

OPERATIONS

SECTIONAL SUMMARY

<u>DEPARTMENTS</u>	FY 09-10 Amended Budget	FY 10-11 Budget	Increase/ (Decrease)	Percentage Change
Public Works	25,131,418	25,030,088	(101,330)	-0.40%
Solid Waste	8,904,439	8,248,365	(656,075)	-7.37%
Solid Waste Disposal & Recycling	22,105,120	20,761,483	(1,343,637)	-6.08%
Stormwater Management	9,023,978	8,630,559	(393,419)	-4.36%
Chesapeake Expressway	7,930,395	7,688,843	(241,552)	-3.05%
Public Utilities	54,839,688	56,672,012	1,832,324	3.34%
General Services	7,422,525	6,703,209	(719,316)	-9.69%
Purchasing	793,636	735,339	(58,298)	-7.35%
Other Operations Grants	-	-	-	N/A
Totals	136,151,200	134,469,898	(1,681,302)	-1.23%
<u>DEPARTMENTS</u>				
<u>Internal Service Funds:</u>				
Central Fleet	15,383,011	14,075,517	(1,307,494)	-8.50%

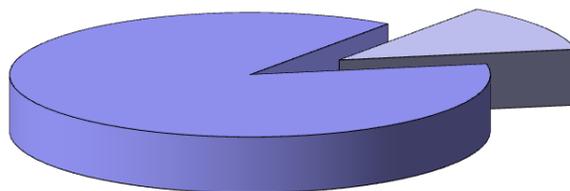
Internal Service Funds are listed separately because the appropriations are included within other funds and not appropriated separately.

The above chart does not highlight the reductions taken by many departments during FY 2009-10, which are embedded in the FY 09-10 Amended Budget.

The functions of the City included in this section are those departments that deal with the "physical infrastructure" of the City and focus on major issues such as the efficient and high quality delivery of basic City services, major infrastructure, and the overall appearance of the City. The specific departments or functions are listed in the table above.

The following chart illustrates that the total appropriations for Operations are \$134,469,898 or 14.3% of the City's total Operating Budget of \$942,717,160 for FY 2010-11.

Operations is
\$134,469,898 or 14.3% of Total Operating Budget



Public Works

- **Engineering** - Public Works Engineering is transferring one (1) full-time position to Storm Water Management Operations and eliminating one (1) full-time position. They will also be making reductions to operating costs (street light utility bill funding, maintenance of software and copiers, dues and memberships, and license costs).
- **Contractual Services** - Public Works Contractual Services is reducing road surfacing activity.
- **Traffic Operations** - Move one (1) full-time position to Operations.
- **Street Maintenance** - Move one (1) full time position to Operations.
- **Street Cleaning** - Public Works Street Cleaning is being transferred to Storm Water Management Operations (6 Full-time and 2 part-time positions).
- **Solid Waste** - Public Works Solid Waste is eliminating five (5) full-time positions and overtime associated with waste collection by moving the collection day from Mondays to Wednesdays.

Stormwater Management Operations

- Stormwater Management Operations is assuming Street Cleaning operations (6 full-time and 2 part-time positions) and one (1) full-time position from Public Works Engineering. They also increased the complement by an additional seven (7) full-time positions. Program has a temporary authorization for 1 FTE overage. Complement will be adjusted upon deletion of the (one) 1 FTE.

General Services

- **Municipal Grounds Maintenance** - is reducing mowing, pruning and landscaping operations as well as repairs to fencing and equipment.
- **Building Maintenance** - is reducing unscheduled repairs and associated repair parts, painting and carpeting, deferring minor structural and mechanical repairs and eliminating training.
- **Housekeeping** - is eliminating nine (9) part-time positions, eliminating City Hall window cleaning for FY 2010-11, reducing uniform expenses and reducing cleaning supplies.

Purchasing

- Purchasing is eliminating one (1) full-time position.

Central Fleet

- Central Fleet Operations is eliminating four (4) full-time positions, reducing purchases of parts and lubricants, eliminating or reducing certain maintenance contracts, and reducing travel/conference expenses.

DESCRIPTION

The Administration division provides leadership, policy direction, planning, coordination, and control of all activities and services to all divisions of the Public Works Department. This function formulates the policies that best serve the needs of the citizens of Chesapeake, by providing professional administrative support for all the divisions within the department.

GOALS AND OBJECTIVES

Goal: Enhance management’s decision making capabilities.

Objectives:

- Coordinate activities related to the development and implementation of operational plans for all the divisions by providing periodic reports and analyses.
- Increase information availability in order to allow more informed decision making through the use of information technology (storing and retrieving).

Goal: Forecast the future needs of our customers and implement plans to accomplish those needs.

Objectives:

- Examine various infrastructure alternatives.

Goal: Maintain the fiscal control of the department.

Objectives:

- Review the operating and capital improvement budgets with the Division Heads and seek cost saving alternatives.

Goal: Educate and inform Management and Council on key issues to sustain more efficient operation of services and administration.

Objectives:

- Facilitate the division’s goals to maintain enhanced levels of services for the City.
- Insure effective and efficient use of the department’s resources.

SERVICE LEVEL ANALYSIS

Funding has been re-aligned for Internal Service fund charges.

<u>PERFORMANCE MEASUREMENTS</u>	<u>FY 08-09 Actual</u>	<u>FY 09-10 Amended</u>	<u>FY 10-11 Budget</u>
None			
<u>COST SUMMARY</u>			
Salaries	76,920	232,450	253,169
Fringe Benefits	32,515	81,654	56,186
Internal Service Funds	417,341	493,510	558,632
Principal & Leases	-	-	-
Professional Services	26,120	9,000	8,000
Temporary Services	-	-	-
Repairs	45	400	-
Misc. Services	-	-	-
Utilities, Communication & Postage	55,185	73,426	64,500
Insurance	-	20	20
Leases	540	4,300	600
Travel	3,488	2,755	5,000
Other Purchase Services	1,868	3,110	3,895
Capital Outlay	-	-	-
Total	614,021	900,625	950,001
Change from Prior Year	27.92%	46.68%	5.48%
<u>POSITIONS</u>			
Total Regular Full-Time FTEs	2	2	2
Total Regular Part-Time FTEs	0	0	0

DESCRIPTION

The Resource Management division coordinates various operations within the Public Works Department. The division works to ensure a fiscally sound department by maintaining the fiscal integrity of the books and records. The safety of both the citizens of Chesapeake and the employees is maintained through our departmental safety and equipment management staff. The division also provides support to public works division's customer service and work order programs.

GOALS AND OBJECTIVES

Goal: Ensure financial transactions are in accordance with generally accepted accounting principles.

Objectives:

- Monitor accounting transactions throughout the year.
- Prepare monthly revenue and operational analysis and forecasts.

Goal: Coordinate, prepare, and monitor the department's Operating and Capital Improvement Budgets.

Objectives:

- Prepare and submit the budget requests for the Operating and Capital Improvement Budgets accurately and on schedule.
- Monitor expenditures monthly to insure divisions stay within budget.

Goal: Provide support to divisions with personnel, payroll, and operating and capital improvement expenditures.

Objectives:

- Process operating and capital improvement expenditures, personnel, and payroll transactions in accordance with City policy.
- Coordinate, implement, and monitor the department's data bases related to managing personnel, payroll, and operating and capital improvement expenditures.

Goal: Reinforce the safety rules and policies of the City and the department.

Objectives:

- Monitor the department-wide safety program and provide safety training.
- Review all accidents to identify trends for reducing rates.
- Provide and enforce the use of safety equipment.
- Develop, implement, and provide training programs, which will promote safety awareness.
- Maintain federal and state safety requirements (OSHA and VOSHA).

Goal: Provide quality, courteous and efficient customer service to our customers, the citizens of Chesapeake.

Objectives:

- Maintain the department's high level of responsiveness and customer service.
- Reflect the City's mission in relation to customer service.

SERVICE LEVEL ANALYSIS

None

<u>PERFORMANCE MEASUREMENTS</u>	<u>FY 08-09 Actual</u>	<u>FY 09-10 Amended</u>	<u>FY 10-11 Budget</u>
Responses to Citizen's requests	12,647	15,800	10,480
# of vehicle accidents	98	115	106
# of personal injuries	82	115	84
# of other claims	63	50	32
# of Accounts Payable Transactions	9,399	10,500	10,800
# of Payroll Transactions	36,931	42,065	45,800
# of equipment damaged	4	50	18
<u>COST SUMMARY</u>			
Salaries	635,455	553,869	569,611
Fringe Benefits	281,410	253,223	251,378
Internal Service Funds	6,524	3,290	5,159
Principal & Leases	-	-	-
Professional Services	1,221	5,500	2,000
Temporary Services	18,245	23,000	28,662
Repairs	946	1,000	1,000
Misc. Services	136	-	-
Utilities, Communication & Postage	4,412	4,177	5,000
Insurance	-	80	-
Leases	6,157	7,550	6,720
Travel	579	3,510	1,000
Other Purchase Services	10,299	9,855	13,455
Capital Outlay	-	-	-
Total	965,383	865,054	883,985
Change from Prior Year	0.46%	-10.39%	2.19%
<u>POSITIONS</u>			
Total Regular Full-Time FTEs	14	14	14
Total Regular Part-Time FTEs	0	0	0

DESCRIPTION

To provide professional engineering services in the design, review, approval and inspection of development plans, transportation, bridges, stormwater and VDOT projects. Provide for safe, efficient, and convenient movement of vehicles and commerce on the City's roadways.

GOALS AND OBJECTIVES

Goal: To successfully design and manage Public Works Capital Improvement Projects.

Objectives:

- Achieve increased service life and reduce premature failures of public facilities.
- Deliver projects on-time and within budget.

Goal: To maintain effective right-of-way permitting which will minimize inconvenience to the traveling public, and provide Right-of-Way and City property management.

Objectives:

- Require and enforce effective traffic control plans.
- Ensure that City purchases and sales of land are timely and within established guidelines.

Goal: To provide timely, cost-effective civil engineering consultation, property acquisition, and land surveying services to City agencies and departments.

Objectives:

- Review development plans and plats within established time frame.
- Actively manage acquisition and disposal of City property.

Goal: Provide adequate inspections of public infrastructure in order to ensure quality construction.

Objectives:

- Provide comprehensive "Quality Control" of public facilities constructed by developers.
- Provide accurate response to citizens' inquiries about development and construction issues.

Goal: Provide a transportation network that minimizes congestion, promotes alternate travel modes and maximizes operating efficiency.

Objectives:

- Identify and prioritize transportation projects for consideration of funding.
- Implement an active neighborhood based traffic calming program.
- Successfully implement Phase II of Smart Traffic Center program.
- Provide for design and installation of street lights on City streets.

SERVICE LEVEL ANALYSIS

Engineering is eliminating one (1) full-time position and transferring one (1) full-time position to the Stormwater Enterprise Fund. Street light expenses for the City are programmed in this budget unit. For FY09-10 the Engineering program was split to create Development & Permits-Engineering and Construction (presented earlier in the Community Initiative/Human Development section of the document), and PW-Contractual Services (presented next). A total of 34 positions were transferred on July 1, 2009.

PUBLIC WORKS - ENGINEERING

100-112040-41110

<u>PERFORMANCE MEASUREMENTS</u>	<u>FY 08-09</u> <u>Actual</u>	<u>FY 09-10</u> <u>Amended</u>	<u>FY 10-11</u> <u>Budget</u>
# of City projects designed	65	46	30
# of City projects constructed	14	11	11
# of citizens requesting street lights	40	40	40
# of parcels/easements acquired	189	200	200
# of survey requests completed	94	100	110
# of traffic studies completed	400	625	625
# of single hauling permits processed	1,653	1,600	1,500
# of blanket hauling permits processed	378	425	400
# of traffic inquiries received	988	1,125	1,125
# of water quality permits obtained	-	-	7
# of Jurisdictional Determination requests processed	-	-	9
# of Phase I ESA's reviewed	-	-	4
# of NEPA actions processed	-	-	6
<u>COST SUMMARY</u>			
Salaries	4,995,657	2,632,823	2,528,269
Fringe Benefits	1,804,498	1,084,316	940,740
Internal Service Funds	425,716	140,609	160,002
Principal & Leases	-	-	-
Professional Services	48,504	88,049	81,249
Temporary Services	18,857	1,000	1,000
Repairs	16,865	37,179	25,056
Misc. Services	1,802	5,500	3,500
Utilities, Communication & Postage	3,214,559	2,948,736	3,053,785
Insurance	5,100	1,433	2,000
Leases	14,496	20,000	-
Travel	2,516	1,241	9,345
Other Purchase Services	73,678	47,403	61,478
Capital Outlay	-	-	-
Total	10,622,247	7,008,289	6,866,424
Change from Prior Year	-4.27%	-34.02%	-2.02%
<u>POSITIONS</u>			
Total Regular Full-Time FTEs	97	48	46
Total Regular Part-Time FTEs	0	1.00	1.00

DESCRIPTION

Through the procurement and administration of contracts, the Contractual Services Division will work closely with the other divisions within Public Works and with other departments throughout the city. The division is committed to providing contractual support for services that will extend the useful life of the department's assets and foster clear communication.

GOALS AND OBJECTIVES

Goal: Procure and administer contracts that will enhance and improve the efficiency of routine and emergency maintenance and operation of Street Maintenance, Traffic Operations, Stormwater/Drainage, Bridges, and other divisions within Public Works.

Objectives:

- Administer the current mowing contracts and coordinate activities with the Street Maintenance Division and the Sheriff's Department In-Mate Crew Program.
- Mow approximately 7,200 shoulder miles, 2,300 acres, and 950 ditch-miles by contract within the City right of way.
- Procure and administer the current cave-in contract and coordinate activities with the Stormwater Division and Customer Service.
- Repair approximately 75 cave-ins by contract.
- Supplement the Divisions of Stormwater and Street Maintenance by administering a tree removal contract to remove approximately 25 trees.
- Administer the Asphalt Resurfacing contract and coordinate activities with customer services and the appropriate departments/divisions including resurfacing approximately 45 lane miles of roadway as prioritized by the ratings provided in the annual inventory of roads.
- Administer the Various Right-of-Way Contract. Coordinate and communicate each work order through the appropriate division.
- Procure a contractor for the Snag and Drag Contract to enhance drainage within tributaries throughout the City.
- Procure an Indefinite Delivery/Indefinite Quantity contract for typical traffic operation activities.
- Ensure inspection staff obtains/maintains the appropriate VDOT certifications and train staff in accounts receivable procedures.

SERVICE LEVEL ANALYSIS

The program was created in FY09-10 from a portion of the Street Maintenance program (presented later in this section) and the reorganization of the Engineering program (presented earlier). For FY10-11 funding was shifted to include the resurfacing and mowing contracts from the Operations program which is shown next. The resurfacing costs were \$2.77 million for FY08-09, \$2.19 million for FY09-10 Amended Budget, and \$2.30 million for FY10-11.

<u>PERFORMANCE MEASUREMENTS</u>	<u>FY 08-09</u> <u>Actual</u>	<u>FY 09-10</u> <u>Amended</u>	<u>FY 10-11</u> <u>Budget</u>
Lane miles of roadway resurfaced	N/A	45	45
Shoulder miles mowed	N/A	7,200	7,200
Acres of medians/open areas mowed	N/A	2,300	2,300
Ditch miles of backslopes mowed	N/A	950	950
Cave-ins repaired	N/A	75	75
Trees removed	N/A	25	25
Linear feet of ditch cleaning (snag & drag)	N/A	15,000	15,000
 <u>COST SUMMARY</u>			
Salaries	-	307,870	288,057
Fringe Benefits	-	105,308	140,497
Internal Service Funds	-	31,048	31,047
Principal & Leases	-	-	-
Professional Services	-	1,665,851	1,690,455
Temporary Services	-	-	40,000
Repairs	-	-	2,301,666
Misc. Services	-	-	-
Utilities, Communication & Postage	-	2,261	2,261
Insurance	-	-	-
Leases	-	-	-
Travel	-	2,500	2,500
Other Purchase Services	-	-	-
Capital Outlay	-	-	-
Total	-	2,114,838	4,496,483
Change from Prior Year	N/A	N/A	112.62%
 <u>POSITIONS</u>			
Total Regular Full-Time FTEs	0	7	7
Total Regular Part-Time FTEs	0	0	0

DESCRIPTION

The Operations Group is responsible for providing routine and emergency repair of streets, highways, bridges, storm drainage, traffic control devices and responding to customer needs with the aid of its regular, inmate and contracted work force. The Group is committed to providing maintenance services that effectively extend the useful life of its public works infrastructure assets and improve the overall safety of the general public.

GOALS AND OBJECTIVES

Goal: To improve routine and emergency maintenance and operation of Street Maintenance/Cleaning, Traffic Operations, Stormwater/Drainage, Bridges, and Contract Maintenance Administration division.

Objectives:

- Utilize Maximo to establish a monitoring program to ensure quality control of work flow process.
- Continue to cross-train Streets and Stormwater crews to respond to emergencies (i.e. flooding, ice/snow removal, etc.)
- Design and implement de-icing methods at movable bridges utilizing the bridge staff to shorten the response time during rush hour traffic.
- Continue seeking grant money to fund purchasing/installing variable message signs at major intersections and movable bridges to inform the general public of road conditions, temperatures, ice and snow, traffic, emergency events, detours, evacuation routes, etc.
- Continue developing performance measures to track success for quality assurance, efficiency increases, and cross-training of employees.
- Transition from backlog to preventive maintenance in all divisions where applicable.
- Obtain APWA re-accreditation.
- Reorganize and consolidate a department wide inventory.
- Reorganize and consolidate a payroll group for the Operations divisions.

SERVICE LEVEL ANALYSIS

The program was created in FY09-10 from a portion of the Street Maintenance program (presented next) and the reorganization of the Engineering program (presented earlier). Funding for the resurfacing contract and other professional services contracts are moved to the Contractual Services program (presented earlier) beginning July 1, 2010.

<u>PERFORMANCE MEASUREMENTS</u>	<u>FY 08-09</u> <u>Actual</u>	<u>FY 09-10</u> <u>Amended</u>	<u>FY 10-11</u> <u>Budget</u>
% of employees cross-trained in Streets & Stormwater	N/A	40	40
% Preventive maintenance completed	N/A	75	75
 <u>COST SUMMARY</u>			
Salaries	-	262,903	262,902
Fringe Benefits	-	94,938	122,251
Internal Service Funds	-	-	-
Principal & Leases	-	-	-
Professional Services	-	525,199	-
Temporary Services	-	-	-
Repairs	-	2,194,522	-
Misc. Services	-	-	-
Utilities, Communication & Postage	-	2,484	3,166
Insurance	-	-	-
Leases	-	-	-
Travel	-	1,250	2,500
Other Purchase Services	-	280	328
Capital Outlay	-	-	-
Total	-	3,081,576	391,147
Change from Prior Year	N/A	N/A	-87.31%
 <u>POSITIONS</u>			
Total Regular Full-Time FTEs	0	7	7
Total Regular Part-Time FTEs	0	0	0

DESCRIPTION

The Street Maintenance division maintains and repairs the City's rights-of-way. Funding is primarily derived from State Maintenance Funds.

GOALS AND OBJECTIVES

Goal: Provide quality repair and maintenance of concrete sidewalks, curbs and gutters, and other concrete structures.

Objectives:

- Repair/replace 4,000 linear feet of sidewalks and 3,000 linear feet of curbs/gutters.
- Respond to Citizen Requests for concrete repairs within 30 days.

Goal: Provide quality repair/maintenance of asphalt roadways.

Objectives:

- Remove/replace 1,500 square yards of failed asphalt pavement.
- Utilize 2,500 tons of asphalt for pothole repair.
- Respond to Citizen Requests for pothole repair within 14 days.

Goal: Clear City right-of-way of reported debris posing an obstruction to traffic.

Objectives:

- One day response to reports of debris obstructions to traffic flow including dead animals.

Goal: Be prepared for hurricane response and snow removal.

Objectives:

- Maintain readiness of Public Works Emergency Operations Center.
- Work closely with Garage to maintain existing snow removal equipment.
- Work closely with Garage to purchase new equipment suitable for both every day work activities and snow removal in the event of a snow event.
- Add additional capability for applying brine solution for response to icing conditions.

SERVICE LEVEL ANALYSIS

Funding has been shifted between Public Works programs to better reflect actual expenditures.

<u>PERFORMANCE MEASUREMENTS</u>	<u>FY 08-09 Actual</u>	<u>FY 09-10 Amended</u>	<u>FY 10-11 Budget</u>
Lane miles of street maintained	2,346	2,314	2,314
Linear feet of sidewalks replaced/repared	3,144	4,000	4,000
Linear feet curb/gutter replaced/repared	3,389	3,000	3,000
 <u>COST SUMMARY</u>			
Salaries	1,945,487	1,916,818	1,938,060
Fringe Benefits	838,830	976,626	898,810
Internal Service Funds	1,553,172	1,053,364	1,098,678
Principal & Leases	-	-	-
Professional Services	2,032,230	110,666	313,800
Temporary Services	167,255	40,000	187,200
Repairs	3,534,939	85	425,500
Misc. Services	984	4,000	4,000
Utilities, Communication & Postage	77,132	124,366	124,830
Insurance	15,127	20,000	20,000
Leases	5,549	9,933	9,933
Travel	2,065	8,250	8,250
Other Purchase Services	258,017	373,160	383,030
Capital Outlay	41,522	-	-
Total	10,472,310	4,637,268	5,412,091
Change from Prior Year	-6.79%	-55.72%	16.71%
 <u>POSITIONS</u>			
Total Regular Full-Time FTEs	61	54	54
Total Regular Part-Time FTEs	0	0	0

DESCRIPTION

The Bridges and Structures division operates, maintains, and repairs the City's bridges and related structures. The division makes periodic inspections of bridges for compliance with safety and operating standards, repairs bridge gratings, railings, mechanical moving parts, and structural components, and opens and closes movable bridges in accordance with Coast Guard regulations.

GOALS AND OBJECTIVES

Goal: Provide timely and effective maintenance for all bridges and related structures.

Objectives:

- Coordinate inspection of each of the City's 90 bridges/overpasses requiring FHWA inspections on an established maintenance inspection schedule.
- Provide maintenance as indicated.

Goal: Operate movable bridges on a 24-hour basis in accordance with Coast Guard Regulations.

Objectives:

- Open the City's Gilmerton, Steel, Centerville and Great Bridge bridges to water traffic on signal subject to published restrictions.

SERVICE LEVEL ANALYSIS

Funding is provided to maintain current services including an increase in fringe benefits due to the increased rate from the Virginia Retirement System.

PUBLIC WORKS - BRIDGES & STRUCTURES

100-112040-41210

<u>PERFORMANCE MEASUREMENTS</u>	<u>FY 08-09 Actual</u>	<u>FY 09-10 Amended</u>	<u>FY 10-11 Budget</u>
# of bridge openings	20,478	22,500	22,500
Bridges/overpasses maintained	95	90	90
% of bridges/overpasses inspected in accordance with schedule	100%	100%	100%
# of vessels passed	43,400	49,000	49,000
# of days bridges closed to traffic for maintenance during peak hours	5	10	10
# of days bridges closed to traffic for maintenance during off peak hours	18	20	20
<u>COST SUMMARY</u>			
Salaries	991,504	1,073,547	1,052,375
Fringe Benefits	354,428	387,149	477,409
Internal Service Funds	103,595	161,561	124,976
Principal & Leases	-	-	-
Professional Services	83,403	126,275	126,300
Temporary Services	-	16,485	16,485
Repairs	12,144	2,000	10,000
Misc. Services	633	500	500
Utilities, Communication & Postage	48,530	51,186	52,900
Insurance	-	3,000	3,000
Leases	8,399	4,000	5,500
Travel	800	8,500	8,500
Other Purchase Services	141,032	154,795	158,699
Capital Outlay	-	-	-
Total	1,744,467	1,988,998	2,036,644
Change from Prior Year	-7.32%	14.02%	2.40%
<u>POSITIONS</u>			
Total Regular Full-Time FTEs	34	32	32
Total Regular Part-Time FTEs	6.20	1.00	1.00

DESCRIPTION

The Drainage division provides maintenance and drainage improvement activities throughout the City.

GOALS AND OBJECTIVES

Goal: Maintain and improve the condition of existing pipe systems within the City’s right-of-ways.

Objectives:

- Rehabilitate 400 linear feet of pipe to extend the life 20 years.
- Clean and/or repair 1500 catch basins to minimize sediment infiltration.

Goal: Excavate new and existing drainage systems in conjunction with the Master Drainage Plan.

Objectives:

- Clean 230,000 linear feet of ditch as warranted.
- Rehabilitate 100,000 linear feet of ditch as warranted.

SERVICE LEVEL ANALYSIS

Funding for City Internal Service Fund charges have been reduced.

<u>PERFORMANCE MEASUREMENTS</u>	<u>FY 08-09 Actual</u>	<u>FY 09-10 Amended</u>	<u>FY 10-11 Budget</u>
# of catch basins cleaned & repaired	1,482	900	1,500
Linear feet of ditch cleaning	204,966	130,000	230,000
Linear feet of pipe rehabilitation	581	800	400
Linear feet of ditch rehabilitation	101,106	80,000	100,000
Cave-in requests received	402	600	400
Cave-ins repaired	540	600	600
 <u>COST SUMMARY</u>			
Salaries	886,990	921,691	925,071
Fringe Benefits	475,145	479,082	470,215
Internal Service Funds	572,871	491,093	422,683
Principal & Leases	-	-	-
Professional Services	8,070	11,329	1,620
Temporary Services	7,830	-	-
Repairs	-	1,000	1,000
Misc. Services	-	-	-
Utilities, Communication & Postage	5,217	1,300	5,500
Insurance	1,957	4,500	2,000
Leases	407	1,500	1,500
Travel	977	-	-
Other Purchase Services	64,035	83,264	87,204
Capital Outlay	-	-	-
 Total	 2,023,499	 1,994,759	 1,916,793
Change from Prior Year	-1.55%	-1.42%	-3.91%
 <u>POSITIONS</u>			
Total Regular Full-Time FTEs	32	29	29
Total Regular Part-Time FTEs	0.2	0	0

DESCRIPTION

The Traffic Operations division provides for the safe, efficient, and convenient movement of vehicles and cargo on the City's roadways in accordance with the Virginia Department of Transportation (VDOT) and Federal manuals of uniform traffic control devices through the installation, maintenance, and repair of traffic signals, signs, and pavement markings.

GOALS AND OBJECTIVES

Goal: Maintain road markings and signs in accordance with State and Federal Standards.

Objectives:

- Remark each major road once per year and minor roads as needed.
- Replace or repair damaged stop signs immediately upon notification.
- Replace or repair all other damaged signs within two working days.

Goal: Efficiently operate and properly maintain traffic signals and flashing signs.

Objectives:

- Update signal timings as necessary.
- Operate the signal repair system 24 hours per day.
- Conduct continuous preventive maintenance on signals and control systems.

Goal: Insure proper traffic control measures are in place.

Objectives:

- Inspect traffic control measures for in-house, maintenance, and repair projects.
- Promptly respond to motorists' requests concerning in-house, maintenance, and repair projects.

SERVICE LEVEL ANALYSIS

Funding has been shifted to this program for Worker's Compensation costs, but decreased for internal service fund charges for Central Fleet.

<u>PERFORMANCE MEASUREMENTS</u>	<u>FY 08-09 Actual</u>	<u>FY 09-10 Amended</u>	<u>FY 10-11 Budget</u>
Signs repaired/replaced/installed	3,200	3,200	3,200
Intersection signals repaired	1,950	2,000	2,000
Gallons of paint applied	4,400	4,000	4,000
Total signalized intersections	168	173	173
<u>COST SUMMARY</u>			
Salaries	807,975	818,201	818,221
Fringe Benefits	399,327	390,352	509,454
Internal Service Funds	216,365	327,247	257,867
Principal & Leases	-	-	-
Professional Services	12,676	21,200	21,200
Temporary Services	-	22,570	22,000
Repairs	19,209	3,500	15,500
Misc. Services	-	400	400
Utilities, Communication & Postage	231,571	245,305	237,108
Insurance	13,844	1,520	1,520
Leases	2,849	2,500	3,000
Travel	4,426	4,800	3,200
Other Purchase Services	(82,246)	186,087	187,050
Capital Outlay	*reflects initial inventory balance		-
 Total	 1,625,996	 2,023,681	 2,076,521
Change from Prior Year	-18.29%	24.46%	2.61%
<u>POSITIONS</u>			
Total Regular Full-Time FTEs	23	22	22
Total Regular Part-Time FTEs	0	0	0

DESCRIPTION

The Street Cleaning division cleans streets constructed with curbs/gutters.

GOALS AND OBJECTIVES

Goal: Improve the current level of street cleaning for existing and new roads constructed with curbs/gutters.

Objectives:

- Complete at least four cycles per year of street cleaning on all streets constructed with curbs/gutters.

Goal: Develop a standard operations manual for Street Cleaning.

- Comprehensive day-to-day operations.
- Complete new route maps.
- Publish sweeping schedule.

SERVICE LEVEL ANALYSIS

For Fiscal Year 2010-11 this division has been merged with the Stormwater Enterprise fund, which is presented later.

<u>PERFORMANCE MEASUREMENTS</u>	<u>FY 08-09 Actual</u>	<u>FY 09-10 Amended</u>	<u>FY 10-11 Budget</u>
Curb miles of streets swept	2,500	2,200	N/A
# of cycles completed per year	4	6	N/A
Man hours per curb mile swept	1.0	1.0	N/A
<u>COST SUMMARY</u>			Moved to Stormwater
Salaries	184,952	166,988	-
Fringe Benefits	87,665	82,675	-
Internal Service Funds	258,175	238,667	-
Principal & Leases	-	-	-
Professional Services	16,339	19,005	-
Temporary Services	-	-	-
Repairs	-	100	-
Misc. Services	-	-	-
Utilities, Communication & Postage	813	1,995	-
Insurance	-	2,600	-
Leases	-	-	-
Travel	-	1,500	-
Other Purchase Services	4,009	2,800	-
Capital Outlay	-	-	-
Total	551,953	516,330	-
Change from Prior Year	15.61%	-6.45%	-100.00%
<u>POSITIONS</u>			
Total Regular Full-Time FTEs	7	6	0
Total Regular Part-Time FTEs	0	1.00	0

DESCRIPTION

The Solid Waste Collection division provides refuse collection to the City. It's mission is to provide Chesapeake's citizens quality and efficient services via an integrated collection system. It determines the collection areas and routes, responds to inquiries and complaints from the public regarding City refuse codes, collects refuse from houses and small business, and delivers refuse to transfer stations or a disposal site.

GOALS AND OBJECTIVES

Goal: Maintain cost per household at efficient levels for weekly collections.

Objectives:

- Track detailed weekly costs.
- Use routing and Global Positioning System (GPS) software to efficiently route collection equipment.
- Work closely with Fleet Services to insure adequate equipment is available.

Goal: Continue improved customer service to maintain service integrity and user trust.

Objectives:

- Track weekly service requests in order to insure service delivery is within set target days for completion.

Goal: Continue "big bin" recycling program and grass recycling to reduce the collection of yard waste volumes.

Objectives:

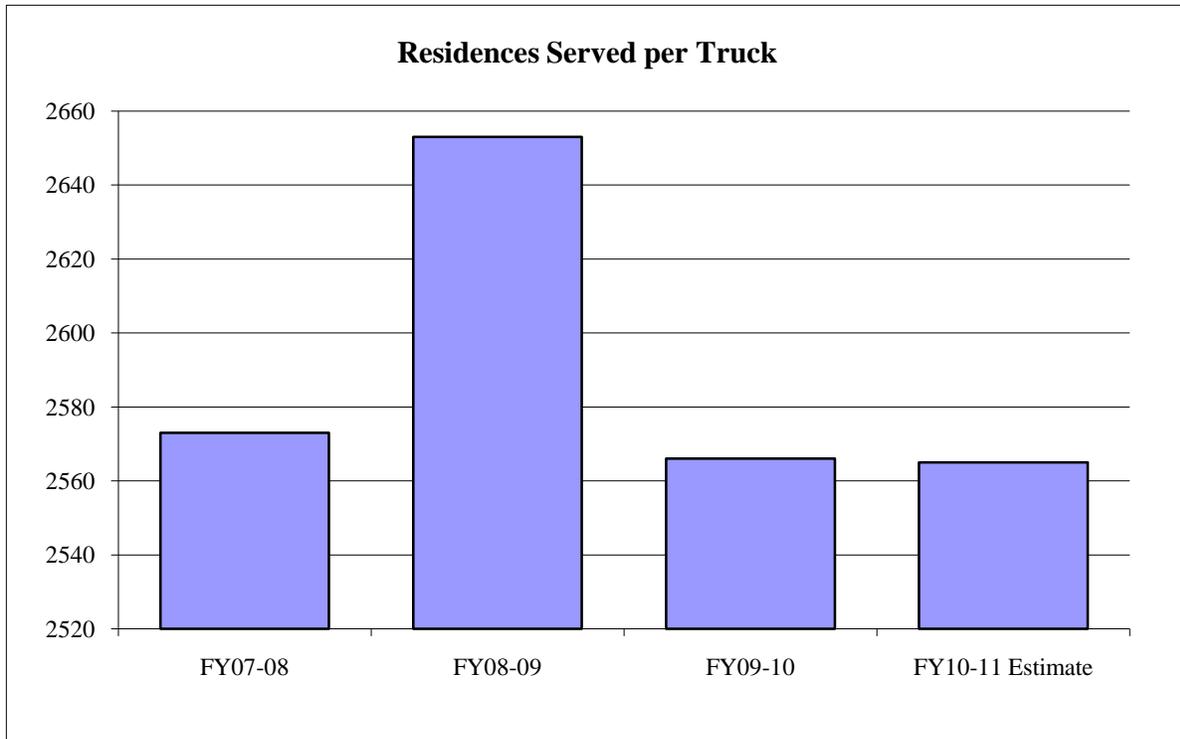
- Encourage the recycling program to reduce waste deposited in the local landfill and save additional tipping fee costs.
- Promote grass recycling through the Call Center and the City website to reduce green waste disposal costs.

SERVICE LEVEL ANALYSIS

Beginning in FY 2009-10 the costs charged by the Southeastern Public Service Association (SPSA) have been transferred to their own Special Revenue Fund. Please see program 42301 which follows this presentation. The program 42300 involves the personnel and equipment necessary for trash pickup.

Solid Waste Collection is eliminating five (5) full-time positions and is drastically reducing overtime by moving the collection schedule from Mondays to Wednesdays.

For FY 2008-09 Other Purchase Services included dumpster services, and the FY 09-10 Amended budget Professional Services category included the Yard Waste Contract.



<u>PERFORMANCE MEASUREMENTS</u>	<u>FY 08-09 Actual</u>	<u>FY 09-10 Amended</u>	<u>FY 10-11 Budget</u>
Tons of refuse collected (Garbage only)	110,265	114,800	100,000
Operating & Maintenance costs per ton	\$91.63	\$89.89	\$85.97
 <u>COST SUMMARY</u>			
Salaries	2,918,957	3,238,725	3,021,375
Fringe Benefits	1,562,201	1,387,450	1,441,116
Internal Service Funds	4,581,661	3,282,128	3,232,284
Principal & Leases	-	-	-
Professional Services	73,658	556,274	55,400
Temporary Services	184,361	196,000	196,000
Repairs	4,512	2,000	3,000
Misc. Services	3,342	1,000	1,000
Utilities, Communication & Postage	20,647	23,447	19,400
Insurance	37,794	10,000	20,000
Leases	4,530	4,530	4,530
Travel	879	400	400
Other Purchase Services	893,570	202,485	253,860
Capital Outlay	-	-	-
 Total	 10,286,111	 8,904,439	 8,248,365
Change from Prior Year	-2.28%	-13.43%	-7.37%
 <u>POSITIONS</u>			
Total Regular Full-Time FTEs	84	84	79
Total Regular Part-Time FTEs	1.00	0.80	0.80

<u>PERFORMANCE MEASUREMENTS</u>	<u>FY 08-09 Actual</u>	<u>FY 09-10 Amended</u>	<u>FY 10-11 Budget</u>
Tons of refuse collected (Garbage only)	110,265	114,800	100,000
Disposal cost per ton	\$104.00	\$170.00	\$170.00
SPSA recycling/yard waste tonnage	6,240	6,450	6,547
<u>COST SUMMARY</u>			
Salaries	-	-	-
Fringe Benefits	-	-	-
Internal Service Funds	-	-	-
Principal & Leases	-	-	-
Professional Services	-	-	-
Temporary Services	-	-	-
Repairs	-	-	-
Misc. Services	-	-	-
Utilities, Communication & Postage	-	-	20,000
Insurance	-	-	-
Leases	-	-	-
Travel	-	-	-
Other Purchase Services	14,015,181	22,105,120	20,741,483
Capital Outlay	-	-	-
Total	14,015,181	22,105,120	20,761,483
Change from Prior Year	14.41%	57.72%	-6.08%
<u>POSITIONS</u>			
Total Regular Full-Time FTEs	0	0	0
Total Regular Part-Time FTEs	0	0	0

DESCRIPTION

Stormwater Management Operations is an enterprise fund which is responsible for developing and implementing cost effective compliance with state and federal regulations governing stormwater quality. The division provides for the installation and maintenance of ditches, pipes, and other stormwater management facilities to catch and remove pollutants.

GOALS AND OBJECTIVES

Goal: Remove pollutants from drainage facilities before the discharge of stormwater into local waters.

Objectives:

- Wash drainage pipes, and clean open ditches and drainage structures to remove sediment and debris.
- Repair ditch bank erosion and cave-ins to prevent dirt from entering closed systems.
- Help enforce erosion and sediment control regulations on projects built in the City.
- Maintain City drainage system to reduce flooding.

Goal: Ensure compliance with the City's Virginia Pollutant Discharge Elimination System (VPDES) permit for the municipal separate storm sewer system.

Objectives:

- Conduct annual inspections on City-maintained detention and retention basins.
- Determine ownership of water quality features through Best Management Practices (BMPs) that are in question.
- Collect dry-weather flow samples at various locations throughout the City in order to detect possible illicit connections into the City's stormwater facilities and eliminate discharges within 6 months of notification.
- Report all land disturbing activities greater than one acre to the Department of Conservation and Recreation (DCR).
- Report all spills, which enter into the City's stormwater program to the DCR within 24 hours verbally and within five days in writing.
- Submit an annual report to the DCR summarizing the City's stormwater programs.

SERVICE LEVEL ANALYSIS

One (1) full-time construction inspector position has been transferred from Engineering; Street Cleaning operations positions have been transferred into Stormwater. The Stormwater enterprise fund is also contributing to the General Fund based on the overhead expenses that are provided by various general fund supported entities such as Finance, Budget, and accounts receivable functions performed by the Treasurer's office, etc.

STORMWATER MANAGEMENT OPERATIONS

520-112040-61000

<u>PERFORMANCE MEASUREMENTS</u>	<u>FY 08-09</u> <u>Actual</u>	<u>FY 09-10</u> <u>Amended</u>	<u>FY 10-11</u> <u>Budget</u>
# of stormwater service requests	3,503	3,000	3,000
Linear feet of pipes washed	116,562	125,000	125,000
Detention/retention basins inspected	566	350	550
# of erosion/sediment control inspections	5,908	4,000	4,000
<u>COST SUMMARY</u>			
Salaries	2,205,040	2,593,935	3,138,226
Fringe Benefits	916,298	1,152,917	1,271,947
Internal Service Funds	566,306	644,357	913,299
Principal & Leases	-	-	-
Professional Services	1,238,838	1,632,331	2,003,100
Temporary Services	30,707	39,038	135,865
Repairs	1,161,375	1,913,511	550,000
Misc. Services	10,814	16,500	31,500
Utilities, Communication & Postage	88,585	82,400	98,900
Insurance	3,176	4,000	4,000
Leases	13,971	8,292	22,772
Travel	2,609	1,600	2,500
Other Purchase Services	226,912	295,462	178,450
Capital Outlay	-	639,635	-
Overhead Allocation to the General Fund	-	-	280,000
Total	6,464,631	9,023,978	8,630,559
Change from Prior Year	12.05%	39.59%	-4.36%
<u>POSITIONS</u>			
Total Regular Full-Time FTEs	70	67	81
Total Regular Part-Time FTEs	0	0	1.00

DESCRIPTION

The Jordan Bridge was closed in November 2008.

<u>PERFORMANCE MEASUREMENTS</u>	<u>FY 08-09 Actual</u>	<u>FY 09-10 Amended</u>	<u>FY 10-11 Budget</u>
None			
<u>COST SUMMARY</u>			
Salaries	231,923	-	-
Fringe Benefits	140,077	-	-
Internal Service Funds	60,071	-	-
Principal & Leases	-	-	-
Professional Services	16,664	-	-
Temporary Services	3,199	-	-
Repairs	1,118	-	-
Misc. Services	217	-	-
Utilities, Communication & Postage	18,810	-	-
Insurance	-	-	-
Leases	2,265	-	-
Travel	140	-	-
Other Purchase Services	11,350	-	-
Capital Outlay	-	-	-
Total	485,834	-	-
Change from Prior Year	-58.42%	-100.00%	N/A
<u>POSITIONS</u>			
Total Regular Full-Time FTEs	0	0	0
Total Regular Part-Time FTEs	9.20	0	0

DESCRIPTION

The Chesapeake Expressway is an enterprise fund which operates the Chesapeake Expressway toll road and toll collection equipment and collects tolls from users of the toll road on a 24-hour basis.

GOALS AND OBJECTIVES

Goal: Maintain fiscal accountability.

Objectives:

- Collect tolls and maintain records in accordance with generally accepted accounting principles.
- Project revenue projections for future years.
- Comply with the terms and conditions of the Bond Indenture Agreement.
- Monitor expenditures.
- Analyze and optimize toll collector needs.

Goal: Maintain toll collection facilities in a safe and efficient manner.

Objectives:

- Perform annual inspections.
- Perform all required routine, periodic, and preventive maintenance activities.
- Maximize electronic toll transactions.

Goal: Maintain high standards of customer service.

Objectives:

- Promote membership in the Discount Program.
- Provide on-going customer service training.

SERVICE LEVEL ANALYSIS

The Professional Services category is increased for maintenance activities during FY10-11.

<u>PERFORMANCE MEASUREMENTS</u>	<u>FY 08-09</u> <u>Actual</u>	<u>FY 09-10</u> <u>Amended</u>	<u>FY 10-11</u> <u>Budget</u>
Manual toll transactions	1,951,386	1,755,400	1,579,860
Non-discounted electronic toll transactions	763,061	749,822	764,819
Discount program transactions	1,580,727	1,635,215	1,667,919
<u>COST SUMMARY</u>			
Salaries	1,174,651	1,317,341	1,226,824
Fringe Benefits	448,270	552,129	500,841
Internal Service Funds	22,490	86,863	49,234
Principal & Leases	2,060,116	2,717,695	3,556,429
Professional Services	868,126	521,350	1,116,350
Temporary Services	36,787	61,000	61,000
Repairs	263,834	273,900	281,649
Misc. Services	13,484	15,000	15,000
Utilities, Communication & Postage	70,638	81,600	83,600
Insurance	2,495	7,667	7,667
Leases	5,134	4,500	6,500
Travel	4,629	4,250	4,250
Other Purchase Services	53,110	87,100	99,500
Capital Outlay	-	-	50,000
Overhead Allocation to the General Fund	-	-	130,000
Total	5,023,766	5,730,395	7,188,843
Change from Prior Year	6.57%	14.07%	25.45%
<u>POSITIONS</u>			
Total Regular Full-Time FTEs	36	34	34
Total Regular Part-Time FTEs	7.80	8.80	8.80

<u>PERFORMANCE MEASUREMENTS</u>	<u>FY 08-09 Actual</u>	<u>FY 09-10 Amended</u>	<u>FY 10-11 Budget</u>
None			
 <u>COST SUMMARY</u>			
Salaries	-	-	-
Fringe Benefits	-	-	-
Internal Service Funds	-	-	-
Principal & Leases	-	-	-
Professional Services	306,064	2,200,000	500,000
Temporary Services	-	-	-
Repairs	-	-	-
Misc. Services	-	-	-
Utilities, Communication & Postage	-	-	-
Insurance	-	-	-
Leases	-	-	-
Travel	-	-	-
Other Purchase Services	-	-	-
Capital Outlay	-	-	-
Total	306,064	2,200,000	500,000
Change from Prior Year	1207.96%	618.80%	-77.27%
 <u>POSITIONS</u>			
Total Regular Full-Time FTEs	0	0	0
Total Regular Part-Time FTEs	0	0	0

DESCRIPTION

The division of Water Production operates and maintains two water treatment plants as well as numerous remote pumping and storage facilities to provide a plentiful supply of quality drinking water for the citizens of Chesapeake and to meet fire protection needs (total storage capacity is 27.3 million gallons). Both plants are manned full-time and carefully coordinate the delivery of treated water to meet storage and demand. A well equipped central water quality laboratory provides a wide array of analytical services to insure that compliance standards are met. In addition to treatment and distribution of drinking water, Water Production addresses citizen's after hours needs by dispatching field operations crews to handle reports related to the water and sewer distribution systems.

GOALS AND OBJECTIVES

Goal: Maintain a supply of potable water that meets or exceeds the quality guidelines established by state and federal regulatory agencies.

Objectives:

- Continuously meet all water quality parameters.
- Comply with all monitoring requirements.
- Provide the necessary supplies, equipment, training, and funding to maximize efficiency.

Goal: Encourage public awareness of water treatment by providing information on the City's web site, running ads containing disinfection by product levels and providing an annual Consumer Confidence Report to all citizens. Respond promptly and courteously to customer inquiries.

Objectives:

- Work continuously to enhance customer satisfaction.

Goal: Plan and oversee development of water resources to meet future needs of the city.

Objectives:

- Develop and maintain sufficient water resources to meet future growth.
- Study water consumption patterns to identify when new or expanded water resources are needed.

SERVICE LEVEL ANALYSIS

Funding increases for water purchase for resale from Norfolk and Portsmouth.

<u>PERFORMANCE MEASUREMENTS</u>	<u>FY 08-09 Actual</u>	<u>FY 09-10 Amended</u>	<u>FY 10-11 Budget</u>
Million of gallons treated/delivered	1,367	1,367	1,388
% compliance with quality parameters	100%	100%	100%
# of complaints about water quality	154	252	252
 <u>COST SUMMARY</u>			
Salaries	1,350,095	1,417,955	1,525,625
Fringe Benefits	472,300	695,713	692,413
Internal Service Funds	303,508	290,875	217,817
Principal & Leases	-	-	-
Professional Services	136,770	97,054	99,554
Temporary Services	408	-	-
Repairs	344,972	281,000	490,000
Misc. Services	11,102	141,500	141,500
Utilities, Communication & Postage	1,148,984	1,485,000	1,485,000
Insurance	-	-	-
Leases	15,577	9,500	9,500
Travel	4,251	7,524	7,524
Other Purchase Services incl. Water purchase for resale	14,138,079	17,358,784	18,392,968
Capital Outlay	155,120	256,200	241,500
 Total	 18,081,166	 22,041,105	 23,303,401
Change from Prior Year	11.35%	21.90%	5.73%
 <u>POSITIONS</u>			
Total Regular Full-Time FTEs	30	29	29
Total Regular Part-Time FTEs	0	0	0

<u>PERFORMANCE MEASUREMENTS</u>	<u>FY 08-09 Actual</u>	<u>FY 09-10 Amended</u>	<u>FY 10-11 Budget</u>
Millions of gallons treated/delivered	2,704	2,704	2,745
% of compliance with quality parameters	100%	100%	100%
 <u>COST SUMMARY</u>			
Salaries	750,063	817,950	817,950
Fringe Benefits	255,681	300,980	300,980
Internal Service Funds	5,646	4,777	4,450
Principal & Leases	-	-	-
Professional Services	2,991	340	340
Temporary Services	-	-	-
Repairs	308,387	479,554	479,554
Misc. Services	-	-	-
Utilities, Communication & Postage	413,609	670,000	700,000
Insurance	-	-	-
Leases	4,475	-	-
Travel	964	3,956	3,956
Other Purchase Services incl. Water purchase for resale	3,539,690	3,888,515	4,191,125
Capital Outlay	21,133	-	-
 Total	 5,302,640	 6,166,072	 6,498,355
Change from Prior Year	8.09%	16.28%	5.39%
 <u>POSITIONS</u>			
Total Regular Full-Time FTEs	18	18	18
Total Regular Part-Time FTEs	0	0	0

DESCRIPTION

The division of Sewer is responsible for the maintenance and operation of gravity and force sewer mains and sewage pumping stations on a 24-hour basis, and providing continuous wastewater disposal to the citizens of Chesapeake. The division maintains and operates the City's sewage collection system, performs clearing of sewer stoppage, repairs sanitary sewer force/gravity mains, laterals, and clean-outs, inspects and washes mains and appurtenances, and maintains the sewage pump stations through inspections and annual efficiency tests.

GOALS AND OBJECTIVES

Goal: Improve system preventive maintenance as necessary to reduce failures, prevent overflows and extend the life of infrastructures, and reduce infiltration/inflow into the sewer system.

Objectives:

- Monitor force main pressures at eight strategic locations.
- Maintain records of internal TV inspections of sanitary sewers.
- Wash 80 miles of gravity sewer mains, inspect 4,000 manholes and inspection boxes, and monitor the flow of 12 pump station collection basins.
- Smoke test 26 pump basin systems, internally TV inspect 12 miles of gravity sanitary sewers, install 30 water tight manhole inserts in flood prone systems and in clean outs and inspection boxes.

Goal: Respond to customer requests in a timely manner.

Objectives:

- Respond within 24 hours for complaints, 4 hours for service requests, 3 days for lateral repairs, and 4 days for mainlines.

SERVICE LEVEL ANALYSIS

Funding is provided for the continuation of current services. Budget for repairs and workers compensation claims is increased.

UTILITIES - SEWER MAINTENANCE & OPERATIONS 501-112030-60020

<u>PERFORMANCE MEASUREMENTS</u>	<u>FY 08-09</u> <u>Actual</u>	<u>FY 09-10</u> <u>Amended</u>	<u>FY 10-11</u> <u>Budget</u>
# of repairs (including emergencies)	351	1,268	800
Miles of collection system cleaned	103	125	125
Cost per mile of collection system	4,613	4,919	4,900
% of emergencies responded in 30 min.	98%	100%	100%

COST SUMMARY

Salaries	2,194,724	2,430,635	2,465,561
Fringe Benefits	939,205	1,013,307	1,040,307
Internal Service Funds	687,560	690,556	643,174
Principal & Leases	-	-	-
Professional Services	66,250	33,075	73,075
Temporary Services	-	-	-
Repairs	78,151	60,000	160,000
Misc. Services	19,821	13,250	13,250
Utilities, Communication & Postage	455,340	435,700	435,700
Insurance	40,550	-	-
Leases	4,977	5,000	5,000
Travel	8,595	17,500	17,500
Other Purchase Services	226,046	338,800	365,800
Capital Outlay	-	13,000	13,000
Total	4,721,218	5,050,823	5,232,367
Change from Prior Year	6.06%	6.98%	3.59%

POSITIONS

Total Regular Full-Time FTEs	59	58	58
Total Regular Part-Time FTEs	0	0	0

DESCRIPTION

The division of Water is responsible for the maintenance and operation of water distribution mains on a 24-hour basis, and providing a continuous potable water supply and adequate fire protection to the citizens of Chesapeake. The division performs main leak repairs, minor relocations, routine valve operations, flow and pressure testing of fire hydrants, maintenance and repair of hydrants and valves, installation of new water service connections, testing of service pressure at the meters, and assists in eliminating water quality complaints.

GOALS AND OBJECTIVES

Goal: Maintain system reliability and minimize service disruption, and perform routine and preventative maintenance.

Objectives:

- Exercise and maintain 11,000 water valves per year.
- Vacuum/clean 120-meter vaults and 1,200 valve boxes, and flush all air vents.
- Flush 1/3 of the system annually via the annual hydrant-flushing program.
- Inspect and service 4,500 fire hydrants per year.
- Continue implementation of Maximo Work Order System.

Goal: Perform repair of main leaks, water service lines and related appurtenances, emergency repairs, and minor relocations.

Objectives:

- Water main breaks repaired within one working day of notice.
- Hydrants repaired within three working days of notice.
- Repair/renew approximately 850 water service lines.
- Install approximately 65 complete new services and 1,000 wet taps.
- Test/repair 400 large water meters in the field.

SERVICE LEVEL ANALYSIS

Funding is provided for the continuation of current services with an increase for worker's compensation costs.

UTILITIES - WATER MAINTENANCE & OPERATIONS 501-112030-60022

<u>PERFORMANCE MEASUREMENTS</u>	<u>FY 08-09 Actual</u>	<u>FY 09-10 Amended</u>	<u>FY 10-11 Budget</u>
Pipeline repairs	571	600	600
Water meters installed/repaired	2,168	2,300	2,300
Fire hydrants maintained/flushed	2,489	2,560	2,800
New services connected	200	200	200
<u>COST SUMMARY</u>			
Salaries	1,416,421	1,585,980	1,627,211
Fringe Benefits	700,298	694,701	711,701
Internal Service Funds	273,153	347,766	325,989
Principal & Leases	-	-	-
Professional Services	16,943	26,800	26,800
Temporary Services	-	-	-
Repairs	2,060	52,500	52,500
Misc. Services	2,452	2,000	2,000
Utilities, Communication & Postage	33,766	25,200	25,200
Insurance	15,445	-	-
Leases	3,329	6,000	20,000
Travel	10,594	11,800	11,800
Other Purchase Services	245,876	320,380	340,380
Capital Outlay	-	41,850	41,850
Total	2,720,337	3,114,977	3,185,431
Change from Prior Year	11.24%	14.51%	2.26%
<u>POSITIONS</u>			
Total Regular Full-Time FTEs	40	39	39
Total Regular Part-Time FTEs	0	0	0

DESCRIPTION

The division of Administration provides leadership, policy direction, planning, and coordination of the various operations of the department. The division prepares and monitors Public Utilities' Operating and Capital Improvement budgets, maintains the various records as required for revenue bonds, prepares financial reports as required, and maintains files regarding personnel, payroll, capital improvement projects and operating expenditures.

GOALS AND OBJECTIVES

Goal: Forecast the future needs of our customers and implement plans to meet those needs.

Objectives:

- Compile and update statistical customer information.
- Stay informed on future land use decisions.
- Forecast future needs, and review various infrastructure alternatives.

Goal: Maintain fiscal control.

Objectives:

- Review the Operating and Capital Improvement budgets with Division Heads on a monthly basis, and seek cost saving alternatives.
- Track and project revenue and expenses.
- Prepare and review annual financial statements.

Goal: Monitor inquiries from our customers for evaluating customer satisfaction.

Objectives:

- Track replies to customer satisfaction surveys.
- Review the annual report of customer inquiries.

SERVICE LEVEL ANALYSIS

Professional Services increased due to an upcoming rate study. Funding is also included as an expense for a contribution to the City's General Fund for overhead costs such as Finance, Budget, Purchasing and other provided City functions.

<u>PERFORMANCE MEASUREMENTS</u>	<u>FY 08-09 Actual</u>	<u>FY 09-10 Amended</u>	<u>FY 10-11 Budget</u>
Review operating & capital budgets	Monthly	Monthly	Monthly
Inquiries and complaints received	1,463	1,214	1,000
Track water connections	64,233	64,800	65,400
Produce annual financial statements	1	1	1
Conduct annual safety program	1	1	1
<u>COST SUMMARY</u>			
Salaries	835,451	882,762	882,813
Fringe Benefits	293,123	306,493	306,494
Internal Service Funds	312,330	338,102	364,750
Principal & Leases	-	-	-
Professional Services	20,744	52,910	202,910
Temporary Services	-	-	-
Repairs	2,612	9,400	9,400
Misc. Services	-	1,000	1,000
Utilities, Communication & Postage	32,845	32,638	32,638
Insurance	-	-	-
Leases	700	-	-
Travel	1,722	7,000	7,000
Other Purchase Services	670,978	286,443	286,443
Capital Outlay	243,897	200,000	200,000
Overhead Allocation to the General Fund	-	-	500,000
Total	2,414,403	2,116,748	2,793,448
Change from Prior Year	29.82%	-12.33%	31.97%
<u>POSITIONS</u>			
Total Regular Full-Time FTEs	14	14	14
total Regular Part-Time FTEs	0	0	0

DESCRIPTION

The division of Customer Service/Billing is responsible for all utility service account activities including customer service and billing. The division establishes water service to new customers, sends bills and collects payments, and responds to customer inquiries.

GOALS AND OBJECTIVES

Goal: Provide exceptional customer service to our customers.

Objectives:

- Provide ongoing customer service training to our employees.
- Review responses to our customer surveys and take appropriate action.
- Render bills within 10 days of the reading date.
- Respond to customer inquiries within 5 days.
- Maintain the abandoned call rate to less than 10%.
- Reduce wait time to no more than 3 minutes.

Goal: Reinforce safety policies and rules.

Objectives:

- Conduct monthly safety meetings.
- Provide necessary safety equipment.
- Enforce the use of safety equipment.

SERVICE LEVEL ANALYSIS

Funding is provided for the continuation of current services. The only reduction in this program is for charges for internal service funds such as information technology and central fleet.

PUBLIC UTILITIES - BILLING / CUSTOMER SERVICE 501-112030-60033

<u>PERFORMANCE MEASUREMENTS</u>	<u>FY 08-09 Actual</u>	<u>FY 09-10 Amended</u>	<u>FY 10-11 Budget</u>
Telephone calls received	91,372	86,966	88,000
Walk-in customers	8,511	8,803	8,900
Active accounts	62,085	62,673	64,000
Accounts worked in the field	80,614	79,733	80,000
<u>COST SUMMARY</u>			
Salaries	790,715	857,453	857,453
Fringe Benefits	316,231	394,920	394,920
Internal Service Funds	61,104	116,326	66,530
Principal & Leases	-	-	-
Professional Services	440	2,100	2,100
Temporary Services	57,575	39,370	39,370
Repairs	2,464	1,600	1,600
Misc. Services	-	-	-
Utilities, Communication & Postage	1,551	7,800	7,800
Insurance	88	3,000	3,000
Leases	-	-	-
Travel	307	300	300
Other Purchase Services	8,679	13,400	13,400
Capital Outlay	-	-	-
Total	1,239,153	1,436,269	1,386,473
Change from Prior Year	-3.26%	15.91%	-3.47%
<u>POSITIONS</u>			
Total Regular Full-Time FTEs	25	25	25
Total Regular Part-Time FTEs	2.00	1.75	1.75

DESCRIPTION

The division of Meter Reading Services is responsible for accurately reading customers water meters every 58-60 days.

GOALS AND OBJECTIVES

Goal: Provide exceptional customer service to our customers.

Objectives:

- Provide ongoing customer service training to our employees.
- Read meters accurately and maintain a reading schedule of 58-62 days - an average of 1,500-1,800 meters per day.

Goal: Reinforce safety policies and rules.

Objectives:

- Conduct monthly safety meetings.
- Provide necessary safety equipment.
- Enforce the use of safety equipment.

SERVICE LEVEL ANALYSIS

Funding is provided for the continuation of current services. The only reduction in this program is for charges for internal service funds such as information technology and central fleet.

<u>PERFORMANCE MEASUREMENTS</u>	<u>FY 08-09 Actual</u>	<u>FY 09-10 Amended</u>	<u>FY 10-11 Budget</u>
Meters read	403,673	408,000	415,000
 <u>COST SUMMARY</u>			
Salaries	132,724	173,157	173,157
Fringe Benefits	71,503	88,414	88,414
Internal Service Funds	20,638	48,961	42,266
Principal & Leases	-	-	-
Professional Services	370	4,940	4,940
Temporary Services	50,164	911	911
Repairs	1,980	5,500	5,500
Misc. Services	-	-	-
Utilities, Communication & Postage	-	-	-
Insurance	1,548	-	-
Leases	-	-	-
Travel	-	-	-
Other Purchase Services	1,349	2,175	2,175
Capital Outlay	-	-	-
 Total	 280,276	 324,058	 317,363
Change from Prior Year	3.62%	15.62%	-2.07%
 <u>POSITIONS</u>			
Total Regular Full-Time FTEs	5	5	5
Total Regular Part-Time FTEs	2.00	1.75	1.75

DESCRIPTION

The Chesapeake Public Utilities Engineering Division consists of engineers, engineering specialists, engineering technicians, GIS specialist, construction inspectors, cross-connection inspector, utility locators and an office specialist. These professional employees provide quality technical service in the following categories: Assistance regarding the City's water and sanitary sewer system to the public, and consulting services to engineers, developers, contractors, field forces, other City departments, and State and Federal agencies

GOALS AND OBJECTIVES

Goal: Provide prompt and accurate information about system development to engineers, developers, and citizens.

Objectives:

- Provide complete, accurate information in a timely manner.

Goal: Protect the system's integrity by accurately reviewing all plans and plats with respect to utility improvements.

Objectives:

- Determine the constructability and operability of the proposed designs to ensure ease of maintenance in a cost-effective manner, with the least inconvenience to the citizens.
- Determine the need and the integration with the department's Master Plan for water and sewer.

Goal: Continue inspections on all businesses for possible cross-connections with the City's water system.

Objectives:

- As mandated by the state, conduct inspections to prevent the contamination of the water distribution system and test backflow preventers.

SERVICE LEVEL ANALYSIS

Funding is provided for the continuation of current services. Reallocations of expense accounts and funding changes between Public Utilities programs have also been done to better reflect expenditure projections.

<u>PERFORMANCE MEASUREMENTS</u>	<u>FY 08-09 Actual</u>	<u>FY 09-10 Amended</u>	<u>FY 10-11 Budget</u>
Plats reviewed	141	80	110
Plans reviewed	614	350	450
Miss Utility tickets marked	15,428	10,000	12,000
Cross-connection inspections	878	800	850
# of activations	125	75	90
<u>COST SUMMARY</u>			
Salaries	836,022	980,524	980,524
Fringe Benefits	296,646	336,318	336,418
Internal Service Funds	37,440	37,942	31,693
Principal & Leases	-	-	-
Professional Services	42,067	50,060	40,120
Temporary Services	32,324	-	25,639
Repairs	4,174	11,300	5,499
Misc. Services	1,827	-	2,000
Utilities, Communication & Postage	6,818	8,760	6,800
Insurance	-	-	-
Leases	-	-	-
Travel	1,675	13,670	9,045
Other Purchase Services	41,747	41,486	36,073
Capital Outlay	21,500	-	-
Total	1,322,239	1,480,060	1,473,811
Change from Prior Year	7.12%	11.94%	-0.42%
<u>POSITIONS</u>			
Total Regular Full-Time FTEs	16	16	16
total Regular Part-Time FTEs	2.00	0.50	0.50

<u>PERFORMANCE MEASUREMENTS</u>	<u>FY 08-09 Actual</u>	<u>FY 09-10 Amended</u>	<u>FY 10-11 Budget</u>
None			
 <u>COST SUMMARY</u>			
Salaries	-	-	-
Fringe Benefits	-	-	-
Internal Service Funds	-	-	-
Principal & Leases	10,503,391	13,109,576	12,481,365
Professional Services	-	-	-
Temporary Services	-	-	-
Repairs	-	-	-
Misc. Services	-	-	-
Utilities, Communication & Postage	-	-	-
Insurance	-	-	-
Leases	-	-	-
Travel	-	-	-
Other Purchase Services	-	-	-
Capital Outlay	18,180	-	-
Total	10,521,571	13,109,576	12,481,365
Change from Prior Year	83.44%	24.60%	-4.79%

DESCRIPTION

The General Services Municipal Grounds Maintenance function maintains all plant material, sidewalks, signs, parking lots, storm drains, and ditches on municipal property. The function also provides support to the department, City programs, and special events.

GOALS AND OBJECTIVES

Goal: Maintain municipal grounds and parking lots.

Objectives:

- Provide a medium standard of appearance through seeding, fertilizing, spraying, mowing, planting, and caring for beds and trees.
- Coordinate and manage contract repairs of sidewalks, parking lots and storm drains as required.
- Coordinate and manage contract for grounds maintenance as required.
- Coordinate and manage snow removal as necessary.

Goal: Improve team and individual performance opportunities.

- Upgrade grounds related technical skills and improve the ability of the staff to respond to basic facility issues.
- Train all employees in basic quality tools/techniques and basic computer skills to enable them to contribute fully to process improvements (i.e. Track data, make charts, participate in work groups).
- Maximize use of the City's internal training programs.

SERVICE LEVEL ANALYSIS

A funding increase was necessary due to an increase in charges for internal service fund -- central fleet. FY09-10 the central fleet charges were incorrectly charged to Building Maintenance (presented next). In order to maintain a balanced budget, funding has been reduced for mowing, pruning, temporary services, repairs, and other landscaping operations

<u>PERFORMANCE MEASUREMENTS</u>	<u>FY 08-09</u> <u>Actual</u>	<u>FY 09-10</u> <u>Amended</u>	<u>FY 10-11</u> <u>Budget</u>
# of municipal sites	90	94	94
# of parking spaces	4,378	4,394	4,394
# of maintained acres	186	192	192
<u>COST SUMMARY</u>			
Salaries	365,504	395,482	393,373
Fringe Benefits	132,852	154,464	163,380
Internal Service Funds	97,296	67,742	139,510
Principal & Leases	-	-	-
Professional Services	94,171	103,600	61,197
Temporary Services	68,154	48,000	21,403
Repairs	4,124	48,000	6,000
Misc. Services	-	-	-
Utilities, Communication & Postage	45,001	35,471	36,468
Insurance	-	-	-
Leases	349	1,500	1,000
Travel	1,598	3,558	2,240
Other Purchase Services	58,762	48,449	49,950
Capital Outlay	-	-	-
Total	867,812	906,266	874,521
Change from Prior Year	-0.72%	4.43%	-3.50%
<u>POSITIONS</u>			
Total Regular Full-Time FTEs	11	11	11
Total Regular Part-Time FTEs	2.40	2.25	2.25

DESCRIPTION

Building Maintenance ensures that all City buildings provide a safe, functional, and productive working environment for day-to-day operations. This is accomplished through comprehensive programs in preventive and routine maintenance, renovation and repair, repair-by-replacement, energy conservation, and environmental protection, as well as, emergency response to various facility problems.

GOALS AND OBJECTIVES

Goal: Maintain all City buildings in a safe/functional operating condition.

Objectives:

- Develop an effective routine and preventative maintenance program.
- Identify, prioritize, and schedule all required major maintenance.
- Develop criteria for accurately estimating customer satisfaction.

Goal: Improve team and individual performance opportunities.

Objectives:

- Upgrade maintenance-related technical skills and improve ability of staff to respond to out-of-specialty problems.
- Train all employees in basic quality tools/techniques and basic computer skills to enable technicians to contribute fully to process improvements (i.e. Track data, make charts, participate in work groups).
- Maximize use of the City's internal training programs.

Goal: Improve energy efficiency/energy management in all City buildings.

Objectives:

- Establish historical baseline for energy usage in all buildings.
- Execute high-payback energy projects and implement as budget allows.
- Monitor energy usage and adherence to new City policy on thermostat settings.
- Investigate possible energy performance contracts or opportunities.

SERVICE LEVEL ANALYSIS

Building Maintenance is reducing unscheduled repairs and thus repair parts, painting, and carpeting. They are also deferring minor structural and mechanical repairs and eliminating all travel and training. Internal Service fund charges for information technology have also been reduced.

<u>PERFORMANCE MEASUREMENTS</u>	<u>FY 08-09 Actual</u>	<u>FY 09-10 Amended</u>	<u>FY 10-11 Budget</u>
# of work orders	15,000	15,000	15,000
Total square feet of buildings maintained	1,593,400	1,603,600	1,603,600
Maintenance backlog	\$5,000K	\$5,000K	\$5,200K
 <u>COST SUMMARY</u>			
Salaries	888,918	936,165	984,358
Fringe Benefits	331,464	414,093	357,329
Internal Service Funds	170,353	248,042	139,472
Principal & Leases	-	-	-
Professional Services	365,841	154,250	54,200
Temporary Services	15,514	-	-
Repairs	985,173	859,575	696,716
Misc. Services	459	200	-
Utilities, Communication & Postage	425,278	690,613	707,261
Insurance	5,268	-	-
Leases	9,079	10,000	10,000
Travel	1,689	1,500	-
Other Purchase Services	319,091	295,114	181,300
Capital Outlay	-	-	-
 Total	 3,518,126	 3,609,553	 3,130,636
Change from Prior Year	2.75%	2.60%	-13.27%
 <u>POSITIONS</u>			
Total Regular Full-Time FTEs	20	20	20
Total Regular Part-Time FTEs	3.00	1.75	1.75

DESCRIPTION

Facilities Building Construction executes the capital construction program for buildings and parks as approved by the City Council and prepares budget estimates in support of the annual facilities construction program.

The division also conducts various studies, prepares engineering analyses and estimates, and provides other technical support as required by the City Manager.

GOAL AND OBJECTIVES

Goal: Efficiently and expeditiously complete approved building and facility projects that satisfy the needs of the using departments and their customers.

Objectives:

- Develop budget cost estimates that accurately reflect reasonable costs for proposed construction projects.
- Manage contracts for professional services to ensure that regulatory, public, and users needs are adequately met in the designs for new projects.
- Manage construction contracts and inspect work in place to ensure safe, timely construction in full compliance with contract plans and specifications.
- Assist building occupants with selection, purchase, and installation of furnishings and equipment.
- Ensure building systems perform properly during initial occupancy and assist Building Maintenance with obtaining warranty services.
- Provide design and construction technical assistance to staff and management regarding buildings and facilities.

Goal: Design and construct new buildings to standards that are environmentally conscious and energy conserving.

Objectives:

- Design and construct new (applicable) buildings to meet or exceed minimum standards for LEED.
- Incorporate LEED standards to the extent that is practical for all construction.
- Seek innovative design solutions to enhance energy and environmental performance of facilities.

Goal: Improve team and individual performance opportunities.

- Upgrade project related technical skills and improve the ability of the staff to respond to various maintenance issues and data requests.
- Train all employees in basic quality tools/techniques and basic computer skills to enable them to contribute fully to process improvements (i.e. Track data, make charts, participate in work groups).
- Maximize use of the City's internal training programs.

SERVICE LEVEL ANALYSIS

Funding has been eliminated for all temporary services and travel. Funding increased for charges related to internal service funds for information technology. The increase to the Virginia Retirement System rate is reflected in the Fringe Benefits category.

GENERAL SVCS-ADMIN./ BUILDING CONSTRUCTION 100-112013-43102

<u>PERFORMANCE MEASUREMENTS</u>	<u>FY 08-09</u> <u>Actual</u>	<u>FY 09-10</u> <u>Amended</u>	<u>FY 10-11</u> <u>Budget</u>
Planning studies underway	5	4	4
Designs underway	6	4	4
Minor Construction (\$10K-\$50K)underway	3	5	5
Major Construction (≥\$500K) underway	4	4	4
<u>COST SUMMARY</u>			
Salaries	448,867	450,466	450,353
Fringe Benefits	151,917	152,778	168,229
Internal Service Funds	41,248	-	17,635
Principal & Leases	-	-	-
Professional Services	2,000	1,300	1,000
Temporary Services	-	1,000	-
Repairs	1,297	8,000	4,000
Misc. Services	-	2,000	-
Utilities, Communication & Postage	2,372	3,400	2,500
Insurance	-	47	-
Leases	1,337	-	1,500
Travel	114	2,300	-
Other Purchase Services	5,734	17,650	6,500
Capital Outlay	-	-	-
Total	654,887	638,942	651,717
Change from Prior Year	4.75%	-2.43%	2.00%
<u>POSITIONS</u>			
Total Regular Full-Time FTEs	9	8	8
total Regular Part-Time FTEs	0	0	0

DESCRIPTION

Housekeeping ensures that all City buildings provide a clean and sanitary working environment for day-to-day operations. This is accomplished through routine daily cleaning, trash removal, sanitation, special cleaning at prescribed intervals, and immediate response to certain housekeeping problems.

GOALS AND OBJECTIVES

Goal: Maintain all City internal spaces in a safe, clean, and sanitary condition.

Objectives:

- Ensure workplaces are kept clean and free of trash.
- Resolve all building appearance/sanitation issues quickly.
- Make City buildings a source of pride for employees.
- Achieve a customer satisfaction level of 98%.

Goal: Establish and execute a comprehensive training plan for all personnel.

Objectives:

- Upgrade housekeeping-related skills and improve ability of housekeepers to carry out assigned duties.
- Train all employees in basic quality tools/techniques and basic computer skills to enable them to contribute fully to process improvements.
- Maximize using the City's internal training programs.

Goal: Improve energy efficiency/energy management in City buildings.

Objectives:

- Be meticulous in turning out lights after cleaning.

SERVICE LEVEL ANALYSIS

Housekeeping is eliminating nine (9) part-time positions, funding for supplies, funding for the City Hall window cleaning, and reducing uniform expenses.

<u>PERFORMANCE MEASUREMENTS</u>	<u>FY 08-09 Actual</u>	<u>FY 09-10 Amended</u>	<u>FY 10-11 Budget</u>
Square feet cleaned	989,408	989,408	989,408
Operation & Maintenance cost per square foot cleaned	\$2.22	\$2.29	\$2.07
Square feet cleaned per full-time equiv.	14,834	16,699	18,449
% of customers satisfied	98%	98%	98%
% staff trained in quality measurements	100%	100%	100%
 <u>COST SUMMARY</u>			
Salaries	1,465,464	1,376,698	1,272,404
Fringe Benefits	437,228	560,742	514,656
Internal Service Funds	44,268	29,581	37,854
Principal & Leases	-	-	-
Professional Services	870	65,546	65,296
Temporary Services	-	-	-
Repairs	26,074	17,036	5,464
Misc. Services	-	-	-
Utilities, Communication & Postage	6,589	8,000	6,000
Insurance	-	-	-
Leases	472	-	-
Travel	3,334	1,000	1,000
Other Purchase Services	208,715	209,161	143,661
Capital Outlay	-	-	-
Total	2,193,013	2,267,765	2,046,335
Change from Prior Year	-2.99%	3.41%	-9.76%
 <u>POSITIONS</u>			
Total Regular Full-Time FTEs	34	31	31
Total Regular Part-Time FTEs	32.70	28.25	22.63

DESCRIPTION

Central Fleet manages all of the rolling stock for the City from procurement through disposal. Central Fleet performs preventative maintenance inspections, major and minor mechanical repairs, and other automotive support to provide a safe, reliable, and economic fleet for the City's operations. Central Fleet also maintains all miscellaneous powered equipment (chainsaws, tractors, pumps, etc.) belonging to the City. It also operates seven fueling sites located throughout the City for use of City vehicles. The division controls the distribution of fuel and repair parts, maintains individual vehicle and equipment records, and recommends the purchase of new and replacement vehicles and equipment.

GOALS AND OBJECTIVES

Goal: Provide all departments with safe, well-maintained vehicles and equipment.

Objectives:

- Maintain effective preventative maintenance schedules on all vehicles.
- Insure all vehicles processed through the garage receive a safety inspection.
- Obtain the Automotive Service Excellence (ASE) Blue Seal of Excellence award for the garage.
- Maintain membership in the Virginia Environmental Excellence Program.

Goal: Provide cost effective and timely repairs to all City owned vehicles and equipment.

Objectives:

- Maintain a labor rate competitive with the local commercial repair facilities.
- Repair and return all equipment to the user in less than four days (average).

Goal: Continue increasing the technical competence of all technicians by providing up-to-date training.

Objectives:

- Provide up-to-date technical and general training in the technician's specialties.
- Ensure all employees take advantage of the City's internal training programs.
- Encourage all employees to complete the City's Supervisory Certificate Program.
- Encourage all technicians to obtain two Automotive Service Excellence (ASE) Certifications.

Goal: Replace equipment before operational costs exceed the usefulness of the equipment.

Objectives:

- Establish a fully-funded fleet replacement program.

Goal: Better utilize equipment and reduce the size of the fleet.

Objectives:

- Create a City-wide motor pool from equipment in the fleet that is used infrequently.
- Identify low usage equipment and consolidate those pieces of equipment to determine the annual need City-wide. Adjust the number of pieces of equipment in the fleet to meet that annual need.

SERVICE LEVEL ANALYSIS

In order to maintain a balanced budget, the fleet is eliminating four (4) full-time positions, reducing the funds available for parts and oil, eliminating or reducing certain maintenance contracts, and reducing travel and conference expenses. Funding has also been reduced for the cash purchase of replacement equipment and vehicles.

CENTRAL FLEET - INTERNAL SERVICE FUND**601-112012-12520**

<u>PERFORMANCE MEASUREMENTS</u>	<u>FY 08-09</u> <u>Actual</u>	<u>FY 09-10</u> <u>Amended</u>	<u>FY 10-11</u> <u>Budget</u>
# of repairs	10,806	15,000	12,000
Average time for light shop (in hours)	16.00	16.00	16.00
Average time for heavy shop (in hours)	24.00	24.00	24.00
Average age of the fleet (in years)	7.50	7.50	7.50
# of preventative maintenance procedures	3,571	3,750	3,500
# of work orders closed	14,377	15,000	15,000
Avg. time for each light PM procedure (in hours)	1.00	1.00	1.00
Avg. time for each heavy PM procedure (in hours)	4.00	4.00	4.00
Avg. time for each work order (in hours)	2.00	3.00	3.00
# of wrecker calls	514	600	600
<u>COST SUMMARY</u>			
Salaries	1,650,108	1,817,714	1,696,128
Fringe Benefits	707,959	707,021	631,499
Internal Service Funds	363,623	374,110	347,364
Principal & Leases	-	-	-
Professional Services	62,800	32,051	32,051
Temporary Services	-	-	-
Repairs	732,070	352,485	316,485
Misc. Services	2,375	1,000	1,000
Utilities, Communication & Postage	68,068	69,664	69,664
Insurance	-	-	-
Leases	29,166	28,000	28,000
Travel	20,699	39,800	32,800
Other Purchase Services	6,308,042	5,591,888	5,186,249
Capital Outlay	574,698	-	-
Total	10,519,610	9,013,734	8,341,240
Change from Prior Year	-4.69%	-14.31%	-7.46%
<u>POSITIONS</u>			
Total Regular Full-Time FTEs	42	41	37
total Regular Part-Time FTEs	0	0	0

<u>PERFORMANCE MEASUREMENTS</u>	<u>FY 08-09 Actual</u>	<u>FY 09-10 Amended</u>	<u>FY 10-11 Budget</u>
Equipment under \$1,000	1,270	1,288	1,300
Equipment between \$1,000 to \$4,999	369	372	400
Equipment \$5,000 and over	1,467	1,458	1,500
<u>COST SUMMARY</u>			
Salaries	-	-	-
Fringe Benefits	-	-	-
Internal Service Funds	-	-	-
Principal & Leases	222,500	3,025,019	2,548,057
Professional Services	-	-	-
Temporary Services	-	-	-
Repairs	-	-	-
Misc. Services	-	-	-
Utilities, Communication & Postage	-	-	-
Insurance	-	-	-
Leases	-	-	-
Travel	-	-	-
Other Purchase Services	-	-	-
Capital Outlay	4,568,708	3,344,258	3,186,220
Total	4,791,208	6,369,277	5,734,277
Change from Prior Year	112.76%	32.94%	-9.97%
<u>POSITIONS</u>			
Total Regular Full-Time FTEs	0	0	0
total Regular Part-Time FTEs	0	0	0

Note: The Debt service payment of principal is not reflected in "Actual" since it is a balance sheet item, however it is appropriated in the Budget columns.

DESCRIPTION

Purchasing acquires the supplies, services, construction, and commodities required by departments and agencies in accordance with State and City procurement laws, policies, and procedures.

Purchasing conducts acquisition activities by providing procurement services and support, and distributes mail to City departments and agencies.

Function 12431 contains \$12,000 for postage.

GOALS AND OBJECTIVES

Goal: Implement comprehensive procurement policy and procedures.

Objectives:

- Revise current policies and procedures to provide greater flexibility, and publish manual.
- Create new workflow processing standard and audit procurement operations.
- Ensure all Procurement Specialists are properly certified.

Goal: Promote new acquisition techniques.

Objectives:

- With assistance of Department of Information Technology, implement intranet notification of active contracts.
- Foster greater use of e-commerce for greater flexibility and reduced operational costs.
- Expand Indefinite Delivery/Indefinite Quantity contracts.
- Upgrade procurement software to include electronic bids, abstracts, and change order processing.
- Employ a greater use of cooperative procurement to reduce solicitation time.
- Conduct city-wide training seminars
- Centralize all procurement functions for efficiency.
- Encourage prime contractor subcontracting plans.
- Develop and implement senior management construction contracts reporting.

Goal: Promote NAACP Fair Share Agreement to increase contract opportunities for City SWaM vendors.

Objectives:

- Continue membership and active participation in the VMSDC, VAGP, NIGP, APS and NAPCP and trade fairs.
- Continue coordinating efforts with Economic Development's small business coordinator to assist SWaM vendors to gain access to procurement opportunities.
- Promote access to procurement opportunities via Purchasing web site, publications and other electronic processes.
- Conduct outreach program to attract new SWaM (Small Women and Minority) suppliers.

SERVICE LEVEL ANALYSIS

In order to maintain a balanced budget, the Purchasing department is eliminating one (1) full-time position. The budgets in the Salaries and Fringe Benefits categories have been trued-up due to the elimination of two (2) positions for FY09-10 and the increase in the Virginia Retirement System rate increase. Funding has also reduced travel and training, and for internal service fund charges related to information technology.

<u>PERFORMANCE MEASUREMENTS</u>	<u>FY 08-09</u> <u>Actual</u>	<u>FY 09-10</u> <u>Amended</u>	<u>FY 10-11</u> <u>Budget</u>
# of purchase requisitions converted to purchase orders	7,631	7,631	7,631
# of formal solicitations	234	234	234
Time required to convert purchase requisition to purchase orders (in days)	24 days	24 days	24 days
Average value of a single solicitation and contract managed per procurement	\$195,000	\$195,000	\$195,000
Total volume of mail processed	135,000	135,000	235,000
# of mail delivery locations serviced (on/off campus)	32	32	54
<u>COST SUMMARY</u>			
Salaries	479,938	452,424	450,849
Fringe Benefits	155,795	193,043	153,645
Internal Service Funds	64,646	72,089	60,164
Principal & Leases	-	-	-
Professional Services	12,854	1,200	-
Temporary Services	-	-	3,300
Repairs	1,925	1,200	1,030
Misc. Services	1,100	2,000	2,000
Utilities, Communication & Postage	18,229	30,244	27,850
Insurance	-	-	-
Leases	24,471	18,550	18,600
Travel	7,149	10,300	5,300
Other Purchase Services	10,012	12,586	12,600
Capital Outlay	-	-	-
Total	776,118	793,636	735,339
Change from Prior Year	3.70%	2.26%	-7.35%
<u>POSITIONS</u>			
Total Regular Full-Time FTEs	11	9	8
Total Regular Part-Time FTEs	2.40	2.25	2.25

DESCRIPTION

Grants are received on an annual basis. The following schedule shows the amount of other Operations related grants for the appropriate year.

<u>COST SUMMARY</u>	<u>FY 08-09 Actual</u>	<u>FY 09-10 Amended</u>	<u>FY 10-11 Budget</u>
Portlock Area Drainage Grant	67,557	-	-
Money Point Drainage Grant	367,747	-	-
Total	435,304	-	-