, Ultimate sports, training/fitness programs • Open gym Schedules/permits athletic fields Supporting tournaments Fulltime staff manage and supervise Miller Park Pool
50+ programs		$231,783	6.29 FTE (4 full time,	• Center based programs at Templeton and 2-neighbrohood centers

			4 part-time	• Fitness and wellness programs • Outreach programs • Travel/trip programs
Arts and Classes		$171,753	3.56 FTE (3 Full time, 1 part time)	• General classes: Arts, specialty classes (youth and adults) • Traveling Crafts program • Youth drama program • Summer art and drama camps
Admin support for 50+ plus		$42,948	1 FTE	• Registrations • Marketing materials • Accounts receivable • Purchasing • Provides information and staffs phone
				Total Recreation Service Area Budget: $1,271,866
Additional recreation services supported by fees:				
Aquatics: Registration fees and rental fees		$15,000	.37 FTE (temp)	• Supports swim lessons • Pool rentals • Supplies for pool
Arts and Classes: Registration fees		$31,310	.06 FTE (temp)	• Supports pay for class instructors • Materials and supplies for classes
Athletics: Registration fees, athletic field permits, concession sales at Peaks View Park and Miller Park Pool, tournament fees		$96,300	1 FTE (temp)	• Officials for all sports • Supplies for concessions • Supplies for field maintenance and sports equipment
Center Programs: Registration fees for summer camp		$12,500	.17 FTE (temp)	• Supports bus and driver for summer camp • Supplies for camp
Naturalist Program: Registration fees		$15,900	.47 FTE (temp)	• Supports summer camps and programs • 50+ transportation

50 + Programs: Registration fees		$52,700	.50 FTE (additional pt hours and temp)	Supports travel/trips, classes athletic programs
				Total fees supported budget: $223,710

Overview: The Police Department's adopted FY10 budget is $13,957,293: an FY11 budget at 90% would total $12,561,564 (a reduction of $1,395,729).

Any FY11 budget reduction will be in addition to budget reductions that the Police Department has sustained through FY10. The Police Department's FY10 (current) operating budget was reduced by 4.87% from our adopted FY09 budget (a cut of $714,402). The PD additionally returned approximately $857,779 in cost savings to the City's general fund at the close of FY09 – these cost reductions were derived from severely restricting PD operations. By the close of FY10, these combined Police Department budget reductions will have returned $1,650,006 to the City's general fund for other contingency uses.

Please note that not all of the 4.87% in cuts made to the Police Department's FY10 budget can be sustained through another fiscal year: we must add approximately 97,000 (approximately 0.7%) in operational costs back into to the PD's FY11 budget to meet these needs. However, we plan to continue carrying a 4.17% budget reduction through FY11.

The Police Department has historically been an effective steward of City resources budgeted to its use. Over the past 10 years, the PD has expended on average 98.47% of its annual operating budget: this efficiency increases to 98.9% if we exclude FY09 -- a year in which we intentionally reduced spending in order to return approximately $857,779 in cost savings to the City's general fund. (This savings was in addition to a $77,825 cost reduction derived from PD employee furloughs.) The PD's allocation of the City general fund budget has decreased from 9.5% in FY05 to 8.2% in FY09 -- this during a time period when calls for police service have increased, and responsibilities assigned to the Police Department have expanded.

As 88.8% of the PD's FY10 budget is committed to salaries and benefits, the requested 90% budget projection would force elimination of staff in FY11.

Budget impact: A 90% budget reduction for FY11 would force the Police Department to eliminate employee positions; to eliminate operational components, functions and programs; and to reduce service delivery capability to a level that will adversely impact public safety and quality of life within this community. Budget reduction to this level would eliminate the Police Department's capability to foster and coordinate the sustained, proactive citizen engagement and community problem solving initiatives that underlie a safe and vibrant community environment. In this scenario, police operations within the City of Lynchburg would revert to the reactive, 911-driven service mode prevalent 30 years ago. At this level of resource reduction, the Police Department could not sustain the current "community policing" environment within which community members work together as partners to identify, prioritize and solve community problems.

Phase 1 of the PD's approach to FY11 budget reduction would include the following measures:

Implementation of all Phase 1 budget reduction options would require laying off 2 part-time seasonal employees, converting 1 civilian position from full-time to part-time, and holding up to 3 civilian and 4 police officer positions vacant through FY11.

1) Eliminate the School Crossing Guard program (cost reduction of $25,518). The PD currently employs 2 seasonal, part-time crossing guards who serve R.S. Payne Elementary, Perrymont Elementary, and Dunbar Middle Schools. While regularly-assigned crossing guards provide a notable public safety service, this has not been regarded as a core police function since the 1980s and we cannot justify funding crossing guards in place of other operational needs. As we have noted in the past, this program is best suited for coordination by the Lynchburg City School

System should the School System elect to maintain it. The PD would not maintain any civilian or sworn staffing to provide this service in place of the Crossing Guards. This measure will go into effect at the close of the current school year in June 2010.

2) Eliminate current assistant supervisor compensation for civilian staff in the Computer Operations Division and the Records Unit (cost reduction of $6,525). The PD has focused in recent years on consistently managing similar sworn and civilian staff functions: one aspect of this was establishing a competitive civilian assistant supervisor selection process and providing additional civilian assistant supervisor compensation, similar to our procedures for sworn staff. In light of current and projected budget restrictions, we intend to suspend this program and to address supervisory compensation issues through civilian position reclassification. This measure will go into effect in July 2010.

3) Hold the PD Systems Analyst/Programmer II position vacant through FY11 and reduce 1 of the PD's 2 Network Administrator III positions from full-time to part-time (30 hours per week) in the Computer Operations Division (cost reduction of $126,287). Both of these measures will be in effect by February 2010. This reduction in staff will negatively impact public safety service delivery in terms of delaying or limiting internal support functions to include program development, software and hardware maintenance, equipment servicing and repair, IT network and web site maintenance. This will negatively impact the PD's capability to respond in a timely manner to requests for information from other City departments, from other partner agencies, from the media and from members of the public. The majority of PD officers rely upon vehicle-mounted computer systems in performing their law enforcement duties: this reduction in staff will make it more difficult to maintain and repair these systems. Failure to maintain adequate mobile data system functionality and data access speed would present a significant officer safety hazard.

4) Hold 2 Police Cadet positions vacant through FY11 (cost reduction of $64,960). These positions were vacated in January 2010 when the cadets were upgraded to Recruit Police Officers and assigned to regional Basic Police Academy training. The PD's cadet program provides a cost effective means of recruiting and hiring future police officers from 17-20 years of age into civilian positions which allow mentoring and training opportunities prior to beginning police officer careers. Cadets are area residents with strong local ties and community affiliations: officers hired as cadets show a higher retention rate than other officers, and the cadet program has proved a successful means of minority officer recruitment. Cadets also serve as an important PD work management resource that frees sworn officers from being tied to administrative functions. This reduction will cut cadet staffing by 2 of 4 current positions through FY11. This will significantly reduce the PD's capability to recruit and retain qualified police officer candidates, including minority candidates.

5) Hold 4 police officer positions vacant through FY11 (cost reduction of $200,860). We project the long-term military deployment of a police detective in March 2010: we will hold that position vacant/unpaid. We project 1 police officer retirement in March 2010: we will hold that position vacant. We currently project up to 5 police officer resignations to accept other employment prior to July 2010: we will hold 2 of those positions vacant.

   - The detective position vacancy will be maintained for FY11 within the PD's criminal investigations division. This will reduce the PD's assignment of solvable criminal case for specialized follow-up investigation by approximately 8% (approximately 85 cases) per year. Criminal case investigation and prosecution is a time and resource-intensive process: detective caseload must be strictly managed in order to achieve positive results. Criminal cases no longer assigned for follow-up investigation would include categories of burglary, computer crime, embezzlement, forgery, fraud and larceny. Detective staff reduction will reduce the number of criminal cases that can be solved, and the number of criminals that can be held accountable for their crimes and removed from our community. Citizens victimized by these types of crimes will be frustrated at finding themselves unable to receive in-depth investigative and prosecution assistance.

- The 3 other officer position vacancies will be maintained for FY11 within one or more specialized PD components, so as to maintain patrol/first responder component staffing at the highest possible levels: options will include, but not be limited to, reducing DARE program staffing and/or Traffic Safety Unit staffing.

  The negative impact of reducing or terminating the DARE program is summarized within the Phase 2 cost reduction section.

  The Traffic Safety Unit exists as a mechanism to coordinate PD traffic enforcement efforts and proactive community education initiatives; to perform directed traffic enforcement in high-accident locations; to maintain a cadre of certified crash reconstruction experts, motor carrier and HAZMAT carrier inspectors; and to keep patrol officers free from a number of complex, time-consuming functions. TSU officer work shifts cover day and night high incidence periods: these officers are also subject to call-out, and work all fatality motor vehicle crashes. Over the past 3 years, TSU officers have responded to an average of 4,652 calls for service per year – approximately 5% of the department's total calls for service. Reducing TSU staff would place a significant portion of this workload back on patrol officers, and would reduce the call-out availability of a trained crash reconstruction specialist.

  Holding 3 police officer positions vacant within any Field Operations component will increase workload for remaining officers, will reduce officer scheduling flexibility, will increase response time to calls for service, and will decrease the amount of time available for officers to effectively interact with citizens in addressing citizen concerns.

6) Other ancillary PD cost reduction derived from full implementation of Phase 1 measures is projected at $2,283. This will be derived from reducing related law enforcement certification training cost, cellular and PDA mobile service costs.

   - Cost reduction to the City's Fleet Services budget derived from full implementation of Phase 1 measures is projected at $5,066. This will be derived from vehicle maintenance and fuel cost reduction on elimination of 1 patrol vehicle from the PD fleet. (This external cost reduction is not included within the Police Department cost reduction figures shown in this document.)

Phase 1 cost reduction recap:

Total Phase 1 cost reduction: $426,433

PD budget reduced from $13,957,293 to $13,530,860 (a 3.05% reduction)

3.05% reduction + 4.17% reduction ongoing from FY10 = a cumulative 7.22% FY11 reduction

Phase 2 of the PD's approach to FY11 budget reduction would include the following measures:

Implementation of all Phase 2 budget reduction options would require laying off 1 Captain, 1 Lieutenant, 10 police officers and 2 civilian employees.

7) Eliminate the Police Department's Crime Prevention Unit (cost reduction of $794,254). The CPU staffs the DARE and School Resource Officer (SRO) school-based officer programs, Community Services and Citizen Engagement programs, Crime Prevention, Personal and Facility Security programs and functions. A fundamental element of the Police Department's community service mission is to prevent crime from occurring by all possible means. The most cost effective means of fighting crime is to foster and maintain environmental and other community controls that deter criminal acts from being committed. Crime prevention approaches such as Crime Prevention through Environmental Design (CPTED), Target Hardening and Environmental Criminology are proven to be effective, but require specialized training, dedicated staff and long-term focus to implement. Our current community environment – in which crime is reduced, City neighborhoods are flourishing and citizens are increasingly involving themselves in making the type of community in which they want to live – is largely a product of our years-long commitment to crime prevention precepts and practices. Our Crime Prevention staff have taken leading roles in this long-term effort. Eliminating this unit's functionality would substantially reduce service delivery to citizens and would lead to rapid deterioration of Lynchburg's neighborhood and community environment.

- Our 2 DARE instructors provided positive, mentoring interaction with 680 fifth grade students during 2009, as well as 1,450 kindergarten through fourth grade students through other classroom visitations. In addition to the well-established drug abuse resistance education focus, Lynchburg's DARE curriculum includes anti-gang and anti-violence modules and critical life skills reinforcement in areas that include effective decision making, positive self image, personal responsibility and coping with peer pressure. The aggregate value of the DARE program is found in the ability of mentoring instructors to impress upon children at this age a positive image of what being a successful person means. DARE effectively sows the long-term seeds of citizen engagement and community empowerment. An ancillary benefit of the DARE program is regular placement of police officers in our elementary schools, thereby heightening school security at a time when our children's safety cannot be taken for granted.
- Our 5 School Resource Officers handled more than 1,300 calls for service last year in City middle and high schools: this workload included stopping fights, serving arrest warrants, seizing illegal drugs, seizing weapons, locating missing students and investigating crimes. SROs also provide armed security and a non-confrontational uniformed presence in the schools, and make regular educational presentations to students and staff. This regular interaction between police officers, students, staff and citizens within a positive school environment is a critical element within the PD's continuing efforts to collaborate with the community and to establish significant citizen engagement. Removing officers from the schools would require patrol officers to handle the significant school-based workload in addition to their current workload. Response time to calls for police service from schools would be greatly increased. The loss of officers assigned within the schools would lead to a markedly less effective approach to meeting school order maintenance and safety needs.
- The Crime Prevention Unit also includes the unit supervisor (Lieutenant), a sworn Community Relations Officer, a civilian Crime Prevention Specialist, and a civilian Community Services Coordinator. These positions manage and coordinate the Neighborhood Watch program and National Night Out Against Crime activities; conduct site security surveys, community and personal safety presentations; manage the Citizens' Police Academy program (a very successful means of citizen engagement); and maintain the City's assessment-based standing as a Virginia Certified Crime Prevention Community: this City of Lynchburg certification would lapse in the absence of the Crime Prevention Unit. Elimination of the CPU would result in elimination of the Neighborhood Watch program (42 groups City-wide) as it currently exists. Neighborhood Watch is a proven citizen engagement mechanism: losing this means of ongoing neighborhood communication and affiliation would reduce citizen community involvement and the effectiveness of police service delivery. CPU staff members participate in

Day in the Park, For Kid's Sake Safety Day and other community interaction events. CPU staff recently committed significant time and resources to working with public library staff to effectively address significant public safety problems that were scaring users away from the main Library branch: such time-intensive responsiveness is what the Crime Prevention Unit exists to provide. Patrol staff could not perform these functions as the CPU currently does.

- 2 sworn Community Policing Coordinators are assigned to the CPU and serve as liaisons between community citizens, businesses, interest groups, other PD staff and other local government agencies. Use of the CPCs has tremendously enhanced the focus of community policing efforts, direct citizen interaction and meaningful partnership development. (8 different persons spoke positively to me about the Community Policing Coordinators during the 10-22 and 10-29 "Community Conversations about the Budget" meetings.) This type of citizen engagement benefits neighborhood environments, police effectiveness, crime prevention and local government's status in our community. This program should be a model for the City in promoting regular and meaningful citizen engagement. Eliminating the CPC positions would greatly reduce community policing effectiveness and citizen engagement.

8) Eliminate the Special Operations Division Captain (cost reduction of $92,828). Elimination of the Crime Prevention Unit would reduce the number of PD operational components and work management functions to a point where the Special Operations Division Captain position would be eliminated. This would cut 1 of the PD's 7 Captain positions and would require reassignment of the Animal Control Unit, the Information Desk and the Street Crimes Unit to other divisions. This would reduce the scope of future PD promotional and developmental opportunities, and would increase the management responsibilities placed on the remaining Captains in terms of span-of-control and workload.

9) Other ancillary PD cost reduction derived from full implementation of Phase 2 measures is projected at $18,354. This would be derived from eliminating supplies used in conjunction with the Neighborhood Watch program and the Citizen's Police Academy program; from eliminating Crime Prevention Unit member specialized training and professional affiliation dues; and from reducing related law enforcement certification training costs, cellular and PDA mobile service costs.

   - Cost reduction to the City's Fleet Services budget derived from full implementation of Phase 2 measures would be a projected $40,432. This would be derived from vehicle maintenance and fuel cost reduction on elimination of 8 vehicles from the PD fleet. (This external cost reduction is not included within the Police Department cost reduction figures shown in this document.)

Phase 2 cost reduction recap:

Total Phase 2 cost reduction: $905,436

Phase 1 + Phase 2 total cost reduction: $1,331,869

PD budget reduced from $13,957,293 to $12,625,424(a 9.54% reduction)

9.54% reduction + 4.17% reduction ongoing from FY10 = a cumulative 13.71% FY11 reduction

Phase 3 of the PD's approach to FY11 budget reduction would include the following measures:

Implementation of all Phase 3 budget reduction options would require laying off 1 Lieutenant and 1 Administrative Services Associate 1 civilian employee, and would require discontinuing the Police Department's 21 year national accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA).

10) Reduce PD administrative support staff by eliminating 1 of the 4 ASA-1 positions in the Records Unit (cost reduction of $35,162). Eliminating a Records Unit ASA-I position would reduce the speed with which the unit inputs (and accuracy checks) arrest, criminal history and incident information into the PD's records management system. Because PD staff rely upon complete and timely data to further criminal investigations, this would negatively impact officers' ability to effectively investigate crimes: a core PD community service mission. In anticipation that increasing records system automation will over the next 12-18 months reduce the manual workload for Records ASAs, our command staff had planned in future to transfer a Records ASA position to relieve a sworn officer from VCIN and warrant filing duties at the PD Information Desk, freeing that officer for a direct service delivery role. Eliminating a Records Unit ASA position in this context would preclude that plan from implementation.

11) Discontinue maintaining the PD's national accreditation through CALEA and eliminate the Accreditation Manager (Lieutenant) sworn position (savings of $90,994). CALEA accreditation is regarded throughout North American law enforcement as emblematic of the highest professional standards and achievement. In 1989 the Lynchburg Police Department became the 124th United States law enforcement agency to earn accreditation through CALEA. Today, CALEA accredits nearly 600 criminal justice agencies throughout the United States, Canada, Mexico, Barbados and Bermuda. Loss of the PD's affiliation with CALEA and access to that association's networking and professional practice benchmarking services would negatively impact our ability to maintain recognized and liability-reducing adherence to professional law enforcement best practices. Approximately 60% of the PD Administrative Lieutenant's work time is taken up by managing accreditation processes, training, standards compliance reviews and proof-of-compliance file maintenance. This position is also responsible for maintaining and updating all department policies; for supervising PD property and evidence management; for assisting with internal investigations; and for serving as a Police Department Public Information Officer. Elimination of this position would require all of these time-intensive functions to be reassigned to other supervisory staff.

12) Other ancillary PD cost reduction derived from full implementation of Phase 3 measures is projected at $5,791. This would be derived from eliminating the PD's annual CALEA membership fee ($5,000), and from reducing related law enforcement certification training cost and cellular mobile service cost.

Phase 3 cost reduction recap:

Total Phase 3 cost reduction: $131,947

Phase 1 + Phase 2 + Phase 3 total cost reduction: $1,463,816

PD budget reduced from $13,957,293 to $12,493,477 (a 10.49% reduction)

10.49% reduction + 4.17% reduction ongoing from FY10 = a cumulative 14.66% FY11 reduction

Police Operations
FY2011 90% Budget Impact Assessment
(Cost Detail)

Budget Code	Category	Qty	Description	Unit Cost	Total Cost	Program Reduction	Total Reduction
Phase I Personnel							
Eliminate the Civilian Assistant Supervisor Pay						$6,525	**$6,525**
15000.0000	Personnel - Civilian	2	Asst. Supv Certification Pay for Civilians	$6,525	$6,525		
Eliminate the School Crossing Guards						$25,518	**$32,043**
15000.0000	Personnel - Civilian	2	School Crossing Guard (1 - .75, 1 - .38)	$25,518	$25,518		
Reduce Computer Operations Staffing						$126,287	**$158,330**
15000.0000	Personnel - Civilian	1	Systems Analyst/Programmer-II	$79,198	$79,198		
15000.0000	Personnel - Civilian	1	Network Analyst-III	$47,089	$47,089		
Eliminate Two Cadet Positions						$64,960	**$223,290**
15000.0000	Personnel - Civilian	2	Cadet	$64,960	$64,960		
Manage Vacancies							
15000.0000	Personnel - Sworn	1	PO II	$44,851	$44,851	$200,860	**$424,150**
15000.0000	Personnel-Sworn	2	PO II	$46,876	$93,752		
15000.0000	Personnel-Sworn	1	PO III	$62,257	$62,257		
Phase I Ancillary							
30900.0099	Misc. Contractual	4	CVCJA Academy Annual Fee	$1,300	$1,300	$2,283	**$426,433**
55850.0002	Cellular Phone Svc.	1	Cancellation of 1 yr. svc - 1 blackberry	$612	$612		
55850.0002	Cellular Phone Svc.	1	Cancellation of 1 yr. svc - 1 Sprint Phone	$371	$371		
Phase I Total						**$426,433**	

Police Operations
FY2011 90% Budget Impact Assessment
(Cost Detail)

Phase II Personnel

Elminate the Special Operations Division

15000.0000	Personnel - Sworn	1	Crime Prevention Unit Lieutenant	$86,012	$86,012	$794,254	**$1,220,687**
15000.0000	Personnel - Sworn	1	Community Relations Officer	$87,625	$87,625		
15000.0000	Personnel - Sworn	2	Community Policing Coordinator	$124,513	$124,513		
15000.0000	Personnel - Sworn	5	School Resource Officer	$286,570	$286,570		
15000.0000	Personnel - Sworn	2	D.A.R.E. Officer	$111,185	$111,185		
15000.0000	Personnel - Civilian	1	Crime Prevention Specialist	$53,499	$53,499		
15000.0000	Personnel - Civilian	1	Community Services Coordinator	$44,850	$44,850		
15000.0000	Personnel - Sworn	1	Special Operations Division Captain	$92,828	$92,828	$92,828	**$1,313,515**

Phase II Ancillary

30900.0099	Misc. Contractual	12	CVCJA Police Academy Annual Fee	$325	$3,900	$18,354	**$1,331,869**
55500.0003	Forms & Stationary	1	Citizens Police Academy Printing	$618	$618		
55500.0010	Books & Publications	1	Dare Booklets	$1,200	$1,200		
55500.0026	Law Enf. Supplies	1	Crime Prevention / D.A.R.E. Supplies	$3,100	$3,100		
55770.0053	**Training & Conferences**	1	Crime Prevention / D.A.R.E. Training	$6,000	$6,000		
55850.0002	Cellular Phone Svc.	3	Cancellation of 1 year svc. - 3 blackberries	$1,836	$1,836		
55850.0002	Cellular Phone Svc.	4	Cancellation of 1 year svc. - 4 Sprint phones	$1,485	$1,485		
55990.2004	Dues & Membership	4	Cancellation of 4 memberships	$215	$215		

Phase II Total	$905,436

Police Operations
FY2011 90% Budg[illegible]mpact Assessment
(Cos[illegible] Detail)

Phase III							
Reduce Civilian Support Staff							
15000.0000	Personnel - Civilian	1	Records Unit ASA-I	$35,162	$35,162	$126,156	**$1,458,025**
Eliminate maintenance of C.A.L.E.A. Accreditation							
15000.0000	Personnel - Sworn	1	Accreditation Lieutenant	$90,994	$90,994		
Phase III Ancillary							
55990.2004	**Dues & Memberships**	1	Accreditation Program	$5,095	$5,095	$5,791	**$1,463,816**
30900.0099	Misc. Contractual	1	CVCJA Police Academy Annual Fee	$325	$325		
555850.0002	Cellular Phone Svc.	1	Sprint Phone	$371	$371		
Phase III Total						$131,947	

Total Cost Reduction	**$1,463,816**
Total % Reduction from FY10 Adopted Budget	**10.49%**

Revised 1-21-2010

Overview: The adopted FY10 operational budget for Police Department Animal Control is $319,421 -- an FY11 Animal Control budget at 90% would total $287,589 (a reduction of $31,832). Please note that any FY11 reduction imposed will be in addition to the 5.1% that Animal Control's FY10 operating budget was reduced from FY09 (this was a cut of over $17,000).

The Animal Control budget for FY10 includes 82.7% of funding for personal services, 10.5% for fleet costs, and the remaining 6.8% of the budget (or $21,720) for operational costs. The requested 90% budget projection would thus force elimination of staff.

90% budget reduction measures would be as follows:

1) Transition 1 of the 4 full-time Animal Warden positions to a part-time position (cost reduction of $27,270).

   Police Department Animal Control is currently staffed by a Chief Animal Warden and 4 additional full-time Animal Wardens. When full staffing is maintained, the unit provides animal control services to the City six days per week. Daily animal control coverage extends from 7:00 am to 10:30 pm Monday through Friday, 10:00 am to 6:30 pm on Saturday. Reducing 1 Animal Warden position to part time as described would result in no weekend coverage and delayed response time during weekday periods of increased service demand. This workload will not be handled by police officers.

2) Other ancillary PD cost reduction is projected at $4,260. This would be derived from a reduction in Internal Service charges reflecting a decrease in fuel cost.

Total Animal Control cost reduction: $31,832

Animal Control budget reduced from $319,421 to $287,589 (a 10.0% reduction)

10.0% reduction + 5.1% reduction ongoing from FY10 = a cumulative 15.1% FY11 reduction

Department/Division: Police (including Animal Control)
(Lynchburg Emergency Communications reported separately)

List services in order of the level of priority with the highest level listed first with subsequent services in descending priority

Service	✓ if Mandated	Estimated Annual Cost	Staffing Count	Notes
Emergency Response to 9-1-1 and other Citizen Requests for Assistance *(External Service)*	✓	$4,800,000	100 (sworn)	Primary responsibility of our uniformed first responders; inclusive of initial reporting and follow-up investigation (staffing count cannot be "split" for Patrol services)
Critical Incident Response *(External Service)*	✓	$250,000	Varies by Incident	Response to incidents such as barricaded subjects, hostage takings, suicidal persons as well as natural disasters
Criminal Investigations: Violent Felonies and Misdemeanors *(External Service)*	✓	$429,660	17 (sworn) 1 (civilian)	Inclusive of homicide, assault, sex offenses, etc. (staffing count cannot be "split" for Investigations)
Proactive Patrol and Criminal / Traffic Enforcement *(External Service)*	✓	$2,400,000	100 (sworn)	Secondary responsibility of our uniformed first responders (staffing count cannot be "split" for Patrol services)
Criminal Investigations: Narcotics and Criminal Enterprises *(External Service)*	✓	$760,000	8 (sworn)	Local and regional investigative efforts aimed at reducing the flow and availability of illegal narcotics in the City of Lynchburg
Criminal Investigations: Crime Scene Processing *(External Service)*	✓	$150,000	1 (sworn) (F/T responsibility) 5 (sworn) (P/T responsibility)	Utilization of specialized training and equipment to process crime scenes
Property and Evidence Handling *(External & Internal Service)*	✓	$115,000	2 (civilian)	*External* – responsible for the return of seized and recovered property to citizens; *Internal* – manage all evidentiary items in criminal cases.
Records Management *(External & Internal Service)*	✓	$235,000	6 (civilian)	*External* – provide reports and other documentation to citizens upon request; *Internal* – track arrest and incident information as required by law.
Internal Affairs / Disciplinary Investigations *(Internal Service)*	✓	$124,000	1 (sworn)	We investigate all complaints made against employees and address all internal actions that may not comply with the law or department policy.
Internal Training Program *(Internal Service)*	✓	$430,000	3 (sworn) (P/T responsibility) 1 (civilian) (P/T responsibility)	Includes mandatory certification training (classroom and practical) as well as assignment-based training to ensure appropriate services are provided to citizens.
Recruitment and Hiring *(Internal Service)*	✓	$242,000	2 (sworn) 1 (civilian) (P/T responsibility)	Local and regional recruiting; applicant processing and background investigations; coordination of police academy training
Information Technology: Programming and Equipment Maintenance *(Internal Service)*	✓	$341,000	3 (civilian)	We maintain five servers (and have developed) numerous software and data storage programs / systems responsible for highly confidential data.
Information Technology: Network Administration and Technical Support *(Internal Service)*	✓	$195,000	2 (civilian)	We program and maintain over 100 computers, an in-car computer system and a digital video system at two primary facilities and in a number of vehicles.
Financial Services *(Internal Service)*	✓	$265,000	1 (sworn) 3 (civilian)	Inclusive of budgeting (including asset forfeiture, grant management), accounts payable, payroll and procurement
CALEA Accreditation Maintenance *(Internal Service)*	✓	$102,000	1 (sworn)	CALEA Accreditation requires adherence to 462 standards to help us ensure we maintain our standing as a professional law enforcement agency.
Street Crimes / Gang Enforcement Team *(External Service)*		$641,000	10 (sworn)	Includes our four Canine handlers; team of officers dedicated to addressing street-level criminal activity and gang activity – typically involving narcotics and firearms.

Department/Division: Police (including Animal Control)
(Lynchburg Emergency Communications reported separately)

Traffic Safety Program *(External Service)*		$550,000	7 (sworn)	Inclusive of fatal crash investigation, crash reconstruction, regional crash team, child seat and seat belt education and installation program, etc.
Criminal Investigations: Non-Violent Felonies and Misdemeanors *(External Service)*		$872,340	17 (sworn) 1 (civilian)	Inclusive of burglaries, computer crimes, white collar crime, runaways, etc. (staffing count cannot be "split" for Investigations)
School Resource Officer (SRO) Program High Schools and Middle Schools *(External Service)*		$330,000	5 (sworn)	Provide non-confrontational interaction with students and staff; provide classroom instruction; conduct school-based investigations
Crime Prevention Program *(External Service)*		$276,000	2 (sworn) 2 (civilian)	Inclusive of the Bizwatch Program, Citizens' Police Academy, Neighborhood Watch Program, Security Assessment Program
Administrative / Secretarial Services *(Internal Service)*	✓	$162,000	3 (civilian)	Provide administrative support to the Chief of Police and to each of the two Bureaus in the Department.
Fleet Management *(Internal Service)*	✓	$68,000	.75 (civilian)	Manages fleet of approximately 100 vehicles, including ordering, outfitting and maintaining in collaboration with City
Animal Control Program *(External Service)*	✓	$309,000	5 (civilian)	Respond to complaints involving animals; secure unleashed dogs; investigate and make arrests for criminal violations involving animals.
Crime Analysis / Report Review *(Internal Service)*	✓	$79,000	1 (sworn)	Provides regular analysis of local, regional and national crime trends. Reviews all incident reports to maintain compliance with state standards.
Public Information Program *(External Service)*		$11,000	1 (sworn) (P/T responsibility)	The PIO coordinates all media requests for information and provides a single point of contact for information sharing during criminal and public safety incidents.
City Special Event Security Management *(External Service)*	✓	$6,000	1 (sworn) (P/T responsibility)	Coordinate with the Special Events Committee and other city departments to provide security at City Special Events
D.A.R.E. Program Elementary Schools *(External Service)*		$145,000	2 (sworn)	Provide the D.A.R.E. Curriculum to public and private school 5th graders; conduct visitation with other elementary students
Information Technology: Network Administration and Technical Support *(External Service)*		$10,000	5 (civilian)	Our IT staff routinely provides assistance to other city departments on computer and related technology issues.
Off-Duty Employment Coordination *(External Service)*		$9,700	1 (sworn) (P/T responsibility)	Coordination of requests for sworn personnel to provide security at businesses and events in the City of Lynchburg
Wildlife Management Program *(External Service)*	✓	$49,000	2 (civilian)	Responsible for managing the city's deer population through proactive euthanasia efforts; manages city's hunting permits.
Parade Permit Processing *(External Service)*	✓	$4,900	1 (civilian) (P/T responsibility)	Receive, process and approve (or deny) all city parade permits in accordance with city code.

COVER MEMORANDUM

To: Kim Payne, City Manager

From: David Owen, Director of Public Works

Date: January 15, 2010

RE: Public Works 2011 Proposed Budget

The Public Works Department's (PWD) FY 2011 Budget Proposal ($12,329,231) reflects a ten percent overall reduction ($1,369,914) from the FY 2010 Adopted Budget ($13,699,145). A brief description of each service area is shown below along with associated reductions in personnel, overtime and any major changes to service delivery. Each proposed budget reflects the increases in costs in VRS and Health Insurance and a 2% increase in Dental costs as provided by Donna and Margaret. Each proposed budget also reflects a 25% reduction in the costs of uniforms as we have reduced the number of uniforms and apparel provided to PWD employees.

First, the Public Works Administration Proposed FY 2011 Budget ($716,614) reflects a maintenance budget with each line item reduced as much as possible. No reductions in staff are proposed at this time in this area. The increase in VRS and Health Insurance costs makes the proposed budget slightly higher ($679) than the current budget. The safety coordinator position has recently become vacant but I do ask that we be allowed to fill this position as I believe it is critical for the safe operations of the department.

Second, the Snow Removal Proposed FY 2011 Budget ($189,413) reflects a $62,046 reduction which represents significant cuts in OT and chemical (salt) costs. This is somewhat of a gamble (especially with the expenses we incurred during the December 2009 snow storm) but we believe it is appropriate. I do believe we should continue to fund the snow/bridge reserve fund ($250,000). The reserve fund acts as a safety net which may be necessary to tap if snow and ice removal costs exceed the snow removal budget.

Third, the Streets Maintenance Proposed FY 2011 Budget ($3,491,429) reflects a large reduction ($735,152) and the elimination of three positions. The three positions include the Streets Coordinator and two vacant PWA positions. In the interim, I do ask that we are able to retain the positions on the books without funding for the FY2011 budget year. We are splitting the Streets Coordinator duties between two Crew Leaders (Mike Sprouse and Anthony Johnson). The proposed budget also reflects a 25% reduction in overtime and wage funding. We are planning on reducing the streets sweeping operations and having only two sweepers working (primarily during the day) and only sweeping at night as necessary (probably the CBD area and may be the Expressway). Previously we have had three street sweepers working – one at night to do Downtown and Expressway and the other two running defined routes. We have worked closely with John McCorkhill regarding the reductions in Fleet Costs and have decreased vehicle and equipment maintenance and usage of fuel as appropriate. One of the significant reductions in this proposed budget is the cut to sidewalk, guardrail and resurfacing program areas. We are only planning to replace guardrail if an accident damages it or if it is a safety issue. We typically spend $200,000 to $250,000 on sidewalk replacement and will be reducing that by at least 25%. We are also planning to reduce the number of streets that will be milled and resurfaced with new asphalt. Along with this plan we are reducing Dennis Reynolds and Charlie Graham's hours by 25%. There should still be adequate eligible street maintenance expenses related to VDOT highway maintenance funding especially with the large amount of CSO and Bridge work.

Fourth, the Refuse & Recycling Collections Proposed FY 2011 Budget ($2,296,060) reflects a $184,080 reduction from the FY 2010 Adopted Budget. The proposed budget does reflect the elimination of one recycling position (PWA) along with a significant change in how brush and bulk materials are collected. We believe efficiencies in collections and cost savings can be realized by moving to a four day work week for refuse, brush and bulk collections. This will require the refuse collectors to pickup small piles of bulk while collecting regular weekly household trash setouts. The use of GPS units in the refuse trucks along with the GBA Asset Management software will allow the efficient routing for the collection of large piles of bulk as well as brush piles. By making this change, it will no longer require residents to call and schedule their bulk and brush materials. Residents will still be required to call and schedule white goods collection. One option is for residents to pay for this specific collection – many localities have recently adopted this policy.

Fifth, the Parks and Grounds Maintenance Proposed FY 2011 Budget ($2,393,715) reflects a $173,514 reduction from the FY 2010 Adopted Budget. The proposed budget reflects the elimination of one PWA position and reductions in OT and wage monies. We do ask that the PWA position remain on the books without funding. We believe we will be able to reduce the Fleet Services charges for this area pretty significantly. Fleet Services (John McCorkhill) has contracted out maintenance and repairs to our small equipment, tractors, mowers, weed eaters, etc. This service has been performed in-house up to this point but it is projected that it can be performed less expensively by an outside vendor. The current FY 2010 Budget included major reductions in the use of wage employees with a corresponding reduction in grounds maintenance activities (especially cutting along the Expressway and in the non-traffic areas of the City parks). There will be a necessity to further reduce and prioritize areas that may become meadows and only cut once a year.

Sixth, the Building Maintenance Proposed FY 2011 Budget ($2,998,831) reflects a $217,217 reduction from the FY 2010 Adopted Budget. This proposal includes the elimination of one Custodian Supervisor position along with reductions in wage monies. Again, we request that the position remain on the books for at least the FY 2011 until we can see how the restructuring works out. We have eliminated the Energy Conservation Contract budget amount as we believe the Energy Manager (if approved) will be spending that first year analyzing the existing energy consumption for the City and Schools. The Buildings Maintenance budget also reflects a 10.5% electrical rate increase for the City buildings. Significant cuts have been made to the Building M&R Materials section – we are planning on focusing on necessary repairs and maintenance and eliminated many of the niceties (carpet replacement and repainting) except where conditions require it.

Lastly, the Human Services Building Maintenance Proposed FY 2011 Budget ($243,169) reflects a $1,415 reduction from the FY 2010 Adopted Budget. We have reduced areas where possible – these reductions are based on actual costs over the past several years.

On behalf of the Public Works Department, I want to thank you for your guidance, support and assistance.

Budget Description:

The Department Requested FY 2011 Public Works Department / Administration budget of $716,614 represents a 0.1% increase of $679 as compared to the Adopted FY 2010 budget of $715,935.

Significant changes introduced in the Department Requested FY 2011 budget include:

- $10,450 increase in Benefits reflecting higher VRS, health and dental care costs per employee
- $4,000 decrease in Contractual Services reflecting reduction in printed materials, advertising, and on-site training
- $1,500 decrease in Training and Memberships in Professional Organizations costs reflecting less professional development

These changes will have the following impact on service delivery:

- Less professional and technical development of existing staff

The Department Requested FY 2011 Public Works Department / Streets Division Snow Removal budget of $189,413 represents a 24.7% decrease of $62,046 as compared to the Adopted FY 20010 budget of $251,459.

Significant changes introduced in the Department Requested FY 2011 budget include:

- $20,000 decrease in Overtime charges reflecting an anticipated mild winter
- $13,106 decrease in Fleet Services charges reflecting an anticipated mild winter
- $20,500 decrease in Chemical / Salt charges reflecting an anticipated mild winter

These changes will have the following impact on service delivery:

- Will require the use of snow / bridge reserve funds if winter is not mild – resulting in less bridge and street maintenance

The Department Requested FY 2011 Public Works Department / Streets Maintenance budget of $3,491,429 represents a 17.4% decrease of $735,152 as compared to the Adopted FY 2010 budget of $4,226,581.

Significant changes introduced in the Department Requested FY 2011 budget include:

- $96,377 decrease in Salaries reflecting the elimination of three positions
- $51,665 decrease in Benefits reflecting the elimination of three positions and higher health and dental care costs per employee
- $494,440 decrease in Contractual Services – Highway / Street Service charges reflecting a significant reduction in the amount of sidewalk, guardrail and resurfacing work performed on and adjacent to city streets.
- $17,520 decrease in Internal Service Charges – Fleet Services charges reflecting use of less fuel and lower repair parts costs based on Fleet Administration estimates.
- $55,761 decrease in Streets M&R Materials reflecting fewer materials to be used for patching and sealing of potholes and pavement cracks.

These changes will have the following impact on service delivery:

- Will significantly reduce the amount of maintenance (sidewalk, guardrail and resurfacing) performed on city streets by contractors

- Will also significantly reduce the amount of crack sealing and patching that can be accomplished by a smaller streets staff

- Will lengthen the amount of time for leaf collection and snow removal due to a smaller streets staff

The Department Requested FY 2011 Public Works Department / Refuse Collection budget of $2,296,060 represents a 7.4% decrease of $184,080 as compared to the Adopted FY 2010 budget of $2,480,139.

Significant changes introduced in the Department Requested FY 2011 budget include:

- $12,943 decrease in Salaries reflecting the elimination of one full time recycling position

- $10,367 decrease in Benefits reflecting the elimination of one full time recycling position and higher retirement, health and dental care costs per employee

- $5,000 decrease in Advertising charges reflecting less costs based on prior history

- $3,485 decrease in Uniform Rental Services costs reflecting a reduction in the number of uniforms provided to city employees

- $2,635 decrease in Internal Services charges prior history based on Fleet Administration estimates.

- $136,157 decrease in Gas / Diesel – Private Co. charges which reflects prior history and savings from brush and bulk collection changes.

These changes will have the following impact on service delivery:

- Will require citizens and refuse collectors to adjust to a new system in which the refuse collectors will collect small piles of bulk as they collect regular weekly trash. The new system will allow bulk and brush materials to be collected without calling to schedule an appointment. The refuse collectors will be going from an eight hour work day to a 10 hour work day. Residents will still need to call to schedule a pickup for white goods and tires.

- Will reduce the amount of maintenance and pulls from the recycling sites – possibly may require a reduction in the number of recycling drop-off sites

The Department Requested FY 2011 Public Works Department / Parks & Grounds Maintenance budget of $2,393,715 represents a 6.8% decrease of $173,514 as compared to the Adopted FY 2010 budget of $2,567,229.

Significant changes introduced in the Department Requested FY 2011 budget include:

- $56,260 decrease in Salaries reflecting the elimination of one PWA position and reductions in OT and wage monies

- $14,305 decrease in Benefits reflecting the elimination of one PWA position and reductions in OT and wage monies and higher health and dental care costs per employee

- $4,497 increase in Contractual Services – Refuse Disposal Services charges reflecting higher monthly container rental and pull cost

- $1,584 decrease in Contractual Services - Uniform Rental Services costs reflecting a reduction in the number of uniforms provided to city employees

- $53,740 decrease in Internal Services charges prior history based on Fleet Administration estimates.

- $23,482 decrease in Grounds Maintenance Supplies reflecting the purchase of less mulch, seed and materials

- $5,650 decrease in Building M&R Materials charges reflecting the purchase of less building materials in the City Parks

- $19,913 decrease in Electricity charges reflecting prior history and a proposed 10.5% rate increase as proposed by AEP

These changes will have the following impact on service delivery:

- Will reduce the amount of grounds maintenance that can be performed by department
- Will also lengthen the time to perform maintenance and custodial work due to reductions in staff

The Department Requested FY 2011 Public Works Department / Building Maintenance budget of $2,998,831 represents a 6.8% decrease of $217,217 as compared to the Adopted FY 2010 budget of $3,216,048.

Significant changes introduced in the Department Requested FY 2011 budget include:

- $125,888 decrease in Salaries reflecting the elimination of one Custodian Supervisor position and building maintenance positions along with reduction in wage monies.
- $49,614 decrease in Benefits reflecting the elimination of one Custodian Supervisor position along with reduction in wage monies and higher health and dental care costs per employee
- $2,925 decrease in Contractual Services – Mechanical M&R Services charges reflecting prior history expenditures
- $2,500 decrease in Contractual Services – Architect/Engineering Service charges reflecting a reduction in the use of these firms and services
- $1,000 decrease in Contractual Services - Advertising charges reflecting less costs based on prior history
- $1,879 decrease in Contractual Services - Uniform Rental Services costs reflecting a reduction in the number of uniforms provided to city employees
- $67,400 decrease in Contractual Services – Misc. Contractual Services costs reflecting the elimination of the energy conservation contract
- $10,558 increase in Internal Services charges based on Fleet Administration estimates.
- $3,024 decrease in Minor Equip/Tools/Furniture charges reflecting a reduction in expenditures for small equipment, tools and furniture
- $16,300 decrease in Building M&R Materials charges reflecting a focus on necessary repairs and maintenance and the elimination of niceties (carpet replacement and repainting)
- $59,439 increase in Electricity charges reflecting a proposed 10.5% rate increase as proposed by AEP
- $2,152 increase in Water and Sewer charges reflecting a proposed 4% rate increase by Utilities
- $11,986 decrease in Utilities – Natural Gas charges reflecting lower charges as estimated by the Gas Company

These changes will have the following impact on service delivery:

- Will significantly reduce the amount of upgrades / enhancements to city buildings (such as carpet replacements and repainting)
- Will also lengthen the time to perform maintenance and custodial work due to reductions in staff

The Department Requested FY 2011 Public Works Department / Human Services Maintenance budget of $243,169 represents a 0.6% increase of $1,415 as compared to the Adopted FY 2010 budget of $241,754

Significant changes introduced in the Department Requested FY 2011 budget include:

- $2,135 decrease in Mechanical M&R charges based on prior history
- $1,677 decrease in Building M&R Material charges based on prior history
- $510 decrease in Utilities – Electricity charges based on prior history and the proposed 10.5% rate increase by AEP
- $4,500 increase in Utilities – Natural Gas charges based on prior history

These changes will have the following impact on service delivery:

- Should have minimal impacts on maintenance of facility – possibly less carpet replacement and repainting

PUBLIC WORKS DEPARTMENT

Comparison of Proposed FY2011 to FY2010

		Operating Budget			
Division	**Code**	**FY2010**	**FY2011** (Proposed)	**Change**	**% Change**
Administration	0615	$ 715,935	$ 716,614	$ 679	0.09%
Streets Maintenance	0632	$ 4,226,581	$ 3,491,429	$ (735,152)	-17.39%
Snow Removal	0635	$ 251,459	$ 189,413	$ (62,046)	-24.67%
Refuse/Recycling	0640	$ 2,480,139	$ 2,296,060	$ (184,079)	-7.42%
Parks / Grounds Maintenance	0645	$ 2,567,229	$ 2,393,715	$ (173,514)	-6.76%
Building Maintenance	0650	$ 3,216,048	$ 2,998,831	$ (217,217)	-6.75%
Human Services	0660	$ 241,754	$ 243,169	$ 1,415	0.59%
TOTALS		$ 13,699,145	$ 12,329,231	$ (1,369,914)	-10.00%

DEPARTMENT OF SOCIAL SERVICES

90% FY 2011 Plan

The Department of Social Services FY 2011 General Fund Budget of $11,779,211 represents a 9.78% decrease of $1,277,817. In addition, the FY 2011 Grant Budget of $344,296 represents a 0.22% decrease for a total decrease of 10% in the Social Services budgets compared to the Adopted FY 2010 Budget of $13,469,044.

Our program services with a total cost of $6,593,627 are mandated by law and generate a 95% revenue stream. Thus, the only reduction there is for a portion of one program that has historically provided us with a surplus. We have eliminated one discretionary grant, reduced costs in select operating areas and furloughed staff for one day. Having exhausted other administrative savings in FY 2010, the remainder of the FY 2011 savings must come from personnel.

Operating Costs	Local Cost %	Local Savings	Total Fed/State Revenue	Projected Total Savings
CC Quality Initiative	15.50%	3,730	20,333	24,063
Training	15.50%	3,293	17,952	21,245
Professional Services	15.50%	1,367	7,455	8,822
Fee Child Care	5.00%	1,779	33,800	35,579
Books & Publications	15.50%	360	1,960	2,320
Subscriptions	15.50%	303	1,649	1,952
Subtotals		**10,832**	**83,149**	**93,981**
Furlough (1 day)	**15.50%**	**2,504**	**13,650**	**16,154**
Positions				
*Aide II	15.50%	5,285	28,810	34,095
*Aide III	15.50%	6,260	34,129	40,390
Aide III	15.50%	3,009	16,404	19,413
*Aide III	15.50%	5,611	30,591	36,202
Aide III	15.50%	5,819	31,724	37,543
Benefit Program Spec	15.50%	6,417	34,985	41,402

	Local Cost %	Local Savings	Total Fed/State Revenue	Projected Total Savings
*Benefit Program Spec	15.50%	6,307	34,384	40,691
*Benefit Program Spec	15.50%	6,307	34,384	40,691
Benefit Program Spec	15.50%	6,307	34,384	40,691
Benefit Program Spec	50.00%	20,701	20,701	41,402
Benefit Program Spec	50.00%	20,345	20,345	40,691
*BPS Supervisor	15.50%	7,588	41,368	48,956
*BPS Supervisor	15.50%	7,588	41,368	48,956
*Client Services Assoc	15.50%	5,017	27,353	32,370
Client Services Supervisor	15.50%	8,619	46,987	55,606
Emp Svc Worker	15.50%	7,597	41,414	49,011
*Emp Svc Worker	0.00%	0	44,303	44,303
*Emp Svc Worker	0.00%	0	44,303	44,303
*Emp Svc Worker	15.50%	6,867	37,436	44,303
*Social Worker	15.50%	6,867	37,436	44,303
*Social Worker (pt)	15.50%	1,260	6,868	8,128
Social Worker	15.50%	8,521	46,456	54,977
Social Worker	15.50%	6,867	37,436	44,303
Social Worker	15.50%	8,254	44,999	53,253
*Social Worker	88.00%	38,987	5,316	44,303
*Social Worker	88.00%	38,987	5,316	44,303
*Social Worker	88.00%	38,987	5,316	44,303
*Sr. ESW Worker	15.50%	7,486	40,813	48,299
Sr. Social Worker	15.50%	10,782	58,782	69,564

	Local Cost %	Local Savings	Total Fed/State Revenue	Projected Total Savings
*Sr. Social Worker	88.00%	42,503	5,796	48,299
*Social Work Supvr	88.00%	50,596	6,899	57,495
Subtotals		**395,742**	**946,807**	**1,342,549**
90% Total		**409,078**	**1,043,606**	**1,452,684**

***Positions that are currently vacant.**

Impact

Lynchburg is required by the Code of Virginia to provide mandated services in a manner which meets or exceeds State and Federal timeliness and quality standards. These standards are clearly defined and monitored by the State Department of Social Services on a monthly basis. We are also mandated to provide the "necessary staff" to meet program standards. The definition of necessary staff is not provided. In the absence of clear guidance and recognizing the uniqueness of each locality's service demands, it is reasonable to conclude that this definition is the responsibility of the locality. I presented my description of necessary staffing in my August 5, 2009 report. Therein, I identified that we could sustain the loss of 7 positions with specific functions. This description of necessary staff has subsequently changed in response to the evolution of client demand. Therefore, we have now determined that we can sustain the loss of 10 positions (reflected in the FY 2011 Sustainable Plan document, attached). The FY 2011 plan presented here necessitates the loss of 31 positions, the reduction comprising 23% of the Social Services General Fund workforce. We cannot sustain our mandated services with this loss of capacity.

Failure to comply with legal requirements in any program area could result in a denial of State and Federal revenue to Lynchburg (86% of total cost in FY 2009) for the months in which we are found to be non-compliant, could produce civil liability to the City and could significantly reduce the disposable income generated by our programs ($114,479,983 in FY 2009). Most critical, however, is that failure to provide the necessary safeguards to our citizens, especially at this time when there is such an increased demand for our services, could place citizens at risk of harm.

FY 2011 Sustainable Plan

Operating Costs	Local Cost %	Local Savings	Total Fed/State Revenue	Projected Total Savings
CC Quality Initiative	15.50%	3,730	20,333	24,063
Training	15.50%	3,293	17,952	21,245
Professional Services	15.50%	1,367	7,455	8,822
Fee Child Care	5.00%	1,779	33,800	35,579
Books & Publications	15.50%	360	1,960	2,320
Subscriptions	15.50%	303	1,649	1,952
Subtotals		**10,832**	**83,149**	**93,981**
Furlough (1 day)	**15.50%**	**2,504**	**13,650**	**16,154**
Vacant Positions				
Aide III, Foster Care	15.5%	5,611	30,591	36,202
BPS Supervisor	15.5%	7,588	41,368	48,956
BPS Supervisor	15.5%	7,588	41,368	48,956
Emp. Serv. Worker	0%	0	44,303	44,303
Social Worker, CPS	88.0%	38,987	5,316	44,303
Social Worker, CPS	88.0%	38,987	5,316	44,303
Social Worker, FC (PT)	15.50%	1,260	6,868	8,128
Social Worker, FC	88.0%	38,987	5,316	44,303
Sr. Social Worker, CPS	88.0%	42,503	5,796	48,299
Social Work Supervisor Child Care	88.0%	50,596	6,899	57,495
Subtotals		**232,107**	**193,141**	**425,248**
Sub-Total		**245,443**	**289,940**	**535,383**

	Local Cost %	Local Savings	Total Fed/State Revenue	Projected Total Savings
Additional Vacant Positions that are Not Sustainable				
Aide II, BPS	15.50%	5,285	28,810	34,095
Aide III, Emp. Serv	15.50%	6,260	34,129	40,390
Benefit Programs Spec	15.50%	6,307	34,384	40,691
Benefit Programs Spec	15.50%	6,307	34,384	40,691
Client Services Assoc	15.50%	5,017	27,353	32,370
Emp. Serv. Worker	0%	0	44,303	44,303
Emp. Serv. Worker	15.50%	6,867	37,436	44,303
Social Worker, APS	15.50%	6,867	37,436	44,303
Sr. Emp. Serv. Worker	15.50%	7,486	40,813	48,299
Sub-total		**50,396**	**319,048**	**369,445**
Total		**295,839**	**608,988**	**904,828**

List services in order of the level of priority with the highest level listed first with subsequent services in descending priority

Service	Mandated Codes	Estimated Annual Cost	Performance Measures (FY 2009)
Benefit Programs: Medicaid, Food Stamps, TANF, Energy Assistance, State and Local Hospitalization, Auxiliary Grants, General Relief	Code of Virginia §63.2-800; §63.2-802	$3,142,000	**Food Stamps Application Timeliness** Fed Target: 97% for expedited and non-expedited cases LDSS: Combined: 98.6% **TANF Application Timeliness** Fed Target: 95% LDSS: 95.24% **Medicaid Application Timeliness** Fed Target: 97% LDSS: 90.8% **Food Stamp Quality Assurance:** Fed Target: Positive errors: <3% Negative errors: <2% LDSS: Positive errors: 17.54% Negative errors: 0%
Adult Services: Adult Protective Services, Companion Services, Adult Services	Code of Virginia §63.2-100; §63.2-904; §63.2-1605; §63.2-1610	$775,000	**Timeliness of Disposition of Cases:** Target: 100% LDSS: 99%
Child Protective and Family Services: Child Protective Services, Child Welfare Intake, Ongoing Child Protective Services	Code of Virginia §63.2-217; §63.2-1503	$801,000	**Repeat Maltreatment within 6 months of first founded complaint:** Fed Target: <=5.4% LDSS: 0%
Foster Care: Adoptions, Independent Living, Foster Care Prevention, Regular Foster Care, Foster Parent Training	Code of Virginia §63.2-319; §63.2-1302; §63.2-905.1	$5,740,000	**Incidence of child abuse/neglect in Foster Care:** Fed Target: <=3.2% LDSS: 0% **Reunification within 12 mos. of entering Foster Care:** Fed Target: >=75.2% LDSS: 57.5% **Adoption finalization within 24 mos. of entering Foster Care:** Fed Target: >=36.6% LDSS: 40.7%

			No more than 2 placements during 1st 12 mos. of Foster Care episode: Fed Target: >=65.4% LDSS: 69.0% **Re-entry into Foster Care within 12 mos. of prior Foster Care episode:** Fed Target: <=9.9% LDSS: 0%
Employment Services: Career Planning, Job Search, Employment, Job Retention, Income Enhancement	Code of Virginia §63.2-608; §63.2-611	$946,000	**Percentage in Work Activities:** Fed Target: 50% LDSS: 78% **Job retention after 5 months of work:** Fed Target: 75% LDSS: 65.3%
Child Care: Transitional Child Care, Head Start, Child Care Quality Initiative,	Code of Virginia §63.2-611	$1,476,000	**Timeliness of Applications** State Target: 100% LDSS: 100%
Customer Service: Records Management, Telephone Operators, Reception, Mail	Code of Virginia §63.2-205; §63.2-315	$447,000	**Promptness of Service:** State Target: 88.0% LDSS: 92.40%
Administration: Day to Day Supervision, Facility Management, Administration	Code of Virginia §63.2-300; §63.2-304	$380,000	**Overall Customer Satisfaction:** State Target: 88% LDSS: 95%

The Code of Virginia §63.4-206 provides that failure to comply with legal requirements in any program area could result in a denial of State and Federal revenue to Lynchburg (86% of total cost in FY 2009) for the months in which we are found to be non-compliant. Failure to comply could also produce civil liability to the City and could significantly reduce the disposable income generated by our programs ($114,479,983 in FY 2009). Most critical, however, is that failure to provide the necessary safeguards to our citizens, especially at this time when there is such an increased demand for our services, could place citizens at risk of harm.

Date: January 4, 2010
To: City Council and Relevant City Staff
From: Michael Gillette
Re: Upcoming Budget Retreat

Although we have seen difficult financial circumstances and have worked through challenging budgets in the past, all evidence indicates that the upcoming budget process will be the most strenuous and painful to date. I believe that we are now at the point of having to make some significant changes to how we think about our City budget, and in preparation for our February 6 budget retreat, I want to share some general thoughts. My goal is to put some core ideas down on paper in a concise manner to help shape what I hope will be a profitable discussion and consensus building effort. These are just my preliminary thoughts, and by sending this memo I invite other Members of Council and senior staff to engage in a dialogue. I by no means present these ideas as complete, final, or beyond significant revision. This memo is meant to open the discussion and broaden it, rather than narrow it with premature conclusions.

I believe that our effort needs to fall into three distinct phases, the first of which is most important for Council, but all three of which will require input from both Council and Staff. Phase one is the identification of general philosophical principles that generate clear goals for our budget setting efforts. This phase should be where Council takes the greatest leadership role and we should view our retreat as the implementation of this effort. Phase two is the macro-allocation of resources based on the goals that we set, and it will unfold throughout our March and April budget sessions. This phase still requires significant Council input but we will have to rely on staff for substantial support in understanding the implications of setting funding priorities to different departments or areas of service. Phase three is the micro-allocation of resources within programs. This phase belongs most properly to staff effort, since it involves the application of the strategic and departmental goals that Council will have set, and it will unfold throughout the upcoming budget year. I believe that we will become far too mired in minutia if we attempt, as a body, to direct implementation too specifically.

Before outlining my ideas on phases one and two, I would like to clarify certain terms. For the purposes of this discussion, I will define some relevant terms as follows:

- Effectiveness: A maximally effective outcome is one that maximizes benefit to the recipient of the resources or services in question so as to bring about the greatest gain for the chosen recipient. When we consider effectiveness, we apply the economic principle of maximax; obtaining the best possible best-case outcome.
- Efficiency: A maximally efficient outcome is one that provides the highest ratio of output over input in a system. Efficiency does not consider the distribution of outcomes across recipients (as do each of the other three terms), but only the return on investment that is generated.
- Equality: I use this term just as it is used in normal language. Equality refers to the degree of similarity of outcome for all recipients of goods or services.

- Equity: A maximally equitable distribution of goods or services is that which minimizes harm to the non-recipient of resources or services in question so as to bring about the least harm to all potential recipients. When we consider equity, we apply the economic principle of maximin; obtaining the best possible worst-case outcome.

It is important to note that as a local governing body, the selection from among the values defined above is based on the concept that we are distributing only public resources to which all of our citizens have equal claim. The selection of the overarching value must be based on our philosophical agreement on the role of government in a time of scarcity. Fortunately, I believe that the degree of current scarcity will actually produce greater philosophical agreement than we have seen on Council in previous years. The ability to debate priorities is, in a very real sense, a luxury of ample supply. When faced with true scarcity we will be forced to concern ourselves only with the most basic needs of our constituency, and I think we will be able to generate consensus around those goals.

PHASE ONE: IDENTIFICATION OF PHILOSOPHICAL PRINCIPLES

I think that it is important to note, by way of example, that although Council Member Helgeson and I have often disagreed on a variety of topics and sometimes approached issues from distinct viewpoints, we have always agreed and worked well together in two particular areas, both of which involve scarce resources. Soon after being elected to Council, Jeff and I worked on a reformulation of the distributional scheme for tax relief. We have also worked well together on the CDAC. I believe that one reason for our ability to concur in these areas has been that both involve a limited resource and a clear goal for the use of that resource. It is my hope that the current budgetary challenge will create a similar clarity of purpose for all of Council as we move forward, and that all of Council will be able to emulate the agreement across political differences that Jeff and I have sometimes experienced. Specifically, I suggest that Council should recognize that in the face of true scarcity, our goal should be to utilize resources in an equitable manner. That is, a method calculated to reduce the negative impact as much as possible on those who will be disadvantaged by cuts in funding. In other words, given two possible cuts in programs or services, we should make the cut in the area where those disadvantaged by the cut will be disadvantaged less than those disadvantaged by any alternative cut.

In order to implement this philosophy, it seems that we will have to 1) identify and continue to provide funding to any mandated program to the minimum degree necessary to satisfy mandates in the maximally efficient manner. Since these expenditures are not discretionary, they should not consume effort in our deliberations, 2) identify and continue to fund (only to the minimally necessary level to support a maximally efficient effort) any program that can be considered a core service[1] for the operation of local

[1] The concept of a "core service" can be difficult to define, as it is a far more value-laden notion than might be assumed. In attempting to define this term, we might consider (A) the public conception of the role of government as communicated by the citizenry in our recent solicitation for input, (B) services that are essential to the provision of other services that are uncontroversially 'core' (e.g. good roads allow police cars to respond to public safety needs), and (C) desired goods or services that can only be provided by the collective effort of an organized society.

government, 3) identify remaining funds and allocate them to programs based on the concept of equity as defined above. Step three could involve the augmentation of funding for core services beyond the minimum necessary or the funding of additional programs.

In order to complete phase one, I would like to request that City staff prepare for the budget retreat by attempting to clarify the minimum expenditures necessary to satisfy mandated activities when we do so in a maximally efficient manner. We will then have a clear picture of how many resources are available for discretionary spending.

I also want to point out that the results of staff's efforts to solicit public input on our budget process seems to have yielded the result that our citizens would prefer a degradation of services throughout the system over an elimination of any single service offered by the City. We need to take that input very seriously and adopt as one of our philosophical goals the retention of all areas of current City activity, even if at reduced rates. Some departments will take disproportionate cuts given the lower priority of the services offered, but no department should be considered completely expendable.

PHASE TWO: MACRO-ALLOCATION

I believe that the continuing budget discussions can be informed by our philosophical commitment to providing services in a way that minimizes harm rather than maximizing benefit. While this type of language is uncomfortable to say or hear, I believe that we must, in the time of true shortage, rivet our attention to the harms that are done if funding is withdrawn from a particular effort (equity) rather than on the good that might be done if we fund a different effort (effectiveness). In the current fiscal environment, we should concern ourselves with minimizing harm rather than maximizing benefit.

Some possible concepts to steer our macro-allocation process:

1. We must meet mandates before doing anything else.
2. We must then meet non-mandated expectations that fall within the realm of core City services designed to provide health, safety, education and sustaining our local priorities as defined by our citizenry in the public input process.
3. We must then use resources in an equitable way to minimize the harms of our budget cuts.
4. We must not make any new commitments for new programs unless those programs can clearly be shown to satisfy item (3) above.
5. We should cut unnecessary aspects of the services that we continue to provide, on the assumption that the liberated resources can be re-allocated in a way that improves our ability to satisfy item (3) above. Such re-allocation of funds might not be possible. For instance, we might need to continue to fund certain programs beyond minimum levels because of their ability to leverage non-local resources and thus increase efficiency.

Another possible set of steps include:

1. Identify the range of services to be offered over time (begin with mandates, mission statements and the demands of considered public opinion)

2. Maintain a commitment to provide the services identified in step one
3. Spend additional resources to limit the harms of the budget cuts (equity)
4. Select programs that leverage resources to increase funding for steps two and three (efficiency)
5. Select programs with high and measurable success rates (effectiveness)

PHASE TWO (continued): STRATEGIES

<u>Option One</u>-

When we do get to the stage of making specific decisions about the budget, there are two strategies that we might follow. The first and most common strategy is to state our preferences in negative language and then to argue about which cuts make the most sense. While this is how we have done previous budgets, it does have a tendency to accentuate political differences. If we were to use this strategy again this year, we would begin by developing a list of possible cuts. The following is just a beginning brainstorming list, and I don't know what my final position would be on any of these items. Some of these ideas are mine while others have been suggested by others. I am not advocating for any of these cuts at this point. However, nothing should be considered off the table:

- No new programs.
- Reduce or eliminate bulk pickup and loose leaf pickup.
- Disproportionately reduce funding to Parks and Recreation.
- Cut police positions that do not contribute directly to public safety (e.g. DARE officers)
- Consolidate fire houses.
- Eliminate the downtown branch of the library
- Maintain a 15% portion of CDBG funds for direct public service to those in need, but redirect all other CDBG and HOME funds to City projects and partnerships such as the LHRA and the CIP, thus either liberating CIP funds for reprioritization or reducing our debt service.
- Reduce funding to the City Schools commensurate to possible but un-attained efficiencies that could have been generated by consolidation.
- Reduce funding to the City Schools to minimum levels required by State Law.
- Recapture parking revenue to support downtown parking efforts directly.
- Eliminate the parking program completely.
- Reduce or eliminate funding to Lynch's Landing
- Eliminate funding to external service providers except where the contracted agency performs a specific function that the City would otherwise have to perform at greater expense.
- Reduce our per-year commitment to downtown development.
- Cut all City Departments by 10%.

Once we have a list of this type, which I am sure will grow, we then begin arguing about which cuts are most appropriate.

Option Two-

I would like to suggest that we at least consider an alternative strategy. Rather than ruling certain ideas in or out, we might proceed by prioritizing our spending options with all expenditures placed on the list in positive language. By prioritizing our expenditures, we don't have to be philosophically opposed to any spending and we can avoid many of the most raucous political disagreements. We simply need to adjust priorities with the understanding that beyond a certain level, no funds will be available to low priority activities. If we were to proceed in this fashion, we could generate a prioritized list of the following type (I will use only the City Schools to make the point):

1. Provide to the school system only that funding necessary to satisfy State Law.
2. Provide to the school system only that funding necessary to meet performance standards such as SOLs and SOAs.
3. Provide 90% of the previous year's funding to the school system.
4. Provide funding to the school system only to the level that would be necessary if consolidation efforts were successful.
5. Provide full funding at current levels to the school system.
6. Increase funding to the school system based on the rate of inflation.
7. Increase funding to the school system to make up for any State cuts to education spending.

Item one on the list is the highest priority, followed by item two, etc... By creating a list of this type, we don't actually have to argue about whether or not we should increase school funding because if we start at the top of the list and simply move down the list until we run out of money, low priority options will automatically be eliminated. In a real list, educational expenditures would be mixed in with all other priorities and the list will be much more complex. Law enforcement might be at the top, although different levels of funding for law enforcement will appear at different points along the list. If our list is properly prioritized, based on our shared values, funding will stop wherever on the list we run out of funds. Those items above that point will be funded at the indicated levels, those items below that point will not be funded; some departments will receive a higher percentage of their requested funds if that level of funding is higher on our priority list, while other departments might receive comparatively lower percentages.

Even if Council does not want to engage in the suggested exercise collectively, it might be helpful if we could each create our own list of priorities to aid in the inevitable healthy debate that will take place over the next few months.

Please understand that this memo is intended only to get the conversation going. We have a serious and difficult task before us, and I simply wanted to start generating some ideas, without yet arriving at any conclusions. Council may revise or disregard these concepts at its pleasure.

Michael A. Gillette, Ph.D.
Council Member

by Chris Fabian, Scott Collins, and Jon Johnson

Getting Your Priorities Straight

IS PERMANENT FISCAL CRISIS OUR TOP CONCERN?

All local government managers have seen what sometimes happens. Revenue growth is slowing, expenses are increasing, fund balances are dwindling, and it's perceived that these conditions will persist for the foreseeable future. As David Osbourne and Peter Hutchinson proclaim in their 2004 book, *The Price of Government,* we are in an "age of permanent fiscal crisis!"[1] The National League of Cities identifies "local fiscal conditions" as a top issue,[2] while the U.S. Government Accountability Office anticipates "persistent fiscal challenges."[3]

But why do local government professionals believe that this is the crisis? What assumptions do we hold so firmly and that so calcify our thinking to convince us that changing fiscal conditions represent our crisis? Would higher revenues and lower expenses allow us to operate crisis free? Or does the true crisis exist when, despite our fiscal realities, we don't focus on those priorities and objectives that ensure the success of our communities?

THE CRISIS IS NOT FISCAL

In *Reengineering the Corporation,* Michael Hammer writes that organizations suffer from "inflexibility, unresponsiveness, the absence of customer focus, an obsession with activity rather than result, bureaucratic paralysis, lack of innovation, and high overhead." Why?

"If costs were high, they could be passed on to customers. If customers were dissatisfied, they had nowhere else to turn."[4] Should we in government only now be concerned with flexibility, responsiveness, customer focus, and results because we can no longer afford not to be?

Perhaps the biggest concern we face is not a fiscal crisis. Fiscal trends and conditions are by and large out of our control and simply represent a reality with which we need to cope. The real crisis on our hands is whether our organizations have the capabilities to address current fiscal realities and still meet the objectives of government and the expectations of our constituents.

When facing declining growth in revenues, government leaders have approached the issue of balancing the budget in similar ways. A recent article describes California's approach to managing its fiscal reality:

> The spokesman for the Governor said, "In our view, an across-the-board approach is designed to protect essential services, by spreading those reductions as evenly as possible so no single program gets singled out for severe reductions." In response the state legislative analyst wrote, "the governor's approach would be like a family deciding to cut its monthly mortgage payment, dining-out tab, and Netflix subscription each by 10 percent rather than eliminating the restaurant and DVD spending in order to keep up the house payments."[5]

The *Price of Government* describes more thoroughly the "7 Deadly Sins" or the seven most commonly implemented strategies that local governments use to manage their fiscal realities:[6]

1. Rob Peter to pay Paul.
2. Use accounting tricks.
3. Borrow.
4. Sell assets.
5. Make something up.
6. Nickel and dime the employees.
7. Delay asset maintenance or replacement.

Although these strategies lead to balanced budgets, do they really assist us in reaching our greater objective—that of achieving results and meeting citizens' demands? Don't they ultimately lead to cost cutting that

Step 1: Getting the Right Results

The figure for step 1 shows the five results developed by Jefferson County, Colorado.

Results	*Description of Results*
Fiscally responsible government	Our organization is committed to providing cost effective services. We will work diligently to be accountable for the funds entrusted to us and to seek innovative ideas to being efficient and effective.
Predictable growth and development	Our approach to land use planning and development produces predictable results based on the overall land use vision for the county. Our planning processes result in balanced communities that focus on primary job creation, provision of open space, and attractive neighborhoods and communities.
Mobility options	Our transportation system is effective and well maintained. The transportation network is effectively planned providing eased congestion, regularly maintained streets, and new options for mobility including the Northwest Parkway.
Quality customer service	Our employees are responsive to the needs of our customers. Employees are ethical in their behavior and communicate effectively with our customers.
Safe communities	Our approach to providing safe communities is a combination of proactive public safety services and courts, combined with appropriate enforcement of codes and standards.

Source: Jefferson County, Colorado

Objectives:

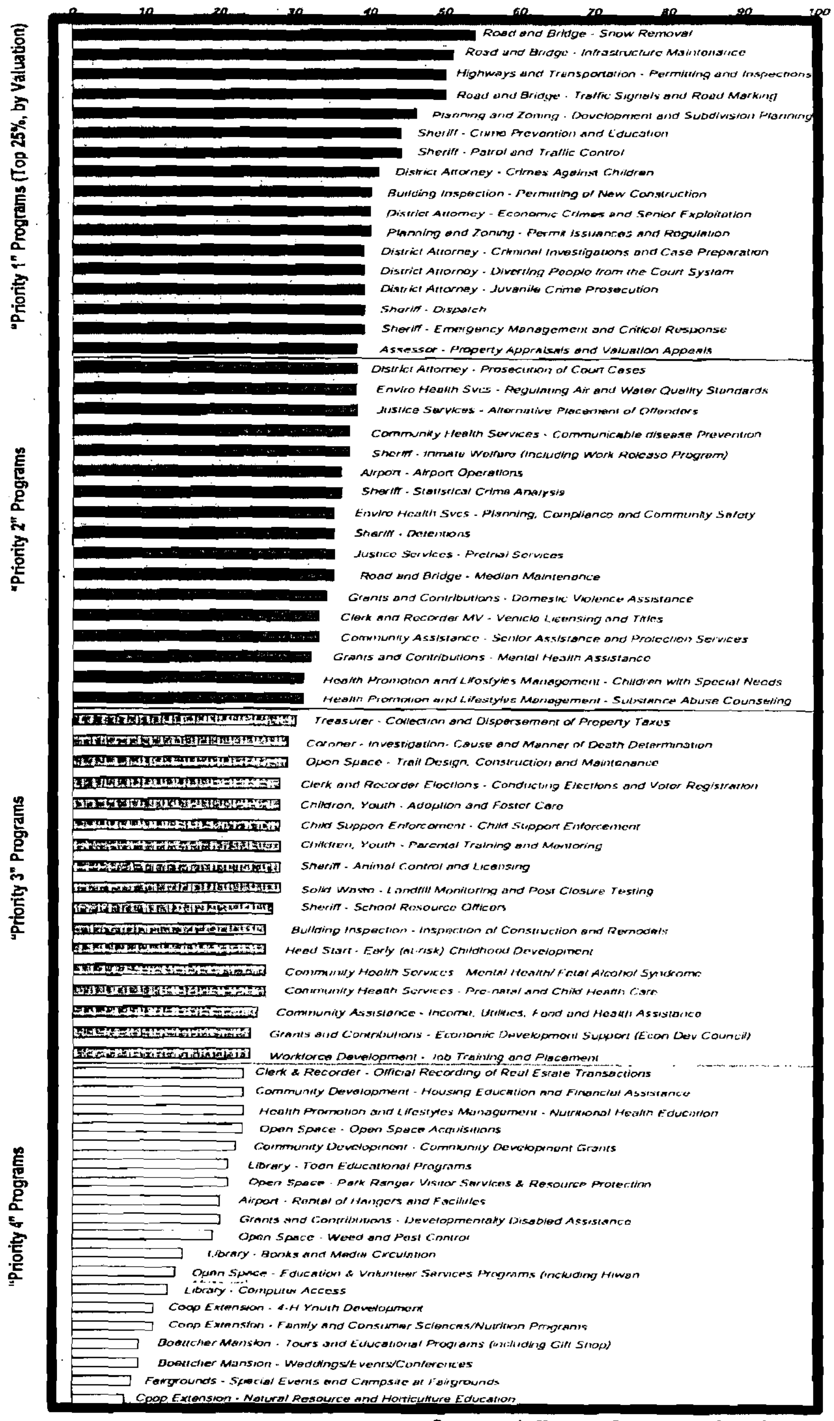
- Results are clear, understandable, and measurable.
- Results are the objectives and priorities of the board or council and the citizens.
- Results accommodate potentially diverse board or council views.
- Results incorporate majority as well as minority opinions.
- Results are definable

Keys to Success:

- Strive to establish between five and 10 results. These should be the main priorities of the government. Not everything can be a priority.
- Be broad but precise. "Safe community" as a result is broad, but it is also distinct. You can talk about what it is and what it isn't. "Quality of life" as a result is broad, and it is also too ambiguous and subjective.
- Results are the objectives and priorities of your council or board and the citizens. These are the primary stakeholders who must be directly engaged in influencing the results–development process. Revise results periodically, especially when these stakeholders change.
- Recognize there are internal as well as external stakeholders. Draw a distinction between results of public programs and internal operating programs. The differing results will lead to differing evaluation and measurement.
- Each member of the board or council does not need to agree on the value of each result if the opportunity exists for each to express individual beliefs about which results should be of higher value.

Figure 1. County-wide Program Prioritization

Note that the top-ranking program in this county-wide program prioritization was snow removal, while the bottom-ranking program was natural resources and horticulture. Snow removal scored highest because the program was proven to have a significant influence on all of the county's results. The horticulture program had the least amount of influence of the results. This is the very definition of "Bang for the Buck" as, for every dollar spent on snow removal, Jefferson County achieves more of the results.



Source: Jefferson County, Colorado

impacts highly desired services at the same level as services that are relatively unimportant to citizens?

Don't they endanger government's ability to provide statutorily mandated services while preserving those services that are simply nice to have? And furthermore, what does this say about the strategies that governments would use to allocate resources when more revenue was available?

The true crisis governments face is hardly fiscal; it's a crisis of priorities. How strategic are we, as local government professionals, about understanding what we do, why we do it, and (in times of scarcity as well as abundance) how we should invest our resources to achieve the results our communities need? While focusing on priorities sometimes takes a back seat to other issues during times of fiscal stress, it's actually even more critical to make prioritization a top priority.

PRIORITIZATION, A BETTER WAY TO DEAL WITH THE CRISIS

Prioritization is a way to provide clarity about how a government should invest resources in order to meet its stated objectives (and about what services could be funded at a reduced level without impacting those objectives). Prioritization as a process helps us better articulate why the programs we offer exist, what value they offer to citizens, how they benefit the community, what price we pay for them, and what objectives and citizen demands are they achieving.

The objectives of implementing a successful prioritization initiative allow us to:

- Evaluate the services we provide, one versus another.
- Better understand our services in the context of the cause-and-effect relationship they have on the organization's priorities.
- Provide a higher degree of understanding among decisionmakers as they engage in a process to rank services based on priorities.
- Articulate to people in the organiza-

tion and to the public how we value our services, how we invest in our priorities, and how we divest ourselves of lower-priority services.

While we are not advocating that public sector organizations mimic our colleagues in the private sector, we find context in an unusual and unique private sector perspective from Jack Welch, famed chief executive officer of GE:

> Every company has strong business or product lines and weak ones and some in between. Differentiation requires managers to know which is which and invest accordingly . . . [T]o do that you have to have a clear-cut definition of "strong."
>
> At GE, "strong" meant a business was No. 1 or No. 2 in its market. If it wasn't, the managers had to fix it, sell it, or close it . . . differentiation among your businesses requires a transparent framework that everyone in the company understands.[7]

To meet our real crisis, a comparable approach should be applied by government leaders whereby our programs are prioritized, which in turn encourages decisionmakers to recognize high-priority resource allocations and differentiate them from those of low priority.

THE PROCESS OF PRIORITIZATION

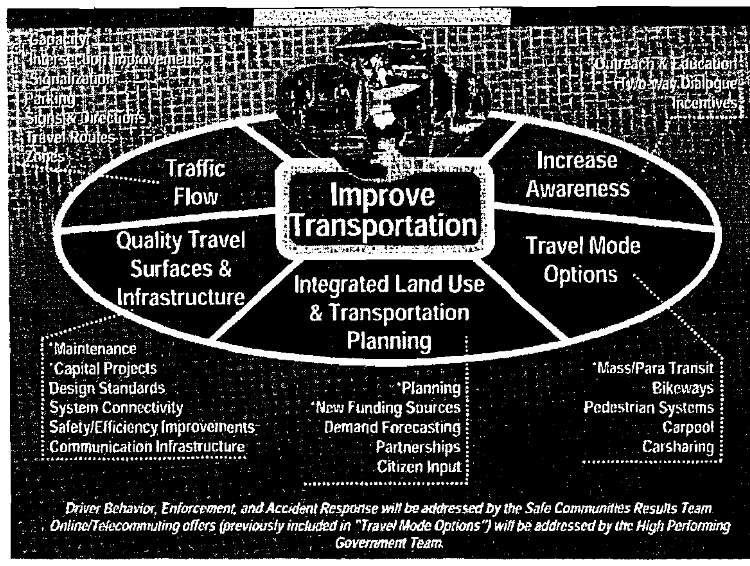
The logic behind prioritization is that effective resource allocation decisions are transparent when the results of an organization can be identified and defined, when programs and services can be distinctly (and quantitatively) evaluated as to their influence on any of the results, and when programs can be valued relative to one another and ultimately prioritized on the basis of their impact on results.

Successful execution of prioritization depends on three factors:

- **The right results.** Accurate prioritization of programs depends on the comprehensive identification

Step 2: Getting the Right Definitions

The figure in this step is from Fort Collins, Colorado's initiative to define the result of "improved transportation." Fort Collins used the Kaplan-Norton strategy mapping technique.*



Note that the five categories in the oval closest to the result statement (traffic flow, quality travel surfaces, and so forth) are what the city believes are the primary factors or indicators demonstrating the achievement of the result.

Objectives:

- Definitions should encompass all conceivable influences, causes, factors, and indicators that spell out the meaning of the result. These factors could be external to your organization.
- Definitions should be clear, comprehensive, logical, and measurable. They should depict the cause-and-effect relationship between the result and all identified influences on the result.

Keys to Success:

- Focus on identifying all possible, logical influences and causes for each result. Complete definitions are the key to linking programs and services to the results they influence. Clear definitions for each result make it easier to determine a program's value.
- Use teams to develop the definitions for results to ensure organizational buy-in. Even if the board or council does not agree with all the identified influences and factors for a particular result, members can identify which influences and factors they believe are most critical to the achievement of a result in the scoring process.
- Be concise in writing result definitions. Avoid eloquent, overly articulate, and lengthy paragraphs. The purpose of result definitions is to guide and facilitate program scoring based on that program's influence on results.
- Solicit the advice of subject-matter experts within your organization when developing results definitions; this adds value to the final product.

*Robert S. Kaplan and David P. Norton, *Strategy Maps: Converting Intangible Assets into Tangible Outcomes* (Boston: Harvard Business School Press, 2004).

Step 3: Getting the Right Valuations

The figure in this step is from Jefferson County, Colorado, and it shows the scoring process used for several programs offered by the sheriff's office.

Individual Program Grading Sheet
Tuesday, March 11, 2008

<u>Directions</u>: *For every program the County provides to it's citizens, your job is to help us understand how that program influences our ability to provide the results of government.*

		Evaluation Criteria: Basic Program Attributes			BCC / Public Results				
		Mandated to Provide Program	Program Sustained by Direct User Fee	Demand for Service	Accessible and Efficient Transportation	Safe Community	Planned Growth and Development	Quality Customer Service	Fiscally Responsible Government
		0-10 Scale (10=State/Federal Mandate, 5=Local Mandate, 0=No Mandate)	0-10 Scale based on Percentage (10=100%, 5=50%, 1=10%, 0=0%)	-4 to 4 Scale (-4=demand significantly decreasing, 4=demand significantly increasing)	On a scale of 0 to 4 points, 0 = program has no influence on achieving the Result, 1 = program has some influence, though minimal; 2 = program influences the Result, 3 = program has a strong influence on the Result, 4 = program is essential to achieving the Result				
Department Providing Program	Program Name	Grade	Grade	Grade	Grade	Grade	Grade	Grade	Grade
Sheriff	*Crime Investigations*	10	0	2	0	3	0	0	0
Sheriff	*Detentions*	10	5	2	0	2	0	0	0
Sheriff	*Emergency Management and Critical Response*	5	0	3	0	2	0	0	0
Sheriff	*Drug Enforcement*	10	3	-2	0	2	0	0	0
Sheriff	*Crime Prevention and Education*	5	0	4	0	2	0	0	0
Sheriff	*Court Security*	5	0	-1	0	2	0	0	0

Source: Jefferson County, Colorado

Note that the programs are scored on the basis of their relationship to each result (see BCC/Public Results) as well as the basic program attributes. The county recognized that a program's influence on the stated results alone was not adequate to understanding the program's overall priority.

Objectives:

- Each program, service, and project needing to be funded should be identified by name, by cost, and then rated as to its believed influence on results.
- Scoring criteria should be established to allow programs to be compared, one with another, based on overall value to the citizens.
- Scores should be reasonably assigned to programs on the basis of measurable evidence, not opinion.

Keys to Success:

- When defining programs, make sure they are neither too big (the sheriff's office is not a program) nor too small (answering e-mails is not a program).
- Link programs, services, and projects with a result by assigning scores based on their influence on that result.
- Evaluate every identified program.
- Expand the grading criteria beyond results to include other factors that give programs a higher priority. (Jefferson County believed the more a program could pay for itself—in other words, be sustained by user fees—the lower would be the investment of county taxes in funding the program and, therefore, the higher the priority of the program was to the county.)
- Program scoring is inherently subjective. Minimize subjectivity by requiring performance metrics and other measurements to demonstrate how the program influences the result. Where measurements don't already exist, require program managers to develop theories about the cause-and-effect relationship a program has on a result, and test the theory.
- Require justification for all scores given. Tie performance evaluations to the scores.

of the results we are in business to achieve.

- **The right definitions.** Precision in prioritization results from the articulation of the cause-and-effect relationship between a program and a result. With clearly defined causality and an understanding of the influences on results, we can minimize subjectivity in linking programs with results.
- **The right valuation.** With the right results and with clear definitions we can accurately value our programs relative to their influence on achieving results. Steps 1, 2, and 3 show how two jurisdictions addressed this issue.

SUMMARIZING PRIORITIZATION: PUTTING IT ALL TOGETHER

The final steps in the prioritization process involve weighting the results, calculating program scores, and developing a top-to-bottom summary of all programs, in approximate order of priority. It is critical that this process be completed before making any budget decisions.

This is a significant deviation from the budgeting-for-outcomes process because with the premise outlined in this article, prioritization is the beginning of any resource allocation discussion. As in GE's differentiation process, using prioritization assumes that regardless of the amount of revenue an organization generates, regardless of a reasonably calculated price of government, and regardless of what amount of funding a board, council, or citizenry feels a particular result should receive, it is only when confronted with the end product of prioritization that resource allocation discussions can begin.

CASE STUDY: JEFFERSON COUNTY, COLORADO

Figure 1 shows the result of the Jefferson County's prioritization process, with a top-to-bottom profile of every program offered to the public. The bar measurements indicate the priority score (the scale is 0 to 100, and higher scores indicate a high-priority program).

Figure 2 profiles the dollar amounts spent by Jefferson County on programs offered to the public, in order of priority (where the top 25 percent of programs are Priority 1, the second 25 percent are Priority 2, and so on).

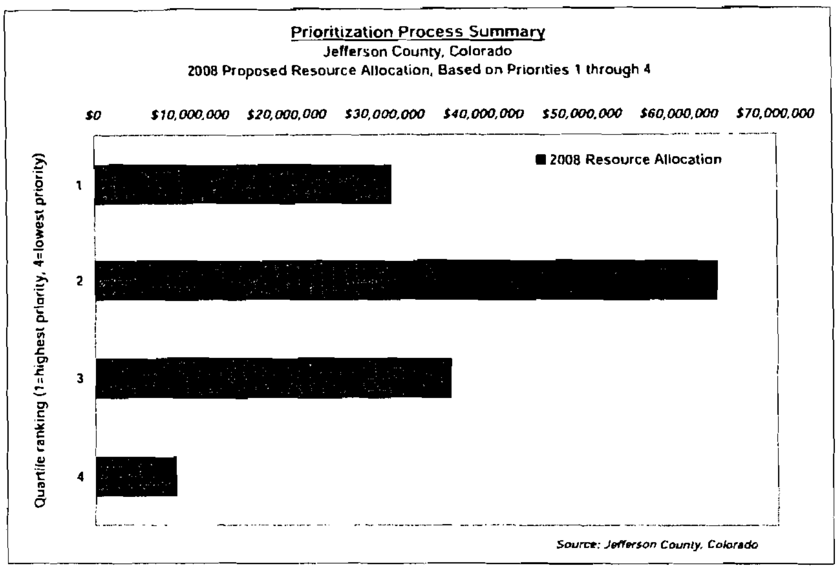
Without addressing the fiscal reality facing Jefferson County, we can see that these extremely telling figures make statements about the appropriateness of this county's resource allocation. Is the level of spending for Priority 3 or Priority 4 programs acceptable? Should the county consider shifting more dollars Priority 1 programs?

If a significant revenue downturn suddenly occurred, should the county implement across-the-board budget cuts, or might the county use the prioritization information to consider other alternatives about where to look first for potential spending cutbacks? Conversely, if revenues were unexpectedly higher, would the county implement across-the-board spending increases, or should the additional investment be made in top priorities first?

Jefferson County, at the end of 2006, projected a $12 million budget shortfall in the general fund alone. With the adoption of the 2008 budget, 37 full-time positions were eliminated or not funded, and the budget in total was reduced by $13.7 million . . . without a single layoff. County Administrator Jim Moore observed: "This is the first year that a county budget has been less than the previous year. This is especially remarkable given the rising costs that we must pay for fuel and other supplies and expenses."

Of more significance, however, according to Todd Leopold, administrative services director, was "that the discussions with the board and the departments shifted from funding levels for programs to how those programs contributed to the county's overall mission and goals. At the end of the process, there was a much better understanding of what we do and why we do it."

Figure 2. County-wide Resource Allocation, by Priority



CRISIS AVERTED

The biggest challenge we face in government is not the ever-changing fiscal conditions. Instead, the issue most often is a crisis of strategy. Recognizing this, we believe that implementing prioritization is an effective way to combat crises. All organizations, especially those that are stewards of public resources, establish values and objectives to meet the expectations of those for whom they exist to serve.

Resources contributed by the community or other constituencies are dedicated to achieve those established objectives, regardless of the current fiscal condition. As we evaluate the inventories of all programs and services offered, we would find it implausible to believe that each achieves those objectives to an equal extent.

Prioritization offers an objective process that allows those responsible for resource allocation decisions to ensure that those programs of higher value to citizens, those programs that achieve the organization's objectives most visibly and effectively, can be sustained through adequate funding levels regardless of the fiscal crisis du jour.

Whether there are more resources to distribute or fewer to allocate, prioritization guides that allocation toward those programs most highly valued by the organization and, most important, by the citizens who depend on those programs for their well-being, their comfort, and their expected quality of life. PM

Look to ICMA

ICMA Center for Performance Measurement helps local governments deliver results that matter in challenging times. ICMA staff members work with communities to collect, clean, and report data in 15 service areas and help to conduct rigorous citizen surveys. Budget and policy decisions are results based, and local governments have implementation tools. For more information, visit www.icma.org/performance.

[1]David Osborne and Peter Hutchinson, *The Price of Government: Getting the Results We Need in an Age of Permanent Fiscal Crisis* (New York: Basic Books, 2004).

[2]Christine Becker, "Local Fiscal Conditions, Public Infrastructure Important Issues to NLC Members," *Nation's Cities Weekly*, December 3, 2007.

[3]"State and Local Governments: Persis-

tent Fiscal Challenges Will Likely Emerge within the Next Decade," Report no. GAO-07-1080SP (Washington, D.C.: U.S. Government Accountability Office, July 18, 2007).

[4]Michael Hammer and James Champy, *Reengineering the Corporation: A Manifesto for Business Revolution* (New York: HarperBusiness, 1993).

[5]Mike Zapler, "Governor's Depiction of Finances Accurate, Solution Falls Short," *Mercury News*, Sacramento Bureau, January 15, 2008.

[6]Osborne and Hutchinson, *The Price of Government*.

[7]Jack Welch, *Winning*, with Suzy Welch (New York: Harper Business Publishers, 2005).

Chris Fabian is business process analyst, Jefferson County, Colorado (cfabian@jeffco.us); Scott Collins is senior budget analyst, city and county of Denver, Colorado (Scott.Collins@denvergov.org) and a former budget analyst, Jefferson County; and Jon Johnson is budget director, Jefferson County (jxjohnso@jeffco.us).

Look to ICMA

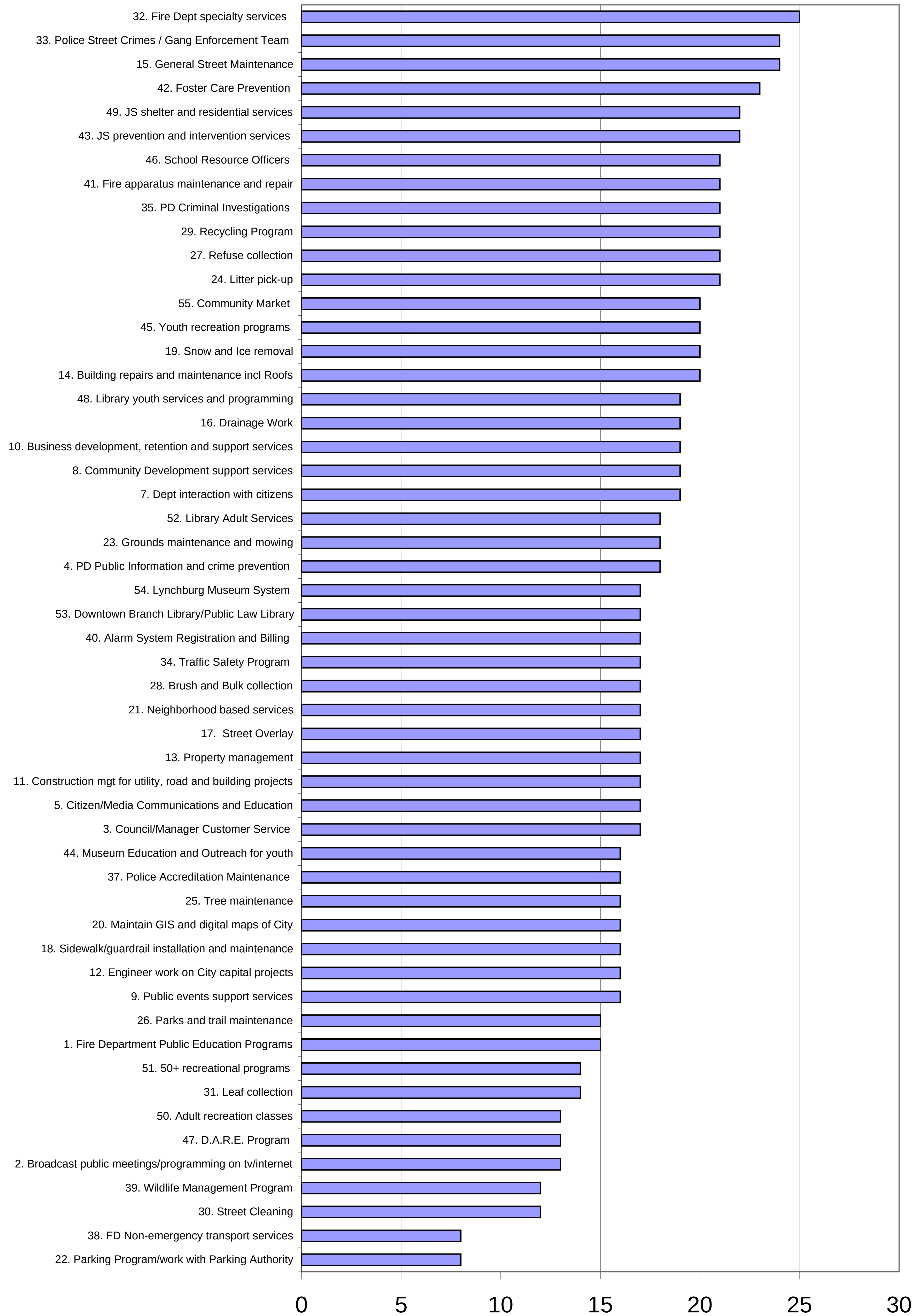
Relationship Skills and Approaches That Effective Managers Use

- Take a personal interest in others.
- Offer help during a crisis.
- Honor the ego needs of others.
- Find a shared interest with colleagues.
- Clarify expectations.
- Listen carefully to learn the needs and agendas of others.
- Eat together.
- Earn trust by sharing credit, keeping confidences, and being trustworthy.
- Take the first step.
- Engage in joint training.
- Use humor.
- Make interactions authentic.

Source: *IQ Report*. 2007. "The Fine Art of Managing Relationships," published by ICMA, Washington, D.C. (For information, visit bookstore.icma.org.)

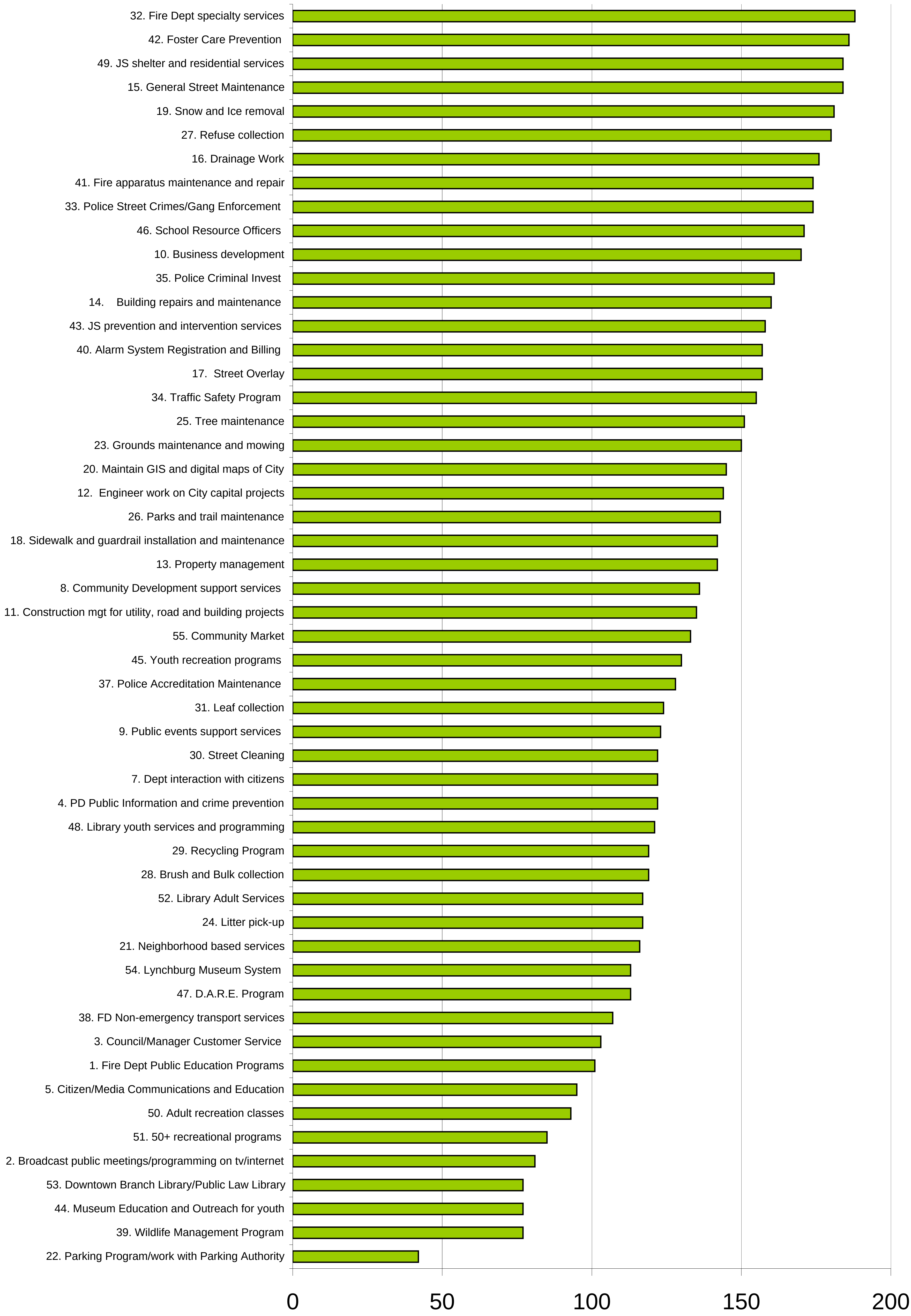
Results of Citizen Priority Exercise

Based on assigning a point value for each category: 3 pts for *Don't Touch* ,
2 pts for *Reduce* , 1 pt for *Nice to Have* and 0 pts for *Stop Doing*



Results of Employee Priority Exercise

Based on assigning a point value for each category:
3 pts for *Don't Touch* , 2 pts for *Reduce* ,
1 pt for *Nice to Have* and 0 pts for *Stop Doing*



Agenda Item 5 **Report from Region 2000 Managers on regional cooperation projects**

Synopsis

The LGC Executive Committee asked the Region 2000 Managers and Administrators to develop ideas for regional projects that the LGC and the Region 2000 Partnership could undertake. These regional projects would either help localities save money, or maintain or increase services or quality of services, bring additional state funding to the region or position the region for better overall service delivery.

The Region 2000 Managers, Administrators, Deputies and Assistants listed below met on January 14. This list contains all of the ideas tossed on the table.

The first three were the ones initially favored by the managers but we look forward to discussing the list and items brought forward by the other members of the Local Government Council.

1. Shared Library Services and Management

There may be cost savings in regionalizing the administrative services of our libraries.

Amherst County and Lynchburg libraries already have a high level of cooperation when it comes to public services.

If a library system has a vacancy for a librarian position, the jurisdiction may consider contracting with another jurisdiction for these services instead of filling the position.

There may be some additional state dollars available for a regional library system. Bedford City and County share a library system and receive some additional state funding.

There may be IT services for libraries that could be shared.

2. Management Services or Internal Services

There may be several areas of back office operation where we should look to see if we can save money and improve services by regionalization. These are areas that all jurisdictions do in some form or another.

Financial Services

- Accounting, payroll
- Risk management
- Human resources
- Procurement
- GIS
- Other operations may be areas where jurisdictions can work together to save money.

Computer and software maintenance

The world of computer and software maintenance has become more and more offsite and centralized. Often computers are worked on remotely and data stored in an offsite location.

What savings could be developed in we centralized some of our IT equipment and maintenance systems? Could we get better, more dependable services?

Lynchburg's City and Schools are better coordinating their IT services through a centralized location. Would a centralized data center lower costs?

Public Works Safety/Training

Every manager wants their employees to be well schooled in how to work safely and how to work smart. OSHA regulations impact every jurisdiction including sophisticated record keeping and training requirements. Smaller jurisdictions sometimes don't have the staff and training to deliver effective safety classes. Larger jurisdictions are stressed to keep the level of training that they need to deal with new technologies and equipment.

There are sometimes state training opportunities here in Region 2000 available.

Would we save money by coordinating our training services? Would we open new opportunities, especially for the smaller jurisdictions, and better position them for record keeping and OSHA inspections, by coordinating training?

Dan Witt of Altavista commented that "For the smaller jurisdictions I believe this goes beyond PW/Safety Training to training in the areas of FOIA, supervisory skills, computer skills, and I'm sure there are other areas."

3. **Non-Emergency Medical Transportation**

Could we regionalize non-emergency medical transportation, perhaps with Centra Health as a major partner/provider?

4. **Erosion and Sediment Control inspections/approval and Stormwater Management planning**

The state and federal government are bringing out new E&S and storm water management regulations. We may be able to develop a more cost effective system with a regional program.

Appomattox and Nottaway counties already are cooperatively sharing an E&S inspector.

Lynchburg has a working group of staff examining ways that it can implement the state and federal regulations.

A regional meeting of staff may generate some ideas on how stormwater management could be managed through a regional approach.

5. **Broadband**

Amherst, Appomattox and Bedford Counties are establishing Broadband Authorities. Would it save money to position these authorities for regional coordination?

6. **Regional Airport**

Our airport is one of our most important economic development assets used by businesses in every jurisdiction. How can we save money or improve services with a Regional Airport Authority?

7. **Economic Development**

As un-skilled manufacturing has gone overseas and knowledge based technology has become key to our best jobs, the way jurisdictions do economic development is changing. Can we develop an economic development marketing program that's world class competitive, effectively keeping in touch with existing industry leaders, and allowing us to maximize our resources in marketing and product development rather than staff and administration?

To move in this direction we may have to regionally manage our technology/industrial parks. If the parks are regionally owned, then we may have to develop a mechanism to share revenues.

What would be the relationship of jurisdictional IDAs to the regional program? How can we most effectively use the regional organization that will manage and implement our EDA funded regional strategic plan (CEDS)?

8. Regional School Transportation and Food Service

Could a couple of jurisdictions save some money by sharing a school bus garage...or coordinating transportation services?

Could we save money if we coordinated some of our food service operations? Even if we just centralized the upper tier food service management?

9. Emergency Medical Services

EMS is pushing jurisdictions towards more specialized staff and equipment to provide a level of services expected by today's resident. With localities in a budget freeze, where does it leave EMS services moving toward paid Advanced Life Support levels of service?

Would coordinating EMS planning, staffing, and equipment help control those costs so that quality services are affordable to localities?

Included in this year's LGC workplan is to examine sharing emergency medical services.

11. Animal Control and/or Animal Shelters

Could jurisdictions develop more cost effective ways to managing animal control services or caring for animals in shelters if two or more jurisdictions shared those operations?

Animal Control is a cost everyone faces and renovating or building a new shelter is an expensive project. If we're looking to save some money, this may be an area that should be examined.

12. Aggregate Electricity Purchase

Can jurisdictions pool our electricity needs to get a better price from vendors?

13. Real Estate Assessments

Computers and the internet have made many changes in the way assessments are done today. Would an in-house assessment team provide better services because they get to know a community better than a contractor from out of the region?

Would jurisdictions save money by working together on a property assessment?

14. Coordinated Dispatch

There are many examples throughout the commonwealth where jurisdictions are joining together to share dispatch services to save money. Not only do they save labor costs by not having their own set of dispatchers, but they save the costs of equipment and equipment upgrades in a stand alone dispatch center. The state often provides grant incentives to jurisdictions willing to combine dispatch centers.

We have a shared central radio infrastructure for Lynchburg, Amherst, Bedford City and Bedford County and having this shared infrastructure saves those jurisdictions money. Bedford City and County share dispatch services and Amherst and Lynchburg do their own dispatching. Would we save money if we combined some of the dispatch operation? How would grants help to reduce costs further? What would the impact be on services?

Campbell and Appomattox have their own dispatching systems and use a different radio system from the Lynchburg/Bedford/Amherst system.

15. Tourism

Tourism is an important part of our economic development program. The Virginia Tourism Corporation estimates that Region 2000 jurisdictions received $9.8 million in local tax revenues from tourist expenditures in 2008. Can we do better with a more coordinated tourism program?

16. Recycling and Refuse Collection

Five jurisdictions have found cost savings in disposing their solid waste in a shared landfill. Would there be cost savings to be found in sharing refuse collection services? What would the impact be in preserving landfill space and in lowering disposal costs if we better coordinated our recycling efforts?

The Regional Services Authority will be working with their engineering firm over the next few months to examine how they can help to improve our recycling coordinating efforts in their member jurisdictions.

17. Utilities

What cost savings to customers and to localities would there be if we better coordinated our water distribution and wastewater collection utility services? Some production and treatment services are already shared among the larger jurisdictions. What would be the financial impact and advantages to looking at increased cooperation and shared services?

What about joint billing operations as a way to reduce costs?

Attendees:

Waverly Coggsdale, Altavista Town Manager
Aileen Ferguson, Appomattox County Administrator
Kathleen Guzi, Bedford County Administrator
Jack Hobbs, Amherst Town Manager
Leslie King, Lynchburg Assistant to the City Manager
Charles Kolakowski, Bedford City Manager
David Laurrell, Campbell County Administrator
Lee Linthicum, Amherst County Administrator
Kim Payne, Lynchburg City Manager
David Proffitt, Amherst County Assistant Administrator
Bonnie Svrcek, Lynchburg Deputy City Manager and Acting Director of Community Development
Clif Tweedy, Campbell County Assistant Administrator
Bart Van Nieuwenhuise, Appomattox Town Manager
Dan Witt, Altavista Assistant to the Town Manager

Staff
Gary Christie, Region 2000 Executive Director
Bob White, Region 2000 Deputy Director