GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

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City of Chesapeake

Virginia

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morrill

Executive Director

City of Chesapeake, Virginia
PROPOSED OPERATING BUDGET
JULY 1, 2020 – JUNE 30, 2021

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MAYOR

CITY COUNCIL

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CITY MANAGER
CHRISTOPHER M. PRICE

CITY OFFICIALS

Christopher M. Price ..... City Manager
Sandy Madison ..... City Clerk
Jacob P. Stroman ..... City Attorney
Nancy G. Parr ..... Commonwealth's Attorney
James O'Sullivan ..... Sheriff
Barbara O. Carraway ..... City Treasurer
Frank King ..... Commissioner of the Revenue
Randall D. Smith ..... Chief Judge, Circuit Court
Dr. Alan Krasnoff ..... Clerk of Court, Circuit Court
Robert G. MacDonald ..... Chief Judge, General District Court
Larry D. Willis, Sr.. ..... Chief Judge, Juvenile & Domestic Relations Court
Dr. Jared A. Cotton ..... Superintendent of Schools

Dr. Wanda Barnard-Bailey ..... Deputy City Manager
Robert N. Geis ..... Deputy City Manager
Laura Fitzpatrick ..... Deputy City Manager
Michael Barber ..... Director of Parks, Recreation & Tourism
Elizabeth St. John ..... Director of Court Services Unit
Jill Baker ..... Director of Human Services
Heath E. Covey ..... Director of Public Communications
Greg H. Daniels ..... Real Estate Assessor
Edmund E. Elliot, Jr. ..... Fire Chief
Steven Jenkins ..... Director of Budget
Watson Lawrence ..... Director of Agriculture
Eric Martin ..... Director of Public Works
Allison Myers ..... Acting Director of Human Resources
David Jurgens ..... Director of Public Utilities
Mary Lynn A. Pinkerman ..... General Registrar
Jay Poole ..... City Auditor
Joseph Scislowicz ..... Executive Director of Integrated Behavioral Healthcare
Jaleh M. Shea ..... Director of Planning
Amanda B. Jackson ..... Director of Public Libraries
Dreda Symonds ..... Director of the Mosquito Control Commission
Jay B. Tate ..... Director of Development and Permits
Nancy C. Tracy ..... Director of Finance
Scott Fairholm ..... Director of Information Technology
Dr. Nancy M. Welch ..... Director of Health Department
Kelvin L. Wright ..... Chief of Police
Steven C. Wright ..... Director of Economic Development

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Chesapeake VIRGINIA

City of Chesapeake

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March 27, 2020

The Honorable Mayor Richard W. West and Members of City Council
City of Chesapeake, VA

Dear Mayor West and Members of City Council:

It is my privilege to present the Proposed Operating Budget for Fiscal Year 2021. As always, our goal is to present a balanced budget that not only ensures annual operating costs do not exceed ongoing resources, but also addresses the City's existing and future needs.

It is important to note that this budget was largely finalized in the first week of March, prior to the coronavirus pandemic declaration. As such, the revenues and expenditures are based on information that was available through the end of February. However, as we are now in the midst of an unprecedented global event, we are faced with significant challenges that must be addressed.

While this budget is focused primarily on maintaining existing levels of service, ensuring compliance with mandates and obligations, and addressing employee compensation, we will need to very closely monitor revenues and expenditures over the coming months and make revisions as necessary.

The budget totals $1.16 billion and reflects our plans for activities that will take place starting in July. Resources to support City services are closely tied to economic activity in the City and State funding of public schools. While projections earlier in the year indicated that the regional economy would continue to improve and that City revenues would continue to grow, the rate of growth is slowing. These changing revenue conditions will be particularly acute in the short term. Depending on the duration of the pandemic, this could put pressure on our capacity to provide certain services. Prior to the pandemic declaration, General Fund revenue was projected to grow 3.1% in FY 2021 as compared to growth of 3.6% that was projected for FY 2020. However, as noted above, we are in uncertain times and as such we must closely monitor revenues and spending and make adjustments accordingly for the foreseeable future.

The overall spending plan grows by 4.6% (or $51.0 million) to $1.16 billion. Most of the growth ($45.6 million) is in the school portion of the budget (spending on schools increases 8.6%). By comparison, spending on City services rises by just $5.4 million (0.9%) above the FY 2020 budget. This is due, in large part, to the types of revenues shared between the City and Schools and the variable rates of growth within our revenue streams (e.g. state support for schools has increased year over year). Given our commitment to the school funding formula, our commitment to our employees, and our need to be careful stewards of taxpayer resources, particularly in the face of economic uncertainty, there is little current capacity for significant new initiatives.

In 2010, City Council identified several guiding principles that provided direction for budget development during the last ten years. The guiding principles include:

- No increase in the real estate tax rate;
- No new fees (though increases in existing fees may be considered);
- No supplanting of losses in state or federal funds with local revenue;
- Review of all vacant positions for possible elimination;
- Identification of operating inefficiencies and reduction of spending accordingly; and
- Identification of non-core services for possible consolidation, curtailment or elimination.

The budget planning process largely began in September 2019. We canvassed departments for their budgetary requirements for the next three years. Departments identified over $37 million of needs for next year (which when aggregated would total approximately 6.4% of the adopted FY 2020 Operating Budget). We then met with leaders of every department to better understand their budget metrics, identify how service demands impact their budget, and discuss resource needs for the next several years. While this was very informative, at this time revenues are insufficient to accommodate the majority of those requests. However, we did ask departments to look at their current budget to identify areas which are less important than those which they've proposed and where they would recommend reprioritizing resources to provide different services. In addition, we asked every Director to identify ways we could operate more efficiently and use fewer resources. We were able to use that feedback to strategically identify savings that would not impact service delivery. As we move through the next few months, this work will continue.

Budget Drivers

The FY 2021 Operating Budget is heavily impacted by a relatively small number of issues. The primary issues influencing the budget are as follows.

Slowing Revenue Growth – The pre-pandemic declaration estimate of revenue growth across all funds is projected at 4.6%; however, most of the growth is in state and federal payments to the Chesapeake Public Schools. The budget assumes revenue for schools increasing by 8.7% next year compared to 2.5% for the City. The City's General Fund, which supports most of the City and the Schools, is projected to grow by just 1.8%.

School Revenue Sharing Formula – the City has a long history of equitably sharing tax revenues with Schools, and this budget continues that tradition. While the revenue sharing formula reasonable, it is placing some stress on the City given that shared revenues are growing faster than revenues that are not shared. While General Fund revenue is expected to grow 1.8% in FY 2021, the Schools share under the Revenue Sharing Formula grows 3.0%. As such, the City's support of schools under the formula increases from $212.34 million in FY 2020 to $218.66 million next year.

Employee Compensation – the budget includes provisions for a 2.25% general wage increase for City employees. This increase will require revenue totaling nearly $6.0 million, including $5.5 million supported by the General Fund. For FY 2021, we have also continued the Performance Pay Plan that rewards the best performers in each department with an additional pay raise ranging between $500 and $1,500. The Performance Pay Plan adds an additional $700,000 to employee compensation.

Retirement Costs – every two years, an independent actuarial study is conducted to determine how much the City must pay into the retirement plan. The actuaries compare the value of the plan assets with the expected future payments to employees when they retire in order to determine how much we need to pay into plan each year. For the current biennium, Chesapeake's retirement rate increases from 14.26% of applicable wages to 15.64%. That represents a 9.7% increase in the cost of retirement benefits and increases the City budget by $2.6 million.

Employee Healthcare – the cost to provided healthcare to City employees and their families continues to climb. The most recent renewal resulted in a 10% increase in healthcare; an increase that was shared with employees. For the upcoming budget, we have assumed healthcare costs would continue to climb at 10% annually and that

we would share the increased costs with employees. The additional cost to increase the City subsidy is $3.7 million. It is important to note that health care costs represent 25% of employees' total compensation making it second only to wages as a share of the City operating budget.

Curbside Recycling – Earlier this year, Council approved an extension of our curbside recycling program, and we have included capacity in the FY20 budget to maintain that program. The program, including the recycling of green (yard) waste, increases from $2.7 million during FY 2020 to $4.4 million next year (an increase of 61%).

Expanded Services – while the majority of the budget is dedicated to maintaining existing services, there are a few proposed service expansions that I would like to highlight. First, of great importance to our community and our employees, is enhanced safety measures at the City Hall complex. Several months ago, the Police Department began assigning additional officers to patrol City Hall and surrounding buildings during business hours. This has been accomplished by paying overtime to officers that would otherwise be off-duty. The police presence is a valuable resource that contributes to the safety of our employees and visitors. While this budget results in additional part time positions, the expenditure is being offset by reductions in overtime. Second, is an addition of three positions for the satellite garage. We will soon open the new facility and, while this budget does not fully staff the garage, these positions will begin to provide the services intended by Council when authorizing the facility construction. Finally, I am proposing two new positions in the Department of Parks, Recreation, and Tourism to focus on historic preservation and enhanced historic tourism services and programming. This service will add value to the community through preservation of our historic resources and capitalizing on the tourism benefits of those resources. **It is important to note that all of these positions are more than offset by identified savings within each of the three agencies**.

Meeting Expectations within Existing Resources

As has already been mentioned, the cost to meet existing obligations and expectations is climbing faster than General Fund revenue. In order to address this imbalance, we recommend using funds that are available in the Greenbrier TIF Fund. While we are crediting over $11.6 million to the Greenbrier TIF each year, TIF obligations are approximately $2.5 million annually. It is essential that we use surplus funds to meet ongoing service costs, particularly as the ongoing development within the Greenbrier TIF area will continue to require City services at a commensurate rate. Since TIF revenue is derived from real estate taxes, it is consistent with our past practices that the City share the surpluses with schools. As such, for FY 2021, I recommend that Council declare a surplus of $5.5 million (an increase of $3.0 million above the FY 2020 level) and share that amount with schools via a credit to the School Lockbox for capital projects. This would fully fund the schools budget request and begin to add capacity to address future schools capital needs.

Looking Forward

In developing the annual operating budget, we carefully considered the long-term impacts of current budget decisions. As was noted above, each department provided a three-year budget that addressed not only their immediate requirements, but also strategic plans and requirements beyond FY 2021. Each year we will also review proposals that have merit and that are consistent with Council's long-range plans. Proposals that meet these criteria, and which are sustainable, will be recommended for funding.

We have included the three-year spending plan in Section B of the budget document with the underlying assumptions immediately following. We anticipate General Fund revenue will grow from $603 million in FY 2020 to $643 million in FY 2023 (6.6% over three years). General Fund spending is expected to rise from $325 million in FY 2020 to $340.9 million in FY 2023 (4.9% over three years). During the same period, operating transfers to Chesapeake Public Schools under the revenue sharing formula are projected to grow from $213.6 million to $234.3 million (9.7% over three years). Since City and School costs are rising faster than revenue, we must remain vigilant with spending plans so that we avoid more difficult and disruptive options during economic downturns.

Conclusion

This budget balances existing revenues and other resources with overall service demands. As such, we recommend holding the real estate tax rate at $1.04. However, given the current pandemic, we will need to carefully monitor the situation and will likely propose modifications (some perhaps significant) prior to budget adoption. The FY 2021 Proposed Operating Budget honors our commitment to Chesapeake Public Schools while also addressing retention, recruitment, and healthcare costs of City employees. Finally, it should be noted that we have left some unencumbered capacity to address emerging issues that are not in the proposed budget, but that may require more immediate attention.

In the coming weeks we will solicit public input and schedule work sessions for the Council to review this proposed budget with a focus on sustainability. The City's staff remains committed to providing quality public services, while recommending a prudent spending plan that protects the City's financial position. We also propose strategically adding resources in areas that have been underfunded or face new demands.

I am confident that the strategies recommended in this proposed budget meet expectations for quality levels of community services while also sustaining the City's strong financial position. I look forward to working with the entire City Council in the coming weeks as you review this proposal and adopt a budget plan that meets the current and future needs of Chesapeake citizens.

Sincerely,

Christopher M. Price
City Manager

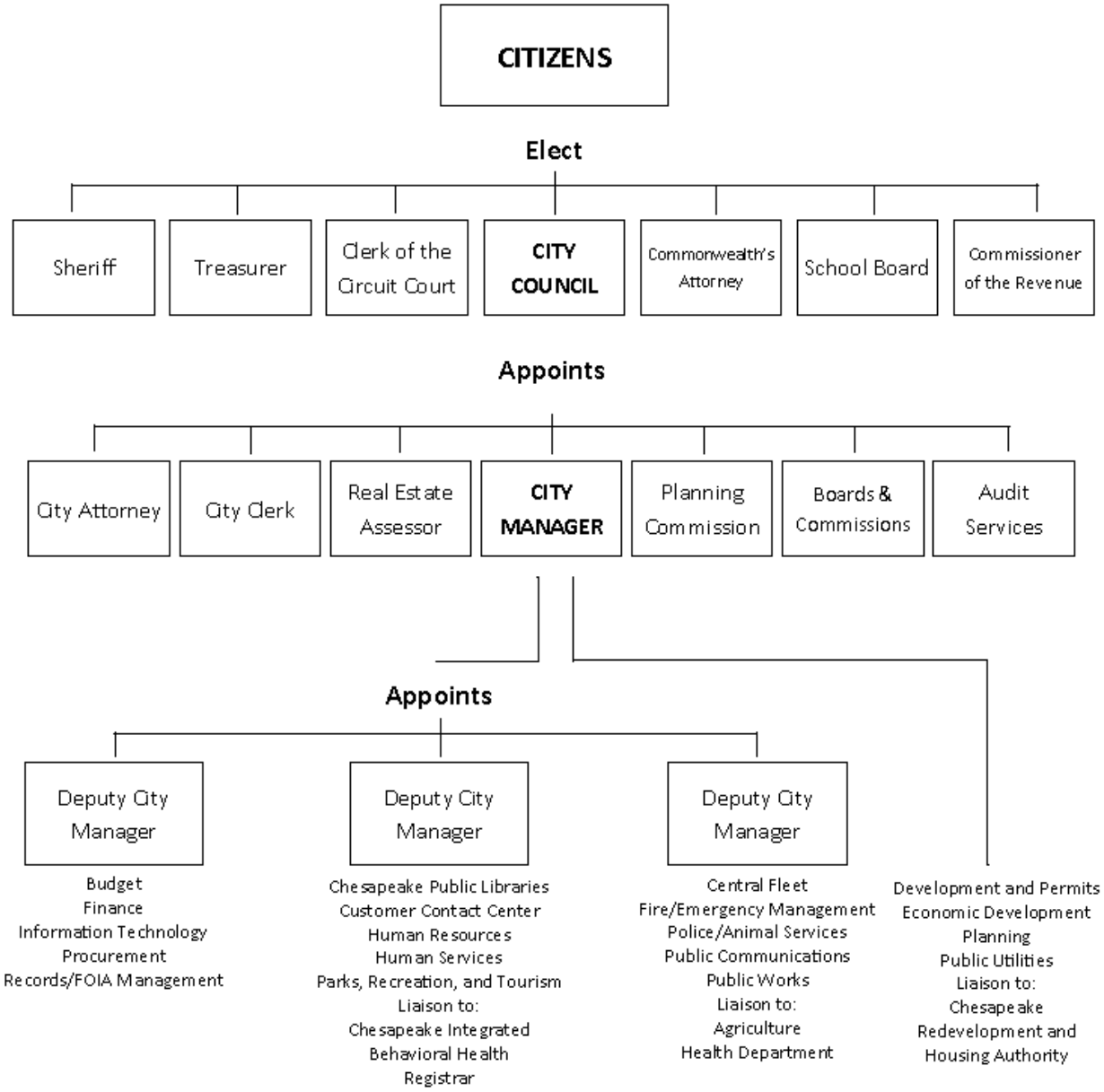
CITY OF CHESAPEAKE ORGANIZATION

The City of Chesapeake derives its governing authority from a Charter granted by the General Assembly of the Commonwealth of Virginia. The City is organized under a Council-Manager form of government in which the citizens elect the Council and the Council appoints the City Manager. Council also appoints the City Attorney, City Clerk, Real Estate Assessor, Planning Commission Members, Internal Auditor, and members of other boards and commissions. The Sheriff, Treasurer, Clerk of the Circuit Court, Commonwealth's Attorney, School Board, and Commissioner of Revenue, are elected by the citizens. The City department heads are appointed by the City Manager.

Cities in Virginia are unique from those in most of the rest of the country. In Virginia, cities are independent from counties; therefore, they usually provide all local governmental services, including those typically provided by counties. As an independent city, Chesapeake is not located in a county. The City provides a full range of general governmental services for its citizens, including, police and fire protection, collection and disposal of refuse, water and sewer services, parks and recreation, libraries, and construction and maintenance of highways, streets, and infrastructure. Other services provided include social services, planning and zoning, mental health assistance, and general administrative services. Public education for students in grades kindergarten through twelve is provided by the separately-elected Chesapeake School Board. Since the School Board is fiscally dependent upon the City and the City Council must appropriate all school funds, the school operating budget is included here. Finally, certain services, including public health, agricultural services, and judicial services are shared with the Commonwealth of Virginia; only the City's portion of those agencies are included in the operating budget.

The City wide organizational chart on the following page lists each City department or agency and its relationship to the City Council, City Manager, and the Citizens.

CITY WIDE ORGANIZATIONAL CHART



HOW TO READ THE OPERATING BUDGET DOCUMENT

The Operating Budget Document is comprised of twelve sections. The first section is the **Manager's Message.** It highlights the significant changes from the current year, the City's priorities and issues for funding in the upcoming fiscal year, the short-term financial goals and operational policies guiding the development of the budget, and the assumptions used in developing revenue estimates for the upcoming year.

The second section, the **Overview,** describes the City's organization, the Operating Budget document, and the process for developing the Operating and Capital budgets. It also documents the City's short and long term financial and budget policies, summarizes the City's debt management policies, highlights the City's strategic goals and objectives, and explains the City's financial structure.

The third section, the **Summaries,** includes charts and tables, which provide an overview of all of the revenues and appropriations included in the Operating Budget. The fourth section, **Revenue**, describes each fund's revenue resources, and provides detailed information on the revenue estimates included in the Operating Budget, and provides a summary of the City's economic outlook which guides the development of revenue estimates.

Specific information about each department is included in the next six sections:

Governance and Management	City Council and Office of the Mayor, City Manager, City Attorney, City Auditor, City Clerk, City Treasurer, Board of Elections/Registrar, Commissioner of Revenue, Real Estate Assessor, Budget, Customer Contact Center, Finance, Human Resources, Public Communications, Purchasing Department
Quality Community of Life	Integrated Behavioral Health (Community Services Board), Health, Community Programs, Interagency Consortium, Juvenile Services, Social Services, Public Libraries, Mosquito Control Commission, Parks, Recreation and Tourism
Economic and Environmental Vitality	Agriculture, Conference Center & Tourism, Development and Permits, Economic Development, Planning and Planning Commission, Public Utilities, Public Works
Education	Chesapeake School Board
Public Safety and Justice	Fire, Police, Sheriff, Courts, Circuit Court Clerk, Commonwealth's Attorney
Other Costs	Debt Services, Central Fleet/City Garage, Information Technology, Risk Management, Heath Insurance Fund, Chesapeake Airport Authority Funding, and Non-Departmental Items

The **Capital Budget Summary** provides an overview of the City's Capital Improvement Plan (CIP). A list of the CIP projects scheduled for the upcoming fiscal year, and an estimate of the Operating Budget impact of the projects upon completion. However, the CIP is a separate document. Greater detail about the CIP and specific projects is included in a separate capital budget document.

The final section is the **Appendix**. It includes statistics about the City, the City Charter, a chart of accounts, revenue details, and a glossary.

OPERATING BUDGET PROCESS

Operating Budget Development:

The City Charter requires the City Manager to submit a balanced operating budget to City Council by April 1st for the ensuing fiscal year. The fiscal year begins on July 1st and ends June 30th of the following year. The proposed budget, which may be modified by the City Council, is required to be adopted by a majority vote of the City Council 47 days prior to the end of the current fiscal year. Otherwise, the budget as submitted by the City Manager becomes the budget for the ensuing fiscal year.

Operating Budget Development Process:

- **Multi-Year Forecast** - In the fall of each year, the Budget Office prepares a three-to-five year forecast of revenues and identifies factors that will impact spending over the next several years. These include upcoming debt service payments and the operating cost of capital projects that are scheduled for completion. The multi-year forecast identifies factors that impact government spending, including, fuel costs and the costs for employee compensation and benefits. The first year of the forecast is used in creating framework and target funding levels for departments in preparing the Operating Budget.
- **Department Operating Budget Submissions -** Each department or agency head submits an Operating Budget request identifying their resource requirements for the next three years. During the recent recession, departments were asked to submit a base level of funding at a targeted dollar amount. In order to better gauge resource requirements, this year department leaders were asked to identify all resource gaps within their department without restriction or targets. They were also required to plan their requirements over the next three years in order to ensure the sustainability of any new programs or initiatives. Budget requests are sent to the Budget Office for analysis and recommendations in early October.
- **Budget Review Committee –** The BRC includes the City Manager, the Deputy City Managers, the City Attorney, and several administrative officers who provide services to departments citywide. The BRC meets with each department head to review their operational requirements for the next three years. The committee reviews each proposal and recommends funding based on Council priorities, the affordability of the proposal, its sustainability, and its ability to successfully address citizen demands.
- **School Board** – The proposed budget of the School Board is submitted to the City Manager for distribution to the City Council. The City Manager makes recommendations in his proposed budget regarding the total appropriation for the School System. City Council makes an annual lump sum appropriation to the School Board for its operating expenses.
- **Proposed Budget Presented to Council –** The City Manager proposes an Operating Budget to the City Council. The proposed Operating Budget includes tax rates sufficient to produce revenues needed to meet City and School expenditures contemplated in the combined initial budget. After City Council work sessions and public hearings, the proposed budget may be revised by Council and an appropriations ordinance is adopted. Tax rates are established prior to the beginning of the fiscal year for which the budget is prepared.

Operating and Capital Budget Calendar

Date	Activity	Responsible Party
08/01/19	Position changes and additions for July 2019 due to Budget Office. *Budget Office forwards classification requests to Human Resources for review.*	Department Heads
08/01/19	Review upcoming planning - Department Management Meeting	Budget Director, City Manager
08/30/19	Initial budget instructions and targets distributed to departments	City Manager and Budget Office
09/30/19	Operating budget proposals due in Budget Office	All Departments
10/31/19	Five Year Projections prepared based on cost to maintain existing service levels	Budget Office
10/01/19 to 01/15/20	Analysis of budget requests and reporting to Budget Review Committee - reports due to Committee one week before meetings.	Budget Office
12/09/19	Review of five-year forecast and projections	Budget Review Team, Budget Office
12/09/19 to 01/31/20	Review of department operational plans and funding requirements, prioritize requests, and reconcile with available resources	Budget Review Team Department Staff
01/31/20	Initial real estate assessments	Real Estate Assessor
02/10/20	Revenue and spending summaries to City Manager	Budget Office
02/17/20	Final date for revisions to Manager's proposed budget	Budget Office
03/10/20	Manager's budget message to Budget Office	City Manager
03/12/20	Print Operating Budget	Budget Office
03/24/20	Operating Budget presented to Council (deadline April 1)	City Manager and Budget Director
04/07/20	Advertise Operating Budget - Send to City Attorney	City Clerk and City Attorney
04/14/20 to 05/12/20	Council Work Sessions	City Manager and City Council
04/28/20 and 05/12/20	Public Hearings on Operating Budgets and Appropriations	City Clerk and City Council
05/12/20	City Council establishes tax rates and appropriations for Operating and Capital Improvement Budgets	City Council
06/09/20 or 06/23/20	Technical corrections and amendments presented to City Council for action prior to July 1 implementation	City Manager and City Council

Operating Budget Execution:

On July 1 of each year, the adopted budget is implemented. As the City's finance staff completes the annual fiscal year closing (early August), the Budget Office reviews the amount of revenues collected in the fiscal year ending in June. The actual level of revenues realized are compared to the projections and assumptions used in preparing the Operating Budget for the budget year beginning in July. The Budget Office works with the City Manager to identify potential concerns and, if appropriate, advise Council of changes in revenue or spending projections. If necessary, the City Manager will recommend adjustments to the Operating and Capital Budgets to address problems that are identified. The Budget Office conducts a quarterly revenue analysis to determine whether collections are consistent with the Operating and Capital Budgets.

OPERATING BUDGET PROCESS (continued)

Operating Budget Amendments:

After Council adopts the original appropriation ordinance, the Operating Budget may be amended in two ways. First, Council may adopt an ordinance to increase or decrease the total level of estimated revenue and appropriations. As stated in the City Charter, if during the year the manager certifies that there are funds available in excess of those estimated in the budget, the Council, by ordinance may make supplemental appropriations for the year up to the amount of such excess. Conversely, should revenues not be sufficient, the Council, by ordinance may de-appropriate funds to ensure the budget remains balanced. Second, the City Manager has limited authority to transfer resources within the operating budget. Larger transfers require approval by City Council.

Operating Budget Controls:

The Operating Budget Ordinance sets the legal level of appropriation controls at the fund level. The City Manager implements the following additional budgetary controls to ensure that expenditures are within appropriation approved by Council and the level of realized revenues.

- The City Manager requires that each department's expenditure remain within the appropriations for that department by fund unless another specific level of control has been specified for a department.

- Budget transfers between funds, departments, or expense types require approval of the City Manager and notification to the City Council. Budget transfers between the Operating and Capital budgets require approval by City Council.

- The City maintains an encumbrance accounting system. The estimated purchase order amount is encumbered prior to the release of purchase orders to vendors. Purchase orders that would result in an overrun of available funds, are not released until additional appropriations are made available. Outstanding encumbrances are disclosed in the Notes to the City's Financial Statements for each year end.

CAPITAL BUDGET PROCESS

Capital Budget Process:

- **Capital Improvement Budget -** The Capital Improvement Budget (CIB) is prepared before the Operating Budget but spans the same fiscal cycle - July 1st through June 30th. As with the Operating Budget, the process for the CIB preparation begins with the City's multi-year forecast in the fall of each year. Through the forecast, the City estimates the resources available and the anticipated expenditures for the Operating Budget and the funding available for additional debt service to support new Capital Improvement Budget requirements. The Operating Budget document includes a Capital Budget Summary, which highlights specific debt management policies, the level of debt service, and the specific capital projects. However, the Capital Improvement Budget is prepared as a separate budget document, which provides greater detail on the CIB development and process.

- **Relationship to the Operating Budget -** Developing and adopting the Operating and CIB during the same general time frame, promotes sound fiscal policy and cohesiveness by allowing Council and management to review both requests simultaneously. Further, the Operating and the Capital Improvement Budget development are specifically integrated by:

  - Incorporating projected operating costs for each capital project in the City's multi-year forecast.
  - Incorporating the anticipated level of debt service in the City's multi-year forecast.
  - Appropriating the required level of debt service as part of the Operating Budget.
  - Appropriating the required operating costs associated with completed capital projects in the Operating Budget

LONG RANGE PLANNING AND THE OPERATING BUDGET

Following is a brief description of planning processes within the City and the impact on the Operating Budget development process.

- Council Strategic Planning Meetings are held throughout the year to focus on the City's goals, vision, and land use issues. Council develops its vision and its list of priorities for the next three to five years. In addition, staff provides Council with a fiscal update, trends and issues in various departments including Economic Development, Planning, Real Estate Assessor and Public Schools.

- The Commonwealth of Virginia requires the City to adopt a Comprehensive Plan for the physical development of territory within its jurisdiction. The Capital Improvement Plan (CIP) is a major tool for implementing the Comprehensive Plan. Projects included in the CIP shall be consistent with the City Comprehensive Plan. A second major tool for implementing the Comprehensive Plan is the Zoning Ordinance and its enforcement by the Department of Development and Permits.

- A five-year Capital Improvement Plan (CIP) is developed in advance of the Operating Budget. The development of the CIP and Operating Budget are coordinated by identifying projections for both in the multi-year forecast, by identifying the level of Operating Budget support required to finance the CIP, and by identifying the Operating Budget impact of completed CIP projects. The process and policies for the development of the CIP and detailed information about specific projects are included in a separate CIB document. A **Capital Budget Summary** is included in the Operating Budget.

- The Budget Office develops a multi-year projection each year. The projection includes the available resources and anticipated costs over five years. It incorporates levels of anticipated revenues, the projected levels of operating costs, the anticipated levels of debt service for the CIP, the anticipated impact of the Operating Budget for such increases in operating costs as new capital projects, budget drivers such as increased fuel costs, and increased employee compensation and benefit costs. In turn, the first year of the multi-year forecast is used as framework from which to develop the guidelines and targets for the Operating Budget. This forecast is also used to determine the level of funding the City will have to support Capital Improvement projects.

General Fund

General fund revenue is expected to grow by $10.8 million to $614 million, or 1.8% above the FY 2020 budget level. Revenue growth is slightly above the level of the previous year. As with last year, most of the increase ($10.7 million) is related to increases in property taxes as real estate values improve, new construction is brought onto the tax rolls, and the values of personal property (vehicles) grows.

Estimates of current real estate taxes have climbed by $10.9 million (4.0%) as the assessments for existing properties grew and new construction takes place. Continued growth in personal property taxes is slowing as residents replace fewer vehicles and the used vehicle market stabilizes. We anticipate minimal growth in current personal property taxes.

With a few exceptions, most of the remaining revenue sources vary only slightly from their FY 2020 levels. However, the following revenues are projected to change significant from FY 2020:

• Consumer, business, other local taxes	up 1,571,250	1.1%
• Permits, primarily related to construction activity	up $202,450	7.7%
• Fines and forfeitures	down $499,200	-26.5%
• Charges for services (fees)	down $1,012,200	-7.6%

Transfers to Chesapeake Public Schools – Under revenue sharing procedures in place since 2004, most local tax revenues are shared with and allocated to Chesapeake Schools on a formulaic basis. Budget allocations are based on projected revenues but are "trued-up" after the end of each year based on actual revenue collections. For FY 2021, the revenue sharing formula provides $218.65 million for the School Operating Budget, an increase of $9.8 million (3.0%) above the FY 2020 allocation.

We also recommend continued sharing of surplus funds in the Greenbrier TIF. Consequently, school transfers include $1.6 million of the Greenbrier TIF surplus. Unlike past years, we have not recommended using funds remaining from previous fiscal years for school operations. Below is a comparison of all operating transfers to schools for fiscal years 2020 and 2021.

School Allocations (in millions)	**FY 2020**	**FY 2021**	**Change**	**%**
School allocation based on revenue sharing formula	$ 212.34	$ 218.65	$ 6.31	2.9%
Recommend declaration of surplus in Greenbrier TIF	1.25	1.60	0.35	28.0%
Total transfers to school operations	$ 213.59	$ 220.25	$ 6.66	3.1%

Transfers to Other Funds – General Fund resources support a number of other funds, including several Public Schools funds, Human Service funds, Chesapeake Integrated Behavioral Healthcare, and the Debt Service Fund. Operating transfers to special revenue and capital project funds declines by $4.5 million (4.8%). Significant changes from the previous year are noted below.

- Citywide practices for issues such as employee pay raises and healthcare typically affect General Fund transfers to other funds that are not self-supporting.
- Transfers to the Debt Service Fund will increase $1.34 million (3.9%) based on existing debt and planned borrowing. Most General Fund transfers to the Debt Fund are tied to the City and School lockboxes.

- Changes in General Fund transfers to several special revenue funds are affected by the fund balance that was carried over from prior years and is available to finance current operations. Changes in transfers to Social Services, Interagency, Integrated Behavioral Healthcare, and Juvenile Services Funds were related to these applicable fund balances. The remainder of the change in transfers from the General Fund was related to routine changes in operating costs.
- General Fund transfers to Capital Funds are supported through the two capital lockboxes and from General Fund balances committed to future capital projects. Transfers reflect the most recent Capital Improvement Program.

Below is a summary of General Fund transfers for FY 2020 and FY 2021.

General Fund Transfers	FY 2020	FY 2021	Change from FY 2020	
Education	$ 213,593,000	$ 220,256,000	$ 6,663,000	3.1%
Debt Service	34,812,544	36,153,125	1,340,581	3.9%
Integrated Behavioral Healthcare	7,920,046	8,118,000	197,954	2.5%
Social Services Fund	6,047,925	6,172,606	124,681	2.1%
E-911 Fund	3,002,250	2,355,418	(646,832)	-21.5%
Interagency Consortium	1,879,577	2,175,099	295,522	15.7%
Chesapeake Juvenile Services	2,734,863	1,800,000	(934,863)	-34.2%
Information Technology Fund	-	161,588	161,588	-
Grant Fund	15,000	15,000	-	0.0%
Subtotal - Operating Transfers	$ 270,005,205	$ 277,206,836	$ 7,201,631	2.7%
Capital Projects	28,761,051	23,789,170	(4,971,881)	-17.3%
Capital Projects - Schools	7,000,000	7,000,000	-	0.0%
Total Transfers	**$ 305,766,256**	**$ 307,996,006**	**$ 2,229,750**	**0.7%**

City Expenditures – General Fund expenditures will increase $6.0 million (1.8%) above the FY 2019 level. For FY 2021, the budget includes $330.8 million of direct spending from the General Fund. Major changes in spending from FY 2020 are noted below.

Employee Compensation – General Fund wage and benefit costs are estimated to increase by $3.4 million as employee pay raises are recommended and wage accounts are updated for changes in personnel. Listed below are the major factors that impacted personnel costs in the General Fund budget:

Employee pay raises – 2.25% increase starting July 2020	$ 4.3 million
Employee pay raises – performance awards	0.5 million
Market and compression pay adjustments	0.2 million
Employee healthcare	0.8 million
Employee retirement	1.8 million
Worker compensation costs reduction	(1.0 million)
Other factors impacting compensation, including employee turnover	(3.2 million)
Net increase in personal service costs	$ 3.4 million

Purchased Services – Spending is increasing by $1.9 million; the primary factor is the recycling program and disposal of solid waste. Recycling costs are increasing by $1.7 million because of recent changes in the market. Other trash disposal costs have increased $450,000 based on increasing waste volume. The budget for jail medical costs has declined by $838,000 based on prior year experience and revised jail population estimates.

Internal Service Charges – the General Fund budget is increasing by $1.27 million (4.4%) based on increasing costs of internal services. The primary drivers are increasing costs of technology and maintenance of vehicles along with increased mowing services by jail work crews. Technology costs are increasing as we maintain legacy systems while also investing in security and new technologies.

Other Costs – The FY 2020 budget included a start-up payment of $1.0 million plus an administrative support payment of $533,500 to the Chesapeake Land Bank Authority. The start-up payment is not part of the FY 2021 budget and the administrative support payment was reduced to $400,000 as we envision the Land Bank to become self-supporting.

School Operating Fund

In accordance with the Virginia Constitution, school funding is a shared responsibility of the Commonwealth and its localities. Unlike many school divisions throughout the United States, Virginia school districts do not have taxing authority, and are, therefore, fiscally dependent upon the locality in which they are located. For this reason, the School operating budget is part of the City budget. In February, the School Superintendent proposed a $578 million operating budget for Chesapeake Public Schools (CPS) that is summarized below.

Table 1 – Superintendent's Proposed School Budget by Fund

School General fund	$ 500.05 million
School Nutrition Services	13.51 million
Federal and State Categorical Grants	32.19 million
School Textbook Fund	3.50 million
Other School Funds	28.78 million
Total proposed school operating budget	$578.03 million

The school spending plan for FY 2021 is $45.4 million (8.5%) above the FY 2020 budget to address school board goals:

Goal 1: Providing exemplary teaching and learning opportunities:

- Expansion of full-day kindergarten at three schools (Cedar, Butts Road, Grassfield),
- 38 teachers and 19 teacher assistant positions to address student growth,
- 8 guidance counselors to meet revisions to Virginia's Standards of Quality,
- 8 teachers and related costs for new virtual learning opportunities for students, and
- Career and Technical Education Coordinator to expand CTE offerings.

Goal 2: Recruit, Retain, and support valued employees:

- Implementation of salary study to include first phase implementation of new teacher scale and improvement in starting teacher pay (increased to $46,552),
- 2.0% pay raise for employees paid above scale, and
- Additional professional development and training opportunities.

DISCUSSION OF MAJOR FUNDS

Goal 3: Provide a safe and supportive learning environment:

- One school psychologist, two behavioral consultants and one social worker,
- One clerical position for Elementary Data Quality Analysis,
- One Special Education Transition Specialist,
- One Transportation Coordinator, and
- Funding to replace school buses.

Goal 4: Engage, inform and collaborate with community to support school mission:

- Improve communication between division and stakeholders,
- Enhance communication efforts with larger community by seeking input of stakeholders, and
- Add one webmaster to improve online communications.

The budget proposed by the Superintendent was based on budget proposals made by the Governor to the State General Assembly. The General Assembly's budget bill provides are expected increase school funding above the level recommended by Governor Northam. We anticipate that the school division will submit revisions later in the spring.

While School funding has improved significantly, the division continues to rely on funds accumulated in previous years to meet current operating costs. Next year, the division plans to use $25.6 million in accumulated funds in the Textbook and Self-Insurance funds.

City Funding of Schools - For many years, Chesapeake has shared growth in general tax revenue equally with the School Board. The School's share of local revenue and its annual operating budget are based on local revenue projections. However, the ultimate allocation of local tax revenue is based on actual revenue recognized. City staff monitors local revenue throughout the year so that CPS may adequately plan for spending adjustments in the event actual revenue falls short of the projection.

While State statutes require school districts to return unspent funds at year end, the city has a long-standing practice of allowing the School Board to direct the use of such funds. Further, if local revenue collections exceed those projected in the revenue sharing formula, such excess revenue is shared with CPS. As of June 2019, the city was holding approximately $9.9 million of school surplus funds, $1.3 million of which was used to fund the FY 2020 School operating budget. While the remaining funds have not been scheduled, best practices support usage of surpluses for non-recurring purposes.

Finally, we recommend that City Council declare a surplus in the Greenbrier TIF at the end of FY 2020 and that $1.6 million of the surplus transfer to the School Board for FY 2021 operations. We also recommend that an additional $1.15 million of Greenbrier TIF surpluses be credited to the School lockbox for future capital projects.

Debt Service Fund

The budget for debt service payments is approximately $658,000 greater than in FY 2020 and includes anticipated borrowings through December 2020. Listed below are the debt funding sources for fiscal years 2020 and 2021:

General Government Debt Service - Funding Sources	FY 2020	FY 2021
General Fund		
City Lockbox	$ 13,184,749	$ 14,997,386
School Lockbox	21,627,795	21,155,739
Open Space Fund	64,430	64,430
Integrated Behaviorial Healthcare	291,850	290,400
Greenbrier TIF	1,468,658	1,468,113
South Norfolk TIF	1,010,682	1,002,814
Revenue and rebates	1,354,551	1,447,373
Use of Debt Fund balances	3,614,734	2,849,145
Total Annual Debt Service	**$ 42,617,449**	**$ 43,275,400**

Since 2004, the City has designated certain revenue for capital lockboxes that support financing of School and City capital projects. Debt service on all debt issued after 2003 is paid from the designated revenues. During FY 2021, pre-lockbox debt payments decline by $1.98 million while debt payments funded with locked revenues increase by $1.85 million.

On June 30, 2019, the Debt Service Fund (DSF) balance was $13.5 million which the City plans to use for future debt payments. For the next several years, the city will use between $2.1 million and $2.85 million from the available DSF fund balance in order to pay pre-lockbox debt. The City will continue utilizing the DSF fund balance until pre-lockbox debt is entirely retired (FY 2024), at which point, the DSF fund balance will be significantly smaller.

Virginia Public Assistance Fund (Social Services)

The Social Services Division of Human Services is the local agency that administers federal and state public assistance programs. Social Services' primary function is to determine the eligibility of local residents for a variety of federal and state social benefit programs. The Social Services budget is increasing from $23.4 million in FY 2020 to $23.8 million in FY 2021, an increase of $376,000 (1.6%). The primary factors impacting the VPA budget are:

- Employee compensation – 2.25% pay raise and performance awards $ 367,000
- Retirement and healthcare – increase in rates 179,300
- Other changes – mostly savings from personnel turnover (170,300)

No significant changes in service levels are planned for Social Services during FY 2021. The proposed funding level is adequate to meet state and federal mandates for the programs it administers.

Chesapeake Integrated Behavioral Healthcare

Chesapeake Integrated Behavioral Healthcare (CIBH) was established as a community services board to provide mental health, development, and substance abuse services in accordance with Virginia statute. These services are provided through CIBH, the agency that reports to a local board appointed by City Council. The FY 2021 operating budget for CIBH is proposed to increase by $1.85 million (6.0%) to $31.1 million. Major changes to the budget include:

• Employee compensation – 2.25% pay raise and performance awards	$ 475,500
• Employee compensation – reduce vacancy provision in FY 2020	743,100
• Employee compensation – increased retirement costs	175,900
• Employee compensation – increased healthcare	380,500
• Employee compensation – 2 new positions	101,000
• Employee compensation – savings from turnover and vacancies	(946,800)
• Increases in professional, medical, and temporary services	741,000

The budget includes an allowance for vacant positions and a reliance on the fund balance ($1.56 million) to meet anticipated operating costs. In addition to using fund balances for operations, CIBH will transfer nearly $6.0 million to the Capital Projects Fund for the expansion of its main building. Transfers from the city's General Fund increase $198,000 (2.5%) as compared to FY 2020.

Tax Increment Funds (TIF)

The statutes governing TIFs allow for the transfer of surplus TIF funds to the General Fund. Consistent with past practice, this budget includes provisions to transfer surplus funds from both the South Norfolk and Greenbrier TIF Funds to the General Fund in order to address maintenance cost of projects funded by the TIFs and other costs that are directly related to the TIF districts. We recommend the transfer of $333,700 of surplus funds from the Greenbrier TIF to the General Fund to pay for maintenance of improvements to the district and to fund the Police Department Hotel Interdiction Program. We also recommend the transfer of $165,700 from the South Norfolk TIF to fund the maintenance of improvements to that district, a police bicycle patrol, and the cost of the Sheriff's work crew assigned to South Norfolk.

In addition to transfers of TIF resources for the maintenance of TIF improvements and related costs, we also transfer $1 million annually from the South Norfolk TIF to the General Fund to pay a portion of the debt service costs related to the renovation of Oscar Smith Middle School. Ten annual transfers were planned for the OSMS renovation. These transfers are scheduled to end in FY 2021.

Cash funding of capital projects in the CIP will require transfer of $11.4 million from the South Norfolk TIF, primarily for the South Norfolk Municipal Building project, Freeman Avenue railroad overpass, and Chesapeake Avenue drainage improvements.

Starting in FY 2016, the City began annual declaration of surpluses in the Greenbrier TIF to support operations of the City and Schools. In FY 2016, $2.0 million was transferred, but the annual transfers increased to $2.5 million in FY 2020. The additional funds help Chesapeake Public Schools address the recruitment and retention of teachers, as well as the increasing cost of employee health insurance. The City's share of surplus TIF funds helps address existing commitments to residents and employees. In order to address slow revenue growth, we recommend increasing this the annual surplus declaration to $5.5 million. That provides additional resources for City operations and for School capital needs.

DISCUSSION OF MAJOR FUNDS

The City awarded Dollar Tree an Economic Development Incentive Grant for their development of a large parcel in Greenbrier. Because of the size of the project and the EDI grant, the usual funding source for EDI grants is not adequate. Starting in FY 2020 the City declared a surplus and began drawing $750,000 annually from the Greenbrier TIF to fund the Dollar Tree grant. The planned transfers are for six years ending in FY 2025.

Public Utility Fund

In June 2017, the City Council approved a new 30-year contract with the City of Portsmouth, a major supplier of water to the city. Under the plan, both water costs and the minimum amount of water purchased were lowered. The new contract reduces costs by $2.0 million annually and ensures a long-term water source. With the lower water costs, City Council also approved a plan to freeze water and sewer rates for two years followed by 2.0% annual increases starting in FY 2020. The department estimates spending $530,000 less in FY 2021 due to the City's renegotiated contract for water purchases.

The department's budget also reflects the integration into its operations of water and sewer services to communities along Indian River Road (northeast section of the city), which added several hundred new customers along with the associated revenue and expenditure beginning in FY 2019.

The utility overall operating budget decreased by $856,656 (1.3%) for FY 2021. This is largely because the department's budgets for several large categories of expenditures were better aligned to usual spending levels. The primary factors affecting the Utility budget are as follows:

- Employee compensation & benefits– 2.25% pay raise and performance awards $ 156,417
- Eight position reclassifications and one motorized equipment specialist 188,000
- Water purchases for resale (529,762)
- Contract repairs and maintenance for water and sewer systems (246,374)
- Debt Service (649,173)
- Capital outlays, primarily replacement of equipment and system components 449,841

The proposed budget allows the department to continue to improve responsiveness to citizen requests, maintenance and dependability of the water and sewer systems, and department productivity.

Stormwater Management Fund

The Stormwater Management Operating Budget is proposed to increase by $2.3 million to $15 million in FY 2021. Significant changes to the Stormwater budget are noted below:

- Employee compensation & benefits – 2.25% pay raise and performance awards $ 329,115
- Motor equipment operator apprentices (2) 115,600
- Increased in purchased services 248,348
- Increase in capital outlays 610,000
- Increase in contract services for system maintenance 500,500
- Increase in internal services charges (fleet maintenance and technology) 155,151
- Increase in administrative charges 144,217

We also plan to reduce transfers to the Capital Improvement Fund to $3.7 million in FY 2021.

Chesapeake Transportation System Fund (toll roads):

The Chesapeake Transportation System (CTS) includes the tolled section of Route 168 and a section of Dominion Boulevard (Route 17). Annual revenue is projected to increase $1.47 million (4.9%) based on increased tolls. The annual budget declines from $34.6 million in FY 2020 to $29.5 million to (14.6%) in FY 2021. The decline is largely related to a one-time payment of construction period interest in July 2019. For FY 2021, debt payments include current interest payment plus principal payments based on toll collections. Debt costs will decrease from $21.9 million in FY 2020 to $16.5 million in FY 2021.

Summary of significant budget increases for Chesapeake Transportation System:

• Debt service costs (described above)	down	$5,358,700
• Purchased services – primarily related to collection of tolls	up	685,400
• Repairs and maintenance	down	501,300

Central Fleet Fund (also includes Sheriff Mowing)

The Central Fleet Fund operates as an internal service fund to provide vehicle maintenance services to other City departments. Funding is derived from charges to other City departments and from the sale of fuel to Chesapeake Public Schools. In addition to fleet and garage services, the fund is also used to account for activity of the Sheriff's work crews that primarily provide services to Public Works and Parks. The proposed annual budget increases from $20.6 million in FY 2020 to $21.3 million in FY 2021 (3.6%). Significant changes to the budget are as follows:

• Employee compensation –pay raises and promotions	$ 559,900
• New positions – 1 account tech and 2 automotive technicians (Jan 2021)	94,200
• Vehicle maintenance	239,100
• Vehicle fuel (primarily reduced fuel prices)	(550,900)
• Increase capital outlays	443,000

Information Technology Fund

Information Technology operates as an internal service fund to provide technology, communications, and related services to other City departments and Chesapeake Public Schools. Funding is derived from payments received from the other departments and from Schools. The proposed annual budget increases from $14.2 million to $14.8 million (4.0%). A significant part of the increased budget reflects continued costs of operating mainframe applications that were previously scheduled for conversion to server-based platforms. Major changes to the budget are as follows:

• Employee compensation – 2.25% pay raise and performance awards	$121,500
• Retirement costs – increase in rates	52,700
• Wage and benefit savings – employee retirements and turnover	(230,100)
• Supplies and small equipment	150,200
• Other purchased services	407,250

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Employee Health Insurance Fund

The Employee Health Insurance Fund was established to pay employee healthcare claims as processed by a third-party administrator (TPA). Under a self-insured arrangement, the City collects premiums through employee withholding and payments from former employees participating in the City plan. These premium payments along with the employer's portion of the program costs are deposited in the health insurance fund. As healthcare providers submit claims to the TPA, the city reimburses such costs from the money it collects.

Healthcare premiums are determined each year based on the City's claims history with an allowance for increasing utilization and medical inflation. City staff work closely with the TPA and the City's insurance consultant to set premiums sufficient to pay projected claims that are incurred each year. Premiums increased 10.0% for the plan year starting January 1, 2020. We are projecting healthcare costs to rise 10% annually based on increasing utilization and medical inflation. We have also revised costs down slightly based on changes in the membership and enrollment selections.

The budget for the Health Insurance Fund rises from $45.70 million in FY 2020 to $49.87 million in FY 2021 (up 9.1%).

Risk Management Fund

The Risk Management Fund operates as an internal service fund providing insurance and worker compensation services to other City departments. The budget is decreasing from $10.9 million in FY 2020 to $10.7 million in FY 2021 (6.1% decrease). The budget reduction is based on a prior year's claims which support a reduction in future estimated claims. We have assumed that future claims will rise 5% annually.

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Other City Operating Funds

The proposed operating budget also includes several funds whose spending levels are not changing significantly from FY 2020. Separate funds are maintained for the following purposes:

- Interagency Consortium – a division of Human Services, the Consortium places students with disabilities with providers who address instructional and behavioral requirements in accordance with the Children's Service Act.

  Proposed annual budget - $5.4 million.

- Juvenile Services Fund – provides safe and secure detention services for juvenile offenders from Chesapeake and several surrounding localities.

  Proposed annual budget - $7.3 million.

- Fee-Supported Programs – this fund is used to account for activity of several services that are supported entirely by fees. Three services are currently included in the fund:

  - Fire Department's Hazardous Environmental Action Team (HEAT) focuses on the reduction and elimination of dangers caused by hazardous materials and conditions. Funding of the program is provided by inspection fees and fines issued for violations.
  - Police Department's Red Light Photo-Enforcement project monitors intersections with higher than average accident rates. The program is funded by fees collected from offenders identified by the contractor maintained cameras. Program revenue and costs have increased since cameras were added to several intersections in calendar year 2019.
  - Development & Permit's Code Compliance/Demolition Program seeks to remove nuisance buildings and conditions that exist in residential and commercial areas. Funding is derived from property owners via liens attached to offending properties.

  Proposed annual budget - $1.6 million.

- Conference Center and Tourism – operates the Chesapeake Conference Center and the City's Tourism Bureau, both of which are funded from dedicated meals and lodging taxes.

  Proposed annual budget - $4.5 million.

- E-911 Fund – Emergency Dispatch – operates as a division of the Police Department (with support from Information Technology) to answer emergency (911) calls and to dispatch appropriate fire, emergency medical, and/or police personnel to assist citizens. The division is supported by communications sales taxes and payments from the Virginia Wireless Board. Increases in the FY 2021 budget address rising costs of equipment maintenance and communications.

  Proposed annual budget - $9.5 million.

- Mosquito Control Commission – operates as an autonomous unit governed by a commission appointed by City Council. Its purpose is to control mosquito populations and prevent mosquito borne illnesses.

  Proposed annual budget - $5.1 million.

CITY POLICIES GUIDING THE DEVELOPMENT OF THE OPERATING BUDGET

Following is a list of short term Operating Budget and financial policies used in developing and allocating funding in the Operating Budget. The list is evaluated each year.

Operating Budget Policies:

- Adhere to the City's *Charter* for preparing, presenting, and deciding on budgets.
- Adhere to the State Code requirement (§22.1-93) that the governing body of a municipality shall approve an annual budget for educational purposes by May fifteenth or within thirty days of the receipt by the municipality of the estimates of state funds.
- Develop the Operating and Capital Improvement Budgets under the supervision of the City Manager.
- Coordinate the development of the Operating and Capital Budgets in order to link the two together before making decisions on either.
- Implement approved/amended budgets and policy direction by Council under the supervision of the City Manager with input from the departments.
- Reevaluate "Base Budget" to ensure removal or reduction of any nonrecurring requirement or service in the latest Approved Operating Budget.
- Assure quality of programs in preference to poor or marginal quality programs even if it is necessary to eliminate services to balance the budget.
- Assure "Excellence in Stewardship" with a balance between resources allocated to good management and legal compliance versus resources allocated to service for our citizens.
- Ensure that the personnel complement in the Operating Budget accurately reflects the City's latest *Human Resources Management System and Compensation Plan*.
- Evaluate the benefits of computers, special equipment, vehicles, and other required equipment before purchase and/or replacement according to useful life criteria when not determined "economically non-repairable."
- Recover full costs of common services provided by Central Fleet (Garage), Department of Information Technology, and Self-Insurance by charging the using departments and reimbursing for the services through Internal Service Funds.
- Evaluate the City's allocation of resources to civic and external organization on the basis of need and relative benefits to its citizens and/or humanity. Require contracts and periodic reports of actual citizens and persons served.

CITY POLICIES GUIDING THE DEVELOPMENT OF THE OPERATING BUDGET (cont.)

- Provide for increased operating costs in the Operating Budget of newly completed or acquired facilities that were initially funded through the Approved Capital Budget.

- Adhere to the City's Charter for Public Hearing before approving/amending budget and/or appropriating funds.

- Require prior approval of all affected departments before transfer of charges between departments.

- Execute budget(s) as approved and manage to the extent required to assure compliance with the intent of Council, and advise and seek corrective consent when latest Council intent is not being met.

- Fund, to the extent possible, the capital costs for technology which will improve the City's efficiency and effectiveness.

- Evaluate new technology spending for future cost savings and adjust appropriations accordingly.

- Support economic development programs which will add to the City's tax base.

- Support public safety programs which will have a direct impact on the safety and wellbeing of citizens.

- Support programs and services for education, recreation, development of youth, and senior citizens.

- Look for alternative sources for providing services and programs within the community at no cost or at a lower cost than currently being provided by the City.

- Seek privatization opportunities where programs and services can be offered at a lower cost than what the City spends to provide the same services provided that the quality of services is not compromised.

- Support regional cooperation to the extent that all involved parties receive proportionate benefit and the City of Chesapeake's costs are minimized.

- Actively seek public/private partnerships for services currently funded by the City of Chesapeake in order to reduce the City's costs and/or expand program scope to reach more citizens.

- Appropriate all grants, as defined by the City's Grants Special Revenue Fund Policy, to the Special Revenue Fund.

- Appropriate funds equal to estimated revenues from dedicated funding source.

CITY POLICIES GUIDING THE DEVELOPMENT OF THE OPERATING BUDGET (cont.)

Financial Policies:

- Expect Operating Budget to be balanced on a current revenue and current expense basis.
- Maintain a reserve equal to six percent (6%) of General Fund revenue as "Cash Flow and Emergency Reserve" as required by the charter.
- Maintain a reserve equal to unassigned fund balance of at least ten percent (10%).
- Use lease/purchase financing cautiously and for periods that do not exceed the estimated useful life of the item of equipment and/or facility being financed. Generally, financing of capital projects should not exceed twenty (20) years, except in the case of transportation infrastructure.
- Expect the City Treasurer to pool all unrestricted monies and invest in a manner to maximize revenue in low to no risk offerings while measuring cash availability for payrolls and bills.
- Do not rely upon debt for current operations.
- Continue to solicit and accept external grants only for non-permanent purposes so that the City dollars are not required to fully fund the program at end of the grant period.
- Continue to evaluate the necessity and value of required fund balance and reserves and communicate the criteria and methodology used.
- Use one-time revenues and resources to support projects, programs, and purchases with one-time costs.
- As the governing body, only the City Council has authority to commit the City's fund balance for a specific purpose. The City Manager has authority to assign fund balance for a specific purpose. The commitment and assignment of fund balance is made prior to the end of the fiscal year. City Council authorizes the use of fund balance through formal City Council action. The fund balance is spent first from the highest level of constraint or restriction to the lowest level of constraint.

POLICIES GUIDING DEVELOPMENT OF THE CAPITAL IMPROVEMENT PLAN

Following is a list of policies used in evaluating projects for the Capital Improvement Plan (CIP). The CIP is a separate document, but the Operating Budget document includes a summary of the CIP under a separate section at the end of this document.

- Prepare the Capital Budget for construction and repair of building, roads, and school with project cost over $100,000 in any fiscal year.

- Review each project included in years two through five of the Approved CIP for revised cost estimates.

- Review the inventory of unfunded capital projects and revise the inventory to reflect the elimination or addition of projects.

- Rate projects to be considered for funding using the following criteria:

    1. Replacement of existing infrastructure.
    2. Reduce the cost of operations.
    3. Support economic development efforts.
    4. Improve safety and reduce risk exposure.
    5. Comply with the City's current Comprehensive Plan.
    6. Generate additional net revenue to the City of Chesapeake.
    7. Outside revenue sources available to leverage City funds.

POLICIES GUIDING DEBT MANAGEMENT

Following list is a summary of the major debt management polices used in developing the CIB. A full list of the City's debt management policies is included under the **Capital Budget Summary**, a separate section, at the end of this document.

- Limit the City's debt to 10% of the assessed value of real estate subject to local taxation according to the mandates of the State of Virginia.

- Further limit the City's debt for bonds and notes other than refunding to amounts authorizing by a majority of qualified voters voting in an election on the question according to the Charter.

- Authorize bonds or notes without election in any calendar year in an amount not to exceed $4,500,000 plus the amount of debt retired in the previous fiscal year.

- Restrict the City-wide borrowing authority to a maximum of 3½ % of the assessed value of real estate as shown by the last preceding assessment for taxes. (Contracts other than bonds and notes are excluded.)

- Restrict overall per capita debt to $3,000.

- Pay back its debt, exclusive of enterprise debt, for specific items within the period of the estimated useful life or twenty (20) years, whichever is less, except in the case of transportation infrastructure.

- Maintain good communication with bond rating agencies about the City's financial condition with full disclosure and integrity on all financial data and debt offering.

- Own water and sewer facilities and finance new construction with general obligation or revenue bonds that are solely supported by enterprise revenues.

LONG TERM FINANCIAL AND PROGRAMMATIC POLICIES

Strategic Goals and Objectives:

- Continue to administer development activities in accordance with the Comprehensive Plan.
- Continue diversification and expansion of Chesapeake's economic base through selective and aggressive recruitment, and retention of existing businesses.
- Provide City water customers with adequate volume and quality of water.
- Continue development of the stormwater management system and continue qualitative drainage measures.
- Continue implementation of the Fair Share agreement with NAACP.
- Maintain competitive pay and benefits for City employees. Continue efforts toward representative workforce.
- Provide support in public safety to maintain current response time and professionalism, to limit injury, loss of life, and property.
- Continue innovative programming of services to youth in the community through Interagency Consortium and the City's youth serving organizations which include Court Services Unit, Bureau of Community Programs, and Chesapeake Juvenile Services.
- Provide a wide range of leisure activities and facilities with a focus on low-income neighborhoods.

Financial Goals and Objectives:

- Maintain and continuously refine the Multi - Year Forecast which is a model for revenues and expenses for the General Fund.
- Continue to provide resources that exceed minimum State requirements to Chesapeake Public Schools.

FINANCIAL STRUCTURE

Description of the Accounting Structure:

The accounting system used by the City of Chesapeake is organized on the basis of funds or account groups. A fund is defined as a separate, self-balancing set of accounts which is segregated for the purpose of accounting for specific activities or attaining certain objectives. Each fund is comprised of assets, liabilities, fund equity, revenues, and expenditures or expenses, as appropriate. The following fund types and account groups are used by the City: Governmental Funds (such as the General Fund and Special Revenue Funds), Proprietary Funds (such as the Enterprise Funds and Internal Services Funds), and Fiduciary Funds. The appropriations within each fund are further classified into departments, programs or functions. Expenditures within each department are posted to accounts that describe the items purchased.

Basis of Accounting:

The City's Comprehensive Annual Financial Report (CAFR) presents the financial position and results of operations for the City operations of various funds, account groups, and component units. It is prepared using "generally accepted accounting principles" (GAAP).

- Under GAAP, the modified accrual basis of accounting is used for governmental (such as the General Fund and special revenue funds) and agency funds. Under the modified accrual basis of accounting, revenues are recorded when susceptible to accrual, i.e. both measurable and available. Expenditures are recorded when the related fund liability is incurred.

- Under GAAP, the accrual basis of accounting is used for proprietary fund types (enterprise funds) and nonexpendable trust funds. Under the accrual basis of accounting, revenues are recognized when earned, and their expenses are recognized when they are incurred.

- Under GAAP, a government wide financial statement is prepared using accrual basis of accounting. In the government wide financial statement, certain governmental funds are grouped together for reporting purposes.

Basis of Budgeting:

The City's budget preparation conforms to GAAP by using a modified accrual basis for preparing the operating budgets for the general governmental and agency funds and the full accrual basis for enterprise funds. However, the basis of budgeting differs from the basis of accounting in the following areas:

- The City's CAFR includes the Chesapeake Economic Development Authority, the Chesapeake Port Authority, and the Chesapeake Airport Authority as component entities. The Operating and Capital Improvement Budgets do not include estimated revenues and appropriations for the operation of the three authorities. The portion of the revenues derived from City General Fund support of these agencies is reflected in the Operating Budget.

FINANCIAL STRUCTURE (cont.)

- The estimated revenues and appropriations in the Community Renewal Fund are not included in the estimated revenue and appropriations for the Operating Budget or in the Capital Improvement Budget. The Community Renewal Fund includes revenue from the Community Development Block Grant (CDBG) and the HOME grant. The CDBG and HOME grant are appropriated by Council outside the annual Operating and Capital Improvement Budget cycles.

- The Capital Projects Funds, Utility Construction Funds, and the Community Renewal Fund budgets are adopted on a five-year project basis instead of a fiscal year basis. The first year of the plan is appropriated as the Capital Budget for each fiscal year.

- The purchase of capital outlay is included in the budget in the year of the initial purchase at full cost; capital outlays are not budgeted as a depreciation expense.

- Budgetary accounting recognizes purchase orders as charges to the operating budget during the year in which they are issued. This is different from financial account which recognizes such commitments as expenditures only as orders are filled by the vendor.

- Debt service is budgeted for principal and interest payments that are due and payable during the fiscal year. The budget does not include accruals of interest that are not due at June 30th of each year.

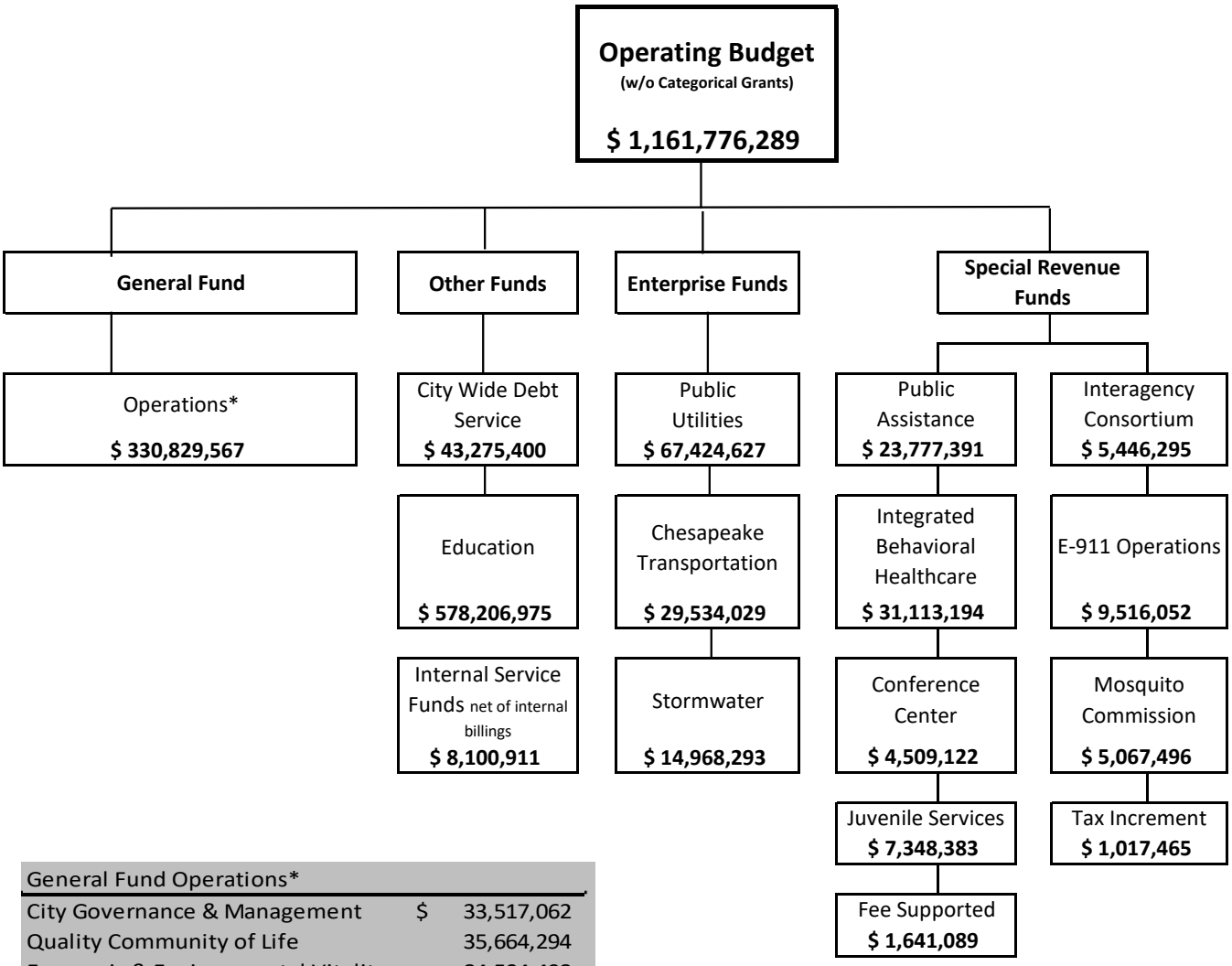
Operating Appropriation

Annual appropriation and sources used to finance the operating budget.		FY 2020-21
BEGINNING FUND BALANCES [1]	**$**	**414,969,002**
REVENUES		
General Property Taxes	$	383,257,750
Other Local Taxes		148,905,641
Charges for Services		153,234,779
Other Local Revenues		39,680,814
Revenue from the Commonwealth		394,582,320
Revenue from the Federal Government		47,122,601
Categorical Grant Awards		10,961,000
Total Revenue	**$**	**1,177,744,905**
Transfers from other funds (OSAP)		64,430
TOTAL FUNDS AVAILABLE	**$**	**1,592,778,337**
APPROPRIATIONS		
General Fund	$	330,829,567
Special Revenue Funds		
Virginia Public Assistance		23,777,391
Interagency Consortium		5,446,295
Fee Supported Activities		1,641,089
Integrated Behavioral Healthcare		31,113,194
Conference Center & Tourism		4,509,122
E-911 Operations		9,516,052
Chesapeake Juvenile Services		7,348,383
Tax Increment Financing-Greenbrier		992,465
Tax Increment Financing-South Norfolk		25,000
City Wide Debt Fund		43,275,400
Enterprise Funds		
Public Utilities		67,424,627
Stormwater Management		14,968,293
Chesapeake Transportation System		29,534,029
Internal Service Funds (net of department billings)		
Central Fleet / City Garage		1,741,487
Information Technology		764,070
Risk Management		-
Health Insurance		6,000,000
Mosquito Control		5,067,496
Education		578,206,975
Categorical Grant Awards [2]		10,961,000
Total Appropriations	**$**	**1,173,141,935**
Transfers to Capital and Grant Funds		63,922,370
Estimated Budgetary Savings		(10,976,000)
Non-budgetary Transactions		(18,000)
ENDING FUND BALANCE	**$**	**366,708,032**

(1) Note that that the Budgetary Fund balance presented here differs from the Comprehensive Annual Report, as it is adjusted for encumbrances, treatment of assets, payments of debt, and related transactions.

(2) Recurring categorical grants are included in the operating budget appropriation and are detailed later in this section. However, categorical grants are not included in spending estimates for the annual operating budget, since grants typically span several years.

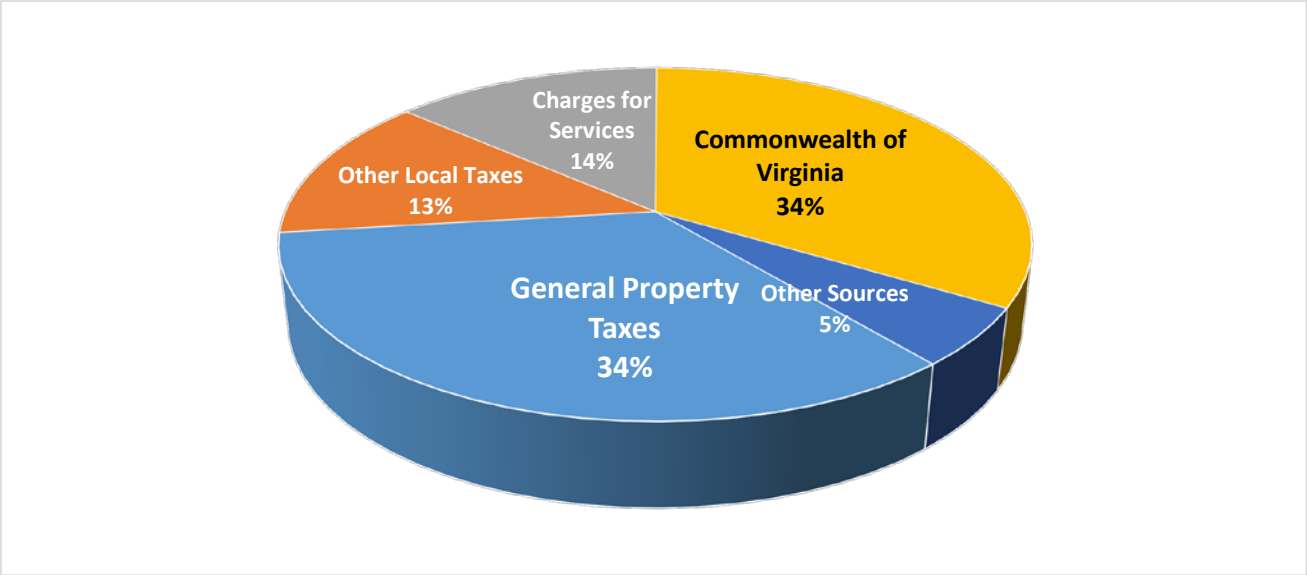
Spending by Fund



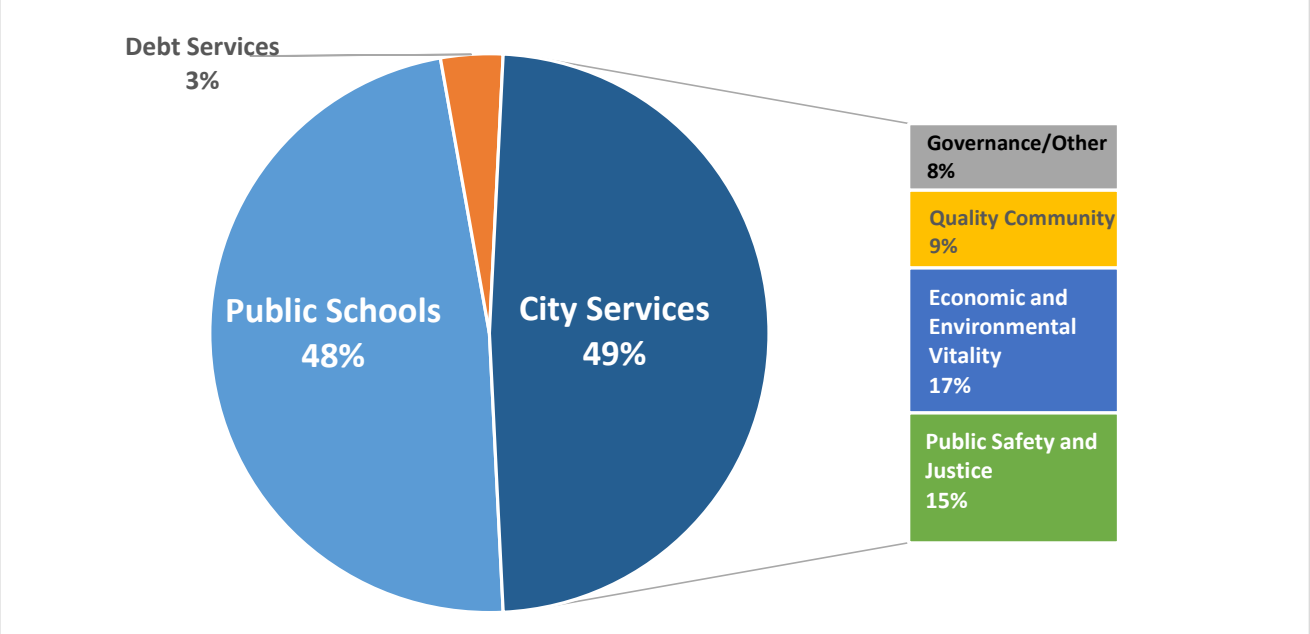
General Fund Operations*		
City Governance & Management	$	33,517,062
Quality Community of Life		35,664,294
Economic & Environmental Vitality		84,504,498
Public Safety & Justice		171,552,111
Non-Departmental		5,591,602
		330,829,567

Source and Uses of Operating Funds

Source of Funds (where it comes from)



Use of Funds (where it's going)



City of Chesapeake, Virginia
FY 2020-21 Operating Budget

Summary Statement of Revenue & Expenditures (all funds)

In thousands	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior year	
Revenue:					
General Property Taxes	$ 355,754	$ 370,257	$ 383,258	$ 13,001	3.5%
Other Local Taxes	144,778	147,179	148,906	1,727	1.2%
Permits, Privilege & License Fees	3,089	3,205	3,372	167	5.2%
Fines and Forfeitures	2,064	2,623	2,802	179	6.8%
Interest and Rent	15,519	8,976	9,991	1,015	11.3%
Charges for Services	141,688	148,852	151,565	2,713	1.8%
Miscellaneous Revenue	6,181	17,635	23,618	5,983	33.9%
Recovered Costs	5,732	1,575	1,568	(7)	-0.4%
State Noncategorical Aid	31,346	31,251	31,322	71	0.2%
State Shared Expenses	314,305	326,889	346,102	19,213	5.9%
Other State Categorical Aid	15,445	16,894	17,157	263	1.6%
Federal Aid	46,311	44,846	47,123	2,277	5.1%
Total Revenues	**$ 1,082,212**	**$ 1,120,182**	**$ 1,166,784**	**$ 46,602**	**4.2%**
Expenditures:					
Governance and Management	$ 27,149	$ 32,536	$ 33,517	$ 981	3.0%
Quality Community of Life	89,665	104,934	108,417	3,483	3.3%
Economic/Environmental Vitality	174,043	202,390	202,158	(231)	-0.1%
Education	484,540	532,598	578,207	45,609	8.6%
Public Safety and Justice	161,027	179,117	180,640	1,524	0.9%
Debt Service Fund	37,801	42,617	43,275	658	1.5%
Internal Service Funds	5,935	9,720	10,374	654	6.7%
Non-Departmental	14,433	7,262	5,592	(1,670)	-23.0%
Total Expenditures	**$ 994,593**	**$ 1,111,173**	**$ 1,162,180**	**$ 51,007**	**4.6%**
Projected Fund Balance - All Operating Funds					
Beginning Fund Balance	$ 416,928	$ 453,662	$ 414,969		
Revenue	1,082,212	1,120,182	1,166,784		
Expenditures	(994,593)	(1,111,173)	(1,162,180)		
Anticipated budgetary savings	-	9,245	10,976		
Transfers from OSAP Fund	64	64	64		
Transfers to capital/grant funds	(59,002)	(56,945)	(63,922)		
Non-budgetary transactions	8,053	(66)	18		
Ending Fund Balances	**$ 453,662**	**$ 414,969**	**$ 366,709**		
	0	(0)	(1)		

City of Chesapeake, Virginia
FY 2020-21 Operating Budget

Resources and Requirements - All Funds

In thousands	General Fund	Special Revenue	Enterprise Funds	Debt Fund	School Fund	Internal Service	Interfund Transactions	FY 2020-21 Budget
Budgetary Beginning Fund Balance July 1, 2020	$ 228,392	$ 58,252	$ 73,592	$ 9,992	$ 41,577	$ 3,163	$ -	$ 414,969
REVENUE								
General Property Taxes	$ 359,619	$ 23,639	$ -	$ -	$ -	$ -	$ -	$ 383,258
Other Local Taxes	139,718	9,187	-	-	-	-	-	148,906
Permits, Privilege & License Fees	2,829	215	328	-	-	-	-	3,372
Fines and Forfeitures	1,386	1,416	-	-	-	-	-	2,802
Interest and Rent	2,717	215	5,311	55	1,377	316	-	9,991
Charges for Services	12,391	11,484	122,688	-	5,002	1,670	-	153,235
Internal Service Charges	-	-	-	-	-	88,179	(88,179)	-
Miscellaneous Revenue	523	1,495	82	586	13,443	5,819	-	21,948
Recovered Costs	-	1,568	-	-	-	-	-	1,568
State Noncategorical Aid	31,322	-	-	-	-	-	-	31,322
State Shared Expenses	46,331	-	-	-	-	-	-	46,331
Other State Categorical Aid	17,157	21,629	-	-	278,143	-	-	316,929
Federal Aid	35	11,482	494	806	34,306	-	-	47,123
Total Revenue	**$ 614,028**	**$ 82,330**	**$ 128,903**	**$ 1,447**	**$ 332,271**	**$ 95,984**	**$ (88,179)**	**$ 1,166,784**
Interfund Transfers In	8,162	20,621	-	38,979	220,256	162	-	**288,179**
AVAILABLE RESOURCES	**$ 850,582**	**$ 161,203**	**$ 202,495**	**$ 50,419**	**$ 594,104**	**$ 99,309**	**$ (88,179)**	**$ 1,869,932**
EXPENDITURES								
City Governance and Management								
Elected or Appointed Officials:								
City Council, Office of Mayor	$ 404	$ -	$ -	$ -	$ -	$ -	$ -	$ 404
City Manager	3,012	-	-	-	-	-	-	3,012
City Attorney	3,011	-	-	-	-	200	(200)	3,011
City Auditor	946	-	-	-	-	-	-	946
City Clerk	680	-	-	-	-	-	-	680
City Treasurer	6,334	-	-	-	-	-	-	6,334
Board of Elections	1,607	-	-	-	-	-	-	1,607
Commissioner of Revenue	4,207	-	-	-	-	-	-	4,207
Real Estate Assessor	2,919	-	-	-	-	-	-	2,919
Other City Departments:								
Budget	862	-	-	-	-	-	-	862
Customer Contact Center	1,022	-	-	-	-	-	-	1,022
Finance	2,868	-	-	-	-	-	-	2,868
Human Resources	2,829	-	-	-	-	-	-	2,829
Public Communications	1,650	-	-	-	-	-	-	1,650
Purchasing Department	1,166	-	-	-	-	-	-	1,166
Subtotal	**$ 33,517**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 200**	**$ (200)**	**$ 33,517**
Quality Community of Life								
Integrated Behavioral Health	$ -	$ 31,113	$ -	$ -	$ -	$ -	$ -	$ 31,113
Health Department	2,960	-	-	-	-	-	-	2,960
Human Services								-
Community Programs	2,484	-	-	-	-	-	-	2,484
Interagency Consortium	-	5,446	-	-	-	-	-	5,446
Juvenile Services	-	7,348	-	-	-	-	-	7,348
Social Services	-	23,777	-	-	-	-	-	23,777
Libraries	10,897	-	-	-	-	-	-	10,897
Mosquito Control Commission	-	5,067	-	-	-	-	-	5,067
Parks, Recreation & Tourism	19,324	-	-	-	-	-	-	19,324
Subtotal	**$ 35,664**	**$ 72,753**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 108,417**
Economic and Environmental Vitality								

City of Chesapeake, Virginia
FY 2020-21 Operating Budget

Resources and Requirements - All Funds

In thousands	General Fund	Special Revenue	Enterprise Funds	Debt Fund	School Fund	Internal Service	Interfund Transactions	FY 2020-21 Budget
Agriculture	$ 446	$ -	$ -	$ -	$ -	$ -	$ -	$ 446
Airport Authority	$ 302	$ -	$ -	$ -	$ -	$ -	$ -	302
Conference Center & Tourism	-	4,509	-	-	-	-	-	4,509
Development and Permits	7,985	200	-	-	-	-	-	8,185
Economic Development	3,938	-	-	-	-	-	-	3,938
Planning Department	2,761	-	-	-	-	-	-	2,761
Planning Commission	69	-	-	-	-	-	-	69
Public Utilities	-	-	67,425	-	-	-	-	67,425
Public Works	69,004	-	-	-	-	-	-	113,506
Stormwater Fund	-	-	14,968	-	-	-	-	
Chesapeake Transp System	-	-	29,534	-	-	-	-	
Greenbrier TIF District	-	992	-	-	-	-	-	992
South Norfolk TIF District	-	25	-	-	-	-	-	25
Subtotal	**$ 84,504**	**$ 5,727**	**$ 111,927**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 202,158**
Chesapeake Public Schools					**$ 578,207**		**$ -**	**$ 578,207**
Public Safety and Justice								
Fire	$ 54,603	$ 435	$ -	$ -	$ -	$ -	$ -	$ 55,039
Police	53,922	-	-	-	-	-	-	62,575
E-911 Fund - Dispatch	-	7,647	-	-	-	-	-	
Photo Red Program	-	1,006	-	-	-	-	-	
Sheriff	52,794	-	-	-	-	1,670	(1,670)	52,794
Courts	1,729	-	-	-	-	-	-	1,729
Circuit Court Clerk	2,814	-	-	-	-	-	-	2,814
Commonwealth's Attorney	5,690	-	-	-	-	-	-	5,690
Subtotal	**$ 171,552**	**$ 9,089**	**$ -**	**$ -**	**$ -**	**$ 1,670**	**$ (1,670)**	**$ 180,641**
Other Expenditures:								
Debt Services	$ -	$ -	$ -	$ 43,275	$ -	$ -	$ -	$ 43,275
Internal Service Funds:								
Central Fleet/City Garage	-	-	-	-	-	19,662	(17,921)	1,741
Information Technology	-	1,869	-	-	-	14,790	(14,026)	2,633
Risk Management	-	-	-	-	-	10,493	(10,493)	-
Health Care	-	-	-	-	-	49,870	(43,870)	6,000
Non Departmental Items	5,592	-	-	-	-	-	-	5,592
Subtotal	**$ 5,592**	**$ 1,869**	**$ -**	**$ 43,275**	**$ -**	**$ 94,815**	**$ (86,310)**	**$ 59,241**
Total Expenditures	**$ 330,830**	**$ 89,436**	**$ 111,927**	**$ 43,275**	**$ 578,207**	**$ 96,685**	**$ (88,179)**	**$ 1,162,181**
Transfers to Other Funds								
Interfund Transfers Out	$ 56,918	$ 10,893	$ 30	$ -	$ -	$ -	$ -	$ 67,841
Transfer to School Operations	220,256	-	-	-	-	-	-	220,256
Transfer to Capital & Grant Funds	30,789	18,818	13,230	-	-	1,085	-	63,922
Total Transfers	**$ 307,963**	**$ 29,711**	**$ 13,260**	**$ -**	**$ -**	**$ 1,085**	**$ -**	**$ 352,019**
Total Expenses and Transfers	**$ 638,793**	**$ 119,148**	**$ 125,187**	**$ 43,275**	**$ 578,207**	**$ 97,770**	**$ (88,179)**	**$ 1,514,200**
Expected Budgetary Savings	$ (10,976)							$ (10,976)
Estimated Ending Fund Balance June 30, 2021	**$ 222,765**	**$ 42,055**	**$ 77,308**	**$ 7,143**	**$ 15,897**	**$ 1,539**	**$ (0)**	**$ 366,708**

City of Chesapeake, Virginia
FY 2020-21 Operating Budget

Statement of Revenue and Expenditures by Fund

Revenue: *In thousands*	**FY 18-19 Actual**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior year**	
General Fund	$ 588,143	$ 603,179	$ 614,028	$ 10,849	1.8%
Special Revenue Funds					
Virginia Public Assistance	14,312	14,681	14,709	29	0.2%
Interagency Consortium	2,958	3,487	3,173	(314)	-9.0%
Fee Supported Activities	1,042	1,358	2,056	698	51.4%
Integrated Behavioral Healthcare	19,959	20,158	21,716	1,558	7.7%
Conference Center & Tourism	5,690	5,841	6,076	236	4.0%
E-911 Operations	6,101	5,947	5,947	-	0.0%
Chesapeake Juvenile Services	4,799	4,748	5,014	265	5.6%
TIF - Greenbrier	9,279	10,335	11,642	1,307	12.6%
TIF - South Norfolk	5,471	6,235	7,054	819	13.1%
Mosquito Control	4,850	4,779	4,943	164	3.4%
City Wide Debt Fund	1,728	1,355	1,447	93	6.9%
Enterprise Funds					
Public Utilities	78,046	78,263	80,820	2,557	3.3%
Stormwater Management	17,115	16,357	16,979	622	3.8%
Chesapeake Transportation	27,623	29,632	31,104	1,472	5.0%
Internal Service Funds					
Central Fleet/City Garage	19,085	20,438	20,793	355	1.7%
Information Technology	13,719	14,234	14,628	395	2.8%
Risk Management	10,567	11,019	10,693	(326)	-3.0%
Health Insurance Fund	44,090	45,868	49,870	4,002	8.7%
Less Internal Service Fund billings to City Departments	(81,070)	(83,523)	(88,179)	(4,656)	5.6%
Education	288,703	305,795	332,271	26,476	8.7%
Total Revenue	**$ 1,082,211**	**$ 1,120,183**	**$ 1,166,784**	**$ 46,600**	**4.2%**

City of Chesapeake, Virginia
FY 2020-21 Operating Budget

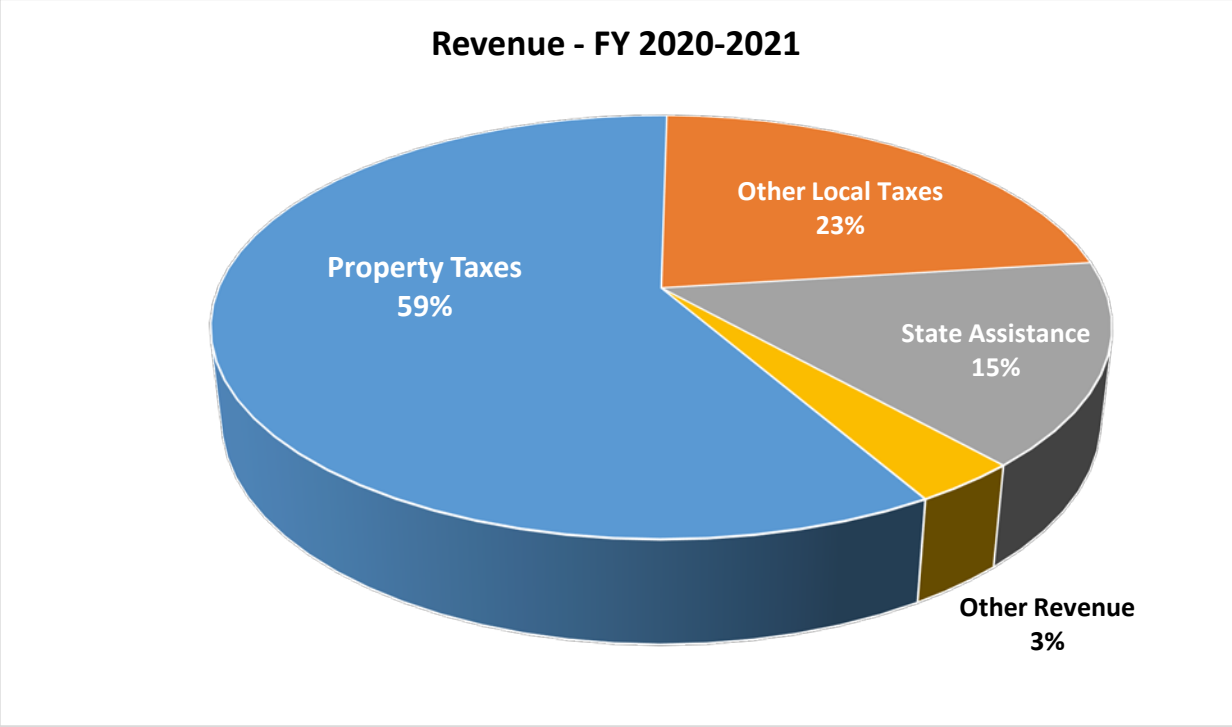
Statement of Revenue and Expenditures by Fund

Expenditures: *In thousands*	**FY 18-19 Actual**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior year**	
General Fund	$ 293,118	$ 324,850	$ 330,830	$ 5,980	1.8%
Special Revenue Funds					
Virginia Public Assistance	19,497	23,401	23,777	376	1.6%
Interagency Consortium	5,125	5,367	5,446	80	1.5%
Fee Supported Activities	1,286	1,209	1,641	432	35.7%
Integrated Behavioral Healthcare	25,489	29,262	31,113	1,851	6.3%
Conference Center & Tourism	3,832	4,245	4,509	264	6.2%
E-911 Operations	6,636	8,934	9,516	583	6.5%
Chesapeake Juvenile Services	6,601	7,750	7,348	(401)	-5.2%
TIF - Greenbrier	7,082	992	992	1	0.1%
TIF - South Norfolk	0	1,525	25	(1,500)	-98.4%
Mosquito Control	4,207	4,769	5,067	298	6.2%
City Wide Debt Fund	37,801	42,617	43,275	658	1.5%
Enterprise Funds					
Public Utilities	59,343	68,281	67,425	(856)	-1.3%
Stormwater Management	10,983	12,701	14,968	2,267	17.9%
Ches. Transportation System	23,628	34,571	29,534	(5,037)	-14.6%
Internal Service Funds					
Central Fleet/City Garage	18,262	20,591	21,332	740	3.6%
Information Technology	11,840	14,217	14,790	573	4.0%
Risk Management	9,595	11,096	10,693	(403)	-3.6%
Health Insurance Fund	46,797	45,720	49,870	4,150	9.1%
Less Internal Service fund billings to City departments	(81,070)	(83,523)	(88,179)	(4,656)	5.6%
Education	484,540	532,598	578,207	45,609	8.6%
Total Expenditures	**$ 994,593**	**$ 1,111,172**	**$ 1,162,181**	**$ 51,009**	**4.6%**

City of Chesapeake, Virginia
FY 2020-21 Operating Budget

Summary Statement of Revenue & Expenditures - *General Fund*

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior year	
Revenue *(in thousands)* :					
General Property Taxes	$ 336,657	$ 348,908	$ 359,619	$ 10,711	3.1%
Other Local Taxes	135,733	138,147	139,718	1,571	1.1%
Permits, Privilege & License Fees	2,569	2,627	2,829	202	7.7%
Fines and Forfeitures	1,632	1,886	1,386	(499)	-26.5%
Interest & Rents	5,325	2,711	2,717	6	0.2%
Charges for Services	11,934	13,403	12,391	(1,012)	-7.6%
Miscellaneous Revenue	753	553	523	(30)	-5.4%
Recovered Costs	501	-	-	-	0.0%
State Noncategorical Aid	31,346	31,251	31,322	71	0.2%
State Shared Expenses	15,445	16,894	17,157	263	1.6%
Other State Categorical Aid	46,113	46,765	46,331	(434)	-0.9%
Federal Noncategorical Aid	135	35	35	-	0.0%
Total Revenue	**$ 588,143**	**$ 603,179**	**$ 614,028**	**$ 10,849**	**1.8%**



City of Chesapeake, Virginia
FY 2020-21 Operating Budget

Summary Statement of Revenue & Expenditures - *General Fund*

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior year	
General Fund Expenditures and Transfers to Other Funds					
Expenditures *(in thousands):*					
Governance and Management	$ 26,999	$ 32,536	$ 33,517	$ 981	3.0%
Quality Community of Life	28,745	34,385	35,664	1,279	3.7%
Economic/Environmental Vitality	69,022	79,874	84,504	4,630	5.8%
Public Safety and Justice	153,918	170,793	171,552	759	0.4%
Non-Departmental	14,433	7,262	5,592	(1,670)	-23.0%
Subtotal	$ 293,118	$ 324,850	$ 330,830	$ 5,980	1.8%
Fund Transfers *(in thousands):*					
School Operations	$ 204,813	$ 213,593	$ 220,256	$ 6,663	3.1%
School Capital	9,203	7,000	7,000	-	0.0%
Debt Service Fund	28,865	34,813	36,153	1,340	3.8%
City Capital Fund	16,732	28,761	23,789	(4,972)	-17.3%
Other Funds	21,922	21,600	20,765	(835)	-3.9%
Subtotal	$ 281,536	$ 305,767	$ 307,963	$ 2,196	0.7%
Total Expenditures and Transfers	**$ 574,653**	**$ 630,617**	**$ 638,792**	**$ 8,176**	**1.3%**

Fund Balance Recap (in thousands)					
Beginning Fund Balance	$ 217,518	$ 241,428	$ 228,391	$ (13,037)	-5.4%
Revenue	588,143	603,179	614,028	10,849	1.8%
Transfers from other funds	9,295	5,156	8,162	3,006	58.3%
Total funds available	**$ 814,956**	**$ 849,762**	**$ 850,580**	**$ 818**	**0.1%**
Expenditures	$ 293,118	$ 324,850	$ 330,830	$ 5,980	1.8%
Transfers to other funds	281,536	305,767	307,963	2,196	0.7%
Anticipated vacancy savings	-	(9,245)	(10,976)	(1,731)	18.7%
Other Changes	(1,125)	-	-	-	0.0%
Total use of funds	**$ 573,528**	**$ 621,372**	**$ 627,816**	**$ 6,445**	**1.0%**
Ending Fund Balance	**$ 241,428**	**$ 228,391**	**$ 222,764**	**$ (5,627)**	**-2.5%**

City of Chesapeake, Virginia
FY 2020-21 Operating Budget

Summary Statement of Revenue & Expenditures - *General Fund*

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior year	
Governance & Management					
Elected or Appointed Officials:					
City Council, Office of Mayor	399,095	454,810	404,180	(50,630)	-11.1%
City Manager	1,896,184	3,142,481	3,011,859	(130,622)	-4.2%
City Attorney	2,291,594	2,963,389	3,011,171	47,782	1.6%
City Auditor	826,489	874,422	945,714	71,292	8.2%
City Clerk	546,938	636,847	680,121	43,274	6.8%
City Treasurer	4,816,268	6,074,727	6,333,968	259,241	4.3%
Board of Elections	1,135,707	1,579,889	1,607,197	27,308	1.7%
Commissioner of Revenue	3,588,212	4,122,291	4,206,505	84,214	2.0%
Real Estate Assessor	2,638,763	2,839,341	2,919,134	79,793	2.8%
Other City Departments:					
Budget	721,047	805,825	861,832	56,007	7.0%
Customer Contact Center	917,310	970,895	1,021,909	51,014	5.3%
Finance	2,580,245	2,776,204	2,868,376	92,172	3.3%
Human Resources	2,363,863	2,649,592	2,829,453	179,861	6.8%
Public Communications	1,348,045	1,547,562	1,649,723	102,161	6.6%
Purchasing Department	929,062	1,097,429	1,165,920	68,491	6.2%
	26,998,823	32,535,704	33,517,062	981,358	3.0%
Quality Community of Life					
Health Department	2,558,767	2,922,595	2,959,908	37,313	1.3%
Human Services Community Programs	1,200,772	2,183,069	2,483,673	300,604	13.8%
Libraries	9,713,605	10,641,628	10,897,027	255,399	2.4%
Parks, Recreation & Tourism	15,271,851	18,637,763	19,323,686	685,923	3.7%
	28,744,996	34,385,055	35,664,294	1,279,239	3.7%
Economic & Environmental Vitality					
Agriculture	436,987	442,256	446,314	4,058	0.9%
Airport Authority	294,050	300,937	301,937	1,000	0.3%
Development & Permits	6,957,236	7,775,548	7,984,670	209,122	2.7%
Economic Development	1,893,621	3,885,157	3,937,582	52,425	1.3%
Planning	2,284,855	2,701,759	2,761,405	59,646	2.2%
Planning Commission	47,942	68,614	68,617	3	0.0%
Public Works	57,107,550	64,700,191	69,003,973	4,303,782	6.7%
	69,022,241	79,874,462	84,504,498	4,630,036	5.8%

City of Chesapeake, Virginia
FY 2020-21 Operating Budget

Summary Statement of Revenue & Expenditures - *General Fund*

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior year	
Public Safety & Justice					
Police	48,332,047	53,293,559	54,603,192	1,309,633	2.5%
Fire	49,567,730	54,300,573	53,922,135	(378,438)	-0.7%
Sheriff	47,465,524	53,427,379	52,793,644	(633,735)	-1.2%
Court Services:					
Circuit Court	699,243	739,245	787,172	47,927	6.5%
Circuit Court Clerk	2,353,186	2,740,901	2,813,581	72,680	2.7%
General District Court	204,387	346,131	351,292	5,161	1.5%
Magistrate	52,300	78,448	56,177	(22,271)	-28.4%
Juvenile & Domestic Relations	104,265	183,063	141,339	(41,724)	-22.8%
Court Services Unit	399,646	469,784	393,432	(76,352)	-16.3%
Commonwealth's Attorney	4,740,097	5,213,970	5,690,147	476,177	9.1%
	153,918,426	170,793,053	171,552,111	759,058	0.4%
Non-Departmental					
Non-Departmental	14,433,152	7,261,726	5,591,602	(1,670,124)	-23.0%
	14,433,152	7,261,726	5,591,602	(1,670,124)	-23.0%
Total Operating Expenses	**293,117,638**	**324,850,000**	**330,829,567**	**5,979,567**	**1.8%**
Transfer to Other Funds					
Education	204,813,000	213,593,000	220,256,000	6,663,000	3.1%
Virginia Public Assistance	6,706,628	6,047,925	6,172,606	124,681	2.1%
Interagency Consortium	2,100,975	1,879,577	2,175,099	295,522	15.7%
E-911 Fund	3,111,762	3,002,250	2,322,418	(679,832)	-22.6%
Integrated Behavioral Healthcare	7,940,645	7,920,046	8,118,000	197,954	2.5%
Chesapeake Juvenile Services	2,054,373	2,734,863	1,800,000	(934,863)	-34.2%
Debt Service Fund	28,864,640	34,812,544	36,153,125	1,340,581	3.9%
Central Fleet	-	-	-	-	0.0%
Information Technology	-	-	161,588	161,588	0.0%
Grants Fund	8,060	15,000	15,000	-	0.0%
Transfer to Capital Projects	16,732,257	28,761,051	23,789,170	(4,971,881)	-17.3%
Transfer to Schools Capital	9,202,920	7,000,000	7,000,000	-	0.0%
Total Transfers	**281,535,260**	**305,766,256**	**307,963,006**	**2,196,750**	**0.7%**
Composition of Education Transfers					
Revenue sharing formula	202,491,000	212,343,000	218,655,000	6,312,000	3.0%
Revenue sharing true-up	1,262,000	-	-	-	#DIV/0!
Current year reversion	60,000	-	-	-	#DIV/0!
Greenbrier TIF	1,000,000	1,250,000	1,601,000	351,000	28.1%
Total	**204,813,000**	**213,593,000**	**220,256,000**	**6,663,000**	**3.1%**
	-	-	-		

City of Chesapeake, Virginia

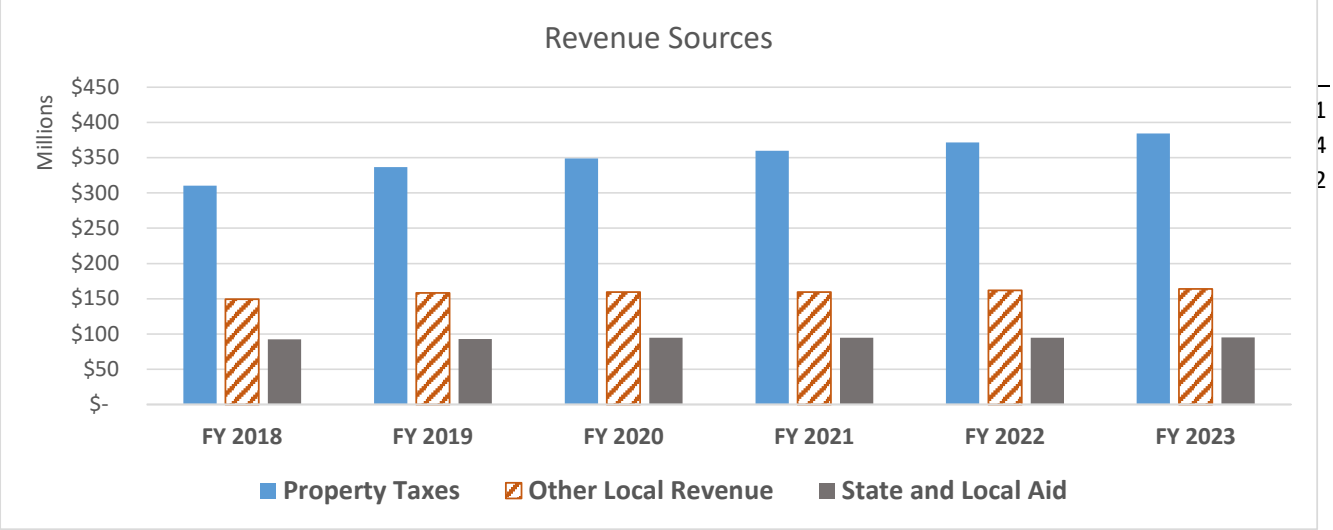
FY 2020-21 Operating Budget

General Fund Budget Projections FY 2021 - 2023

	Actual Results		Budget		Projections	
Amounts in thousands	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
RECAP OF REVENUE, EXPENDITURES, AND FUND BALANCES						
Beginning Fund Balances (budgetary basis)	$ 203,093	$ 217,518	$ 241,429	$ 228,392	$ 222,766	$ 216,277
Revenue	552,414	588,143	603,179	614,028	628,378	643,187
Transfers from other funds	7,084	5,707	5,156	8,162	10,635	11,677
Non-budgetary adjustment	15,147	1,126				
Funds available	**$ 777,738**	**$ 812,494**	**$ 849,764**	**$ 850,582**	**$ 861,778**	**$ 871,142**
Expenditures	$ 277,669	$ 293,118	$ 324,850	$ 330,830	$ 337,682	$ 340,907
Transfers to School Operations	199,717	204,813	213,593	220,256	227,093	234,323
Transfers to Capital Funds	29,848	25,935	35,761	30,789	30,702	23,113
Transfers to Debt Service	33,894	28,865	34,813	36,153	38,723	43,123
Transfers to Other Funds	19,093	18,335	21,600	20,765	22,514	26,417
Anticipated budget savings	-	-	(9,245)	(10,976)	(11,213)	(11,456)
Total expenditures/transfers	**$ 560,220**	**$ 571,065**	**$ 621,371**	**$ 627,817**	**$ 645,500**	**$ 656,427**
Ending Fund Balances	**$ 217,518**	**$ 241,429**	**$ 228,392**	**$ 222,766**	**$ 216,277**	**$ 214,715**
Fund Balance Requirements						
Charter Requirements	$ 33,145	$ 35,289	$ 36,191	$ 36,842	$ 37,703	$ 38,591
Council Reserve Policy	66,290	70,577	72,381	73,683	75,405	77,182
City Lockbox for Capital	6,005	13,722	16,649	18,916	17,363	15,171
School Lockbox for Capital	16,669	25,136	34,285	37,849	39,985	39,680
TIF Reserves	2,490	2,604	2,983	3,365	3,695	4,042
Other Reserves						
Minimum Fund Balance	**$ 124,598**	**$ 147,328**	**$ 162,488**	**$ 170,655**	**$ 174,151**	**$ 174,667**
Excess Fund Balance	**$ 92,919**	**$ 94,101**	**$ 65,904**	**$ 52,110**	**$ 42,126**	**$ 40,048**

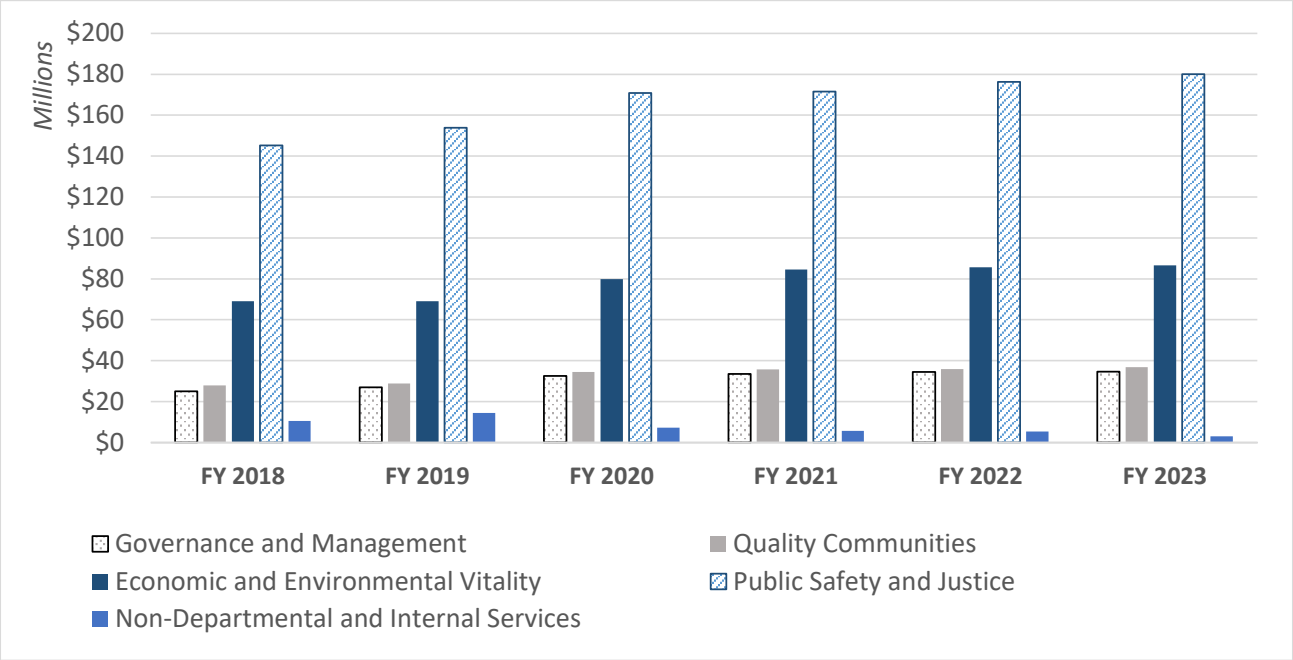
General Fund Budget Projections FY 2021 - 2023

	Actual Results		Budget		Projections	
Amounts in thousands	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**
REVENUE						
General Property Taxes	$ 310,182	$ 336,657	$ 348,908	$ 359,619	$ 371,642	$ 384,101
Other Local Taxes	128,670	135,733	138,147	139,718	141,820	143,958
Permits, Privilege & License Fees	2,633	2,569	2,627	2,829	2,908	2,992
Fines and Forfeitures	2,324	1,632	1,886	1,386	1,362	1,337
Interest & Rents	1,893	5,325	2,711	2,717	2,727	2,733
Charges for Services	13,054	11,934	13,403	12,391	12,448	12,489
Miscellaneous Revenue	674	753	553	523	532	546
Recovered Costs	296	501	-	-	-	-
State Noncategorical Aid	31,045	31,346	31,251	31,322	31,342	31,362
State Shared Expenses	13,710	46,113	46,765	46,331	46,331	46,331
Other State Categorical Aid	47,785	15,445	16,894	17,157	17,231	17,304
Federal Aid	148	135	35	35	35	35
Total Revenues	**$ 552,414**	**$ 588,143**	**$ 603,179**	**$ 614,028**	**$ 628,378**	**$ 643,187**



General Fund Budget Projections FY 2021 - 2023

	Actual Expended		Budget		Projections	
Amounts in thousands	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
EXPENDITURES						
Governance and Management	$ 25,042	$ 26,999	$ 32,536	$ 33,517	$ 34,473	$ 34,541
Quality Communities	27,889	28,745	34,385	35,664	35,828	36,786
Economic and Environmental Vitality	69,080	69,022	79,874	84,504	85,667	86,557
Public Safety and Justice	145,160	153,918	170,793	171,552	176,349	180,111
Non-Departmental and Internal Services	10,500	14,433	7,262	5,592	5,366	2,913
Total Expenditures	**$ 277,669**	**$ 293,118**	**$ 324,850**	**$ 330,830**	**$ 337,682**	**$ 340,907**



	Actual Expended		Budget		Projections	
Percentage of Total Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Governance and Management	9.0%	9.2%	10.0%	10.1%	10.2%	10.1%
Quality Communities	10.0%	9.8%	10.6%	10.8%	10.6%	10.8%
Economic and Environmental Vitality	24.9%	23.5%	24.6%	25.5%	25.4%	25.4%
Public Safety and Justice	52.3%	52.5%	52.6%	51.9%	52.2%	52.8%
Non-Departmental Costs	3.8%	4.9%	2.2%	1.7%	1.6%	0.9%
Totals	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

General Fund Budget Projections FY 2021 - 2023

	Actual Expended		Budget		Projections	
Amounts in thousands	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
GENERAL FUND - DEPARTMENTS						
Agriculture	$ 424	$ 437	$ 442	$ 446	$ 451	$ 454
Audit Services	810	826	874	946	983	970
Board of Elections	1,245	1,136	1,580	1,607	1,844	1,566
Budget Office	657	721	806	862	886	903
Human Services - Comm Programs	1,046	1,201	2,183	2,484	2,424	2,389
Chesapeake Airport Authority	279	294	301	302	304	306
City Attorney	2,146	2,292	2,963	3,011	3,071	3,129
City Clerk	519	547	637	680	685	695
City Council/Mayor	397	399	455	404	401	410
City Manager	1,686	1,896	3,142	3,012	3,102	3,149
Commissioner of Revenue	3,398	3,588	4,122	4,207	4,293	4,331
Commonwealth's Attorney	4,586	4,740	5,214	5,690	5,756	5,864
Courts : Circuit Court	681	699	739	787	801	816
Courts: Circuit Court Clerk	2,115	2,353	2,741	2,814	2,853	2,910
Courts: General District Court	296	204	346	351	356	357
Courts: Juvenile/Domestic Relat	92	104	183	141	144	145
Courts: Magistrate	48	52	78	56	57	56
Court Services Unit	286	400	470	393	403	412
Customer Contact Center	822	917	971	1,022	1,050	1,054
Development and Permits	6,426	6,957	7,776	7,985	8,193	8,323
Economic Development	1,777	1,894	3,885	3,938	3,730	3,770
Finance Office	2,559	2,580	2,776	2,868	2,932	2,965
Fire Department	45,279	48,332	53,294	54,603	56,405	57,820
Health Department	2,564	2,559	2,923	2,960	2,972	2,982
Human Resources	2,106	2,364	2,650	2,829	2,892	2,946
Libraries	9,143	9,714	10,642	10,897	11,092	11,372
Non Departmental Costs	10,221	14,433	7,262	5,592	5,366	2,913
Parks, Recreation and Tourism	15,136	15,272	18,638	19,324	19,340	20,043
Planning Commission	57	48	69	69	69	69
Planning Department	2,207	2,285	2,702	2,761	2,813	2,849
Police Department	46,851	49,568	54,301	53,922	55,416	56,283
Public Communications	1,093	1,348	1,548	1,650	1,696	1,729
Public Works	58,188	57,108	64,700	69,004	70,107	70,785
Purchasing Office	836	929	1,097	1,166	1,190	1,206
Real Estate Assessor	2,415	2,639	2,839	2,919	2,985	3,030
Sheriff	44,924	47,466	53,427	52,794	54,158	55,448
Treasurer	4,351	4,816	6,075	6,334	6,461	6,459
	$ 277,669	**$ 293,118**	**$ 324,850**	**$ 330,830**	**$ 337,682**	**$ 340,907**

REVENUE

1. The City budget is based on a plan of revenue collections that assumes current trends will continue, modified by the known events such as changes in fees or tax rates and in real estate assessments. Economic prognostications inform the evaluation of revenue trends, but do not drive the values. Recognizing the uncertainties and blind risks of forecasts about future economic conditions, estimated revenues constitute a baseline planning scenario rather than a prediction of the future with known probabilities. The budget process addresses risk and uncertainty by setting aside contingency appropriations and financial reserves for unexpected variances and events, and allows for modifications through amendment based on monitoring and periodic management reviews.

2. Continued modest revenue growth in FY 2021 is assumed for City funds exclusive of schools at the rate of 2.5%, and including schools at the rate of 4.2%. The City growth projections are based on trends and conditions prevailing through December 2019.

3. Revenue growth in FY 2021 across all funds, excluding internal billings, is projected at $46.6M (4.2%) over FY 2020 budget. FY 2021 growth over FY 2020 budget includes $10.8M (1.8%) General Fund, $4.8M (3.7%) Enterprise and Mosquito Control Funds, $4.6M (6.3%) Special Revenue Funds, -$230K (-0.5%) Internal Service Fund external billings, and $26.5 M (8.7%) School Funds.

4. Property taxes compose about 59% of City General Fund revenues. Real estate taxes are the largest portion of property taxes. They are projected to grow at a moderate pace. The January 2020 reassessment showed an increase in taxable real property values of 3.35%. Combined with new building activity, taxable real estate tax assessments are projected to increase 4.0% in FY 2021. Growth in real estate values from a combination of new construction and increasing values is estimated at about 3.5% each year for FY 2022 and 2023 if conditions prevailing during calendar 2019 continue.

5. Personal property taxes are cyclical in pattern, with considerable volatility. The FY 2020 budget reflects 2.9% growth over FY 2019 actual for Total Personal Property Tax (including Personal Property Tax Relief, refunds and delinquent collections). Revised estimates assume some of that growth will be realized in FY 2021 instead. FY 2020 revenues are now projected to be about 2.3% over FY 2019 actuals. FY 2021 is then projected as relatively flat. Long term growth is projected as averaging about 2%.

6. Other local taxes comprise about 23% of the City General Fund revenues and 28% of its local revenues; they are primarily taxes on business and consumer transactions, including retail sales, food service, lodging, utility services, and business gross receipts. Growth in this revenue source is strongly dependent on employment and income. Communication sales tax is expected to continue to decline. Business and Professional Occupations License Tax (BPOL) is reduced from a trended growth of 3.1% to 1.5% due to a reduction in the tax rate (the floor for gross receipts tax is raised to $200 from $100). Tobacco Tax recently increased due to an increase in the tax rate from 25 mills (2.5 cents) to 32.5 mills (3.25 cents) per cigarette reserved for public health initiatives, but is likely to continue its long-run decline. Modest growth of 1% is projected for other local taxes in FY 2021. Long term growth is projected as averaging around 1.5%.

7. Fines and forfeitures as well as service charges and miscellaneous revenues are trending below budget in FY 2020 and are thus projected below current levels in FY 2021. Change in State aid is projected as minor pending the outcome of the State budget process.

EXPENDITURES

Spending projections for the second and third years of the Operating Budget are based on past spending patterns and plans for the FY 2021 budget year. The projections assume continuation of existing service levels without significant increases. Note that several departments requested 120 new positions costing nearly $7.5 million annually. For FY 2021, we are recommending fewer than six new General Fund positions. Looking beyond FY 2021, we have included no new positions in FY 2022 and only two new positions for Public Utilities in FY 2023. Listed below are changes planned for FY 2022 and 2023.

1. Employee wages - we have projected annual pay raises of 2.25% for FY 2021, but reduced estimates for FY's 2022 and 2023 to 2.0%. We also anticipate that several public safety professionals will qualify each year for career progression wage increases. Finally, only FY 2021 includes an allowance for performance pay awards.

Summary of Significant Assumptions Underlying Projections

2. Healthcare inflation

   (a) City Employees – we expect that healthcare costs will continue to exceed the general inflation rate and estimate rising employee health costs. Based on our claims history over the past five years, we project these costs to rise ten percent (10%) annually for the next three years. While these rates are not affordable, we do not currently have a strategy that can successfully lower the growth rate.

   (b) Sheriff/Jail – while inmate healthcare costs are also rising quickly, inmate populations have been declining for the last several years. We thus project more modest jail medical costs increases, estimating 5% each year.

3. Other employee benefits are expected to remain stable over the next three years.

4. Board of Elections – election costs vary based on the number and types of elections within a given year. Presidential elections require added staffing and supplies as there is typically greater voter turnout.

5. Central Fleet

   (a) Fuel prices are expected to remain stable over the projection period.

   (b) Garage Annex – the City anticipates opening a joint fleet servicing facility with Chesapeake Public Schools. The FY 2021 budget includes two new service technicians starting January 2021. We have not included provisions to staff all of the new bays (six for the City) that will open during FY 2021.

   (c) Aging fleet – we plan to increase funding to replace the City fleet by $500,000 annually through FY 2023.

6. Debt service is expected to rise based on the need to issue bonds for upcoming Capital Improvement projects. Budget projects include payments on new debt issues that are planned over the next three years. Further information is available in the Capital Improvement Plan (CIP).

7. Economic Development Authority – the city funds grants awarded by the Economic Development Authority. In 2017, the City agreed to a number of incentives for the Dollar Tree Headquarters. The agreement requires annual payments of $750,000 per year for each of six years. The first installment was paid during FY 2020; funding for incentives is provided from surpluses in the Greenbrier TIF.

8. Hampton Roads Regional Jail Authority – we estimate the daily rate will increase by four dollars per inmate in each of the next three years. The FY 2021 daily rate is projected at $77 per inmate.

9. Health Department – anticipates opening a new wing on existing building in September 2020. The expansion is needed to address overcrowding of the existing facility. We have included increased operation costs as well as state reimbursements.

10. Human Services - Interagency Consortium - services for at-risk youth are stable over the next three years.

11. Chesapeake Integrated Behavioral Healthcare

    (a) The cost to provide services to patients is projected to rise based on the availability Medicaid funding.

    (b) The department is expanding its main facility to relieve crowding and to address rising service demands. We anticipate growing Medicaid reimbursements will cover much of the additional operational costs.

12. Public Works

    (a) Curbside recycling – we assume the program will continue at existing service levels.

    (b) Road and street resurfacing – the department has identified the need to significantly increase the level of repaving non-arterial streets. We have not identified funding to address this growing challenge.

13. Risk Management and Workers' Compensation charges are anticipated to increase each fiscal year in line with rising employee compensation.

14. Greenbrier TIF – the fund currently collects substantially more in real estate taxes than is needed to meet existing obligations. We are recommending a considerable increase in the annual surplus declarations to meet on-going city operations and school facility requirements. The annual surplus would increase from $3.8 million in FY 2020 to $11.3 million in FY 2023.

Fund Balance Schedules

Fund Recap - Beginning Fund Balances	FY 2018-19	FY 2019-20	FY 2020-21
City Funds			
General Fund	$ 217,518,123	$ 241,428,863	$ 228,391,961
Special Revenue Funds	56,959,801	58,100,719	58,251,706
Debt Service Fund	14,481,331	13,607,173	9,992,439
Internal Service Funds	4,148,132	3,664,185	3,163,459
Enterprise Funds	81,564,276	82,012,866	73,592,338
Total City Funds	$ 374,671,663	$ 398,813,807	$ 373,391,904
School Funds	42,256,437	54,787,000	41,577,098
Total All Funds	$ 416,928,100	$ 453,600,807	$ 414,969,002

Fund Recap - Ending Fund Balances	FY 2018-19	FY 2019-20	FY 2020-21
City Funds			
General Fund	$ 241,428,863	$ 228,391,961	$ 222,765,202
Special Revenue Funds	58,100,719	58,251,706	42,054,968
Debt Service Fund	13,607,173	9,992,439	7,143,294
Internal Service Funds	3,664,185	3,163,459	1,539,379
Enterprise Funds	82,074,475	73,592,338	77,308,167
Total City Funds	$ 398,875,415	$ 373,391,904	$ 350,811,011
School Funds	54,787,000	41,577,098	15,897,021
Total All Funds	$ 453,662,415	$ 414,969,002	$ 366,708,032

100 General Fund

	FY 2018-19	FY 2019-20	FY 2020-21
Beginning Fund Balance	$ 217,518,123	$ 241,428,863	$ 228,391,961
Revenue collections	588,143,467	603,178,754	614,027,914
Transfers from TIF Funds	4,245,392	5,155,600	8,131,900
Transfers from Chesapeake Public Schools	3,587,615	-	
Transfers from other funds	1,461,822	-	30,000
Total funds available	$ 814,956,419	$ 849,763,217	$ 850,581,775
Expenditures	(293,117,638)	(324,850,000)	(330,829,567)
Transfers to Chesapeake Schools (operations)	(204,813,000)	(213,593,000)	(220,256,000)
Transfers to Capital funds	(25,935,177)	(35,761,051)	(30,789,170)
Transfers to other operating funds	(21,922,113)	(21,599,661)	(20,764,711)
Transfers to Debt Service Fund	(28,864,640)	(34,812,544)	(36,153,125)
IT expenditures - shown in IT Fund	-	-	
Cancellation of beginning purchase orders	1,125,012	-	
Estimated budgetary savings (vacancies)	-	9,245,000	10,976,000
Ending Fund Balance	$ 241,428,863	$ 228,391,961	$ 222,765,202

Special Revenue Funds

201 Social Services

	FY 2018-19	FY 2019-20	FY 2020-21
Beginning Fund Balance	$ 7,119,747	$ 8,543,890	$ 5,850,091
Revenue collections	14,312,035	14,680,593	14,709,250
Transfers from General Fund	6,706,628	6,047,925	6,172,606
Total funds available	$ 28,138,410	$ 29,272,408	$ 26,731,947
Expenditures	(19,497,421)	(23,401,117)	(23,777,391)
Transfers to General Fund	(139,547)	-	-
Transfers to Capital and Grant funds	(9,653)	(21,200)	(21,200)
Cancellation of beginning purchase orders	52,101	-	
Ending Fund Balance	$ 8,543,890	$ 5,850,091	$ 2,933,356

203 Interagency Consortium

	FY 2018-19	FY 2019-20	FY 2020-21
Beginning Fund Balance	$ 276,091	$ 206,983	$ 206,986
Revenue collections	2,957,787	3,487,000	3,172,596
Transfers from General Fund	2,100,975	1,879,577	2,175,099
Total funds available	$ 5,334,853	$ 5,573,560	$ 5,554,681
Expenditures	(5,125,345)	(5,366,574)	(5,446,295)
Cancellation of beginning purchase orders	115	-	
Transfers to General Fund	(2,640)	-	-
Ending Fund Balance	$ 206,983	$ 206,986	$ 108,386

204 Fee Supported Activities

	FY 2018-19	FY 2019-20	FY 2020-21
Beginning Fund Balance	$ 1,277,701	$ 1,134,546	$ 1,283,148
Revenue collections	1,041,894	1,357,653	2,056,000
Transfers from General Fund	56,019	-	-
Total funds available	$ 2,375,614	$ 2,492,199	$ 3,339,148
Expenditures	(1,285,738)	(1,209,051)	(1,641,089)
Transfers to General Fund	(24,178)	-	-
Cancellation of beginning purchase orders	68,848		
Transfers to Capital and Grant funds	-	-	-
204 Ending Fund Balance	$ 1,134,546	$ 1,283,148	$ 1,698,059

Fund Balance Schedules

205 Integrated Behavioral Healthcare

	FY 2018-19	FY 2019-20	FY 2020-21
Beginning Fund Balance	$ 10,039,899	$ 12,180,005	$ 10,703,571
Revenue collections	19,958,699	20,157,532	21,715,979
Transfers from General Fund	7,940,645	7,920,046	8,118,000
Total funds available	$ 37,939,243	$ 40,257,583	$ 40,537,550
Expenditures	(25,489,330)	(29,262,162)	(31,113,194)
Transfers to General Fund	(207,407)	-	-
Transfers to Capital Fund	(100,000)	-	(5,997,000)
Transfers to Debt Service Fund	(293,150)	(291,850)	(290,400)
Cancellation of beginning purchase orders	330,649	-	
Ending Fund Balance	$ 12,180,005	$ 10,703,571	$ 3,136,956

206 Conference Center and Tourism

	FY 2018-19	FY 2019-20	FY 2020-21
Beginning Fund Balance	$ 5,633,662	$ 6,719,039	$ 7,834,539
Revenue collections	5,689,991	5,840,658	6,076,488
Total funds available	$ 11,323,653	$ 12,559,697	$ 13,911,027
Expenditures	(3,831,561)	(4,245,158)	(4,509,122)
Transfers to General Fund	-	-	-
Transfers to Capital Fund	(780,000)	(480,000)	(300,000)
Cancellation of beginning purchase orders	6,947	-	
Ending Fund Balance	$ 6,719,039	$ 7,834,539	$ 9,101,905

207 E-911 Operations (Public Safety)

	FY 2018-19	FY 2019-20	FY 2020-21
Beginning Fund Balance	$ 4,956,048	$ 7,402,760	$ 7,418,861
Revenue collections	6,101,316	5,947,390	5,947,390
Transfers from General Fund	3,111,762	3,002,250	2,355,418
Transfer from Technology Fund	-	-	
Total funds available	$ 14,169,126	$ 16,352,400	$ 15,721,669
Expenditures	(6,636,048)	(8,933,539)	(9,516,052)
Transfers to General Fund	(122,743)	-	-
Transfers to Capital Fund	-	-	(1,100,000)
Non-budgetary transactions	(7,575)		
Ending Fund Balance	$ 7,402,760	$ 7,418,861	$ 5,105,617

Fund Balance Schedules

208 Juvenile Services

	FY 2018-19	FY 2019-20	FY 2020-21
Beginning Fund Balance	$ 2,220,561	$ 2,426,325	$ 2,167,515
Revenue collections	4,799,149	4,748,003	5,013,500
Transfers from General Fund	2,054,373	2,742,863	1,800,000
Total funds available	$ 9,074,083	$ 9,917,191	$ 8,981,015
Expenditures	(6,600,505)	(7,749,676)	(7,348,383)
Transfers to General Fund	(44,596)	-	-
Non-budgetary transactions	(2,657)	-	
Ending Fund Balance	$ 2,426,325	$ 2,167,515	$ 1,632,632

209 Greenbrier Tax Increment Financing

	FY 2018-19	FY 2019-20	FY 2020-21
Beginning Fund Balance	$ 12,175,446	$ 5,641,682	$ 7,879,844
Revenue collections	9,279,163	10,335,100	11,642,000
Total funds available	$ 21,454,609	$ 15,976,782	$ 19,521,844
Expenditures	(7,082,143)	(991,780)	(992,465)
Transfers to General Fund	(2,879,917)	(3,786,500)	(6,818,900)
Transfers to Debt Service Fund	(1,472,236)	(1,468,658)	(1,468,113)
Transfers to Capital Fund	(4,378,631)	(1,850,000)	-
Ending Fund Balance	$ 5,641,682	$ 7,879,844	$ 10,242,366

212 South Norfolk Tax Increment Financing

	FY 2018-19	FY 2019-20	FY 2020-21
Beginning Fund Balance	$ 8,750,306	$ 8,575,662	$ 9,627,480
Revenue collections	5,471,022	6,235,100	7,053,600
Total funds available	$ 14,221,328	$ 14,810,762	$ 16,681,080
Expenditures	(250)	(1,525,000)	(25,000)
Transfers to General Fund	(1,365,475)	(1,369,100)	(1,313,000)
Transfers to Debt Service Fund	(1,003,754)	(1,010,682)	(1,002,814)
Transfers to Capital Fund	(3,276,187)	(1,278,500)	(11,400,000)
Ending Fund Balance	$ 8,575,662	$ 9,627,480	$ 2,940,266

800 Mosquito Control Commission

	FY 2018-19	FY 2019-20	FY 2020-21
Beginning Fund Balance	$ 4,510,339	$ 5,269,827	$ 5,279,671
Revenue collections	4,850,142	4,779,300	4,943,250
Total funds available	$ 9,360,481	$ 10,049,127	$ 10,222,921
Expenditures	(4,207,426)	(4,769,456)	(5,067,496)
Cancellation of beginning purchase orders	116,772		
Ending Fund Balance	$ 5,269,827	$ 5,279,671	$ 5,155,425

Fund Balance Schedules

401 Debt Services Fund

	FY 2018-19	FY 2019-20	FY 2020-21
Beginning Fund Balance	$ 14,481,331	$ 13,607,173	$ 9,992,439
Revenue collections	1,727,702	1,354,551	1,447,373
Transfers from General Fund	28,864,640	34,812,544	36,153,125
Transfers from Tax Increment Financing	2,475,990	2,479,340	2,470,927
Transfers from CIBH Fund	293,150	291,850	290,400
Transfers from OSAP Fund	64,430	64,430	64,430
Transfers from Chesapeake Public Schools	741,549	-	-
Transfers from Capital Projects Funds	2,717,640	-	-
Total funds available	$ 51,366,432	$ 52,609,888	$ 50,418,694
Expenditures	(37,801,120)	(42,617,449)	(43,275,400)
Non-budgetary transactions	41,861	-	
Ending Fund Balance	$ 13,607,173	$ 9,992,439	$ 7,143,294

Internal Service Funds

601 Fleet Services/Sheriff's Services

	FY 2018-19	FY 2019-20	FY 2020-21
Beginning Fund Balance	$ 5,651,630	$ 6,051,435	$ 5,897,635
Revenue collections	19,085,128	20,437,575	20,792,718
Transfers from General Fund	-	-	-
Total funds available	$ 24,736,758	$ 26,489,010	$ 26,690,353
Expenditures	(18,262,377)	(20,591,375)	(21,331,798)
Transfers to General Fund	(203,924)	-	-
Transfers to Capital Fund	(30,950)		
Non-budgetary transactions	(188,071)	-	
Ending Fund Balance	$ 6,051,435	$ 5,897,635	$ 5,358,555

603 Information Technology

	FY 2018-19	FY 2019-20	FY 2020-21
Beginning Fund Balance	$ 2,896,578	$ 3,773,078	$ 3,354,470
Revenue collections	13,719,251	14,233,686	14,628,404
Transfers from General Fund	-	-	161,588
Total funds available	$ 16,615,829	$ 18,006,764	$ 18,144,462
Expenditures	(11,840,125)	(14,217,294)	(14,789,992)
Transfers to General Fund	(124,099)	-	-
Transfers to Capital Fund	(994,968)	(435,000)	(1,085,000)
Transfers to E911 Fund	(232,000)	-	-
Cancellation of beginning purchase orders	348,441		
Non-budgetary transactions	-	-	
Ending Fund Balance	$ 3,773,078	$ 3,354,470	$ 2,269,470

Fund Balance Schedules

605 Health Insurance Fund

	FY 2018-19	FY 2019-20	FY 2020-21
Beginning Fund Balance	$ (1,205,812)	$ (3,912,588)	$ (3,764,288)
Revenue collections	44,089,846	45,868,300	49,870,000
Total funds available	$ 42,884,034	$ 41,955,712	$ 46,105,712
Expenditures	(46,796,622)	(45,720,000)	(49,870,000)
Ending Fund Balance	$ (3,912,588)	$ (3,764,288)	$ (3,764,288)

606 Risk Management Fund

	FY 2018-19	FY 2019-20	FY 2020-21
Beginning Fund Balance	$ (3,194,265)	$ (2,247,740)	$ (2,324,358)
Revenue collections	10,566,940	11,019,053	10,692,996
Transfers from General Fund	-	-	-
Total funds available	$ 7,372,675	$ 8,771,313	$ 8,368,638
Expenditures	(9,595,021)	(11,095,671)	(10,692,996)
Non-budgetary transactions	(25,394)	-	
Ending Fund Balance	$ (2,247,740)	$ (2,324,358)	$ (2,324,358)

Enterprise Funds

501 Public Utilities Operating Funds

	FY 2018-19	FY 2019-20	FY 2020-21
Beginning Fund Balance	$ 56,589,321	$ 55,314,077	$ 56,477,014
Revenue collections	78,046,228	78,263,420	80,820,242
Total funds available	$ 134,635,549	$ 133,577,497	$ 137,297,256
Expenditures	(59,342,695)	(68,281,283)	(67,424,627)
Transfers to Capital Fund	(20,938,780)	(8,819,200)	(9,390,000)
Transfers to General Fund	-	-	(10,000)
Increase in Capital Reserves	960,003	-	-
Ending Fund Balance	$ 55,314,077	$ 56,477,014	$ 60,472,629

520 Stormwater Operating Fund

	FY 2018-19	FY 2019-20	FY 2020-21
Beginning Fund Balance	$ 10,541,125	$ 11,336,608	$ 6,892,352
Revenue collections	17,115,250	16,356,636	16,978,773
Total funds available	$ 27,656,375	$ 27,693,244	$ 23,871,125
Expenditures	(10,983,158)	(12,700,892)	(14,968,293)
Transfers to General Fund	-	-	(20,000)
Transfers to Capital Fund	(5,275,000)	(8,100,000)	(3,700,000)
Other non-budgetary transactions	-	-	-
Ending Fund Balance	$ 11,398,217	$ 6,892,352	$ 5,182,832

Fund Balance Schedules

525 Chesapeake Transportation System

	FY 2018-19	FY 2019-20	FY 2020-21
Beginning Fund Balance	$ 14,433,830	$ 15,362,181	$ 10,222,972
Revenue collections	27,622,843	29,631,739	31,103,763
Total funds available	$ 42,056,673	$ 44,993,920	$ 41,326,735
Expenditures	(23,628,473)	(34,570,948)	(29,534,029)
Transfers to Net Investment in Fixed Assets	-	-	
Transfers to Capital Reserves	-	(200,000)	(140,000)
Other non-budgetary transactions	(3,066,019)	-	-
Ending Fund Balance	$ 15,362,181	$ 10,222,972	$ 11,652,706

900 Chesapeake Public Schools

	FY 2018-19	FY 2019-20	FY 2020-21
Beginning Fund Balance	$ 42,256,437	$ 54,787,000	$ 41,577,098
Revenue collections - CPS budget report	304,489,228	305,794,901	332,270,898
Revenue collections - adjust to CAFR	-	-	-
Transfers from General Fund	201,225,385	213,593,000	220,256,000
Total funds available	$ 547,971,050	$ 574,174,901	$ 594,103,996
Expenditures - budget report	(498,848,791)	(532,597,803)	(578,206,975)
Expenditures - non-budgetary (adjust to CAFR)	-	-	
Transfers to City General Fund (reversion)	-	-	
Proceeds from capital leases	7,425,268	-	
Other transactions not impacting budget	(1,760,527)	-	
Ending Fund Balance	$ 54,787,000	$ 41,577,098	$ 15,897,021

Grant Summary

The City receives grants and donations from a variety of sources. Grants and donations are held in a fund separate from City Operational Funds; however, grants are a part of the annual appropriation and are included here for that purpose. Unlike the rest of the operating budget, grants typically have a term that extends beyond the fiscal year in which they are awarded. Each year the City is awarded grants that total approximately $7 million. The grants listed below include staff estimates of FY 2021 awards from agencies that currently fund City activities. If an actual grant award for FY 2021 is smaller than the amount shown here, the related project budget will be reduced to the actual amount awarded. Conversely, if an award is greater than the amount shown, Council will be notified of the actual award and along with a request to increase the budget accordingly.

The budget also includes a contingency of $3.722 million to account for new grant awards that may be received during the year. The contingency is completely funded from future grant awards and includes no City money. The contingency amount is only released with authority of City Council upon the receipt of new grant awards

Funding Sources		
	DON	Donations
	FED	Federal grants
	FSL	Federal grants with matching requirments
	LOC	Local grants
	SL	Commonwealth grant with matching requirements
	VA	Commonwealth grants

Grant Description	Funding Source	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Proposed
City Clerk				
Veterans Memorial Donations	DON	$ 6,338	$ 30,000	$ 30,000
Commonwealth's Attorney				
Boy's and Girl's Conferences	DON	$ -	$ 3,000	$ 3,000
Domestic Violence	VA	36,067	50,000	50,000
Forfeited Asset Sharing Program	VA	92,924	75,000	75,000
Subtotal		$ 128,991	$ 128,000	$ 128,000
Integrated Behavioral Healthcare (CIBH)				
Crisis Intervention	VA	$ 218,999	$ 220,000	$ 220,000
Forensic Discharge Planning*	VA	615,382	810,000	810,000
Drug Court Grant	VA	33,961	95,000	95,000
Subtotal		$ 252,960	$ 1,125,000	$ 1,125,000
Circuit Court Clerk				
Technology Trust fund	VA	$ 107,021	$ 120,000	$ 120,000
Subtotal		$ 107,021	$ 120,000	$ 120,000

*Funds previously received, but this grant was added to the budget document in FY 20-21.

Grant Summary

Grant Description	Funding Source	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Proposed
Fire Department				
Fire Donations	DON	$ 9,744	$ 30,000	$ 30,000
Fire Programs - State	VA	801,560	760,000	850,000
Four For Life	VA	450,299	220,000	250,000
Hazardous Materials Training	FED	-	15,000	15,000
Local Emergency Management Performance Grant	FED	71,246	72,000	72,000
Radio Communications Cache Grant	FED	168,106	150,000	100,000
SHSP Community Preparedness (CERT)	FED	9,082	40,000	40,000
SHSP Foam Team Training	FED	81,655	-	75,000
SHSP Foam Team Sustainment	FED	66,642	100,000	100,000
HR UASI Incident Management Team	FED	65,356	-	85,000
SHSP Hampton Roads Incident Management Team Sustainment	FED	161,646	150,000	100,000
Subtotal		$ 1,885,333	$ 1,537,000	$ 1,717,000
Human Services				
Chesapeake Bay Grant	VA	$ 1,400	$ 6,000	$ 6,000
Virginia Department of Forestry	VA	5,425	6,000	6,000
Community Corrections	VA	484,821	585,000	585,000
Court Appointed Special Advocate (CASA)	VA	46,805	97,000	97,000
USDA Summer Food Program Grant	FED	117,625	120,000	120,000
Guardianship Grant	VA	-	54,000	54,000
Promoting Safe and Stable Families	FSL	62,975	116,000	116,000
Subtotal		$ 719,051	$ 984,000	$ 984,000
Public Library				
Friends of Chesapeake Library	DON	$ -	$ -	$ 35,000
Chesapeake Public Library Foundation	DON	-	-	70,000
Library Donations	DON	50,000	50,000	10,000
Subtotal		$ 50,000	$ 50,000	$ 115,000
Parks, Recreation & Tourism				
Litter Prevention & Recycling Program	VA	$ 30,921	$ 32,000	$ 32,000
Creative Communities (Local Gov. Challenge)	VA	4,500	10,000	10,000
Park Donations	DON	27,703	30,000	30,000
Subtotal		$ 63,124	$ 72,000	$ 72,000

Grant Summary

Grant Description	Funding Source	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Proposed
Planning Department				
Community Development Block Grant (CDBG)	FED	1,191,059	$ 1,185,000	$ 1,094,000
HOME Investment Partnerships Program (HOME)	FED	510,494	555,000	502,000
Subtotal		$ 1,701,553	$ 1,740,000	$ 1,596,000
Police Department				
Animal Services	DON	$ 26,653	$ 30,000	$ 35,000
Edward Byrne Memorial Justice Grant	FED	164,895	127,000	127,000
Local Training Academy	LOC	36,275	45,000	45,000
Police Donations	DON	2,522	25,000	15,000
Public Safety Drug Enforcement Grant	FED/VA	194,668	190,000	200,000
Selective Enforcement - Alcohol	VA	21,587	20,000	20,000
Selective Enforcement - Occupant	VA	12,234	16,000	16,000
Virginia Rules Camp	VA	3,020	5,000	5,000
Wireless Educatiom	VA	2,000	3,000	3,000
HIDTA	FED	-	-	10,000
Subtotal		$ 463,855	$ 461,000	$ 476,000
Public Communications				
Cable Franchise Funds	LOC	$ 154,396	$ 125,000	$ 160,000
Sheriff				
Forfeited Asset Sharing Program	FSL	$ 62,094	$ 18,000	$ 18,000
Victim Witness	VA	675,630	698,000	698,000
Subtotal		$ 737,724	$ 716,000	$ 716,000
Provision for future grant awards			$ 3,722,000	$ 3,722,000
Released upon acceptance by City Council				
Total		**$ 6,270,345**	**$ 10,810,000**	**$ 10,961,000**

Authorized Positions - Full Time Equivalents (FTE)

Department	FY 16-17	FY 17-18	FY18-19	FY 19-20	FY 20-21	5-Year Change
GOVERNANCE & MANAGEMENT SERVICES						
Audit Services	6.00	6.00	6.00	6.00	6.00	0.00
Budget	6.26	6.26	6.63	6.63	6.80	0.54
City Attorney	20.00	20.00	20.00	21.00	21.00	1.37
City Clerk	7.00	7.00	7.00	7.00	7.00	0.50
City Council	9.00	9.00	9.00	9.00	9.00	0.00
City Manager	10.50	10.50	10.63	13.00	13.00	3.50
City Treasurer	49.90	49.90	49.90	49.28	49.28	0.25
Commissioner of Revenue	42.22	42.22	42.22	42.22	41.20	(1.02)
Customer Contact Center	9.80	9.63	9.63	9.63	9.63	(0.17)
Finance	25.25	25.25	25.25	24.47	24.47	0.22
Human Resources	22.63	21.63	23.00	23.00	23.00	(0.63)
Public Communications	12.00	12.00	14.00	14.13	14.13	2.13
Purchasing	11.63	11.63	11.63	11.63	11.63	0.00
Real Estate Assessor	29.00	29.00	28.63	28.00	28.00	(1.00)
Registrar/Electoral Board	8.54	8.54	8.54	8.54	8.54	0.00
Sub-total	**269.73**	**268.56**	**272.06**	**273.53**	**272.68**	**5.69**
QUALITY COMMUNITY OF LIFE:						
Integrated Behavioral Healthcare *	263.90	290.90	296.65	298.65	298.65	52.23
Health	9.03	9.03	9.03	8.38	8.38	(0.02)
Human Services						0.00
Community Programs	10.63	10.63	12.03	13.03	13.03	2.40
Interagency Consortium	4.00	4.00	4.00	5.00	5.00	1.00
Juvenile Services *	99.56	96.38	91.53	91.53	90.46	(6.97)
Social Services	252.73	256.65	255.12	262.38	257.62	5.27
Library	125.25	126.25	127.25	127.25	125.85	1.12
Mosquito Control	44.63	45.60	44.60	44.60	44.60	3.09
Parks & Recreation *	235.35	237.75	237.75	241.47	234.93	5.83
Sub-total	**1,045.08**	**1,077.19**	**1,077.96**	**1,092.29**	**1,078.52**	**63.95**

* includes seasonal, substitute and pooled positions

Authorized Positions - Full Time Equivalents (FTE)

Department	FY 16-17	FY 17-18	FY18-19	FY 19-20	FY 20-21	5-Year Change
ECONOMIC & ENVIRONMENTAL VITALITY:						
Agriculture	2.00	2.00	2.00	2.00	2.00	(1.00)
Conference Center/Visitors Bureau	7.00	7.00	9.88	9.25	9.25	2.25
Development & Permits	75.00	76.00	76.00	76.00	76.00	1.00
Economic Development	11.00	11.00	11.00	11.00	11.00	0.37
Planning Department	25.00	25.00	25.55	25.55	25.55	1.55
Public Utilities	232.51	246.26	253.25	260.25	261.25	39.24
Public Works	476.14	478.47	484.58	486.95	486.95	19.21
Sub-total	**828.65**	**845.73**	**862.26**	**871.00**	**872.00**	**62.62**
PUBLIC SAFETY & JUSTICE:						
Police	564.47	578.33	580.54	583.61	583.86	31.62
Fire *	447.06	449.81	448.95	452.33	452.33	6.51
Sheriff's Office	415.20	428.88	432.83	441.83	441.83	37.75
Circuit Court	6.00	6.00	6.00	6.00	6.00	0.00
Clerk of the Circuit Court	32.00	32.00	32.00	32.00	32.00	0.00
Commonwealth's Attorney	45.26	46.00	46.00	48.00	52.00	6.74
Sub-total	**1,509.99**	**1,541.02**	**1,546.32**	**1,563.77**	**1,568.02**	**82.62**

* includes seasonal, substitute and pooled positions

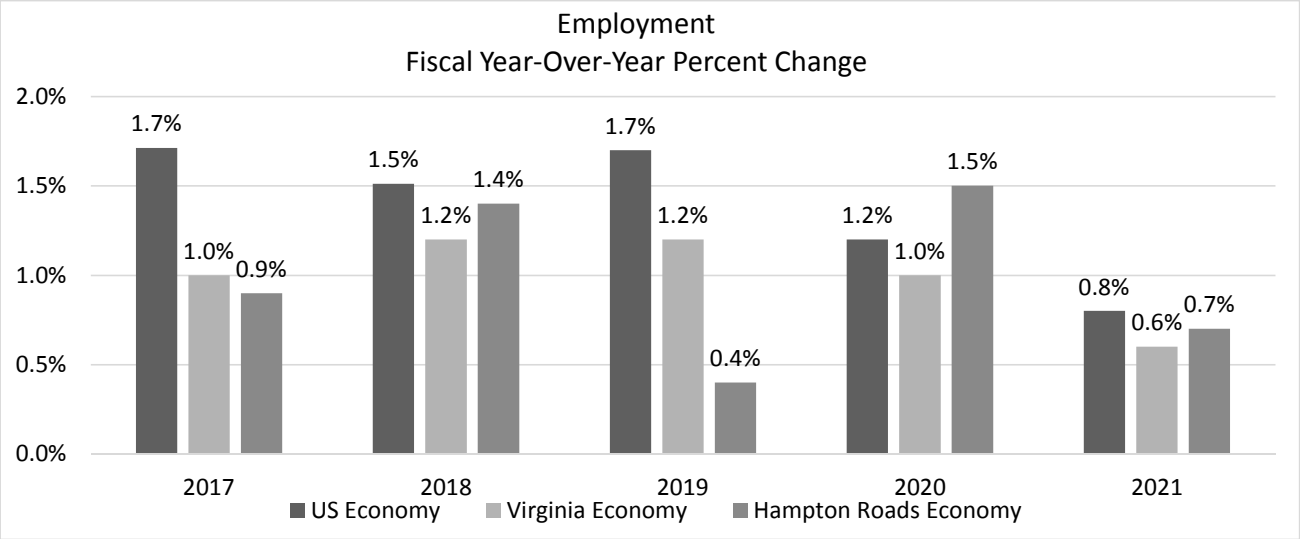
INTERNAL SERVICE FUNDS:						
Central Fleet	37.75	40.75	40.75	42.25	45.25	8.75
Information Technology	54.00	55.00	56.00	57.00	57.00	0.50
Risk Management	4.00	4.00	4.00	4.78	4.78	0.78
Sub-total	**95.75**	**99.75**	**100.75**	**104.03**	**107.03**	**10.03**
TOTAL	**3,749.20**	**3,832.25**	**3,859.35**	**3,904.62**	**3,898.25**	**224.91**

THE ROLE OF THE ECONOMY

Revenue is the income a local government needs to pay for all of the services it provides. The major sources of revenue include taxes, permit fees, charges for goods and services, fines, interest and rent, and intergovernmental transfers. Economic activity forms the basis of most government revenues, from property values to production and consumption of goods and services. The growth in revenues necessary to maintain municipal services in the face of price increases (inflation), to provide additional services to an increasing population, and to respond to an increasing menu of services mandated by state and federal governments requires growth in the economy.

ECONOMIC OUTLOOK

Key economic indicators for the national, state and regional economies remain favorable for continued growth. A summary of these indicators on a fiscal year basis (July 1 - June 30) is provided below. Overall, the outlook is for the state to keep pace with the growth of the national economy, while the Hampton Roads region continues to lag behind Virginia and the nation as a whole in the pace of its economic growth. Projections are by the Congressional Budget Office, Virginia Department of Taxation, Governors Advisory Council on Revenue Estimates, and Chesapeake Budget Department.



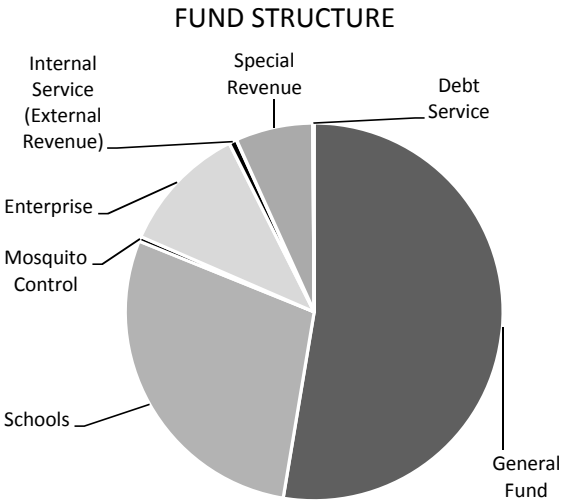
Rate of Change by Fiscal Year	Actual			Estimated	Projected
Indicator	2017	2018	2019	2020	2021
US Economy					
Real Gross Domestic Product	2.0%	2.8%	2.6%	1.9%	2.1%
Real Consumer Spending	2.6%	2.8%	2.8%	2.8%	2.6%
Total Personal Income	3.5%	5.4%	5.1%	4.2%	1.6%
Total Employment	1.7%	1.5%	1.7%	1.2%	0.8%
Consumer Price Index (Urban)	1.9%	2.2%	2.1%	2.2%	1.8%
Refiner's Acquisition Cost of Oil	6.5%	11.8%	3.8%	-2.8%	-5.0%
Before-Tax Corporate Profits	3.7%	-3.9%	-0.7%	2.1%	2.7%
S&P 500 Stock Market Index	11.9%	15.9%	6.1%	7.3%	0.6%
30-Year Treasury Bonds*	2.8%	2.9%	3.0%	2.3%	2.9%
FHFA House Price Index (Purchase)	6.2%	6.9%	5.5%	3.4%	2.6%
Virginia Economy					
Total Nonagricultural Employment	1.0%	1.2%	1.2%	1.0%	0.6%
Total Personal Income	2.7%	4.6%	4.9%	4.4%	4.2%
State General Fund Revenue	3.6%	6.3%	7.2%	1.9%	4.5%
FHFA House Price Index (Purchase)	3.9%	5.4%	4.4%		
Hampton Roads Economy					
Total Nonagricultural Employment	0.9%	1.4%	0.4%	1.5%	0.7%
Total Personal Income	2.1%	4.0%	2.9%	3.3%	
FHFA House Price Index (Purchase)	2.7%	4.4%	3.0%		

* Level or rate of interest, not rate of change.

FUND STRUCTURE

The budget for the City of Chesapeake is separated into over 30 different funds. The sources of revenue are specified for each fund. These funds can be grouped into one of the six classifications of funds. The pie chart below depicts the budgeted revenues. Interfund transfers such as General Fund support of schools are not reflected in these data.

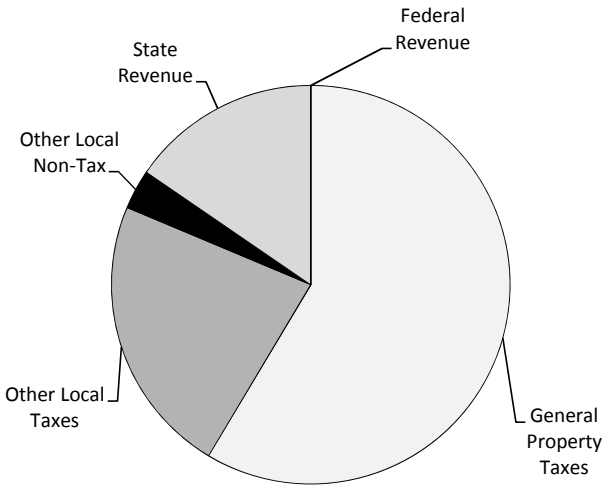
Fund Category		FY-21 Estimate	Component Share
General Fund	$	614,027,914	52.6%
Schools	$	332,270,898	28.5%
Mosquito Control	$	4,943,250	0.4%
Enterprise	$	128,902,778	11.0%
Internal Service (External Revenue)	$	7,804,889	0.7%
Special Revenue	$	77,386,803	6.6%
Debt Service	$	1,447,373	0.1%
Total	**$**	**1,166,783,905**	**100.0%**



GENERAL FUND REVENUE SOURCES

The revenues for the General Fund are made up of more than 200 individual revenue sources. Local taxes produce over 80% of the General Fund resources, intergovernmental support from the State provides about 16%, with the balance coming from local non-tax revenues and some federal support. Occasionally, there will be a large federal reimbursement for local emergency response expenses. Each revenue source is accounted for separately and recorded when funds are received. Accounts are kept on a modified accrual basis and management is kept appraised of year-to-date totals and trends quarterly. Estimates are based on current trends using time series methods modified by judgement in the context of current economic conditions, publicly available economic forecasts, known policy changes, and operational insights (expert knowledge) from departments. Current year estimates reflect adjustments for variances of prior year budget from prior year actual plus current year trends.

Source		FY-21 Estimate	Component Share
General Property Taxes	$	359,618,900	58.57%
Other Local Taxes	$	139,718,351	22.75%
Other Local Non-Tax	$	19,845,438	3.23%
State Revenue	$	94,810,225	15.44%
Federal Revenue	$	35,000	0.01%
Total General Fund	**$**	**614,027,914**	**100.00%**

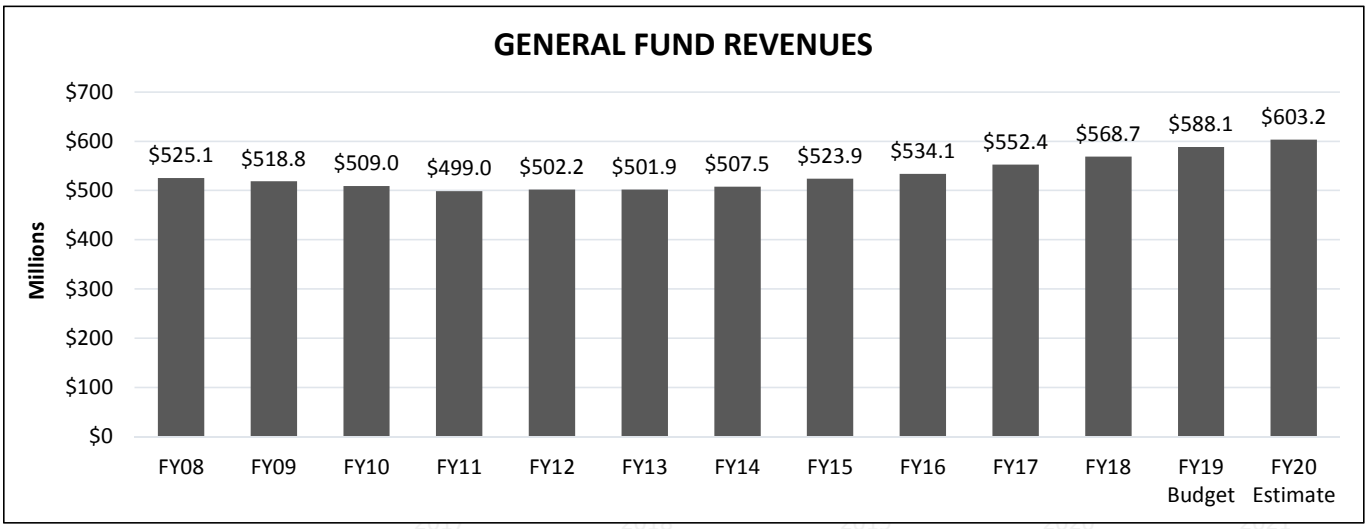


GENERAL FUND REVENUES

The General Fund accounts for the majority of revenues and expenditures of the City. Revenues are derived from property taxes, other local taxes, licenses, permits and fees, fines and forfeitures, use of money and property, charges for services, revenues from the Commonwealth, and revenues from the federal government. Revenues and the public services they support are sometimes moved to another fund, with corresponding changes in interfund transfers, so that the historic data are not always exactly comparable.

Local revenues are projected on the basis of their current trends, judgementally adjusted for known shifts in policy, unusual events, and current economic and market conditions.

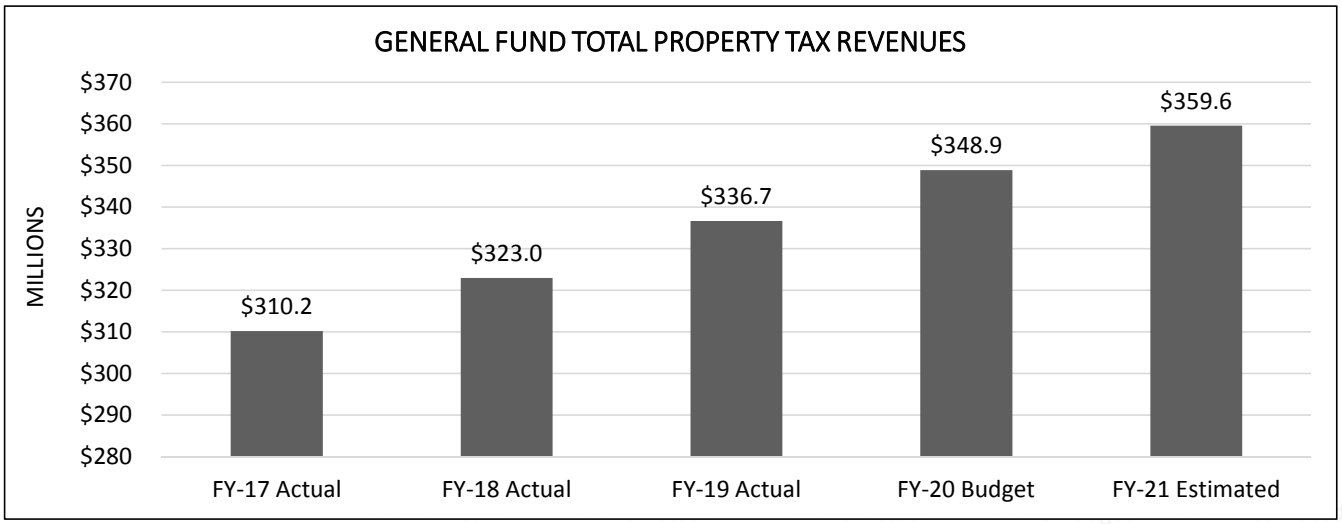
In addition to local revenues, some state shared revenues, reimbursements for shared costs, and categorical aid are assumed to continue underlying growth trends. Where policy drivers, personnel turnover, or underlying market trends do not support growth, or dictate specific changes in revenue, the appropriate values are applied.



GENERAL FUND REVENUES Source	FY-17 Actual	FY-18 Actual	FY-19 Actual	FY-20 Budget	FY-21 Estimated
Property Taxes	$ 310,181,000	$ 322,994,814	$ 336,657,320	$ 348,907,916	$ 359,618,900
Other Local Taxes	$ 128,669,787	$ 132,223,659	$ 135,732,907	$ 138,147,102	$ 139,718,351
Permit Fees	$ 2,633,317	$ 2,560,572	$ 2,568,689	$ 2,626,700	$ 2,829,158
Fines & Forfeitures	$ 2,324,124	$ 1,984,717	$ 1,631,763	$ 1,885,500	$ 1,386,300
Interest & Rents	$ 1,893,144	$ 2,458,564	$ 5,325,142	$ 2,710,548	$ 2,716,698
Service Charges	$ 13,054,680	$ 13,261,283	$ 11,934,124	$ 13,402,821	$ 12,390,582
Miscellaneous	$ 673,998	$ 1,905,211	$ 753,211	$ 552,600	$ 522,700
Recovered Costs & Rebates	$ 296,327	$ 585,594	$ 501,299	$ 0	$ 0
Local Revenues	**$ 459,726,376**	**$ 477,974,414**	**$ 495,104,455**	**$ 508,233,187**	**$ 519,182,689**
State Noncategorical Aid	$ 31,045,198	$ 31,091,012	$ 31,346,346	$ 31,251,301	$ 31,322,201
State Shared Cost	$ 13,710,270	$ 14,129,010	$ 15,444,523	$ 16,894,490	$ 17,157,028
State Categorical Aid-Other	$ 47,785,037	$ 44,720,830	$ 46,113,339	$ 46,764,776	$ 46,330,996
State Aid	**$ 92,540,506**	**$ 89,940,852**	**$ 92,904,208**	**$ 94,910,567**	**$ 94,810,225**
Federal Aid	**$ 148,016**	**$ 828,738**	**$ 134,795**	**$ 35,000**	**$ 35,000**
General Fund Total	**$ 552,414,898**	**$ 568,744,004**	**$ 588,143,458**	**$ 603,178,754**	**$ 614,027,914**
Change in Revenue		**$ 16,329,106**	**$ 35,728,560**	**$ 15,035,296**	**$ 10,849,160**
Percent Change		**3.0%**	**6.5%**	**2.6%**	**1.8%**

PROPERTY TAXES

Property taxes are the largest component of General Fund revenues. Included are current and delinquent collections of real and personal property levies, public service (utility) corporation property taxes, and penalties and interest. Not included in the summary below are the revenues from $0.01/$100 real estate and $0.08/$100 personal property rates levied for mosquito control (Fund 800). Also not included are revenues from changes in assessments assigned to the Tax Increment Funds from the date these were established. There is no limit at the present time on the property tax rates that may be established by the City. However, residential real estate tax exemptions and relief, along with exemptions for business personal property and machinery, are limitations on local fiscal capacity that the state continues to expand.



GENERAL FUND TOTAL PROPERTY TAX REVENUES

Source	FY-17 Actual	FY-18 Actual	FY-19 Actual	FY-20 Budget	FY-21 Estimated
Taxes-Curr Real Prop	$ 238,102,815	$ 246,838,584	$ 258,285,903	$ 267,237,616	$ 278,146,800
Taxes-Delinq Real Prop	$ 3,937,315	$ 3,168,566	$ 3,091,606	$ 3,779,900	$ 3,000,000
Taxes-Curr Public Svc Corp	$ 9,514,075	$ 9,959,951	$ 10,261,985	$ 10,443,500	$ 10,610,600
Taxes-Curr Pers Prop	$ 44,199,788	$ 47,278,486	$ 48,670,779	$ 51,527,900	$ 51,634,800
Taxes-Curr Pers Prop-Refunds	$ (2,107,167)	$ (1,985,789)	$ (2,734,539)	$ (2,166,500)	$ (2,845,000)
Taxes-Delinq Pers Prop	$ 13,562,387	$ 14,631,916	$ 15,776,716	$ 14,934,300	$ 15,751,700
Taxes-Delinq Pers Prop-Recvry	$ 0	$ 0	$ 0	$ 0	$ 0
Taxes-Penalties-RE&PP	$ 1,821,864	$ 1,958,742	$ 2,058,101	$ 1,940,300	$ 2,073,400
Taxes-Interest-RE&PP	$ 1,149,922	$ 1,144,359	$ 1,246,770	$ 1,210,900	$ 1,246,600
Total Property Tax Revenue	**$ 310,181,000**	**$ 322,994,814**	**$ 336,657,320**	**$ 348,907,916**	**$ 359,618,900**
Change in Revenue		**$ 12,813,815**	**$ 13,662,506**	**$ 25,913,102**	**$ 10,710,984**
Percent Change		**4.1%**	**4.2%**	**8.0%**	**3.1%**

Real Estate Recapitulation

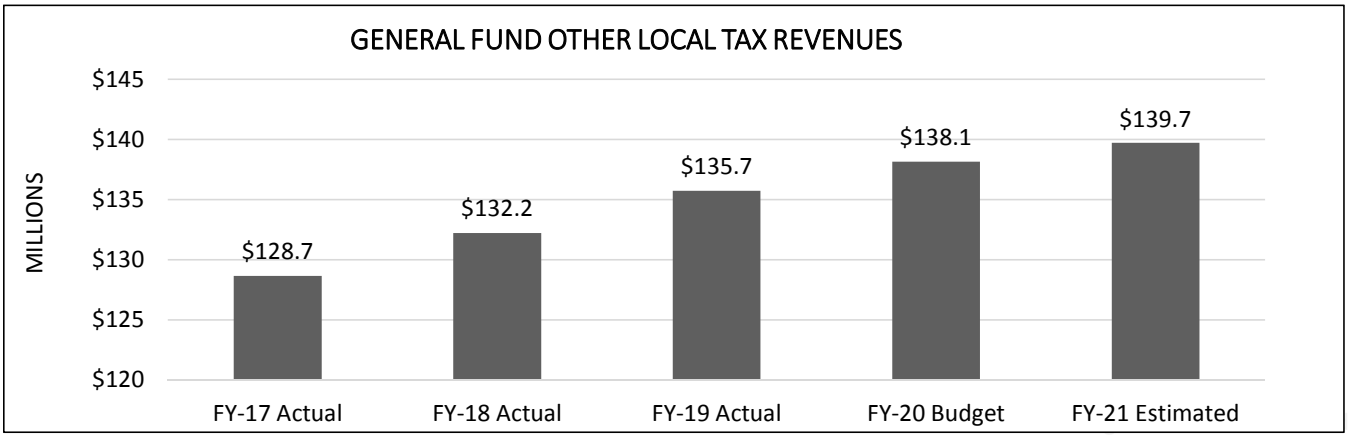
Each year, the Real Estate Assessor provides a calculation of what the real property tax rate would be if it were adjusted to maintain revenues after revaluation of existing properties. This information is provided to the City Council as an indicator of the increase in property valuations. A copy of this report is provided below.

EFFECTIVE TAX INCREASE/DECREASE
(INCOMPLIANCE TO SEC. 58.1 3321 CODE OF VIRGINIA)
JANUARY 1, 2020 REASSESSMENT

1.	January 1 Reassessment	$29,245,240,000
2.	Less Allowable Deductions:	
3.	Bldg. Permit Changes (Supplementals & Demos)	-176,101,400
4.	Rezoning Changes	-4,012,100
5.	Net New Parcels/Subdivisions	-64,039,000
6.	Total 2020 Adjusted Reassessment	$29,001,087,500
7.	2019-2020 Taxable LandBook:	$28,062,056,400
8.	Adjustment for Corrections:	
9.	Plus Supplementals	$438,100
10.	Less Exonerations	-$2,425,900
11.	Adjusted Land Book	$28,060,068,600
	0.0104	
12.	Adjusted Tax Levy	$291,824,713
	0.01	
13.	Add maximum increase (1%)	$2,918,247
14.	Maximum Tax Levy (101% of current year)	$294,742,961
15.	Tax Levy From Adjusted 0.0104 Reassessment	$301,611,310
16.	Percentage Tax Levy Increase	3.35
17.	Revaluation $ Increase	$941,018,900
18.	Revaluation % Increase	3.35
19.	Current Tax Rate	1.04
20.	Proposed Tax Rate	1.04
21.	Decreased Tax Rate	1.006
22.	EffectiveTax Rate $ Increase	0.034
23.	Effective Tax Rate % Increase	3.24

OTHER LOCAL TAXES

The General Fund receives various other local taxes in addition to property taxes, including sales tax; utility taxes on electric and natural gas services; local share of state sales tax on communications services; business and professional license tax on gross receipts; motor vehicle license tax; recordation tax; cigarette tax; admissions tax; hotel-motel lodging tax; and restaurant meals tax. Other local taxes are directly tied to the volume of business activity that occurs in the City and are therefore more sensitive to the business cycle than are property taxes. In some cases, such as business license taxes, revenues actually reflect business conditions in the previous calendar year (January-December) rather than the immediate fiscal year (July-June). Business license tax exemptions granted by the State legislature such as for industries producing exports requiring federal approval and defense-related goods and services constrains growth in this revenue. Business license tax also reflects an increase in the gross receipts threshold from $100,000 to $200,000 from FY-19 onward. Tobacco tax reflects a 15 cents per pack of 20 cigarettes (30%) increase in the tax rate, from $0.50 to $0.65, reserved for specific public health initiatives beginning in FY-19.



GENERAL FUND OTHER LOCAL TAX REVENUES

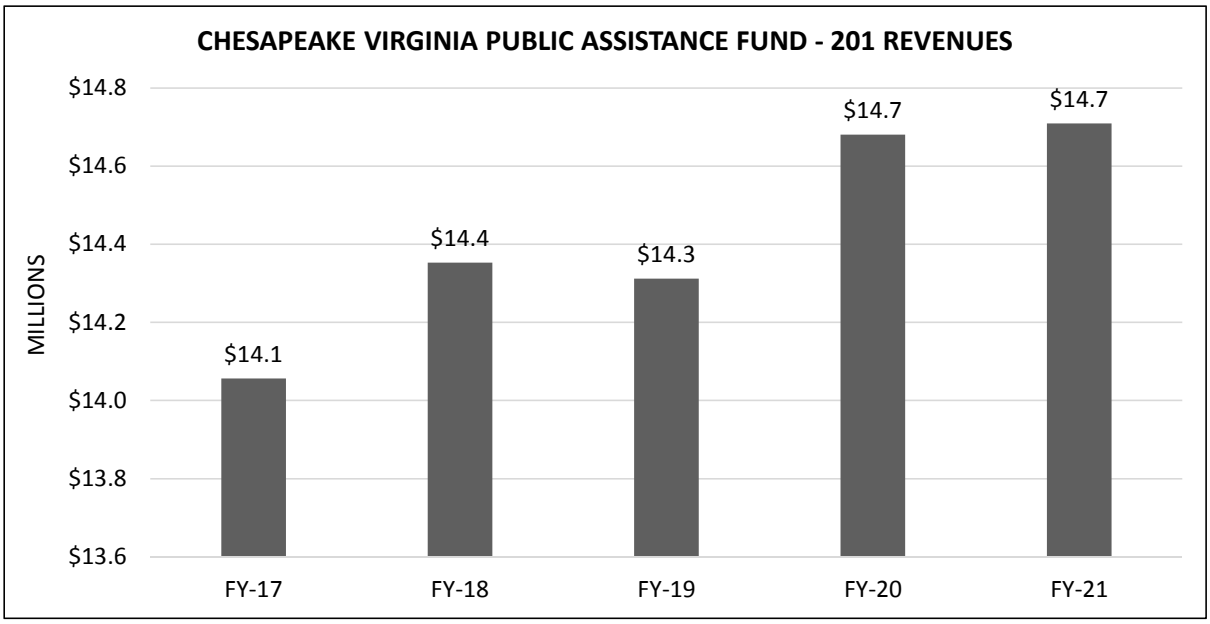
Source	FY-17 Actual	FY-18 Actual	FY-19 Actual	FY-20 Budget	FY-21 Estimated
Taxes-Sales and Use	$ 39,192,394	$ 40,912,255	$ 41,660,626	$ 43,885,700	$ 44,599,600
Taxes-Utility Consumer Gas	$ 2,009,167	$ 2,126,370	$ 2,103,586	$ 2,093,600	$ 2,164,300
Taxes-Utility Electric	$ 8,622,027	$ 8,730,356	$ 8,725,001	$ 8,817,900	$ 8,825,400
Taxes-Communications Tax	$ 11,225,149	$ 10,874,229	$ 10,088,071	$ 10,286,300	$ 9,538,800
Communications Tax-Resvd	$ (4,947,998)	$ (4,947,998)	$ (4,947,998)	$ (4,947,998)	$ (4,947,998)
Taxes-Bus and Occup Licenses	$ 26,124,990	$ 27,319,871	$ 28,048,966	$ 27,969,500	$ 28,330,400
Taxes-Bank Stock	$ 1,439,784	$ 1,546,598	$ 1,731,069	$ 1,607,900	$ 1,530,000
Taxes-Local Recordation	$ 3,286,793	$ 3,313,766	$ 3,329,708	$ 3,421,000	$ 3,271,600
Taxes-Tobacco	$ 4,415,339	$ 4,186,843	$ 5,055,551	$ 5,237,900	$ 4,955,000
Taxes-Admission	$ 937,434	$ 983,446	$ 1,051,583	$ 1,068,200	$ 1,103,600
Taxes-Pari Mutual Waging Pool	$ 0	$ 34,000	$ 50,149	$ 55,000	$ 50,149
Taxes-Sales Motel Rooms	$ 4,609,118	$ 4,886,778	$ 4,918,824	$ 5,399,600	$ 5,700,000
Taxes-Short Term Rental	$ 692,368	$ 667,655	$ 895,455	$ 735,400	$ 950,000
Taxes-Restaurant-Food	$ 23,877,513	$ 24,246,055	$ 25,462,589	$ 25,097,100	$ 26,080,100
Total Other Local Taxes	**$ 128,669,787**	**$ 132,223,659**	**$ 135,732,907**	**$ 138,147,102**	**$ 139,718,351**
Change in Revenue		**$ 3,553,872**	**$ 7,063,120**	**$ 2,414,195**	**$ 1,571,249**
Percent Change		**2.8%**	**5.5%**	**1.8%**	**1.1%**

SPECIAL REVENUE FUNDS DESCRIPTIONS

Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than special projects) that are restricted by law or administrative action to being expended for specified purposes.

Virginia Public Assistance Fund - 201

The Virginia Public Assistance Fund was established to account for the rendering of economic aid to qualifying citizens. The revenues included in this fund are primarily Revenues from the Commonwealth and Revenues from the Federal Government as Public Assistance Grants. The fund also includes revenues from Court Ordered Fees, Recoveries of Public Assistance Grants, and Recoveries and Rebates.

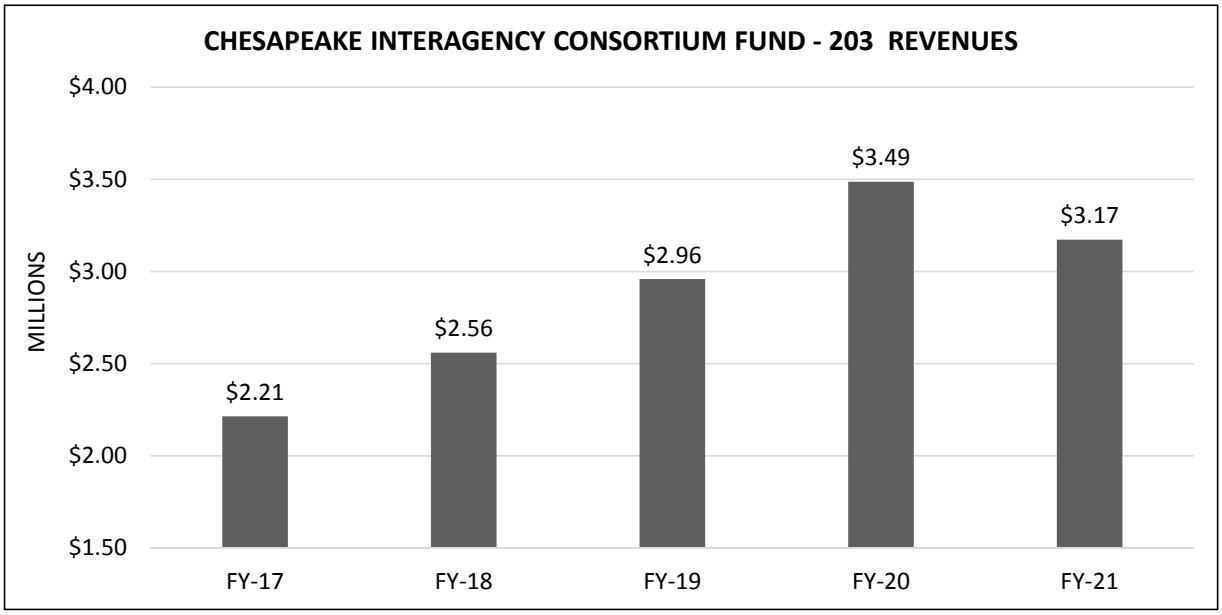


CHESAPEAKE VIRGINIA PUBLIC ASSISTANCE FUND - 201 REVENUES

Source	FY-17 Actual	FY-18 Actual	FY-19 Actual	FY-20 Budget	FY-21 Estimated
Interest & Rents	$ 24,182	$ 70,015	$ 139,547	$ 0	$ 0
Service Charges	$ 388	$ 287	$ 2,115	$ 500	$ 500
Recovered Costs & Rebates	$ 12,294	$ 26,372	$ 21,614	$ 19,500	$ 39,622
Local Revenues	**$ 36,863**	**$ 96,674**	**$ 163,277**	**$ 20,000**	**$ 40,122**
State Categorical Aid-Other	$ 4,324,123	$ 4,390,094	$ 4,377,751	$ 4,713,450	$ 4,788,157
State Aid	**$ 4,324,123**	**$ 4,390,094**	**$ 4,377,751**	**$ 4,713,450**	**$ 4,788,157**
Federal Aid	**$ 9,695,436**	**$ 9,866,517**	**$ 9,771,008**	**$ 9,947,143**	**$ 9,880,971**
Fund 201 Total	**$ 14,056,422**	**$ 14,353,285**	**$ 14,312,035**	**$ 14,680,593**	**$ 14,709,250**
Change in Revenue			**$ (41,250)**	**$ 368,558**	**$ 28,657**
Percent Change			**-0.3%**	**2.6%**	**0.2%**

Interagency Consortium Fund - 203

The Interagency Consortium Fund was established to account for revenues and expenditures of the delivery system for severely emotionally and/or behaviorally disturbed children under the Virginia Children's Services Act. The revenue for this fund is primarily from the Interagency Consortium Pool, which comes from the State.

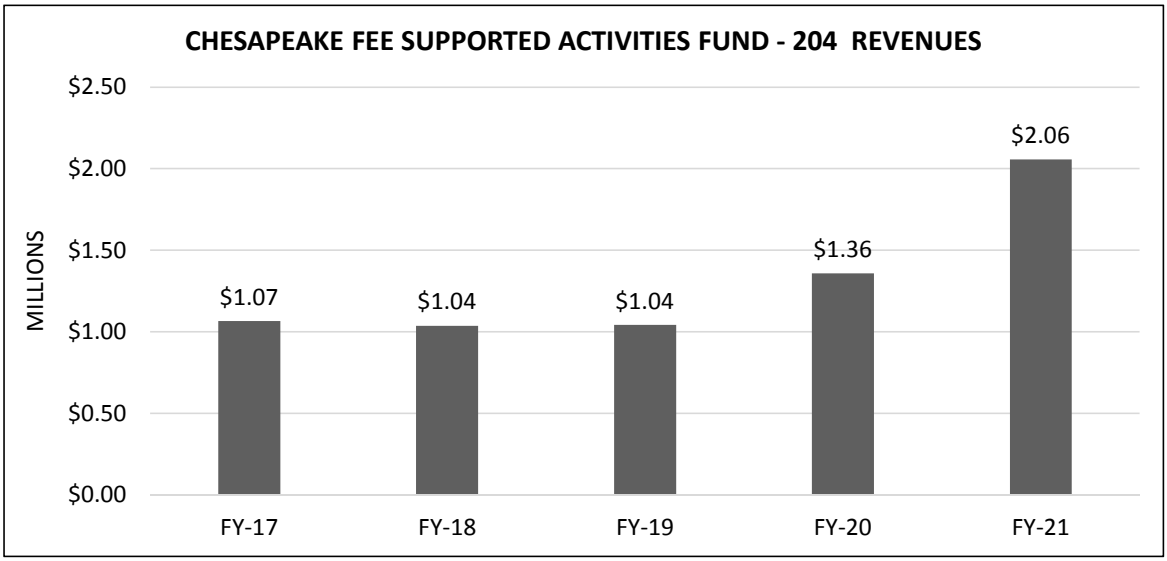


CHESAPEAKE INTERAGENCY CONSORTIUM FUND - 203 REVENUES

Source	FY-17 Actual	FY-18 Actual	FY-19 Actual	FY-20 Budget	FY-21 Estimated
Interest & Rents	$ 2,778	$ 2,441	$ 2,640	$ 0	$ 0
Service Charges	$ 5,441	$ 765	$ 0	$ 0	$ 0
Recovered Costs & Rebates	$ 5,573	$ 24,374	$ 5,367	$ 0	$ 0
Local Revenues	**$ 13,791**	**$ 27,580**	**$ 8,008**	**$ 0**	**$ 0**
State Categorical Aid-Other	$ 2,200,762	$ 2,532,346	$ 2,949,780	$ 3,487,000	$ 3,172,596
State Aid	**$ 2,200,762**	**$ 2,532,346**	**$ 2,949,780**	**$ 3,487,000**	**$ 3,172,596**
Fund 203 Total	**$ 2,214,554**	**$ 2,559,925**	**$ 2,957,788**	**$ 3,487,000**	**$ 3,172,596**
Change in Revenue		**$ 345,372**	**$ 397,862**	**$ 529,212**	**$ (314,404)**
Percent Change		**15.6%**	**15.5%**	**17.9%**	**-9.0%**

Fee Supported Activities Fund - 204

The Fee Supported Activities Fund was established in FY-99 to account for revenues and expenditures related to various fee supported activities. The programs and line items contained in this fund have varied over the years since its establishment. Current programs including Development & Permits charges for demolition of buildings, grass cutting on neglected properties, Police Department red light enforcement program, Fire Department permits, fines and cost recovery in connection with the Chesapeake Hazardous Environmental Action Team, and Fire Department inspections and permits.

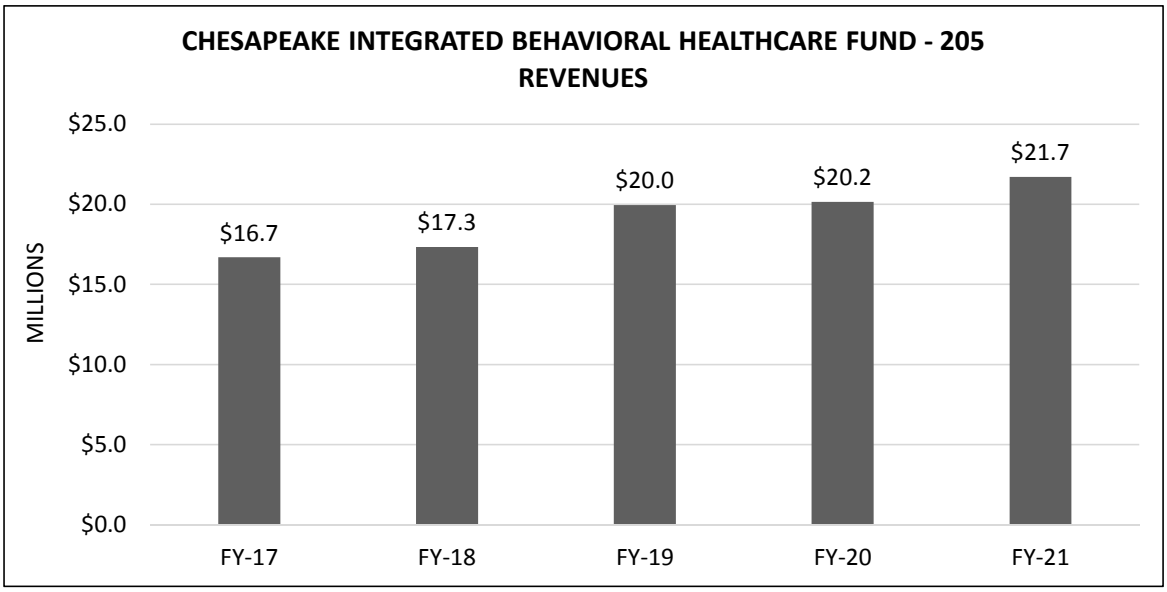


CHESAPEAKE FEE SUPPORTED ACTIVITIES FUND - 204 REVENUES

Source	FY-17 Actual	FY-18 Actual	FY-19 Actual	FY-20 Budget	FY-21 Estimated
Permit Fees	$ 219,939	$ 226,330	$ 224,364	$ 215,000	$ 215,000
Fines & Forfeitures	$ 409,535	$ 448,004	$ 432,242	$ 737,653	$ 1,416,000
Interest & Rents	$ 5,935	$ 13,330	$ 24,178	$ 0	$ 0
Service Charges	$ 421,042	$ 344,424	$ 346,408	$ 400,000	$ 420,000
Recovered Costs & Rebates	$ 8,779	$ 4,226	$ 14,703	$ 5,000	$ 5,000
Local Revenues	**$ 1,065,229**	**$ 1,036,313**	**$ 1,041,894**	**$ 1,357,653**	**$ 2,056,000**
Fund 204 Total	**$ 1,065,229**	**$ 1,036,313**	**$ 1,041,894**	**$ 1,357,653**	**$ 2,056,000**
Change in Revenue		**$ (28,916)**	**$ 5,582**	**$ 315,759**	**$ 698,347**
Percent Change		**-2.7%**	**0.5%**	**30.3%**	**51.4%**

Integrated Behavioral Healthcare (Community Services Fund) - 205

The Chesapeake Integrated Behavioral Healthcare (CIBH) Fund accounts for revenues and expenditures from the City and the Virginia Department of Behavioral Health and Developmental Services to operate the Mental Health, Intellectual Disability and Substance Abuse Programs. Revenues in this fund come primarily from State and federal sources. The revenues also include Charges for Services provided by CIBH. Expected increase in fees for services are primarily from Medicaid expansion and revenue generating positions.

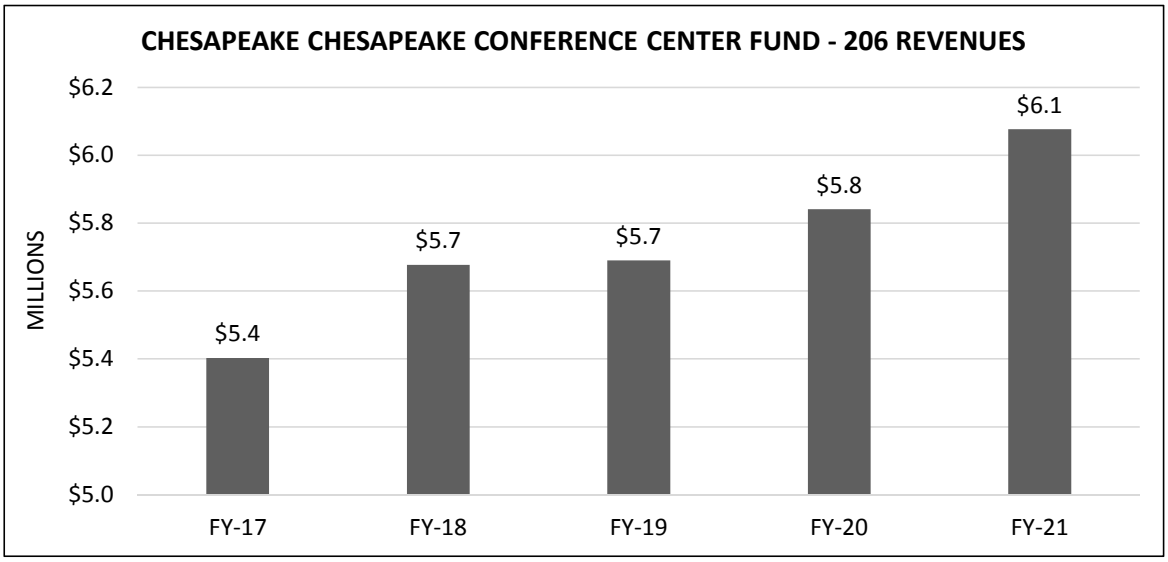


CHESAPEAKE INTEGRATED BEHAVIORAL HEALTHCARE FUND - 205 REVENUES

Source	FY-17 Actual	FY-18 Actual	FY-19 Actual	FY-20 Budget	FY-21 Estimated
Interest & Rents	$ 48,360	$ 101,601	$ 207,407	$ 0	$ 0
Service Charges	$ 7,263,481	$ 7,548,525	$ 9,731,335	$ 11,210,862	$ 10,908,335
Miscellaneous	$ 8,644	$ 6,345	$ 3,816	$ 10,000	$ 11,000
Recovered Costs & Rebates	$ 27,093	$ 45,532	$ 62,476	$ 0	$ 28,000
Local Revenues	**$ 7,347,578**	**$ 7,702,004**	**$ 10,005,033**	**$ 11,220,862**	**$ 10,947,335**
State Categorical Aid-Other	$ 8,164,664	$ 8,346,543	$ 8,419,064	$ 7,766,277	$ 9,167,827
State Aid	**$ 8,164,664**	**$ 8,346,543**	**$ 8,419,064**	**$ 7,766,277**	**$ 9,167,827**
Federal Aid	**$ 1,173,558**	**$ 1,293,668**	**$ 1,534,601**	**$ 1,170,393**	**$ 1,600,817**
Fund 205 Total	**$ 16,685,800**	**$ 17,342,215**	**$ 19,958,698**	**$ 20,157,532**	**$ 21,715,979**
Change in Revenue		**$ 656,415**	**$ 2,616,484**	**$ 198,834**	**$ 1,558,447**
Percent Change		**$ 0**	**$ 0**	**$ 0**	**$ 0**

Chesapeake Conference Center Fund - 206

The Chesapeake Conference Center Fund was established to account for revenues and expenditures related to the operation of the Chesapeake Conference Center which opened during FY-98 and tourism promotion activities benefiting the local hospitality industry. The revenues come from Restaurant Food Tax (0.5% of 5.5% local tax) and Hotel Room Taxes (1% of 8% local tax) along with Charges for Services. Charges for Services include Food Revenue, Beverage Revenue, Sale of Services, Rent of Conference Center, Admission Fees, and Service Fees. Revenues from Hotel Room Taxes ($1/room-night) are used to support the Tourism program, which is organizationally part of the Fund, but separate from the Conference Center facility operations. Conference Center operations are managed and staffed by a private entity, Venuworks of Chesapeake LLC, under a contract with the City beginning April 2014.



CHESAPEAKE CHESAPEAKE CONFERENCE CENTER FUND - 206 REVENUES

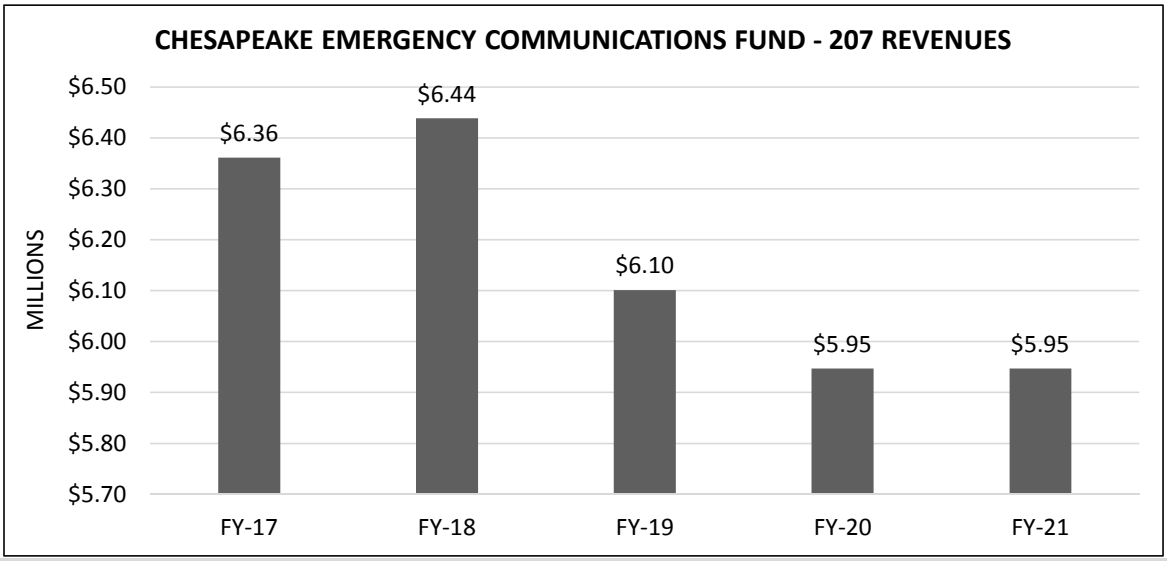
Source	FY-17 Actual	FY-18 Actual	FY-19 Actual	FY-20 Budget	FY-21 Estimated
Other Local Taxes	$ 3,857,165	$ 4,061,370	$ 4,097,000	$ 4,083,848	$ 4,239,292
Interest & Rents	$ 196,176	$ 218,267	$ 248,951	$ 218,966	$ 215,000
Service Charges	$ 108,583	$ 104,814	$ 108,823	$ 122,802	$ 137,943
Miscellaneous	$ 1,239,410	$ 1,292,372	$ 1,235,415	$ 1,415,042	$ 1,484,253
Recovered Costs & Rebates	$ 1,783	$ 570	$ (199)	$ 0	$ 0
Local Revenues	**$ 5,403,117**	**$ 5,677,392**	**$ 5,689,991**	**$ 5,840,658**	**$ 6,076,488**
Fund 206 Total	**$ 5,403,117**	**$ 5,677,392**	**$ 5,689,991**	**$ 5,840,658**	**$ 6,076,488**
Change in Revenue		**$ 274,276**	**$ 12,599**	**$ 150,667**	**$ 235,830**
Percent Change		**5.1%**	**0.2%**	**2.6%**	**4.0%**

Emergency Communications Fund - 207

The Emergency Communications Fund was established in FY04 to account for revenues and expenditures related to operation of the Emergency Operations Center (EOC). These activities were previously budgeted under the General Fund. The principal revenues in this fund were Wireless E911 Funding from the State and the local E-911 telephone tax, supplemented by an annual budget transfer from the General Fund.

The Telecommunications Tax Reform Act HB568 eliminated the local E-911 telephone tax by consolidating and standardizing communications taxes and rates, centralizing collections in the Virginia Department of Taxation, and sharing proceeds among localities after deducting administrative and program expenses beginning January 2007. Until FY-11, the new tax was posted entirely to the General Fund and the local E-911 tax revenue was supplanted by an increased transfer from the General Fund. Starting in FY-11, new accounting rules required the transfer of telecommunications taxes from the General Fund to be reported as "committed" or "reserved" revenues.

The Code of Virginia requires that on or before July 1, 2018, and every five years thereafter, the Department of Taxation recalculate the distribution percentage of Wireless E911 Funding for each PSAP (public safety answering point) based on the cost and call load data of the PSAP for the previous five fiscal years. Chesapeake's share declined from 4.95% to 3.42% effective FY-19, a reduction of 30.8%.

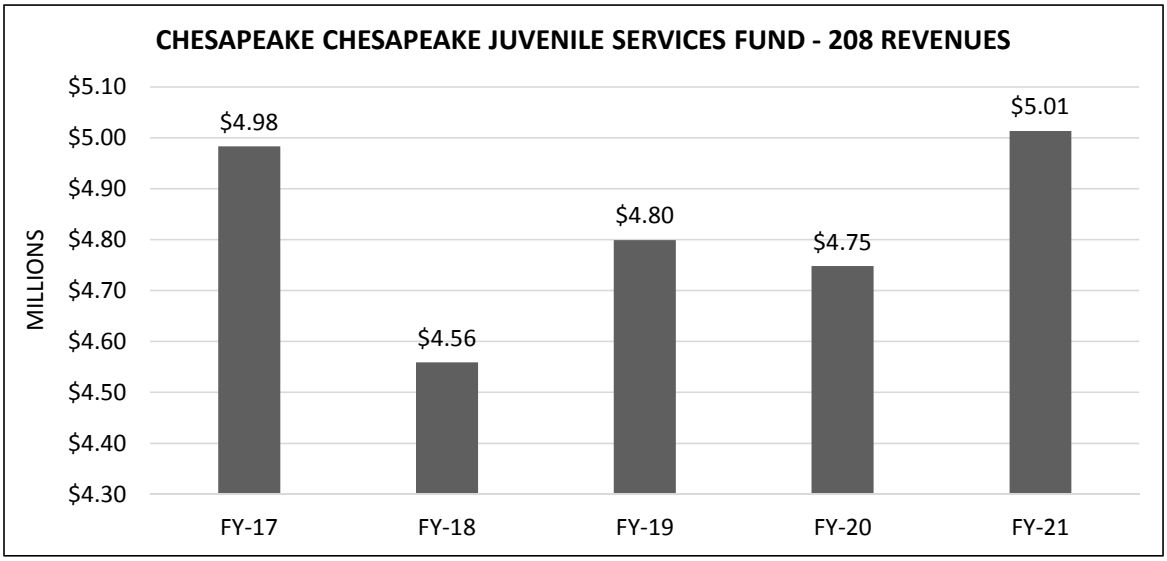


CHESAPEAKE EMERGENCY COMMUNICATIONS FUND - 207 REVENUES

Source	FY-17 Actual	FY-18 Actual	FY-19 Actual	FY-20 Budget	FY-21 Estimated
Other Local Taxes	$ 4,947,998	$ 4,947,998	$ 4,947,998	$ 4,947,998	$ 4,947,998
Interest & Rents	$ 18,182	$ 47,312	$ 122,743	$ 0	$ 0
Local Revenues	**$ 4,966,180**	**$ 4,995,310**	**$ 5,070,771**	**$ 4,947,998**	**$ 4,947,998**
State Categorical Aid-Other	$ 1,395,190	$ 1,442,920	$ 1,030,545	$ 999,392	$ 999,392
State Aid	**$ 1,395,190**	**$ 1,442,920**	**$ 1,030,545**	**$ 999,392**	**$ 999,392**
Fund 207 Total	**$ 6,361,370**	**$ 6,438,229**	**$ 6,101,317**	**$ 5,947,390**	**$ 5,947,390**
Change in Revenue		**$ 76,859**	**$ (336,913)**	**$ (153,927)**	**$ -**
Percent Change		**1.2%**	**-5.2%**	**-2.5%**	**0.0%**

Chesapeake Juvenile Services Fund - 208

This fund was established in FY04 to account for revenues and expenditures related exclusively to operation of the Juvenile Detention Facility. These activities were previously budgeted under the General Fund. The revenues are primarily payments by other localities for juveniles served by the center and state categorical aid.

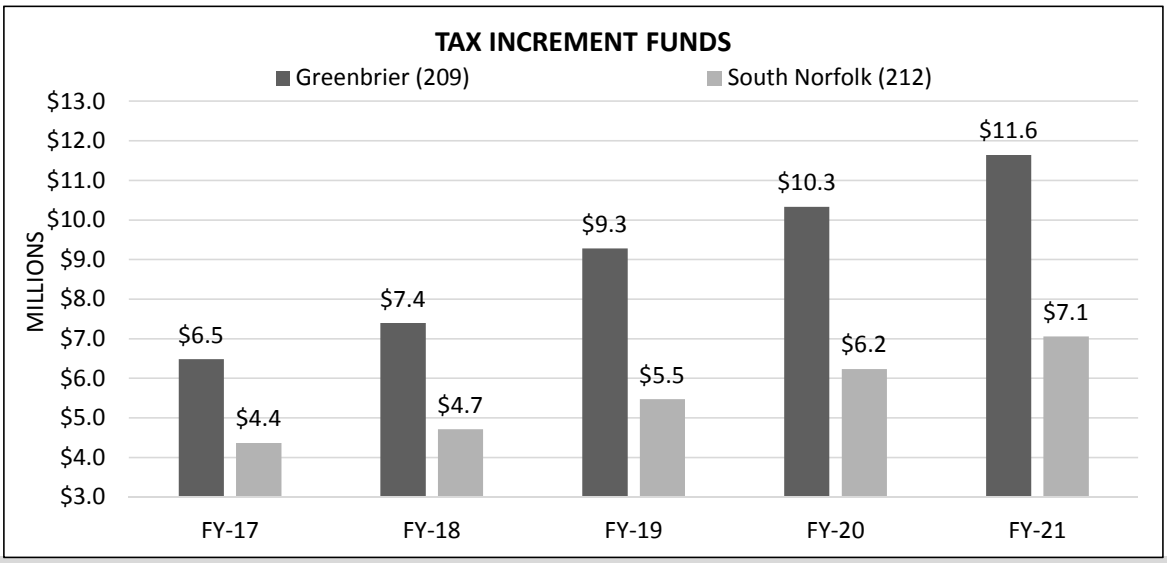


CHESAPEAKE CHESAPEAKE JUVENILE SERVICES FUND - 208 REVENUES

Source	FY-17 Actual	FY-18 Actual	FY-19 Actual	FY-20 Budget	FY-21 Estimated
Interest & Rents	$ 12,122	$ 28,070	$ 44,596	$ 0	$ 0
Service Charges	$ 24,353	$ 19,346	$ 15,301	$ 16,000	$ 17,500
Recovered Costs & Rebates	$ 1,490,490	$ 1,635,661	$ 1,408,425	$ 1,550,698	$ 1,495,000
Local Revenues	**$ 1,526,965**	**$ 1,683,077**	**$ 1,468,323**	**$ 1,566,698**	**$ 1,512,500**
State Categorical Aid-Other	$ 3,455,917	$ 2,875,676	$ 3,330,827	$ 3,181,305	$ 3,501,000
State Aid	**$ 3,455,917**	**$ 2,875,676**	**$ 3,330,827**	**$ 3,181,305**	**$ 3,501,000**
Fund 208 Total	**$ 4,982,882**	**$ 4,558,753**	**$ 4,799,150**	**$ 4,748,003**	**$ 5,013,500**
Change in Revenue		**$ (424,128)**	**$ 240,397**	**$ (51,147)**	**$ 265,497**
Percent Change		**-8.5%**	**5.3%**	**-1.1%**	**5.6%**

Tax Increment Funds - 209 and 212

Fund 209 was established in FY05 to account for revenues and expenditures related to economic development activities and infrastructure improvements in the Greenbrier area. A second TIF zone located in the South Norfolk area was added to Fund 209 in FY06, and was moved to Fund 212 in FY09. Revenue is specified as real estate tax revenue from new construction and increases in assessment values within the TIF zones. Tax revenue derived from the existing assessment base at the time a TIF was established accrues to the General Fund.



GREENBRIER TAX INCREMENT FUND - 209 REVENUES

Greenbrier (209) Source	FY-17 Actual	FY-18 Actual	FY-19 Actual	FY-20 Budget	FY-21 Estimated
Property Taxes	$ 6,401,257	$ 7,304,444	$ 9,132,746	$ 10,335,100	$ 11,642,000
Interest & Rents	$ 81,316	$ 88,503	$ 146,417	$ 0	$ 0
Local Revenues	**$ 6,482,573**	**$ 7,392,947**	**$ 9,279,163**	**$ 10,335,100**	**$ 11,642,000**
Fund 209 Total	**$ 6,482,573**	**$ 7,392,947**	**$ 9,279,163**	**$ 10,335,100**	**$ 11,642,000**
Change in Revenue		**$ 910,374**	**$ 1,886,216**	**$ 1,055,937**	**$ 1,306,900**
Percent Change		**14.0%**	**25.5%**	**11.4%**	**12.6%**

SOUTH NORFOLK TAX INCREMENT FUND - 212 REVENUES

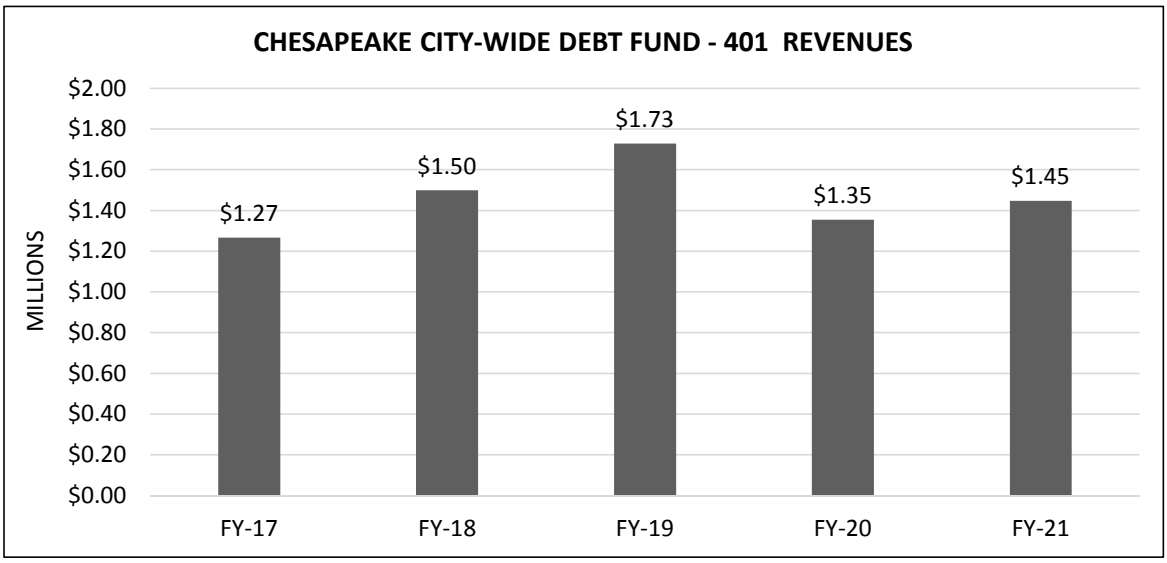
South Norfolk (212) Source	FY-17 Actual	FY-18 Actual	FY-19 Actual	FY-20 Budget	FY-21 Estimated
Property Taxes	$ 4,336,708	$ 4,642,473	$ 5,335,347	$ 6,235,100	$ 7,053,600
Interest & Rents	$ 31,819	$ 68,183	$ 135,675	$ 0	$ 0
Local Revenues	**$ 4,368,528**	**$ 4,710,656**	**$ 5,471,022**	**$ 6,235,100**	**$ 7,053,600**
Fund 212 Total	**$ 4,368,528**	**$ 4,710,656**	**$ 5,471,022**	**$ 6,235,100**	**$ 7,053,600**
Change in Revenue		**$ 342,129**	**$ 760,366**	**$ 764,078**	**$ 818,500**
Percent Change		**7.8%**	**16.1%**	**14.0%**	**13.1%**

Open Space Agricultural Preservation Fund - 210

The Open Space Agricultural Preservation Fund was established to account for transactions related to the acquisition of conservation easements and other efforts to preserve open space. A specific amount ($271,284 beginning in FY11) of General Fund real estate taxes are committed to this fund as revenues in accordance with Governmental Accounting Standards Board (GASB) Statement 54, as are any proceeds from street closure land sales. Effective FY19, the revenues and expenditures of Fund 210 are in the Capital Project Budget.

City-Wide Debt Fund - 401

Established to service debt payments. The revenue earned in this fund would be related to interest earnings on unspent bond issues and other cash balances, as well as Federal interest subsidies on "Build America" bonds and qualifying school construction bonds.



CHESAPEAKE CITY-WIDE DEBT FUND - 401 REVENUES

Source	FY-17 Actual	FY-18 Actual	FY-19 Actual	FY-20 Budget	FY-21 Estimated
Interest & Rents	$ 120,015	$ 248,661	$ 398,504	$ 54,889	$ 54,889
Miscellaneous	$ 257,051	$ 360,770	$ 453,191	$ 458,195	$ 586,266
Local Revenues	**$ 377,066**	**$ 609,431**	**$ 851,695**	**$ 513,084**	**$ 641,155**
Federal Aid	**$ 889,080**	**$ 889,902**	**$ 876,007**	**$ 841,467**	**$ 806,218**
Fund 401 Total	**$ 1,266,147**	**$ 1,499,334**	**$ 1,727,701**	**$ 1,354,551**	**$ 1,447,373**
Change in Revenue		**$ 233,187**	**$ 228,368**	**$ (373,150)**	**$ 92,822**
Percent Change		**18.4%**	**15.2%**	**-21.6%**	**6.9%**

ENTERPRISE FUNDS DESCRIPTIONS

The enterprise funds of the City of Chesapeake were designed to account for the revenues and expenditures of self-supporting functions that are operated by the City of Chesapeake.

Public Utilities Funds - 501 through 510

These funds account for revenues and expenditures related to the various aspect of operating the Public Utilities Department. Most of the revenues for Public Utilities are accumulated in the Utility Revenue Fund with various other funds only earning interest on their unspent cash balances. The funds include:

Utility Operating Fund - 501 where the operating expenditures of the Utilities Department are paid. Money is transferred into this fund monthly to meet operating expenses.

UTILITY OPERATING FUND - 501 REVENUES

Source	FY-17 Actual	FY-18 Actual	FY-19 Actual	FY-20 Budget	FY-21 Estimated
Interest & Rents	$ 38,710	$ 69,075	$ 44,800	$ 0	$ 0
Miscellaneous	$ 0	$ 500	$ 0	$ 0	$ 0
Recovered Costs & Rebates	$ 12	$ 270	$ 4,322	$ 0	$ 0
Local Revenues	**$ 38,722**	**$ 69,845**	**$ 49,122**	**$ 0**	**$ 0**
Fund 501 Total	**$ 38,722**	**$ 69,845**	**$ 49,122**	**$ 0**	**$ 0**

Utility Water/Sewer Construction Fund - 502 where interest is earned and expenditures are incurred for construction projects such as the upgrade to the Water Treatment Plant.

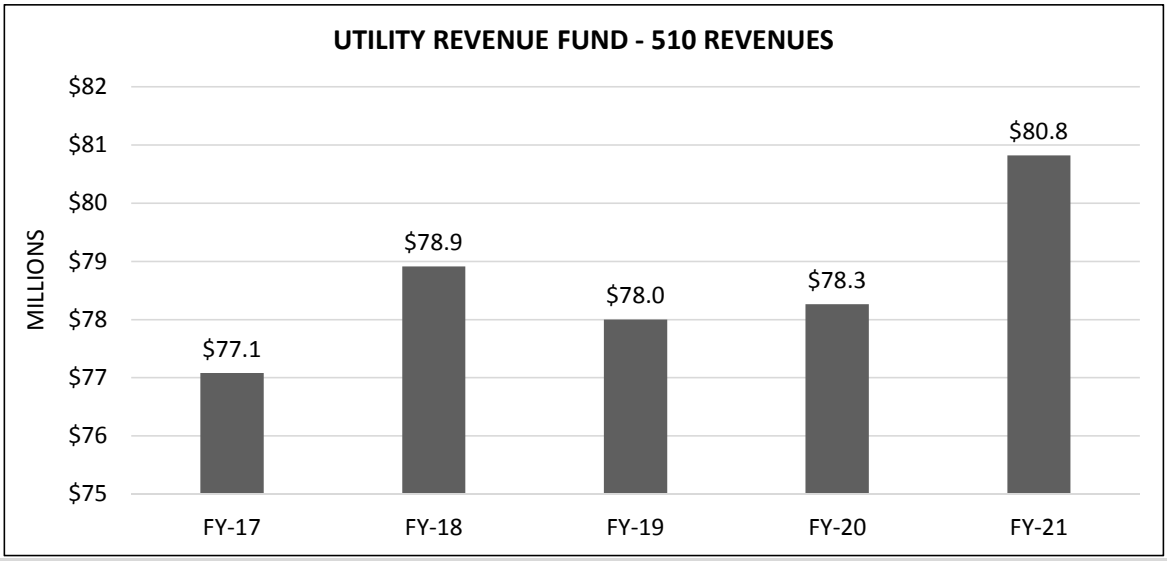
Utility Renewal and Replacement Fund- 504 where major renewal and replacement projects are funded and interest is earned on available funds.

Utility Debt Service Reserve Fund - 506 where funds are held in reserve to pay debt service, maintain bond covenants, and earn interest.

Utility Capital Improvement Fund - 507 where assets and liabilities are accumulated, debt service is paid on G.O. Bonds, and interest is earned.

Utility Revenue Bond Fund - 509 where funds are accumulated to pay debt service on Revenue Bonds issued for Public Utilities. These funds earn interest prior to distribution.

Utility Revenue Fund - 510 where all of the revenues other than interest are collected for the Department of Utilities. Money is transferred out of this account monthly to fulfill the department's obligations. The primary sources of revenues include Sale of Water, Sewer Service Charge, Sewer Connection Fees, and Water Connection Fees. The department tends to project revenues conservatively as average consumption per account has been declining. Revenues reflect annual water & sewer rate increases of 4.9% per year through FY-17. No rate changes occurred in FY-18 or FY-19. A 2% rate increase is scheduled for January 1, 2020.

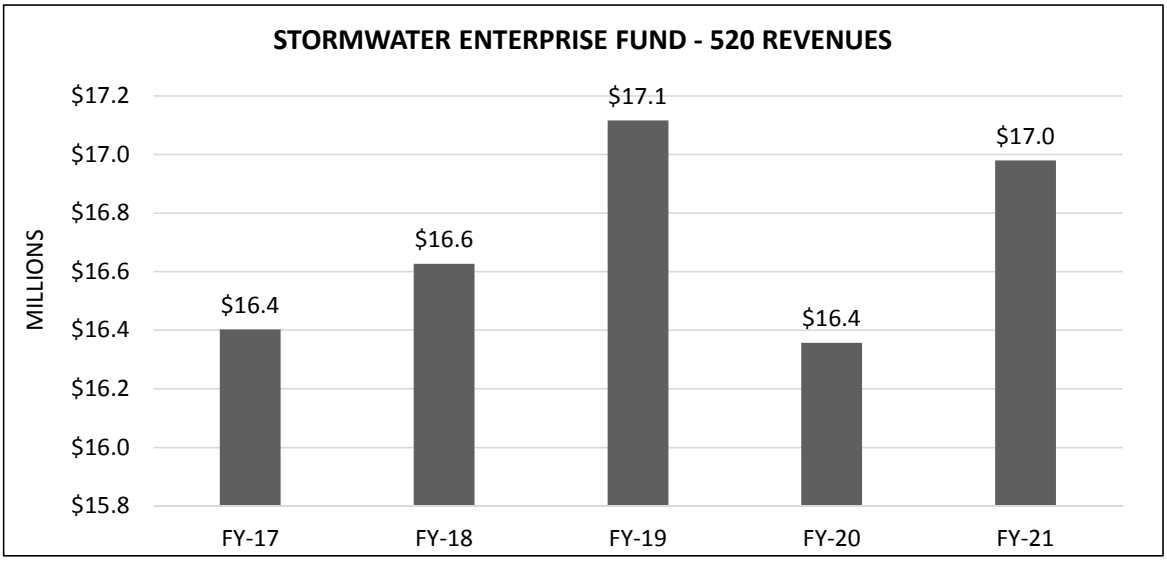


UTILITY REVENUE FUND - 510 REVENUES

Source	FY-17 Actual	FY-18 Actual	FY-19 Actual	FY-20 Budget	FY-21 Estimated
Interest & Rents	$ 1,700,423	$ 2,591,071	$ 3,962,980	$ 2,651,000	$ 2,731,286
Service Charges	$ 74,678,070	$ 75,694,784	$ 73,348,232	$ 75,025,470	$ 77,513,665
Miscellaneous	$ 60,116	$ 36,518	$ 104,307	$ 81,500	$ 81,500
Recovered Costs & Rebates	$ 41,013	$ 1,293	$ 3,510	$ 0	$ 0
Local Revenues	**$ 76,479,622**	**$ 78,323,666**	**$ 77,419,029**	**$ 77,757,970**	**$ 80,326,451**
Federal Aid	**$ 597,383**	**$ 588,094**	**$ 578,077**	**$ 505,450**	**$ 493,791**
Fund 510 Total	**$ 77,077,005**	**$ 78,911,760**	**$ 77,997,106**	**$ 78,263,420**	**$ 80,820,242**
Change in Revenue		**$ 1,834,755**	**$ (914,654)**	**$ 266,314**	**$ 2,556,822**
Percent Change		**2.4%**	**-1.2%**	**0.3%**	**3.3%**

Stormwater Enterprise Fund - 520

This fund accounts for revenues and expenditures related to the operation of the Comprehensive Stormwater Management Program (CSMP) by the Public Works Department. The program is required under the Clean Water Act of 1987, and subsequent related State and Federal legislation, which requires cities of 100,000 or more to reduce pollution before it gets to the Chesapeake Bay. The primary source of revenue in this enterprise fund is from a Stormwater Utility Fee assessed on developed real estate. The fee is based on the "equivalent residential unit" - the amount of stormwater runoff from an average single family property. The fund also receives Interest Income on unspent cash balances along with Interest and Service Charges on delinquent Stormwater Utility Fees. The current monthly rate is $7.35 per Residential Equivalent Unit (REU). Land Disturbance Permits have been moved from General Fund to Stormwater Fund where they are administered. The permit fees have also been modified to reflect changes in State law and regulations. Revenue estimates reflect a reduction of $237,787 for two parcels held by the U.S. Navy for which the applicability of stormwater fees is presently in dispute.

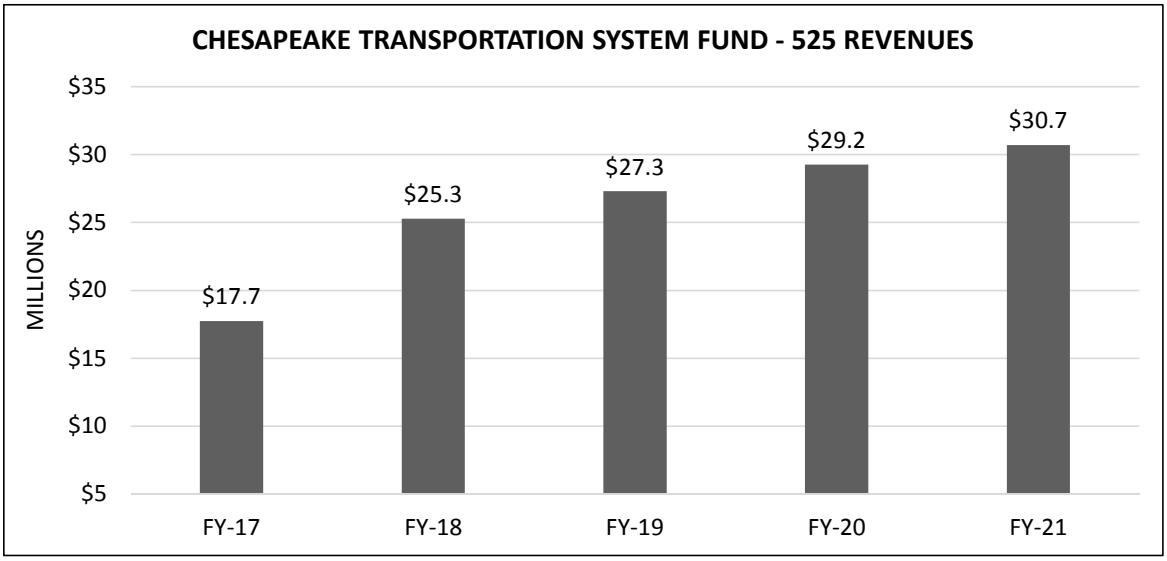


STORMWATER ENTERPRISE FUND - 520 REVENUES

Source	FY-17 Actual	FY-18 Actual	FY-19 Actual	FY-20 Budget	FY-21 Estimated
Permit Fees	$ 438,000	$ 400,065	$ 296,080	$ 362,800	$ 327,800
Interest & Rents	$ 370,798	$ 510,585	$ 973,433	$ 332,863	$ 900,000
Service Charges	$ 15,593,408	$ 15,714,532	$ 15,845,737	$ 15,660,973	$ 15,750,973
Miscellaneous	$ 0	$ 900	$ 0	$ 0	$ 0
Recovered Costs & Rebates	$ 0	$ 30	$ 0	$ 0	$ 0
Local Revenues	**$ 16,402,206**	**$ 16,626,112**	**$ 17,115,251**	**$ 16,356,636**	**$ 16,978,773**
Fund 520 Total	**$ 16,402,206**	**$ 16,626,112**	**$ 17,115,251**	**$ 16,356,636**	**$ 16,978,773**
Change in Revenue		**$ 223,906**	**$ 489,139**	**$ (758,615)**	**$ 622,137**
Percent Change		**1.4%**	**2.9%**	**-4.4%**	**3.8%**

Chesapeake Transportation System Fund - 525

Formerly the Chesapeake Expressway Fund established to account for revenues and expenditures related to the operation and debt service of Route 168 and Route 17, which are operated as toll roads by the Department of Public Works. The revenues in this fund come primarily from the Cash and Electronic (prepaid) Tolls. A small amount of revenue may also come from Interest, Recovered Costs and Service Charges. Toll rate increases for the expressway went into effect May 1, 2016. The Route 17 toll road opened in February 2017 and encompasses Route 17, Dominion Boulevard, and the Veterans (formerly "Steel") Bridge. Tolls on this road are scheduled to increase July 1 each year.



CHESAPEAKE TRANSPORTATION SYSTEM FUND - 525 REVENUES

Source	FY-17 Actual	FY-18 Actual	FY-19 Actual	FY-20 Budget	FY-21 Estimated
Interest & Rents	$ 147,565	$ 451,693	$ 1,063,269	$ 1,160,000	$ 1,265,000
Service Charges	$ 17,532,074	$ 24,638,119	$ 26,215,490	$ 28,086,739	$ 29,423,763
Miscellaneous	$ 34,020	$ 38,780	$ 14,665	$ 0	$ 0
Recovered Costs & Rebates	$ 25,864	$ 149,016	$ 331	$ 0	$ 0
Local Revenues	**$ 17,739,523**	**$ 25,277,607**	**$ 27,293,754**	**$ 29,246,739**	**$ 30,688,763**
Fund 525 Total	**$ 17,739,523**	**$ 25,277,607**	**$ 27,293,754**	**$ 29,246,739**	**$ 30,688,763**
Change in Revenue		**$ 7,538,084**	**$ 2,016,147**	**$ 1,952,985**	**$ 1,442,024**
Percent Change		**42.5%**	**8.0%**	**7.2%**	**4.9%**

Chesapeake Transportation System Renewal and Replacement and Debt Service Reserve Funds - 526-528

These funds account for revenues and expenditures related to the various aspects of capital improvements to the Chesapeake Transportation System, principally earning interest on unspent cash balances.

CHESAPEAKE TRANSPORTATION SYSTEM RENEWAL AND REPLACEMENT AND DEBT SERVICE RESERVE FUNDS - 526-528

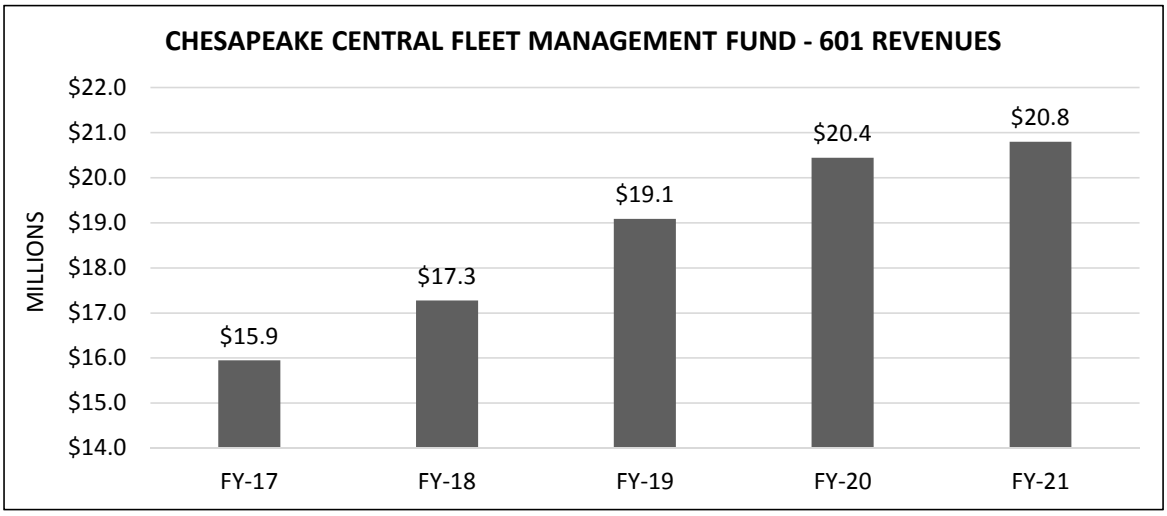
Source	FY-17 Actual	FY-18 Actual	FY-19 Actual	FY-20 Budget	FY-21 Estimated
Fund 526					
Interest & Rents	$ 51,386	$ 156,317	$ 329,088	$ 385,000	$ 415,000
Fund 526 Total	**$ 51,386**	**$ 156,317**	**$ 329,088**	**$ 385,000**	**$ 415,000**
Fund 528					
Interest & Rents	$ 0	$ 0	$ 0	$ 0	$ 0
Fund 528 Total	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Funds 526-528 Total	**$ 51,386**	**$ 156,317**	**$ 329,088**	**$ 385,000**	**$ 415,000**
Change in Revenue		**$ 104,931**	**$ 172,771**	**$ 55,912**	**$ 30,000**
Percent Change		**204.2%**	**110.5%**	**17.0%**	**7.8%**

INTERNAL SERVICE FUNDS DESCRIPTIONS

The City of Chesapeake maintains four internal service funds to supply the needs of the various departments within the city. The revenues earned in each fund are related to the services that they provide to other departments and are primarily internal charges rather than true revenues. These internal service funds include:

Central Fleet Management Fund - 601

Established to account for revenues and expenditures related to the operation of the City Garage and the activities of the Sheriff's inmate work crews. The fund is used to maintain the vehicles and equipment owned by the City. Sources of revenue include vehicle lease charges to City departments and sales of fuel to Chesapeake Public Schools. Also reflected in the revenues are supervisory, vehicle, and equipment costs of Sheriff's work crews that primarily mow right-of-ways and City parks and clear storm water ditches for Public Works.

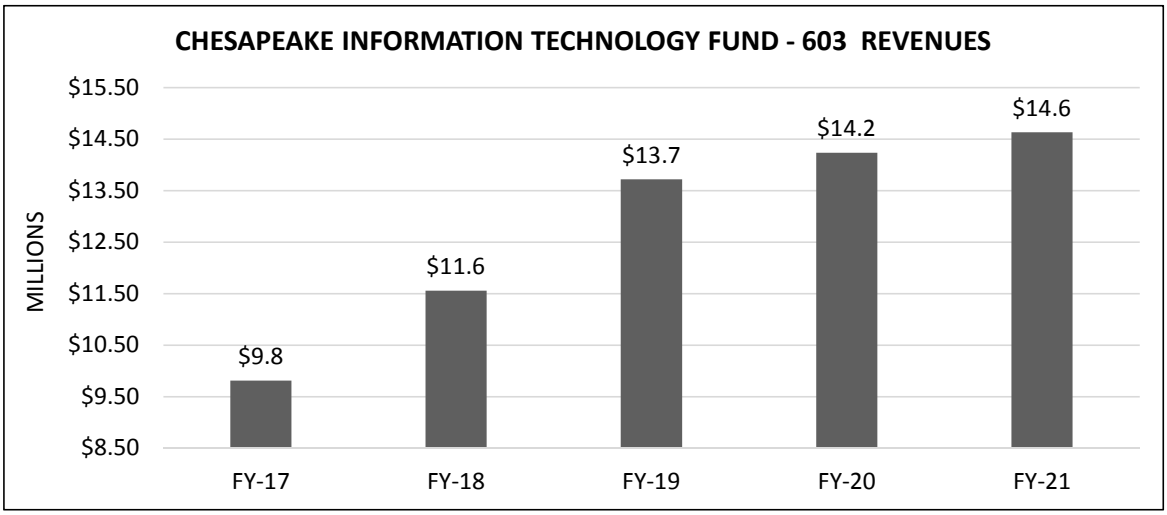


CHESAPEAKE CENTRAL FLEET MANAGEMENT FUND - 601 REVENUES

Source	FY-17 Actual	FY-18 Actual	FY-19 Actual	FY-20 Budget	FY-21 Estimated
Interest & Rents	$ 288,304	$ 482,629	$ 349,512	$ 0	$ 0
Service Charges	$ 0	$ 0	$ 0	$ 0	$ 0
Miscellaneous	$ 943,988	$ 892,591	$ 957,459	$ 1,676,365	$ 1,202,407
Recovered Costs & Rebates	$ 142,261	$ 172,728	$ 79,223	$ 0	$ 0
Fund 601 Revenues	**$ 1,374,553**	**$ 1,547,949**	**$ 1,386,195**	**$ 1,676,365**	**$ 1,202,407**
Interest & Rents	$ 0	$ 0	$ 0	$ 0	$ 0
Service Charges (internal)	$ 864,133	$ 1,074,113	$ 1,178,054	$ 1,424,488	$ 1,669,682
Miscellaneous (internal)	$ 13,707,032	$ 14,652,190	$ 16,520,880	$ 17,336,722	$ 17,920,629
Fund 601 Internal Resources	**$ 14,571,165**	**$ 15,726,303**	**$ 17,698,934**	**$ 18,761,210**	**$ 19,590,311**
Fund 601 Total	**$ 15,945,718**	**$ 17,274,251**	**$ 19,085,128**	**$ 20,437,575**	**$ 20,792,718**
Change in Revenue		**$ 1,328,533**	**$ 1,810,877**	**$ 1,352,447**	**$ 355,143**
Percent Change		**8.3%**	**10.5%**	**7.1%**	**1.7%**

Information Technology Fund - 603

Established to account for revenues and expenditures related to the operation of the City's Information Technology Department. The department services and maintains the City's computer and communication systems. Sources of revenue include rent of space on the City's communications tower and computer services charges to City departments and Chesapeake Public Schools.

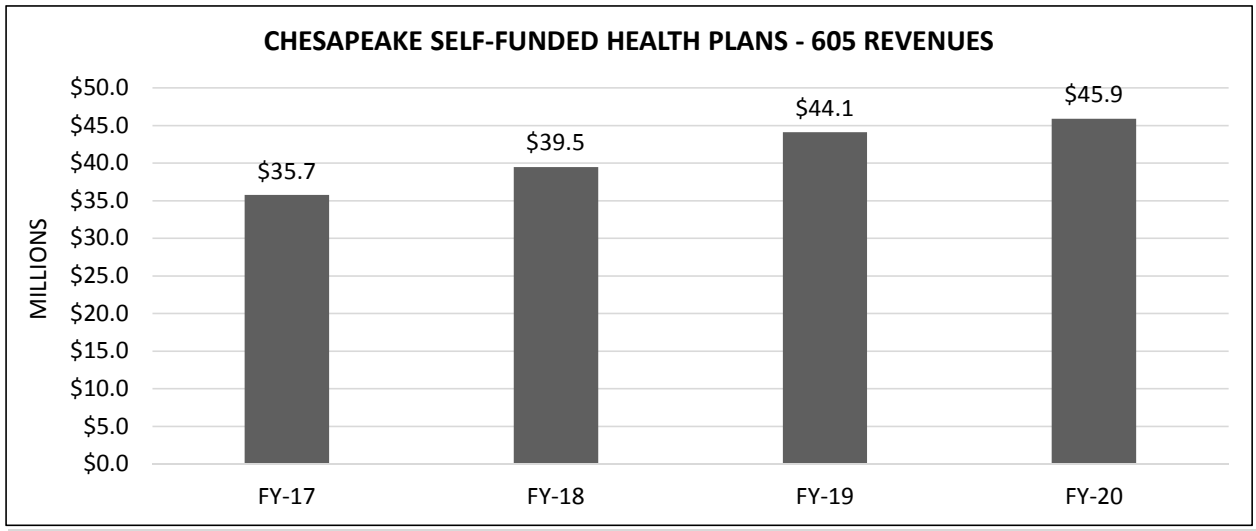


CHESAPEAKE INFORMATION TECHNOLOGY FUND - 603 REVENUES

Source	FY-17 Actual	FY-18 Actual	FY-19 Actual	FY-20 Budget	FY-21 Estimated
Interest & Rents	$ 264,710	$ 391,928	$ 377,459	$ 35,826	$ 265,826
Miscellaneous	$ 466,812	$ 364,975	$ 364,128	$ 326,694	$ 336,656
Recovered Costs & Rebates	$ 1,666	$ 2,808	$ 23,173	$ 0	$ 0
Fund 603 Revenues	**$ 733,188**	**$ 759,711**	**$ 764,760**	**$ 362,520**	**$ 602,482**
Internal IT Cost Allocations	$ 9,078,285	$ 10,798,497	$ 12,954,492	$ 13,871,166	$ 14,025,922
Fund 603 Internal Resources	**$ 9,078,285**	**$ 10,798,497**	**$ 12,954,492**	**$ 13,871,166**	**$ 14,025,922**
Fund 603 Total	**$ 9,811,473**	**$ 11,558,208**	**$ 13,719,252**	**$ 14,233,686**	**$ 14,628,404**
Change in Revenue		**$ 1,746,736**	**$ 2,161,043**	**$ 514,434**	**$ 394,718**
Percent Change		**17.8%**	**18.7%**	**3.7%**	**2.8%**

Self-Funded Health Plans Fund - 605

Established January 2016, as the city moved from a fully insured plan to a self-funded plan, to account for revenues and expenditures related to the operation of the City's Employee Health Care Insurance Plan. The primary sources of revenue are health care premiums, including payments from participating internal funds and billings to current and former employees and retirees.

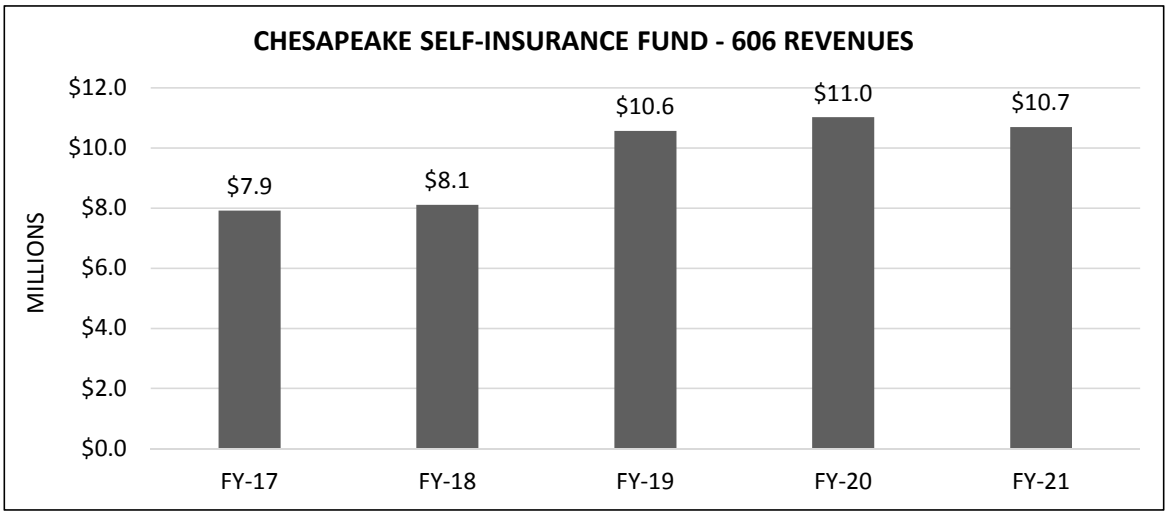


CHESAPEAKE SELF-FUNDED HEALTH PLANS FUND - 605 REVENUES

Source	FY-17 Actual	FY-18 Actual	FY-19 Actual	FY-20 Budget	FY-21 Estimated
Interest & Rents	$ 15,609	$ 45,584	$ 74,037	$ 50,000	$ 50,000
Miscellaneous	$ 4,667,642	$ 4,662,751	$ 4,860,396	$ 5,946,300	$ 5,950,000
Fund 605 Total Revenues	**$ 4,683,251**	**$ 4,708,335**	**$ 4,934,433**	**$ 5,996,300**	**$ 6,000,000**
Internal Health Plan Allocations	$ 30,666,712	$ 33,167,995	$ 35,793,421	$ 39,872,000	$ 43,870,000
Internal Recovered Costs	$ 379,306	$ 1,590,679	$ 3,361,992	$ 0	$ 0
Fund 605 Internal Resources	**$ 31,046,019**	**$ 34,758,674**	**$ 39,155,413**	**$ 39,872,000**	**$ 43,870,000**
Fund 605 Total Resources	**$ 35,729,270**	**$ 39,467,009**	**$ 44,089,846**	**$ 45,868,300**	**$ 49,870,000**
Change in Revenue		**$ 3,737,740**	**$ 4,622,837**	**$ 1,778,454**	**$ 4,001,700**
Percent Change			**11.7%**	**4.0%**	**8.7%**

Self-Insurance Fund - 606

Established to account for revenues and expenditures related to the operation of the City's Risk Management operations. Risk Management is responsible for supplying the various insurance needs of the City. The primary source of revenue is the Sale of Service to Departments.



CHESAPEAKE SELF-INSURANCE FUND - 606 REVENUES

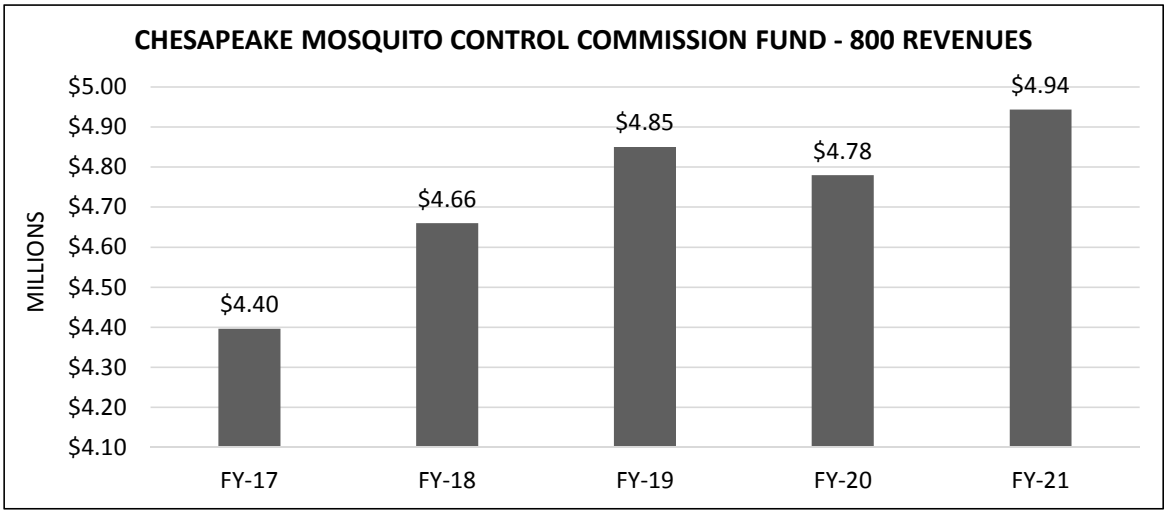
Source	FY-17 Actual	FY-18 Actual	FY-19 Actual	FY-20 Budget	FY-21 Estimated
Interest & Rents	$ 117,486	$ 275,413	$ 582,046	$ 0	$ 0
Recovered Costs & Rebates	$ 396,664	$ 695,967	$ 222,429	$ 0	$ 0
Fund 606 Total Revenues	**$ 514,150**	**$ 971,380**	**$ 804,475**	**$ 0**	**$ 0**
Internal Insurance Cost Allocations	$ 4,537,868	$ 4,941,922	$ 3,361,745	$ 3,500,053	$ 3,878,460
Internal Reimbursements	$ 2,863,907	$ 2,196,325	$ 6,400,721	$ 7,519,000	$ 6,814,536
Fund 606 Internal Resources	**$ 7,401,775**	**$ 7,138,247**	**$ 9,762,466**	**$ 11,019,053**	**$ 10,692,996**
Fund 606 Total Resources	**$ 7,915,924**	**$ 8,109,627**	**$ 10,566,941**	**$ 11,019,053**	**$ 10,692,996**
Change in Resources		**$ 193,702**	**$ 2,457,314**	**$ 452,112**	**$ (326,057)**
Percent Change		**2.4%**	**30.3%**	**4.3%**	**-3.0%**

OTHER COMPONENT FUNDS DESCRIPTIONS

Other component units included in this budget document include the Mosquito Control Commission and Public Schools.

Mosquito Control Commission Fund - 800

Established to account for revenues and expenditure related to the operations of the Mosquito Control Commission of the City of Chesapeake. The primary source of revenue for the Mosquito Control Commission includes general property taxes on real estate ($0.01/$100), personal property ($0.08/$100), and public service corporation real and personal property. The Commission also receives some Interest Income on their unspent cash balances. Effective FY04, five separate district commissions were consolidated into a single fund. Effective FY09 the real estate rate was reduced from $0.02/$100 to $0.01/$100.



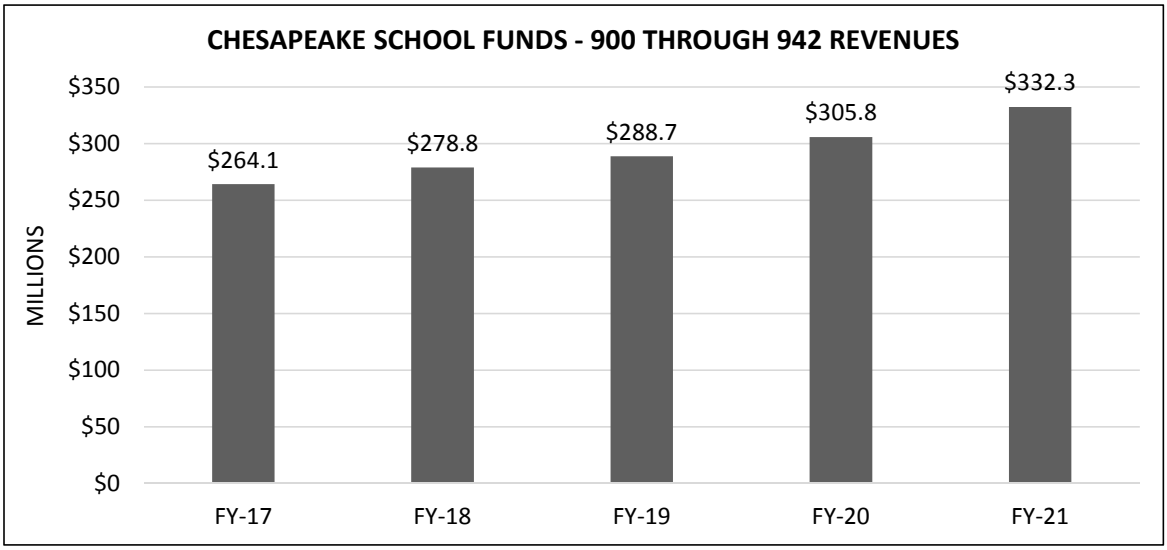
800

CHESAPEAKE MOSQUITO CONTROL COMMISSION FUND - 800 REVENUES

Source	FY-17 Actual	FY-18 Actual	FY-19 Actual	FY-20 Budget	FY-21 Estimated
Property Taxes	$ 4,211,543	$ 4,420,306	$ 4,628,352	$ 4,779,300	$ 4,943,250
Interest & Rents	$ 33,156	$ 33,319	$ 85,603	$ 0	$ 0
Miscellaneous	$ 148,930	$ 202,411	$ 113,342	$ 0	$ 0
Recovered Costs & Rebates	$ 2,616	$ 3,780	$ 22,845	$ 0	$ 0
Local Revenues	**$ 4,396,246**	**$ 4,659,816**	**$ 4,850,142**	**$ 4,779,300**	**$ 4,943,250**
Fund 800 Total	**$ 4,396,246**	**$ 4,659,816**	**$ 4,850,142**	**$ 4,779,300**	**$ 4,943,250**
Change in Revenue		**$ 263,570**	**$ 190,326**	**$ (70,842)**	**$ 163,950**
Percent Change		**6.0%**	**4.1%**	**-1.5%**	**3.4%**

School Funds - 900 through 942

Established to account for revenues and expenditures related to the operation of the City's public school system. The revenues in these funds come primarily from State agencies for operations and Federal agencies for grants. The major revenue sources are Basic Aid, Sales Tax Revenue, and Special Education funding from the State. The School Funds also receive revenues from Grants such as National School Lunch and Breakfast Programs, and Title I and Section 611 Federal Grants, as well as from Charges for Services such as sale of meals and tuition for summer school, adult education, and driver education. The transfer from the City General Fund and support for capital expenses are not included in this chart. See Chesapeake Public School Superintendent's Proposed Budget for further details (http://www.cpschools.com).



CHESAPEAKE SCHOOL FUNDS - 900 THROUGH 942 REVENUES

Source	FY-17 Actual	FY-18 Actual	FY-19 Actual	FY-20 Budget	FY-21 Estimated
Public Schools Operating Fund	$ 230,812,657	$ 243,197,795	$ 253,880,310	$ 261,554,484	$ 279,797,977
Public Schools Grants Fund	$ 20,748,548	$ 22,848,584	$ 21,465,040	$ 30,791,977	$ 32,362,123
Public Schools Textbook Fund	$ 28,334	$ 83,969	$ 92,073	$ 30,000	$ 30,000
Public Schools Food Services Fund	$ 12,225,382	$ 12,326,481	$ 12,831,112	$ 13,118,440	$ 13,505,798
Public Schools Cell Tower Fund	$ 279,933	$ 383,229	$ 434,816	$ 300,000	$ 6,575,000
Fund Total	**$ 264,094,853**	**$ 278,840,058**	**$ 288,703,351**	**$ 305,794,901**	**$ 332,270,898**
Change in Revenue		**$ 14,745,204**	**$ 9,863,293**	**$ 17,091,550**	**$ 26,475,997**
Percent Change		**5.6%**	**3.5%**	**5.9%**	**8.7%**

Public Schools Operating Fund

This fund accounts for operating revenues of the Chesapeake Public Schools, including state and federal intergovernmental aid for K-12 education. Shown here are the revenues only.

CHESAPEAKE PUBLIC SCHOOLS OPERATING FUND REVENUES					
Fund 900 Source	**FY-17 Actual**	**FY-18 Actual**	**FY-19 Actual**	**FY-20 Budget**	**FY-21 Estimated**
Interest & Rents	$ 1,076,125	$ 904,763	$ 954,026	$ 1,294,000	$ 1,294,000
Service Charges	$ 410,032	$ 368,838	$ 271,623	$ 738,800	$ 738,800
Miscellaneous	$ 917,943	$ 1,551,296	$ 1,451,315	$ 854,135	$ 854,135
Local Revenues	**$ 2,404,100**	**$ 2,824,897**	**$ 2,676,964**	**$ 2,886,935**	**$ 2,886,935**
State Categorical Aid-Other	$ 223,900,447	$ 235,206,496	$ 243,711,322	$ 254,592,549	$ 272,336,042
State Aid	**$ 223,900,447**	**$ 235,206,496**	**$ 243,711,322**	**$ 254,592,549**	**$ 272,336,042**
Federal Aid	**$ 4,508,109**	**$ 5,166,402**	**$ 7,492,024**	**$ 4,075,000**	**$ 4,575,000**
Fund 900 Total	**$ 230,812,657**	**$ 243,197,795**	**$ 253,880,310**	**$ 261,554,484**	**$ 279,797,977**
Change in Revenue		**$ 12,385,139**	**$ 10,682,515**	**$ 7,674,174**	**$ 18,243,493**
Percent Change		**5.4%**	**4.4%**	**3.0%**	**7.0%**

Public Schools Grants Fund

This fund accounts for state and federal grants for K-12 education. Shown here are the revenues only.

CHESAPEAKE PUBLIC SCHOOLS GRANTS FUND REVENUES					
Fund 928 Source	**FY-17 Actual**	**FY-18 Actual**	**FY-19 Actual**	**FY-20 Budget**	**FY-21 Estimated**
Miscellaneous	$ 23,288	$ 5,064	$ 0	$ 6,003,000	$ 6,003,000
Local Revenues	**$ 23,288**	**$ 5,064**	**$ 0**	**$ 6,003,000**	**$ 6,003,000**
State Categorical Aid-Other	$ 3,612,957	$ 5,600,666	$ 4,023,795	$ 5,011,176	$ 5,432,901
State Aid	**$ 3,612,957**	**$ 5,600,666**	**$ 4,023,795**	**$ 5,011,176**	**$ 5,432,901**
Federal Aid	**$ 17,112,302**	**$ 17,242,854**	**$ 17,441,245**	**$ 19,777,801**	**$ 20,926,222**
Fund 928 Total	**$ 20,748,548**	**$ 22,848,584**	**$ 21,465,040**	**$ 30,791,977**	**$ 32,362,123**
Change in Revenue		**$ 2,100,036**	**$ (1,383,544)**	**$ 9,326,937**	**$ 1,570,146**
Percent Change		**10.1%**	**-6.1%**	**43.5%**	**5.1%**

Public Schools Textbook Fund

This revenue represents operating income from textbook services, primarily sale of used textbooks and reimbursements from students for lost and damaged textbooks.

CHESAPEAKE PUBLIC SCHOOLS TEXTBOOK FUND REVENUES

Fund 940 Source	FY-17 Actual	FY-18 Actual	FY-19 Actual	FY-20 Budget	FY-21 Estimated
Interest & Rents	$ 17,939	$ 74,302	$ 71,991	$ 15,000	$ 15,000
Service Charges	$ 10,395	$ 9,666	$ 20,082	$ 15,000	$ 15,000
Local Revenues	**$ 28,334**	**$ 83,969**	**$ 92,073**	**$ 30,000**	**$ 30,000**
Fund 940 Total	**$ 28,334**	**$ 83,969**	**$ 92,073**	**$ 30,000**	**$ 30,000**
Change in Revenue		**$ 55,635**	**$ 8,104**	**$ (62,073)**	**$ -**
Percent Change		**196.4%**	**9.7%**	**-67.4%**	**0.0%**

Public Schools Food Services Fund

This revenue represents operating income from school cafeteria services and intergovernmental aid for school nutrition programs for eligible students.

CHESAPEAKE PUBLIC SCHOOLS FOOD SERVICES FUND REVENUES

Fund 941 Source	FY-17 Actual	FY-18 Actual	FY-19 Actual	FY-20 Budget	FY-21 Estimated
Interest & Rents	$ 28,034	$ 67,054	$ 110,236	$ 68,000	$ 68,000
Service Charges	$ 3,653,858	$ 3,679,169	$ 3,848,698	$ 4,172,213	$ 4,248,036
Miscellaneous	$ 13,482	$ 11,463	$ 40,149	$ 11,000	$ 11,000
Local Revenues	**$ 3,695,374**	**$ 3,757,686**	**$ 3,999,083**	**$ 4,251,213**	**$ 4,327,036**
State Categorical Aid-Other	$ 314,165	$ 331,051	$ 348,379	$ 373,543	$ 374,180
State Aid	**$ 314,165**	**$ 331,051**	**$ 348,379**	**$ 373,543**	**$ 374,180**
Federal Aid	**$ 8,215,843**	**$ 8,237,744**	**$ 8,483,650**	**$ 8,493,684**	**$ 8,804,582**
Fund 941 Total	**$ 12,225,382**	**$ 12,326,481**	**$ 12,831,112**	**$ 13,118,440**	**$ 13,505,798**
Change in Revenue		**$ 101,099**	**$ 504,631**	**$ 287,328**	**$ 387,358**
Percent Change		**0.8%**	**4.1%**	**2.2%**	**3.0%**

Public Schools Cell Tower Fund

Historically, this revenue represents lease income from wireless transmitter space on the Public School transmission tower. Since FY-20, the fund includes civil penalty revenue from the Stop Arm Camera Program. The penalties are collected from drivers of vehicles that fail to stop when school buses are receiving or discharging passengers.

CHESAPEAKE PUBLIC SCHOOLS CELL TOWER FUND REVENUES

Fund 942 Source	FY-17 Actual	FY-18 Actual	FY-19 Actual	FY-20 Budget	FY-21 Estimated
Miscellaneous	$ 279,933	$ 383,229	$ 434,816	$ 300,000	$ 6,575,000
Local Revenues	**$ 279,933**	**$ 383,229**	**$ 434,816**	**$ 300,000**	**$ 6,575,000**
Fund 942 Total	**$ 279,933**	**$ 383,229**	**$ 434,816**	**$ 300,000**	**$ 6,575,000**
Change in Revenue		**$ 103,296**	**$ 51,587**	**$ (134,816)**	**$ 6,275,000**
Percent Change		**36.9%**	**13.5%**	**-31.0%**	**2091.7%**

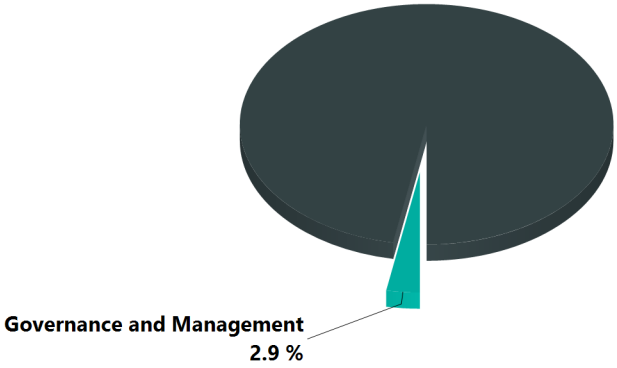
Governance and Management

Summary

Budget by Department		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
170000	Audit Services	$ 826,489	$ 874,422	$ 945,714	8.2%
111010	Budget Office	721,047	805,825	861,832	7.0%
120000	City Attorney	2,441,315	3,163,389	3,211,171	1.5%
130000	City Clerk	546,938	636,847	680,121	6.8%
100000	City Council/Mayor	399,095	454,810	404,180	-11.1%
110000	City Manager	1,896,184	3,142,481	3,011,859	-4.2%
220000	City Treasurer	4,816,268	6,074,727	6,333,968	4.3%
250000	Commissioner of Revenue	3,588,212	4,122,291	4,206,505	2.0%
112015	Customer Contact Center	917,310	970,895	1,021,909	5.3%
111020	Finance Office	2,580,245	2,776,204	2,868,376	3.3%
111030	Human Resources	2,363,863	2,649,592	2,829,453	6.8%
113050	Public Communications	1,348,045	1,547,562	1,649,723	6.6%
112011	Purchasing Office	929,062	1,097,429	1,165,920	6.2%
140000	Real Estate Assessor	2,638,763	2,839,341	2,919,134	2.8%
111060	Registrar/Elections	1,135,707	1,579,889	1,607,197	1.7%
Total Expenditures		**$ 27,148,544**	**$ 32,735,704**	**$ 33,717,062**	3.0%
Less Billings to Other Departments		149,721	200,000	200,000	0%
Total Governance and Management		**$ 26,998,823**	**$ 32,535,704**	**$ 33,517,062**	**3.0%**

Governance and Management

Total City Budget - $1,162.2 Million



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Audit Services 170000

Description:

Audit Services provides comprehensive audit coverage, maintains compliance with applicable auditing standards and identifies areas where performance can be improved financially or operationally. This is achieved by conducting performance, financial and special audits of City departments and functions on a selected basis; providing technical assistance on audit-related matters to other departments; and operating the City's Fraud, Waste and Abuse Hotline.

Department Objectives:

• Conduct City-wide and departmental performance and special audits that evaluate compliance with City policies as well as the economy, efficiency, and effectiveness of various City operations as provided for in the annual audit plan.

• Provide technical assistance and special services to departments and City-affiliated entities on audit-related and other matters.

• Conduct investigations of complaints received on the City's Fraud, Waste and Abuse Hotline as required by state law.

• Ensure that the City of Chesapeake's external annual financial statement audit is completed as required by the City Charter.

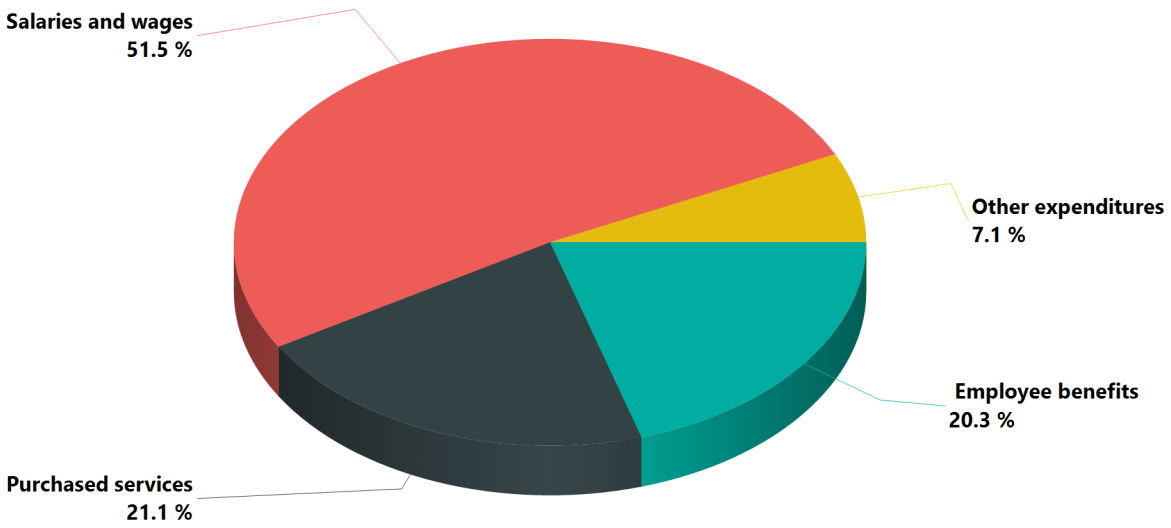
Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
12240	Audit Services	$ 638,989	$ 656,491	$ 722,406	10.0%
12241	Audit Services-Financial Audits	187,500	217,931	223,308	2.5%
	Total by Program	**$ 826,489**	**$ 874,422**	**$ 945,714**	**8.2%**

Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1150	Fraud, Waste and Abuse Hotline	$ -	$ 34,019	$ 36,847	8.3%
1160	Independent Financial Auditing	-	217,931	223,308	2.5%
1170	Performance Auditing	-	622,472	685,559	10.1%
	Total by Service	**$ -**	**$ 874,422**	**$ 945,714**	**8.2%**

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 433,763	$ 450,109	$ 486,593	8.1%
1520	Employee benefits	159,250	158,450	192,308	21.4%
1640	Internal services	30,428	31,179	32,090	2.9%
1650	Utility services	3,021	3,541	3,572	0.9%
1730	Purchased services	187,500	195,475	199,375	2.0%
1750	Other expenditures	9,418	15,874	13,482	-15.1%
1760	Materials and supplies	1,925	4,441	4,441	0%
1767	IT supplies/equipment	-	13,800	9,630	-30.2%
	Other expenditures	1,184	1,553	4,223	171.9%
	Total Expenditures	**$ 826,489**	**$ 874,422**	**$ 945,714**	**8.2%**

Audit Services 170000

FY 20-21 Budget by Expense Category



Budget Highlights:

• Audit Services' FY 21 budget submission included requests for a full-time Information Technology Auditor, a full-time Performance Auditor II, office equipment and supplies for the new positions, and an additional $75,000 to be held in their contractual services account for the Cyber Security Audit. No funding for any of these requests are included in the department's budget as they were not approved by the Budget Review Committee.

• Salaries include funding for a 2.25% pay increase along with a performance pay allowance. The increase in benefits is largely due to the rising cost of healthcare.

• The 15% reduction in the Other Expenditures category includes reductions to items such as training, travel, subscriptions, lease/rent of equipment, and dues and memberships.

• The 30% reduction in the IT Supplies/Equipment category is largely due to reductions made to the department's allowance for an Automated Work Paper System.

• Other miscellaneous increases include a $2,670 increase in the allowance for maintenance contracts.

Audit Services

170000

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1450	Other Non-Designated Revenue	$ 826,489	$ 874,422	$ 945,714	8.2%
	Total Revenues	**$ 826,489**	**$ 874,422**	**$ 945,714**	**8.2%**
Other Resources:					
		-	-	-	-
	Total Resources	**$ 826,489**	**$ 874,422**	**$ 945,714**	**8.2%**
Use of Resources:					
	Expenditures	$ 826,489	$ 874,422	$ 945,714	8.2%
	Total Use of Resources	**$ 826,489**	**$ 874,422**	**$ 945,714**	**8.2%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
100	**General Fund**	$ 826,489	$ 874,422	$ 945,714	8.2%
	Total by Fund	**$ 826,489**	**$ 874,422**	**$ 945,714**	**8.2%**

Audit Services

170000

DEPARTMENT COMPLEMENT				
Positions	**FY 18-19 Budget**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior Year**
Audit Specialist	1.00	1.00	1.00	-
City Auditor	1.00	1.00	1.00	-
Deputy City Auditor	2.00	2.00	2.00	-
Performance Auditor 2	2.00	2.00	2.00	-
Total Department Personnel	**6.00**	**6.00**	**6.00**	**-**

Audit Services 170000

DEPARTMENT SERVICE INFORMATION

1150 Fraud, Waste and Abuse Hotline

Investigate complaints received at 757-382-CITY on fraud, waste or abuse issues.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 34,019	$ 36,847
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 34,019**	**$ 36,847**
Staffing (FTE)	0.30	0.30	0.30
Operating and Performance Measures			
Performance Measures			
Number of referrals closed	12	11	10
Workload Measures			
Number of referrals received	12	11	10

Audit Services 170000

DEPARTMENT SERVICE INFORMATION

1160 Independent Financial Auditing

Comprehensive Annual Financial Report audit required by City Charter.

Goal: Ensure audits of City Financial statements are conducted by dates required by the City Charter and the Auditor of Public Accounts.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 217,931	$ 223,308
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 217,931**	**$ 223,308**
Staffing (FTE)	0.20	0.20	0.20
Operating and Performance Measures			
Efficiency Measures			
Audit recommendations submitted by due date	1	1	1
Performance Measures			
CAFR presented to City Council	1	1	1
Workload Measures			
Audit CAFR and associated reports	100.0%	100.0%	100.0%

Audit Services 170000

DEPARTMENT SERVICE INFORMATION

1170 Performance Auditing

Audits that provide findings or conclusions based on an evaluation of sufficient audit evidence against criteria.
Goals:
(1) To improve program performance and operations, reduce costs, facilitate decision making by parties with responsibility to oversee or initiate corrective action and contribute to public accountability.
(2) To ensure that investigation and resolution activities are undertaken in response to any such authentic allegation in the most cost-effective and confidential manner available.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 622,472	$ 685,559
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 622,472**	**$ 685,559**
Staffing (FTE)	5.50	5.50	5.50
Operating and Performance Measures			
Efficiency Measures			
Recommendations implemented	90.0%	90.0%	90.0%
Performance Measures			
Staff with Professional Certifications and/or Advanced Degrees; Planned Audits Issued	100.0%	100.0%	100.0%
Workload Measures			
Completed audits based on annual risk assessment	4	5	4

Budget Office 111010

Description:

The Budget Office coordinates the City's short and long range fiscal planning through the development of the annual operating budget, the five year capital budget and five year financial projections. The department also conducts budget research, inquiry and reviews and/or prepares budget amendments. Additionally, the Budget Office develops long range projections regarding the City's financial position, conducts management analyses, produces various reports and projects and monitors revenues and expenditures.

Department Objectives:

- The department will receive the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA).
- Actual revenue will be within 2.5% of projected revenue.
- Actual expenditures will be between 95% and 100% of budgeted expenditures.
- At least 60% of departments will identify performance measures that cover 75% of their annual operating budget for FY 2021.

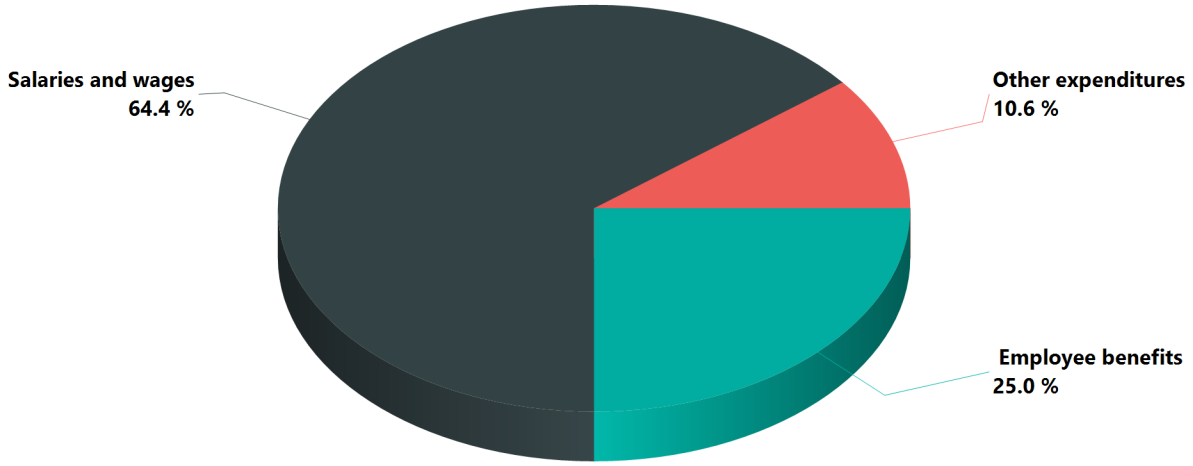
Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
12440	Budget Services	$ 721,047	$ 805,825	$ 861,832	7.0%
	Total by Program	**$ 721,047**	**$ 805,825**	**$ 861,832**	**7.0%**

Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1110	Capital Budget Develop	$ -	$ 140,989	$ 158,739	12.6%
1120	Operating Budget Develop	-	664,836	703,093	5.8%
	Total by Service	**$ -**	**$ 805,825**	**$ 861,832**	**7.0%**

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 480,222	$ 533,458	$ 554,837	4.0%
1520	Employee benefits	163,897	185,603	215,470	16.1%
1640	Internal services	33,764	35,005	35,970	2.8%
1650	Utility services	3,122	3,646	3,500	-4.0%
1730	Purchased services	30,158	31,700	34,800	9.8%
1733	Maintenance and repairs	2,499	2,600	2,750	5.8%
1750	Other expenditures	5,350	8,525	9,375	10.0%
1760	Materials and supplies	1,346	4,150	4,200	1.2%
	Other expenditures	688	1,138	930	-18.3%
	Total Expenditures	**$ 721,047**	**$ 805,825**	**$ 861,832**	**7.0%**

Budget Office 111010

FY 20-21 Budget by Expense Category



Budget Highlights:

• The Budget Office did not submit any new budget requests for FY 21.

• Salaries include funding for a 2.25% pay increase along with an allowance for performance pay. The increase in benefits is largely attributable to the rising cost of healthcare.

• Salaries increased during FY 2020 to address succession issues and workload of the department.
An part-time Office Specialist was upgraded to a Budget Technician.
A Senior Budget Analyst was upgraded to Budget and Economic Analyst.
A second Senior Budget Analyst was upgraded to Budget Manager.

• The small changes shown in the budget are reflective of an increased allowance for inflationary increases in routine operating expenses.

Budget Office

111010

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1450	Other Non-Designated Revenue	$ 721,047	$ 805,825	$ 861,832	7.0%
	Total Revenues	**$ 721,047**	**$ 805,825**	**$ 861,832**	**7.0%**
Other Resources:					
		-	-	-	-
	Total Resources	**$ 721,047**	**$ 805,825**	**$ 861,832**	**7.0%**
Use of Resources:					
	Expenditures	$ 721,047	$ 805,825	$ 861,832	7.0%
	Total Use of Resources	**$ 721,047**	**$ 805,825**	**$ 861,832**	**7.0%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
100	**General Fund**	$ 721,047	$ 805,825	$ 861,832	7.0%
	Total by Fund	**$ 721,047**	**$ 805,825**	**$ 861,832**	**7.0%**

Budget Office 111010

DEPARTMENT COMPLEMENT				
Positions	**FY 18-19 Budget**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior Year**
Budget Analyst 1	3.00	3.00	3.00	-
Budget Analyst 2	2.00	-	-	-
Budget Manager	-	1.00	1.00	-
Budget Technician	-	-	0.80	0.80
Budget/Economic Analyst	-	1.00	1.00	-
Director Budget	1.00	1.00	1.00	-
Office Specialist 2	0.63	0.63	-	(0.63)
Total Department Personnel	**6.63**	**6.63**	**6.80**	**0.18**

Budget Office 111010

DEPARTMENT SERVICE INFORMATION

1110 Capital Budget Develop

Develops the City's five-year capital improvement plan (CIP) and collects information that identifies improvements needed for City buildings, park facilities, streets, water distribution and treatment facilities, and sewer collection system. It then works with department personnel and senior management to prioritize capital requests and develop a five-year capital plan that addresses community needs in a sustainable manner.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 140,989	$ 158,739
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 140,989**	**$ 158,739**
Staffing (FTE)	1.15	1.15	1.23
Operating and Performance Measures			
Workload Measures			
Annual Capital Budget (original in millions)	$108.00	$143.20	$127.75
New projects identified	45	74	50

Budget Office 111010

DEPARTMENT SERVICE INFORMATION

1120 Operating Budget Develop

Develops the City's annual operating budget. This entails working with departments and senior management to assess needs and prioritize resources to meet the most urgent needs. The Budget Office reviews department requests, makes inquiries and performs analytical procedures to ensure the budget reflects community values and that community resources are utilized in a prudent and sustainable manner.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 664,836	$ 703,093
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 664,836**	**$ 703,093**
Staffing (FTE)	5.48	5.48	5.57
Operating and Performance Measures			
Efficiency Measures			
Reviews completed within 2 work days	63.0%	65.0%	75.0%
Performance Measures			
Departments identifying performance measures	24	30	32
Departments identifying performance measures	77.4%	83.3%	88.9%
Departments identifying work load measures	31	36	36
Receive Distinguished Budget Presentation Award from Government	0	0	0
Variance in General Fund actual and projected expenditures	5.0%	4.5%	4.5%
Variance in General Fund actual and projected revenues	2.0%	2.0%	2.0%
Workload Measures			
Amendments to operating budget	26	30	35
Annual operating expenditures	$508	$579	$0
Review budget transfer requests	117	127	137
Review City Council agenda items	101	111	121
Review personnel actions-budget impact	47	57	67

City Attorney 120000

Description:

The City Attorney serves as the chief legal advisor of the Council, the City Manager, and all departments, boards, commissions, and agencies of the City (excluding the School Board and Administration). The City Attorney's Office researches federal, state and local law, and institutes and defends all legal proceedings as deemed necessary or proper to protect the interests of the City. The Office drafts ordinances, resolutions, charter amendments, and proposed legislation to be submitted to the General Assembly, and drafts or approves all bonds, deeds, leases, contracts, and other instruments to which the City is a part or in which it has an interest.

Department Objectives:

• Provide on-going legal advice to City Council, the City Manager, and all City departments, and provide assistance to citizens regarding City legal issues.
• Defend all suits against the City.
• Bring suits for the City for collections, condemnations, damages, etc.

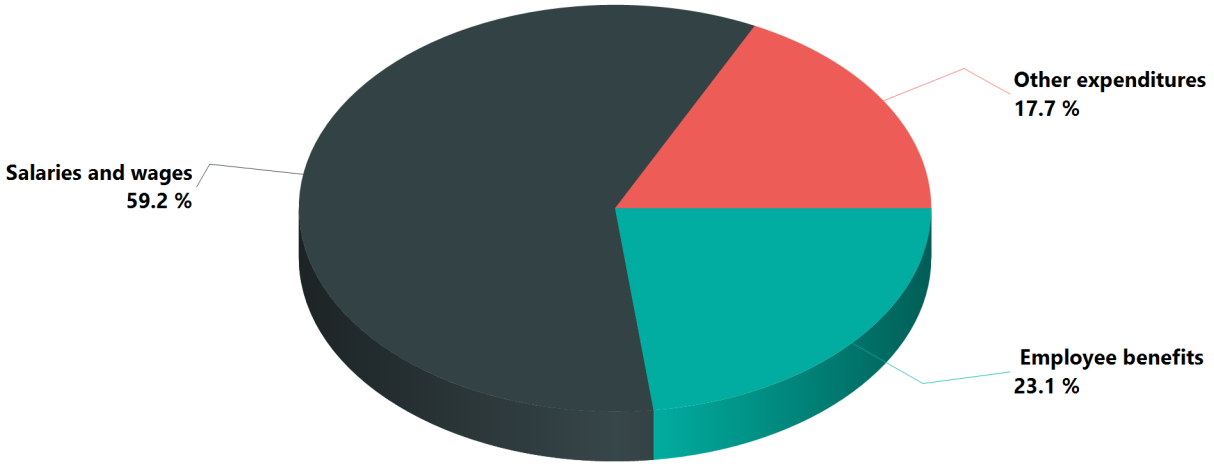
Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
12210	City Attorney	$ 2,291,594	$ 2,963,389	$ 3,011,171	1.6%
12551	Risk Management (legal)	149,721	200,000	200,000	0%
	Total by Program	**$ 2,441,315**	**$ 3,163,389**	**$ 3,211,171**	**1.5%**

Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1710	Legal Services	$ -	$ 2,963,389	$ 3,011,171	1.6%
1720	Legal Services - Risk Management	-	200,000	200,000	0%
	Total by Service	**$ -**	**$ 3,163,389**	**$ 3,211,171**	**1.5%**

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 1,601,916	$ 1,888,027	$ 1,901,755	0.7%
1520	Employee benefits	566,294	719,390	740,389	2.9%
1640	Internal services	116,998	114,297	124,840	9.2%
1650	Utility services	7,539	9,750	9,750	0%
1730	Purchased services	36,733	219,972	222,141	1.0%
1750	Other expenditures	40,934	129,445	113,239	-12.5%
1760	Materials and supplies	57,953	60,235	76,784	27.5%
1767	IT supplies/equipment	1,110	8,240	8,240	0%
	Other expenditures	11,837	14,033	14,033	0%
	Total Expenditures	**$ 2,441,315**	**$ 3,163,389**	**$ 3,211,171**	**1.5%**

City Attorney 120000

FY 20-21 Budget by Expense Category



Budget Highlights:

• Salaries include funding for a 2.5% pay increase. The increase in benefits is largely due to the rising cost of healthcare.

• Materials and Supplies increase due to subscriptions.

City Attorney

120000

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1416	Charges for Services	$ 4,085	$ -	$ -	-
1418	Miscellanous Local Revenues	149,721	200,000	200,000	0%
1419	Recovered Costs	14,049	-	-	-
1450	Other Non-Designated Revenue	2,273,460	2,963,389	3,011,171	1.6%
	Total Revenues	**$ 2,441,315**	**$ 3,163,389**	**$ 3,211,171**	**1.5%**
Other Resources:					
		-	-	-	-
	Total Resources	**$ 2,441,315**	**$ 3,163,389**	**$ 3,211,171**	**1.5%**
Use of Resources:					
	Expenditures	$ 2,441,315	$ 3,163,389	$ 3,211,171	1.5%
	Total Use of Resources	**$ 2,441,315**	**$ 3,163,389**	**$ 3,211,171**	**1.5%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
100	**General Fund**	$ 2,291,594	$ 2,963,389	$ 3,011,171	1.6%
606	**Self-Insurance Fund**	149,721	200,000	200,000	0%
	Total by Fund	**$ 2,441,315**	**$ 3,163,389**	**$ 3,211,171**	**1.5%**

City Attorney

120000

DEPARTMENT COMPLEMENT				
Positions	**FY 18-19 Budget**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior Year**
Assistant City Attorney 1	1.00	1.00	1.00	-
Assistant City Attorney 2	2.00	2.00	2.00	-
Assistant City Attorney 3	6.00	6.00	6.00	-
Assistant City Attorney 4	2.00	2.00	2.00	-
City Attorney	1.00	1.00	1.00	-
Deputy City Attorney	3.00	3.00	3.00	-
Legal Exec Office Administrator	1.00	1.00	1.00	-
Legal Secretary 2	2.00	3.00	3.00	-
Paralegal	2.00	2.00	2.00	-
Total Department Personnel	**20.00**	**21.00**	**21.00**	**-**

City Attorney 120000

DEPARTMENT SERVICE INFORMATION

1710 Legal Services

The City Attorney is appointed by City Council pursuant to Section 9.01(b) of the City Charter to be the chief legal advisor of the Council, the City Manager, and of all departments, boards, commissions and agencies of the City in all matters affecting the interest of the City. The City Attorney has the management and control of all the law business of the City.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 2,963,389	$ 3,011,171
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 2,963,389**	**$ 3,011,171**
Staffing (FTE)	19.00	20.00	20.00
Operating and Performance Measures			
Workload Measures			
Court appearances and depositions	2,679	2,820	2,962
Formal written legal opinions	2,580	2,618	2,683
Legal documents drafted	6,665	6,858	7,004
Legal documents reviewed	12,396	12,581	12,958
Meetings attended	9,981	10,110	10,311
Verbal legal opinions	15,997	16,143	16,305

City Attorney 120000

DEPARTMENT SERVICE INFORMATION

1720 Legal Services - Risk Management

Evaluates and defends the City of liability to avoid or minimize the impact.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 200,000	$ 200,000
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 200,000**	**$ 200,000**
Staffing (FTE)	1.00	1.00	1.00
Operating and Performance Measures			
Workload Measures			
Court appearances and depositions	2	2	2
Formal legal written opions	184	187	192
Legal documents drafted	476	490	505
Legal documents review	885	899	926
Meetings attended	712	722	737
Verbal legal opions	1,142	1,153	1,164

City Clerk 130000

Description:

The City Clerk's Office provides a historical record of the governing body, including ordinances, resolutions, minutes of the City Council meetings, work sessions and special meetings; coordinates the responses to the concerns and needs of citizens and other City departments; provides staff support to the City Council; and serves as a passport agency.

Department Objectives:

• Be responsible to citizen's needs and concerns while serving as a conduit between citizens, other City departments and City Council.
• Work closely with City Council as they plan for the future of Chesapeake wisely, effectively, and with fiscal constraint to assist with the implementation of City Council's goals.
• Prepare, preserve and maintain the permanent and historical records of the City including the legislative actions of City Council.
• Provide staff assistance to the Mayor and City Council members on a daily basis as they perform the duties and responsibilities of their positions.
• Provide a records management program with procedures for the efficient and economical maintenance, preservation and legal disposition of the City's records according to the Virginia Public Records Act.

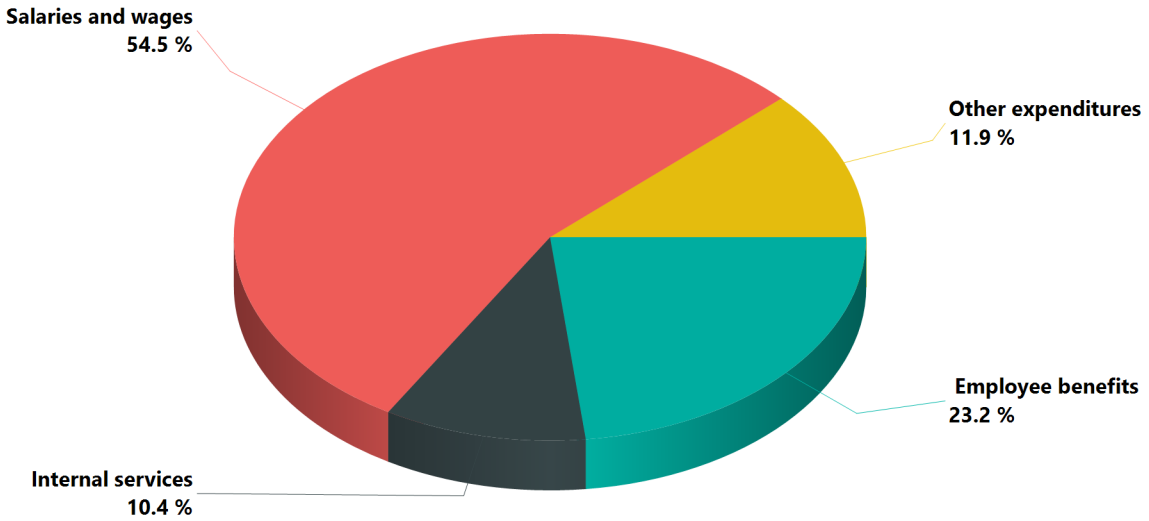
Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
11020	City Clerk - Council Services	$ 546,938	$ 636,847	$ 680,121	6.8%
	Total by Program	**$ 546,938**	**$ 636,847**	**$ 680,121**	**6.8%**

Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1760	Council Records	$ -	$ 636,847	$ 680,121	6.8%
	Total by Service	**$ -**	**$ 636,847**	**$ 680,121**	**6.8%**

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 318,161	$ 355,136	$ 370,719	4.4%
1520	Employee benefits	120,902	135,050	157,759	16.8%
1640	Internal services	63,549	65,428	70,410	7.6%
1650	Utility services	13,454	17,303	17,303	0%
1730	Purchased services	14,563	27,830	17,830	-35.9%
1750	Other expenditures	5,908	17,050	17,050	0%
1760	Materials and supplies	6,179	10,100	20,100	99.0%
1770	Community agencies	-	5,200	5,200	0%
	Other expenditures	4,221	3,750	3,750	0%
	Total Expenditures	**$ 546,938**	**$ 636,847**	**$ 680,121**	**6.8%**

City Clerk 130000

FY 20-21 Budget by Expense Category



Budget Highlights:
- The reduction in Purchased Services is removal of one time advertising costs.
- Materials and Supplies increased due to request to replace office furniture.

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1416	Charges for Services	$ 42,196	$ 30,000	$ 30,000	0%
1419	Recovered Costs	9,763	-	-	-
1450	Other Non-Designated Revenue	494,979	606,847	650,121	7.1%
	Total Revenues	**$ 546,938**	**$ 636,847**	**$ 680,121**	**6.8%**
Other Resources:					
		-	-	-	-
	Total Resources	**$ 546,938**	**$ 636,847**	**$ 680,121**	**6.8%**
Use of Resources:					
	Expenditures	$ 546,938	$ 636,847	$ 680,121	6.8%
	Total Use of Resources	**$ 546,938**	**$ 636,847**	**$ 680,121**	**6.8%**

City Clerk

130000

DEPARTMENT COMPLEMENT				
Positions	**FY 18-19 Budget**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior Year**
Administrative Assistant 2	1.00	1.00	1.00	-
Chief Deputy Clerk	1.00	1.00	1.00	-
City Clerk	1.00	1.00	1.00	-
Deputy City Clerk	2.00	2.00	2.00	-
Office Assistant 1	1.00	1.00	1.00	-
Office Specialist 2	1.00	1.00	1.00	-
Total Department Personnel	**7.00**	**7.00**	**7.00**	**-**

City Clerk 130000

DEPARTMENT SERVICE INFORMATION

1760 Council Records

Maintains all city records, responds to citizen's needs, provides support to City Council and administers passport processing.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 636,847	$ 680,121
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 636,847**	**$ 680,121**
Staffing (FTE)	7.00	7.00	7.00
Operating and Performance Measures			
Workload Measures			
Agreements processed	35	35	35
Boards & Commission appointments, resignations & purge letters	195	200	200
Certificates & Proclamations prepared	410	420	420
Correspondence prepared for Mayor & City Council	2,180	2,000	2,000
Council Mtgs, Work Sessions, Special Mtgs attended	81	80	80
Newspaper ads run	55	60	60
Ordinances processed	138	140	150
Passports processed	2,015	2,000	2,100
Record destruction requests processed	150	150	150
Records scanned- permanent storage	215	200	200
Resolutions processed	77	75	75

City Council/Mayor 100000

Description:

The nine member City Council establishes policy, sets goals, and interprets and represents the needs of the community as a whole to ensure the economic, social, educational and physical quality of the City. City Council enacts ordinances and resolutions, approves the Operating and Capital Budgets, and monitors State and Federal legislation to reflect and respond to community needs.

Department Objectives:

• Be responsible to citizen's needs and concerns, and plan the future of Chesapeake wisely, effectively, and with fiscal constraint.
• Provide services within the confines of the adopted City budgets (Council).

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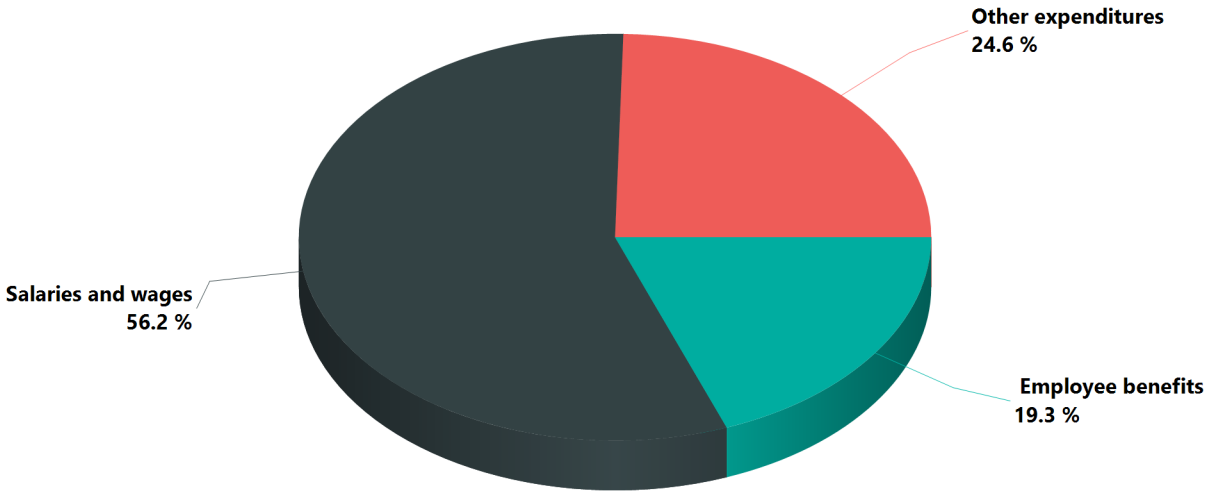
Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
11010	City Council and Mayor's Office	$ 399,095	$ 454,810	$ 404,180	-11.1%
	Total by Program	**$ 399,095**	**$ 454,810**	**$ 404,180**	**-11.1%**

Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1010	City Council	$ -	$ 454,810	$ 404,180	-11.1%
	Total by Service	**$ -**	**$ 454,810**	**$ 404,180**	**-11.1%**

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 226,965	$ 234,170	$ 227,000	-3.1%
1520	Employee benefits	70,896	130,845	77,826	-40.5%
1640	Internal services	21,208	23,981	23,540	-1.8%
1650	Utility services	13,480	20,114	20,114	0%
1730	Purchased services	54,815	25,000	25,000	0%
1750	Other expenditures	2,568	15,300	15,300	0%
1752	Communications	1,033	400	400	0%
1760	Materials and supplies	8,131	5,000	15,000	200%
	Total Expenditures	**$ 399,095**	**$ 454,810**	**$ 404,180**	**-11.1%**

City Council/Mayor 100000

FY 20-21 Budget by Expense Category



Budget Highlights:

- The reduction in benefits is due to election of new Council members and health insurance benefits chosen.
- Materials and Supplies increased due to request to replace office furniture

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1450	Other Non-Designated Revenue	$ 399,095	$ 454,810	$ 404,180	-11.1%
	Total Revenues	**$ 399,095**	**$ 454,810**	**$ 404,180**	**-11.1%**
Other Resources:					
		-	-	-	-
	Total Resources	**$ 399,095**	**$ 454,810**	**$ 404,180**	**-11.1%**
Use of Resources:					
	Expenditures	$ 399,095	$ 454,810	$ 404,180	-11.1%
	Total Use of Resources	**$ 399,095**	**$ 454,810**	**$ 404,180**	**-11.1%**

City Council/Mayor

100000

DEPARTMENT COMPLEMENT				
Positions	**FY 18-19 Budget**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior Year**
Council	9.00	9.00	9.00	-
Total Department Personnel	**9.00**	**9.00**	**9.00**	**-**

City Council/Mayor

100000

DEPARTMENT SERVICE INFORMATION

1010 City Council

Provide services within the confines of the adopted City budgets, responsible to citizen's needs and concerns, and plans the future of City of Chesapeake.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 454,810	$ 404,180
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 454,810**	**$ 404,180**
Staffing (FTE)	9.00	9.00	9.00
Operating and Performance Measures			
Performance Measures			
Board & Commission appointments	200	190	200
Board & Commission resignations	75	60	65
Ordinances considered/passed	175	187	195
Resolutions considered/passed	75	90	90

City Manager 110000

Description:

The City Manager's Office directs and carries out the policies established by City Council. The office oversees the activities of all operating and administrative departments of City government. Members also work in cooperation with the State and Federal officials and business leaders to ensure proper administrative and financial management of the City.

Department Objectives:

- Move the City organization towards greater accountability, responsiveness, and creativity through innovation, streamlining, and enhanced customer service expectations.
- Present recommended capital and operating budgets to City Council.
- Implement City Council policies and assist with development of policy.
- Facilitate City department's goals to maintain enhanced levels of services for the City.

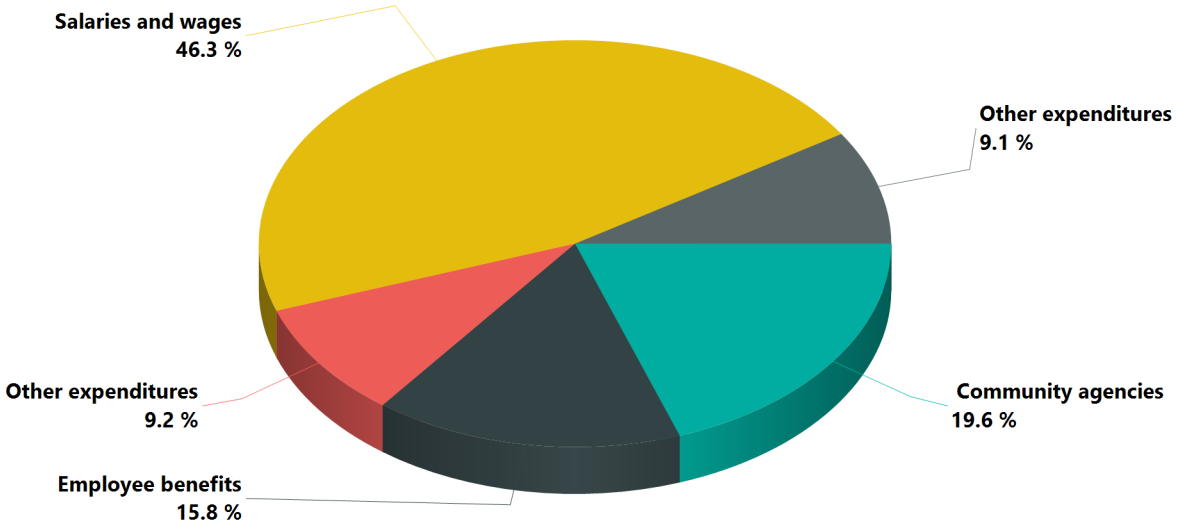
Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
12110	City Manager's Office	$ 1,896,035	$ 2,642,481	$ 2,718,727	2.9%
12112	City Manager - Process Improvement	149	500,000	293,132	-41.4%
	Total by Program	**$ 1,896,184**	**$ 3,142,481**	**$ 3,011,859**	**-4.2%**

Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1050	CMO Council Support	$ -	$ 587,624	$ 570,428	-2.9%
1060	CMO Departmental Oversight	-	582,767	678,525	16.4%
1070	CMO Inter-Jurisdictional Coord	-	991,373	992,714	0.1%
1080	CMO Public Interaction	-	480,717	477,060	-0.8%
1085	CMO Process Improvement	-	500,000	293,132	-41.4%
	Total by Service	**$ -**	**$ 3,142,481**	**$ 3,011,859**	**-4.2%**

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 1,098,339	$ 1,316,984	$ 1,394,185	5.9%
1520	Employee benefits	338,053	458,071	475,277	3.8%
1640	Internal services	63,738	108,029	109,970	1.8%
1730	Purchased services	49,172	269,585	73,581	-72.7%
1733	Maintenance and repairs	4,968	29,701	29,896	0.7%
1750	Other expenditures	248,385	250,002	278,236	11.3%
1760	Materials and supplies	4,002	57,180	24,840	-56.6%
1770	Community agencies	70,052	626,893	591,218	-5.7%
	Other expenditures	19,476	26,036	34,656	33.1%
	Total Expenditures	**$ 1,896,184**	**$ 3,142,481**	**$ 3,011,859**	**-4.2%**

City Manager 110000

FY 20-21 Budget by Expense Category



Budget Highlights:

• Salaries include funding for a 2.25% pay increase. Reduction in the Process Improvement Program, including moving the projected hire of a position to January 1.

• The reduction in Purchased Services is largely due to the reduction in the requirements for the Process Improvement Program. This means the program will go at a more moderate pace as training and planning functions will be done in-house.

• The reduction in Materials and Supplies is due to the reduction in the amount allotted for office supplies and the exclusion of an allowance for moving expenses. Moving expenses were included in the FY 20 budget to cover the costs of the City Manager's relocation.

City Manager

110000

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1416	Charges for Services	$ 5,333	$ -	$ -	-
1450	Other Non-Designated Revenue	1,890,851	3,142,481	3,011,859	-4.2%
	Total Revenues	**$ 1,896,184**	**$ 3,142,481**	**$ 3,011,859**	**-4.2%**
Other Resources:					
		-	-	-	-
	Total Resources	**$ 1,896,184**	**$ 3,142,481**	**$ 3,011,859**	**-4.2%**
Use of Resources:					
	Expenditures	$ 1,896,184	$ 3,142,481	$ 3,011,859	-4.2%
	Total Use of Resources	**$ 1,896,184**	**$ 3,142,481**	**$ 3,011,859**	**-4.2%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
100	**General Fund**	1,896,184	3,142,481	3,011,859	-4.2%
	Total by Fund	**$ 1,896,184**	**$ 3,142,481**	**$ 3,011,859**	**-4.2%**

City Manager 110000

DEPARTMENT COMPLEMENT				
Positions	**FY 18-19 Budget**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior Year**
Administrative Assistant 2	3.00	3.00	3.00	-
Administrative Assistant 3	1.00	1.00	1.00	-
City Manager	1.00	1.00	1.00	-
Deputy City Manager	3.00	3.00	3.00	-
Executive Office Administrator	1.00	1.00	1.00	-
Office Specialist 1	0.63	1.00	1.00	-
Process Improvement Officer	-	1.00	1.00	-
Process Improvement Pending-Black Belt	-	1.00	1.00	-
Records/FOIA Manager	1.00	1.00	1.00	-
Total Department Personnel	**10.63**	**13.00**	**13.00**	**-**

City Manager 110000

DEPARTMENT SERVICE INFORMATION

1050 CMO Council Support

Agenda development; work session scheduling and presentation; addressing Council inquiries and providing staff support for their needs.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 587,624	$ 570,428
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 587,624**	**$ 570,428**
Staffing (FTE)	3.34	3.45	3.45
Operating and Performance Measures			
Performance Measures			
Council inquiries addressed within 5 days	85	85	90
Council items addressed on time	90	90	90
Workload Measures			
Agenda items delivered to City Clerk on time	137	155	160
Council inquiries addressed within 5 days	179	185	185

City Manager 110000

DEPARTMENT SERVICE INFORMATION

1060 CMO Departmental Oversight

Direct supervision of department directors; development and maintenance of operational guidelines and policies; managing departmental clusters; allocation of responsibilities and resources to departments.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 582,767	$ 678,525
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 582,767**	**$ 678,525**
Staffing (FTE)	2.98	3.05	3.05
Operating and Performance Measures			
Workload Measures			
Meetings with department heads	594	550	550

City Manager 110000

DEPARTMENT SERVICE INFORMATION

1070 CMO Inter-Jurisdictional Coord

Federal and State liaison and lobbying and participation on regional boards and commissions, including:
Hampton Roads Planning District Commission (HRPDC),
Hampton Roads Transportation Planning Organization (HRTPO),
Hampton Roads Transportation Accountability Commission (HRTAC),
Hampton Roads Military and Federal Facilities Alliance (HRMMFA),
Hampton Roads Regional Jail Authority (HRRJA), and
Large Cities Chief Administrative Officers Group (CAO).

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 991,373	$ 992,714
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 991,373**	**$ 992,714**
Staffing (FTE)	1.05	1.05	1.05
Operating and Performance Measures			
Workload Measures			
Hours Spent in Regional Meetings	650	450	480
Regional Meetings Attended	205	150	160

City Manager 110000

DEPARTMENT SERVICE INFORMATION

1080 CMO Public Interaction

Addressing public inquiries; hosting and participating in a variety of public meetings; Town Hall meeting support.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 480,717	$ 477,060
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 480,717**	**$ 477,060**
Staffing (FTE)	3.26	3.45	3.45
Operating and Performance Measures			
Efficiency Measures			
CSRs handled within 10 days	295	306	310
FOIA requests with-on time response	770	900	940
Performance Measures			
CSRs handled within 10 days	86	85	85
FOIA requests with-on time response	99	99	99
Workload Measures			
Customer service requests (CSR) handled by City Manager's Office	344	360	365
Freedom of Information Act (FOIA) requests	780	912	950

City Manager 110000

DEPARTMENT SERVICE INFORMATION

1085 CMO Process Improvement

Focused on improving customer service and efficiency of operations, the initiative will involve working with departments using various process improvement principles to review how services are currently provided and search for solutions that lead to better delivery and outcomes.

Goals;
• City staff will receive on-demand Lean Six Sigma White Belt Training annually.
• Process Improvement projects will be identified and facilitated throughout the year and all will be implemented with control plans to ensure sustainment.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 500,000	$ 293,132
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 500,000**	**$ 293,132**
Staffing (FTE)	-	2.00	2.00
Operating and Performance Measures			

City Treasurer 220000

Description:

The City Treasurer collects, accounts for, and maintains custody of all monies paid to the City, invests idle funds and aids in authorizing disbursement of City funds. The Office provides timely and accurate billings and collections of all tax accounts. Other collections include terminated water and sewage bills, stormwater management fees, parking fines, State income taxes, library fines, and all miscellaneous invoices. The office also sells hunting and fishing, dog, cat, and bicycle licenses, and processes passport applications.

Department Objectives:

- Efficient and effective performance of services.
- Provide on-line invoice presentation for tax bills.
- Increase the professional knowledge and skills of employees to serve citizens better.

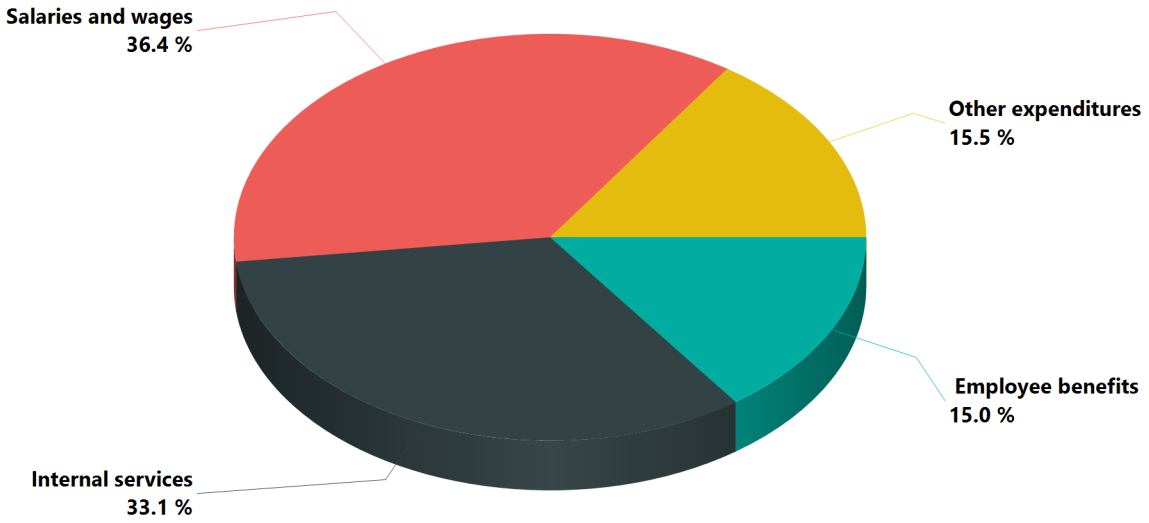
Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
12410	City Treasurer	$ 4,816,268	$ 6,074,727	$ 6,333,968	4.3%
	Total by Program	**$ 4,816,268**	**$ 6,074,727**	**$ 6,333,968**	**4.3%**

Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1810	Cash and Investment Management	$ -	$ 619,483	$ 436,612	-29.5%
1820	Customer Service and Collections	-	5,455,244	5,897,356	8.1%
	Total by Service	**$ -**	**$ 6,074,727**	**$ 6,333,968**	**4.3%**

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 1,652,348	$ 2,246,670	$ 2,304,270	2.6%
1520	Employee benefits	653,056	890,535	951,031	6.8%
1640	Internal services	1,774,472	1,953,667	2,094,812	7.2%
1730	Purchased services	107,313	184,674	184,674	0%
1731	Temporary services	54,231	88,221	88,221	0%
1750	Other expenditures	15,552	139,444	139,444	0%
1752	Communications	371,311	355,830	355,830	0%
1760	Materials and supplies	56,379	103,797	103,797	0%
	Other expenditures	131,605	111,889	111,889	0%
	Total Expenditures	**$ 4,816,268**	**$ 6,074,727**	**$ 6,333,968**	**4.3%**

City Treasurer 220000

FY 20-21 Budget by Expense Category



Budget Highlights:

• Salaries and wages include a general wage increase of 2.25% for all employees.
• Increases in employee benefits is caused by an increase in retirement, healthcare, and workers' compensation costs.
• Funding from vehicle license penalty revenues, reserved for the purpose, will continue to contribute to the maintenance of some positions, as in the past.

City Treasurer

220000

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1412	Other Local Taxes	$ 560,882	$ 541,940	$ 566,510	4.5%
1413	Licences, Permits, and Fees	10	-	-	-
1416	Charges for Services	1,026,968	1,034,220	901,300	-12.9%
1418	Miscellanous Local Revenues	29,330	13,400	2,800	-79.1%
1419	Recovered Costs	43,987	-	-	-
1424	Commonwealth of Virginia - Categorical: Shared Costs	388,071	400,520	407,400	1.7%
1450	Other Non-Designated Revenue	3,242,714	3,690,821	4,086,702	10.7%
	Total Revenues	**$ 5,291,962**	**$ 5,680,901**	**$ 5,964,712**	**5.0%**
Other Resources:					
1321	Use of Fund Balance	$ 85,188	$ 393,826	$ 369,256	-6.2%
	Total Resources	**$ 5,377,150**	**$ 6,074,727**	**$ 6,333,968**	**4.3%**
Use of Resources:					
	Expenditures	$ 4,816,268	$ 6,074,727	$ 6,333,968	4.3%
1320	Fund Balance Increases	560,882	-	-	-
	Total Use of Resources	**$ 5,377,150**	**$ 6,074,727**	**$ 6,333,968**	**4.3%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
100	**General Fund**	4,816,268	6,074,727	6,333,968	4.3%
	Total by Fund	**$ 4,816,268**	**$ 6,074,727**	**$ 6,333,968**	**4.3%**

City Treasurer 220000

DEPARTMENT COMPLEMENT				
Positions	**FY 18-19 Budget**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior Year**
Account Clerk	1.00	1.00	1.00	-
Account Technician 1	3.00	3.00	3.00	-
Account Technician 2	1.25	1.25	1.25	-
Accountant 1	2.00	2.00	2.00	-
Accountant 2	1.00	1.00	1.00	-
Accountant 3	1.00	1.00	1.00	-
Chief Deputy City Treasurer	1.00	1.00	1.00	-
City Treasurer	1.00	1.00	1.00	-
Collection Agent 1	3.25	3.25	3.25	-
Collection Agent 2	1.00	1.00	1.00	-
Counsel to the Treasurer	1.00	1.00	1.00	-
Customer Service Clerk 2	11.90	11.90	11.90	-
Customer Service Clerk 3	12.88	12.88	12.88	-
Customer Service Supervisor	4.00	4.00	4.00	-
Deputy City Treasurer	1.00	1.00	1.00	-
Investment Analyst	1.00	1.00	1.00	-
Office Specialist 2	1.00	1.00	1.00	-
Software Engineer 1	1.00	1.00	1.00	-
Total Department Personnel	**49.28**	**49.28**	**49.28**	**-**

City Treasurer 220000

DEPARTMENT SERVICE INFORMATION

1810 Cash and Investment Management

Investment management, bank reconciliation, accounting, preparation of daily deposits and monthly reports. Invest and manage the City's cash investment portfolio pursuant to the all applicable laws and regulations. Safeguard all City monies through the use of strong internal controls, effectively managed banking services, and proper accounting for all City revenue.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 619,483	$ 436,612
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 619,483**	**$ 436,612**
Staffing (FTE)	4.65	4.65	4.65
Operating and Performance Measures			
Performance Measures			
Effective Rate of Return (Percent)	2.3%	2.3%	2.3%
Workload Measures			
Bond Funds Investments (Avg. Balance, $M)	$0	$0	$0
Cash and Investments (Average Daily Balance, $M)	$539.00	$539.00	$539.00

City Treasurer 220000

DEPARTMENT SERVICE INFORMATION

1820 Customer Service and Collections

Payment processing; producing collection reports and maintaining collection data; account contact by phone, mail, in person and at counter; DMV hold placements; judicial collections (warrants in debt, distress warrants, liens, and seizure/sales of property), payment agreements, skip tracing, easy payment programs (Easy Pay, online payments). Billing and other related activities for property taxes, EMS service charges. Issue animal licenses. Counter service, telephone and online service, and service at satellite locations.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 5,455,244	$ 5,897,356
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 5,455,244**	**$ 5,897,356**
Staffing (FTE)	44.63	44.63	44.63
Operating and Performance Measures			
Performance Measures			
Current Bill Collections (in millions)	$324.00	$324.00	$324.00
Delinquent Bill Collections (in millions)	$19.00	$19.00	$19.00
Workload Measures			
Billings & Collections Transactions	1,385,991	1,174,030	1,399,851
Water Bill Transactions & Reconciliations	442,676	1,640,314	442,676

Commissioner of Revenue 250000

Description:

The Commissioner of the Revenue is responsible for the equitable administration of local taxes, with the exception of the real estate tax. The Commissioner assesses individual and business personal property taxes, prorates personal property on motor vehicles, determines the applicability of the vehicle license fee, assesses and collects business license taxes, and assesses and collects special excise taxes on meal, lodging, excavations, cigarettes, admissions and rental equipment.

The department maintains the City's personal property tax systems, administers and enforces local tax codes, assists individuals and businesses with tax inquiries, administers the real estate tax relief program and real estate tax relief for disabled veterans, processes State income tax returns for citizens and prepares financial and statistical reports to assist with the management of the City's organization. The department operates four full-service locations, and provides satellite service for the Virginia Department of Motor Vehicles (DMV Select) through a cost reimbursement agreement.

Department Objectives:

The Commissioner of the Revenue is responsible for the equitable administration of local taxes, with the exception of the real estate tax, and for processing State income tax returns for City residents.

Goals:

- Provide quality, courteous and efficient customer service to citizens of Chesapeake through the effective use of human resources and technology.
- Accurately and completely identify and assess all personal property.
- Promote a progressive tax policy for the City business community through equitable administration of City and State business tax codes.

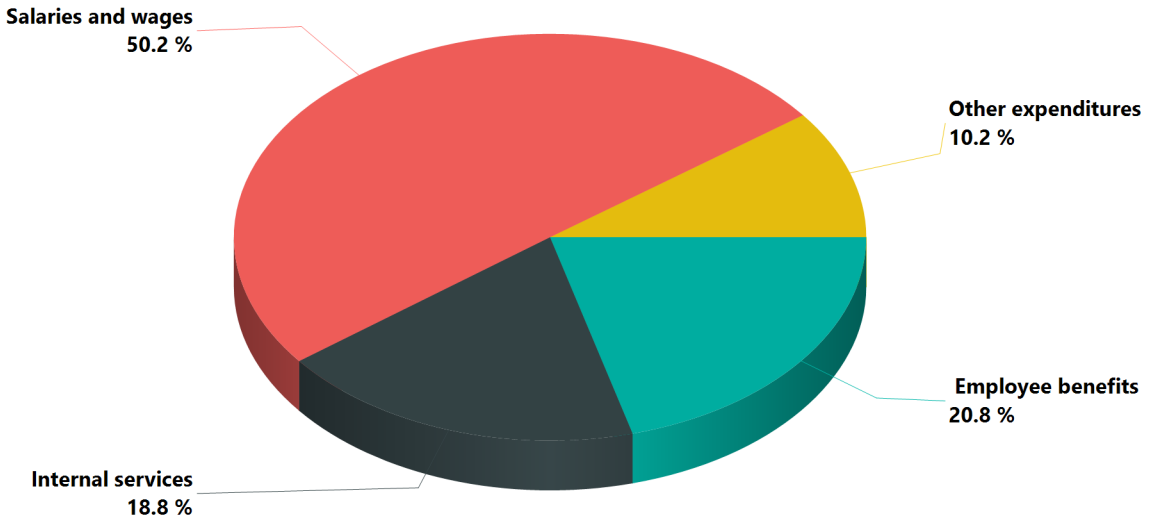
Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
12310	Commissioner of Revenue	$ 3,588,212	$ 4,122,291	$ 4,206,505	2.0%
	Total by Program	**$ 3,588,212**	**$ 4,122,291**	**$ 4,206,505**	**2.0%**

Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1860	DMV Select Services	$ -	$ 167,741	$ 144,311	-14.0%
1870	State and Local Tax Admin	-	3,677,307	3,833,708	4.3%
1880	Tax Relief Administration	-	277,243	228,486	-17.6%
	Total by Service	**$ -**	**$ 4,122,291**	**$ 4,206,505**	**2.0%**

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 1,860,236	$ 2,155,804	$ 2,110,488	-2.1%
1520	Employee benefits	714,181	856,793	874,748	2.1%
1640	Internal services	686,054	719,592	790,297	9.8%
1650	Utility services	29,126	36,536	36,536	0%
1730	Purchased services	48,805	54,300	54,300	0%
1731	Temporary services	120,184	124,630	164,000	31.6%
1752	Communications	35,893	56,000	56,000	0%
1760	Materials and supplies	63,020	84,701	84,701	0%
	Other expenditures	30,713	33,935	35,435	4.4%
	Total Expenditures	**$ 3,588,212**	**$ 4,122,291**	**$ 4,206,505**	**2.0%**

Commissioner of Revenue 250000

FY 20-21 Budget by Expense Category



Budget Highlights:

• Salaries reflect a 2.25% pay increase effectively July 2020 along with a performance pay wage increase.

• The increase in benefits reflects the pay raise and the rising cost of healthcare, worker's compensation, and employee retirement.

The FY21 Budget proposal includes:

• Deactivation of four vacant part-time Customer Service Clerk 2's (1.025 FTE) and addition of $39,370 to Temporary Help-Clerical Services account.

• Reclassification of existing PT (0.625 FTE) Customer Service Clerk 2 to Customer Service Clerk 3, Job 1080 PG 112 to Job 1083 PG 114.

• Addition of $1,500 for training expenses.

Commissioner of Revenue

250000

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1416	Charges for Services	$ 109,000	$ 107,400	$ 129,300	20.4%
1419	Recovered Costs	282	-	-	-
1424	Commonwealth of Virginia - Categorical: Shared Costs	358,581	369,390	377,000	2.1%
1450	Other Non-Designated Revenue	3,120,349	3,645,501	3,700,205	1.5%
	Total Revenues	**$ 3,588,212**	**$ 4,122,291**	**$ 4,206,505**	**2.0%**
Other Resources:					
		-	-	-	-
	Total Resources	**$ 3,588,212**	**$ 4,122,291**	**$ 4,206,505**	**2.0%**
Use of Resources:					
	Expenditures	$ 3,588,212	$ 4,122,291	$ 4,206,505	2.0%
	Total Use of Resources	**$ 3,588,212**	**$ 4,122,291**	**$ 4,206,505**	**2.0%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
100	**General Fund**	3,588,212	4,122,291	4,206,505	2.0%
	Total by Fund	**$ 3,588,212**	**$ 4,122,291**	**$ 4,206,505**	**2.0%**

Commissioner of Revenue 250000

DEPARTMENT COMPLEMENT				
Positions	**FY 18-19 Budget**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior Year**
Account Technician 2	3.00	3.00	3.00	-
Account Technician 3	2.00	2.00	2.00	-
Administrative Assistant 2	1.00	1.00	1.00	-
Audit Supervisor	1.00	1.00	-	(1.00)
Auditor	3.55	3.55	-	(3.55)
Business Tax Manager	1.00	1.00	1.00	-
Business Tax Specialist 1	4.00	4.00	4.00	-
Business Tax Specialist 2	1.00	-	-	-
Business Tax Specialist 3	1.00	2.00	2.00	-
Chief Deputy Comm of Revenue	1.00	1.00	1.00	-
Commissioner of Revenue	1.00	1.00	1.00	-
Customer Service Clerk 2	2.55	2.55	0.90	(1.65)
Customer Service Clerk 3	13.00	13.00	13.63	0.63
Customer Service Supervisor	5.00	3.00	3.00	-
Deputy Comm of Revenue	1.00	1.00	1.00	-
Office Specialist 1	1.13	1.13	1.13	-
Revenue Audit Supervisor	-	-	1.00	1.00
Revenue Auditor	-	-	3.55	3.55
Revenue Supervisor	-	2.00	2.00	-
Total Department Personnel	**42.23**	**42.23**	**41.20**	**(1.03)**

Commissioner of Revenue 250000

DEPARTMENT SERVICE INFORMATION

1860 DMV Select Services

DMV Select Services under contract with the Virginia Department of Motor Vehicles. Customer service, preparation and processing of forms, providing forms and information, research and resolution of related issues. Cost of service recovered by a service charge added to normal DMV fees.

Goals:
Based on the number of DMV transactions, to rank in the top 10 in the state of Virginia for DMV Selects by opening a 3rd window periodically. Currently, Chesapeake is ranked # 12.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 167,741	$ 144,311
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 167,741**	**$ 144,311**
Staffing (FTE)	1.16	1.16	0.95
Operating and Performance Measures			
Efficiency Measures			
Transactions/FTE	54,340	60,345	62,000
Performance Measures			
Revenues Collected-Commisions ($ Dollars)	$109,000	$121,000	$125,000
Workload Measures			
Transactions	63,034	70,000	72,000

Commissioner of Revenue 250000

DEPARTMENT SERVICE INFORMATION

1870 State and Local Tax Admin

Administers local taxes and state income taxes to ensure correct and accurate assessment of taxes due. Assesses, audits, discovers, administers, processes, reports, and projects taxes.

Provides customer service to assist citizens.
Provides forms and information.
Provides research and resolution of related issues.
Provides satellite offices in Deep Creek, South Norfolk, and Western Branch.

Goals:
Provide taxpayer assistance more efficiently by resorting various reports, automating various reports, and enhancements to website, which should be reflected in # of transactions and revenues assessed.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 3,677,307	$ 3,833,708
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 3,677,307**	**$ 3,833,708**
Staffing (FTE)	37.85	37.85	37.13
Operating and Performance Measures			
Efficiency Measures			
Transactions/FTE	28,111	27,477	27,609
Performance Measures			
Total Revenues Assessed (in millions)	$195.30	$200.00	$205.00
Workload Measures			
Transactions	1,064,017	1,040,000	1,045,000

Commissioner of Revenue 250000

DEPARTMENT SERVICE INFORMATION

1880 Tax Relief Administration

Administers the Real Estate Tax Relief Program for the Elderly and Disabled as well as for Disabled Veterans and tax relief for spouses of military and public safety officers killed in action.

Provides customer service and applicant screening to ensure eligibility.

Maintains records, manages the database, and produces reports.

Goals:

Ensure that Citizens that receive tax exemptions remain qualified each year, measured by number of applications qualified versus applications reviewed.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 277,243	$ 228,486
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 277,243**	**$ 228,486**
Staffing (FTE)	3.22	3.22	3.13
Operating and Performance Measures			
Efficiency Measures			
Applications Reviewed/FTE	1,053	1,087	1,118
Performance Measures			
Applications Qualified	3,305	3,400	3,500
Workload Measures			
Applications Reviewed	3,390	3,500	3,600

Customer Contact Center 112015

Description:

The Customer Contact Center (CCC) serves as a central point of contact to Citizens during regular businesses hours and emergency operating conditions. Employees assist Chesapeake residents, contractors working within the City, local business owners, and visitors to the City by providing direct contact for problem resolution, information, and service requests to departments throughout the City. Employees identify major service trends and provide statistics to assist operating department managers in developing solutions to meet strategic operational goals.

Department Objectives:

The mission of the Customer Contact Center is to act as the intermediary between the citizenry and the City government; and to provide superior customer service while reporting service issues, disseminating information and communicating to City departments, other government agencies and the City's leadership in a timely, caring and respectful manner.

- Provide residents with personalized service, prompt problem resolution and access to knowledgeable assistance.

- Answer citizen telephone calls within 30 seconds.
- Maintain a call drop rate of less than 10%.
- Respond to electronic inquiries within 48 hours.

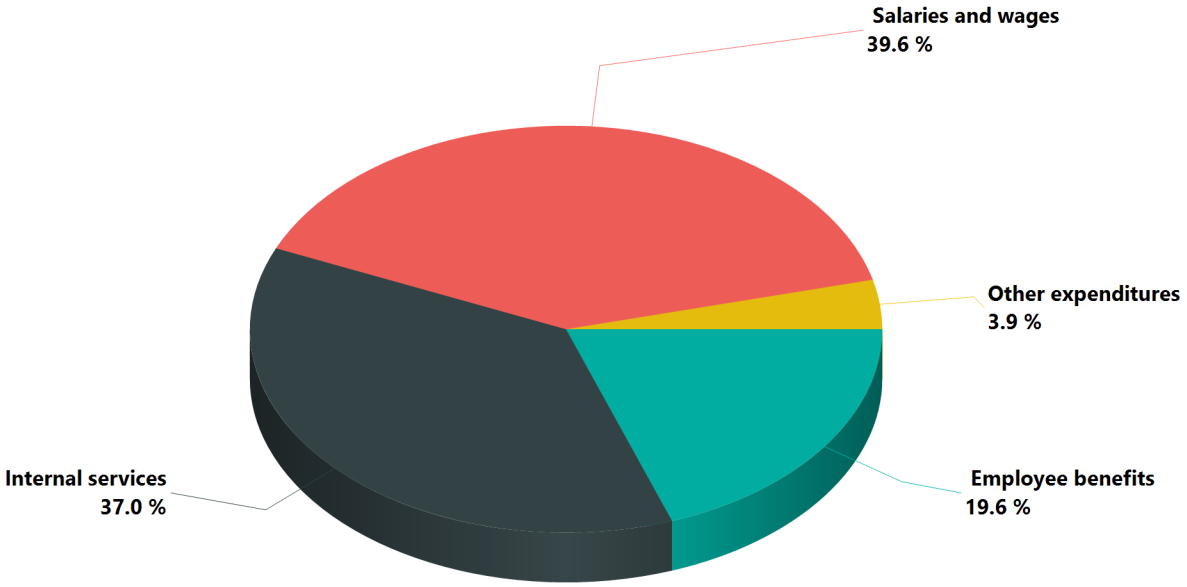
Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
34107	Customer Contact Center	$ 917,310	$ 970,895	$ 1,021,909	5.3%
	Total by Program	**$ 917,310**	**$ 970,895**	**$ 1,021,909**	**5.3%**

Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1610	Customer Contact Center	$ -	$ 970,895	$ 1,021,909	5.3%
	Total by Service	**$ -**	**$ 970,895**	**$ 1,021,909**	**5.3%**

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 373,411	$ 392,576	$ 404,396	3.0%
1520	Employee benefits	180,101	192,891	199,884	3.6%
1640	Internal services	334,741	342,450	377,641	10.3%
1650	Utility services	19,436	23,660	27,364	15.7%
1730	Purchased services	6,984	2,688	2,688	0%
1750	Other expenditures	514	10,985	4,000	-63.6%
1752	Communications	1,174	4,411	4,411	0%
1760	Materials and supplies	581	1,000	1,000	0%
	Other expenditures	367	234	525	124.4%
	Total Expenditures	**$ 917,310**	**$ 970,895**	**$ 1,021,909**	**5.3%**

Customer Contact Center 112015

FY 20-21 Budget by Expense Category



Budget Highlights:

- The Customer Contact Center did not submit any new budget requests for FY 21.
- Salaries include a 2.25% pay increase and an allowance for performance pay awards.
- The increase in Benefits is largely due to the rising cost of healthcare.
- The increase in Internal Service charges is due to the department's rising need for technology support.
- The increase in Utility Services is largely reflective of the increased allotment for electricity.
- Other expenditure charges are due to the change in the allowance for such items as the lease/rent of equipment, training, travel, and the copier maintenance contract.

Customer Contact Center

112015

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1419	Recovered Costs	$ 120	$ -	$ -	-
1450	Other Non-Designated Revenue	917,190	970,895	1,021,909	5.3%
	Total Revenues	**$ 917,310**	**$ 970,895**	**$ 1,021,909**	**5.3%**
Other Resources:					
		-	-	-	-
	Total Resources	**$ 917,310**	**$ 970,895**	**$ 1,021,909**	**5.3%**
Use of Resources:					
	Expenditures	$ 917,310	$ 970,895	$ 1,021,909	5.3%
	Total Use of Resources	**$ 917,310**	**$ 970,895**	**$ 1,021,909**	**5.3%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
100	**General Fund**	917,310	970,895	1,021,909	5.3%
	Total by Fund	**$ 917,310**	**$ 970,895**	**$ 1,021,909**	**5.3%**

Customer Contact Center

112015

DEPARTMENT COMPLEMENT				
Positions	**FY 18-19 Budget**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior Year**
Call Center Cust Advocate	8.63	7.63	7.63	-
Call Center Manager	1.00	1.00	1.00	-
Call Center Supervisor	-	1.00	1.00	-
Total Department Personnel	**9.63**	**9.63**	**9.63**	**-**

Customer Contact Center

112015

DEPARTMENT SERVICE INFORMATION

1610 Customer Contact Center

Receives and responds to citizen inquiries and relaying their service requests to the appropriate department or agency.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 970,895	$ 1,021,909
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 970,895**	**$ 1,021,909**
Staffing (FTE)	9.63	9.63	9.63
Operating and Performance Measures			
Efficiency Measures			
Average cost per request	$2.19	$2.30	$2.42
Average requests per employee per day (250 work days)	82	86	90
Performance Measures			
Call abandonment rate	1.7%	1.7%	1.5%
One call resolution	96.5%	97.0%	97.5%
Workload Measures			
Other requests/inquiries	7,401	7,771	8,160
Received by telephone	185,056	194,309	204,024
Received electronic	105,150	110,408	115,928
Total citizen requests received and dispatched	297,607	312,487	328,112

Finance Office 111020

Description:

The Department of Finance works to ensure a fiscally sound City government by maintaining the fiscal integrity of the City's books and records. This responsibility is realized through the administration of debt, the establishment of proper internal controls, the maintenance of accounting records, payroll and invoice processing and the financial administration of state and federal grants.

The Department serves as a resource to management by providing accurate and timely financial analysis and reports for decision-making purposes. Finance is also responsible for the production of the City's Comprehensive Annual Financial Report (CAFR).

Department Objectives:

- Maintain internal control over all financial transactions.
- Ensure financial transactions are in accordance with generally accepted accounting principles and personnel are competent in the field of accounting.
- Provide timely financial reports and analyses to support management decision making.
- Provide support to City departments for financial, accounting, accounts payable and payroll procedures.
- Support KRONOS and PeopleSoft maintenance and upgrade with active participation in planning, testing and education.
- Provide direction and support to the City of Chesapeake Other Post Employment Benefits Trust Board.
- Provide financial analyses, debt policy recommendations and debt management for City-wide debt portfolio.

Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
12420	Finance Director	$ 2,532,079	$ 2,716,204	$ 2,868,376	5.6%
12421	Financial Advisory Services	48,167	60,000	-	-100%
	Total by Program	**$ 2,580,245**	**$ 2,776,204**	**$ 2,868,376**	**3.3%**

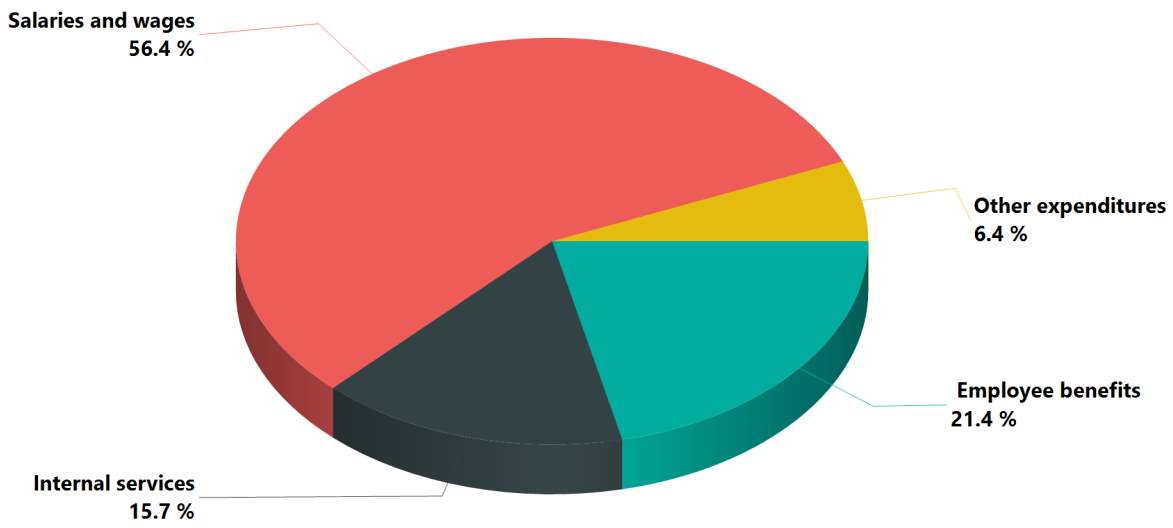
Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1210	Accounts Payable	$ -	$ 361,467	$ 404,087	11.8%
1220	Debt Administration	-	308,712	240,250	-22.2%
1230	Financial Reporting	-	453,035	512,529	13.1%
1240	Maintain Accurate Financial Records	-	813,089	851,007	4.7%
1250	Pay and Benefit Administration	-	748,717	771,927	3.1%
1260	Procurement	-	91,184	88,576	-2.9%
	Total by Service	**$ -**	**$ 2,776,204**	**$ 2,868,376**	**3.3%**

Finance Office

111020

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 1,478,067	$ 1,559,278	$ 1,617,616	3.7%
1520	Employee benefits	527,222	567,150	614,835	8.4%
1640	Internal services	416,053	425,309	451,550	6.2%
1650	Utility services	14,347	13,955	14,699	5.3%
1730	Purchased services	96,972	146,975	104,102	-29.2%
1750	Other expenditures	16,244	16,815	19,653	16.9%
1752	Communications	13,069	14,791	14,808	0.1%
1760	Materials and supplies	8,747	13,452	13,541	0.7%
	Other expenditures	9,525	18,479	17,572	-4.9%
	Total Expenditures	**$ 2,580,245**	**$ 2,776,204**	**$ 2,868,376**	**3.3%**

FY 20-21 Budget by Expense Category



Budget Highlights:

See next page

Finance Office 111020

Budget Highlights

- Salaries include funding for a 2.25% pay increase and an allowance for performance pay awards.
- Funding is included to reclassify one full-time Office Coordinator (Grade 115) to a new job classification entitled Finance Specialist (Grade 118) and for the reclassification of one Accountant II (Grade 125) to an Accountant III (Grade 127).
- The department's request for funding for training (related to retiring Debt Administrator), Debt Management Software, and audio visual equipment replacement/upgrade were not approved for funding and do not appear in the FY 21 budget.
- The increase in benefits is largely due to the rising cost of healthcare.
- The 29% decrease in Purchased Services is attributable to the reduction in the allowance for contractual services.
- Other changes include changes in the amounts allotted for such items as travel, dues and memberships, and subscriptions.

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1416	Charges for Services	$ 6,756	$ -	$ -	-
1419	Recovered Costs	3,112	-	-	-
1450	Other Non-Designated Revenue	2,570,377	2,776,204	2,868,376	3.3%
	Total Revenues	**$ 2,580,245**	**$ 2,776,204**	**$ 2,868,376**	**3.3%**
Other Resources:					
		-	-	-	-
	Total Resources	**$ 2,580,245**	**$ 2,776,204**	**$ 2,868,376**	**3.3%**
Use of Resources:					
	Expenditures	$ 2,580,245	$ 2,776,204	$ 2,868,376	3.3%
	Total Use of Resources	**$ 2,580,245**	**$ 2,776,204**	**$ 2,868,376**	**3.3%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
100	**General Fund**	2,580,245	2,776,204	2,868,376	3.3%
	Total by Fund	**$ 2,580,245**	**$ 2,776,204**	**$ 2,868,376**	**3.3%**

Finance Office 111020

DEPARTMENT COMPLEMENT				
Positions	**FY 18-19 Budget**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior Year**
Account Technician 3	2.63	0.63	0.63	-
Account Technician 4	-	2.00	2.00	-
Accountant 1	1.00	1.00	1.00	-
Accountant 2	1.00	1.00	-	(1.00)
Accountant 3	1.63	1.14	2.15	1.01
Accountant 4	5.00	5.00	5.00	-
Accounting Administrator	1.00	-	-	-
Accounts Payable Manager	-	1.00	1.00	-
Asst Director Finance	1.00	0.90	0.90	-
Business Applications Spec 1	1.00	1.00	1.00	-
Controller	1.00	1.00	1.00	-
Debt Manager	1.00	1.00	1.00	-
Director Finance	1.00	0.90	0.90	-
Finance Specialist	-	-	0.90	0.90
Financial Systems Analyst	1.00	1.00	1.00	-
Office Coordinator	1.00	0.90	-	(0.90)
Payroll Manager	1.00	1.00	1.00	-
Payroll Specialist	4.00	4.00	4.00	-
Payroll Supervisor	1.00	1.00	1.00	-
Total Department Personnel	**25.25**	**24.47**	**24.47**	**0.01**

Finance Office 111020

DEPARTMENT SERVICE INFORMATION

1210 Accounts Payable

Accurate and timely verification and processing of vendor, debt and insurance claim payments.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 361,467	$ 404,087
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 361,467**	**$ 404,087**
Staffing (FTE)	3.70	4.37	4.69
Operating and Performance Measures			
Efficiency Measures			
Vouchers processed per FTE	19,539	19,734	19,931
Performance Measures			
Accounts payable (AP) vouchers processed within 7 business days	99.0%	99.0%	99.0%
Workload Measures			
1099s issued	386	400	400
AP Vouchers processed	70,828	71,536	72,252
Escheated check letters issued	216	250	250
P-Card invoices	7,210	7,571	7,949

Finance Office 111020

DEPARTMENT SERVICE INFORMATION

1220 Debt Administration

Administration of debt including bond issuances, debt refundings and lease purchases.
Monitoring of remaining debt proceeds, debt service payments, and compliance with federal regulations on municipal debt.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 308,712	$ 240,250
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 308,712**	**$ 240,250**
Staffing (FTE)	1.30	1.30	1.70
Operating and Performance Measures			
Performance Measures			
Debt payment accuracy and timeliness	100.0%	100.0%	100.0%
Outstanding bonds (in millions)	$639.00	$743.00	$735.00
Workload Measures			
Bonds outstanding	475	516	499
Other debt instruments outstanding	16	13	11
Other debt instruments outstanding (millions)	$83.20	$81.60	$80.00

Finance Office 111020

DEPARTMENT SERVICE INFORMATION

1230 Financial Reporting

Coordination of the citywide preparation of financial statements and audit schedules for the City's Comprehensive Annual Financial Report (CAFR).
Preparation of the Auditor of Public Accounts Transmittal forms and the Federal Awards Grant Expenditure Report.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 453,035	$ 512,529
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 453,035**	**$ 512,529**
Staffing (FTE)	2.58	2.51	3.21
Operating and Performance Measures			
Efficiency Measures			
Monthly financial statements submitted to City Manager within 45 days (December thru May)	100.0%	100.0%	100.0%
Performance Measures			
APA Transmittal forms submitted by the deadline assuming external data received timely	100.0%	100.0%	100.0%
Comprehensive Annual Financial Report (CAFR) submitted to City Council by (APA) deadline	100.0%	100.0%	100.0%
Receive an unmodified audit opinion	100.0%	100.0%	100.0%
Workload Measures			
Journal vouchers	19,790	20,384	20,995

Finance Office 111020

DEPARTMENT SERVICE INFORMATION

1240 Maintain Accurate Financial Records

Accurate recording of the financial transactions of the City through training, coordination and oversight and proper internal controls over the financial records.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 813,089	$ 851,007
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 813,089**	**$ 851,007**
Staffing (FTE)	8.89	7.60	6.45
Operating and Performance Measures			
Efficiency Measures			
Financial System "help" tickets solved within 7 days	228	208	215
Performance Measures			
Journal vouchers posted by tenth day of following month.	100.0%	100.0%	100.0%
Workload Measures			
Financial System "help" tickets solved	228	208	215
Training sessions held	46	39	42
Users attending monthly training (LINKage)	537	350	350

Finance Office 111020

DEPARTMENT SERVICE INFORMATION

1250 Pay and Benefit Administration

Insures the accurate and timely preparation, verification, reconciliation, and daily processing of employee wages and benefits.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 748,717	$ 771,927
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 748,717**	**$ 771,927**
Staffing (FTE)	8.00	7.90	7.62
Operating and Performance Measures			
Efficiency Measures			
Payroll journals posting within 5 days	95.0%	95.0%	95.0%
Performance Measures			
Payroll submitted 2 business days prior to payday for direct deposit/printing	100.0%	100.0%	100.0%
Workload Measures			
Checks/direct deposit slips issued	112,740	110,391	114,644
Garnishments, liens, bankruptcies	5,800	5,588	5,900
Medical & Dependent Care Flex Transactions	32,835	33,207	33,492
Medical/Dental/Vision insurance transactions	207,585	210,363	211,737
Payroll deductions processed	735,218	729,060	749,894
Payroll Training sessions held	4	4	4
VRS Navigator maintenance transactions	9,929	12,369	14,809
VRS payroll deductions processed	398,538	394,745	406,509

Finance Office 111020

DEPARTMENT SERVICE INFORMATION

1260 Procurement

Providing fiscal accountability by processing small dollar purchase orders (under $5,000) for departments in a timely manner.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 91,184	$ 88,576
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 91,184**	**$ 88,576**
Staffing (FTE)	0.79	0.79	0.81
Operating and Performance Measures			
Efficiency Measures			
Total purchase orders processes	2,473	2,473	2,473
Performance Measures			
Requisitions processed within 2 business days	95.0%	95.0%	95.0%
Workload Measures			
Total requisitions (<$5,000) received	2,522	2,522	2,522

Human Resources 111030

Description:

The Department of Human Resources (HR) is committed to developing and maintaining effective partnerships with City departments to promote an environment in which people are recognized as our most valuable resource. The HR staff serves in a consultative role with staff of all departments and agencies to achieve strategic, organizational, and departmental goals. HR provides comprehensive program management in the areas of recruitment and selection, benefits administration, policy development and interpretation, employee relations, performance management, classification and compensation, management analysis, and learning and development.

Department Objectives:

• Foster a team environment that encourages diversity of thought, experience and background, and celebrate participation and partnership in all our endeavors.
• Encourage communication by soliciting the input of others and strive for transparency and inclusiveness.

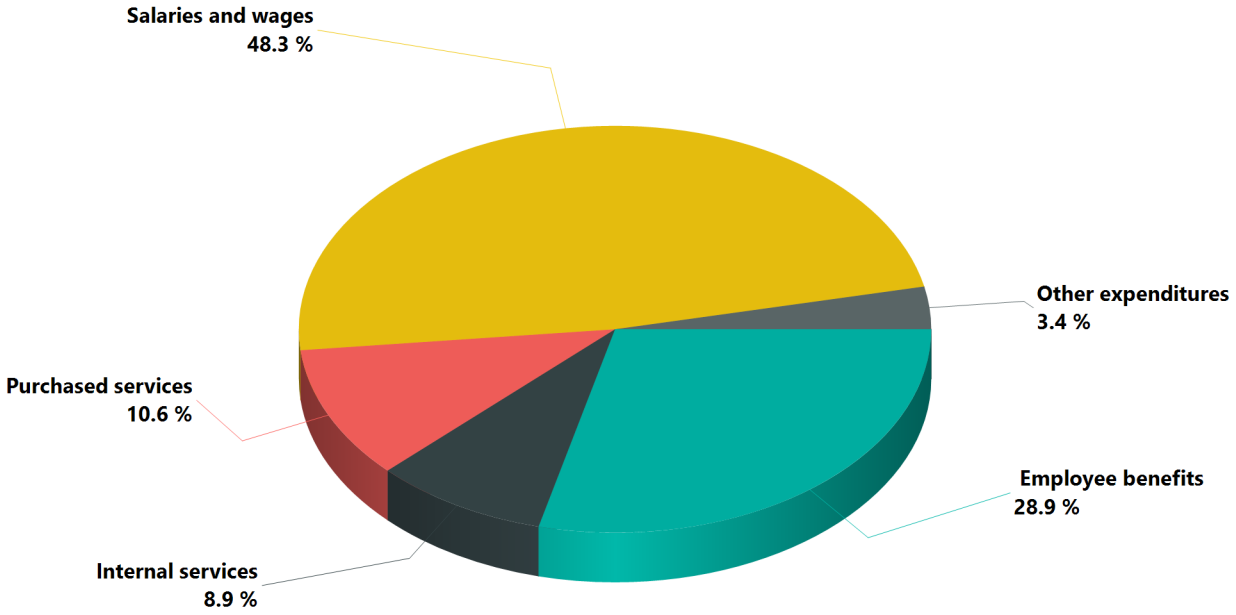
Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
12220	Human Resources	$ 2,363,863	$ 2,649,592	$ 2,829,453	6.8%
	Total by Program	**$ 2,363,863**	**$ 2,649,592**	**$ 2,829,453**	**6.8%**

Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1310	HR Benefits and Wellness	$ -	$ 529,451	$ 569,850	7.6%
1320	HR Classification/Compensation	-	443,670	435,891	-1.8%
1330	HR Compliance and Admin	-	685,480	666,655	-2.7%
1340	HR Employee Relations	-	306,637	329,343	7.4%
1350	HR Learning and Develop	-	162,980	270,070	65.7%
1360	HR Recruitment and Selection	-	521,374	557,644	7.0%
	Total by Service	**$ -**	**$ 2,649,592**	**$ 2,829,453**	**6.8%**

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 1,255,495	$ 1,333,464	$ 1,365,840	2.4%
1520	Employee benefits	675,405	780,511	817,372	4.7%
1640	Internal services	218,395	231,624	251,480	8.6%
1650	Utility services	15,536	19,730	20,717	5.0%
1730	Purchased services	139,104	200,198	299,368	49.5%
1733	Maintenance and repairs	5,193	9,500	9,500	0%
1750	Other expenditures	17,044	24,300	24,300	0%
1760	Materials and supplies	24,948	35,489	26,500	-25.3%
	Other expenditures	12,742	14,776	14,376	-2.7%
	Total Expenditures	**$ 2,363,863**	**$ 2,649,592**	**$ 2,829,453**	**6.8%**

Human Resources 111030

FY 20-21 Budget by Expense Category



Budget Highlights:

• The department's FY 21 budget submission included requests for one full-time Human Resources Generalist I position, a request for a subscription to the Government Jobs Employment Board, and a $100,000 request for subscription costs to a Learning Management System in FY 22 and FY 23. None of the requests were approved by the Budget Review Committee and do not appear in the operating budget.

• Salaries include funding for a 2.25% pay increase and an allowance for performance pay awards. The increase in benefits is largely due to the rising cost of healthcare.

• The increase in Purchased Services is due to the increase in the allowance for citywide background checks and for professional contractual services. Funding in the amount of $80,000, which was previously included in individual departments, is now included in the Human Resources budget for the Supervisory/Management Program. Funding is provided by Public Works, Public Utilities, Police, Sheriff, and Parks. Funding ($670) is also included for background checks for the Juvenile Services Division of Human Services to eliminate the need for a charge back by Human Resources.

• The 25% decrease in Materials and Supplies is due to the removal of $8,989 in one time funding for additional tables and new chairs for the City Hall 4th Floor Training Room which were approved in FY 20.

Human Resources

111030

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1419	Recovered Costs	$ 480	$ -	$ -	-
1450	Other Non-Designated Revenue	2,363,383	2,649,592	2,799,453	5.7%
	Total Revenues	**$ 2,363,863**	**$ 2,649,592**	**$ 2,799,453**	**5.7%**
Other Resources:					
1930	Transfer from Other Funds	$ -	$ -	$ 30,000	-
	Total Resources	**$ 2,363,863**	**$ 2,649,592**	**$ 2,829,453**	**6.8%**
Use of Resources:					
	Expenditures	$ 2,363,863	$ 2,649,592	$ 2,829,453	6.8%
	Total Use of Resources	**$ 2,363,863**	**$ 2,649,592**	**$ 2,829,453**	**6.8%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
100	**General Fund**	2,363,863	2,649,592	2,829,453	6.8%
	Total by Fund	**$ 2,363,863**	**$ 2,649,592**	**$ 2,829,453**	**6.8%**

Human Resources 111030

DEPARTMENT COMPLEMENT				
Positions	**FY 18-19 Budget**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior Year**
Asst Director Human Resources	1.00	1.00	1.00	-
Business Applications Spec 1	1.00	1.00	1.00	-
Director Human Resources	1.00	1.00	1.00	-
Human Resources Coordinator	-	-	3.00	3.00
Human Resources Coordinator 2	3.00	3.00	-	(3.00)
Human Resources Generalist 1	4.00	3.00	3.00	-
Human Resources Generalist 2	3.00	3.00	3.00	-
Human Resources Manager 1	1.00	1.00	1.00	-
Human Resources Manager 2	2.00	2.00	2.00	-
Human Resources Specialist 1	3.75	3.75	3.00	(0.75)
Management Analyst	-	1.00	1.00	-
Office Assistant 1	1.25	1.25	1.00	(0.25)
Office Coordinator	1.00	1.00	1.00	-
Office Specialist 2	1.00	1.00	2.00	1.00
Total Department Personnel	**23.00**	**23.00**	**23.00**	**-**

Human Resources 111030

DEPARTMENT SERVICE INFORMATION

1310 HR Benefits and Wellness

Negotiates and maintains all City benefit plans. Assists employees and eligible retirees with benefit-related issues. Promotes healthy lifestyle choices through wellness programs.

Goal: Promote wellness outreach efforts that encourage and educate on physical, mental, intellectual, environmental, and financial health to maximize individual and organizational potential.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 529,451	$ 569,850
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 529,451**	**$ 569,850**
Staffing (FTE)	3.30	2.85	2.60
Operating and Performance Measures			
Efficiency Measures			
Average business days to process wellness incentive applications	0	1	1
Performance Measures			
Wellness incentive applications processed within 2 business days of submission	100.0%	95.0%	95.0%
Workload Measures			
Qualifying life event submissions	220	250	250
Retirement counseling sessions	118	125	125

Human Resources 111030

DEPARTMENT SERVICE INFORMATION

1320 HR Classification/Compensation

Establishes the City's pay structure and job titles. Reviews (re)classification requests and make recommendations for the City Manager's consideration. Implements all pay changes. Maintains the Human Resource Information and On-line Application System. Prepares workforce statistics for executive leadership to aid in short and long-term strategic planning.

Goal: Promote and enhance the City's total rewards package to provide maximum cost effectiveness and benefit.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 443,670	$ 435,891
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 443,670**	**$ 435,891**
Staffing (FTE)	4.25	4.30	4.30
Operating and Performance Measures			
Performance Measures			
Classification requests processed within 120 days of submission	100.0%	95.0%	95.0%
Workload Measures			
(Re)classification requests	71	90	90
Hires above the minimum	164	175	175
Personnel actions processed	3,666	3,700	3,700

Human Resources 111030

DEPARTMENT SERVICE INFORMATION

1330 HR Compliance and Admin

Responsible for policy creation, administration and interpretation. Investigates internal equal employment opportunity (EEO) complaints and responds to charges from the EEO Commission. Oversees the absence management function to include Family and Medical Leave and Americans with Disabilities Act.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 685,480	$ 666,655
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 685,480**	**$ 666,655**
Staffing (FTE)	6.20	6.25	6.25
Operating and Performance Measures			
Performance Measures			
Investigation response deadlines met	100.0%	100.0%	100.0%
Workload Measures			
ADA requests	182	200	200
FML requests	940	1,000	1,000

Human Resources 111030

DEPARTMENT SERVICE INFORMATION

1340 HR Employee Relations

Strengthens the employer-employee relationship by promoting employee engagement and feedback. Ensures compliance with Federal and State employment laws. Coordinates the annual evaluation process. Provides guidance to employees and supervisors on resolving workplace conflict.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 306,637	$ 329,343
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 306,637**	**$ 329,343**
Staffing (FTE)	1.45	2.25	2.25
Operating and Performance Measures			
Workload Measures			
Employee relations issues	215	225	225

Human Resources 111030

DEPARTMENT SERVICE INFORMATION

1350 HR Learning and Develop

Provides employees with resources to attain the skills needed to better serve citizens.

Goal: Support departments' workforce development to enhance employees' knowledge and skills to best serve citizens as well as facilitate the proactive transfer of knowledge in the event of retirement/turnover.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 162,980	$ 270,070
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 162,980**	**$ 270,070**
Staffing (FTE)	2.15	1.65	1.30
Operating and Performance Measures			
Performance Measures			
Average evaluation scores for the learning offerings provided by HR (on a 5 point scale)	4	4	4
Workload Measures			
Learning and development offerings	111	185	185
Onboarding surveys	419	450	450

Human Resources 111030

DEPARTMENT SERVICE INFORMATION

1360 HR Recruitment and Selection

Manages the recruitment, selection and background check process. Manages internship and volunteer placement.

Goal: Support departments' efforts to attract and retain a high performing, diverse workforce.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 521,374	$ 557,644
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 521,374**	**$ 557,644**
Staffing (FTE)	5.65	5.70	6.30
Operating and Performance Measures			
Efficiency Measures			
Average business days for review of complete interview packets	0	2	2
Average business days to complete HR screening	1	2	2
Performance Measures			
Applications screened within 3 business days	95.0%	92.0%	92.0%
Interview packets reviewed within 3 business days	100.0%	97.0%	97.0%

Public Communications 113050

Description:

Through the use of a diverse mix of message delivery methods, the department staff endeavors to provide accurate, coordinated, and timely information about the municipality's programs, services, and initiatives, while also striving to foster two-way, interactive engagement with stakeholders. Commercial and social media are used extensively, as are the City's television station and direct contact communication vehicles. Relationship building, with media and citizen groups, plays a key role in the department's overall process.

Department Objectives:

• Providing accurate, actionable, credible, and timely information to the public is a key element in maintaining and enhancing the City's reputation. We will expend every effort to ensure that information distributed by the City meets the highest levels of those standards.
• We will work in a non-partisan, non-advocacy manner, utilizing all available and appropriate communication tools and channels to provide factual information.
• We will tailor our messages, in tone, language, and delivery method, to meet the needs and desires of our target audiences.

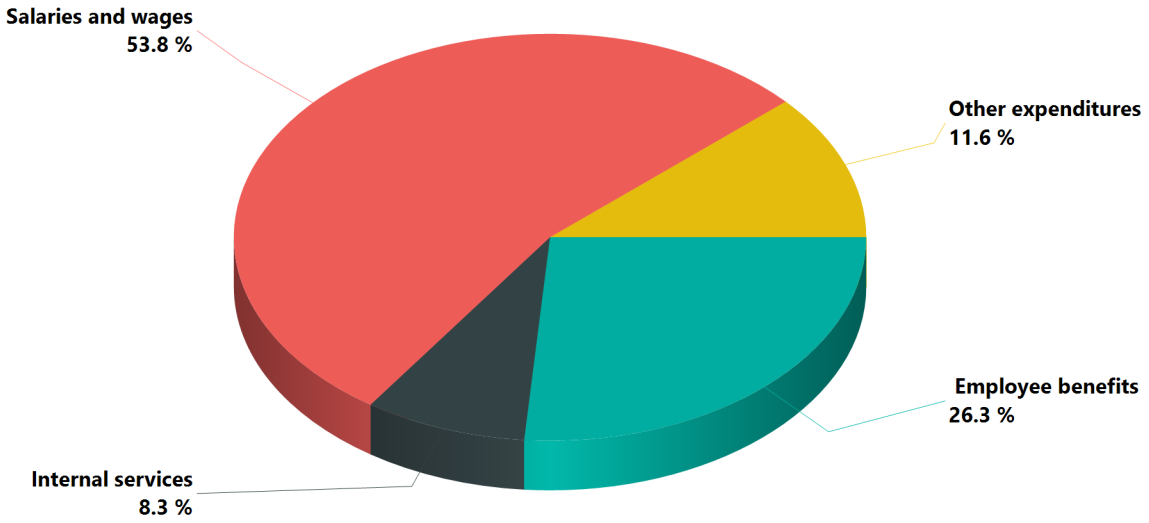
Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
12250	Public Communications	$ 1,348,045	$ 1,547,562	$ 1,649,723	6.6%
	Total by Program	**$ 1,348,045**	**$ 1,547,562**	**$ 1,649,723**	**6.6%**

Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1660	Public Communications	$ -	$ 1,547,562	$ 1,649,723	6.6%
	Total by Service	**$ -**	**$ 1,547,562**	**$ 1,649,723**	**6.6%**

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 806,337	$ 864,055	$ 887,051	2.7%
1520	Employee benefits	360,847	396,379	433,954	9.5%
1640	Internal services	93,771	136,810	137,000	0.1%
1730	Purchased services	36,445	51,600	97,100	88.2%
1733	Maintenance and repairs	5,621	19,000	23,300	22.6%
1750	Other expenditures	11,638	21,800	19,900	-8.7%
1760	Materials and supplies	20,175	18,000	16,500	-8.3%
1767	IT supplies/equipment	6,084	30,000	25,000	-16.7%
	Other expenditures	7,128	9,918	9,918	0%
	Total Expenditures	**$ 1,348,045**	**$ 1,547,562**	**$ 1,649,723**	**6.6%**

Public Communications 113050

FY 20-21 Budget by Expense Category



Budget Highlights:

• Purchased services increase is due to Public Awareness Campaign to promote the dates for May and November elections in amount of $45,000.

Request Not Funded:

• Request for TV Maintenance Engineer in amount of $62,500.

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Public Communications

113050

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1450	Other Non-Designated Revenue	$ 1,348,045	$ 1,547,562	$ 1,649,723	6.6%
	Total Revenues	**$ 1,348,045**	**$ 1,547,562**	**$ 1,649,723**	**6.6%**
Other Resources:					
		-	-	-	-
	Total Resources	**$ 1,348,045**	**$ 1,547,562**	**$ 1,649,723**	**6.6%**
Use of Resources:					
	Expenditures	$ 1,348,045	$ 1,547,562	$ 1,649,723	6.6%
	Total Use of Resources	**$ 1,348,045**	**$ 1,547,562**	**$ 1,649,723**	**6.6%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
100	**General Fund**	1,348,045	1,547,562	1,649,723	6.6%
	Total by Fund	**$ 1,348,045**	**$ 1,547,562**	**$ 1,649,723**	**6.6%**

Public Communications 113050

DEPARTMENT COMPLEMENT				
Positions	**FY 18-19 Budget**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior Year**
Customer Service Clerk 1	1.00	1.13	1.13	-
Director Public Communication	1.00	1.00	1.00	-
Office Coordinator	1.00	1.00	1.00	-
Pub Comm Coordinator 2	1.00	1.00	1.00	-
Public Communications Coord	1.00	1.00	1.00	-
Public Communications Specialist	2.00	2.00	2.00	-
Social Media Coordinator	1.00	1.00	1.00	-
Video Operations Coordinator	1.00	1.00	1.00	-
Video Producer/Director	3.00	3.00	3.00	-
Video Production Coordinator	1.00	1.00	1.00	-
Videographer 1	1.00	1.00	1.00	-
Total Department Personnel	**14.00**	**14.13**	**14.13**	**-**

Public Communications 113050

DEPARTMENT SERVICE INFORMATION

1660 Public Communications

Provides Chesapeake citizens, businesses, visitors, and others with information about the municipal government's operations, services, and programs.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 1,547,562	$ 1,649,723
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 1,547,562**	**$ 1,649,723**
Staffing (FTE)	14.00	14.13	14.13
Operating and Performance Measures			
Efficiency Measures			
Coordinate program production for City and School channels to expanding offerings/efficiency	8	20	30
Expand usage of equipment across multiple platforms to enhance output efficiency	3	5	3
Workload Measures			
Broadcast live coverage and replays of public meetings (Council, School Board, etc.)	70	70	70
Coordinate provision of accurate and timely responses to media inquiries	200	200	200
Participate in planning/execution of communications strategies for City intiatives	75	150	250
Produce public service, public awareness, and and video for use across multiple platforms	89	100	100
Produce weekly news programming for television and internet usage	52	52	52

Purchasing Office 112011

Description:

Purchasing acquires the supplies, services, equipment and commodities required by departments and agencies in accordance with State and City procurement laws, codes, policies and procedures. The Office is also responsible for procurement activities required for construction and other capital projects. Purchasing conducts acquisition activities by providing procurement services and support and utilization of best practices. In addition, Purchasing manages the surplus property program, the charge card program, and mailing and courier services to City departments and agencies.

Department Objectives:

- To simplify, clarify and modernize the procedures governing procurement by the City;
- To make as consistent as possible the procurement regulations among the various Departments/Divisions;
- To provide for increase public confidence in the procedures followed in public procurement;
- To ensure the fair and equitable treatment of all persons who deal with the procurement systems in the City;
- To provide increased economy in procurement activities and to maximize to the fullest extent practicable the purchasing value of public funds;
- To foster effective broad-based competition;
- To maintain safeguards for the quality and integrity of the procurement system; and
- To continually obtain a cost effective and responsive method for materials, services and construction required by City departments in order for those departments to better serve the citizens and businesses of the City.

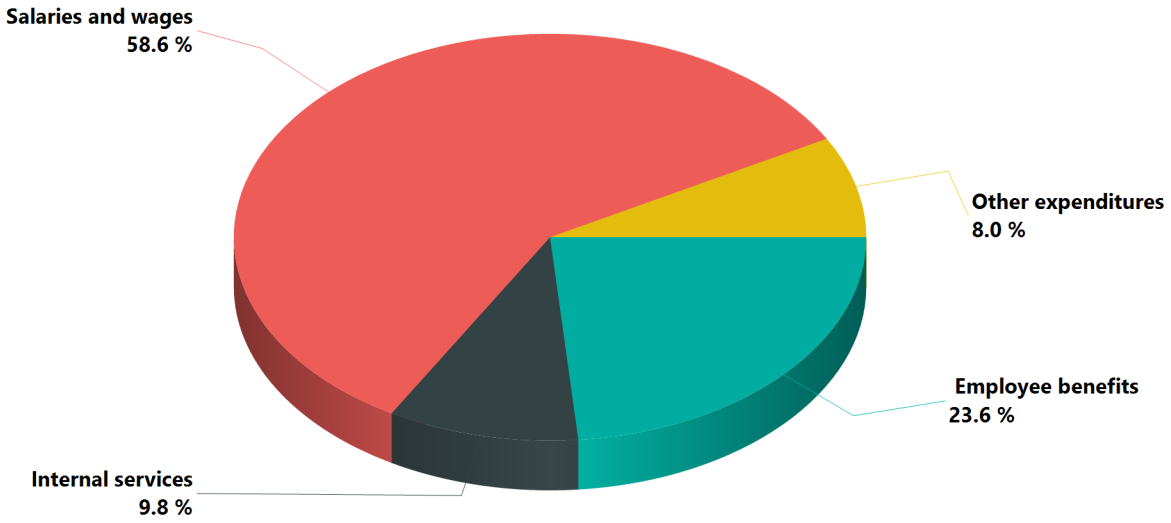
Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
12430	Purchasing	$ 847,413	$ 954,184	$ 1,032,503	8.2%
12431	Purchasing - Postage	81,649	143,245	133,417	-6.9%
	Total by Program	**$ 929,062**	**$ 1,097,429**	**$ 1,165,920**	**6.2%**

Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Mail/Courier and Delivery	$ -	$ 143,245	$ 133,417	-6.9%
1520	Procurement-Goods/Services/Constr	-	786,501	838,359	6.6%
1530	Vendor Management and Administration	-	167,683	194,144	15.8%
	Total by Service	**$ -**	**$ 1,097,429**	**$ 1,165,920**	**6.2%**

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 518,220	$ 601,760	$ 683,288	13.5%
1520	Employee benefits	196,918	255,652	274,835	7.5%
1640	Internal services	108,462	105,023	114,010	8.6%
1650	Utility services	8,453	10,452	10,552	1.0%
1733	Maintenance and repairs	4,139	13,908	13,908	0%
1750	Other expenditures	20,227	30,206	34,862	15.4%
1752	Communications	58	16,000	18,000	12.5%
1760	Materials and supplies	5,455	11,506	12,200	6.0%
	Other expenditures	67,130	52,922	4,265	-91.9%
	Total Expenditures	**$ 929,062**	**$ 1,097,429**	**$ 1,165,920**	**6.2%**

Purchasing Office 112011

FY 20-21 Budget by Expense Category



Budget Highlights:

● The department's FY 21 budget submission included a $240,000 request for a Contracting Module, $310,000 for an eSupplier Module, and $250,000 to be included in the FY 22 budget for a Strategic Sourcing Module. None of these requests appear in the FY 21 budget. The department withdrew the request for the eSupplier module and the other two requests were not approved by the Budget Review Committee.

● Salaries include funding for a 2.25% pay increase and an allowance for performance pay awards. The change in benefits is due to the difference in the allocation for health insurance.
● Salaries increased during FY 2020 to address competitiveness of purchasing professionals and difficulty recruiting and retaining employees.
● The allowance for travel and the lease/rent of equipment expenses were increased by 15.4%.
● The increase reflected in Communications is attributable to the increase in postage and freight.
● The $48,657 decrease shown in Other expenditures is reflective of the decrease in the allowance for contractual services.

Purchasing Office

112011

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1418	Miscellanous Local Revenues	$ 314	$ -	$ -	-
1419	Recovered Costs	31,966	-	-	-
1450	Other Non-Designated Revenue	896,782	1,097,429	1,165,920	6.2%
	Total Revenues	**$ 929,062**	**$ 1,097,429**	**$ 1,165,920**	**6.2%**
Other Resources:					
		-	-	-	-
	Total Resources	**$ 929,062**	**$ 1,097,429**	**$ 1,165,920**	**6.2%**
Use of Resources:					
	Expenditures	$ 929,062	$ 1,097,429	$ 1,165,920	6.2%
	Total Use of Resources	**$ 929,062**	**$ 1,097,429**	**$ 1,165,920**	**6.2%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
100	**General Fund**	929,062	1,097,429	1,165,920	6.2%
	Total by Fund	**$ 929,062**	**$ 1,097,429**	**$ 1,165,920**	**6.2%**

Purchasing Office 112011

DEPARTMENT COMPLEMENT				
Positions	**FY 18-19 Budget**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior Year**
Courier	1.00	1.00	1.00	-
Mail Clerk	0.63	0.63	0.63	-
Office Assistant 2	1.00	1.00	1.00	-
Office Coordinator	1.00	1.00	1.00	-
Procurement Administrator	1.00	1.00	1.00	-
Procurement Contract Specialist	1.00	-	-	-
Procurement Manager	-	-	1.00	1.00
Procurement Specialist 1	2.00	2.00	1.00	(1.00)
Procurement Specialist 2	3.00	4.00	4.00	-
Procurement Supervisor	1.00	1.00	1.00	-
Total Department Personnel	**11.63**	**11.63**	**11.63**	**-**

Purchasing Office 112011

DEPARTMENT SERVICE INFORMATION

1510 Mail/Courier and Delivery

Involves:
- City-wide mail and courier delivery services.
- Maintaining postage meter systems and preparing packages for shipping.

GOALS:
Process outgoing mail by 3:30 P.M. daily.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 143,245	$ 133,417
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 143,245**	**$ 133,417**
Staffing (FTE)	1.93	1.93	1.93
Operating and Performance Measures			
Efficiency Measures			
Annual outgoing mail processed daily by 3:30PM	107,433	121,539	121,539
Performance Measures			
Department satisfaction level	100.0%	100.0%	100.0%
Workload Measures			
Pieces of outgoing mail processed	107,433	121,539	121,539

Purchasing Office 112011

DEPARTMENT SERVICE INFORMATION

1520 Procurement-Goods/Services/Constr

Involves:

- Facilitating the procurement process to obtain supplies, commodities, and services in compliance with procurement ordinances and laws.
- Provide consistent, cost effective, and timely procurement support to all City departments and agencies.
- Promote new acquisition techniques.
- Promote initiatives to increase contract opportunities for Small, Women, and Minority (SWAM) vendors.
- Leveraging technology to maximize the use of PeopleSoft procurement modules for promoting efficiency.
- Procurement certification through an accredited organization of all staff members.
- Obtain Purchasing Office certification.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 786,501	$ 838,359
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 786,501**	**$ 838,359**
Staffing (FTE)	7.65	7.65	7.65
Operating and Performance Measures			
Efficiency Measures			
Average processing time for IFB's (days)	30.0	30.0	30.0
Average processing time for RFP's (days)	150.0	150.0	150.0
Average time to process from requisition to purchase order (days)	5.0	5.0	5.0
Total Home Depot Card spending	$224,378	$245,437	$245,437
Total P-Card spending	$1,237,744	$1,318,824	$1,318,824
Total Purchase Orders $ Amount	$217,080,572	$220,000,000	$220,000,000
Total purchase orders processed	7,940	8,126	8,126
Performance Measures			
Average P-Card spending (per transaction)	$174	$178	$178
Average Total Home Depot Charge card spending	$103	$99	$99
Requisitions processes to purchase order	99.0%	100.0%	100.0%
Solicitations/contracts awarded	100.0%	100.0%	100.0%
Workload Measures			
Total Home Depot Charge Card transactions	2,184	2,474	2,474
Total major solicitations (RFP's, IFB's) received	123	232	232
Total purchase requisitions received	8,305	8,316	8,316
Total small purchasing card transactions processed	7,111	7,408	7,408

Purchasing Office 112011

DEPARTMENT SERVICE INFORMATION

1530 Vendor Management and Administration

Involves:
- Management of supplier database.
- Performance of administrative tasks.

GOAL: Process Supplier Registration Requests within two (2) days from receipt.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 167,683	$ 194,144
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 167,683**	**$ 194,144**
Staffing (FTE)	2.05	2.05	2.05
Operating and Performance Measures			
Efficiency Measures			
Vendor data entries processed and completed within 2 business days	952	900	900
Performance Measures			
Vendor data entries processed within 2 business days	100.0%	100.0%	100.0%
Workload Measures			
Annual Vendor data entry requests received (suppleiers/reimbursement requests)	952	900	900

Real Estate Assessor 140000

Description:

The Real Estate Assessor's Office, in compliance with Virginia Constitution (Article X), estimates the fair market value of all real estate. Staff inspects and collects field data on all new construction, including additions and alterations where permits are obtained. The Office conducts annual reassessment of all real property using a computer-assisted mass appraisal system. Staff performs detailed statistical analysis to measure the accuracy, equality and equity of the value estimate using current market data and trends. The office also produces the annual Land Book, processes property transfers, maintains a parcel maintenance inventory system and provides assistance to the public by responding to requests for information relative to real estate assessments and property ownership. Several other departments and agencies rely on the property and assessment records, reports, and databases maintained by the department.

The Board of Equalization of Real Estate Assessments is established under the Code of Virginia § 15.2-840 and Chesapeake Code of Ordinance § 30-102. It is an independent, quasi-judicial body appointed by the Circuit Court to oversee the results of the annual reassessment in regard to real property appeals. The Board has the power to increase, decrease, or keep the same assessment upon its review. If a property owner is not satisfied with the outcome of the Board's decision, that owner has the right to appeal to the Circuit Court. Any property owner may file an application for a hearing with the Board of Equalization on or prior to April 1st of each tax year.

Department Objectives:

Real Estate Assessor Goals:
- Meet legal requirements by fairly assessing all real estate uniformly and equitably.
- Administer the Land Use Program.
- Provide public information of assessment records.
- Deliver quality customer service through dedicated, competent staff.
- Answer questions and discuss assessments with respective property owner.
- Determine the fair market value of property as of January 1 for the tax year beginning the next succeeding July 1.

Board of Equalization Goals:
- Perform the powers and duties in accordance with State and City Codes.
- Revise, correct and amend any real estate assessment, brought before the Board on appeal by the owner thereof, as the Board finds necessary to equalize the burden of taxation among all of the Citizens of the City.

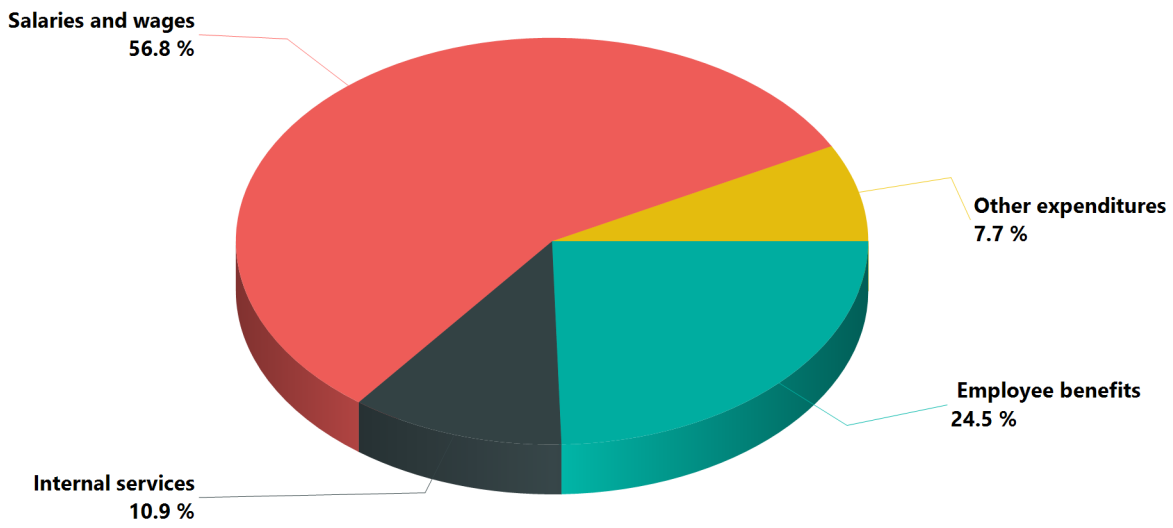
Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
12320	Real Estate Assessor	$ 2,635,257	$ 2,834,781	$ 2,914,390	2.8%
12330	Board of Equalization	3,507	4,560	4,744	4.0%
	Total by Program	**$ 2,638,763**	**$ 2,839,341**	**$ 2,919,134**	**2.8%**

Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1910	Board of Equalization (Appeals)	$ -	$ 4,560	$ 4,744	4.0%
1920	Real Estate Assessment	-	2,834,781	2,914,390	2.8%
	Total by Service	**$ -**	**$ 2,839,341**	**$ 2,919,134**	**2.8%**

Real Estate Assessor 140000

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 1,584,118	$ 1,684,610	$ 1,657,747	-1.6%
1520	Employee benefits	574,907	648,154	715,932	10.5%
1640	Internal services	286,952	294,034	319,397	8.6%
1650	Utility services	21,654	27,384	27,384	0%
1730	Purchased services	63,942	76,037	78,613	3.4%
1750	Other expenditures	36,311	30,200	39,900	32.1%
1752	Communications	38,815	44,336	45,336	2.3%
1760	Materials and supplies	7,967	20,286	20,525	1.2%
	Other expenditures	24,098	14,300	14,300	0%
	Total Expenditures	**$ 2,638,763**	**$ 2,839,341**	**$ 2,919,134**	**2.8%**

FY 20-21 Budget by Expense Category



Budget Highlights:

Continued on Next Page

Real Estate Assessor 140000

Budget Highlights
Real Estate Assessor:

- Salaries reflect a 2.25% pay increase effective July 2020 along with career advancement and performance pay wage increases.
- The increase in benefits reflects the pay raise and the rising cost of healthcare, worker's compensation, and employee retirement.

Board of Equalization:

- The Board will receive level funding.

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1416	Charges for Services	$ 1,609	$ 5,400	$ 1,600	-70.4%
1419	Recovered Costs	190	-	-	-
1450	Other Non-Designated Revenue	2,636,964	2,833,941	2,917,534	2.9%
	Total Revenues	**$ 2,638,763**	**$ 2,839,341**	**$ 2,919,134**	**2.8%**
Other Resources:					
		-	-	-	-
	Total Resources	**$ 2,638,763**	**$ 2,839,341**	**$ 2,919,134**	**2.8%**
Use of Resources:					
	Expenditures	$ 2,638,763	$ 2,839,341	$ 2,919,134	2.8%
	Total Use of Resources	**$ 2,638,763**	**$ 2,839,341**	**$ 2,919,134**	**2.8%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
100	**General Fund**	2,638,763	2,839,341	2,919,134	2.8%
	Total by Fund	**$ 2,638,763**	**$ 2,839,341**	**$ 2,919,134**	**2.8%**

Real Estate Assessor 140000

DEPARTMENT COMPLEMENT				
Positions	**FY 18-19 Budget**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior Year**
Administrative Assistant 1	1.00	1.00	1.00	-
Appraisal Clerk 1	1.00	1.00	1.00	-
Appraisal Clerk 2	2.00	2.00	2.00	-
Appraisal Clerk Supervisor	1.00	1.00	1.00	-
Deputy Real Estate Assessor	1.00	1.00	1.00	-
GIS Specialist	1.00	1.00	1.00	-
Real Estate Appraiser 1	2.00	2.00	2.00	-
Real Estate Appraiser 2	5.00	5.00	3.00	(2.00)
Real Estate Appraiser 3	7.00	7.00	8.00	1.00
Real Estate Appraiser 4	2.00	2.00	3.00	1.00
Real Estate Appraiser 5	3.00	3.00	3.00	-
Real Estate Assessor	1.00	1.00	1.00	-
Systems Analyst 1	0.63	-	-	-
Title Clerk 2	1.00	1.00	1.00	-
Total Department Personnel	**28.63**	**28.00**	**28.00**	**-**

Real Estate Assessor 140000

DEPARTMENT SERVICE INFORMATION

1910 Board of Equalization (Appeals)

The five-member board is appointed by the Circuit Court. Members receive a stipend from the City of $75 per meeting. Members are employees of the City. The board provides independent administrative hearings and rulings on appeals by property owners of assessments made by the Assessor. The board will revise, correct and amend any real estate assessment, brought before the Board on appeal by the owner thereof, as the Board finds necessary to equalize the burden of taxation among all of the citizens of the City.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 4,560	$ 4,744
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 4,560**	**$ 4,744**
Staffing (FTE)	-	-	-
Operating and Performance Measures			
Performance Measures			
Appealed assessments upheld	23	25	32
Appeals granted	2	2	3
Workload Measures			
Appeals applications received	38	40	50
Appeals heard	25	27	35

Real Estate Assessor 140000

DEPARTMENT SERVICE INFORMATION

1920 Real Estate Assessment

The service entails (1) assessment of property values and administration of land use program; maintenance of the Computer Assisted Mass Appraisal database and land book; (2) production of reports; and (3) customer relations with property owners, city administration and the governing body. It also includes representing and defending valuations before the Board of Equalization.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 2,834,781	$ 2,914,390
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 2,834,781**	**$ 2,914,390**
Staffing (FTE)	28.63	28.00	28.00
Operating and Performance Measures			
Efficiency Measures			
Average parcel appraisals per appraiser	4,689	4,795	4,847
Average permit appraisals per appraiser	179	189	200
Performance Measures			
Assessment-to-sales price ratio	96.0%	97.0%	97.0%
Coefficient of dispersion	5.5%	5.0%	5.0%
Workload Measures			
Ownership transfers processed	6,500	6,550	6,800
Parcels appraised	89,100	91,000	91,100
Permits appraised	3,400	3,600	3,800
Plats processed	220	230	240

Registrar/Elections 111060

Description:

The Registrar's Office is a full service office that:

- Administers all City, State, and Federal elections and coordinates all voter registration services,
- Provides registration opportunities in all areas of the City and maintains registration records,
- Files and processes all local candidates for elected office,
- Checks petitions for all Advisory Referendums,
- Prepares all election redistricting, and
- Recruits and trains all election officials.

The Electoral Board supervises all City, State and Federal elections and conducts the official canvass for each election.

Department Objectives:

Encourage voter registration and voting as the fundamental element in a participatory democracy.

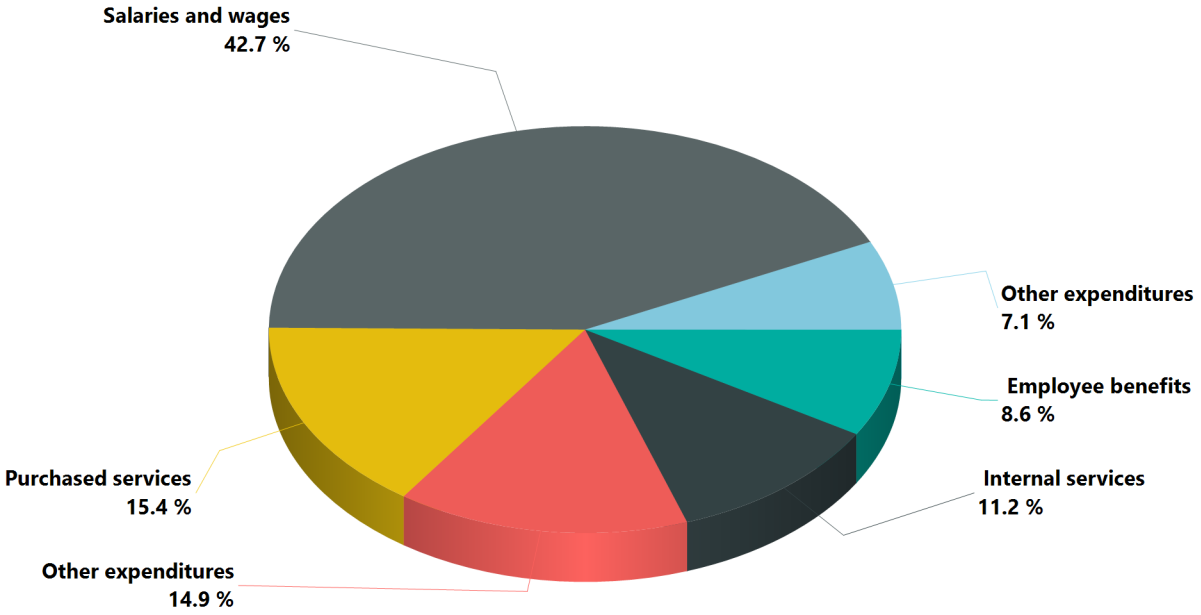
Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
13100	Electoral Board	$ 1,135,707	$ 1,579,889	$ 1,607,197	1.7%
	Total by Program	**$ 1,135,707**	**$ 1,579,889**	**$ 1,607,197**	**1.7%**

Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1410	Absentee Voting	$ -	$ 235,132	$ 388,149	65.1%
1420	Administer Elections	-	858,065	743,421	-13.4%
1430	Candidate Processing	-	94,078	84,903	-9.8%
1440	Voter Registration	-	392,614	390,724	-0.5%
	Total by Service	**$ -**	**$ 1,579,889**	**$ 1,607,197**	**1.7%**

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 422,738	$ 680,003	$ 686,927	1.0%
1520	Employee benefits	105,445	149,280	138,011	-7.5%
1640	Internal services	167,092	171,700	179,718	4.7%
1730	Purchased services	122,379	224,616	248,026	10.4%
1733	Maintenance and repairs	19,040	30,750	32,243	4.9%
1750	Other expenditures	197,630	257,830	240,272	-6.8%
1752	Communications	74,922	27,210	53,500	96.6%
1760	Materials and supplies	25,507	35,000	25,000	-28.6%
	Other expenditures	956	3,500	3,500	0%
	Total Expenditures	**$ 1,135,707**	**$ 1,579,889**	**$ 1,607,197**	**1.7%**

Registrar/Elections 111060

FY 20-21 Budget by Expense Category



Budget Highlights:

• Salaries include funding for a 2.25% pay increase and an allowance for performance pay awards. Changes in benefits is reflective of the allotment for health insurance for eligible staff members.

• The Registrar's budget fluctuates from year to year depending upon the number and type of elections held. The FY 20 budget included funding for four elections. The FY 21 budget submission includes funding for one primary election and a Presidential election. Presidential elections are more costly as they typically generate a larger voter turnout. The requests submitted for the FY 21 budget reflect adjustments needed for routine operating expenditures.

• Virginia will have no excuse in person, early voting available starting on the second Saturday immediately preceding any election beginning with the 2020 Presidential election. In-person absentee with excuse requiring an application will still begin 45 days before an election. The department has allocated funding to allow for the operation of satellite early voting locations, additional staff to assist with early voting, and additional ballots to supply all satellite early voting locations.

Registrar/Elections

111060

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1424	Commonwealth of Virginia - Categorical: Shared Costs	$ 76,836	$ 79,800	$ 81,400	2.0%
1450	Other Non-Designated Revenue	1,058,871	1,500,089	1,525,797	1.7%
	Total Revenues	**$ 1,135,707**	**$ 1,579,889**	**$ 1,607,197**	**1.7%**
Other Resources:					
		-	-	-	-
	Total Resources	**$ 1,135,707**	**$ 1,579,889**	**$ 1,607,197**	**1.7%**
Use of Resources:					
	Expenditures	$ 1,135,707	$ 1,579,889	$ 1,607,197	1.7%
	Total Use of Resources	**$ 1,135,707**	**$ 1,579,889**	**$ 1,607,197**	**1.7%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
100	**General Fund**	1,135,707	1,579,889	1,607,197	1.7%
	Total by Fund	**$ 1,135,707**	**$ 1,579,889**	**$ 1,607,197**	**1.7%**

Registrar/Elections 111060

DEPARTMENT COMPLEMENT				
Positions	**FY 18-19 Budget**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior Year**
Assistant Registrar 1	2.51	4.32	4.38	0.07
Assistant Registrar 2	2.00	2.00	2.00	-
Assistant Registrar Aide	1.03	-	-	-
Board Of Elections	-	-	-	-
Deputy Registrar	1.00	1.00	1.00	-
Elections	-	0.04	-	(0.04)
Registrar	1.00	1.00	1.00	-
Voter Registration/Technology Coordinator	1.00	-	-	-
Voting Machine Technician 1	-	0.15	0.13	(0.02)
Voting Machine Technician 2	-	0.03	0.03	-
Total Department Personnel	**8.54**	**8.54**	**8.54**	**-**

Registrar/Elections 111060

DEPARTMENT SERVICE INFORMATION

1410 Absentee Voting

Provides and processes absentee ballot applications. Absentee ballots are issued to applicants in-person, by mail, or by e-mail.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 235,132	$ 388,149
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 235,132**	**$ 388,149**
Staffing (FTE)	1.68	2.14	2.15
Operating and Performance Measures			
Workload Measures			
Absentee ballots cast in November Election	6,459	4,500	70,000

Registrar/Elections 111060

DEPARTMENT SERVICE INFORMATION

1420 Administer Elections

Provides each Chesapeake precinct an accessible polling place with voting equipment, poll books, ballots and trained election officials.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 858,065	$ 743,421
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 858,065**	**$ 743,421**
Staffing (FTE)	2.00	2.39	2.34
Operating and Performance Measures			
Workload Measures			
Elections held in fiscal year	1	4	2
Voting precincts	64	64	64

Registrar/Elections 111060

DEPARTMENT SERVICE INFORMATION

1430 Candidate Processing

Accepts and processes candidate filings to appear on the ballot, checks petitions, and accepts and maintains campaign finance reports for public inspection.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 94,078	$ 84,903
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 94,078**	**$ 84,903**
Staffing (FTE)	2.20	0.70	0.70

Operating and Performance Measures

Registrar/Elections 111060

DEPARTMENT SERVICE INFORMATION

1440 Voter Registration

This service includes (1) processing voter registration applications, (2) issuing voter registration notifications to registrants, and (3) maintaining voter registration records.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 392,614	$ 390,724
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 392,614**	**$ 390,724**
Staffing (FTE)	2.13	3.31	3.35
Operating and Performance Measures			
Workload Measures			
Registered voters	160,990	165,000	165,000

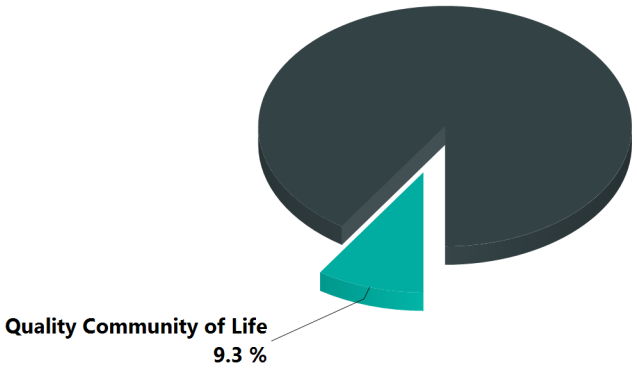
Quality Community of Life

Summary

Budget by Department		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
113074	Chesapeake Integrated Behavioral Healthcare	$ 25,489,330	$ 29,262,163	$ 31,113,194	6.3%
112060	Health Department	2,558,767	2,922,595	2,959,908	1.3%
113100	Human Services - Community Programs	1,200,772	2,183,069	2,483,673	13.8%
113071	Human Services - Interagency Consortium	5,125,345	5,366,574	5,446,295	1.5%
113072	Human Services - Juvenile Services	6,600,505	7,749,676	7,348,383	-5.2%
113073	Human Services - Social Services	19,497,421	23,401,117	23,777,391	1.6%
113090	Libraries	9,713,605	10,641,628	10,897,027	2.4%
410000	Mosquito Control Commission	4,207,426	4,769,456	5,067,496	6.2%
112020	Parks, Recreation and Tourism	15,271,851	18,637,763	19,323,686	3.7%
Total Expenditures		**$ 89,665,024**	**$ 104,934,041**	**$ 108,417,053**	3.3%
Less Billings to Other Departments		-	-	-	-
Total Quality Community of Life		**$ 89,665,024**	**$ 104,934,041**	**$ 108,417,053**	**3.3%**

Quality Community of Life

Total City Budget - $1,162.2 Million



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Chesapeake Integrated Behavioral Healthcare 113074

Description:

Integrated Behavioral Healthcare provides treatment and support services to individuals with mental illness, intellectual disability, and substance use. The treatment and support unit assists Chesapeake residents in managing their illness and helps individuals to integrate into the community and improve their quality of life. The department is governed by a twelve-member community-based, City Council appointed board as authorized by the Code of Virginia. CIBH services are grouped into three major categories:

• Mental Health Services for individuals with emotional or mental illnesses - we provide both outpatient and emergency services that support the chronically mentally ill. Services include psycho-social, residential, adult case management, and a program of aggressive community treatment (PACT).

• Developmental Services for individuals with developmental disabilities - we provide support for both the individual and their family. Subsidy grants are used to purchase a plethora of individual and family supports in order to maintain clients in their home community. These subsidies assist in stabilizing tenuous situations as they arise in the lives of the clients served.

• Substance Use Services for individuals affected by alcohol or drug use - we provide individual, group and family counseling for persons and affected family members.

Mission Statement: Chesapeake Integrated Behavioral Healthcare provides behavioral healthcare services to its citizens, CIBH will support and assist people whose lives are affected by mental illness, substance abuse, intellectual disabilities, or other developmental difficulties to join their community - to reach an optimal state of inter-dependency, which draws from their own strengths and from those of the community around them.

Core Values: Commitment to whole person treatment, neutral to disability area, access to services, accountability, communication, cultural diversity, honest/respect/dignity, and teamwork.

Department Objectives:

• Provide highly responsive and quality Mental Health, Developmental, and Substance Use Services to clients in need. Services shall be provided efficiently and effectively while conserving human and financial resources as measured by total cost per client.
• Leverage resources of students pursuing clinical degrees and licensure to complement existing service capacity, maintain best practices and pursuing the professional development of volunteer clinical staff as measured by number of volunteer hours per year.

Performance is measured by standardized indicators established by the state that measure access to and intensity of services provided.

Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
52100	CIBH Board and Administration	$ -	$ -	$ -	-
52200	MH Mental Health Clearing Account	-	-	-	-
52201	MH Administration	-	-	-	-
52202	MH 100 Emergency Services	1,542,014	1,931,147	1,834,872	-5.0%
52203	MH 310 Outpatient - Adult	593,784	870,373	858,965	-1.3%
52204	MH 312 Psychiatry Services	2,763,989	3,598,694	3,679,497	2.2%
52206	MH 320 Case Management: Adult	1,612,978	1,739,679	1,890,468	8.7%
52208	MH 720 Assessment/Evaluation	590,720	501,051	584,583	16.7%
52210	MH Inpatient	1,995	3,000	3,000	0%
52211	MH 581 Permanent Supportive Housing	-	-	143,215	-
52213	MH 320 Case Management: Child/Adol	500,911	691,105	445,109	-35.6%
52214	MH 425 Mental Health Rehab	1,162,052	1,512,664	1,511,479	-0.1%
52216	MH 410 Therapuetic Day Trmt	1,527,039	1,894,075	1,694,767	-10.5%

Chesapeake Integrated Behavioral Healthcare 113074

Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
52217	MH 310 Outpatient: Child/Adol	269,156	481,748	459,195	-4.7%
52218	MH Child/Adolescent Non-Mandated	42,083	34,576	42,000	21.5%
52223	MH 410 Partial Hospitalization	5,525	2,000	6,000	200%
52224	MH 350 Intensive Comm Trmt	1,844,566	1,841,922	2,120,946	15.1%
52226	MH 581 Supportive Residential	240,234	316,312	290,419	-8.2%
52228	MH 521 Intensive Residential	27	-	-	-
52231	MH 551 Supervised Residential	18,313	30,000	19,000	-36.7%
52234	MH 320 Case Management: Forensic	356,674	356,929	550,753	54.3%
52235	MH 318 Motivational Treatment	127,314	302,476	207,158	-31.5%
52236	MH 720 Law Initiative	189,553	205,026	294,686	43.7%
52237	MH 465 Grp Support Emplmt: Cafe	29,481	54,173	48,672	-10.2%
52300	DEV Developmental Clearing Account	-	-	-	-
52301	DEV 320 Case Management	1,774,191	1,792,779	2,061,103	15.0%
52302	DEV 425 Psychosocial Rehab	1,504,820	1,403,268	1,684,016	20.0%
52303	DEV Long-Term Residential Support	13,134	36,183	36,183	0%
52317	DEV 501 Intermediate Care 1825	1,879,891	3,157,750	3,392,264	7.4%
52318	DEV Administration (Allocate)	-	-	-	-
52319	DEV 900 Voucher Program	1,793,489	1,961,103	1,968,970	0.4%
52336	DEV 620 Part C Infant Services	2,206,718	2,150,213	2,339,444	8.8%
52337	DEV 501 Intermediate Care 1829	1,167,220	404,015	382,778	-5.3%
52400	SA Substance Abuse Clearing Account	-	-	-	-
52401	SA Administration (Allocate)	-	-	-	-
52402	SA 310 Outpatient: Adult	428,130	609,691	789,620	29.5%
52405	SA 320 Case Management	134,673	152,359	159,887	4.9%
52406	SA 313 Intensive Outpatient Svcs	52,175	108,786	131,088	20.5%
52407	SA 610 Prevention	519,359	377,664	632,773	67.5%
52409	SA 521 Intensive Residential	11,780	53,533	53,533	0%
52412	SA 260 Medical Detox	96,355	160,000	160,000	0%
52413	SA 320 Drug Court	218,277	155,791	154,900	-0.6%
52414	SA 335 Medicated Assisted Services	88,252	60,000	90,000	50.0%
52417	SA 310 Outpatient: Womens Services	32,472	103,215	95,747	-7.2%
52418	SA 410 Day Treatment/Part Hosp	15,275	12,000	12,000	0%
52419	SA 318 Motivational Treatment	15,295	6,000	6,000	0%
52426	SA 551 Supervised Residential	840	30,000	30,000	0%
52427	SA 310 Outpatient: Child/Adol	118,578	139,108	248,104	78.4%
	Total by Program	**$ 25,489,330**	**$ 29,262,163**	**$ 31,113,194**	**6.3%**

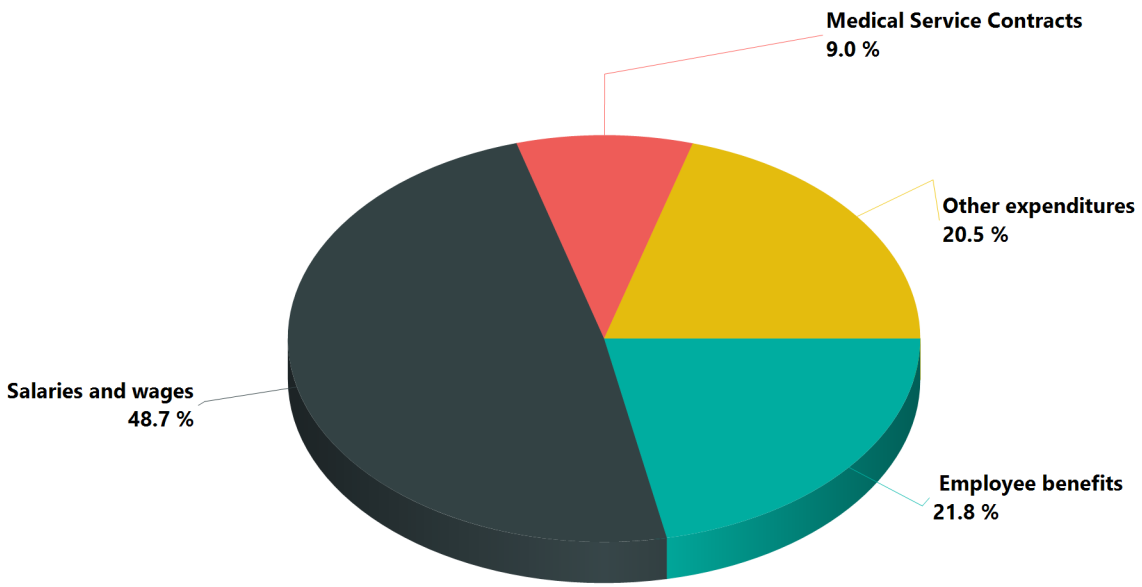
Chesapeake Integrated Behavioral Healthcare 113074

Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
4095	Administrative Services	$ -	$ -	$ -	-
4100	Emergency Services	-	1,931,147	1,834,872	-5.0%
4250	Inpatient	-	3,000	3,000	0%
4260	Community Based-Medical Detox	-	160,000	160,000	0%
4310	Outpatient Services	-	2,204,135	2,335,883	6.0%
4312	Psychiatry Services	-	3,598,694	3,737,497	3.9%
4313	Intensive Outpatient Services	-	108,786	140,511	29.2%
4318	Motivational Treatment	-	308,476	213,158	-30.9%
4320	Case Management	-	4,888,642	5,310,545	8.6%
4335	Medication Assisted Treatment	-	60,000	90,000	50.0%
4350	Community Treatment	-	1,841,922	2,120,946	15.1%
4410	Day Treatment/Partial Hospitalization	-	1,942,651	1,754,767	-9.7%
4425	Rehabilitation Services	-	2,952,115	3,231,678	9.5%
4465	Supported Employment-Group Model	-	54,173	48,672	-10.2%
4501	Highly Intensive Residential Svcs	-	3,561,765	3,775,042	6.0%
4521	Intensive Residential Services	-	75,288	53,533	-28.9%
4551	Supervised Residential Services	-	60,000	192,215	220.4%
4581	Supportive Residential Services	-	316,312	290,419	-8.2%
4610	Prevention Services	-	377,664	632,773	67.5%
4620	Infant Services (Part C)	-	2,146,022	2,339,074	9.0%
4720	Assessment and Evaluation	-	710,268	879,639	23.8%
4900	Voucher Program	-	1,961,103	1,968,970	0.4%
	Total by Service	**$ -**	**$ 29,262,163**	**$ 31,113,194**	**6.3%**

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 12,858,811	$ 14,931,989	$ 15,155,344	1.5%
1520	Employee benefits	4,940,127	6,082,342	6,788,182	11.6%
1640	Internal services	603,014	524,587	642,341	22.4%
1730	Purchased services	444,133	326,030	654,163	100.6%
1731	Temporary services	598,153	422,955	598,153	41.4%
1732	Medical Service Contracts	2,507,476	2,562,096	2,799,455	9.3%
1757	Public assistance payments	1,655,754	1,905,609	1,867,233	-2.0%
1760	Materials and supplies	676,219	1,117,341	969,089	-13.3%
	Other expenditures	1,205,643	1,389,214	1,639,234	18.0%
	Total Expenditures	**$ 25,489,330**	**$ 29,262,163**	**$ 31,113,194**	**6.3%**

Chesapeake Integrated Behavioral Healthcare 113074

FY 20-21 Budget by Expense Category



Budget Highlights:

- Salaries include funding for a 2.25% general wage increase and continuation of performance pay system.
- Employee benefits are increasing because of increasing cost of healthcare (10%) and retirement costs (9.7%).
  Health care increases $380,500
  Retirement costs increase $175,900
- The wage accounts include a provision for anticipated vacancy savings of $1.4 million reflecting department's experience.
- Two new positions were added for FY 2021: an Office Specialist and a Reimbursement Specialist.
- Significant increases in non-wage accounts:
  Medical service contracts increase by $237,400
  Lease for Prevention and Infant programs increases $70,000
  Methadone treatments increase by $30,000
  Interpreter services increase by $70,000
  Temporary services increase by $152,000
  Technology upgrades increase by $250,000

The department submitted requests for several new positions that were not approved:

- Converting a part-time Clinician to full-time status
- Quality Assurance Analyst (2 positions)
- Direct Support Technician
- Clinician III
- Licensed Clinicians (5 positions)

Chesapeake Integrated Behavioral Healthcare 113074

Note that service goals and performance measures were not available at time the budget was prepared. We plan to complete service reports by July 2020.

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Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1415	Use of Money & Property	$ 207,407	$ 0	$ 0	-
1416	Charges for Services	9,731,335	11,210,862	10,908,335	-2.7%
1418	Miscellanous Local Revenues	3,816	10,000	11,000	10.0%
1419	Recovered Costs	62,476	-	28,000	-
1424	Commonwealth of Virginia - Categorical: Other	8,419,064	7,766,277	9,167,827	18.0%
1432	Federal Government	1,534,601	1,170,393	1,600,817	36.8%
	Total Revenues	**$ 19,958,699**	**$ 20,157,532**	**$ 21,715,979**	**7.7%**
Other Resources:					
1321	Use of Fund Balance	$ -	$ 1,476,435	$ 7,566,615	412.5%
1931	Transfers from General Fund	7,940,645	7,920,046	8,118,000	2.5%
	Total Resources	**$ 27,899,344**	**$ 29,554,013**	**$ 37,400,594**	**26.5%**
Use of Resources:					
	Expenditures	$ 25,489,330	$ 29,262,163	$ 31,113,194	6.3%
1320	Fund Balance Increases	1,809,457	-	-	-
1940	Transfers to General Fund	207,407	-	-	-
1942	Transfers to Capital Funds	100,000	-	5,997,000	-100%
1946	Transfers to Debt Fund	293,150	291,850	290,400	0.5%
	Total Use of Resources	**$ 27,899,344**	**$ 29,554,013**	**$ 37,400,594**	**6.3%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
205	**Community Services**	$ 25,489,330	$ 29,262,163	$ 31,113,194	6.3%
	Total by Fund	**$ 25,489,330**	**$ 29,262,163**	**$ 31,113,194**	**6.3%**

DEPARTMENT COMPLEMENT

Positions	FY 18-19 Budget	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Account Clerk	3.00	3.00	3.00	-
Accountant 1	3.00	3.00	3.00	-
Admin Services Director CIBH	1.00	1.00	1.00	-
Administrative Assistant 1	2.00	2.00	2.00	-
Business Applications Spec 1	1.00	1.00	1.00	-
Business Systems Analyst	1.00	1.00	1.00	-
Care Coordination Director	1.00	1.00	1.00	-
CIBH MIS Administrator	1.00	1.00	1.00	-
Client Technologies Analyst 1	2.00	2.00	2.00	-
Clinical Program Supervisor	8.00	8.00	8.00	-
Clinician 1	15.75	15.75	16.75	1.00
Clinician 2	85.40	86.65	86.65	-
Clinician 3	19.00	21.00	22.00	1.00
Direct Support Technician	42.60	42.60	42.73	0.13
Executive Director	1.00	1.00	1.00	-
Fiscal Administrator	1.00	1.00	1.00	-
Licensed Clinician 2	7.00	7.00	7.00	-
Licensed Clinician I	22.00	22.00	22.00	-
Licensed Practical Nurse	8.00	8.00	8.00	-
Licensed Program Supervisor	4.00	4.00	4.00	-
Mental Hlth/Sub Abuse Prgm Dir	1.00	1.00	1.00	-
Network Engineer 1	1.00	1.00	1.00	-
Nursing Supervisor	1.00	1.00	1.00	-
Office Specialist 1	19.30	20.50	21.50	1.00
Office Specialist 2	4.63	4.00	4.00	-
Payroll/HR Technician 1	1.00	2.00	2.00	-
Payroll/HR Technician 2	1.00	1.00	1.00	-
Peer Recovery Specialist	2.00	2.00	2.00	-
Prevention Specialist	3.00	3.00	3.00	-
Psychiatric Nurse 1	7.50	7.50	7.50	-
Psychiatric Nurse 2	2.00	2.00	2.00	-
Psychiatrist	3.00	3.00	3.00	-
Quality Assurance Admin	1.00	1.00	1.00	-
Quality Assurance Analyst	3.00	3.00	3.00	-
Registered Nurse	1.00	1.00	1.00	-
Reimbursement Specialist	5.00	6.00	7.00	1.00
Reimbursement Supervisor	1.00	1.00	1.00	-
Systems Analyst 1	1.00	1.00	1.00	-
Van Driver 1	7.85	7.85	7.85	-
Van Driver 2	1.00	1.00	1.00	-
Total Department Personnel	**296.03**	**301.85**	**305.97**	**4.13**

Health Department 112060

Description:

The Health Department promotes healthy Chesapeake residents by providing services that are not otherwise provided by the private sector, including: restaurant inspection, septic system inspection and permits, ground water protection, rodents and rabies control and issuance of death certificates. The department also provides maternal and child health care, family planning services, sexual disease treatment and communicable disease investigation.

Public Health focuses on disease prevention, community education, healthy lifestyles and environmental health. The Occupational Health section provides services to City public safety employees (Police, Fire and Sheriff) including physical examinations with fitness for duty determination, health risk assessments, immunizations, and blood borne pathogen investigations and education.

The budget presented here represents only the City's funding, most departmental expenses are paid directly by the Commonwealth of Virginia and are not part of the City budget. In accordance with the City contract with the Commonwealth, the City reimburses the State for a portion of its cost in operations (referred to as the Co-Op Health Board Contribution). The City funds all positions in the Occupational Health section.

Department Objectives:

- Integrity - A commitment to honesty and respect; this applies to colleagues and the community with regards to our actions and verbal communications.
- Responsibility - Accountability for our own actions; willingness to strive for improvement and reasonable, mutual solutions.
- Humanity - Compassionate responsiveness and sensitivity to colleagues.
- Virtue - A quest for justice, to help persons achieve, to be responsible, and to feel good about oneself.

- Pride - No action or task is too small for us not to take pride in how it is performed or shared.
- Humor - Laughter about ourselves and certain situation can be therapeutic and unifying; not intended to embarrass or ridicule.

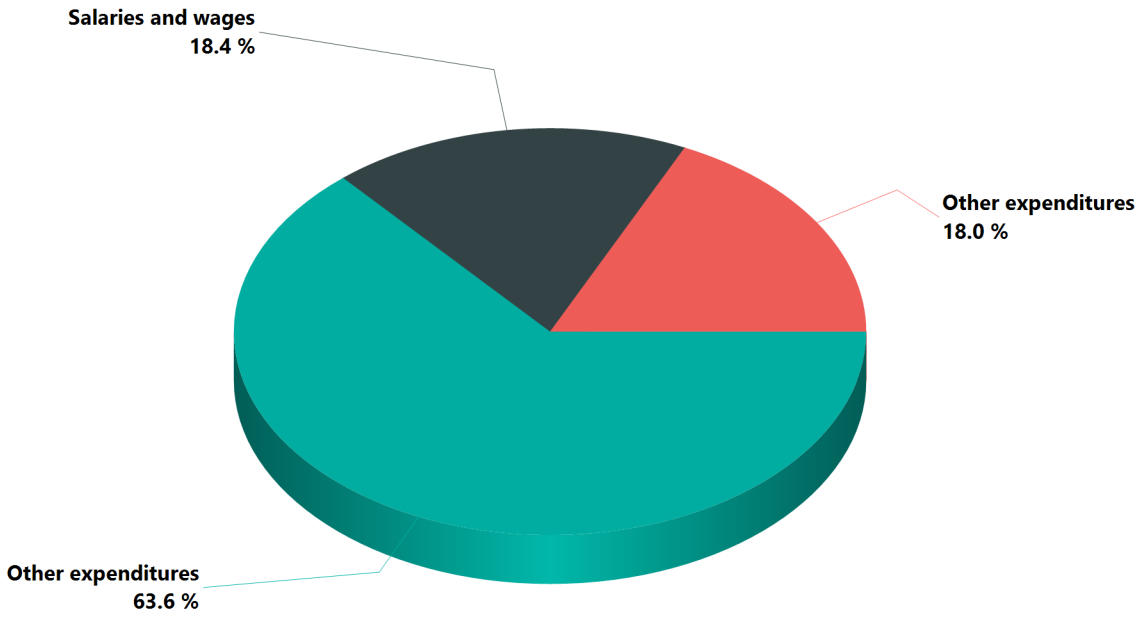
Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
51112	Health - General Clinics	$ 1,974,651	$ 2,200,993	$ 2,412,737	9.6%
51400	Health Occupational Health Services	584,117	721,602	547,171	-24.2%
	Total by Program	**$ 2,558,767**	**$ 2,922,595**	**$ 2,959,908**	**1.3%**

Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
3120	Health Services	$ -	$ 2,200,993	$ 2,390,817	8.6%
3130	Occupational Health Services	-	721,602	569,091	-21.1%
	Total by Service	**$ -**	**$ 2,922,595**	**$ 2,959,908**	**1.3%**

Health Department 112060

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 376,140	$ 569,269	$ 543,422	-4.5%
1520	Employee benefits	150,279	219,133	204,232	-6.8%
1640	Internal services	89,849	91,465	89,510	-2.1%
1730	Purchased services	72,245	77,315	77,315	0%
1731	Temporary services	49,493	49,493	49,493	0%
1732	Medical Service Contracts	53,813	76,444	79,954	4.6%
1750	Other expenditures	1,714,737	1,807,183	1,883,689	4.2%
1752	Communications	13,282	15,493	15,493	0%
	Other expenditures	38,929	16,800	16,800	0%
	Total Expenditures	**$ 2,558,767**	**$ 2,922,595**	**$ 2,959,908**	**1.3%**

FY 20-21 Budget by Expense Category



Budget Highlights:

- Salary and benefits include the 2.25% pay increase but overall decreased due to changes in health care selections and turnover.
- Increase for the Co-Op Health Board payment, which is required City contribution to the State for the Health Department. Most department employees and operating expenses of the health department are not paid by the State.

Health Department 112060

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1415	Use of Money & Property	$ 137,628	$ 137,628	$ 137,628	0%
1450	Other Non-Designated Revenue	2,421,139	2,784,967	2,822,280	1.3%
	Total Revenues	**$ 2,558,767**	**$ 2,922,595**	**$ 2,959,908**	**1.3%**
Other Resources:					
		-	-	-	-
	Total Resources	**$ 2,558,767**	**$ 2,922,595**	**$ 2,959,908**	**1.3%**
Use of Resources:					
	Expenditures	$ 2,558,767	$ 2,922,595	$ 2,959,908	1.3%
	Total Use of Resources	**$ 2,558,767**	**$ 2,922,595**	**$ 2,959,908**	**1.3%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
100	**General Fund**	2,558,767	2,922,595	2,959,908	1.3%
	Total by Fund	**$ 2,558,767**	**$ 2,922,595**	**$ 2,959,908**	**1.3%**

Health Department 112060

DEPARTMENT COMPLEMENT				
Positions	**FY 18-19 Budget**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior Year**
General Admin Supervisor	1.00	1.00	1.00	-
Licensed Practical Nurse	1.00	1.00	1.00	-
Medical Lab Tech. II	0.60	-	-	-
Medical Technologist Supervisr	1.00	1.00	1.00	-
Nurse Practitioner, Certified	2.00	2.00	2.00	-
Office Specialist 2	1.00	1.00	1.00	-
Registered Nurse	1.63	1.63	1.63	-
Storekeeper 1	0.80	0.75	0.75	-
Total Department Personnel	**9.03**	**8.38**	**8.38**	**-**

Health Department 112060

DEPARTMENT SERVICE INFORMATION

3120 Health Services

Primary Responsibilities:
1. Protect against environmental health hazards by diagnosing, investigating and correcting environmental health problems through routine inspections of food and tourist establishments, permitting and inspecting private well installations and sewage disposal systems, and monitoring rabies exposures and communicable diseases.

2. Promotes the delivery of maternal, prenatal and perinatal care to "at risk" women through case management by providing home visits to clients referred for maternity case management services and those at risk for complications of pregnancy.

3. Monitors pregnancy indicators to determine effectiveness of maternity case management.

4. Maintains the Blood Borne Pathogen Exposure Control Plan by educating departments and implementing procedures to protect from the potentially devastating long-term impact of untreated or non-assessed blood borne pathogen exposure.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 2,200,993	$ 2,390,817
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 2,200,993**	**$ 2,390,817**
Staffing (FTE)	3.44	2.81	3.75
Operating and Performance Measures			
Performance Measures			
Food establishment permits issued	853	860	860
Immunizations provided	1,961	2,000	2,000
Workload Measures			
Baby care case management visits	6,171	6,200	6,200
Breast and cervical cancer visits	1,422	1,425	1,425
Communicable disease investigations	700	700	700
Pre-admission nursing home screens	767	625	800
Sexually transmitted disease visits	1,983	2,000	2,000
Tuberculosis visits	1,889	2,400	1,900

Health Department 112060

DEPARTMENT SERVICE INFORMATION

3130 Occupational Health Services

Provides health risk appraisals, physical exams, counseling, treatment, referral and education to all City Fire (including emergency medical personnel), Police and Sheriff employees in accordance with the updated medical guidelines and local policy.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 721,602	$ 569,091
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 721,602**	**$ 569,091**
Staffing (FTE)	5.59	5.56	4.63
Operating and Performance Measures			
Workload Measures			
Employees receiving full physicals	1,211	1,250	1,250
Employees receiving partial physicals	303	311	315

Human Services - Community Programs 113100

Description:

Community Programs is a division of the Department of Human Services. Its mission is to connect citizens with resources. The office serves the community and coordinates service delivery across all agencies of the City by community development, human development, and/or public services. It provides outreach, education, and support to the community for the enhancement of the quality of life for Chesapeake residents.

Department Objectives:

• Revitalize and maintain healthy neighborhoods through partnerships with faith-based and community organizations through home repair and neighborhood events.
• Increase awareness of Trauma Informed Care through outreach to City and community agencies, faith-based organizations, and non-profits.
• Reduce the number of youth entering the Juvenile Justice System.
• Reduce the number of individuals and families experiencing homelessness.

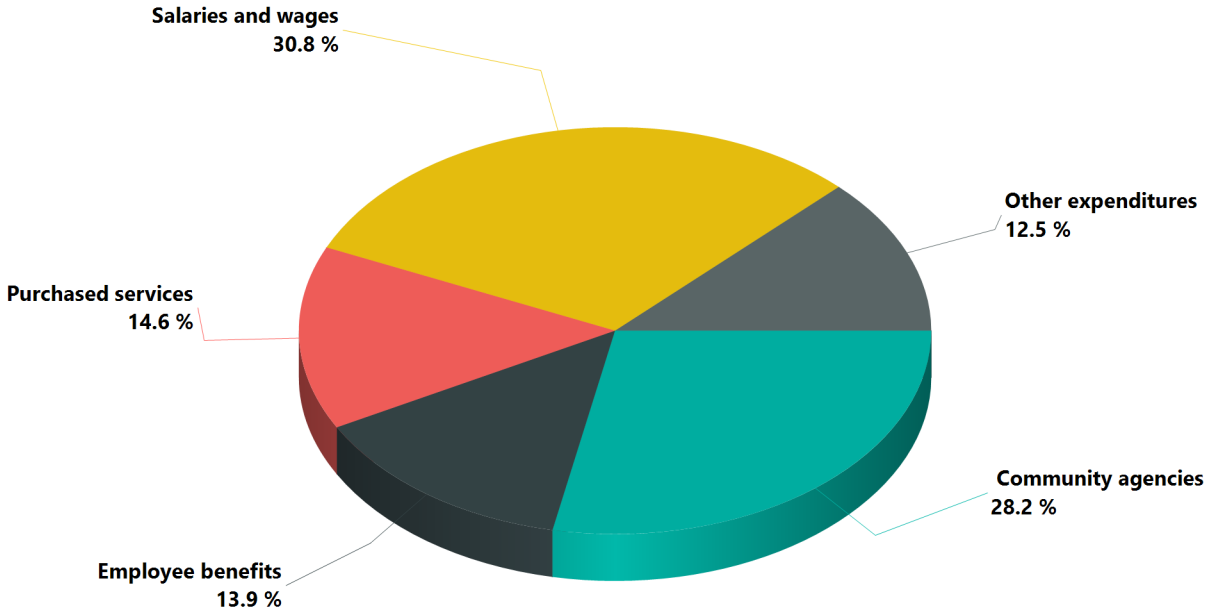
Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
12124	Human Services - Community Programs	$ 1,200,772	$ 2,183,069	$ 2,483,673	13.8%
	Total by Program	**$ 1,200,772**	**$ 2,183,069**	**$ 2,483,673**	**13.8%**

Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
3610	Community Development Activities	$ -	$ 390,416	$ 436,922	11.9%
3620	Community Outreach	-	575,328	611,317	6.3%
3630	Community Partnerships and Collaborative Programs	-	685,463	926,408	35.2%
3640	Youth and Family Development	-	531,862	509,026	-4.3%
3695	Administrative Services	-	-	-	-
	Total by Service	**$ -**	**$ 2,183,069**	**$ 2,483,673**	**13.8%**

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 644,109	$ 749,802	$ 764,907	2.0%
1520	Employee benefits	250,522	287,519	346,414	20.5%
1640	Internal services	71,675	74,387	74,000	-0.5%
1650	Utility services	8,755	10,172	10,172	0%
1730	Purchased services	152,858	373,500	362,500	-2.9%
1731	Temporary services	15,253	50,000	50,000	0%
1757	Public assistance payments	10,686	140,000	140,000	0%
1770	Community agencies	1,723	464,600	699,625	50.6%
	Other expenditures	45,191	33,089	36,055	9.0%
	Total Expenditures	**$ 1,200,772**	**$ 2,183,069**	**$ 2,483,673**	**13.8%**

Human Services - Community Programs 113100

FY 20-21 Budget by Expense Category



Budget Highlights:

- The Community Programs division did not submit any new budget requests for FY21.
- Operating expenditure changes are due to inflationary increases. These changes are primarily health insurance cost increases and an allowance for a 2.25% pay increase. Internal service charges are based on FY 2020 estimates for FY 2021.
- The FY 2021 budget includes $39,000 in new annual funding for security services at the Chesapeake We Care day resource center for the homeless opened in FY 2020.
- Starting in FY 2020, the budget includes new funding for a day resource center to strengthen the system of care for Chesapeake's homeless residents and $140,000 to establish assistance for disaster recovery.
- Starting in FY 2020, payments to community agencies of $464,600 was moved to the department's budget from non-departmental funding.
- The FY 2021 budget for Community Agencies increases by $228,205 with funds provided by recent tobacco tax levy for public health initiatives. These funds are available for award based on a competitive award process.

A full list of the Human Services Grants made from this funding is included in the Appendix.

Human Services - Community Programs 113100

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1412	Other Local Taxes	$ -	$ -	$ 228,050	-
1419	Recovered Costs	566	-	-	-
1450	Other Non-Designated Revenue	1,200,206	2,193,069	2,265,623	3.3%
	Total Revenues	**$ 1,200,772**	**$ 2,193,069**	**$ 2,493,673**	**13.7%**
Other Resources:					
		-	-	-	-
	Total Resources	**$ 1,200,772**	**$ 2,193,069**	**$ 2,493,673**	**13.7%**
Use of Resources:					
	Expenditures	$ 1,200,772	$ 2,183,069	$ 2,483,673	13.8%
1944	Transfers to Other Funds	-	10,000	10,000	0%
	Total Use of Resources	**$ 1,200,772**	**$ 2,193,069**	**$ 2,493,673**	**13.8%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
100	**General Fund**	1,200,772	2,183,069	2,483,673	13.8%
	Total by Fund	**$ 1,200,772**	**$ 2,183,069**	**$ 2,483,673**	**13.8%**

Human Services - Community Programs 113100

DEPARTMENT COMPLEMENT				
Positions	**FY 18-19 Budget**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior Year**
Community Programs Admin	1.00	1.00	1.00	-
Community Programs Spec 1	7.00	7.00	7.00	-
Community Programs Spec 2	2.00	3.00	3.00	-
Director Human Services	0.03	0.03	0.03	-
Office Assistant 2	1.00	1.00	-	(1.00)
Office Coordinator	1.00	1.00	1.00	-
Office Specialist 1	-	-	1.00	1.00
Total Department Personnel	**12.03**	**13.03**	**13.03**	**-**

Human Services - Community Programs 113100

DEPARTMENT SERVICE INFORMATION

3610 Community Development Activities

Community Development works to develop, revitalize, and maintain healthy neighborhoods through community involvement and support of neighborhood activities such as civic league development and ongoing training of neighborhood volunteers; assistance with neighborhood community events to educate citizens about resources; and partnerships with World Changers and Serve the City to assist with home repairs and revitalization efforts in South Norfolk.

Goal:

- Increase the number of home improvements by 10% through home repairs completed by volunteer organizations.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 368,831	$ 397,273
Allocated Administrative/Support Costs	-	21,585	39,649
Total Budget	**-**	**$ 390,416**	**$ 436,922**
Staffing (FTE)	1.90	1.40	2.10
Operating and Performance Measures			
Efficiency Measures			
Cost per home for debris removal and support svcs	$300	$300	$300
Performance Measures			
Houses repaired by Serve the City 2nd Precinct	29	35	39
Houses repaired by World Changers	19	25	28
Workload Measures			
Applications for Serve the City Projects	55	65	75
Applications for World Changers Projects	25	35	40

Human Services - Community Programs 113100

DEPARTMENT SERVICE INFORMATION

3620 Community Outreach

Provide outreach, case management, basic need services, and other assistance at the Homeless Resource Center to families and individuals facing homelessness.

Goals:
- Individuals utilizing the center will obtain housing within 12 months.
- Individuals will obtain employment or mainstream benefits within 12 months.
- Individuals without regular medical care will be linked to medical services within 6 months.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 550,335	$ 547,124
Allocated Administrative/Support Costs	-	24,993	64,193
Total Budget	**-**	**$ 575,328**	**$ 611,317**
Staffing (FTE)	2.20	3.20	3.40
Operating and Performance Measures			
Efficiency Measures			
Persons provided resources or offered services within 5 days of initial contact	50.0%	75.0%	85.0%
Performance Measures			
Individuals linked to medical services	45.0%	25.0%	30.0%
Individuals obtaining employment or main-stream benefits	22.0%	25.0%	30.0%
Individuals obtaining housing	10.0%	10.0%	10.0%
Workload Measures			
Families utilizing Homeless Resource Center	10	30	20
Individuals utilizing Homeless Resource Center	119	150	100

Human Services - Community Programs 113100

DEPARTMENT SERVICE INFORMATION

3630 Community Partnerships and Collaborative Programs

Community Partnerships uses an interagency and multidisciplinary approach of coordinating systems to address the diverse and growing education, health, and social development needs of youth and older residents.

Goal:

- Increase community awareness of Trauma Informed Care among community and city agencies staff, volunteers, and members of faith-based organizations.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 666,150	$ 895,255
Allocated Administrative/Support Costs	-	19,313	31,153
Total Budget	**-**	**$ 685,463**	**$ 926,408**
Staffing (FTE)	1.70	1.95	1.65
Operating and Performance Measures			
Efficiency Measures			
Cost per training session	$500	$600	$750
Performance Measures			
Attendance at training sessions	125	250	375
Workload Measures			
Training sessions provided to community	2	4	6

Human Services - Community Programs 113100

DEPARTMENT SERVICE INFORMATION

3640 Youth and Family Development

Provide diversion, case management, and accountability programs for at-risk youth, as well as family education and positive youth development programs for all youth living in Chesapeake in an effort to prevent entry into the Juvenile Justice System.

Goal:
• Youth participating in community service and psycho-educational programs will be diverted from court.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 472,787	$ 421,233
Allocated Administrative/Support Costs	-	59,075	87,793
Total Budget	**-**	**$ 531,862**	**$ 509,026**
Staffing (FTE)	5.20	5.20	4.65
Operating and Performance Measures			
Efficiency Measures			
Youth assigned to community service projects within 2 weeks of referral	80.0%	85.0%	90.0%
Performance Measures			
Youth completing program and avoiding court or detention	25.0%	35.0%	45.0%
Workload Measures			
Youth referred to Community Service Coordinator from Juvenile Intake/Diversion	40	50	55
Youth referred to psycho-educational programs	30	40	50

Human Services - Community Programs 113100

DEPARTMENT SERVICE INFORMATION

3695 Administrative Services

Costs to support Community Services that are not directly attributable to a single service. Administrative costs are divided among the service areas by the proportion of FTEs assigned to each.

Goals:
- Payroll will be submitted on time.
- Accounts payable vouchers will be processed without errors.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 124,967	$ 222,788
Allocated Administrative/Support Costs	-	(124,967)	(222,788)
Total Budget	-	-	-
Staffing (FTE)	1.03	1.28	1.23
Operating and Performance Measures			
Efficiency Measures			
Accounts payable vouchers paid within 48 hours	85.0%	90.0%	95.0%
Performance Measures			
Accounts payable vouchers completed without error (original entry)	85.0%	90.0%	95.0%
Payroll on time	100.0%	100.0%	100.0%
Workload Measures			
Accounts payable vouchers (payments) processed each month	350	500	750
Payroll transactions processed per month	24	30	30

Human Services - Interagency Consortium 113071

Description:

Chesapeake Interagency Consortium (CIC), a division of the Department of Social Services, administers the Children's Services Act (CSA). This act provides for a collaborative system of services that is child-centered, family-focused, and community-based. The Consortium's stakeholder agencies include Human Services, Integrated Behavioral Healthcare, Public Schools, Court Services, and the Health Department. CIC provides services to disabled, troubled, and at-risk youths and their families. Under CSA, responsibility for funding services is shared between state and local governments. The state provides the majority of the funding and establishes the broad operating requirements and guidance for the implementation of CSA.

Department Objectives:

• Ensure that services and funding are consistent with the Commonwealth's policies of preserving families and providing appropriate services in the least restrictive environment, while protecting the welfare of children and the safety of the public.
• Explore opportunities to expand educational and vocational opportunities for children receiving special education services and assist in the successful transition to less restrictive settings.
• Provide early identification and intervention for at-risk youth and their families to manage emotional and/or behavioral problems related to environmental, physical, or psychological stress.
• Design and provide services that are responsive to the unique and diverse strengths and needs of troubled youth and families.
• Raise awareness and provide training to social work professionals and vendors about trends in evidence-based treatments to improve outcomes for children, youth, and families.

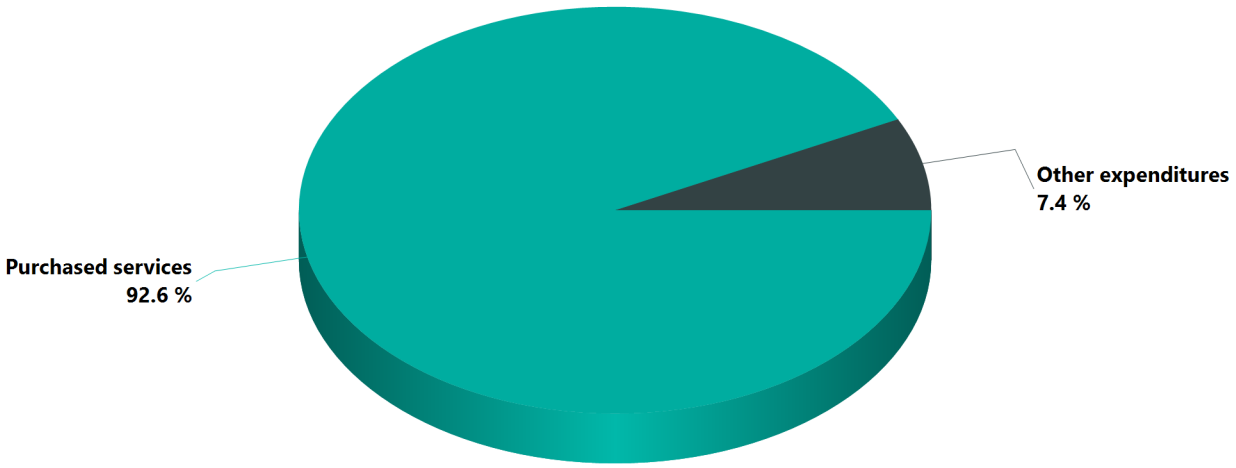
Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
53700	Human Services Interagency - Admin	$ 5,125,345	$ 5,366,574	$ 5,446,295	1.5%
	Total by Program	**$ 5,125,345**	**$ 5,366,574**	**$ 5,446,295**	**1.5%**

Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
3210	Regular Foster Care	$ -	$ 616,157	$ 610,417	-0.9%
3220	Community Based Services	-	252,197	292,773	16.1%
3230	Congregate Care Services	-	999,933	895,530	-10.4%
3240	Non-Mandated Services	-	351,895	391,205	11.2%
3250	Private Day School/Wrap-Around	-	2,794,498	2,857,996	2.3%
3260	Therapeutic Foster Care	-	351,894	398,374	13.2%
3295	Administrative Services	-	-	-	-
	Total by Service	**$ -**	**$ 5,366,574**	**$ 5,446,295**	**1.5%**

Human Services - Interagency Consortium 113071

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 128,157	$ 236,148	$ 244,434	3.5%
1520	Employee benefits	47,219	96,226	108,341	12.6%
1640	Internal services	18,582	19,350	19,075	-1.4%
1730	Purchased services	4,914,223	4,985,535	5,044,540	1.2%
1731	Temporary services	11,411	9,053	9,243	2.1%
1750	Other expenditures	4,001	15,392	15,716	2.1%
1752	Communications	119	1,608	1,616	0.5%
1760	Materials and supplies	1,328	3,262	3,330	2.1%
	Other expenditures	305	-	-	-
	Total Expenditures	**$ 5,125,345**	**$ 5,366,574**	**$ 5,446,295**	**1.5%**

FY 20-21 Budget by Expense Category



Budget Highlights:

See next page for highlights

Human Services - Interagency Consortium 113071

Budget Highlights

• Operating expenditure changes are due to inflationary increases, primarily in contracted service costs. Additional expenditure increases are due to health insurance cost increases and an allowance for a 2.25% pay increase. Internal service charges are based on FY 2020 estimates for FY 2021.

• Contracted service costs are largely payments made for the provision of educational and behavioral services to students and families. These include specialized/therapeutic foster care, group home, or residential treatment. The cost of such services are shared with the State (the City contribution is 37.15%). The consortium also facilitates certain services that are paid directly to providers by Medicaid.

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Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1415	Use of Money & Property	$ 2,640	$ -	$ -	-
1419	Recovered Costs	5,367	-	-	-
1424	Commonwealth of Virginia - Categorical: Other	2,949,780	3,487,000	3,172,596	-9.0%
	Total Revenues	**$ 2,957,787**	**$ 3,487,000**	**$ 3,172,596**	**-9.0%**
Other Resources:					
1321	Use of Fund Balance	$ 69,224	$ (3)	$ 98,600	-3286766.7%
1931	Transfers from General Fund	2,100,975	1,879,577	2,175,099	15.7%
	Total Resources	**$ 5,127,986**	**$ 5,366,574**	**$ 5,446,295**	**1.5%**
Use of Resources:					
	Expenditures	$ 5,125,345	$ 5,366,574	$ 5,446,295	1.5%
1940	Transfers to General Fund	2,640	-	-	-
	Total Use of Resources	**$ 5,127,986**	**$ 5,366,574**	**$ 5,446,295**	**1.5%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
203	**Interagency Consortium**	5,125,345	5,366,574	5,446,295	1.5%
	Total by Fund	**$ 5,125,345**	**$ 5,366,574**	**$ 5,446,295**	**1.5%**

Human Services - Interagency Consortium 113071

DEPARTMENT COMPLEMENT				
Positions	**FY 18-19 Budget**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior Year**
Account Technician 1	1.00	1.00	-	(1.00)
Account Technician 2	-	-	1.00	1.00
Accountant 1	1.00	1.00	1.00	-
Consortium Coordinator	1.00	1.00	1.00	-
Family Assess & Planning Coord	1.00	1.00	1.00	-
Utilization Program Specialist	-	1.00	1.00	-
Total Department Personnel	**4.00**	**5.00**	**5.00**	**-**

Human Services - Interagency Consortium 113071

DEPARTMENT SERVICE INFORMATION

3210 Regular Foster Care

The Consortium pays foster families for basic living expenses of children in foster care, including room and board, daily basic supervision, school supplies, personal incidentals, clothing, child care, and travel costs. Reimbursement are made for children eligible Title IV, part E of the Social Security Act (42 USC 670, et seq) as provided by Federal regulations (45 CFR Parts 1355, 1356) and state statutes (Titles 16.1 and 63.2). Foster youth above age 16 are also eligible for independent living stipends for the costs noted above as are foster youth in a living arrangement that does not include parental supervision (e.g, college dormitory, individual apartments).

Goal:
Provide prevention training to Department of Social Services staff to reduce number of children entering foster care.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 611,139	$ 602,770
Allocated Administrative/Support Costs	-	5,018	7,647
Total Budget	**-**	**$ 616,157**	**$ 610,417**
Staffing (FTE)	0.67	0.84	0.77
Operating and Performance Measures			
Efficiency Measures			
Training sessions for foster care staff	0	2	2
Performance Measures			
Number of youth in care (New measure in FY 19-20)	45	45	45
Workload Measures			
Number of foster care service workers trained (New measure in FY 19-20)	0	50	55

Human Services - Interagency Consortium 113071

DEPARTMENT SERVICE INFORMATION

3220 Community Based Services

Community Based Services are funded by the Comprehensive Services Act (CSA) to keep youth and families together and within their community. They are offered by contracted vendors and are generally therapeutic in nature. Transitional Community Based Services are also provided to children as they transition from a congregate placement back into their natural environment.

Goal: Reduce need for more restrictive placements such as congregate care or therapeutic foster care services.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 247,179	$ 283,632
Allocated Administrative/Support Costs	-	5,018	9,141
Total Budget	**-**	**$ 252,197**	**$ 292,773**
Staffing (FTE)	0.67	0.84	0.92
Operating and Performance Measures			
Efficiency Measures			
Average annual cost of youth in more restrictive placements	$438,131	$400,000	$350,000
Performance Measures			
Youth receiving only community based services	30.0%	25.0%	45.0%
Workload Measures			
Youth receiving CSA services	159	165	170

Human Services - Interagency Consortium 113071

DEPARTMENT SERVICE INFORMATION

3230 Congregate Care Services

The Consortium provides funding for services provided to youth with emotional/behavioral concerns in therapeutic group homes, residential treatment facilities, and crisis shelters. Services are typically eligible for Medicaid reimbursement, but services are provided to all children, including those who are not eligible for Medicaid that meet criteria.

Goal:
Reduce number of youth admitted to congregate care placements.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 994,915	$ 886,389
Allocated Administrative/Support Costs	-	5,018	9,141
Total Budget	**-**	**$ 999,933**	**$ 895,530**
Staffing (FTE)	0.67	0.84	0.92
Operating and Performance Measures			
Performance Measures			
Youth admitted into congregate care placements	15.0%	22.0%	12.0%
Youth utilizing Intensive Care Coordination	0	11	16
Workload Measures			
Training sessions provided to FAPT/CPMT members	0	2	2
Youth served in Chesapeake CSA	15	16	12

Human Services - Interagency Consortium 113071

DEPARTMENT SERVICE INFORMATION

3240 Non-Mandated Services

The Consortium funds services for youth who have emotional/behavioral needs but are not eligible for services under Title IV-E, Foster Care; do not have an Individualized Education Program; and are not identified as a "Child in Need of Service" as defined by Virginia statute.

Goal:
Reduce the number of youth and families utilizing services beyond six months.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 346,877	$ 383,558
Allocated Administrative/Support Costs	-	5,018	7,647
Total Budget	**-**	**$ 351,895**	**$ 391,205**
Staffing (FTE)	0.67	0.84	0.77
Operating and Performance Measures			
Efficiency Measures			
Youth over the threshold	141	138	130
Performance Measures			
Youth utilizing services more than 6 months	27.0%	22.0%	19.0%
Workload Measures			
Non-mandated youth served	37	31	35

Human Services - Interagency Consortium 113071

DEPARTMENT SERVICE INFORMATION

3250 Private Day School/Wrap-Around

Private day school tuition (special education and related services) is available for children whose home school cannot appropriately address his or her individualized educational program (IEP). These include children living at home, with extended family, in a foster home, in a congregate care setting, or in an independent living arrangement. Wrap-around services are non-IEP services provided outside of the school setting (in the home or community) for students with disabilities. These services ensure that students are able to remain in their home school setting rather than in supervised residential placements.

Goal: Reduce the average length of stay in private day school.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 2,789,480	$ 2,850,389
Allocated Administrative/Support Costs	-	5,018	7,607
Total Budget	**-**	**$ 2,794,498**	**$ 2,857,996**
Staffing (FTE)	0.66	0.83	0.76
Operating and Performance Measures			
Performance Measures			
Reduction in length of stay	0%	5.0%	7.0%
Students/families receiving Wrap-Around-Services (%)	0%	15.0%	20.0%
Workload Measures			
Students in Private Day School	0	58	63
Students/families receiving Wrap-Around-Services	0	20	0

Human Services - Interagency Consortium 113071

DEPARTMENT SERVICE INFORMATION

3260 Therapeutic Foster Care

The Consortium provides funding for children living in a therapeutic foster home where a trained foster parent provides care through a licensed child placing agency (LCPA). The Consortium monitors provision of services as outlined in the individual service plan and that the LCPA is licensed and operating in accordance with state and federal guidelines.

Goal:
Ensure all contracted Therapeutic Foster Care agencies are in compliance with state and federal contractual obligations.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 346,877	$ 389,771
Allocated Administrative/Support Costs	-	5,017	8,603
Total Budget	**-**	**$ 351,894**	**$ 398,374**
Staffing (FTE)	0.66	0.83	0.86
Operating and Performance Measures			
Efficiency Measures			
Number of therapeutic agencies audited	0	3	5
Performance Measures			
Foster Children in family-based placements		0	0
Therapeutic foster care agencies in compliance with regulations	0	3	5
Workload Measures			
Foster Children CSA		0	0
Foster Children in Therapeutic Foster Care		0	0
Number of contracted therapeutic agencies	5	5	5

Human Services - Juvenile Services 113072

Description:

The Juvenile Services Division of Human Services operates the Chesapeake Juvenile Services Center, a regional juvenile detention. The Center provides safe and secure custody while meeting the basic needs of the residents in accordance with the Virginia Department of Juvenile Justice (DJJ) regulations. In addition to Chesapeake, the Center accepts children from Portsmouth, Suffolk, Franklin, Isle of Wright County, and Southhampton County.

Department Objectives:

• Serve three USDA-approved meals and one snack daily to each resident 100% of the time.
• Ensure direct care staff receive 40 hours of DJJ-mandated training annually 97% of the time.
• Ensure compliance with the federal Prison Rape Elimination Act (PREA), 100% of the time (zero deaths, escapes, or sexual assaults).

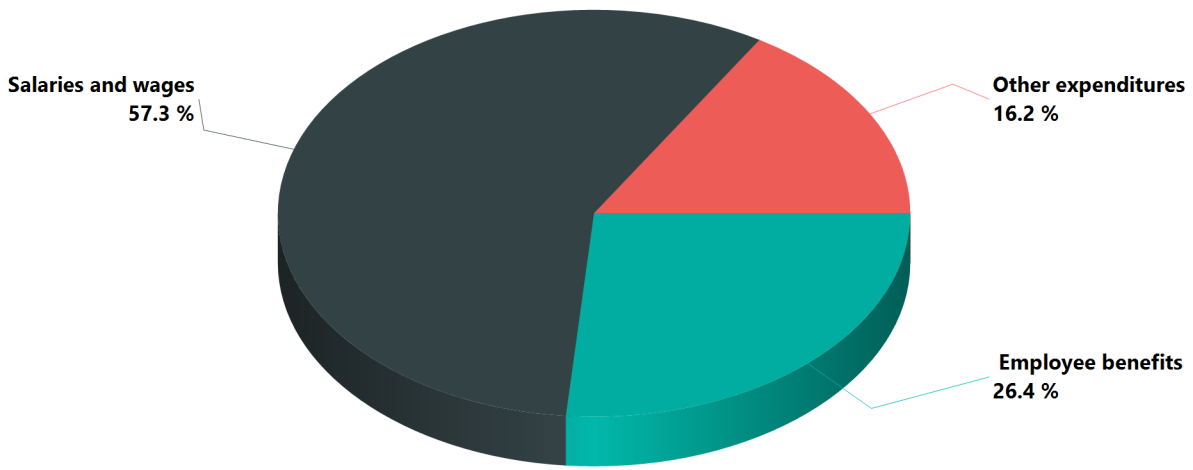
Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
33200	Juvenile Detention Services	$ 6,600,505	$ 7,749,676	$ 7,348,383	-5.2%
	Total by Program	**$ 6,600,505**	**$ 7,749,676**	**$ 7,348,383**	**-5.2%**

Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
3310	Community Placement Program	$ -	$ 1,446,032	$ 1,337,286	-7.5%
3320	Juvenile Detention Center (JDC)	-	6,303,644	6,011,097	-4.6%
3395	Administrative Services	-	-	-	-
	Total by Service	**$ -**	**$ 7,749,676**	**$ 7,348,383**	**-5.2%**

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 3,972,548	$ 4,261,387	$ 4,213,832	-1.1%
1520	Employee benefits	1,518,361	1,962,309	1,941,450	-1.1%
1640	Internal services	300,004	301,631	299,634	-0.7%
1650	Utility services	128,866	142,708	145,910	2.2%
1730	Purchased services	235,354	115,888	117,969	1.8%
1732	Medical Service Contracts	178,414	413,484	216,000	-47.8%
1760	Materials and supplies	78,240	93,994	90,000	-4.2%
1762	Food purchases	118,518	221,419	150,000	-32.3%
	Other expenditures	70,200	236,856	173,588	-26.7%
	Total Expenditures	**$ 6,600,505**	**$ 7,749,676**	**$ 7,348,383**	**-5.2%**

Human Services - Juvenile Services 113072

FY 20-21 Budget by Expense Category



Budget Highlights:

• Budgets for medical contracts, materials and supplies, food purchases, and temporary services have all been reduced to better align with actual expenditure levels. Increases in the salary and benefit budgets for FY 2021 are primarily health insurance cost increases and an allowance for a 2.25% pay increase.

• Two vacant positions in the Juvenile Detention Center were reduced to reflect the decline in resident population.

• Internal service charges are based on FY 2020 estimates for FY 2021 and FY 2022. The amounts entered for FY 2023 are a repeat of FY 2022.

• Non-personnel expenditure increases are primarily from changes in the medical services contract, food cost increases, and additional supplies including funds to purchase uniform attire and to replace old furniture.

Human Services - Juvenile Services

113072

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1415	Use of Money & Property	$ 44,596	$ -	$ -	-
1416	Charges for Services	15,301	16,000	17,500	9.4%
1419	Recovered Costs	1,408,425	1,550,698	1,495,000	-3.6%
1424	Commonwealth of Virginia - Categorical: Other	3,330,827	3,181,305	3,501,000	10.0%
	Total Revenues	**$ 4,799,149**	**$ 4,748,003**	**$ 5,013,500**	**5.6%**
Other Resources:					
1321	Use of Fund Balance	$ -	$ 258,810	$ 534,883	106.7%
1931	Transfers from General Fund	2,054,373	2,742,863	1,800,000	-34.4%
	Total Resources	**$ 6,853,522**	**$ 7,749,676**	**$ 7,348,383**	**-5.2%**
Use of Resources:					
	Expenditures	$ 6,600,505	$ 7,749,676	$ 7,348,383	-5.2%
1320	Fund Balance Increases	208,421	-	-	-
1940	Transfers to General Fund	44,596	-	-	-
	Total Use of Resources	**$ 6,853,522**	**$ 7,749,676**	**$ 7,348,383**	**-5.2%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
208	**Chesapeake Juvenile Services**	6,600,505	7,749,676	7,348,383	-5.2%
	Total by Fund	**$ 6,600,505**	**$ 7,749,676**	**$ 7,348,383**	**-5.2%**

Human Services - Juvenile Services 113072

DEPARTMENT COMPLEMENT				
Positions	**FY 18-19 Budget**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior Year**
Account Technician 3	2.00	2.00	2.00	-
Asst Superintendent Juv Svc	2.00	2.00	2.00	-
Clinician 1	1.00	1.00	1.00	-
Clinician 2	1.00	1.00	-	(1.00)
Cook	6.00	6.00	6.00	-
Director Human Services	0.25	0.25	0.25	-
Facility Maintenance Tech 2	2.00	2.00	2.00	-
Family Services Supervisor 1	1.00	1.00	1.00	-
Food Service Supervisor	1.00	1.00	1.00	-
Housekeeper 1	1.00	1.00	1.00	-
Juvenile Intake/Control Supv	1.00	1.00	1.00	-
Juvenile Services Supervisor	-	-	8.00	8.00
Juvenile Svcs Specialist 1	58.28	58.28	57.21	(1.07)
Juvenile Svcs Specialist 3	2.00	2.00	-	(2.00)
Juvenile Svcs Superintendent	1.00	1.00	1.00	-
Juvenile Svcs Team Leader	1.00	1.00	1.00	-
Laundry Worker	1.00	1.00	1.00	-
Office Assistant 2	2.00	2.00	2.00	-
Operations Coordinator	4.00	4.00	-	(4.00)
Post Dispositional Coordinator	1.00	1.00	-	(1.00)
Recreation Specialist 2	1.00	1.00	1.00	-
Security Control Operator	1.00	1.00	1.00	-
Training Specialist	1.00	1.00	1.00	-
Total Department Personnel	**91.53**	**91.53**	**90.46**	**(1.07)**

Human Services - Juvenile Services 113072

DEPARTMENT SERVICE INFORMATION

3310 Community Placement Program

The Community Placement Program (CPP) contracts with the Virginia Department of Juvenile Justice (DJJ) to serve post-disposition juveniles by providing residential services with community re-integration planning. CPP focuses on addressing specific treatment needs and risk factors to develop competency and skill-building in areas of education, job readiness, and life and social skills.

Goal:
Adhere to the practices of the Community Treatment model Behavioral Management System.

At time of printing, FY 2021 performance measures were not available.

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	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 1,300,080	$ 1,188,609
Allocated Administrative/Support Costs	-	145,952	148,677
Total Budget	**-**	**$ 1,446,032**	**$ 1,337,286**
Staffing (FTE)	14.00	14.00	16.24
Operating and Performance Measures			
Efficiency Measures			
Pro-social and psycho-educational groups facilitated	0	1	0
Performance Measures			
CPP residents completing DJJ mandated therapeutic groups	0	1	0
CPP residents engaged in mental health, medical, and educational services	0	0	0
CPP residents returned to DJJ annually for behavioral or mental health issues	0	0	0
Reduction in number of room confinements	0	0	0
Workload Measures			
Average daily population	0	0	0
CPP residents admitted (annual)	0	150	0
Number of room confinements	0	0	0

Human Services - Juvenile Services 113072

DEPARTMENT SERVICE INFORMATION

3320 Juvenile Detention Center (JDC)

The regional center provides safe and secure detention of juveniles who have been charged with offenses and are awaiting trial, have been convicted of an offense and have been given a sentence, have been convicted of an offense and are awaiting transfer to a state detention facility, or have been ordered detained by the court.

Goal:
Eligible residents who are registered in the GED program will successfully graduate and complete the program.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 5,673,529	$ 5,333,792
Allocated Administrative/Support Costs	-	630,115	677,305
Total Budget	**-**	**$ 6,303,644**	**$ 6,011,097**
Staffing (FTE)	77.28	77.28	73.97
Operating and Performance Measures			
Efficiency Measures			
Ratio of residents to staff	8	8	8
Performance Measures			
Number obtaining GED	98.0%	100.0%	100.0%
Number of hours spent in classroom (average annual)	55	55	55
Staff in compliance with DJJ and PREA training standards and eligible to perform direct care duties	100.0%	100.0%	100.0%
Workload Measures			
Average daily population	49	49	49
Average length of stay (days)	50.0	50.0	50.0
Juveniles admitted annually	404	404	404
Number enrolled in GED program	20	20	25

Human Services - Social Services 113073

Description:

The Department of Human Services is a vital economic driver for the economy of Chesapeake, providing over $243 million in essential financial benefits to its citizens. The Social Services Division determines the eligibility of applicants for the Supplemental Nutrition Assistance Program, Medicaid Services, and Temporary Assistance to Needy Families.

The division also protects children and disabled and elderly adults from harm through its Child Protective and Adult Protective units. The Foster Care and Adoption unit protects children through placement in safe foster care homes and facilitates adoptions in the City. Senior citizens are protected from economic exploitation and abuse. Collaboration with the community is essential for leveraging City efforts, planning for emerging issues, assisting in times of emergencies, and fostering partnerships that build safe communities. These resources and benefits are all delivered by a compassionate and dedicated staff who work expeditiously and effectively to serve the residents of Chesapeake.

Mission Statement: The Chesapeake Department of Human Services exists to help make people's lives better by promoting positive change.

Department Objectives:

- Practice ethical behavior by adhering to the City's Code of Ethics.
- Practice efficient and effective behavior by providing quality services without necessary delay or waste.
- Act professionally and ensure development of division staff.
- Respect our customers by being accountable to them.
- Practice compassion by demonstrating an understanding of hardships and assisting with genuine concern.

Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
53110	Administration Services	$ 1,553,993	$ 3,073,246	$ 4,270,886	39.0%
53111	Joint Staff Operations	3,713,520	8,008,258	8,986,760	12.2%
53120	Public Benefits Eligibility	8,189,686	8,223,814	6,468,301	-21.3%
53210	Other Public Assistance Payments	5,010,645	3,069,690	3,130,915	2.0%
53300	Intensive Case Management	1,029,577	819,271	764,106	-6.7%
53320	Fatherhood	-	206,838	156,423	-24.4%
	Total by Program	**$ 19,497,421**	**$ 23,401,117**	**$ 23,777,391**	**1.6%**

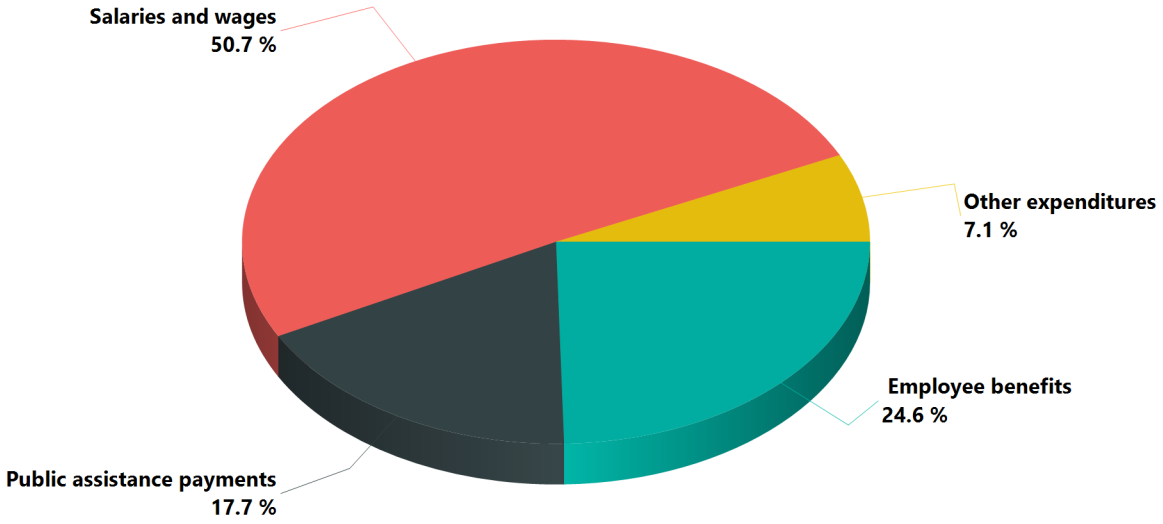
Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
3410	Adult Preadmission/Companion Services	$ -	$ 920,272	$ 1,083,127	17.7%
3420	Adult Protective Services	-	1,048,095	1,038,378	-0.9%
3430	Child Protective Services	-	2,012,826	2,039,411	1.3%
3440	Employment Services	-	2,661,044	2,772,443	4.2%
3450	Foster Care and Adoptions	-	5,620,544	6,067,784	8.0%
3460	Public Benefits Eligibility	-	11,138,336	10,776,248	-3.3%
3495	Administrative Services	-	-	-	-
	Total by Service	**$ -**	**$ 23,401,117**	**$ 23,777,391**	**1.6%**

Human Services - Social Services

113073

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 10,048,346	$ 11,976,796	$ 12,048,554	0.6%
1520	Employee benefits	4,278,943	5,556,872	5,847,361	5.2%
1640	Internal services	549,393	536,228	556,686	3.8%
1730	Purchased services	451,756	549,860	550,546	0.1%
1750	Other expenditures	118,214	120,956	120,956	0%
1752	Communications	116,301	137,618	144,818	5.2%
1757	Public assistance payments	3,609,889	4,202,559	4,202,559	0%
1760	Materials and supplies	84,511	124,217	106,500	-14.3%
	Other expenditures	240,070	196,011	199,411	1.7%
	Total Expenditures	**$ 19,497,421**	**$ 23,401,117**	**$ 23,777,391**	**1.6%**

FY 20-21 Budget by Expense Category



Budget Highlights:

See next page for highlights.

Human Services - Social Services 113073

Budget Highlights:

• The department eliminated several part-time and full-time positions for FY 2021 in order to convert a smaller number to full-time status. The change was made during FY 2020 (off-cycle) and resulted in a very modest increase in total costs.

• In FY 2022, the department anticipates purchasing an automated check-in system featuring a touch screen kiosk to more effectively manage wait times.

• Other operating expenditure changes are due to inflationary increases. These changes are primarily health insurance cost increases and an allowance for a 2.25% pay increase. Within non-personnel costs, the city share of cell phone costs rose, and the department requested a lower office supply budget that better aligns with expenditures.

Grant positions are listed separately in the Appendix.

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Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1415	Gain on Disposal	$ 139,547	$ -	$ -	-
1416	Charges for Services	2,115	500	500	0%
1419	Recovered Costs	21,614	19,500	39,622	103.2%
1424	Commonwealth of Virginia - Categorical: Other	4,377,751	4,713,450	4,788,157	1.6%
1432	Federal Government	9,771,008	9,947,143	9,880,971	-0.7%
	Total Revenues	**$ 14,312,035**	**$ 14,680,593**	**$ 14,709,250**	**0.2%**
Other Resources:					
1321	Use of Fund Balance	$ -	$ 2,693,799	$ 2,916,735	8.3%
1931	Transfers from General Fund	6,706,628	6,047,925	6,172,606	2.1%
	Total Resources	**$ 21,018,663**	**$ 23,422,317**	**$ 23,798,591**	**1.6%**
Use of Resources:					
	Expenditures	$ 19,497,421	$ 23,401,117	$ 23,777,391	1.6%
1320	Fund Balance Increases	1,372,041	-	-	-
1940	Transfers to General Fund	139,547	-	-	-
1944	Transfers to Other Funds	17,973	21,200	21,200	0%
	Total Use of Resources	**$ 21,018,663**	**$ 23,422,317**	**$ 23,798,591**	**1.6%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
201	**VA Public Assistance Fund**	19,497,421	23,401,117	23,777,391	1.6%
	Total by Fund	**$ 19,497,421**	**$ 23,401,117**	**$ 23,777,391**	**1.6%**

Human Services - Social Services 113073

DEPARTMENT COMPLEMENT

Positions	FY 18-19 Budget	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Account Supervisor	1.00	1.00	1.00	-
Account Technician 2	6.00	6.00	6.00	-
Account Technician 3	1.00	1.00	1.00	-
Accountant 1	1.00	1.00	1.00	-
Accounting Administrator	1.00	1.00	1.00	-
Administrative Assistant 1	1.00	1.00	1.00	-
Asst Director Social Services	1.00	1.01	1.00	(0.01)
Benefits Program Aide 1	20.05	20.05	16.55	(3.50)
Benefits Program Aide 2	5.00	5.00	5.00	-
Benefits Program Suprvsr 1	12.00	12.00	12.00	-
Benefits Program Suprvsr 2	1.00	2.00	2.00	-
Benefits Program Suprvsr 3	1.00	1.00	1.00	-
Benefits Program Worker 1	18.25	10.25	10.25	-
Benefits Program Worker 2	51.25	56.25	56.00	(0.25)
Benefits Program Worker 3	15.25	13.25	12.63	(0.63)
Chief Admin Mgmt And Support	1.00	1.00	1.00	-
Chief of Special Programs	1.00	1.00	1.00	-
Child Care Program Supervisor	-	1.00	1.00	-
Child Care Specialist 1	-	8.00	8.00	-
Child Care Specialist 2	-	2.00	2.00	-
Client Technologies Analyst 1	1.00	1.00	1.00	-
Data Control Technician 1	2.00	2.00	2.00	-
Data Control Technician 2	1.00	1.00	1.00	-
Director Human Services	0.72	0.72	0.72	-
Employment Services Worker 1	11.63	10.63	10.63	-
Employment Services Worker 2	3.00	3.00	3.00	-
Facility Maintenance Tech 3	1.00	1.00	1.00	-
Family Services Assistant	5.00	5.00	5.00	-
Family Services Specialist 1	34.63	35.63	35.50	(0.13)
Family Services Specialist 2	10.00	10.00	10.00	-
Family Services Specialist 3	5.00	5.00	5.00	-
Family Services Supervisor 1	11.00	11.00	12.00	1.00
Family Services Supervisor 2	2.00	2.00	3.00	1.00
Fiscal Administrator	1.00	1.00	1.00	-
General Supervisor	1.00	1.00	-	(1.00)
Human Resources Specialist 1	0.75	1.00	1.00	-
Office Assistant 1	11.00	11.00	10.00	(1.00)
Office Assistant 2	6.00	6.00	5.00	(1.00)

Human Services - Social Services

113073

DEPARTMENT COMPLEMENT				
Positions	**FY 18-19 Budget**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior Year**
Office Coordinator	1.00	1.00	1.00	-
Office Manager	-	-	1.00	1.00
Office Specialist 1	2.25	2.25	2.00	(0.25)
Office Specialist 2	2.00	2.00	2.00	-
Payroll/HR Technician 1	1.00	1.00	1.00	-
Payroll/HR Technician 2	1.00	1.00	1.00	-
Security Officer 1	0.35	0.35	0.35	-
Systems Analyst 1	1.00	1.00	1.00	-
Tradeshelper	1.00	1.00	1.00	-
Total Department Personnel	**255.12**	**262.38**	**257.62**	**(4.76)**

Human Services - Social Services 113073

DEPARTMENT SERVICE INFORMATION

3410 Adult Preadmission/Companion Services

Assist elderly individuals and disabled adults with services or support that enhances self-sufficiency and improves their quality of life. The state standard for preadmission screenings to be completed is30 days.

Goal:
Preadmission screenings will be assessed within 30 days 100% of the time. If there is an increase in the number request for screenings, an additional Family Service Specialist will provide assistance.

Budget Highlights:
• Direct service costs are greater in FY 2021 primarily because of increased wage and benefit costs.
• Administrative costs are greater primarily because of increased internal service charges (technology, risk and fleet).

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 866,889	$ 998,709
Allocated Administrative/Support Costs	-	53,383	84,418
Total Budget	**-**	**$ 920,272**	**$ 1,083,127**
Staffing (FTE)	13.16	13.16	13.05
Operating and Performance Measures			
Efficiency Measures			
Average screenings per worker	9	10	11
Performance Measures			
Preadmission screenings completed within 30 days	100.0%	100.0%	100.0%
Workload Measures			
Preadmission screenings requested per year	471	513	565

Human Services - Social Services 113073

DEPARTMENT SERVICE INFORMATION

3420 Adult Protective Services

Provides services to prevent or remedy abuse, neglect, or exploitation of vulnerable adults who are unable to protect their own interests.

Goals:
• Adult Protective Service Reports are to be completed withing 45 days. This goal was not met for FY 2018-2019 due to a new automated system that changed from ASAPS to Peer Place which required training and policy changes.
• Preadmission screenings are assessed within 30 days 100% of the time. If there is an increase in requests, additional Family Service Specialists are needed to assist with the screenings which hinders the workers from completing other assigned duties.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 993,807	$ 954,090
Allocated Administrative/Support Costs	-	54,288	84,288
Total Budget	**-**	**$ 1,048,095**	**$ 1,038,378**
Staffing (FTE)	13.41	13.37	13.02
Operating and Performance Measures			
Efficiency Measures			
Investigations completed	735	808	851
Performance Measures			
Investigations completed within 45 days	90.0%	90.0%	90.0%
Workload Measures			
Adult protection cases reported	817	898	945

Human Services - Social Services 113073

DEPARTMENT SERVICE INFORMATION

3430 Child Protective Services

Child Protective Services seeks to protect children from abuse and neglect by investigating all valid reports of suspected abuse/neglect. The goals of the Child Protective Services program are to provide a continuum of specialized services to protect children from abuse, neglect, and exploitation; to preserve families whenever possible; and to prevent further maltreatment.

Goals:
- 95% of valid reports will be completed within 45-60 days
- 90% of all cases will have at least one monthly contact

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 1,902,956	$ 1,868,442
Allocated Administrative/Support Costs	-	109,870	170,969
Total Budget	**-**	**$ 2,012,826**	**$ 2,039,411**
Staffing (FTE)	27.09	27.08	26.44
Operating and Performance Measures			
Efficiency Measures			
Average child protective reports per case worker per year	91	109	131
Average number of ongoing cases per case worker	14	16	20
Performance Measures			
Families that received monthly visits from department staff	94.0%	95.0%	95.0%
Investigations completed within prescribed time (ranges 45 to 60 days)	65.0%	85.0%	90.0%
Workload Measures			
Average number of active cases	42	50	60
Valid cases reported	1,227	1,532	1,838

Human Services - Social Services 113073

DEPARTMENT SERVICE INFORMATION

3440 Employment Services

Assists and supports individuals receiving public assistance with employment training and placement in accordance with Virginia's Initiative for Employment not Welfare (VIEW) and federal welfare reform guidelines. This program offers individuals living in poverty the opportunity to achieve economic independence, contribute to the self-sufficiency of their families, and provide the work skills necessary for self-sufficiency. The SNAP Employment and Training (SNAPET) Program provides training, education, job search assistance and work experience opportunities for SNAP recipients. SNAPET emphasizes personal responsibility and work and strives to help participants achieve self-sufficiency.

Goals:
- VIEW Customer assessments will be completed within 30 days of receipt.
- The average hourly wage for employed VIEW partiicpants will be $10.41 to $12 per hour.
- 56% of voluntary SNAPET participants will obtain employment within 6 months.
- 100% of VIEW customers assessments will be completed within 30 days of receipt.
- 50% of VIEW participants who find employment will remain employed 90 days or longer.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 2,545,878	$ 2,596,433
Allocated Administrative/Support Costs	-	115,166	176,010
Total Budget	**-**	**$ 2,661,044**	**$ 2,772,443**
Staffing (FTE)	28.45	28.38	27.23
Operating and Performance Measures			
Efficiency Measures			
Average VIEW cases per benefits worker	23	21	20
SNAPET cases per benefits worker	68	76	82
Performance Measures			
SNAPET participants employed	56.0%	66.0%	73.0%
SNAPET participants with serious employment barriers - not yet employed	44.0%	34.0%	12.0%
VIEW participants remaining employed 90 days or longer	69.0%	70.0%	70.0%
Workload Measures			
VIEW participants	185	175	165
Voluntary SNAPET Participants	68	76	82

Human Services - Social Services 113073

DEPARTMENT SERVICE INFORMATION

3450 Foster Care and Adoptions

The Foster Care and Adoptions programs include a full range of case management services to children and families when circumstances require children to be removed from their home, including preventative services and treatment to enable children to return to their homes or to be placed in another permanent placement.

Goals:
- 86% of children will leave foster care and join their forever families
- 100% of quarterly visits will be completed on time

Budget Highlights:
- Direct service costs are greater in FY 2021 primarily because of increased wage and benefit costs.
- Administrative costs are greater primarily because of increased internal service charges (technology, risk and fleet).

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 5,455,099	$ 5,791,456
Allocated Administrative/Support Costs	-	165,445	276,328
Total Budget	**-**	**$ 5,620,544**	**$ 6,067,784**
Staffing (FTE)	37.18	40.64	42.75
Operating and Performance Measures			
Efficiency Measures			
Average number of cases per worker	9	9	9
Average number of children with goal of adoption per worker	5	5	5
Average number of resource homes per worker	16	17	17
Performance Measures			
Children adopted within 24 months	6.0%	12.0%	45.0%
Children discharged to permanent placement	78.0%	86.0%	95.0%
On-time worker visits to resource homes (quarterly)	100.0%	100.0%	100.0%
Workload Measures			
Average number of children in Foster Care	66	66	66
Average number of children with goal of adoption	33	33	33
Average number of resource homes	48	53	53

Human Services - Social Services 113073

DEPARTMENT SERVICE INFORMATION

3460 Public Benefits Eligibility

Social Services determines the eligibility of individuals applying for Medicaid, Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP), and other federal and state assistance programs. Eligibility services make up approximately 45% of the division's budget. 2017 U.S. Census Bureau estimates reported that 22,565 persons were living in poverty in Chesapeake (9.3% of the population), including 6,860 children under the age of 18. There were 2,881 live births in Chesapeake in 2017. Of that number, 986 were to unmarried mothers and 113 or 7.7% of the live births were to teen mothers aged 10 to 19.

Goals:
- 97% of SNAP applications and SNAP renewals will be processed on time.
- 97% of TANF applications will be processed on time.
- 97% of Medicaid applications and Medicaid renewals will be processed on time.

Budget Highlights:
- Direct service costs are lower in FY 2021 due to reduced wage and benefit costs (fewer positions) and because of a change in allocation of internal service charges. Internal services budgeted in FY 2021 are down $284,000. Most internal service charges are in the administrative service budget, but are allocated to each program.
- Administrative costs are greater primarily because of increased internal service charges (technology, risk and fleet).

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 10,571,800	$ 9,902,858
Allocated Administrative/Support Costs	-	566,536	873,390
Total Budget	**-**	**$ 11,138,336**	**$ 10,776,248**
Staffing (FTE)	135.84	139.76	135.13
Operating and Performance Measures			
Efficiency Measures			
Medicaid cases per benefits worker	624	650	663
SNAP cases per benefits worker	658	678	692
TANF cases per benefits worker	80	82	84
Performance Measures			
Medicaid applications completed timely	83.7%	97.0%	97.0%
SNAP applications completed timely (7 or 30 days)	97.5%	97.5%	97.5%
TANF applications completed timely	97.7%	97.7%	97.7%
Workload Measures			
Medicaid applications	11,852	12,208	12,452
SNAP applications (Food assistance)	8,242	8,489	8,659
TANF applications	3,396	3,498	3,568

Human Services - Social Services 113073

DEPARTMENT SERVICE INFORMATION

3495 Administrative Services

Administrative costs that apply across the entire division are charged to this service area. These costs are then allocated to the other services according to the number of FTEs. The total administrative budget for FY 21 is $1.05 million and has been included in the individual service budgets.

Goal:
Process payroll and general expenses in a timely and accurate fashion with an error rate less than 3%.

Budget Highlights:
- The increase in the direct service budget is primarily because of increased internal service charges (technology, risk and fleet - also referred to as ISF charges).
- In earlier years, most of these costs were charged to individual programs. In FY 2021, the vast majority of ISF billings are included in the administrative category and are then allocated to operational services areas (codes 3410-3460).

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 1,064,689	$ 1,665,403
Allocated Administrative/Support Costs	-	(1,064,689)	(1,665,403)
Total Budget	-	-	-
Staffing (FTE)	-	-	-
Operating and Performance Measures			
Efficiency Measures			
Average number of vendor payments submitted correctly each month	500	505	510
Performance Measures			
Payroll and attendance transactions completed timely	97.0%	97.0%	97.0%
Vendor payments completed timely	98.0%	98.0%	98.0%
Workload Measures			
Average number of payroll and attendance transactions each month	8	8	8
Average number of vendor payments per month	510	515	520
Number of filled positions	230	232	236

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Description:

The Chesapeake Public Library educates and enriches people of all ages by providing free access to information, materials, training, classes, technology and cultural opportunities. The Chesapeake Public Library is an inclusive, safe, community gathering space for all citizens to experience, connect, and discover programs, materials and services which help the community to grow and prosper.

The Chesapeake Public Library operates the Central Library and six full-service neighborhood libraries, two technology-rich Mobile Edition ("ME") vans, and the Law Library. The Library acquires informational, recreational, and educational resources in both digital and tangible formats and develops services, technologies and programs to meet the interests and needs of the diverse citizenry.

Department Objectives:

• Provide citizens with access to technology and training, reading and educational programs, cultural events and community gathering/meeting spaces through seven neighborhood locations, outreach services (Mobile Edition 'ME' vans), and digital platforms.
• Provide curriculum based early literacy classes.
• Expand STEAM (Science, Technology, Engineering, Art and Math) programs for all youth.
• Expand adult education, including adult literacies (i.e. financial literacy, digital literacy, etc.) and embed inclusive cultural components within classes and programs.
• Provide citizens access to legal information.
• Tell the Chesapeake Public Library's story as a community asset and educational resource.
• Continue to assess and modify the organizational structure and analysis tools to ensure sustainability and the demands of future growth. Create meaningful outcomes and output measures.
• Identify capital needs, position the Library to be an engine of economic growth for the City and plan for physical spaces (existing and future) to be maintained and refurbished regularly, to remain well kept, inviting and flexible places.

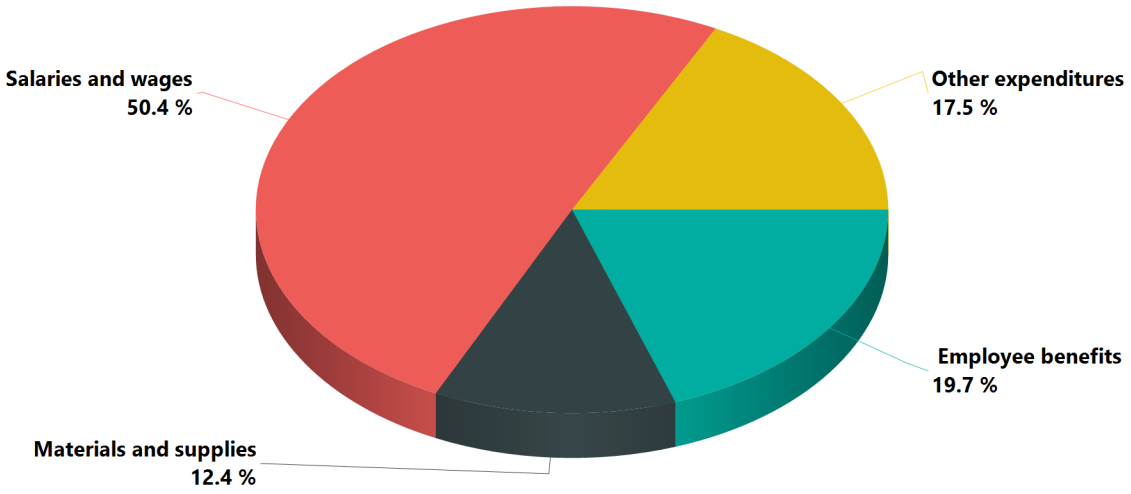
Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
21800	Public Library - Law Library	$ 84,077	$ 44,520	$ 44,520	0%
73100	Public Libraries	9,142,799	10,099,778	10,379,300	2.8%
73104	Library Book Purchases	299,756	312,788	277,122	-11.4%
73105	Library State Aid	186,973	184,542	196,085	6.3%
	Total by Program	**$ 9,713,605**	**$ 10,641,628**	**$ 10,897,027**	**2.4%**

Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
3510	Library 21st Century Tech	$ -	$ 2,146,814	$ 2,257,196	5.1%
3520	Library Classes/Training/Events	-	1,714,476	1,749,518	2.0%
3530	Library-Info and Educ Materials	-	6,780,338	6,890,313	1.6%
3595	Administrative Services	-	-	-	-
	Total by Service	**$ -**	**$ 10,641,628**	**$ 10,897,027**	**2.4%**

Libraries 113090

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 4,921,903	$ 5,378,659	$ 5,493,386	2.1%
1520	Employee benefits	1,751,386	2,046,629	2,147,105	4.9%
1640	Internal services	283,644	233,134	278,022	19.3%
1650	Utility services	367,016	410,492	421,902	2.8%
1733	Maintenance and repairs	340,955	347,322	454,610	30.9%
1752	Communications	97,625	202,152	170,129	-15.8%
1760	Materials and supplies	1,343,697	1,381,130	1,349,781	-2.3%
1767	IT supplies/equipment	150,111	175,500	204,500	16.5%
	Other expenditures	457,269	466,610	377,592	-19.1%
	Total Expenditures	**$ 9,713,605**	**$ 10,641,628**	**$ 10,897,027**	**2.4%**

FY 20-21 Budget by Expense Category



Budget Highlights:

• The FY 21 budget requests submitted by the Library included a $34,854 request for nine seasonal part-time Library Assistant I positions, a $95,000 request to replace the intercom system at all seven libraries in FY 22, and a $95,000 request to add Smartblock quiet work spaces in FY 23. None of the requests were approved by the Budget Review Committee and do not appear in the FY 21 budget.

Libraries 113090

• Salaries include funding for a 2.25% pay increase and an allowance for performance pay. The increase in benefits is largely due to the rising cost of healthcare.

• The increase in Internal Services is attributable to the increased budget for information technology charges.

• The change shown in the allowance for Maintenance and Repairs is for ongoing software maintenance, hardware support, and copier maintenance.

• The decrease shown in Communications is largely reflective of the decreased amounts allocated for the internet and postage and freight.

• The increase in IT Supplies/Equipment are for such items as replacement monitors, software applications, and inventory wands that will enable staff to perform routine inventories on the Library's collection.

• Other miscellaneous changes include decreases in the amounts allotted for small furniture and equipment, training, and professional contractual services.

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1415	Use of Money & Property	$ 22,361	$ 19,600	$ 19,600	0%
1416	Charges for Services	490,345	512,840	382,400	-25.4%
1418	Miscellanous Local Revenues	353	-	-	-
1419	Recovered Costs	5,266	-	-	-
1424	Commonwealth of Virginia - Categorical: Other	186,973	190,530	194,085	1.9%
1450	Other Non-Designated Revenue	9,008,307	9,918,658	10,300,942	3.9%
	Total Revenues	**$ 9,713,605**	**$ 10,641,628**	**$ 10,897,027**	**2.4%**
Other Resources:					
		-	-	-	-
	Total Resources	**$ 9,713,605**	**$ 10,641,628**	**$ 10,897,027**	**2.4%**
Use of Resources:					
	Expenditures	$ 9,713,605	$ 10,641,628	$ 10,897,027	2.4%
	Total Use of Resources	**$ 9,713,605**	**$ 10,641,628**	**$ 10,897,027**	**2.4%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
100	**General Fund**	9,713,605	10,641,628	10,897,027	2.4%
	Total by Fund	**$ 9,713,605**	**$ 10,641,628**	**$ 10,897,027**	**2.4%**

Libraries 113090

DEPARTMENT COMPLEMENT				
Positions	**FY 18-19 Budget**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior Year**
Accountant 2	1.00	1.00	1.00	-
Administrative Assistant 1	1.00	1.00	1.00	-
Asst Director Library System	1.00	1.00	1.00	-
Client Technologies Analyst 1	1.00	1.00	1.00	-
Courier	1.55	1.55	1.55	-
Director Public Library System	1.00	1.00	1.00	-
Librarian 1	2.00	2.00	2.00	-
Librarian 2	15.00	15.00	15.00	-
Librarian 3	2.00	2.00	2.00	-
Library Assistant 1	26.60	25.98	24.90	(1.07)
Library Assistant 2	23.40	24.03	25.78	1.75
Library Data Coordinator	1.00	1.00	1.00	-
Library Information Specialist	16.00	16.00	16.00	-
Library Manager 1	1.00	1.00	1.00	-
Library Manager 2	5.00	5.00	5.00	-
Library Manager 3	1.00	1.00	1.00	-
Library Page	7.45	7.45	5.38	(2.08)
Library Specialist 1	8.00	8.00	8.00	-
Library Specialist 2	3.00	3.00	3.00	-
Network Engineer 1	1.00	1.00	1.00	-
Office Specialist 1	1.50	1.50	1.50	-
Office Specialist 2	0.75	0.75	0.75	-
Payroll/HR Technician 1	1.00	1.00	1.00	-
Public Information Coordinator	1.00	1.00	1.00	-
Systems Analyst 1	1.00	1.00	1.00	-
Systems Analyst 2	1.00	1.00	1.00	-
Systems Analyst 3	1.00	1.00	1.00	-
Training Specialist	1.00	1.00	1.00	-
Total Department Personnel	**127.25**	**127.25**	**125.85**	**(1.40)**

Libraries 113090

DEPARTMENT SERVICE INFORMATION

3510 Library 21st Century Tech

Provides 21st century technology (including computers, laptops, 3-D printers, etc.) educational software and databases for public and staff use, either independently or for teaching/training. Maintains electronic records of patron information. Processes cash, fines and fees. Provides access to all library holdings for patrons and staff.

Goals:
- Increase library catalog visits by 8%.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 1,919,477	$ 1,986,787
Allocated Administrative/Support Costs	-	227,337	270,409
Total Budget	**-**	**$ 2,146,814**	**$ 2,257,196**
Staffing (FTE)	18.58	18.59	18.30
Operating and Performance Measures			
Efficiency Measures			
Total unique connections to CPL Wi-Fi	66,209	68,519	70,909
Performance Measures			
Percentage of items checked in by AMH vs. all libraries	69.8%	69.8%	69.8%
Web Application Availability	100.0%	100.0%	100.0%
Wi-Fi Availability	100.0%	100.0%	100.0%
Workload Measures			
Blog Website (discover.infopeake.org)	6,448	6,673	6,906
Classic Catalog (EZLibrary.infopeake.org)	112,185	116,099	120,149
Event Calendar Website (events.infopeake.org)	394,679	408,448	422,698
Items checked in by AMH for transfer to other libraries	167,259	173,094	179,133
Items checked in on Automated Materials Hadling machines (AMH) at the Central Library	607,883	629,090	651,037
Items placed on hold by materials handling system	109,416	113,233	117,184
Library Catalog (ches.ent.sirsi.net)	395,051	408,833	423,096
Library Website (infopeake.org)	382,888	396,246	410,070
Public Computer Sessions	253,397	262,237	271,386
Total active sessions	1,357,460	1,336,299	1,382,918
Unique Wi-Fi connections - Seven area libraries	66,209	68,519	70,909

Libraries 113090

DEPARTMENT SERVICE INFORMATION

3520 Library Classes/Training/Events

Provides early literacy classes for children, STEAM, Coding and Robotics classes and events for youth and teens. Provides job help, skill building technology classes and drop in sessions for all ages, including adults and 55 and Better citizens. Creates and hosts cultural events of interest for all ages. Provides staff training for workplace skill building and workforce development. Provides space for community gatherings and engagement to explore special interests and local issues.

Goals:
- Increase library visits by 5%.
- Provide 1-2 staff development opportunities for all staffing levels.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 1,472,959	$ 1,461,859
Allocated Administrative/Support Costs	-	241,517	287,659
Total Budget	**-**	**$ 1,714,476**	**$ 1,749,518**
Staffing (FTE)	19.64	19.63	19.70
Operating and Performance Measures			
Performance Measures			
Average participants: In-house program	30	30	30
Average participants: Meeting/Conference Rooms	11	11	11
Average visitors at any point in time	357	370	382
Workload Measures			
Attendees in Meeting/Conference Rooms	61,615	63,765	65,989
Individual Study Room Usage	9,899	10,244	10,602
In-house Program Participants	77,395	80,095	82,889
In-house Programs	2,589	2,679	2,773
Library Visits	1,029,765	1,065,690	1,102,869
Meeting/Conference Room Usage	5,401	5,589	5,784
Tutoring Sessions	2,930	3,032	3,138

Libraries 113090

DEPARTMENT SERVICE INFORMATION

3530 Library-Info and Educ Materials

Selects, orders, processes, circulates and maintains informational and popular materials in a variety of formats for all age groups. Make materials (books, DVDs, CDs, audiobooks, e-books, premium websites and databases) accessible to the public. Manages delivery of materials to all branches and return of materials to specific place in our collections. Provides access to legal information to the public. Curates, classifies, and weeds existing collections. Provides law materials and online legal research tools. Purchases books and collections.

Goals:

- Increase circulation of materials by 5%.
- Cull 3% of collection (9,566 items) using collection management system to determine what materials have reached their shelf life.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 5,795,186	$ 5,724,046
Allocated Administrative/Support Costs	-	985,152	1,166,267
Total Budget	**-**	**$ 6,780,338**	**$ 6,890,313**
Staffing (FTE)	79.23	79.23	78.06
Operating and Performance Measures			
Efficiency Measures			
Online Checkouts for Digital Material	11.7%	11.7%	11.7%
Online Renewals	18.0%	18.0%	18.0%
Patron Assisted Checkouts	10.8%	10.8%	10.8%
Patron Assisted Renewals	5.5%	5.5%	5.5%
Self-Checkouts	54.0%	54.0%	54.0%
Performance Measures			
Average times an item in the collection is checked out	3	3	3
Items checked out by Registered User (per Fiscal Year)	7	7	7
Workload Measures			
Circulation of e-book collection	179,358	185,615	192,091
Circulation of print materials total	1,356,546	1,403,872	1,452,849
Circulation of print materials: Patron Assisted Checkouts	166,057	171,850	177,846
Circulation of print materials: Patron Assisted Renewals	85,078	88,046	91,118
Circulation of print materials: Patron Online Renewals	276,203	285,839	295,811
Circulation of print materials: Patron Self-Checkouts	829,208	858,137	888,074
Items Checked in	870,512	900,882	932,311
Items in the Collection	444,622	460,134	476,186
Law Library Reference Inquiries	7,520	7,782	8,054
Registered Users	205,982	213,168	220,605

Libraries 113090

DEPARTMENT SERVICE INFORMATION

3595 Administrative Services

Administrative services are those that support the entire library system and include staff recruitment, building security, and maintenance of individual branches. These costs are allocated to each of the other service area proportionately to the number of full-time equivalent positions.

Goals:
- Review all job classifications for relevancy to current requirements.
- Work with Human Resources to realign scoring methods with Library needs.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 1,454,005	$ 1,724,335
Allocated Administrative/Support Costs	-	(1,454,005)	(1,724,335)
Total Budget	-	-	-
Staffing (FTE)	9.80	9.80	9.80

Operating and Performance Measures

Mosquito Control Commission 410000

Description:

The Chesapeake Mosquito Control Commission (MCC) provides services to the entire City, and is funded by real estate and personal property tax rates specifically enacted to support mosquito control programs. Commissioners are appointed by City Council and work closely with the Public Health Department to ensure prevention and protection is provided against mosquito borne illnesses.

Mission Statement:
The Chesapeake Mosquito Control Commission is dedicated to protecting the public's health, safety and comfort by controlling mosquito populations and mosquito-borne diseases in the most effective, environmentally safe and economically efficient manner possible.

Department Objectives:

- Serve Chesapeake's citizens and visitors by providing responsible mosquito control.
- Use an integrated pest management strategy to effectively control mosquito populations.
- Perform services in the most effective, efficient and environmentally safe manner.

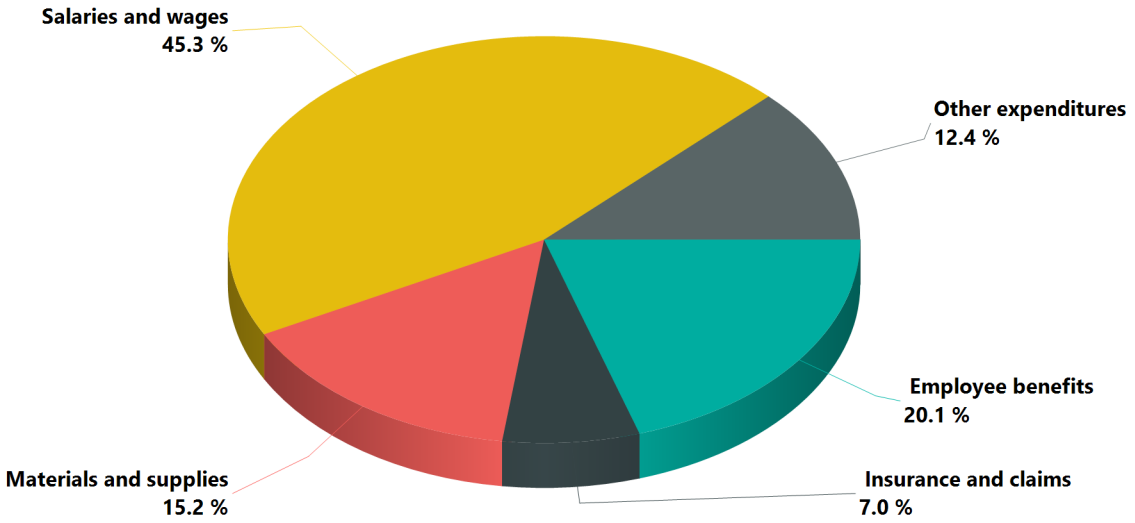
Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
51317	Mosquito Control	$ 4,207,426	$ 4,769,456	$ 5,067,496	6.2%
	Total by Program	**$ 4,207,426**	**$ 4,769,456**	**$ 5,067,496**	**6.2%**

Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
3910	Mosquito Source Reduction	$ -	$ 1,098,519	$ 1,175,913	7.0%
3920	Operations Support	-	606,316	626,737	3.4%
3930	Pesticide Application	-	2,596,020	2,746,635	5.8%
3940	Surveillance and Public Education	-	468,601	518,211	10.6%
3995	Administrative Services	-	-	-	-
	Total by Service	**$ -**	**$ 4,769,456**	**$ 5,067,496**	**6.2%**

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 1,824,103	$ 2,110,633	$ 2,293,868	8.7%
1520	Employee benefits	794,567	965,386	1,019,336	5.6%
1640	Internal services	190,238	206,971	207,700	0.4%
1730	Purchased services	20,694	37,522	41,779	11.3%
1731	Temporary services	54,616	81,864	60,000	-26.7%
1740	Insurance and claims	351,897	255,000	355,001	39.2%
1760	Materials and supplies	722,083	765,572	769,279	0.5%
1880	Capital outlays	144,003	173,005	158,005	-8.7%
	Other expenditures	105,226	173,503	162,528	-6.3%
	Total Expenditures	**$ 4,207,426**	**$ 4,769,456**	**$ 5,067,496**	**6.2%**

Mosquito Control Commission 410000

FY 20-21 Budget by Expense Category



Budget Highlights:

• The Chesapeake Mosquito Control Commission (MCC) has been reorganized into its five core service areas per the new performance based budget model.

3910 Source Reduction
3920 Operations Support
3930 Pesticide Application
3940 Surveillance and Education
3995 Administration and Customer Service

• Overall, the budget for MCC continues the current funding level. However, cost increases are expected for staff and capital equipment. These have been offset by reductions to other areas.
• Unlike City departments, MCC is funded by a special tax and other revenues. In order to balance the budget, the aerial larvicide spraying mission has been discontinued. MCC has carefully studied this program's return on investment and has found too many factors make it problematic. This treatment method is not reliable and does not produce predictable results. The program also affects the fewest number of citizens. Key areas will be treated with additional ground larvicide.
• Salaries include funding for a 2.25% pay increase. The increase in benefits is largely due to the rising cost of healthcare, worker compensation, and employee retirement.

Mosquito Control Commission

410000

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1411	General Propery Tax	$ 4,628,352	$ 4,779,300	$ 4,943,250	3.4%
1415	Use of Money & Property	85,603	-	-	-
1418	Miscellanous Local Revenues	113,342	-	-	-
1419	Recovered Costs	22,845	-	-	-
	Total Revenues	**$ 4,850,142**	**$ 4,779,300**	**$ 4,943,250**	**3.4%**
Other Resources:					
1321	Use of Fund Balance	$ (642,716)	$ (9,844)	$ 124,246	-1362.1%
	Total Resources	**$ 4,207,426**	**$ 4,769,456**	**$ 5,067,496**	**6.2%**
Use of Resources:					
	Expenditures	$ 4,207,426	$ 4,769,456	$ 5,067,496	6.2%
	Total Use of Resources	**$ 4,207,426**	**$ 4,769,456**	**$ 5,067,496**	**6.2%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
800	**Mosquito Control Comm**	4,207,426	4,769,456	5,067,496	6.2%
	Total by Fund	**$ 4,207,426**	**$ 4,769,456**	**$ 5,067,496**	**6.2%**

Mosquito Control Commission 410000

DEPARTMENT COMPLEMENT				
Positions	**FY 18-19 Budget**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior Year**
BIOLOGIST II	1.00	1.00	1.00	-
BIOLOGY TECH	1.00	1.00	1.00	-
CUST/GRNDSKEEPER	1.00	1.00	1.00	-
DIRECTOR	1.00	1.00	1.00	-
DISTRICT SUPV	3.00	3.00	3.00	-
FIELD PERSONNEL	25.00	25.00	25.00	-
FIELD SUPV	3.00	3.00	3.00	-
FISCAL/OFC ADMIN	1.00	1.00	1.00	-
GIS ANLYST DB ADM	1.00	1.00	1.00	-
HR/RISK MANAGER	1.00	1.00	1.00	-
MECHANIC I	1.00	1.00	1.00	-
MECHANIC II	1.00	1.00	1.00	-
OFFICE SPECIALIST	2.00	2.00	2.00	-
PF&F SUPV (PFFS)	1.00	1.00	1.00	-
SEASON - CUST SVC	0.60	0.60	0.60	-
SMALL ENG MECH	1.00	1.00	1.00	-
Total Department Personnel	**44.60**	**44.60**	**44.60**	**-**

Mosquito Control Commission 410000

DEPARTMENT SERVICE INFORMATION

3910 Mosquito Source Reduction

Surveys and maintaining mosquito control drainage ditches. Conducts backyard inspections to eliminate container mosquito breeding sites.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 727,356	$ 758,424
Allocated Administrative/Support Costs	-	371,163	417,489
Total Budget	**-**	**$ 1,098,519**	**$ 1,175,913**
Staffing (FTE)	10.32	10.32	10.20
Operating and Performance Measures			
Efficiency Measures			
Feet of drainage ditches cleared per man-hour	33.36	33.00	33.00
Feet of larviciding paths cleared per man-hour	94.00	100.00	100.00
Number of mosquito service requests eliminating container sites	562	837	837
Performance Measures			
Percent of mosquito service requests container-related (lower % is better)	21	31	31
Percent of scheduled drainage maintenance completed	100	100	100
Percent of scheduled larviciding paths maintenance completed	100	100	100
Workload Measures			
Miles of drainage ditches surveyed and maintained (annual)	25	25	25
Miles of larviciding paths cleared	24	24	24
Mosquito Service Requests completed	2,695	2,700	2,700

Mosquito Control Commission 410000

DEPARTMENT SERVICE INFORMATION

3920 Operations Support

Provides maintenance and repairs for MCC vehicles and all specialized pesticide application equipment, small engine equipment, and biology lab field equipment. Provides cleaning, maintenance, and repairs for MCC facilities and grounds.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 467,822	$ 463,016
Allocated Administrative/Support Costs	-	138,494	163,721
Total Budget	**-**	**$ 606,316**	**$ 626,737**
Staffing (FTE)	4.00	4.00	4.00
Operating and Performance Measures			
Efficiency Measures			
Number of manhours / facility maintenance days	8.00	8.00	8.00
Number of manhours per small engine / special projects	2.00	2.00	2.00
Number of repairs, maintenance & calibrations / manhour	1.92	2.00	2.00
Performance Measures			
Percent of small engine / special projects completed on schedule	90	95	95
Percentage of facility maintenance days completed	91	95	95
Percentage of repairs, maintenance & calibrations performed within schedule	95	95	95
Workload Measures			
Number of facility maintenance days	224	245	245
Number of repairs, maintenance & calibrations	249	225	225
Number of small engine / special projects	174	170	170

Mosquito Control Commission 410000

DEPARTMENT SERVICE INFORMATION

3930 Pesticide Application

Applies larvicide to low-lying areas and stagnant water to control immature mosquitoes. Applies adulticide via night-time truck mounted sprayers to control adult mosquitoes. Applies adulticide via backpack sprayers to backyards to control Asian tiger mosquitoes.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 2,018,502	$ 2,083,567
Allocated Administrative/Support Costs	-	577,518	663,068
Total Budget	**-**	**$ 2,596,020**	**$ 2,746,635**
Staffing (FTE)	16.08	16.08	16.20
Operating and Performance Measures			
Efficiency Measures			
Acres treated with adulticides / man-hour	271.46	250.00	250.00
Week-acres treated with larvicides / man-hour	.72	.80	.80
Performance Measures			
Percent increase in larviciding weak-acres from previous FY	2	10	5
Percent of adulticiding acres initiated by action thresholds	80	100	100
Workload Measures			
Acres set for routine application of adulticide by truck and UTV mounted sprayers (annual)	500,575	400,000	400,000
Number of backyards treated with handheld sprayers	1,888	1,500	1,500
Week-acres set for routine application of larvicide (annual)	12,185	12,000	12,000

Mosquito Control Commission 410000

DEPARTMENT SERVICE INFORMATION

3940 Surveillance and Public Education

Monitors mosquito populations and mosquito-borne diseases. Monitors the effectiveness of the various treatment methods. Conducts educational programs for the public and field personnel.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 395,892	$ 391,327
Allocated Administrative/Support Costs	-	72,709	126,884
Total Budget	**-**	**$ 468,601**	**$ 518,211**
Staffing (FTE)	3.10	3.10	3.10
Operating and Performance Measures			
Efficiency Measures			
Efficacy and pesticide resistance studies completed & analyzed	116	125	125
Mosquito catches processed within 24 hours	1,333	1,375	1,375
Mosquito disease tests performed within 24 hours of pooling	1,118	925	925
Outreach, public education and training events completed	29	29	29
Performance Measures			
Percent of Efficacy and pesticide resistance studies	98	98	98
Percent of of mosquito catches processed within 24 hours	100	100	100
Percent of of mosquito disease tests performed within 24 hours of pooling	100	100	100
Perecnt of requested educational programs conducted during off-season	100	100	100
Workload Measures			
Efficacy and pesticide resistance studies initiated	118	125	125
Mosquito traps set and catches processed (during the season)	1,333	1,375	1,375
Outreach, public education and training events	29	25	25
Pools of disease vectors processed (during season)	1,118	925	925

Mosquito Control Commission 410000

DEPARTMENT SERVICE INFORMATION

3995 Administrative Services

Provides leadership, oversight and management for the Mosquito Control Commission. Receives and responds to all citizen service requests. Handles acquisitions and financial transactions. Note: The department's administrative costs of $1,159,884 has been allocated to the other service areas based on each service's % of full-time equivalents (FTE).

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 1,159,884	$ 1,371,162
Allocated Administrative/Support Costs	-	(1,159,884)	(1,371,162)
Total Budget	-	-	-
Staffing (FTE)	11.10	11.10	11.10
Operating and Performance Measures			
Efficiency Measures			
Mosquito service requests resolved within 48 hours	2,300	2,110	2,110
Performance Measures			
Percent of financial transactions handled within 30 days	95	95	95
Percent of service requests resolved within the allotted period	84	85	85
Workload Measures			
All service requests received	3,203	2,900	2,900
Financial transactions	1,340	1,300	1,300
Mosquito service requests received	2,742	2,483	2,483

Parks, Recreation and Tourism 112020

Description:

Parks, Recreation, and Tourism provides park spaces and recreational activities to residents and visitors at locations throughout the City.

Our responsibilities include:
- Athletic programs
- Parks and municipal grounds maintenance
- Classes for youths and adults
- Over 3,400 acres across more than 75 parks, athletic fields, municipal grounds, and school grounds. Additional acreage added annually as developers complete mandated green spaces.
- Eight (8) multipurpose community centers and three (3) specialty centers

Our major parks include:
- City Park - which hosts a number of community wide events, festivals, and concerts, Fun Forest playground, two dog parks, outdoor fitness equipment, walking trails, restrooms, shelters, skate park and a 911 Memorial.
- Deep Creek Park - includes seven (7) multipurpose athletic fields, Destination Playground, a traditional playground, restrooms, shelters and a dog park.
- Dismal Swamp Canal Trail - location for several festivals and bike/run race events annually, 8.5 miles of paved trail, small boat launch and restrooms.
- Elizabeth River Park- breath-taking view of the Elizabeth River, boat launch, concessions, outdoor fitness equipment, walking trails, playground, shelters, fishing pier, restrooms and dog park.
- Northwest River Park - our full service park with camping, cabin, canoe and bike rentals and equestrian area.
- Western Branch Park - five multipurpose athletic fields, a dog park, two playgrounds, six tennis courts and walking trail/tree trail.

The Department is also responsible for the Chesapeake Conference Center and Tourism Bureau. Both are supported by dedicated revenue and are part of the Economic and Environmental Vitality Section of the budget document.

Department Objectives:

- Use more full time Recreational Leaders instead of part time.
- Create a Historical Services division.

Activities to include acquiring information, artifacts and documents related to the history of the City.

Parks, Recreation and Tourism 112020

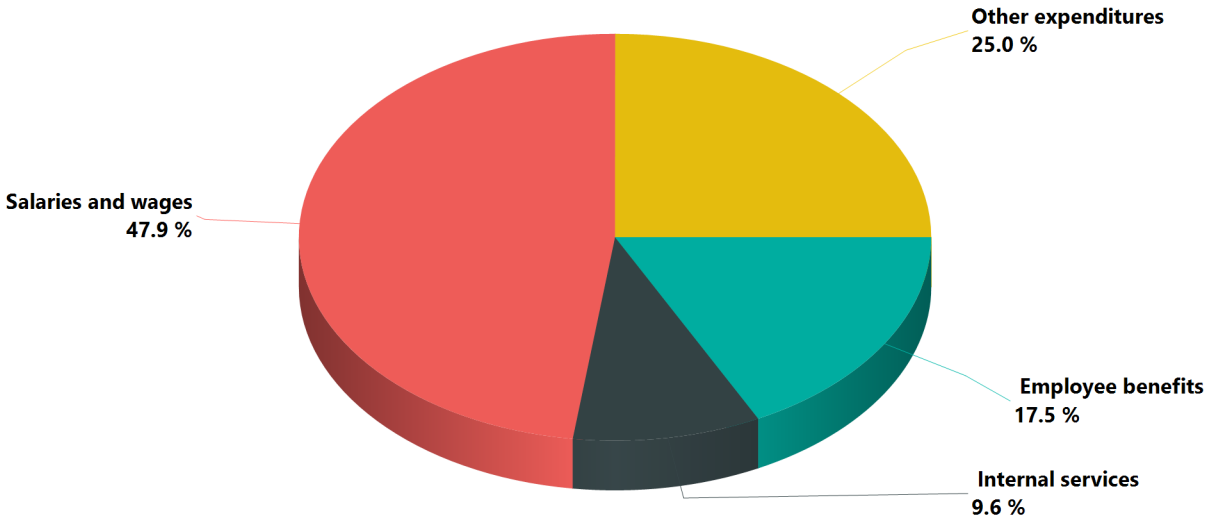
Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
72101	Administration	$ 2,758,781	$ -	$ -	-
72109	Fine Arts Commission	53,975	75,940	84,975	11.9%
72110	Warehouse & Work Order Center	135,422	230,381	218,098	-5.3%
72201	Municipal Grounds	1,175,015	1,435,219	1,723,304	20.1%
72204	Athletic Grounds Maintenance	1,607,415	1,754,651	2,011,420	14.6%
72205	Park Ground Maintenance	1,432,134	1,954,904	2,380,013	21.7%
72240	Housekeeping	2,236,643	3,533,086	3,463,468	-2.0%
72301	Athletic Programs	931,141	1,464,318	1,513,643	3.4%
72302	Community Centers	2,121,688	3,226,616	3,141,002	-2.7%
72303	Leisure Programs	742,206	1,737,435	1,612,196	-7.2%
72304	Senior Programs	312,054	444,904	444,264	-0.1%
72320	Before/After School Program	1,625	464,732	1	-100.0%
72325	Special Programs	367,165	434,871	535,155	23.1%
72330	Historical Division	-	-	119,547	-
72340	Park Operations	891,926	1,179,895	1,196,348	1.4%
72341	Northwest River Park	299,217	270,556	443,327	63.9%
72342	Elizabeth River Park	144,123	280,694	274,110	-2.3%
72343	Arboretum	61,323	149,561	162,815	8.9%
	Total by Program	**$ 15,271,851**	**$ 18,637,763**	**$ 19,323,686**	**3.7%**

Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
3010	Ground Maintenance	$ -	$ 5,144,774	$ 6,114,737	18.9%
3020	Municipal Services	-	3,763,467	3,681,566	-2.2%
3030	Parks/Community Centers	-	5,107,322	5,296,038	3.7%
3040	Recreation	-	4,622,200	4,231,345	-8.5%
3095	Administrative Services	-	-	-	-
	Total by Service	**$ -**	**$ 18,637,763**	**$ 19,323,686**	**3.7%**

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 7,023,092	$ 9,152,645	$ 9,250,326	1.1%
1520	Employee benefits	2,629,308	3,300,498	3,386,156	2.6%
1640	Internal services	1,708,658	1,677,867	1,857,944	10.7%
1650	Utility services	660,286	613,961	715,463	16.5%
1730	Purchased services	639,479	675,017	659,920	-2.2%
1733	Maintenance and repairs	389,360	501,415	489,812	-2.3%
1760	Materials and supplies	1,086,042	1,012,429	1,233,523	21.8%
1880	Capital outlays	416,372	717,800	759,596	5.8%
	Other expenditures	719,253	986,131	970,946	-1.5%
	Total Expenditures	**$ 15,271,851**	**$ 18,637,763**	**$ 19,323,686**	**3.7%**

Parks, Recreation and Tourism 112020

FY 20-21 Budget by Expense Category



Budget Highlights:

- Administrative costs are allocated to service areas proportionate to the number of full-time equivalents in each program and service.
- Salaries and wages include a 2.25% general wage increase FY 2021.
- Employee benefits reflect increases in the cost of employee retirement, healthcare, and worker's compensation benefits.
- New funding to create a Historical Services Division starting January 2021 with two positions.
  First year budget is $115,000, including staff costs of $70,650 and $44,500 for material.
  Full year staff costs is $144,000.
- Increase in materials and supplies other than Historical Division includes project to replace municipal shrubbery and trees. $100,000 in FY 2021.

New requests not recommended for funding:

- Converting several part-time community center positions to full-time status.
- Increase overtime accounts for special event staffing ($54,000).

Parks, Recreation and Tourism 112020

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1415	Use of Money & Property	$ 520,097	$ 568,320	$ 574,470	1.1%
1416	Charges for Services	946,974	1,126,300	1,121,375	-0.4%
1418	Miscellanous Local Revenues	371,662	470,200	445,600	-5.2%
1419	Recovered Costs	1,197	-	-	-
1450	Other Non-Designated Revenue	13,431,921	16,477,943	17,187,241	4.3%
	Total Revenues	**$ 15,271,851**	**$ 18,642,763**	**$ 19,328,686**	**3.7%**
Other Resources:					
		-	-	-	-
	Total Resources	**$ 15,271,851**	**$ 18,642,763**	**$ 19,328,686**	**3.7%**
Use of Resources:					
	Expenditures	$ 15,271,851	$ 18,637,763	$ 19,323,686	3.7%
1944	Transfers to Other Funds	-	5,000	5,000	0%
	Total Use of Resources	**$ 15,271,851**	**$ 18,642,763**	**$ 19,328,686**	**3.7%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
100	**General Fund**	15,271,851	18,637,763	19,323,686	3.7%
	Total by Fund	**$ 15,271,851**	**$ 18,637,763**	**$ 19,323,686**	**3.7%**

Parks, Recreation and Tourism 112020

DEPARTMENT COMPLEMENT				
Positions	FY 18-19 Budget	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Account Technician 3	4.00	3.00	3.00	-
Accountant 2	1.00	1.00	1.00	-
Asst Director PRT	-	1.00	1.00	-
Athletic Maintenance Coord	1.00	1.00	1.00	-
Business Applications Spec 2	1.00	1.00	1.00	-
City Event Coordinator	1.00	1.00	1.00	-
Courier	0.63	0.63	0.63	-
Crew Leader	3.00	3.00	3.00	-
Crew Supervisor	2.00	2.00	2.00	-
Crew Supervisor 1	1.00	1.00	1.00	-
Director Parks Rec Tourism	1.00	1.00	1.00	-
Electrician 3	1.00	1.00	1.00	-
Equipment Operator 2	7.00	7.00	7.00	-
Equipment Operator 3	1.00	1.00	1.00	-
Facility Maintenance Tech 1	1.00	1.00	1.00	-
Facility Maintenance Tech 2	1.00	1.00	1.00	-
Fiscal Administrator	1.00	1.00	1.00	-
General Supervisor	2.00	2.00	-	(2.00)
Groundskeeper	27.58	27.58	27.58	(0.01)
Historical Services Manager	-	-	1.00	1.00
Housekeeper 1	50.98	50.98	50.98	(0.01)
Housekeeping Supervisor 2	1.00	1.00	1.00	-
Housekeeping Supervisor I	4.75	4.75	4.75	-
Human Resources Specialist 1	-	1.00	1.00	-
Office Assistant 1	3.48	3.48	3.48	-
Office Assistant 2	1.38	1.38	1.38	-
Office Coordinator	1.00	1.00	1.00	-
Office Specialist 1	3.30	3.30	3.30	-
Office Specialist 2	2.00	1.00	2.00	1.00
Park Manager	1.00	1.00	1.00	-
Park Ranger 1	4.00	4.00	4.00	-
Park Ranger 2	4.00	4.00	4.00	-
Park Ranger 3	1.00	1.00	1.00	-
Park Ranger Technician	5.04	5.05	5.04	(0.01)
Parks & Municipal Services Sup	1.00	1.00	1.00	-
Parks and Grounds Services Supervisor	-	-	2.00	2.00
Payroll/HR Technician 1	1.00	1.00	1.00	-
Payroll/HR Technician 2	-	1.00	1.00	-

Parks, Recreation and Tourism 112020

DEPARTMENT COMPLEMENT				
Positions	**FY 18-19 Budget**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior Year**
Planner 2	1.00	1.00	1.00	-
Public Information Coordinator	1.00	1.00	1.00	-
Recreation Aide	5.04	5.04	5.04	(0.01)
Recreation Coordinator	5.00	5.00	5.00	-
Recreation Leader	49.57	52.26	46.75	(5.51)
Recreation Manager	1.00	1.00	1.00	-
Recreation Prog Superintendent	1.00	1.00	1.00	-
Recreation Specialist 1	11.00	11.00	8.00	(3.00)
Recreation Specialist 2	18.00	18.00	18.00	-
Storekeeper 1	0.63	0.63	0.63	-
Storekeeper Supervisor	1.00	1.00	1.00	-
Turf Manager	1.00	1.00	1.00	-
Van Driver 1	0.40	0.40	0.40	-
Total Department Personnel	**237.75**	**241.47**	**234.93**	**(6.53)**

Parks, Recreation and Tourism 112020

DEPARTMENT SERVICE INFORMATION

3010 Ground Maintenance

Maintains 200,000 sq. ft. of landscape beds at or near level one status, and also maintains 350,000 sq. ft. of landscape beds at or near level 2 status.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 4,646,631	$ 5,429,941
Allocated Administrative/Support Costs	-	498,143	684,796
Total Budget	**-**	**$ 5,144,774**	**$ 6,114,737**
Staffing (FTE)	47.58	47.58	47.58
Operating and Performance Measures			
Efficiency Measures			
Average Annual Cost per Acre (Athletic Grounds)	$1,693	$1,996	$0
Average Annual Cost per Acre (Park Grounds)	$587	$781	$0
Average Annual Cost per Turf Acre to Maintain (Municipal Grounds)	$10,253	$11,332	$0
Average Annual Expense per Outdoor Facility	$6,563	$7,986	$0
Compliance with national play box fall surface safety standards	98.0%	100.0%	100.0%
Mowing cycle - 10 day / adherence 80%	77.0%	80.0%	80.0%
Workload Measures			
Acres of Turf Maintained	115	127	175
Outdoor Athletic Facilities	245	250	250
Park Acreage Annually Maintained	2,458	2,499	2,499
Parks and Play Areas Maintained	79	80	80
Sq. Feet of Beds and Sidewalks Maintained	846,000	863,000	863,000
Total Acreage	950	1,000	1,000

Parks, Recreation and Tourism 112020

DEPARTMENT SERVICE INFORMATION

3020 Municipal Services

Cleans all City buildings to level two industry standards, which ensures an acceptable appearance of all building components after cleaning at the frequencies required by the weekly cleaning schedule.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 3,129,150	$ 2,812,179
Allocated Administrative/Support Costs	-	634,317	869,387
Total Budget	**-**	**$ 3,763,467**	**$ 3,681,566**
Staffing (FTE)	60.58	60.59	60.58
Operating and Performance Measures			
Efficiency Measures			
Average housekeeping cost per sqft (non-contract)	$1.94	$2.67	$0
Avergage contracted housekeeping cost per sqft	$1.82	$2.40	$0
Days from approval to completion of Work Order	9.40	13.00	8.70
Overall Avg housekeeping cost per sq ft	$1.94	$2.54	$0
Workload Measures			
Contracted cleaning (sq ft)	40,136	60,000	42,000
Facilities cleaned (sq ft)	1,114,022	1,300,000	1,300,000
Total cleaning	1,154,158	1,360,000	1,342,000
Work orders processed	15,307	25,000	20,000

Parks, Recreation and Tourism 112020

DEPARTMENT SERVICE INFORMATION

3030 Parks/Community Centers

Ensure park and facility safety while performing daily operations and inspections of facilities, providing natural and passive activities, preserving open space and trails, and educating the public on environmental and natural resources.
Perform daily park patrols which include park check lists.
Engage in community policing, support departmental events and programs.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 4,488,907	$ 4,426,938
Allocated Administrative/Support Costs	-	618,415	869,100
Total Budget	**-**	**$ 5,107,322**	**$ 5,296,038**
Staffing (FTE)	55.78	58.79	60.37
Operating and Performance Measures			
Efficiency Measures			
Average Cost per Acre Maintained	$1,278	$3,072	$1,600
Average Cost per person to Program Park	$.27	$.61	$0
Average Cost per Visit by Park Patron for programs	$.27	$.33	$0
Cost per person to Program Park	$0	$.58	$0
Customer Service Reports Completed	203	189	180
Workload Measures			
Acres Maintained	48	48	48
Annual Customer Service Reports	203	189	180
Community Center ID's Sold	6,309	7,020	6,400
Community Center Rentals	1,994	1,997	2,040
Days Occupied Campsites/Cabin Rentals	3,767	4,119	4,200
Park Rentals (boat, bike, minigolf, disc golf, equestrian)	7,865	7,650	7,500
People Entering the Park (national formula)	3,360,253	436,089	3,700,000
Shelter Rentals	128	134	145
Total Community Center Attendance	462,634	507,307	468,600
Visits by Park Patrons (National formula)	3,360,253	3,528,265	3,700,000

Parks, Recreation and Tourism 112020

DEPARTMENT SERVICE INFORMATION

3040 Recreation

Provides sport programs that are safe, fun and enjoyable. Promotes physical fitness through sports. Promotes respect of self and others by encouraging good sportsmanship that emphasizes cooperation and respect toward teammates, opposing players, referees, coaches and staff. Ensures volunteer coaches are cleared through the City's background check process.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 4,098,759	$ 3,595,647
Allocated Administrative/Support Costs	-	523,441	635,698
Total Budget	**-**	**$ 4,622,200**	**$ 4,231,345**
Staffing (FTE)	52.45	49.13	45.03
Operating and Performance Measures			
Efficiency Measures			
Average Cost per Grant Recipient	$2,841.00	$10,612.00	$0
Average Cost per Participant	$113.69	$168.00	$170.00
Average Cost per Participant for City Special Events	$1.64	$2.78	$0
Average Cost per People Served	$.09	$.31	$0
Average Participants per Instructional Series	9	15	10
Average Participants per Therapeutic Event	60	10	800
Average Participants per Therapeutic Series	8	15	375
Average Program Cost Per Participant	$22.86	$22.45	$0
Increase/(Decrease) in Annual Permits Approved	2.00	28.00	0
Workload Measures			
Adult Athletic Participants	2,145	2,460	2,400
Attendees for Sr. Club Meetings	676	1,301	17,000
Avg New Grant Applications Received Annually	2	25	3
Grant Applicants that Reapply More than 2 years	17	22	22
Grant Recipient Organizations	19	15	19
Participants in Events	1,163	1,230	1,300
Participants in Instructional Programs	2,740	2,070	3,300
Participants in Programs	16,916	16,834	17,000
Participants in Therapeutic Events	656	425	800
Participants in Therapeutic Programs	373	350	375
Participants in Youth Programs (After School, Summer, Teen Programs)	926	1,240	970
People Served through Grant Supported Programs	600,216	510,751	615,000
Special Event Permits Issued	513	566	525
Total Participants	8,001	8,560	8,525
Volunteer Coaches	811	925	928
Youth Athletic Participants	5,856	6,100	6,125

Parks, Recreation and Tourism 112020

DEPARTMENT SERVICE INFORMATION

3095 Administrative Services

Provides support services for the department, which includes managing public information, marketing and fiscal administration as well as the Fine Arts Commission, whose focus is funding for non-profit cultural organizations and students and promoting public art.
Administrative costs have been allocated to each of the other service areas proportionately to the number of budgeted positions.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 2,274,332	$ 3,058,981
Allocated Administrative/Support Costs	-	(2,274,332)	(3,058,981)
Total Budget	-	-	-
Staffing (FTE)	21.38	22.38	21.38
Operating and Performance Measures			
Efficiency Measures			
Independent contractors and staff travel payments process within 21 days	76.0%	90.0%	95.0%
Other supplier invoices paid within 30 days (goal is 80%)	74.0%	80.0%	85.0%
Refunds - payments processed within 14 days	77.0%	90.0%	90.0%
Workload Measures			
Annual Invoices by PRT	5,321	5,650	5,500
Annual Refund/Security Deposits	1,070	825	1,000
Annual Requisitions	794	873	800

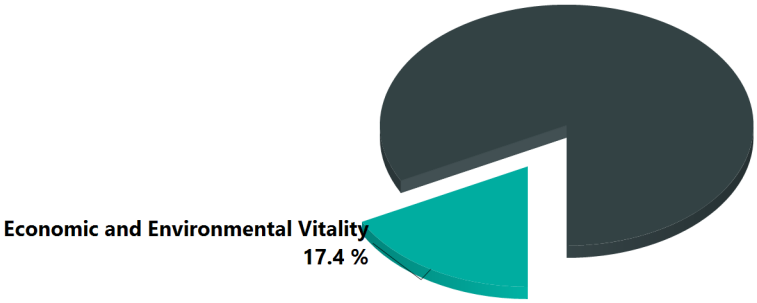
Economic and Environmental Vitality

Summary

Budget by Department		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
112050	Agriculture	$ 436,987	$ 442,256	$ 446,314	0.9%
440000	Airport Authority	294,050	300,937	301,937	0.3%
112070	Conference Center and Tourism	3,831,561	4,245,158	4,509,122	6.2%
113080	Development and Permits	7,109,943	7,975,548	8,184,670	2.6%
113010	Economic Development	1,893,621	3,885,157	3,937,582	1.3%
150000	Planning Commission	47,942	68,614	68,617	0.0%
111050	Planning Department	2,284,855	2,701,759	2,761,405	2.2%
112030	Public Utilities	59,342,695	68,281,283	67,424,627	-1.3%
112040	Public Works	91,719,181	111,972,031	113,506,295	1.4%
113010T	Tax Increment Financing Districts	7,082,393	2,516,780	1,017,465	-59.6%
Total Expenditures		**$ 174,043,228**	**$ 202,389,523**	**$ 202,158,034**	-0.1%
Less Billings to Other Departments		-	-	-	-
Total Economic and Environmental Vitality		**$ 174,043,228**	**$ 202,389,523**	**$ 202,158,034**	**-0.1%**

Economic and Environmental Vitality

Total City Budget - $1,162.2 Million



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Agriculture 112050

Description:

Description: The Department of Agriculture (also referred to as the Virginia Cooperative Extension or VCE) provides research, consultation, and program specific training for the citizens of Chesapeake in the areas of Agriculture, Horticulture, Natural Resources, 4-H Youth development, and Family and Consumer Sciences. Through local relationships and collaborative partnerships, this department helps people put scientific knowledge to work through learning experiences that improve economic, environmental, and social well-being.

Mission: The City of Chesapeake's Department of Agriculture is committed to sharing knowledge acquired through its collaboration with Agents of the Virginia Cooperative Extension. The department delivers research-based educational programs for the citizens of Chesapeake that provide information and tools that can lead to more productive lives in the areas of Agriculture, Horticulture, 4-H Youth Leadership, and Family Consumer Sciences (financial management, health, and nutrition).

Department Objectives:

•Provide research-based information to agricultural and horticultural producers to assist them in producing crops and livestock as economically as possible, and to increase their skills in marketing and business management while maintaining water/environmental quality.
• Provide technical information and assistance to households, which enable them to maintain and improve their landscape design, grounds, and quality of life.
• Provide 4-H youth and adults leaders (working with youth) opportunities to realize their full potential and becoming effective, contributing citizens through participation in research-based, hands on educational experience.
• Provide useful research-based information and teach technical skills in nutrition, human development, and financial management to enable citizens to make the best use of their resources and live full and productive lives.

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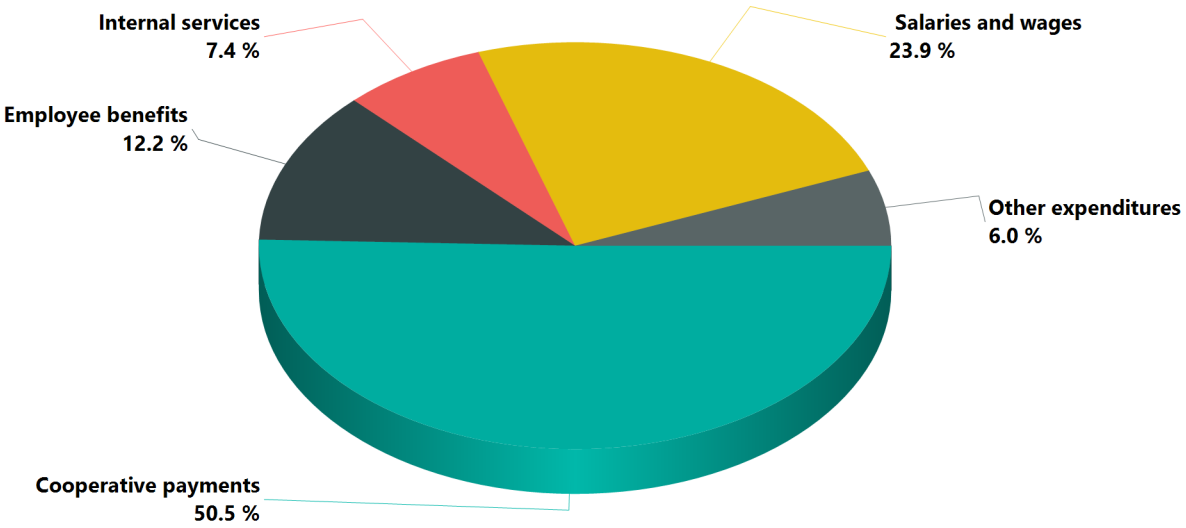
Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
83100	Agriculture Services	$ 436,987	$ 442,256	$ 446,314	0.9%
	Total by Program	**$ 436,987**	**$ 442,256**	**$ 446,314**	**0.9%**

Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
2510	4-H and Youth	$ -	$ 185,915	$ 188,618	1.5%
2520	Agriculture/Natural Resources	-	98,410	99,085	0.7%
2530	Expanded Food/Nutrition	-	13,336	13,405	0.5%
2540	Family and Consumer Services	-	31,914	31,847	-0.2%
2550	Horticulture	-	112,681	113,359	0.6%
2595	Administrative Services	-	-	-	-
	Total by Service	**$ -**	**$ 442,256**	**$ 446,314**	**0.9%**

Agriculture 112050

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 100,020	$ 104,762	$ 106,773	1.9%
1520	Employee benefits	46,652	52,361	54,427	3.9%
1640	Internal services	31,477	32,928	32,910	-0.1%
1730	Purchased services	8,000	8,000	8,000	0%
1733	Maintenance and repairs	7,135	6,507	6,507	0%
1750	Other expenditures	4,232	4,937	4,936	0.0%
1756	Cooperative payments	233,402	225,300	225,300	0%
1760	Materials and supplies	3,374	4,160	4,160	0%
	Other expenditures	2,696	3,301	3,301	0%
	Total Expenditures	**$ 436,987**	**$ 442,256**	**$ 446,314**	**0.9%**

FY 20-21 Budget by Expense Category



Budget Highlights:

• Salaries include funding for a 2.5% pay increase. The increase in benefits is largely due to the rising cost of healthcare.

Agriculture

112050

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1424	Commonwealth of Virginia - Categorical: Shared Costs	$ 91,950	$ 92,800	$ 94,700	2.0%
1450	Other Non-Designated Revenue	345,037	349,456	351,614	0.6%
	Total Revenues	**$ 436,987**	**$ 442,256**	**$ 446,314**	**0.9%**
Other Resources:					
		-	-	-	-
	Total Resources	**$ 436,987**	**$ 442,256**	**$ 446,314**	**0.9%**
Use of Resources:					
	Expenditures	$ 436,987	$ 442,256	$ 446,314	0.9%
	Total Use of Resources	**$ 436,987**	**$ 442,256**	**$ 446,314**	**0.9%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
100	**General Fund**	$ 436,987	$ 442,256	$ 446,314	0.9%
	Total by Fund	**$ 436,987**	**$ 442,256**	**$ 446,314**	**0.9%**

Agriculture 112050

DEPARTMENT COMPLEMENT				
Positions	**FY 18-19 Budget**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior Year**
Administrative Assistant 1	1.00	1.00	1.00	-
Office Specialist 2	1.00	1.00	1.00	-
Total Department Personnel	**2.00**	**2.00**	**2.00**	**-**

Agriculture 112050

DEPARTMENT SERVICE INFORMATION

2510 4-H and Youth

Provides 4-H youth, and adults working with those youth, opportunities to realize their full potential—becoming effective, contributing citizens through participation in research-based, hands-on educational experiences.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 142,591	$ 125,691
Allocated Administrative/Support Costs	-	43,324	62,927
Total Budget	**-**	**$ 185,915**	**$ 188,618**
Staffing (FTE)	0.64	0.64	0.64
Operating and Performance Measures			
Efficiency Measures			
Enrolled youth actively participating in 4-H clubs (annual)	100.0%	100.0%	100.0%
Students enrolled in 6+ hours of in-school 4-H programming	4,000	4,000	4,000
Performance Measures			
Youth serving in 4-H leadership/citizenship roles (annual)	107	107	107
Workload Measures			
Total volunteers for 4-H recruited, screened, and trained (annual)	110	120	120
Youth enrolled in 4-H clubs (annual)	280	300	300

Agriculture 112050

DEPARTMENT SERVICE INFORMATION

2520 Agriculture/Natural Resources

Provides research-based information to agricultural and horticultural producers to assist them in producing crops and livestock and increase their skills in marketing and business management while maintaining water/environmental quality.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 84,872	$ 79,419
Allocated Administrative/Support Costs	-	13,538	19,666
Total Budget	**-**	**$ 98,410**	**$ 99,085**
Staffing (FTE)	0.20	0.20	0.20
Operating and Performance Measures			
Performance Measures			
Acres of farmland impacted by farm conservation BMP's (annual)	9,700	5,840	7,380
Pesticide licenses issues by the VA Dept. of Agriculture	118	113	120
Workload Measures			
Pesticide certification and re-certification registrations (annual)	85	85	85
State funding for farm conservation BMP's	$253,000	$201,000	$350,000

Agriculture 112050

DEPARTMENT SERVICE INFORMATION

2530 Expanded Food/Nutrition

Provides nutrition classes to low income family segments (youth and adults) that support healthier food choices, food budgeting, and food safety to encourage behavioral changes that can help to prevent chronic diseases.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 8,598	$ 6,522
Allocated Administrative/Support Costs	-	4,738	6,883
Total Budget	**-**	**$ 13,336**	**$ 13,405**
Staffing (FTE)	0.07	0.07	0.07
Operating and Performance Measures			
Efficiency Measures			
Elementary/middle schools students that participated in the nutrition classes (annual)	260	922	1,000
Performance Measures			
Participating youth that made commitments to eat more fruits and vegetables (annual)	95.0%	95.0%	85.0%
Workload Measures			
Nutrition classes taught at elementary/middle schools (annual)	66	282	290

Agriculture 112050

DEPARTMENT SERVICE INFORMATION

2540 Family and Consumer Services

Provides useful research-based information and teach technical skills in nutrition, human development, and financial management to enable citizens to make the best use of their resources and live full and productive lives.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 29,206	$ 27,914
Allocated Administrative/Support Costs	-	2,708	3,933
Total Budget	**-**	**$ 31,914**	**$ 31,847**
Staffing (FTE)	0.04	0.04	0.04
Operating and Performance Measures			
Performance Measures			
Attendees that completed the finance workshops (annual)	88.0%	85.0%	65.0%
Attendees that completed the food resource workshops (annual)	74.0%	75.0%	73.0%
Workload Measures			
Registrations for the financial resource mgmt. workshops (annual)	85	150	125
Registrations for the food resouce mgmt. workshops (annual)	125	250	300

Agriculture 112050

DEPARTMENT SERVICE INFORMATION

2550 Horticulture

Provides technical information and assistance to households which maintain and improve their landscape design, grounds, and quality of life.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 99,143	$ 93,693
Allocated Administrative/Support Costs	-	13,538	19,666
Total Budget	**-**	**$ 112,681**	**$ 113,359**
Staffing (FTE)	0.20	0.20	0.20
Operating and Performance Measures			
Performance Measures			
Attendees completing water conversation and composting workshops (annual)	100.0%	100.0%	100.0%
Help desk calls resolved within prescribed timeline (annual)	100.0%	100.0%	100.0%
Workload Measures			
Elementary students: Sessions taught one care/maintenance of trees/plants (annual)	2,400	2,400	2,400
Requests for help with identification/control of insects, plant diseases, and weeds (annual)	6,800	6,800	6,800

Agriculture 112050

DEPARTMENT SERVICE INFORMATION

2595 Administrative Services

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 77,846	$ 113,075
Allocated Administrative/Support Costs	-	(77,846)	(113,075)
Total Budget	-	-	-
Staffing (FTE)	0.85	0.85	0.85
Operating and Performance Measures			
Performance Measures			
Citizen inquiries resolved	95.0%	95.0%	95.0%
Established payroll guidelines met	98.0%	90.0%	95.0%
Workload Measures			
Citizen Inquiries handled (annual)	5,000	5,000	5,000
Supply orders, invoices, and purchase orders processed (annual)	260	242	260

Airport Authority 440000

Description:

The Chesapeake Airport Authority constructs, maintains, repairs, and operates the Chesapeake Regional Airport. The Airport is an Authority of the Commonwealth of Virginia to which the City of Chesapeake contributes to a portion of its operating budget.

The Airport receives significant funding from user fees and state and federal agencies that is not reflected in the City budget. Only the portion of the Airport budget that is supported by the City of Chesapeake is noted here. Funding is provided for several employees and a limited amount of funding for other airport costs.

Department Objectives:

- Provide the citizens and businesses of the City of Chesapeake and its neighboring communities with facilities and services that engender convenient, safe, secure, reliable, and cost-effective access to the nation's air transportation system.
- Contribute to the economic growth and vitality of the City of Chesapeake

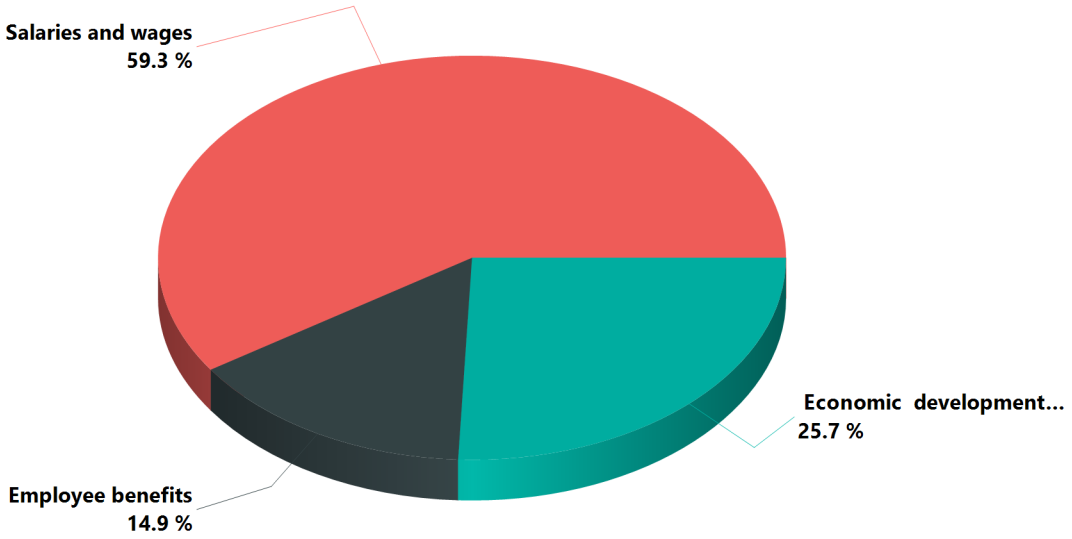
Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
91305	Airport Authority	$ 294,050	$ 300,937	$ 301,937	0.3%
	Total by Program	**$ 294,050**	**$ 300,937**	**$ 301,937**	**0.3%**

Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
7890	Airport Authority	$ -	$ 300,937	$ 301,937	0.3%
	Total by Service	**$ -**	**$ 300,937**	**$ 301,937**	**0.3%**

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 152,115	$ 150,638	$ 179,198	19.0%
1520	Employee benefits	35,477	35,299	45,122	27.8%
1773	Economic development incentives	106,458	115,000	77,617	-32.5%
	Total Expenditures	**$ 294,050**	**$ 300,937**	**$ 301,937**	**0.3%**

Airport Authority 440000

FY 20-21 Budget by Expense Category



Budget Highlights:
No significant changes from previous years.

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1450	Other Non-Designated Revenue	$ 294,050	$ 300,937	$ 301,937	0.3%
	Total Revenues	**$ 294,050**	**$ 300,937**	**$ 301,937**	**0.3%**
Other Resources:					
		-	-	-	-
	Total Resources	**$ 294,050**	**$ 300,937**	**$ 301,937**	**0.3%**
Use of Resources:					
	Expenditures	$ 294,050	$ 300,937	$ 301,937	0.3%
	Total Use of Resources	**$ 294,050**	**$ 300,937**	**$ 301,937**	**0.3%**

Conference Center and Tourism 112070

Description:

The Chesapeake Conference Center is a convention and meeting facility owned by the City and managed by VenuWorks, an outside vendor. The facility attracts more than 200,000 guests annually. With a fully operational food and beverage division and 22,700 square feet of meeting space, the Chesapeake Conference Center is a premier venue in the City that provides for hospitality needs of businesses, organizations, and individuals. It also contributes to the economic vitality of the City by increasing the occupancy rate of nearby hotels and restaurants. The Conference Center is partially funded by hotel and restaurant taxes.

The Convention Center and Visitors Bureau (CVB) actively solicits local, regional, national, and international organizations searching for a venue to hold meetings, events, or other hospitality services. It also offers a variety of visitor services and opportunities for citizens to experience the City and its offerings. The Bureau is funded by the Occupancy Flat Tax of $1.00 per room night sold in Chesapeake hotels.

Tourism, through the development of entertainment, recreational, scenic, cultural, heritage and conference venues enhance the quality of life for all citizens in Chesapeake and also provides expanded visitor services and opportunities for guests to our City.

Department Objectives:

Conference Center:

- Contribute to the economic and cultural vitality of the City through the collaborative marketing efforts with the Conventions and Tourism Development Office in order to generate revenues in support of the hotel and restaurant community.
- Become a superb venue that is both architecturally pleasing and technologically advanced by pursuing technological and visual upgrades in the Conference Center.
- Increase market share of hospitality industry business in Hampton Roads.

Convention and Visitors Bureau:

- Maximize local tax relief via visitor spending by being competitive in the positive recruitment of out-of-market meetings, conventions, group tours, sports teams, and leisure travel to Chesapeake.
- Establish a strong media outreach program to position Chesapeake as a tourism destination for meetings, sports, events, and leisure travel. Maintain the destination brand and the unified message to visitors inquiring about Chesapeake.

Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
81100	Conference Center	$ 343,837	$ 470,353	$ 489,086	4.0%
81101	Conventions and Tourism	1,222,879	1,388,289	1,440,055	3.7%
81200	VenuWorks Operations	2,264,845	2,386,516	2,579,981	8.1%
	Total by Program	**$ 3,831,561**	**$ 4,245,158**	**$ 4,509,122**	**6.2%**

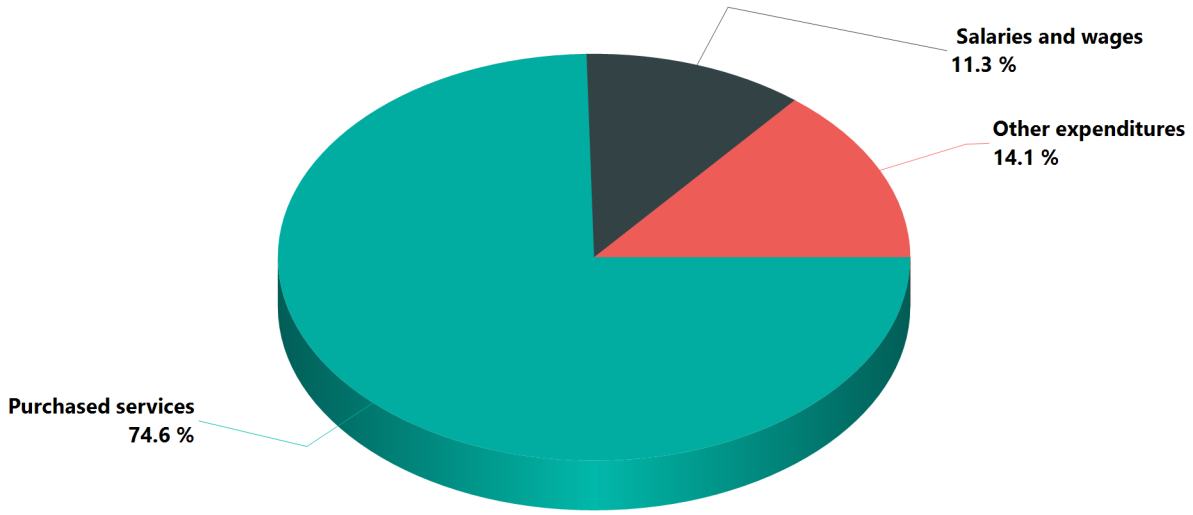
Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
2610	Conference Center	$ -	$ 470,353	$ 489,086	4.0%
2615	Conference Center	-	2,386,516	2,579,981	8.1%
2620	Conventions and Visitors Bureau	-	1,388,289	1,440,055	3.7%
	Total by Service	**$ -**	**$ 4,245,158**	**$ 4,509,122**	**6.2%**

Conference Center and Tourism

112070

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 415,909	$ 485,832	$ 510,794	5.1%
1520	Employee benefits	155,198	224,818	218,818	-2.7%
1640	Internal services	99,483	98,092	107,323	9.4%
1730	Purchased services	2,978,810	3,177,249	3,364,682	5.9%
1733	Maintenance and repairs	58,870	83,400	83,400	0%
1740	Insurance and claims	-	40,000	55,000	37.5%
1750	Other expenditures	86,311	100,947	134,090	32.8%
1752	Communications	16,085	22,820	23,015	0.9%
	Other expenditures	20,895	12,000	12,000	0%
	Total Expenditures	**$ 3,831,561**	**$ 4,245,158**	**$ 4,509,122**	**6.2%**

FY 20-21 Budget by Expense Category



Budget Highlights:
None

Conference Center and Tourism

112070

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1412	Other Local Taxes	$ 4,097,000	$ 4,083,848	$ 4,239,292	3.8%
1415	Use of Money & Property	248,951	218,966	215,000	-1.8%
1416	Charges for Services	108,823	122,802	137,943	12.3%
1418	Miscellanous Local Revenues	1,235,416	1,415,042	1,484,253	4.9%
1419	Recovered Costs	(199)	-	-	-
	Total Revenues	**$ 5,689,991**	**$ 5,840,658**	**$ 6,076,488**	**4.0%**
Other Resources:					
		-	-	-	-
	Total Resources	**$ 5,689,991**	**$ 5,840,658**	**$ 6,076,488**	**4.0%**
Use of Resources:					
	Expenditures	$ 3,831,561	$ 4,245,158	$ 4,509,122	6.2%
1320	Fund Balance Increases	1,078,430	1,115,500	1,267,366	-12.0%
1942	Transfers to Capital Funds	780,000	480,000	300,000	60.0%
	Total Use of Resources	**$ 5,689,991**	**$ 5,840,658**	**$ 6,076,488**	**6.2%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
206	**Conference Center**	3,831,561	4,245,158	4,509,122	6.2%
	Total by Fund	**$ 3,831,561**	**$ 4,245,158**	**$ 4,509,122**	**6.2%**

Conference Center and Tourism 112070

DEPARTMENT COMPLEMENT				
Positions	**FY 18-19 Budget**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior Year**
Convention And Tourism Mgr	1.00	1.00	1.00	-
Management Analyst	1.00	1.00	1.00	-
Office Assistant 1	1.87	1.25	1.25	-
Office Coordinator	1.00	1.00	1.00	-
Sales Manager	3.00	3.00	3.00	-
Visitor Center Coordinator	1.00	1.00	1.00	-
Visitor Center Supervisor	1.00	1.00	1.00	-
Total Department Personnel	**9.87**	**9.25**	**9.25**	**-**

Conference Center and Tourism 112070

DEPARTMENT SERVICE INFORMATION

2610 Conference Center

Administration and support of operations for outside Conference Center vendor contract. In February 2014, the City entered into a five-year agreement with VenuWorks to manage the City's Conference Center. This was extended through June 30, 2023 in FY18. Expenses include fixed monthly management fees, incentive fees, and reimbursements for operating costs.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 470,353	$ 489,086
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 470,353**	**$ 489,086**
Staffing (FTE)	1.00	1.00	1.00
Operating and Performance Measures			
Efficiency Measures			
Revenue Based Commissions Paid	20,547	25,000	25,000
Performance Measures			
Compliance with Contract	100	100	100
Workload Measures			
Contract document Review inc surveys	75	75	90
Fee payments	99,299	99,878	100,800

Conference Center and Tourism 112070

DEPARTMENT SERVICE INFORMATION

2615 Conference Center

Contributes to the economic and cultural vitality of the City through collaborative marketing efforts with community organizations and the Conventions and Tourism Development Office in order to generate revenues in support of the hotel and restaurant community.

• Become a competitive gathering facility that is both architecturally pleasing and technologically advanced by pursuing technological and visual upgrades in the Conference Center.

• Increase market share of the hospitality industry business in Hampton Roads.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 2,386,516	$ 2,579,981
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 2,386,516**	**$ 2,579,981**
Staffing (FTE)	-	-	-
Operating and Performance Measures			
Efficiency Measures			
Meals/events	118	132	123
Performance Measures			
Customer Satisfaction Rating (out of 4)	3.57	3.80	3.80
Workload Measures			
Events	311	324	325
Meals prepared	36,839	42,612	40,000

Conference Center and Tourism 112070

DEPARTMENT SERVICE INFORMATION

2620 Conventions and Visitors Bureau

The purpose of the Convention & Visitors Bureau is to enhance economic vitality through increased visitor spending, by being competitive in the positive out-of-market recruitment of meetings, conventions, group tour, sports teams & leisure travel to Chesapeake.

Goals: Establish a strong media outreach program to position Chesapeake as a tourism destination for meetings, sports, events, and leisure travel. Maintain the destination brand and the unified message to visitors inquiring about Chesapeake. Provide visitor and convention services to influence visitor spending and opportunities to lengthen stays in Chesapeake.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 1,388,289	$ 1,440,055
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 1,388,289**	**$ 1,440,055**
Staffing (FTE)	8.87	8.25	8.25
Operating and Performance Measures			
Efficiency Measures			
Average Trade Show Contracts	1	9	5
Average Web Pages per Visit	1.92	2.69	2.69
Performance Measures			
Average Visit duration of web visitor (mins)	1.1	1.6	1.6
Avg Trade Show Leads Generated	2	6	6
Total Visitor Guide Requests	8,942	13,014	13,000
Workload Measures			
Total Web Page Views VisitChesapeake.com	594,318	318,030	600,000
Total Web Visitors VisitChesapeake.com	309,933	118,025	320,000
Trade shows attended	11	15	16

Development and Permits 113080

Description:

The Department of Development and Permits is responsible for all aspects of private property development from construction plan review of raw land to certificate of occupancy for new buildings. The department's objective is to ensure private development does not adversely impact adjacent properties, and that new facilities are designed and constructed to minimize future public maintenance/expense. The department is also responsible for enforcement of property maintenance, rental inspections, and zoning codes for existing properties.

Department Objectives:

• Review and approve development projects in a timely and efficient manner.
• Provide inspections of development to ensure acceptable construction of public facilities that the City will be accepting for maintenance.
• Perform property maintenance and zoning enforcement inspections and resolve violations in an efficient and timely manner.
• Issue building permits and perform building inspections in a timely and efficient manner.
• Apply current technologies to increase productivity, efficiency, and customer service.
• Maintain effective right-of-way permitting that will facilitate the construction schedule for approved plans.
• Continue to pursue voluntary compliance with the City Code and take corrective action when necessary to achieve compliance.
• Continuously improve communication with other City departments, state agencies, and local constituents by updating the Development, Land Use and Construction web page that details procedures for processes such as utility activation, fees schedule, etc.

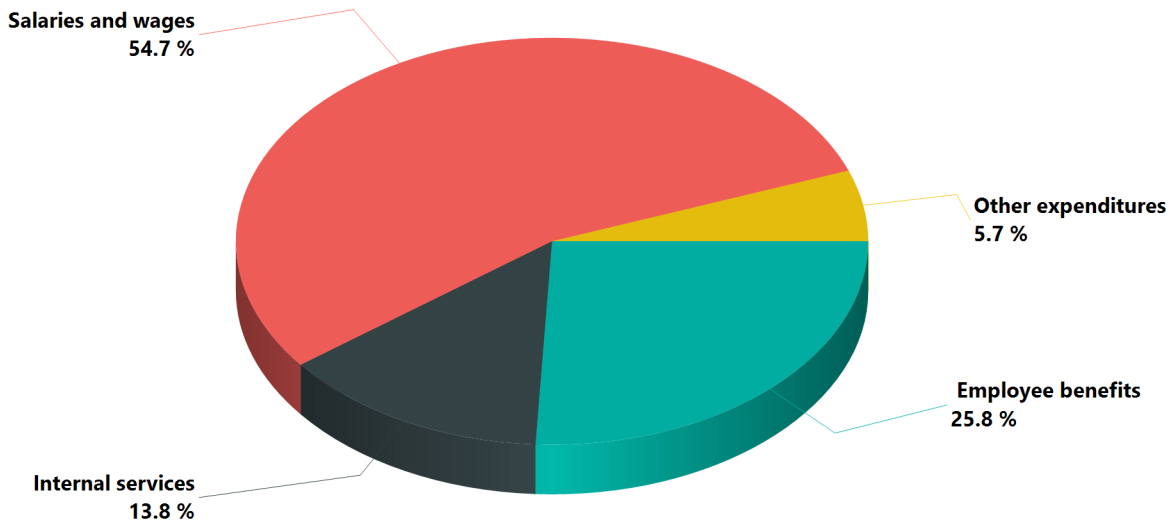
Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
12700	Demolitions: Abandoned Structures	$ 152,707	$ 200,000	$ 200,000	0%
34105	Engineering & Construction	2,476,808	-	-	-
34106	Development and Permits	4,480,427	7,775,548	7,984,670	2.7%
	Total by Program	**$ 7,109,943**	**$ 7,975,548**	**$ 8,184,670**	**2.6%**

Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
2810	Building Plan Review and Inspections	$ -	$ 3,050,895	$ 3,267,810	7.1%
2820	Code Enforcement: Grass, Debris, and Demolition Contractual Services	-	200,000	200,000	0%
2830	Zoning and Property Maintenance Enforcement	-	1,584,651	1,579,903	-0.3%
2860	Site Development: Permitting, Administration, and Inspection	-	1,943,946	1,944,799	0.0%
2870	Site Development: Plan Review	-	1,196,056	1,192,158	-0.3%
2895	Administrative Services	-	-	-	-
	Total by Service	**$ -**	**$ 7,975,548**	**$ 8,184,670**	**2.6%**

Development and Permits 113080

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 3,992,431	$ 4,419,169	$ 4,479,550	1.4%
1520	Employee benefits	1,711,709	2,071,412	2,114,446	2.1%
1640	Internal services	1,037,521	1,020,199	1,128,099	10.6%
1730	Purchased services	158,527	217,400	217,400	0%
1731	Temporary services	27,014	16,000	31,700	98.1%
1750	Other expenditures	46,978	54,704	49,400	-9.7%
1752	Communications	45,455	61,589	55,700	-9.6%
1760	Materials and supplies	25,344	34,250	38,600	12.7%
	Other expenditures	64,964	80,825	69,775	-13.7%
	Total Expenditures	**$ 7,109,943**	**$ 7,975,548**	**$ 8,184,670**	**2.6%**

FY 20-21 Budget by Expense Category



Budget Highlights:

Continued on next page

Development and Permits 113080

Budget Highlights
The Department of Development and Permits did not submit any new budget requests for FY 2021. The department did reallocate some non-personnel funds to temporary services for an additional peak season inspector. Operating expenditure increases are inflationary. These changes are mostly due to health insurance cost increases and an allowance for a 2.25% pay increase. Internal service charges are based on FY 2020 estimates for FY 2021.

Additional authorized positions funded by the Federal Community Development Block Grant (CBDG) are listed separately in the Appendix.

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1413	Licences, Permits, and Fees	$ 2,259,231	$ 2,364,000	$ 2,530,298	7.0%
1416	Charges for Services	781,514	1,024,200	898,667	-12.3%
1418	Miscellanous Local Revenues	98	-	-	-
1419	Recovered Costs	66	-	-	-
1450	Other Non-Designated Revenue	4,096,623	4,587,348	4,775,705	4.1%
	Total Revenues	**$ 7,137,532**	**$ 7,975,548**	**$ 8,204,670**	**2.9%**
Other Resources:					
		-	-	-	-
	Total Resources	**$ 7,137,532**	**$ 7,975,548**	**$ 8,204,670**	**2.9%**
Use of Resources:					
	Expenditures	$ 7,109,943	$ 7,975,548	$ 8,184,670	2.6%
1320	Fund Balance Increases	27,589	-	20,000	-100%
	Total Use of Resources	**$ 7,137,532**	**$ 7,975,548**	**$ 8,204,670**	**2.6%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
100	**General Fund**	6,957,236	7,775,548	7,984,670	2.7%
204	**Fee Supported Activities**	152,707	200,000	200,000	0%
	Total by Fund	**$ 7,109,943**	**$ 7,975,548**	**$ 8,184,670**	**2.6%**

Development and Permits 113080

DEPARTMENT COMPLEMENT				
Positions	**FY 18-19 Budget**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior Year**
Account Technician 1	2.00	2.00	2.00	-
Administrative Assistant 1	1.00	1.00	1.00	-
Business Applications Spec 2	2.00	2.00	2.00	-
Code Compliance Inspector 1	14.00	14.00	14.00	-
Code Compliance Inspector 2	2.00	2.00	2.00	-
Code Compliance Inspector 3	7.00	7.00	7.00	-
Code Enforcement Administrator	2.00	2.00	2.00	-
Construction Inspector 2	6.00	5.00	4.00	(1.00)
Construction Inspector 3	3.00	3.00	4.00	1.00
Construction Inspector Supervisor	1.00	1.00	1.00	-
Customer Service Manager	1.00	1.00	1.00	-
Data Control Technician 1	1.00	1.00	1.00	-
Development Services Coord	1.00	1.00	1.00	-
Director Development-Permits	1.00	1.00	1.00	-
Engineer 2	4.00	4.00	4.00	-
Engineer 3	1.00	1.00	1.00	-
Engineer 4	2.00	2.00	2.00	-
Engineering Technical Supervisor 1	1.00	1.00	1.00	-
Engineering Technical Supervisor 2	1.00	1.00	1.00	-
Engineering Technician 3	3.00	3.00	3.00	-
Fiscal Administrator	1.00	1.00	1.00	-
Landscape Coordinator	1.00	1.00	1.00	-
Office Assistant 1	1.00	1.00	1.00	-
Office Coordinator	2.00	2.00	2.00	-
Office Specialist 1	1.00	1.00	1.00	-
Payroll/HR Technician 2	1.00	1.00	1.00	-
Permit Services Administrator	1.00	1.00	1.00	-
Permit Technician	3.00	3.00	3.00	-
Permit Technician 2	1.00	1.00	1.00	-
Plans Examiner 1	3.00	4.00	4.00	-
Plans Examiner 2	2.00	2.00	2.00	-
Plans Examiner 3	1.00	1.00	1.00	-
Plans Review and Codes Admin	1.00	1.00	1.00	-
Zoning Administrator	1.00	1.00	1.00	-
Total Department Personnel	**76.00**	**76.00**	**76.00**	**-**

Development and Permits 113080

DEPARTMENT SERVICE INFORMATION

2810 Building Plan Review and Inspections

Responsible for plan review, permitting, inspection, and issuance of Certificates of Occupancy for new buildings within the City. Proposed plans are reviewed in accordance with applicable building codes. Upon approval, permits are issued for construction and collection of appropriate fees. Inspections are performed at various stages of construction for residential properties, and special inspection reports are required and reviewed for commercial buildings. The division also handles a significant volume of permitting for other purposes including home renovations, additions, fences, and sheds.

Goal: Expediently issue building permits and complete all building inspections within two business days at least 90% of the time.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 2,580,560	$ 2,380,192
Allocated Administrative/Support Costs	-	470,335	887,618
Total Budget	**-**	**$ 3,050,895**	**$ 3,267,810**
Staffing (FTE)	27.00	28.00	28.00
Operating and Performance Measures			
Efficiency Measures			
Building inspections per inspector (daily)	13	14	14
Permits issued per permit technician (daily)	15	20	20
Performance Measures			
Building inspections completed within 2 days of customer request (%)	97.0%	97.0%	97.0%
Permits issued at permit counter (%)	42.0%	40.0%	40.0%
Permits issued electronically through eBUILD (%)	58.0%	60.0%	60.0%
Workload Measures			
Building inspections completed (annual)	34,781	36,000	36,000
Building permits issued (annual)	15,731	16,800	17,000

Development and Permits 113080

DEPARTMENT SERVICE INFORMATION

2820 Code Enforcement: Grass, Debris, and Demolition Contractual Services

The Code Enforcement service is limited to City-initiated abatement of violations for high grass and debris and the demolition of unsafe structures. Building owners are required to reimburse the City for abatement costs (liens are attached to properties to ensure collection). No staff time or administrative costs are charged to the Code Enforcement service. Direct service work is provided by contractors and the Sheriff's inmate crews.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 200,000	$ 200,000
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 200,000**	**$ 200,000**
Staffing (FTE)	-	-	-
Operating and Performance Measures			
Workload Measures			
Building demolitions completed	37	35	33
Buildings boarded up	68	65	61
Grass/weed violations/citations	4,248	4,460	4,683

Development and Permits 113080

DEPARTMENT SERVICE INFORMATION

2830 Zoning and Property Maintenance Enforcement

Responsible for the enforcement of zoning and property maintenance, building codes, and City ordinances. The zoning ordinances regulate activities regarding the use of properties based on the various zoning districts. Zoning enforcement addresses violations of the zoning ordinances, including illegal home occupations, commercial vehicles in residential areas, temporary and permanent signs, use-permit stipulations, proffer enforcement, and other violations. Property maintenance enforcement ensures buildings remain in accordance with property maintenance building codes and City codes that regulate grass, debris, and inoperable vehicles. Enforcement activities include the board-up and demolition of unsafe and dangerous buildings.

Goal: Resolve 75% of citizen complaints regarding property maintenance without litigation within 120 days.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 1,349,551	$ 1,136,094
Allocated Administrative/Support Costs	-	235,100	443,809
Total Budget	**-**	**$ 1,584,651**	**$ 1,579,903**
Staffing (FTE)	12.00	14.00	14.00
Operating and Performance Measures			
Efficiency Measures			
Investigations conducted per inspector	644	651	657
Performance Measures			
First inspections conducted within 10 days (%)	52.0%	53.0%	54.0%
Non-litigated issues resolved within 120 days (%)	79.0%	81.0%	82.0%
Workload Measures			
Investigations of citizen property maintenance reports (complaints)	8,506	8,676	8,850

Development and Permits 113080

DEPARTMENT SERVICE INFORMATION

2860 Site Development: Permitting, Administration, and Inspection

Responsible for construction administration of civil development projects (subdivisions, site plans and franchise utility). This includes permitting, agreement and bonding administration, inspections, and City acceptance of new public facilities. Responsible for all permits and inspection of improvements within the City's right-of-way, such as residential entrances and construction of private improvements within City easements. Public Works and Development & Permits ensure developments are in compliance with requirements for state erosion/sediment control and stormwater management.

Goal: Inspect developer-provided public infrastructure to ensure improvements meet applicable construction and engineering standards. This is necessary in order to avoid future costly remediation of improperly built public infrastructure.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 1,686,446	$ 1,469,289
Allocated Administrative/Support Costs	-	257,500	475,510
Total Budget	**-**	**$ 1,943,946**	**$ 1,944,799**
Staffing (FTE)	18.00	15.00	15.00
Operating and Performance Measures			
Efficiency Measures			
Value of construction inspections per inspector (annual in millions)	$2.40	$3.80	$3.80
Workload Measures			
Value of construction permits within public right-of-way (millions)	$18.80	$30.00	$30.00

Development and Permits 113080

DEPARTMENT SERVICE INFORMATION

2870 Site Development: Plan Review

Provides engineering expertise to review and approve all civil construction plans, which include residential subdivision plans, commercial subdivision plans and commercial site plans. The department coordinates the reviews performed by the Planning, Public Utilities, Public Works, and Fire departments. Assists residents and consultants with questions regarding development.

Goal: Complete review of 90% of developer site plans within time constraints established by state statute, city ordinance and regulations. Depending on project complexity, the department must complete its review of developer proposals within two to six weeks. Larger projects take longer to review, but the department must complete all review activity within six weeks. Subsequent developer submissions and plan revisions typically must be completed within two weeks, but more time is available for the most complex projects.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 1,039,256	$ 906,852
Allocated Administrative/Support Costs	-	156,800	285,306
Total Budget	**-**	**$ 1,196,056**	**$ 1,192,158**
Staffing (FTE)	9.00	9.00	9.00
Operating and Performance Measures			
Efficiency Measures			
Development plans processed per engineer (annual)	223	200	200
Performance Measures			
Plan reviews performed within published guideline review times (%)	80.0%	80.0%	80.0%
Workload Measures			
Development plans processed (annual)	1,342	1,200	1,200

Development and Permits 113080

DEPARTMENT SERVICE INFORMATION

2895 Administrative Services

Provides management and administrative functions for the department, including employee payroll, collection of fees, and processing cash proffers. The unit coordinates activities with Finance, Budget, the Commissioner of Revenue and the Treasurer's Office. Coordinates the recruitment of new employees and other human resource functions. Maintains, updates and provides training for the department's technology systems, including the eBUILD application utilized in all the City's development services.

Note: the department's administrative costs are allocated to the other service areas based on each service's percentage of full-time equivalent positions (FTE).

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 1,119,735	$ 2,092,243
Allocated Administrative/Support Costs	-	(1,119,735)	(2,092,243)
Total Budget	-	-	-
Staffing (FTE)	10.00	10.00	10.00
Operating and Performance Measures			
Efficiency Measures			
Invoices processed per account technician	296	300	300
Workload Measures			
Invoices processed for payment (annual)	888	900	900

Economic Development 113010

Description:

The Department of Economic Development helps to attract, retain and expand high-quality industry and business to create a stable, diverse tax base and economy; thereby, creating jobs and improving the standard of living for the citizens of Chesapeake. These core functions are achieved by:

- Developing and implementing programs which encourage industries and businesses to locate within the City.
- Serving the existing industrial/business community with an effective retention program, and serving as liaison between industry/business and the City.
- Serving staff functions for the Economic Development Authority, Chesapeake Port Authority and Economic Development Advisory Committee.

The Economic Development Department also has oversight responsibilities for two Tax Increment Financing Districts (TIF).

Department Objectives:

- Attract new business investment from targeted industries and provide an effective Business Retention and Expansion Program in the industrial, commercial, and retail sectors of the City.
- Enhance the use of the department web site to market the City for business location and expansion.
- Promote development opportunities and private sector development of new business parks, commercial areas and redevelopment corridors.
- Work with Planning Department to implement the strategies of the Development Master Plans for South Norfolk, Great Bridge, Greenbrier, Deep Creek, and Western Branch.
- Increase international business presence by utilizing outreach marketing, particularly in Europe, the Far East and South America.
- Attract continued and increased private investment within the TIF Districts.
- Implement the initiatives and continuum of improvements within the directives set forth in the City ordinance establishing the TIF Districts.

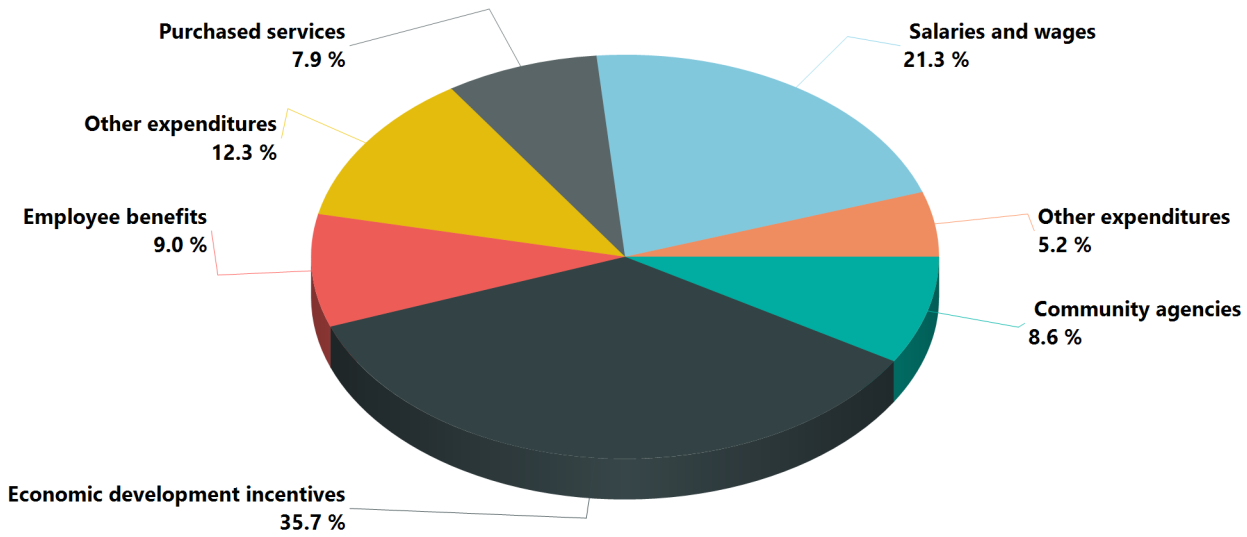
Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
81050	Business Development/Retention	$ 1,893,621	$ 3,885,157	$ 3,937,582	1.3%
	Total by Program	**$ 1,893,621**	**$ 3,885,157**	**$ 3,937,582**	**1.3%**

Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
2710	Economic Development	$ -	$ 3,885,157	$ 3,937,582	1.3%
	Total by Service	**$ -**	**$ 3,885,157**	**$ 3,937,582**	**1.3%**

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 767,667	$ 814,712	$ 836,896	2.7%
1520	Employee benefits	296,755	320,030	355,162	11.0%
1640	Internal services	148,372	145,089	165,560	14.1%
1730	Purchased services	285,318	310,500	310,500	0%
1750	Other expenditures	359,901	387,807	482,879	24.5%
1752	Communications	18,890	21,003	21,603	2.9%
1770	Community agencies	-	299,400	340,455	13.7%
1773	Economic development incentives	-	1,570,000	1,407,000	-10.4%
	Other expenditures	16,718	16,616	17,527	5.5%
	Total Expenditures	**$ 1,893,621**	**$ 3,885,157**	**$ 3,937,582**	**1.3%**

Economic Development 113010

FY 20-21 Budget by Expense Category



Budget Highlights:

• The department's FY 2021 budget request included $100,000 in funding to assist in the office relocation to the new Summit Pointe development in Greenbrier. The request was approved by the Budget Review Committee and is included in the budget.

• Community Agencies - funding includes payments to the Hampton Roads Economic Development Alliance (HREDA) and Hampton Roads Workforce Council (formerly Opportunity, Inc.). Payments to HREDA are expected to rise form $240,400 in FY 2020 to $288,455 in FY 2021.

• Economic Development Incentive Program - payments paid to Chesapeake Economic Development Authority (EDA) for cash payments to new or expanding businesses under criteria of the program. The program is primarily funded from a dedicated five-cent tax on cigarettes. The City also entered into a development agreement with Dollar Tree that requires $4.5 million in annual payments of $750,000 in support of its recent expansion. The Dollar Tree grant is funded from surpluses that exist in the Greenbrier Tax Increment Financing Fund. The first Dollar Tree payment was made in FY 2020. The FY 2021 budget for Economic Development Incentives is as follows:

Current taxes from tobacco levy - $381,150
Prior year taxes from tobacco levy (fund balance) - $278,250
Greenbrier TIF surplus - $750,000

Continued on next page

Economic Development 113010

Budget Highlights, continued

• Salaries include funding for a 2.25% pay increase and an allowance for performance pay awards for eligible employees. The increase in benefits is largely due to the rising cost of healthcare.
• The increase in internal services costs is due to a larger allocation for information technology expenses.
• Other expenditure changes include a slight increase in the allowance for maintenance contracts.

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1412	Other Local Taxes	$ 388,890	$ 402,920	$ 381,150	-5.4%
1419	Recovered Costs	90	-	-	-
1450	Other Non-Designated Revenue	1,504,641	2,323,237	2,430,582	4.6%
	Total Revenues	**$ 1,893,621**	**$ 2,726,157**	**$ 2,811,732**	**3.1%**
Other Resources:					
1321	Use of Fund Balance	$ -	$ 409,000	$ 375,850	-8.1%
1933	Transfers from TIF Funds	-	750,000	750,000	0%
	Total Resources	**$ 1,893,621**	**$ 3,885,157**	**$ 3,937,582**	**1.3%**
Use of Resources:					
	Expenditures	$ 1,893,621	$ 3,885,157	$ 3,937,582	1.3%
	Total Use of Resources	**$ 1,893,621**	**$ 3,885,157**	**$ 3,937,582**	**1.3%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
100	**General Fund**	1,893,621	3,885,157	3,937,582	1.3%
	Total by Fund	**$ 1,893,621**	**$ 3,885,157**	**$ 3,937,582**	**1.3%**

Economic Development 113010

DEPARTMENT COMPLEMENT				
Positions	**FY 18-19 Budget**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior Year**
Asst Director Econ Development	1.00	1.00	1.00	-
Business Development Rep	2.00	2.00	2.00	-
Development Services Coord	1.00	1.00	1.00	-
Director Economic Development	1.00	1.00	1.00	-
Management Analyst	1.00	1.00	1.00	-
Marketing Research Specialist	1.00	1.00	1.00	-
Office Specialist 1	1.00	1.00	1.00	-
Office Specialist 2	1.00	1.00	1.00	-
Sr Business Development Mgr	2.00	2.00	2.00	-
Total Department Personnel	**11.00**	**11.00**	**11.00**	**-**

Economic Development 113010

DEPARTMENT SERVICE INFORMATION

2710 Economic Development

- Attract new companies to the city.
- Provide an effective Business Retention and Expansion Program.
- Encourage redevelopment opportunities throughout the city.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 3,885,157	$ 3,937,582
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 3,885,157**	**$ 3,937,582**
Staffing (FTE)	11.00	11.00	11.00
Operating and Performance Measures			
Efficiency Measures			
Capital Investment per capita (total capital investment divided by population)	$997.00	$595.00	$595.00
Closed projects as % of new projects	35.0%	15.0%	15.0%
Total Capital Investment (in millions)	$242.00	$150.00	$150.00
Workload Measures			
New projects	52	50	50

Planning Commission 150000

Description:

The Planning Commission conducts public hearings and provides recommendations to City Council regarding the Comprehensive Plan amendments, development applications, ordinance amendments, and other land use matters. The commission serves primarily in an advisory capacity to the City Council and all recommendations are in accordance with the State code and City ordinances, laws and policies. The Commission consists of not less than five nor more than fifteen members appointed by the City Council

The Historic Preservation Commission advises City Council as necessary on matters relating to implementation of the City's Historic Preservation Plan, including identification and preservation of important historic sites, educating citizens on the importance of Chesapeake's historic heritage, and promoting the economic development benefits of historic preservation. The Board of Historic and Architectural Review effectively and equitably administers the Chesapeake Historic and Cultural Preservation Overlay District according to guidelines established City Council, including issuance of certificates of appropriateness in the South Norfolk Local Historic District, reviewing petitions to add new areas to the overlay district, and hearing appeals of violation notices. The board consists of eight members appointed by City Council.

The Chesapeake Bay Preservation Area Board reviews and makes decisions regarding land use within the City in accordance with City ordinances and regulations and the Virginia Chesapeake Bay Preservation Act, including exceptions, appeals and violations, in the interest of improving water quality and mitigating non-point source pollution. The board consists of nine members appointed by the City Council.

Department Objectives:

- Prepare and conduct all Commission hearings, meetings, and agenda items in compliance with all applicable laws, regulations and policies.

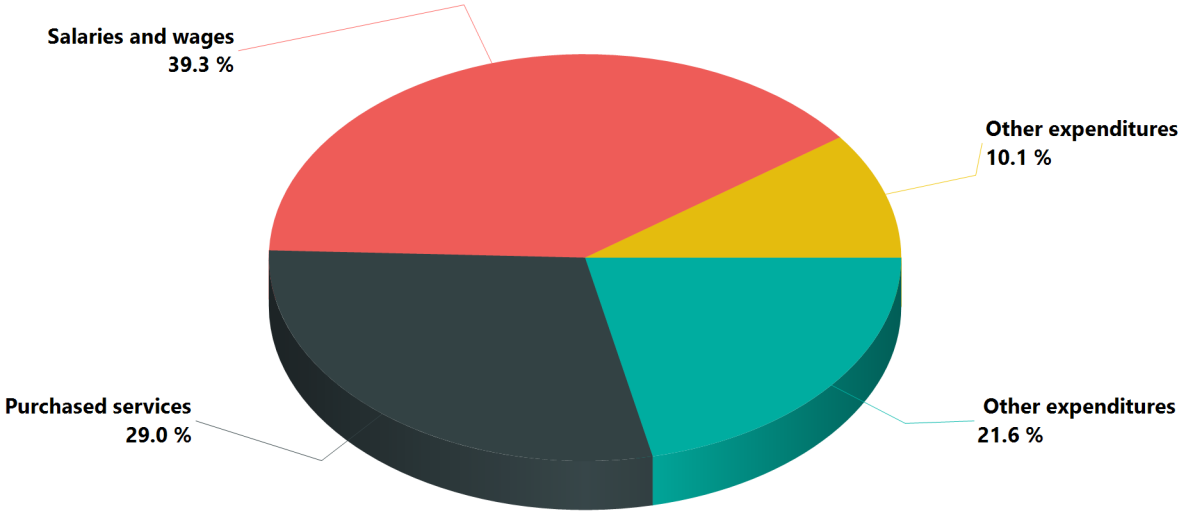
Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
81002	Planning Commission	$ 44,947	$ 57,914	$ 57,917	0.0%
81003	Historic Preservation	2,995	10,700	10,700	0%
	Total by Program	**$ 47,942**	**$ 68,614**	**$ 68,617**	**0.0%**

Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
2070	Planning Commission	$ -	$ 57,914	$ 57,917	0.0%
2080	Historic Preservation Commission	-	10,700	10,700	0%
	Total by Service	**$ -**	**$ 68,614**	**$ 68,617**	**0.0%**

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 27,250	$ 27,000	$ 27,000	0%
1520	Employee benefits	2,085	2,067	2,070	0.1%
1730	Purchased services	13,374	19,900	19,900	0%
1750	Other expenditures	1,796	14,800	14,800	0%
1760	Materials and supplies	1,398	2,350	2,350	0%
1762	Food purchases	2,039	2,497	2,497	0%
	Total Expenditures	**$ 47,942**	**$ 68,614**	**$ 68,617**	**0.0%**

Planning Commission 150000

FY 20-21 Budget by Expense Category



Budget Highlights:

- Funding is provided to maintain current service levels.

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1419	Recovered Costs	$ 852	$ -	$ -	-
1450	Other Non-Designated Revenue	47,090	68,614	68,617	0.0%
	Total Revenues	**$ 47,942**	**$ 68,614**	**$ 68,617**	**0.0%**
Other Resources:					
		-	-	-	-
	Total Resources	**$ 47,942**	**$ 68,614**	**$ 68,617**	**0.0%**
Use of Resources:					
	Expenditures	$ 47,942	$ 68,614	$ 68,617	0.0%
	Total Use of Resources	**$ 47,942**	**$ 68,614**	**$ 68,617**	**0.0%**

Planning Commission 150000

DEPARTMENT SERVICE INFORMATION

2060 Chesapeake Bay Preservation Board

Conducts public hearings and takes action on Chesapeake Bay Preservation Area exceptions and violations in accordance with the State code and City ordinances, laws, and policies. There are seven members and two alternates on the CBPA Board. The board members are appointed by City Council for a term of five years.

Goal:
Ensure that all of the Commission's hearings, meetings, and related agenda items are conducted and prepared in 100% compliance with applicable regulations and policies.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	-	-
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**-**	**-**
Staffing (FTE)	-	-	-
Operating and Performance Measures			
Efficiency Measures			
Agenda items per meeting	0	0	3
Performance Measures			
Percent of hearings and meetings advertised and conducted in accordance with Virginia State Law	0%	0%	100.0%
Workload Measures			
Agenda Items	0	0	30
Hearings & Meetings	0	0	12
Percent of agenda items acted on in firest meeting	0%	0%	55.0%

Planning Commission 150000

DEPARTMENT SERVICE INFORMATION

2070 Planning Commission

Conducts public hearings and provide recommendations to City Council regarding the Comprehensive Plan amendments, development applications, ordinance amendments, and other land use matters in accordance with the State code and City ordinances, laws, and policies. There are nine positions on the planning commission. The commissioners are appointed by City Council for a term of four years. They are paid a stipend, but are not counted as part of the City workforce.

Goal:
Ensure that all of the Commission's hearings, meetings, and related agenda items are conducted and prepared in 100% compliance with applicable regulations and policies.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 57,914	$ 57,917
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 57,914**	**$ 57,917**
Staffing (FTE)	9.00	9.00	9.00
Operating and Performance Measures			
Efficiency Measures			
Agenda items per meeting	8	13	13
Percent of agenda items acted on at 1st hearing	57.0%	60.0%	60.0%
Performance Measures			
Percent of hearings and meetings conducted and advertised in accordance with statutes and by-laws	100.0%	100.0%	100.0%
Workload Measures			
Public hearing agenda items	87	156	156
Public hearings and meetings	24	27	31

Planning Commission 150000

DEPARTMENT SERVICE INFORMATION

2080 Historic Preservation Commission

Advises the City Council and Planning Commission on implementation of the City Historic Preservation Plan. Administers the Chesapeake Historic and Cultural Preservation Overlay District, including issuance of certificates of appropriateness in the South Norfolk Local Historic District, review of petitions to add new areas to the overlay district, and hearing appeals of violation notices. Maintains a current list of historic sites in the City, recommends areas, sites, buildings and structures for consideration as local historic districts. Recommends architectural guidelines for historic buildings and structures for inclusion in the architectural review standards of the Historic and Cultural Preservation Overlay District. There are eight positions on the Historic Preservation Commission. The commissioners are appointed by City Council for a term of four years. They serve in a voluntary capacity and are not counted as part of the City work force.

Goal:
Ensure that all of the Commission's hearings, meetings, and related agenda items are conducted and prepared in 100% compliance with applicable regulations and policies.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 10,700	$ 10,700
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 10,700**	**$ 10,700**
Staffing (FTE)	-	-	-
Operating and Performance Measures			
Efficiency Measures			
Agenda items per meeting	5	5	5
Percent of agenda items acted on at 1st hearing	87.0%	88.0%	90.0%
Performance Measures			
Percent of hearings and meetings advertised and conducted in accordance with Virginia State Law	100.0%	100.0%	100.0%
Workload Measures			
Agenda Items	107	112	122
Hearings & Meetings	24	25	27

Planning Department 111050

Description:

The Department of Planning advises the City Manager, City Council and its commissions on land use and development issues, and is instrumental in facilitating development, review, stakeholder engagement, and adoption of designs, plans, and policies regarding the City's physical and socioeconomic framework. The department maintains the Comprehensive Plan and Zoning Ordinance and maps that provide the policy and regulatory bases for land use and development and environmental protection as mandated by state and local laws. The Planning Department provides services within 5 operational areas: Boards and Commissions Support, Current Planning, Support Services, Comprehensive Planning, and Community Development.

The Planning Department's mission is to provide guidance and expertise in optimizing the orderly physical development of the City in order to maintain a high quality of life for all citizens. Department values are: Responsibility, Honesty, Respect, Fairness, Compassion, Integrity, and Loyalty.

Department Objectives:

• Promote the orderly development of the City to improve the health, safety, convenience, and welfare of its citizens through planning for the future development.
• Provide timely and accurate information in support of City development decisions.
• Provide recommendations that are consistent with adopted City policy and that reflect good planning practice.
• Provide service to department customers that is responsive, considerate, and accurate.
• Represent and protect the City's best interest in all development related initiatives, including local, regional, state, and federal is necessary.

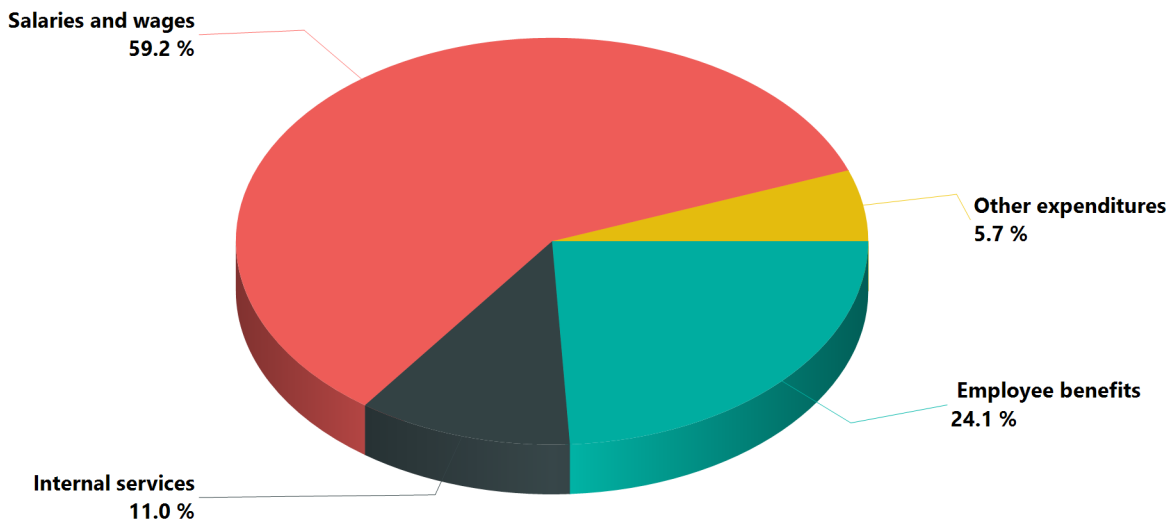
Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
81000	Planning Department	$ 2,284,855	$ 2,701,759	$ 2,761,405	2.2%
	Total by Program	**$ 2,284,855**	**$ 2,701,759**	**$ 2,761,405**	**2.2%**

Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
2010	Board and Commission Support	$ -	$ 507,493	$ 497,241	-2.0%
2020	Comprehensive Planning	-	585,607	657,327	12.2%
2030	Current Planning	-	958,845	981,316	2.3%
2040	Community Development (Planning)	-	270,040	255,417	-5.4%
2050	Planning Support Svcs	-	379,774	370,104	-2.5%
	Total by Service	**$ -**	**$ 2,701,759**	**$ 2,761,405**	**2.2%**

Planning Department 111050

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 1,413,763	$ 1,605,497	$ 1,636,072	1.9%
1520	Employee benefits	530,051	640,698	665,484	3.9%
1640	Internal services	253,502	276,230	303,180	9.8%
1650	Utility services	13,277	17,106	17,106	0%
1730	Purchased services	99	20,000	20,000	0%
1750	Other expenditures	25,116	41,220	40,595	-1.5%
1760	Materials and supplies	29,374	35,525	32,960	-7.2%
1767	IT supplies/equipment	4,981	19,025	19,025	0%
	Other expenditures	14,692	46,458	26,983	-41.9%
	Total Expenditures	**$ 2,284,855**	**$ 2,701,759**	**$ 2,761,405**	**2.2%**

FY 20-21 Budget by Expense Category



Budget Highlights:

- Salaries reflect a 2.25% pay increase effective July 2019 along with a performance pay wage increase and reclassification of a Planner 2 (Senior Planner) to a Planner 3 (Principal Planner).
- The increase in benefits reflects the pay raise and the rising cost of healthcare, worker's compensation, and employee retirement.

Planning Department 111050

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1413	Licences, Permits, and Fees	$ 127,599	$ 79,400	$ 91,600	15.4%
1414	Fines and Forfeitures	5,000	-	-	-
1415	Use of Money & Property	9,398	-	-	-
1416	Charges for Services	6,027	5,400	4,500	-16.7%
1419	Recovered Costs	1,513	-	-	-
1450	Other Non-Designated Revenue	2,135,318	2,616,959	2,665,305	1.8%
	Total Revenues	**$ 2,284,855**	**$ 2,701,759**	**$ 2,761,405**	**2.2%**
Other Resources:					
		-	-	-	-
	Total Resources	**$ 2,284,855**	**$ 2,701,759**	**$ 2,761,405**	**2.2%**
Use of Resources:					
	Expenditures	$ 2,284,855	$ 2,701,759	$ 2,761,405	2.2%
	Total Use of Resources	**$ 2,284,855**	**$ 2,701,759**	**$ 2,761,405**	**2.2%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
100	**General Fund**	2,284,855	2,701,759	2,761,405	2.2%
	Total by Fund	**$ 2,284,855**	**$ 2,701,759**	**$ 2,761,405**	**2.2%**

Planning Department 111050

DEPARTMENT COMPLEMENT				
Positions	**FY 18-19 Budget**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior Year**
Accountant 2	0.55	0.55	0.55	-
Address Coordinator	1.00	1.00	1.00	-
Asst Director Planning	1.00	1.00	1.00	-
Director Planning	1.00	1.00	1.00	-
GIS Technician 2	1.00	1.00	1.00	-
Office Coordinator	2.00	2.00	2.00	-
Office Specialist 1	1.00	1.00	1.00	-
Office Specialist 2	2.00	2.00	2.00	-
Planner 1	-	1.00	1.00	-
Planner 2	9.00	8.00	7.00	(1.00)
Planner 3	-	-	3.00	3.00
Planning Administrator	4.00	4.00	4.00	-
Planning Technician	1.00	1.00	1.00	-
Principal Planner	2.00	2.00	-	(2.00)
Total Department Personnel	**25.55**	**25.55**	**25.55**	**-**

Planning Department 111050

DEPARTMENT SERVICE INFORMATION

2010 Board and Commission Support

Provides clerical, professional, and technical support to Boards and Commissions, including agenda preparation and management, minutes, and record keeping.

Goal:
Ensure that all legal ads, agendas, packages and minutes are completed in 100% compliance with applicable laws, policies and procedures.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 507,493	$ 497,241
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 507,493**	**$ 497,241**
Staffing (FTE)	4.93	4.93	4.83
Operating and Performance Measures			
Efficiency Measures			
Packages/FTE	31	33	34
Performance Measures			
Percent of products completed and distributed in accordance with prescribed procedures and deadlines	100.0%	95.0%	95.0%
Workload Measures			
Hearing legal ads, agenda packages and minutes prepared	156	162	162

Planning Department 111050

DEPARTMENT SERVICE INFORMATION

2020 Comprehensive Planning

Develops, administers, monitors, and updates the Comprehensive Plan and related strategic policies that pertain to the physical form and economic development of the City as necessary, in accordance with Virginia State Code requirements. Conducts Fiscal Impact Analysis, Land Use Analysis, Socio-Economic Analysis. Conducts planning for public facilities, transportation, open space, encroachment, agriculture preservation, and historic preservation.

Goal:
Ensure that all reports, research assignments, special projects, agenda items and stakeholder engagement activities are prepared and conducted in 100% compliance with applicable regulations and policies during the next year.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 585,607	$ 657,327
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 585,607**	**$ 657,327**
Staffing (FTE)	5.05	5.05	5.50
Operating and Performance Measures			
Efficiency Measures			
Reports, research, and agenda items/FTE	12	13	13
Performance Measures			
Percent compliance with regulations and policies as mandated	95.0%	95.0%	95.0%
Workload Measures			
Community meetings attended	11	12	18
Regional committees served	18	18	15
Reports, research, and agenda items	62	65	70

Planning Department 111050

DEPARTMENT SERVICE INFORMATION

2030 Current Planning

Reviews subdivision and site plans, as well as all discretionary development applications such a rezoning, conditional use permits, and special exceptions, for consistency with City codes and polices. Develops and maintains the City Zoning, Subdivision and Chesapeake Bay Preservation Area (CPBA) Ordinances. Administers the Chesapeake Bay Preservation Area Program. Reports, advises, and makes recommendations to the City Manager, Planning Commission, and City Council regarding these matters.

Goals:
1. Provide decision makers with comprehensive, informative staff reports to evaluate requests based on adopted ordinances, plans, policies, and planning best practices. 100% of these reports will be provided in the timeframes established for each month.
2. Review and provide factual comment on development review requests within the established timeframe (no less than 13 days) 95% of the time.
3. Facilitate the development review process in an efficient and effective manner meeting the established deadlines of the public hearing, and administrative calendars 95% of the time.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 958,845	$ 981,316
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 958,845**	**$ 981,316**
Staffing (FTE)	9.13	9.13	9.08
Operating and Performance Measures			
Efficiency Measures			
Average caseload per CBPA planner	660	125	630
Average caseload per current planner	239	203	241
CBPA Board agenda items per meeting	3	3	3
Percent of CBPA Items acted on at 1st hearing	55.0%	55.0%	55.0%
Performance Measures			
Percent compliance with regulations and policies	95.0%	95.0%	95.0%
Workload Measures			
CBPA Board agenda items	29	36	30
CBPA Board hearings & meetings	11	12	12
CBPA Development & Building Review	631	548	600
Plan and hearing reviews, ordinance amendments, and applications pending action	1,439	1,448	1,450

Planning Department 111050

DEPARTMENT SERVICE INFORMATION

2040 Community Development (Planning)

Oversees the completion of the CPD Consolidated Planning Process, the operation, administration, and performance evaluation of the Community Development Grant (CDBG), HOME Investment Partnership (HOME), and Neighborhood Stabilization (NSP) Programs funded by the Federal government, and coordinates the City's Human Services Grant RFP process.

Goals:
1. Ensure compliance with federal and state program and expenditure regulations by conducting 34 desk reviews and 4 onsite monitoring visits during the next 12 mos.
2. Record and report program progress and track expenditures by conducting daily IDIS and PeopleSoft sessions during the next 12 mos. to ensure timely project completions and expenditures.
3. Comply with the federal citizen participation and consultation requirements by conducting at least 2 public hearings and convening at least 2 community outreach sessions during the next 12 mos.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 270,040	$ 255,417
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 270,040**	**$ 255,417**
Staffing (FTE)	2.27	2.27	1.97
Operating and Performance Measures			
Efficiency Measures			
Administrative cost per open activity ($ Dollars)	$796	$756	$756
Performance Measures			
Percent Federal and State Regulatory Compliance	100.0%	100.0%	100.0%
Percent IDIS Red flag resolution & financial reconciliation	100.0%	100.0%	100.0%
Percent Timely Approvals	100.0%	100.0%	100.0%
Workload Measures			
HUD Community Meetings	4	8	4
HUD funded activities monitored	38	38	38
HUD IDIS System Sessions	700	700	700

Planning Department 111050

DEPARTMENT SERVICE INFORMATION

2050 Planning Support Svcs

Geographic Information System (GIS) support through data maintenance, geospatial analysis, and map updates in a timely manner following Council action or customer requests. Address assignments, maintenance of the Official Zoning Map and front line customer service activities are completed in accordance with State and City standards.

Goals:
1. Handle customer requests within 24 hours if possible.
2. Log all customer inquiries in the City's Customer Service Request database with an hour of assisting.
3. Update and distribute the GIS Level of Service database within one week of the end of each quarter, including all new residential developments.
4. Issue new addresses within two weeks of plat recordation/building plan approval.
5. Accurately update the official zoning map and GIS zoning layer within one week of City Council action.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 379,774	$ 370,104
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 379,774**	**$ 370,104**
Staffing (FTE)	4.18	4.18	4.18
Operating and Performance Measures			
Efficiency Measures			
Percent of special reports completed in accordance with City protocols	100.0%	100.0%	100.0%
Performance Measures			
Percent of addresses issued within 30 days of play recordation	95.0%	95.0%	95.0%
Workload Measures			
Addresses issued	1,200	1,209	1,200
Customer service transactions	5,525	4,347	5,000
Level of service residential units tracked	1,700	1,618	1,700

Public Utilities 112030

Description:

The Public Utilities Department provides water and sewer services to residential and commercial customers throughout the developed areas of Chesapeake. The water system consists of water sources, two treatment plants, a laboratory, storage, transmission, and distribution pipelines, water services, and water meters. The wastewater collection system consists of gravity and force main piping systems and over 274 pump stations that pump into the Hampton Roads Sanitation District's (HRSD) network of transmission mains. HRSD treats the wastewater at one of several wastewater treatment plants.

The department maintains and operates Lake Gaston and Northwest River water treatment plants that are supplied by surface and groundwater sources. Both plants are located within the City and are equipped to treat and transmit very high quality drinking water.

The City maintains long-term contracts with Norfolk and Portsmouth to supply approximately 5.0 million gallons of treated drinking water and 7.0 million gallons of untreated water each day. The combination of water contracts and production capacity provides ample water to meet customer demands. Meter readers read water meters monthly or bimonthly. These readings are collected into billing data, which is sent to HRSD, which bills Chesapeake customers for the combined water and sewer services.

Department Objectives:

• Maintain a supply of potable water that meets or exceeds the quality guidelines established by state and federal regulatory agencies.
• Increase public awareness of water treatment.
• Plan and oversee development of water resources to meet future needs of the City.
• Improve preventive maintenance by establishing a facilities and asset replacement schedule which will replace assets prior to failure.
• Respond to customer requests in a timely manner.
• Evaluate customer complaints and inquiries to forecast future needs and improve service.
• Re-evaluate and revise safety policies and procedures to provide assurance that industry standards and regulations are met.
• Communicate accurate information about system development to engineers in a timely manner.
• Provide a continuous potable water supply and adequate fire protection to customers by maintaining system reliability, minimizing service disruptions, and performing routine preventive maintenance.
• Provide continuous wastewater disposal to customers while improving system preventive maintenance to reduce failures, to minimize overflows, to extend the life of our infrastructure and our 274+ pump stations, and to reduce infiltration/inflow into the wastewater system.

Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
60005	Lake Gaston Plant	$ 7,237,273	$ 8,184,205	$ 8,050,303	-1.6%
60011	Northwest River Plant	6,429,720	7,686,355	7,131,207	-7.2%
60012	Finished Water Purchases	13,057,714	13,225,149	12,631,204	-4.5%
60013	Administration	1,097,733	1,345,498	1,891,812	40.6%
60020	Wastewater Collection	4,580,955	6,905,564	7,661,307	10.9%
60021	Wastewater Pump Stations	3,821,978	6,056,673	5,871,868	-3.1%
60022	Water Distribution	2,645,062	4,538,466	4,777,829	5.3%
60023	Administration - M&O	604,023	664,924	662,610	-0.3%
60032	Admin and Accounting	3,146,915	-	-	-
60033	Business Office/Customer Service	3,626,185	5,717,936	5,339,715	-6.6%
60052	Utilities Engineering	2,107,842	2,940,199	3,039,631	3.4%
95200	GO Debt Services	8,346,475	8,366,383	7,735,263	-7.5%
95202	Revenue Bond Service	2,640,820	2,649,931	2,631,878	-0.7%
	Total by Program	**$ 59,342,695**	**$ 68,281,283**	**$ 67,424,627**	**-1.3%**

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Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
2110	Debt Service	$ -	$ 11,016,314	$ 10,367,141	-5.9%
2120	Maintenance & Operations	-	18,165,627	18,973,614	4.4%
2130	Utility Support Services	-	8,658,135	8,379,346	-3.2%
2140	Water Production	-	30,441,207	29,704,526	-2.4%
	Total by Service	**$ -**	**$ 68,281,283**	**$ 67,424,627**	**-1.3%**

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 10,102,449	$ 12,375,991	$ 12,444,458	0.6%
1520	Employee benefits	3,723,870	5,786,240	6,062,190	4.8%
1640	Internal services	3,149,920	3,257,024	3,304,770	1.5%
1691	Debt - Principal Payments	6,460,000	6,665,000	6,255,000	-6.2%
1692	Debt - Interest Payments	4,527,294	4,351,314	4,112,141	-5.5%
1760	Materials and supplies	2,785,088	3,645,769	3,441,850	-5.6%
1765	Purchases for Resale	16,406,860	16,729,966	16,200,204	-3.2%
1880	Capital outlays	4,804,633	5,611,859	6,061,700	8.0%
	Other expenditures	7,382,582	9,858,120	9,542,314	-3.2%
	Total Expenditures	**$ 59,342,695**	**$ 68,281,283**	**$ 67,424,627**	**-1.3%**

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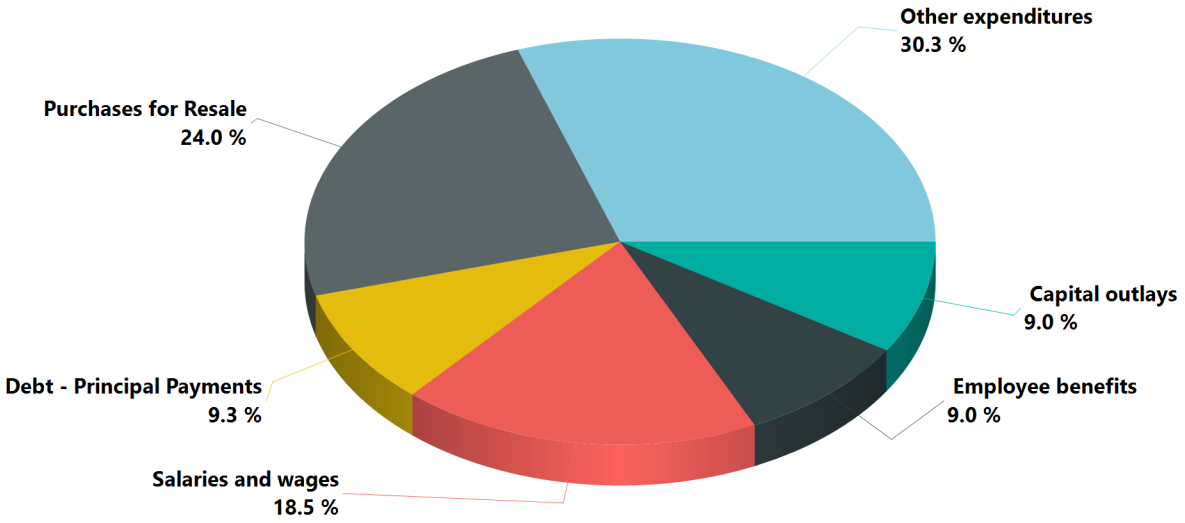
FY 20-21 Budget by Expense Category



Budget Highlights:

• For FY 2021, the department's overall operating budget decreased by 1.3%. This is largely because the department's budgets for several large categories of expenditures were better aligned to usual spending levels. The largest reduction was in water purchases for resale, where the department estimates spending $530,000 less in FY 2021 due to the City's renegotiated contract for water purchases. The budget for maintenance and repairs was also reduced in most of the department's programs resulting in a $246,000 reduction, although across the department it remains well above the FY 2019 spending levels.

• The FY 2021 personnel budget includes eight position reclassifications and one additional motorized equipment specialist for FY 2021 at a total cost of approximately $118,000. Further reclassifications are anticipated for FY 2022 and an additional two staff in FY 2022.

• The FY 2021 budget for Capital Outlays increased by $450,000 for new equipment and equipment replacements. Sewer replacement and lining projects account for $1.9 million of the $6.0 million budget in this category.

• Other salary changes are primarily health insurance cost increases and an allowance for a 2.25% pay increase.

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Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1415	Use of Money & Property	$ 4,007,780	$ 2,651,000	$ 2,731,286	3.0%
1416	Charges for Services	73,348,232	75,025,470	77,513,665	3.3%
1418	Miscellanous Local Revenues	104,307	81,500	81,500	0%
1419	Recovered Costs	7,832	-	-	-
1432	Federal Government	578,077	505,450	493,791	-2.3%
	Total Revenues	**$ 78,046,228**	**$ 78,263,420**	**$ 80,820,242**	**3.3%**
Other Resources:					
1321	Use of Fund Balance	$ 2,235,248	$ -	$ -	-
	Total Resources	**$ 80,281,476**	**$ 78,263,420**	**$ 80,820,242**	**3.3%**
Use of Resources:					
	Expenditures	$ 59,342,695	$ 68,281,283	$ 67,424,627	-1.3%
1320	Fund Balance Increases	-	1,162,937	3,995,615	-70.9%
1940	Transfers to General Fund	-	-	10,000	-100%
1942	Transfers to Capital Funds	20,938,780	8,819,200	9,390,000	-6.1%
	Total Use of Resources	**$ 80,281,476**	**$ 78,263,420**	**$ 80,820,242**	**-1.3%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
501	**PU Operations Fund**	48,355,401	57,264,969	57,057,486	-0.4%
509	**PU Revenue Bond Fund**	2,640,820	2,649,931	2,631,878	-0.7%
512	**PU Debt Fund**	8,346,475	8,366,383	7,735,263	-7.5%
	Total by Fund	**$ 59,342,695**	**$ 68,281,283**	**$ 67,424,627**	**-1.3%**

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DEPARTMENT COMPLEMENT

Positions	FY 18-19 Budget	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Account Technician 3	2.00	2.00	2.00	-
Accountant 1	1.00	1.00	1.00	-
Accountant 2	2.00	2.00	2.00	-
Accountant 3	2.00	2.00	2.00	-
Administrative Assistant 3	1.00	1.00	1.00	-
Asst Director Public Utilities	1.00	1.00	1.00	-
Bacteriologist 1	1.00	1.00	1.00	-
Bacteriologist 2	1.00	1.00	1.00	-
Business Applications Spec 1	1.00	1.00	1.00	-
Chemist 1	2.00	2.00	2.00	-
Chemist 2	1.00	1.00	1.00	-
Collection Agent 1	1.00	1.00	1.00	-
Construction Inspector 2	3.00	3.00	3.00	-
Construction Inspector 3	2.00	2.00	2.00	-
Crew Leader	10.00	10.00	10.00	-
Crew Supervisor	8.00	9.00	9.00	-
Cross-Connections Inspector	1.00	1.00	1.00	-
Cross-Connections Inspector 2	1.00	1.00	1.00	-
Customer Service Clerk 1	3.63	3.63	3.63	-
Customer Service Clerk 2	12.00	12.00	12.00	-
Customer Service Clerk 3	2.00	2.00	2.00	-
Customer Service Mechanic	7.00	7.00	-	(7.00)
Customer Service Supervisor	2.00	2.00	2.00	-
Data Control Technician 2	1.00	1.00	1.00	-
Director Public Utilities	1.00	1.00	1.00	-
Electrician 2	2.00	2.00	2.00	-
Electrician 3	1.00	1.00	1.00	-
Engineer 1	2.00	2.00	2.00	-
Engineer 2	3.00	3.00	3.00	-
Engineer 3	2.00	2.00	2.00	-
Engineer 5	1.00	1.00	1.00	-
Engineering Technical Supervis	1.00	1.00	-	(1.00)
Engineering Technical Supervisor 2	-	-	1.00	1.00
Engineering Technician 1	2.00	2.00	2.00	-
Engineering Technician 3	1.00	1.00	1.00	-
Equipment Operator 1	33.00	34.00	31.00	(3.00)
Equipment Operator 2	10.00	10.00	10.00	-
Equipment Operator 3	4.00	4.00	4.00	-

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DEPARTMENT COMPLEMENT

Positions	FY 18-19 Budget	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Facilities Supervisor	1.00	-	-	-
Facility Maint Coordinator	-	1.00	1.00	-
Facility Maintenance Tech 1	1.00	1.00	1.00	-
Facility Maintenance Technician 1	-	-	3.00	3.00
Fiscal Administrator	1.00	1.00	1.00	-
General Supervisor	12.00	12.00	12.00	-
GIS Analyst I	1.00	1.00	1.00	-
Housekeeper 1	1.00	1.00	1.00	-
Laboratory Technician	2.00	2.00	2.00	-
Maintenance Worker	7.00	7.00	7.00	-
Management Analyst	1.00	1.00	1.00	-
Motorized Equipment Specialist	-	-	1.00	1.00
Office Assistant 1	1.63	1.63	1.63	-
Office Assistant 2	2.00	2.00	2.00	-
Office Coordinator	2.00	2.00	3.00	1.00
Office Specialist 2	2.00	2.00	1.00	(1.00)
Payroll/HR Technician 1	1.00	1.00	1.00	-
Payroll/HR Technician 2	1.00	1.00	1.00	-
Project Manager	1.00	1.00	1.00	-
Pump Station Mechanic 1	8.00	8.00	8.00	-
Pump Station Mechanic 2	1.00	1.00	1.00	-
Safety Inspector 2	1.00	1.00	1.00	-
Service Dispatcher	1.00	1.00	1.00	-
Storekeeper 1	2.00	2.00	2.00	-
Storekeeper Supervisor	1.00	1.00	1.00	-
Systems Analyst 1	1.00	1.00	1.00	-
Systems Analyst 2	1.00	1.00	1.00	-
Tradeshelper	1.00	2.00	2.00	-
Utilities Locator	5.00	5.00	5.00	-
Utility Business Office Mgr	1.00	1.00	1.00	-
Utility Electronics Tech 1	2.00	2.00	2.00	-
Utility Electronics Tech 2	4.00	4.00	4.00	-
Utility Electronics Tech 3	-	1.00	1.00	-
Wastewater Inspector 1	-	1.00	1.00	-
Wastewater Inspector 2	-	1.00	1.00	-
Wastewater Operations Manager	1.00	1.00	1.00	-
Wastewater Pump Supt	1.00	1.00	1.00	-
Water Distribution Supt	1.00	1.00	1.00	-

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DEPARTMENT COMPLEMENT				
Positions	**FY 18-19 Budget**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior Year**
Water Meter Customer Service Mechanic	-	-	7.00	7.00
Water Meter Shop Supervisor	1.00	1.00	1.00	-
Water Meter Technician 2	12.00	12.00	12.00	-
Water Meter Technician 3	3.00	3.00	3.00	-
Water Production Maint Mech	2.00	2.00	2.00	-
Water Production Maint Supv	2.00	2.00	2.00	-
Water Production Maint Worker	2.00	2.00	2.00	-
Water Production Supt	1.00	1.00	1.00	-
Water Quality Supervisor	1.00	1.00	1.00	-
Water Resource Mgmt Admin	1.00	1.00	1.00	-
Water Service Supervisor	-	1.00	1.00	-
Water Treat Oper 1 (Class 3)	10.00	10.00	10.00	-
Water Treat Oper 2 (Class 2)	5.00	5.00	5.00	-
Water Treat Oper 3 (Class 1)	6.00	6.00	6.00	-
Water Treat Oper 4 (Class 1)	3.00	3.00	3.00	-
Water Treatment Plant Oper 5	2.00	2.00	2.00	-
Water/Wastewater Administrator	1.00	1.00	1.00	-
Total Department Personnel	**253.25**	**260.25**	**261.25**	**1.00**

Public Utilities 112030

DEPARTMENT SERVICE INFORMATION

2120 Maintenance & Operations

This division ensures safe drinking water and environmentally sensitive collection of wastewater. It includes:
• Maintaining and operating the City's water distribution system including water mains and hydrants in order to provide the City with a continuous potable water supply of safe, high-quality drinking water and adequate fire protection.
• Ensuring that the water distribution system is well-maintained and that repairs are successful and timely.
• Maintaining and operating a sanitary sewer and wastewater collection system that includes 860 miles of pipes and 274 wastewater pump stations.
• Ensuring timely repairs and maintenance of sanitary sewer gravity and force mains.
• Ensuring compliance with the DEQ Consent Order for Management, Operating, and Maintenance (MOM) guidelines.

Goals:
• Complete 60 miles of closed-circuit television (CCTV) inspections of the wastewater collection system annually.
• Perform at least 85% of the monthly pump station inspections (274 stations x 12 inspections = 3,288 annual inspections).
• Perform preventive maintenance on at least 60% of City fire hydrants annually.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 16,700,672	$ 16,981,291
Allocated Administrative/Support Costs	-	1,464,955	1,992,323
Total Budget	**-**	**$ 18,165,627**	**$ 18,973,614**
Staffing (FTE)	105.10	110.10	111.10
Operating and Performance Measures			
Efficiency Measures			
Average miles of CCTV inspections completed per employee (annual)	30.50	30.00	30.00
Average miles of wastewater collection system cleaned per employee (annual)	57.00	76.84	76.84
Average pump station checks per employee (annual)	0	411.00	411.00
Average wet walls cleaned per employee (annual)	79.50	137.00	137.00
Consumption and other usage (MGD)	12.7	14.0	14.0
Cost of repairs/replacements M&O Service (in millions)	$7.10	$6.00	$6.00
Fire hydrants serviced (annual)	577	3,680	3,680
Locations with repeat sewage stoppage reports	0	0	0
Vacant positions in M&O Service	25	11	11
Performance Measures			
Contracted projects for M&O completed as budgeted (annual)	29.0%	90.0%	90.0%
Distribution-wide water loss rate (annual)	15.7%	10.0%	10.0%
Filled position rate for M&O Service	76.0%	90.0%	90.0%
Fire hydrant service rate (annual)	10.0%	60.0%	60.0%
Portion of locations with repeat reports	0%	0%	0%
Portion of sanitary sewer overflows preventable (annual)	16.0%	0%	0%
Portion of sanitary sewer overflows preventable (annual)	24.0%	0%	0%
Pump station checks completed as scheduled (annual)	0%	90.0%	90.0%
Resolved sewage stoppage reports	100.0%	100.0%	100.0%

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	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Scheduled CCTV inspections completed	100.0%	100.0%	100.0%
Sewage stoppage reports responded to within 4 hours	100.0%	100.0%	100.0%
Workload Measures			
Fire hydrants	5,862	6,134	6,134
Miles of closed-circuit television (CCTV) inspections (annual)	30.50	60.00	60.00
Miles of wastewater collection system cleaned (annual)	114	154	154
Pump station wet wells cleaned (annual)	159	274	274
Reported sewage stoppages	1,758	996	996
Scheduled pump station checks performed (annual)	0	3,288	3,300
Total contracted projects for M&O (annual)	85	65	65
Total positions in M&O Service	105	109	109
Total Pump Stations	274	275	275
Water production, including ASR withdrawals (MGD)	15.1	15.6	15.6

Public Utilities 112030

DEPARTMENT SERVICE INFORMATION

2130 Utility Support Services

Utility Support services include:
• Providing policy direction, planning, coordination, accounting, information technology, human resources, payroll, and safety services for the entire department.
• Providing technical engineering services focused on planning, building, and maintaining the City's water and wastewater systems. The Engineering section is environmentally responsible, adheres to regulatory requirements, complies with industry standards, and prepares for the community's future infrastructure needs.
• Providing utility-related development plan review for all developer and City capital projects.
• Managing and operating the customer information system, billing, collection, and call center activities. Customer service is efficient and responsive to customer needs.
• Performing routine meter readings and installing/replacing water meters as necessary.

Goals:
• Resolve and close 100% of all Customer Service Requests (CSRs) received annually.
• Complete 75% of all construction plan reviews within the City's published guidelines.
• Keep the customer call center abandonment rate below 10%.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 10,903,589	$ 11,385,023
Allocated Administrative/Support Costs	-	(2,245,454)	(3,005,677)
Total Budget	**-**	**$ 8,658,135**	**$ 8,379,346**
Staffing (FTE)	92.15	94.15	94.15
Operating and Performance Measures			
Efficiency Measures			
Average construction plans reviewed per employee (annual)	173	150	150
Average contracted projects inspected per employee (annual)	30	9	9
Average customer service contacts handled per employee (monthly)	874	990	990
Average meter mis-reads per employee (bi-monthly)	14	10	10
Average meter readings completed per employee (bi-monthly)	0	9,867	9,867
Average Miss Utility ticket responses per employee (annual)	6,826	8,000	8,500
Capital projects completed each year	4	5	5
CSRs closed/resolved (annual)	2,232	2,800	2,800
Total of all accidents/incidents (annual)	65	40	40
Performance Measures			
Call abandon rate (annual)	13.0%	10.0%	10.0%
Capital projects completed each year	100.0%	100.0%	100.0%
Compliance with inspection standards	100.0%	80.0%	80.0%
Construction plan reviews completed within the published time guidelines	95.0%	85.0%	85.0%
Meter reading accuracy rate (annual)	99.8%	97.0%	97.0%
Portion of accidents/incidents preventable (annual)	40.0%	25.0%	25.0%
Portion of bills with actual meter readings (bi-monthly)	97.6%	97.0%	97.0%
Portion of CSRs closed/resolved (annual)	86.0%	100.0%	100.0%

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	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Workload Measures			
Actual meter readings taken (bi-monthly)	417,471	414,418	414,418
Construction plans reviewed (annual)	345	450	450
Contracted projects inspected (annual)	101	30	30
Customer Service Requests (CSRs) received (annual)	2,605	2,800	2,800
Tickets marked in compliance with Miss Utility standards	99.8%	99.0%	99.0%
Total customer service contracts (annual)	115,318	142,575	142,575
Total Miss Utility ticket responses (annual)	34,130	40,000	40,000
Total preventable accidents/incidents (annual)	26	10	10

Public Utilities 112030

DEPARTMENT SERVICE INFORMATION

2140 Water Production

Provides an adequate supply of quality water for the City of Chesapeake that is in compliance with the standards of the Safe Drinking Water Act (SDWA) and consistently meets or exceeds federal, state, and local water quality guidelines. Accomplishes this mission by:
• Managing, operating, and maintaining two water treatment plants to treat and distribute quality drinking water.
• Managing long-term contracts to purchase treated (finished) water from Norfolk and Portsmouth as well as untreated (raw) water from Norfolk.
• Maintaining auxiliary well sources to provide additional water during peak demands.

Goals:
• Produce an adequate supply of quality potable water that is in full compliance with the standards of the Safe Drinking Water Act (SDWA).
• Maintain a bulk finished water purchased for resale volume of no more/less than 1% of the established contract agreement.
• Produce 2,160 Bacteriological Sample Siting Plan (BSSP) samples, yielding a Waterworks Regulations compliance rate greater than 95%.

Water Production Facilities:
• Lake Gaston Plant - located in Western Branch, this plant treats 8.5 million gallons of raw water daily from water purchased from Norfolk (7 MGD) and on-site wells (1.5 MGD).
• Northwest River Plant - located in Southern Chesapeake, this plant has a capacity to treat 12 MGD supplied from the Northwest River (10 MGD) and on-site wells (2 MGD).

Ground water permits for both water treatment plants allow Water Production to use more ground water during emergencies.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 29,660,708	$ 28,691,172
Allocated Administrative/Support Costs	-	780,499	1,013,354
Total Budget	**-**	**$ 30,441,207**	**$ 29,704,526**
Staffing (FTE)	56.00	56.00	56.00
Operating and Performance Measures			
Efficiency Measures			
Avg. BSSP samples (monthly)	178	150	150
Avg. Water Quality Analyses (monthly)	20,833	20,833	20,833
Lake Gaston WTP - Cost to produce treated water from raw water per 1,000 gallons	$2.66	$2.56	$2.56
Lake Gaston WTP - Purchase cost of raw water from Norfolk per 1,000 gallons	$1.31	$1.33	$1.33
NW River WTP - Cost to produce treated water from raw water per 1,000 gallons	$6.27	$5.95	$5.95
Purchase cost of finished water from Norfolk per 1,000 gallons	$6.99	$7.23	$7.23
Purchase cost of finished water from Portsmouth per 1,000 gallons	$6.37	$6.50	$6.50
Performance Measures			
Bac-t sample readings in compliance with Waterworks Regulation	99.0%	95.0%	95.0%

Public Utilities 112030

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Lake Gaston WTP - Water quality (% in compliance with the industry standards)	100.0%	100.0%	100.0%
Norfok water purchased above/(below) contract	(1.4)%	1.0%	1.0%
NW River WTP - Water quality compliance with the industry standards	100.0%	100.0%	100.0%
Portsmouth water purchased above/(below) contract	(1.1)%	1.0%	1.0%
Water Quality Analyses in compliance with Safe Water Drinking Act (SWDA) standards	100.0%	100.0%	100.0%
Workload Measures			
Bacteriological (Bac-t) samples (annual)	2,140	1,800	1,800
Finished water purchased for resale from Norfolk (MGD)	2.0	2.0	2.0
Finished water purchased for resale from Portsmouth (MGD)	3.3	3.0	3.0
Lake Gaston WTP - Norfolk raw water purchased (MGD)	7.0	7.0	7.0
Lake Gaston WTP - Volume of water treated/delivered (in millions of gallons per day or MGD)	7.2	8.6	8.6
NW River WTP - Volume of water treated/delivered (MGD)	2.6	3.3	3.3
Water Quality Analyses performed (annual)	249,996	250,000	250,000

Public Works 112040

Description:

Public Works provides services that are vital to the operation of the City of Chesapeake, including: collection and recycling of solid waste; design, review, approval, and inspection of development plans for the construction of roads, bridges and major highways; installation, repair, and maintenance of traffic signals, signs, and pavement markings; street cleaning; and stormwater management. Public Works is organized into six service areas, under which there are nineteen programs. Two service areas are operated as enterprise activities. The remaining four services and ten programs are part of the City's General Fund.

Department Objectives:

- Advise management and Council on key issues and trends to sustain efficient operations.
- Provide quality, courteous, and efficient customer service to our customers.
- Provide a safe and efficient transportation network that minimizes congestion and promotes alternate travel nodes.
- Provide timely/cost effective civil engineering services, including consultation, land surveys, and property acquisition.
- Develop cost saving alternatives for operating and capital improvements.
- Procure and administer contracts that enhance the efficiency of routine and emergency maintenance and operations.
- Exceed federal and state Occupational Safety and Health regulations.
- Exceed compliance regulations of the Virginia Pollutant Discharge Elimination System (VPDES).
- Provide environmentally sound collection and disposal of municipal solid waste, yard waste, and recyclables.
- Maintain municipal facilities that provide safe and comfortable working environments for employees and citizens.

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Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
41100	Public Works Admin	$ 2,170,359	$ -	$ -	-
41110	Engineering	2,837,994	4,435,623	3,553,723	-19.9%
41200	Street Maintenance	13,110,917	14,422,039	15,069,287	4.5%
41210	Bridges and Structures	3,320,259	4,701,309	4,324,406	-8.0%
41220	Public Transit (HRT)	-	2,824,063	3,065,800	8.6%
41310	Drainage	2,715,050	3,524,738	4,040,124	14.6%
41400	Traffic Operations	6,727,219	7,819,203	7,920,084	1.3%
41600	Expressway Operations	5,724,397	7,844,754	12,533,490	59.8%
41601	Expressway Renewals	499,775	895,400	735,700	-17.8%
41610	Tolling Administration	411,411	613,765	813,237	32.5%
41620	Dominion Blvd Operations	16,992,890	24,946,604	15,259,677	-38.8%
41621	Dominion Blvd Renewals	-	270,425	191,925	-29.0%
41800	Public Works Operations	1,836,334	2,620,124	2,058,490	-21.4%
42300	Solid Waste Services	19,242,365	17,874,829	22,834,965	27.7%
43101	Facility Maintenance	4,787,845	5,799,096	5,560,122	-4.1%
43102	Facility Construction Admin	359,209	679,167	576,972	-15.0%
61000	Stormwater Operations	8,816,683	9,326,357	11,875,977	27.3%
61001	Environmental Quality	1,176,726	1,988,782	1,760,053	-11.5%
61002	Engineering	989,748	1,385,753	1,332,263	-3.9%
	Total by Program	**$ 91,719,181**	**$ 111,972,031**	**$ 113,506,295**	**1.4%**

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Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
2410	Transportation Services	$ -	$ 40,347,099	$ 40,031,914	-0.8%
2420	Municipal Facilities	-	6,478,263	6,137,094	-5.3%
2430	Solid Waste Services	-	17,874,829	22,834,965	27.7%
2440	Stormwater Services	-	12,700,892	14,968,293	17.9%
2450	Transportation - Toll Roads	-	34,570,948	29,534,029	-14.6%
2495	Administrative Services	-	-	-	-
	Total by Service	**$ -**	**$ 111,972,031**	**$ 113,506,295**	**1.4%**

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 18,544,903	$ 21,984,856	$ 22,706,922	3.3%
1520	Employee benefits	8,716,219	11,523,405	11,930,118	3.5%
1640	Internal services	9,541,452	10,524,293	11,487,288	9.2%
1691	Debt - Principal Payments	717,073	8,363,820	7,202,237	-13.9%
1692	Debt - Interest Payments	12,981,280	13,488,000	9,308,879	-31.0%
1730	Purchased services	6,298,026	8,917,944	8,715,164	-2.3%
1733	Maintenance and repairs	12,456,569	13,480,517	14,900,794	10.5%
1739	Solid waste/recycling	9,683,565	9,362,010	11,511,766	23.0%
	Other expenditures	12,780,095	14,327,186	15,743,127	9.9%
	Total Expenditures	**$ 91,719,181**	**$ 111,972,031**	**$ 113,506,295**	**1.4%**

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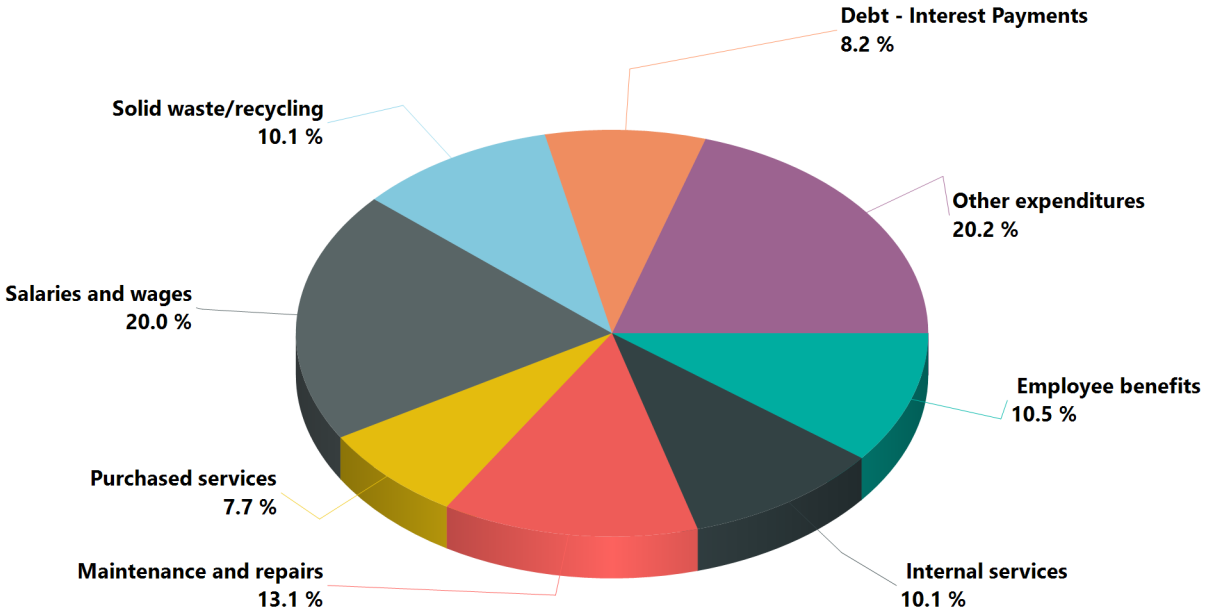
FY 20-21 Budget by Expense Category



Budget Highlights:

- In FY 2021, the City's contribution to Hampton Roads Transit increases 8.6%.
- The cost to continue the City's recycling program increased by $1.67 million, from $2.71 million budgeted in FY 2020 to $4.37 million budgeted for FY 2021.
- Salaries include a 2.25% general wage increase and performance incentive pay.
- The increase in benefits is largely due to the rising cost of healthcare.
- Internal services have been included under Service 2495, Administrative Services, and allocated along with other shared department costs to other services. In previous years, internal services were charged directly to other services.
- The 59.8% increase in the expense budget for Chesapeake Expressway Operations is primarily for debt service payments.
- The 32.5% increase in the expense budget for Tolling Administration reflects increased payments for bank card fees, increased cost for use of the VDOT E-ZPass system, and additional consulting fees for a traffic and rate study.
- This budget is a baseline budget where most new requests were not funded. Unfunded new positions requested included the following:

  Project manager - Engineering Division for bridge projects
  Motor Equipment Operator Apprentices - five positions
  Facility Maintenance Technician
  Training Specialist for Equipment Operators
  Waste Management Operators and Workers - 12 positions
  Waste Management Facilities Technician - one position
  Engineering Tech and Construction Inspector for Stormwater unit
  Redeploy funds used for sheriff's mowing to stormwater maintenance workers

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- Other requests that were not funded included the following:
  Resurfacing arterial and local roads - 122 lane miles/year
  Adding video component to 36 vehicles with automated vehicle locator technology
  Engineering and management support for on-site support of traffic operations
  Remote traffic microwave sensors at traffic intersections
  Setting up a career progression program for equipment operators

Additional authorized Special Project (SP) positions funded by the Capital Improvement Plan are listed separately in the Appendix.

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1413	Licences, Permits, and Fees	$ 296,080	$ 362,800	$ 327,800	-9.6%
1414	Fines and Forfeitures	135,016	100,000	100,000	0%
1415	Use of Money & Property	2,399,783	1,877,863	2,580,000	37.4%
1416	Charges for Services	42,303,451	44,052,212	45,482,118	3.2%
1418	Miscellanous Local Revenues	197,618	69,000	74,300	7.7%
1419	Recovered Costs	131,508	-	-	-
1424	Commonwealth of Virginia - Categorical: Other	35,948,646	36,322,600	36,171,166	-0.4%
1450	Other Non-Designated Revenue	20,433,541	27,904,091	32,351,125	15.9%
	Total Revenues	**$ 101,845,643**	**$ 110,688,566**	**$ 117,086,509**	**5.8%**
Other Resources:					
1321	Use of Fund Balance	$ -	$ 9,583,465	$ 2,363,435	-75.3%
	Total Resources	**$ 101,845,643**	**$ 120,272,031**	**$ 119,449,944**	**-0.7%**
Use of Resources:					
	Expenditures	$ 91,719,181	$ 111,972,031	$ 113,506,295	1.4%
1320	Fund Balance Increases	4,851,462	-	2,083,649	-100%
1940	Transfers to General Fund	-	-	20,000	-100%
1942	Transfers to Capital Funds	5,275,000	8,300,000	3,840,000	116.1%
	Total Use of Resources	**$ 101,845,643**	**$ 120,272,031**	**$ 119,449,944**	**1.4%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
100	**General Fund**	57,107,550	64,700,191	69,003,973	6.7%
520	**Stormwater Mgmt - Ops**	10,983,158	12,700,892	14,968,293	17.9%
525	**Toll Facility Operating Fund**	23,128,699	33,405,123	28,606,404	-14.4%
526	**Toll Facility Renewal Fund**	499,775	1,165,825	927,625	-20.4%
	Total by Fund	**$ 91,719,181**	**$ 111,972,031**	**$ 113,506,295**	**1.4%**

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DEPARTMENT COMPLEMENT				
Positions	FY 18-19 Budget	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Account Technician 1	2.00	2.00	2.00	-
Account Technician 2	7.00	7.00	7.00	-
Account Technician 3	6.00	6.00	6.00	-
Accountant 1	1.00	1.00	1.00	-
Accountant 2	1.00	1.00	1.00	-
Accounting Administrator	1.00	1.00	1.00	-
Administrative Assistant 1	4.00	4.00	4.00	-
Administrative Assistant 3	1.00	1.00	1.00	-
Assistant Director Pub Works	1.00	1.00	1.00	-
Asst Right-of-Way Agent	3.00	3.00	3.00	-
Bridge Maintenance Mechanic 1	2.00	2.00	2.00	-
Bridge Maintenance Mechanic 2	6.00	6.00	6.00	-
Bridge Operator	15.43	15.43	15.43	-
Business Applications Spec 1	1.00	1.00	1.00	-
City Surveyor	1.00	1.00	1.00	-
Construction Facilities Manger	1.00	1.00	1.00	-
Construction Inspector 1	1.00	1.00	1.00	-
Construction Inspector 2	13.00	13.00	13.00	-
Construction Inspector 3	6.00	6.00	6.00	-
Construction Inspector Supervisor	4.00	4.00	4.00	-
Crew Leader	19.50	19.50	19.50	-
Crew Supervisor	15.00	15.00	14.00	(1.00)
Customer Service Clerk 1	1.63	2.00	2.00	-
Customer Service Clerk 2	1.63	1.63	1.63	-
Customer Service Manager	2.00	2.00	2.00	-
Customer Support Technician 1	1.00	1.00	1.00	-
Director Public Works	1.00	1.00	1.00	-
Drafting Technician 1	1.00	1.00	1.00	-
Electrician 2	1.00	1.00	1.00	-
Electrician 3	1.00	1.00	1.00	-
Electronic/Communications Supv	1.00	1.00	1.00	-
Engineer 1	3.00	3.00	3.00	-
Engineer 2	8.63	8.63	8.63	-
Engineer 3	5.00	5.00	5.00	-
Engineer 4	1.00	1.00	1.00	-
Engineer 5	3.00	3.00	3.00	-
Engineering CADD Technician 2	3.00	3.00	3.00	-
Engineering CADD Technician 3	1.00	1.00	1.00	-

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DEPARTMENT COMPLEMENT				
Positions	FY 18-19 Budget	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Engineering Specialist 1	3.00	3.00	3.00	-
Engineering Technical Supervis	1.00	1.00	1.00	-
Engineering Technician 1	2.50	2.50	2.50	-
Engineering Technician 2	4.00	4.00	4.00	-
Engineering Technician 3	7.00	7.00	7.00	-
Engineering Technician 4	5.00	5.00	5.00	-
Environmental Program Manager	1.00	1.00	1.00	-
Environmental Specialist 1	2.00	2.00	2.00	-
Environmental Specialist 2	1.00	1.00	1.00	-
Equipment Operator 1	27.00	27.00	27.00	-
Equipment Operator 2	30.00	30.00	30.00	-
Equipment Operator 3	30.00	30.00	30.00	-
Equipment Operator 4	1.00	1.00	1.00	-
Equipment Training Specialist	1.00	2.00	2.00	-
Expressway Administrator	1.00	1.00	1.00	-
Facility Maint Coordinator	3.00	3.00	3.00	-
Facility Maintenance Supervisor	1.00	1.00	1.00	-
Facility Maintenance Supt	1.00	1.00	1.00	-
Facility Maintenance Tech 1	8.00	8.00	8.00	-
Facility Maintenance Tech 2	6.00	6.00	6.00	-
Facility Maintenance Tech 3	2.00	2.00	2.00	-
Fiscal Administrator	2.00	2.00	2.00	-
General Supervisor	8.00	8.00	9.00	1.00
GIS Analyst 2	1.00	1.00	1.00	-
GIS Specialist	1.00	1.00	1.00	-
Housekeeper 1	0.50	0.50	0.50	-
Maintenance Worker	36.00	36.00	36.00	-
Mun Facilities Admin	1.00	1.00	1.00	-
Office Assistant 1	2.13	2.13	2.13	-
Office Assistant 2	2.00	2.00	2.00	-
Office Coordinator	1.00	1.00	1.00	-
Office Specialist 1	2.00	2.00	2.00	-
Office Specialist 2	2.00	2.00	2.00	-
Operations Administrator (PW)	1.00	1.00	1.00	-
Operations Mgr Public Works	1.00	1.00	1.00	-
Operations Superintendent (PW)	1.00	1.00	1.00	-
Payroll/HR Technician 1	3.00	3.00	3.00	-
Payroll/HR Technician 2	1.00	1.00	1.00	-

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DEPARTMENT COMPLEMENT				
Positions	**FY 18-19 Budget**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior Year**
Procurement Specialist 1	1.00	1.00	1.00	-
Project Manager	6.00	6.00	6.00	-
Public Information Coordinator	1.00	1.00	1.00	-
Right-Of-Way Agent	1.00	1.00	1.00	-
Safety Inspector 1	3.00	3.00	3.00	-
Safety Inspector 2	1.00	1.00	1.00	-
Security Officer 1	1.38	1.38	1.38	-
Sign Fabricator 1	1.00	1.00	1.00	-
Sign Fabricator 2	1.00	1.00	1.00	-
Storekeeper 2	1.00	1.00	1.00	-
Storekeeper Supervisor	1.00	1.00	1.00	-
Stormwater Superintendent	1.00	1.00	1.00	-
Survey Party Aide	1.00	1.00	1.00	-
Survey Party Supervisor 1	2.00	2.00	2.00	-
Survey Party Supervisor 2	1.00	1.00	1.00	-
Survey Party Technician	4.00	4.00	4.00	-
Toll Collection Asst Supvr	4.00	4.00	4.00	-
Toll Collection Supervisor	4.00	4.00	4.00	-
Toll Collector	21.28	21.28	21.28	-
Toll Operations Manager	1.00	1.00	1.00	-
Tradeshelper	-	1.00	1.00	-
Traffic Operations Supt	1.00	1.00	1.00	-
Traffic Signal Technician 1	3.00	3.00	3.00	-
Traffic Signal Technician 2	3.00	3.00	3.00	-
Utility Electronics Tech 2	1.00	1.00	1.00	-
Waste Management Admin	1.00	1.00	1.00	-
Waste Management Inspector	2.00	2.00	2.00	-
Waste Management Operations Supt	1.00	1.00	1.00	-
Waste Management Operator 1	11.00	11.00	11.00	-
Waste Management Operator 2	34.00	34.00	34.00	-
Waste Management Operator 3	6.00	6.00	6.00	-
Waste Management Worker 1	11.00	11.00	11.00	-
Welder	2.00	2.00	2.00	-
Total Department Personnel	**484.58**	**486.95**	**486.95**	**-**

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DEPARTMENT SERVICE INFORMATION

2410 Transportation Services

Manages the City's non-enterprise transportation system, including street and highway maintenance, traffic engineering and management, and bridge operations.

Overall Service Goals:
- Spend at least 20% of efforts on performance of Preventative Maintenance.
- Perform necessary maintenance work orders to established quality standards at least 90% of the time.
- Develop workforce so employees have a basic knowledge of each component of their program section.
- Maintain emergency and inclement weather preparedness and response that is the best in the region.

Engineering Section Goals:
Respond to Customer Service Requests within established service level time frames, leverage local funding to pursue grant opportunities, and develop and implement Engineer Career Progression Program.

Street Maintenance Section Goal:
Continue to develop Planning and Scheduling group to fully maximize workflow efficiency.

Bridges & Structures Goals:
Perform all bridge inspections on schedule and execute corrective actions, update long-term plans for repair and rehabilitation of bridges, and improve redundancy and continuity through developing services contracts and staff.

Drainage Goals:
Continue developing Planning and Scheduling group to fully maximize workflow efficiency.

Traffic Operations Goals:
Maintain and optimize functionality of traffic signals and complete traffic studies within prescribed time frames.

Operations Goals:
Fully develop Career Progression program to fill the vacant equipment operator positions.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 39,648,775	$ 38,532,645
Allocated Administrative/Support Costs	-	698,324	1,499,269
Total Budget	**-**	**$ 40,347,099**	**$ 40,031,914**
Staffing (FTE)	214.68	215.68	214.18
Operating and Performance Measures			
Efficiency Measures			
Bridges/Structures - Average cost of bridge openings	$76.48	$75.21	$75.21
Bridges/Structures - Inspections completed on schedule	100.0%	100.0%	100.0%
Drainage - Ditch clearing cost per mile	$15,464	$15,755	$16,509
Operations - Average road resurfacing cost per mile	$0	$0	$0
Operations - Road resurfacing cost per mile	$0	$146,667	$119,672
Streets - Percent of requested sidewalk repairs completed	87.0%	90.0%	90.0%
Streets - Pothole repairs - average cost to repair	$34.00	$36.00	$38.00
Traffic Ops - Blanket hauling permits processed	372	400	400
Traffic Ops - Restripping costs per lane mile	$5,000	$5,000	$5,000
Traffic Ops - Single hauling permits processed	1,849	2,000	2,000
Traffic Ops - Traffic studies completed	368	400	400
Traffic Ops - Unit cost per sign installed, repaired, or replaced	$20.00	$20.00	$20.00

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	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Performance Measures			
Drainage - Ditch clearing completed on schedule	87.0%	90.0%	90.0%
Engineering - Capital projects completed on-time/within budget	85.0%	90.0%	90.0%
Engineering - Parcels/easements acquired	108	110	110
Engineering - Surveys completed	98.0%	95.0%	95.0%
Engineering - Topographic surveys completed	89.0%	95.0%	95.0%
Engineering - Transportation projects designed	61	40	40
Engineering - Transportaton projects constructed	24	30	30
Operations - Citizens satisfied with transportation services	79.0%	95.0%	95.0%
Streets - Sidewalk repairs completed in accordance with guidelines	85.0%	85.0%	85.0%
Traffic Ops - Average time to complete pavement marking (days)	30	30	30
Traffic Ops - Average time to complete sign installation (days)	14	14	14
Workload Measures			
Bridges/Structures - Annual cost to open bridges	$852,067	$865,000	$865,000
Bridges/Structures - Bridges and overpasses in city	118	118	118
Bridges/Structures - Inspections required each year	62	61	67
Bridges/Structures - Number of bridge openings	11,141	11,500	11,500
Bridges/Structures - Number of vessels passed	21,553	21,550	21,550
Drainage - Cost of roadside ditch clearing	$819,609	$835,000	$875,000
Drainage - Estimated miles of roadside ditches	540	545	550
Drainage - Miles of roadside ditches cleared	53	53	53
Drainage - Number of structures	37,575	38,200	38,250
Drainage - Structures repaired each year	1,100	1,100	1,100
Engineering - Capital projects managed	68	70	70
Engineering - Capital projects per engineer	10	10	10
Engineering - Surveys requested	84	70	70
Engineering - Topographic surveys (linear feet)	29,700	29,000	29,000
Engineering - Topographic surveys requested	19	25	25
Operations - Citizens contacted/surveyed	203	220	240
Operations - Road resurfacing expenditures (in millions)	$0	$0	$0
Operations - Safety inspections conducted	1,250	1,600	1,600
Streets - Pothole repair requests	1,971	2,250	2,500
Streets - Pothole repairs (annual expenditures in millions)	$.42	$.45	$.48
Streets - Potholes repaired	12,440	13,000	14,000
Streets - Sidewalk repair requests	161	175	185
Traffic Ops - Lane miles restriped	86	85	90
Traffic Ops - Miles of roads resurfaced	42.0	30.0	122.0
Traffic Ops - Road resurfacing expenditures (in millions)	$6.91	$4.40	$14.60
Traffic Ops - Signs installed, repaired, or replaced	5,780	6,000	6,000

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	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Traffic Ops - Street light requests received	28	20	20
Traffic Ops - Traffic inquiries received	1,481	2,000	2,000
Traffic Ops - Work orders requests	4,046	5,000	5,000

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DEPARTMENT SERVICE INFORMATION

2420 Municipal Facilities

This group:
- Ensures city buildings are safe, functional and productive environments.
- Plans and executes capital construction program for existing and new buildings, parks and other facilities.

Goals:
- Reduce down-time at municipal facilities.
- Improve security of municipal facilities.
- Implement recommendations on Facilities Assessment and prioritize capital needs.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 6,382,969	$ 5,918,045
Allocated Administrative/Support Costs	-	95,294	219,049
Total Budget	**-**	**$ 6,478,263**	**$ 6,137,094**
Staffing (FTE)	29.38	30.38	30.38
Operating and Performance Measures			
Efficiency Measures			
Projects/repairs completed as scheduled	80.0%	80.0%	80.0%
Value of non-routine repairs/projects completed (in millions)	$2.12	$2.45	$2.45
Workload Measures			
Facility Renewal and Replacement backlog (5-year in millions)	$14.19	$16.05	$16.05
Major construction projects underway (over $50,000)	4	4	4
Minor construction projects underway (under $50,000)	5	5	5
Planning studies/project designs underway	9	9	9
Square feet of city buildings maintained	1.713	1.782	1.780

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DEPARTMENT SERVICE INFORMATION

2430 Solid Waste Services

Manages the collection, processing, and disposal of refuse and recycling for City residents and municipal facilities.

Goals:
- Reducing OSHA violation.
- Collect 100% of Municipal waste on scheduled day.
- Enforce compliance with Waste Management Ordinance.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 17,621,819	$ 22,290,486
Allocated Administrative/Support Costs	-	253,010	544,479
Total Budget	**-**	**$ 17,874,829**	**$ 22,834,965**
Staffing (FTE)	77.63	78.00	78.00
Operating and Performance Measures			
Efficiency Measures			
Disposal cost per ton (average)	$234	$340	$302
Operating/maintenance costs per ton	$68	$70	$70
Recycling disposal and collection costs per ton	$0	$0	$0
Workload Measures			
Tons of recycling/yard waste	17,400	12,000	13,500
Tons of refuse (garbage, trash and bulk waste) collected	109,800	114,000	116,000
Tons of yard waste collected	5,000	5,000	5,000

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DEPARTMENT SERVICE INFORMATION

2440 Stormwater Services

Stormwater services are provided in a enterprise fund within Public Works. Customers pay a semi-annual fee to fund the Comprehensive Stormwater Management Program (CSMP) as mandated by state and federal statutes. CSMP guides the collection and management of stormwater runoff (rain) to minimize flooding, keep waterways clean, protect drinking water supplies and protect human health. The City is responsible for moving rain water away from roads and property to prevent flooding, and must also protect our rivers, streams and the Chesapeake Bay from pollution.

The Stormwater Division:
- Installs and maintains ditches, pipes, ditch banks, and stormwater facilities (e.g., retention ponds).
- Sweeps streets in order to remove pollutants.
- Provides pollution prevention programs to the public.
- Provides oversight for stormwater environmental quality programs.
- Investigates illicit discharges into the storm sewer system.
- Inspects and tracks post-construction stormwater management facilities.
- Inspects development projects and residential home construction for compliance with erosion and sediment control.
- Provides stormwater management and pollution prevention programs.

Goals:
- Perform system maintenance to established quality standards at least 90% of the time.
- Spend 20% of division efforts on Preventative Maintenance.
- Develop division workforce so all employees have basic knowledge Stormwater Operations
- Maintain emergency and inclement weather preparedness and response that is the best in the region.
- Continue developing Planning and Scheduling group to fully maximize workflow efficiency.
- Prevent illicit discharges to the stormwater system.
- Verify that stormwater management facilities are functioning properly.
- Ensure active construction sites are in compliance statutes governing Erosion and Sediment Control.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 12,468,604	$ 14,591,788
Allocated Administrative/Support Costs	-	232,288	376,505
Total Budget	**-**	**$ 12,700,892**	**$ 14,968,293**
Staffing (FTE)	104.00	104.00	104.50
Operating and Performance Measures			
Efficiency Measures			
Capital projects managed per engineer	8	10	10
Cave-in - average repair cost - by contract	$8,246	$8,246	$8,246
Cave-in repairs completed by contract	127	134	134
Erosion and settlement inspections per inspector	1,468	0	0
Private facilities inspected annually	35.0%	20.0%	20.0%
Project completed	4	5	5
Project designed	13	15	15
Wetland permits secured for capital projects within 45 to 120 days	90.0%	90.0%	90.0%
Performance Measures			
Capital projects completed on time and within budget	80.0%	85.0%	85.0%
Cave-in work orders completed in-house	81.0%	95.0%	95.0%

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	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Incident investigations resolved/closed within 30 days	100.0%	0%	90.0%
Jurisdictional determinations received	5	19	18
Minor deficiencies corrected within 6 months	90.0%	90.0%	90.0%
Water quality permits received	10	33	31
Workload Measures			
Capital projects managed each year	17	20	20
Cave-in - cost to repair by contract (in millions)	$1.11	$1.13	$1.15
Cave-in repair requests by location	192	200	210
Chapter 17 Freedom of Information Act requests	161	160	160
Chapter 17 PFM Environmental Site Assessments	37	40	40
Chesapeake Bay Preservation Act enforcement cases investigated	25	25	25
Dry weather screening sites monitored	73	50	50
Erosion/Sediment Control inspections	8,811	9,000	9,000
Erosion/Sediment Control projects managed per inspector	130	1,500	1,500
High risk MS4 interconnections inspected	25	25	25
Illicit discharges into stormwater system investigated	109	75	75
Miles of lead ditches cleared	66	70	75
Miles of lead ditches in City (estimate)	334	340	350
National Environmental Policy Act actions	1	6	3
Private facilities inspected for stormwater compliance	427	350	350
Public facilities inspected for stormwater compliance	502	475	475
Residential street sweeping cycles completed (annual)	6	8	8

Public Works 112040

DEPARTMENT SERVICE INFORMATION

2450 Transportation - Toll Roads

The City operates two toll roads within a single self-sustaining enterprise fund:
- Chesapeake Expressway (alternate state route 168) and
- Dominion Boulevard (US route 17)

Costs include the annual renewal and replacement program for both toll roads. Routine renewals are included in the operating budget; major capital costs are included in the City's capital improvement plan.

Goals:
- Maintain toll equipment to ensure 100% operability.
- Ensure adequate staffing to meet peak season demand.
- Resolve all toll disputes within two business days.
- Work with collections vendor to collect 70% of tolls in delinquent accounts.
- Monitor and satisfy all debt obligations as outlined in the Master Bond Indenture.
- Plan and execute renewal and replacement projects on time and within budget.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 34,570,948	$ 29,534,029
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 34,570,948**	**$ 29,534,029**
Staffing (FTE)	46.40	46.40	46.40
Operating and Performance Measures			
Efficiency Measures			
Portion of tolls paid by cash	6.6%	6.2%	5.6%
Portion of tolls paid by electronically	83.1%	83.7%	85.6%
Portion of tolls paid by video/pay-by-plate	10.3%	10.1%	8.8%
Performance Measures			
Collection costs to recover unpaid tolls (% of tolls recovered)	70.0%	70.0%	70.0%
Collection rate - video/pay-by-plate	46.0%	50.0%	50.0%
Invalid/inactive electronic transponder rate	3.7%	3.7%	3.7%
Workload Measures			
Electronic/EZ-pass tolls	11,153,029	11,744,850	12,417,400
Manual toll transactions	884,159	863,725	809,600
Video/pay-by-plate tolls	1,385,362	1,416,150	1,272,300

Public Works 112040

DEPARTMENT SERVICE INFORMATION

2495 Administrative Services

Provides leadership, policy direction, planning, coordination, and control of all activities and services within Public Works. Provides customer and accounting services for the department.
Note: administrative costs are allocated to other services based on full-time equivalent positions (FTE).

Goals:
- Plan corrective maintenance as required by Service Level Agreements at least 90% of the time.
- Provide efficient and effective support to all Public Works divisions.
- Provide feedback and resolution to Customer Service requests.
- Provide procurement, payroll, and accounting functions for the department and stakeholders.
- Provide safety training for all employees to reduce preventable accidents and injuries.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 1,278,916	$ 2,639,302
Allocated Administrative/Support Costs	-	(1,278,916)	(2,639,302)
Total Budget	-	-	-
Staffing (FTE)	12.50	12.50	13.50
Operating and Performance Measures			
Efficiency Measures			
Average time to close a project (days)	6	6	6
Customer Service Requests completed	97.4%	98.0%	98.0%
Invoices processed per day (average)	59	62	62
Performance Measures			
Accidents or incidents reviewed by Safety Review Board	249	250	250
Average time from project completion to final project close out (days)	118	120	120
Customer Service Requests - average days to respond	6.40	0	0
Portion of accidents that are preventable	40.0%	0%	0%
Workload Measures			
Accidents or incidents - non-preventable	59	0	0
Accidents or incidents - preventable	39	250	250
Customer Service Requests received	23,411	26,000	26,000
Invoices processed	15,305	15,200	15,200
Projects closed	23	15	15

Tax Increment Financing Districts 113010T

Description:

The Tax Increment Financing Districts (TIF) are financing entities established to provide for public infrastructure improvements within a specific area of the City in an effort to revitalize economic activity. Revenue is specified as real estate tax revenue from new construction and increases in assessed values within the boundaries established for each district. Tax revenue derived from the existing tax base at the time the TIF was established is maintained in the City's General Fund. All increases in the base become eligible for use within the established boundary of the district, unless a surplus is declared. Revenue is used for ongoing debt payments issued under the financing authority of the TIF and for capital improvement projects.

Tax Increment Financing Districts were established in the Greenbrier and South Norfolk sections of the City. In accordance with state statute, funds are used to support improvements in the TIFs and to service debt used to finance improvements. The statute permits the transfer of surplus TIF funds to the City's General Fund. Transfers of surpluses are made to the General Fund to:

(1) Share with Chesapeake Schools and
(2) Maintain infrastructure improvements within TIF districts.

Department Objectives:

- Planning Department implements the strategies of the Development Master Plans for South Norfolk.
- Economic Development Department implements the strategies of the Development Master Plans for Greenbrier.
- Both departments seek to attract new private investment within the TIF Districts.
- City initiatives and improvements within two districts are governed by City ordinances establishing TIF Districts.

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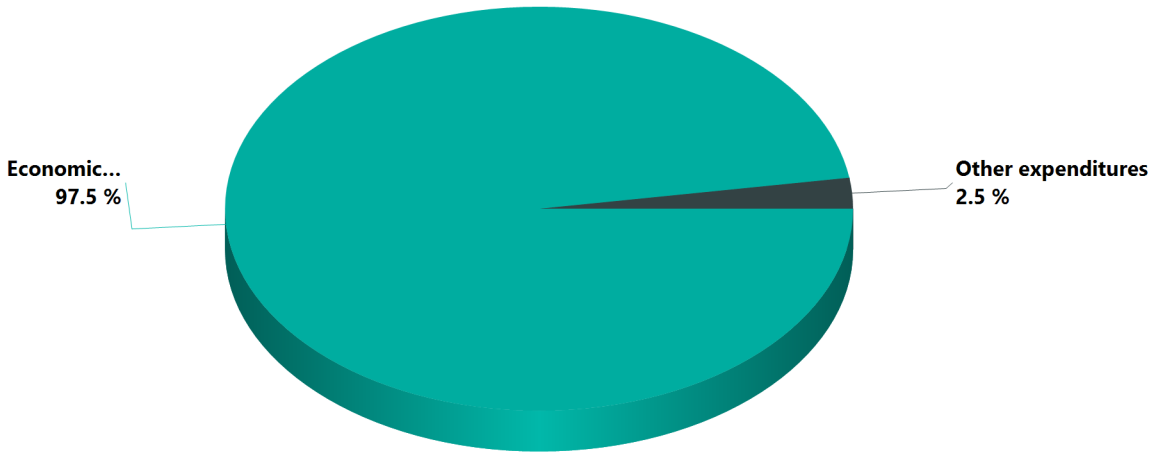
Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
81102	Greenbrier TIF	$ 7,082,143	$ 991,780	$ 992,465	0.1%
81103	South Norfolk TIF	250	1,525,000	25,000	-98.4%
	Total by Program	**$ 7,082,393**	**$ 2,516,780**	**$ 1,017,465**	**-59.6%**

Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
2750	Greenbrier TIF	$ -	$ 991,780	$ 992,465	0.1%
2760	South Norfolk TIF	-	1,525,000	25,000	-98.4%
	Total by Service	**$ -**	**$ 2,516,780**	**$ 1,017,465**	**-59.6%**

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1730	Purchased services	$ 250	$ 25,000	$ 25,000	0%
1770	Community agencies	-	1,500,000	-	-100%
1773	Economic development incentives	7,082,143	991,780	992,465	0.1%
	Total Expenditures	**$ 7,082,393**	**$ 2,516,780**	**$ 1,017,465**	**-59.6%**

Tax Increment Financing Districts 113010T

FY 20-21 Budget by Expense Category



Budget Highlights:

- The City plans to utilize Greenbrier TIF funds to support Summit Pointe/Dollar Tree development.
- In accordance with the Greenbrier Master Plan, it also plans to increase density and development, and add landscaping for beautification, and add wayfaring signage.
- Greenbrier TIF - FY 2019 spending includes $7.1 million paid to Chesapeake Economic Development Authority (EDA) for the City's share of the Summit Pointe parking facility (the remainder of the cost was borrowed by the EDA).
- Greenbrier TIF - FY 2020 and 2021 budget covers payments made to the EDA so that it can repay debt (with interest) associated with the Summit Pointe parking garage.
- South Norfolk TIF - FY 2020 budget includes $1.5 million payments to Chesapeake Land Bank Authority for seed funding needed for property acquisitions and historical preservation grants.

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Tax Increment Financing Districts

113010T

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1411	General Propery Tax	$ 14,468,093	$ 16,570,200	$ 18,695,600	12.8%
1415	Use of Money & Property	282,092	-	-	-
	Total Revenues	**$ 14,750,185**	**$ 16,570,200**	**$ 18,695,600**	**12.8%**
Other Resources:					
1321	Use of Fund Balance	$ 6,708,408	$ -	$ 6,687,214	-
	Total Resources	**$ 21,458,593**	**$ 16,570,200**	**$ 25,382,814**	**53.2%**
Use of Resources:					
	Expenditures	$ 7,082,393	$ 2,516,780	$ 1,017,465	-59.6%
1320	Fund Balance Increases	-	3,289,980	2,362,522	39.3%
1940	Transfers to General Fund	4,245,392	5,155,600	8,131,900	-36.6%
1942	Transfers to Capital Funds	7,654,818	3,128,500	11,400,000	-72.6%
1946	Transfers to Debt Fund	2,475,990	2,479,340	2,470,927	0.3%
	Total Use of Resources	**$ 21,458,593**	**$ 16,570,200**	**$ 25,382,814**	**-59.6%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
209	**Tax Incr Financing-Greenbrier**	7,082,143	991,780	992,465	0.1%
212	**Tax Incr Financing-South Norfolk**	250	1,525,000	25,000	-98.4%
	Total by Fund	**$ 7,082,393**	**$ 2,516,780**	**$ 1,017,465**	**-59.6%**

Tax Increment Financing Districts 113010T

DEPARTMENT SERVICE INFORMATION

2750 Greenbrier TIF

The Greenbrier Tax Increment Financing District was established in 2004 in order to finance public infrastructure improvements within district boundaries. The TIF is supported by real estate taxes collected within the TIF annually. Taxes credited to the TIF are those generated from new construction and rising assessments that have occurred since 2004.

At the time the TIF was established, the value of all real property within the district was $943 million. Taxes on the first $943 million of assessments is credited to the General Fund. Taxes collected on assessments exceeding $943 million are credited to the Greenbrier TIF Fund. Current assessments total approximately $2.05 billion.

If surplus funds are available, City Council may authorize the transfer of funds for other purposes. City Council has declared surpluses to address the cost of maintaining TIF-financed improvements. It has also used surplus TIF funds for public safety (hotel interdiction) and for school and city operations.

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	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 991,780	$ 992,465
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 991,780**	**$ 992,465**
Staffing (FTE)	-	-	-
Operating and Performance Measures			
Performance Measures			
Transfers to Capital Fund	$4,378,631	$1,278,500	$0
Transfers to Debt Service Fund	$1,472,236	$1,468,658	$1,468,113
Transfers to General Fund - City and School Operations/Capital	$2,000,000	$2,500,000	$7,500,000
Transfers to General Fund - City Reserve Policy	$430,800	$218,700	$186,300
Transfers to General Fund - Economic Development Incentives	$0	$750,000	$750,000
Transfers to General Fund - Hotel Interdiction	$110,600	$116,100	$121,900
Transfers to General Fund - Interest Earnings	$146,417	$0	$0
Transfers to General Fund - Street Lighting/Landscape Maintenance	$192,100	$201,700	$211,800

Tax Increment Financing Districts

113010T

DEPARTMENT SERVICE INFORMATION

2760 South Norfolk TIF

The South Norfolk Tax Increment Financing District was established in 2006 in order to finance public infrastructure improvements and redevelopment efforts within district boundaries. The TIF is supported by real estate taxes collected within the TIF annually. Taxes credited to the TIF are those generated from new construction and rising assessments that have occurred since 2006.

At the time the TIF was established, the value of all real property within the district was $802 million. Taxes on the first $802 million of assessments is credited to the General Fund. Taxes collected on assessments exceeding $802 million are credited to the South Norfolk TIF Fund. Current assessments total approximately $1.49 billion.

If surplus funds are available, City Council may authorize the transfer of funds for other purposes. City Council has declared surpluses to address the cost of maintaining TIF-financed improvements. It has also used surplus TIF funds for public safety (Police bicycle patrol) and for debt service related to renovations at Oscar Smith Middle School.

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	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 1,525,000	$ 25,000
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 1,525,000**	**$ 25,000**
Staffing (FTE)	-	-	-
Operating and Performance Measures			
Performance Measures			
Transfer to Capital Fund	$3,276,187	$1,278,500	$11,400,000
Transfers to Debt Service Fund	$103,754	$1,010,682	$1,002,814
Transfers to General Fund - City Reserve Policy	$67,900	$211,300	$82,200
Transfers to General Fund - Interest Earnings	$135,675	$0	$0
Transfers to General Fund - Public Safety/Maintain TIF Projects	$161,900	$157,800	$165,700
Transfers to General Fund - School Lockbox for Oscar Smith MS	$1,000,000	$1,000,000	$1,000,000

Public Safety and Justice

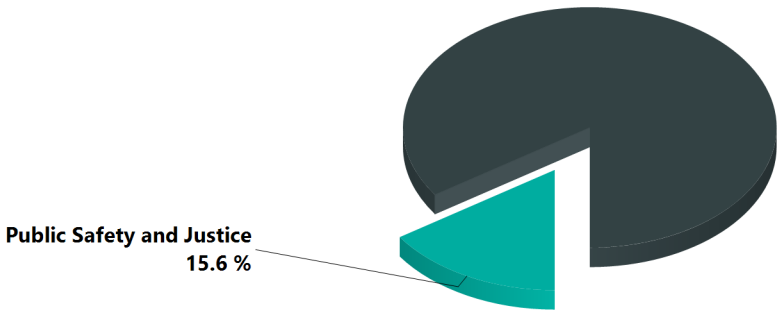
Summary

Public Safety and Justice includes Police, Fire, Sheriff, Courts, and the Commonwealth's Attorney. These departments are responsible for responding to emergencies, maintaining order within the City, and enforcing the laws of the Federal, State, and Local governments.

Budget by Department		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
240000	Commonwealth's Attorney	$ 4,740,097	$ 5,213,970	$ 5,690,147	9.1%
231000	Courts - Circuit Court	699,243	739,245	787,172	6.5%
235000	Courts - Clerk of Circuit Court	2,353,186	2,740,901	2,813,581	2.7%
234000	Courts - Court Services Unit	399,646	469,784	393,432	-16.3%
232000	Courts - General District Court	204,387	346,131	351,292	1.5%
233000	Courts - Juvenile and Domestic Relations	104,265	183,063	141,339	-22.8%
113020	Fire Department	48,736,984	53,709,535	55,038,625	2.5%
236000	Magistrate	52,300	78,448	56,177	-28.4%
113030	Police Department	55,188,337	62,205,999	62,575,218	0.6%
210000	Sheriff	48,548,940	54,854,067	54,463,326	-0.7%
Total Expenditures		**$ 161,027,385**	**$ 180,541,143**	**$ 182,310,309**	1.0%
Less Billings to Other Departments		1,178,054	1,424,488	1,669,682	17.2%
Total Public Safety and Justice		**$ 159,849,331**	**$ 179,116,655**	**$ 180,640,627**	**0.9%**

Public Safety and Justice

Total City Budget - $1,162.2 Million



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Commonwealth's Attorney 240000

Description:

The Commonwealth's Attorney ensures the criminal laws of the State and the ordinances of the City are executed and enforced. The Office is responsible for the following:

- Prepares and prosecutes all felony cases in the General District Courts, Juvenile and Domestic Relations Courts, and Circuit Courts for the City
- Provides legal assistance to the Police Department, including training at the Police Academy
- Represents the Commonwealth in trials of certain civil cases such as forfeiture of money, vehicles, and other properties involved in drug sales and money laundering
- Enforces election laws, as well as, represents the Commonwealth in denial of voter registration appeals
- Reviews all concealed weapons permits
- Represents the Commonwealth in hearings involving expungements, restoration of driver's licenses, and interdictions
- Prosecutes all misdemeanor appeals, DUIs, overweight vehicle citations charged by the State Police, misdemeanor domestic violence cases, misdemeanors committed on school property, and certain other misdemeanors
- Prepares conflicts of interest opinions and provides a copy of the mandated conflicts of interests law to all City Council appointees
- Prepares briefs for the appellate courts
- Prosecutes Virginia Occupational Safety and Health violations

In addition to preparing for and representing the Commonwealth in criminal trials, other processes include: requests for information or meeting with citizens, training law of enforcement officers (state and local), meeting with defense attorneys, meeting with witnesses, issuing subpoenas, and receiving and processing Certificates of Analysis. The Commonwealth's Attorney also presents informative crime prevention programs throughout the City. The staff serves on committees, taskforces, and advisory boards in an effort to improve services provided to the citizens of Chesapeake and to improve the criminal justice system.

Department Objectives:

- Prosecute cases ethically and professionally.
- Reduce the level of criminal activity throughout Chesapeake and to target specific areas which have statistically higher crime rates by using the Community Prosecution Program, and by continuing crime prevention programs, presentations, and publications prepared by the Office of the Commonwealth's Attorney.
- Prosecute misdemeanor domestic violence cases and DUIs and increase the types of misdemeanors which the office is able to prosecute.

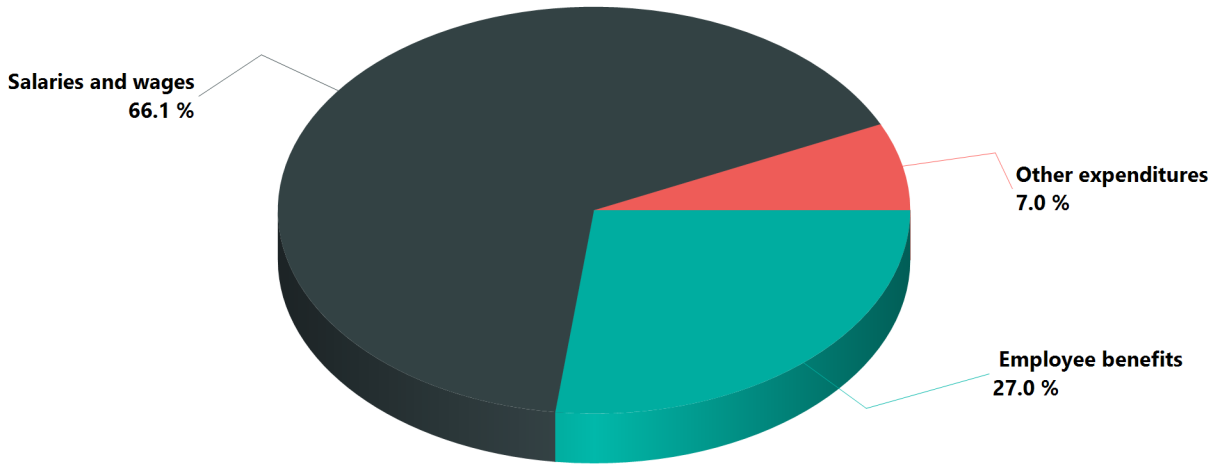
Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
22100	Commonwealth's Attorney	$ 4,740,097	$ 5,213,970	$ 5,690,147	9.1%
	Total by Program	**$ 4,740,097**	**$ 5,213,970**	**$ 5,690,147**	**9.1%**

Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
5710	Commonwealth's Attorney	$ -	$ 5,213,970	$ 5,690,147	9.1%
	Total by Service	**$ -**	**$ 5,213,970**	**$ 5,690,147**	**9.1%**

Commonwealth's Attorney 240000

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 3,192,334	$ 3,469,326	$ 3,760,440	8.4%
1520	Employee benefits	1,222,361	1,404,718	1,533,882	9.2%
1640	Internal services	162,377	173,584	173,390	-0.1%
1733	Maintenance and repairs	16,136	18,000	18,000	0%
1750	Other expenditures	25,030	25,197	28,760	14.1%
1752	Communications	17,103	19,805	19,805	0%
1760	Materials and supplies	49,116	53,180	70,467	32.5%
1767	IT supplies/equipment	30,564	33,960	68,423	101.5%
	Other expenditures	25,076	16,200	16,980	4.8%
	Total Expenditures	**$ 4,740,097**	**$ 5,213,970**	**$ 5,690,147**	**9.1%**

FY 20-21 Budget by Expense Category



Budget Highlights:

See next page for highlights

Commonwealth's Attorney 240000

Budget Highlights

• Salaries and wages include a 2.25% general wage increase effective July 2020 for all employees.

• The Body Worn Cameras (BWCs) worn by the Chesapeake Police patrol have created an increase in prosecutor workload. Every video from every BWC of an officer responding to a crime could be evidence. These crimes include DUIs and domestic violence misdemeanors in addition to the felonies. For every DUI and domestic violence response there is at least one BWC and in the vast majority of these cases there will be several BWCs at the scene or involved in the investigation. In order to address the large number of cameras in use by the Chesapeake Police Department, the following positions have been added:

1 Assistant Commonwealth Attorney I,
2 Assistant Commonwealth Attorney II, and
1 Paralegal

The cost of the three positions is estimated at $355,944. Office space for new hires is expected to be available in the Summer of 2020.

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Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1416	Charges for Services	$ 26,796	$ 23,600	$ 26,600	12.7%
1419	Recovered Costs	300	-	-	-
1424	Commonwealth of Virginia - Categorical: Shared Costs	2,007,028	2,064,460	2,105,460	2.0%
1450	Other Non-Designated Revenue	2,705,973	3,125,910	3,558,087	13.8%
	Total Revenues	**$ 4,740,097**	**$ 5,213,970**	**$ 5,690,147**	**9.1%**
Other Resources:					
		-	-	-	-
	Total Resources	**$ 4,740,097**	**$ 5,213,970**	**$ 5,690,147**	**9.1%**
Use of Resources:					
	Expenditures	$ 4,740,097	$ 5,213,970	$ 5,690,147	9.1%
	Total Use of Resources	**$ 4,740,097**	**$ 5,213,970**	**$ 5,690,147**	**9.1%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
100	**General Fund**	$ 4,740,097	$ 5,213,970	$ 5,690,147	9.1%
	Total by Fund	**$ 4,740,097**	**$ 5,213,970**	**$ 5,690,147**	**9.1%**

Commonwealth's Attorney 240000

DEPARTMENT COMPLEMENT				
Positions	**FY 18-19 Budget**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior Year**
Administrative Assistant 1	1.00	1.00	1.00	-
Administrative Assistant 3	1.00	1.00	1.00	-
Asst Commonwealth Attorney 1	5.00	5.00	6.00	1.00
Asst Commonwealth Attorney 2	4.00	5.00	7.00	2.00
Asst Commonwealth Attorney 3	12.00	12.00	12.00	-
Chief Dpty Commonwealth Attny	1.00	1.00	1.00	-
Commonwealth's Attorney	1.00	1.00	1.00	-
Deputy Commonwealth Attny	3.00	3.00	3.00	-
Dockets Clerk	1.00	1.00	1.00	-
Legal Secretary 1	9.00	9.00	9.00	-
Legal Secretary 2	3.00	4.00	4.00	-
Legal Secretary 3	1.00	1.00	1.00	-
Office Assistant 2	1.00	1.00	1.00	-
Paralegal	3.00	3.00	4.00	1.00
Total Department Personnel	**46.00**	**48.00**	**52.00**	**4.00**

Courts - Circuit Court 231000

Description:

The Circuit Court is the trial court of general jurisdiction in Virginia. The Circuit Court has exclusive original jurisdiction in the following:

- Civil claims exceeding $25,000
- All felonies (offenses that may be punished by commitment to the state penitentiary)
- Appeals from the General District Court or the Juvenile and Domestic Relations District Court
- Any other case for which jurisdiction is not specified.

The Circuit Court conducts jury trials, judge trials, and convenes a grand jury each month. It also holds special grand juries as necessary.

Department Objectives:

- To resolve disputes justly, promptly, and economically; administer justice effectively; and preserve the public trust by maintaining a court system that is unified in structure and administration, and that is uniform in its rules of practice and procedures.
- To provide all persons with effective access to justice, including the opportunity to resolve disputes without undue hardship, cost, inconvenience, or delay while maintaining human dignity and the rule of law and equal application of the judicial process to all persons and controversies. This also includes providing an array of dispute resolution alternatives that respond to the changing needs of society.

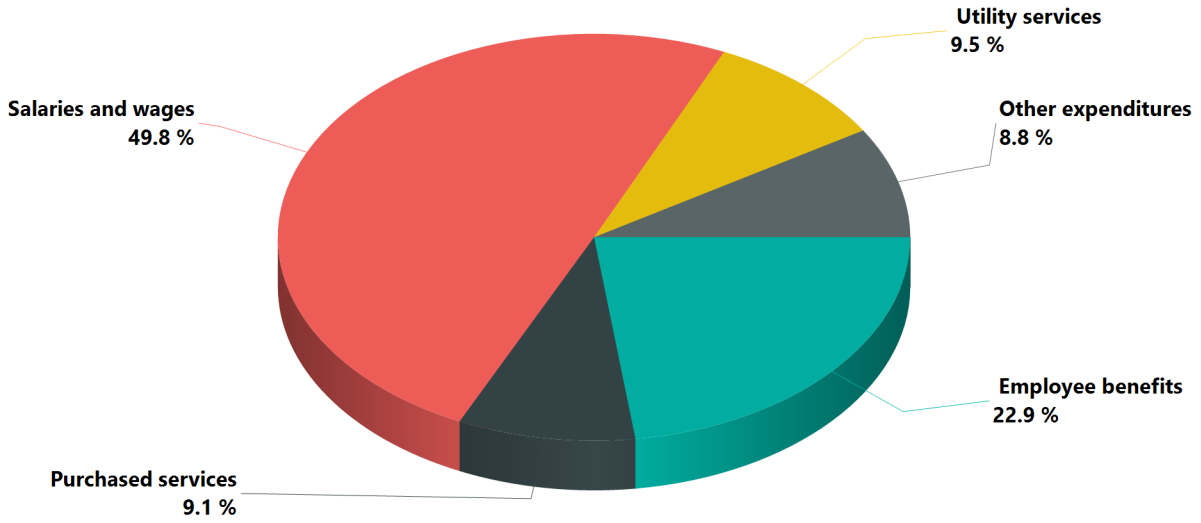
Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
21100	Circuit Court	$ 699,243	$ 739,245	$ 787,172	6.5%
	Total by Program	**$ 699,243**	**$ 739,245**	**$ 787,172**	**6.5%**

Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
5500	Court Services	$ -	$ 739,245	$ 787,172	6.5%
	Total by Service	**$ -**	**$ 739,245**	**$ 787,172**	**6.5%**

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 367,818	$ 383,059	$ 391,631	2.2%
1520	Employee benefits	153,818	148,007	180,323	21.8%
1640	Internal services	26,161	21,209	24,100	13.6%
1650	Utility services	73,480	71,050	74,418	4.7%
1730	Purchased services	36,319	71,520	71,520	0%
1750	Other expenditures	3,619	5,095	4,285	-15.9%
1752	Communications	9,243	14,400	11,050	-23.3%
1760	Materials and supplies	25,533	21,150	26,040	23.1%
	Other expenditures	3,253	3,755	3,805	1.3%
	Total Expenditures	**$ 699,243**	**$ 739,245**	**$ 787,172**	**6.5%**

Courts - Circuit Court 231000

FY 20-21 Budget by Expense Category



Budget Highlights:

• The Circuit Court did not submit any new budget requests for FY 21. The changes that are reflected in the operating expenditures are due to the allowance for inflationary increases for such items as a 2.25% pay increase, health insurance, and utilities.

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1415	Use of Money & Property	$ -	$ 34,000	$ 34,000	0%
1419	Recovered Costs	692	-	-	-
1450	Other Non-Designated Revenue	698,551	705,245	753,172	6.8%
	Total Revenues	**$ 699,243**	**$ 739,245**	**$ 787,172**	**6.5%**
Other Resources:					
		-	-	-	-
	Total Resources	**$ 699,243**	**$ 739,245**	**$ 787,172**	**6.5%**
Use of Resources:					
	Expenditures	$ 699,243	$ 739,245	$ 787,172	6.5%
	Total Use of Resources	**$ 699,243**	**$ 739,245**	**$ 787,172**	**6.5%**

Courts - Circuit Court

231000

DEPARTMENT COMPLEMENT				
Positions	**FY 18-19 Budget**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior Year**
Court Administrator	1.00	1.00	1.00	-
Docket Administrator	1.00	1.00	1.00	-
Office Coordinator	1.00	1.00	1.00	-
Staff Attorney 1	2.00	2.00	2.00	-
Staff Attorney 2	1.00	1.00	1.00	-
Total Department Personnel	**6.00**	**6.00**	**6.00**	**-**

Courts - Circuit Court

231000

DEPARTMENT SERVICE INFORMATION

5500 Court Services

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 739,245	$ 787,172
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 739,245**	**$ 787,172**
Staffing (FTE)	6.00	6.00	6.00
Operating and Performance Measures			
Efficiency Measures			
Felony cases concluded within 120 days of arrest	31.0%	35.0%	35.0%
Misdemeanor cases concluded within 60 days	26.0%	30.0%	30.0%
Performance Measures			
Caseload Clearance rate	96.0%	96.0%	96.0%
Workload Measures			
Cases filed	14,739	15,328	15,941

Courts - Clerk of Circuit Court 235000

Description:

The Clerk of Court is locally elected and serves as the chief administrative officer for the Circuit Court, which is the court of record in Virginia. In accordance with Virginia law, the Clerk is responsible and charged with custody, safekeeping, and proper indexing of legal and quasi legal papers deposited in the court's official records. The Clerk of Circuit Court provides technical support and backing to the Circuit Court Judges, Juvenile and Domestic Relations Court, General District Court, Commonwealth's Attorneys, State Probation and Parole Office, Commissioner of the Revenue, Sheriff, state and local police, magistrate, Department of Corrections, Department of Behavioral Health, and attorneys. The Clerk of Circuit Court's office has 800 responsibilities and obligations, including but not limited to the following:

- Develop, implement, and administer by overseeing procedures and matters involving criminal court management and civil litigation management.
- Administer probate and estate matters; accounting for the Commissioners of Accounts, recording foreclosures, and Guardian/Conservator for incapacitated adults.
- Retain and issue marriage licenses; and business trade names for setting up businesses.
- Plan for collections of fines, costs, and restitution.
- Forwarding juvenile and adult criminal history (CCRE) to the state police.
- Preserve and promote conservation of historic records.
- Prepare court orders, capias for violations (arrest orders), show cause and search warrants. Transfer cases from other jurisdictions.
- Record liens, judgments, and military discharge papers.
- Initiate the process and issue concealed handgun permits and swear in notary public commissions.
- Record and retain deeds for buildings and plats, certificates of satisfaction for mortgages, and other land related documents.
- Receive, store, and monitor election records.
- Administering oath of office affirmations for elected officials and appointed citizens, as well as, qualify ministers to perform marriages.

Department Objectives:

Provide support to the court in the administration of equal justice and accessible responsive form for the resolution of disputes in order to protect all rights and liberties guaranteed under the United States and the Virginia Constitutions, with the intention to deliver excellent quality service to the needs of our citizens.

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Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
21600	Clerk of Circuit Court	$ 2,353,186	$ 2,740,901	$ 2,813,581	2.7%
	Total by Program	**$ 2,353,186**	**$ 2,740,901**	**$ 2,813,581**	**2.7%**

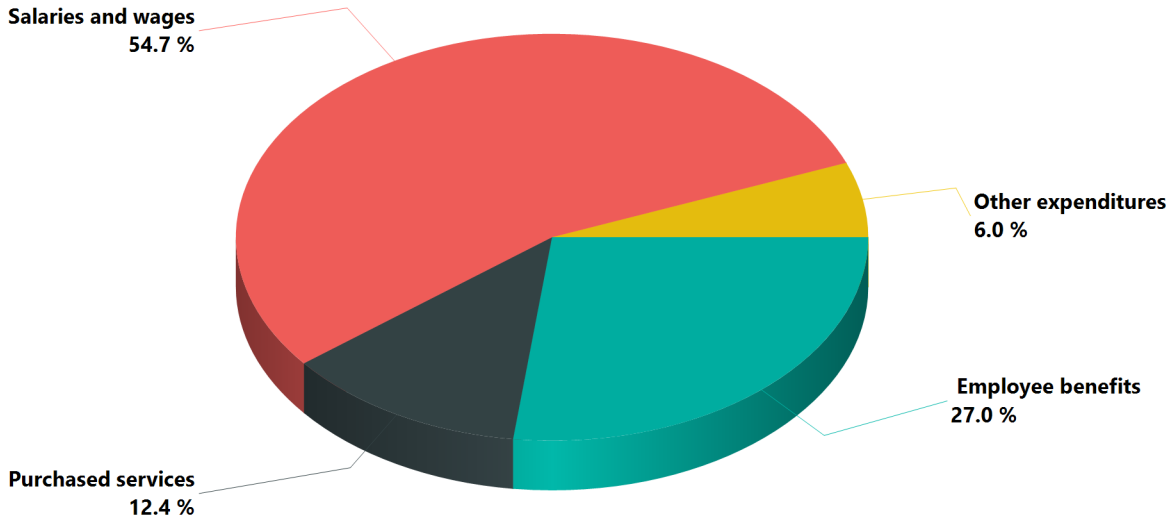
Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
5550	Civil Court Records Mgmt	$ -	$ 572,047	$ 557,966	-2.5%
5570	Criminal Court Records Mgmt	-	1,049,547	1,021,506	-2.7%
5580	Land Records Mgmt	-	871,647	968,006	11.1%
5590	Probates, Wills and Estates	-	247,660	266,103	7.4%
	Total by Service	**$ -**	**$ 2,740,901**	**$ 2,813,581**	**2.7%**

Courts - Clerk of Circuit Court

235000

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 1,230,579	$ 1,466,405	$ 1,539,557	5.0%
1520	Employee benefits	640,339	731,115	759,315	3.9%
1640	Internal services	35,518	49,914	54,840	9.9%
1650	Utility services	25,075	24,041	24,041	0%
1730	Purchased services	344,840	348,990	348,990	0%
1731	Temporary services	23,863	27,500	27,500	0%
1750	Other expenditures	18,938	31,689	37,989	19.9%
1752	Communications	17,604	18,915	18,915	0%
	Other expenditures	16,431	42,332	2,434	-94.3%
	Total Expenditures	**$ 2,353,186**	**$ 2,740,901**	**$ 2,813,581**	**2.7%**

FY 20-21 Budget by Expense Category



Budget Highlights:

See next page for Budget Highlights

Courts - Clerk of Circuit Court 235000

Budget Highlights

• Salaries reflect a 2.25% pay increase effective July 2020, along with a performance pay wage increase.

• The increase in benefits reflects the pay raise and the rising cost of healthcare, worker's compensation, and employee retirement.

• Budget reflects reallocation of $43,750 to salary and benefits to accommodate a pending conversion of two part-time deputy clerk positions into one full time Assistant Supervisor, Circuit Court, Grade 122, Job Class to be determined by Human Resources. The department will be using Circuit Court Clerk's non-reverting funds (VA Code 17.1-295) in lieu of local funds to defray the non-personnel operating expenses formerly covered by the accounts from which the funds are reallocated.

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1413	Licences, Permits, and Fees	$ 7,062	$ 7,800	$ 7,900	1.3%
1416	Charges for Services	229,506	280,300	300,000	7.0%
1419	Recovered Costs	90	-	-	-
1424	Commonwealth of Virginia - Categorical: Shared Costs	1,027,320	1,271,580	1,296,980	2.0%
1450	Other Non-Designated Revenue	1,089,208	1,181,221	1,208,701	2.3%
	Total Revenues	**$ 2,353,186**	**$ 2,740,901**	**$ 2,813,581**	**2.7%**
Other Resources:					
		-	-	-	-
	Total Resources	**$ 2,353,186**	**$ 2,740,901**	**$ 2,813,581**	**2.7%**
Use of Resources:					
	Expenditures	$ 2,353,186	$ 2,740,901	$ 2,813,581	2.7%
	Total Use of Resources	**$ 2,353,186**	**$ 2,740,901**	**$ 2,813,581**	**2.7%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
100	**General Fund**	$ 2,353,186	$ 2,740,901	$ 2,813,581	2.7%
	Total by Fund	**$ 2,353,186**	**$ 2,740,901**	**$ 2,813,581**	**2.7%**

Courts - Clerk of Circuit Court

235000

DEPARTMENT COMPLEMENT				
Positions	**FY 18-19 Budget**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior Year**
Administrative Assistant 1	1.00	1.00	2.00	1.00
Chief Dpty Clerk Circuit Crt 1	4.00	4.00	4.00	-
Chief Dpty Clerk Circuit Crt 2	1.00	1.00	1.00	-
Clerk of Circuit Court	1.00	1.00	1.00	-
Deputy Clerk Circuit Court 1	12.50	12.00	8.00	(4.00)
Deputy Clerk Circuit Court 2	4.50	4.50	6.50	2.00
Deputy Clerk Circuit Court 3	5.00	5.00	6.00	1.00
Deputy Clerk Circuit Court 4	3.00	3.50	3.50	-
Total Department Personnel	**32.00**	**32.00**	**32.00**	**-**

Courts - Clerk of Circuit Court 235000

DEPARTMENT SERVICE INFORMATION

5550 Civil Court Records Mgmt

Goal: Civil Court administrative and financial official record keeping.

Objective: Civil Court administrative and financial official record keeping. This service area provides effective and efficient court-related records management, docket management and financial services with regard to the civil cases and related matters brought before the Circuit Court. This safeguards fair and appropriate timely access to accurate court records, court services, and the proper receipt of court fines and costs.

In FY 19-20, division plans to enhance this service area by cross training civil staff which will support the balance for our office to effectively and efficiently improve workload and customer service. We have updated the office succession plan and are working on improving employee morale, creating harmonious relationships, and building team to ensure excellent customer service. We encourage career development and use of technology.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 572,047	$ 557,966
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 572,047**	**$ 557,966**
Staffing (FTE)	8.13	8.13	8.13
Operating and Performance Measures			
Performance Measures			
Percent of work product turned around in 10 minutes or less	100.0%	100.0%	100.0%
Workload Measures			
Civil case filings	5,238	5,550	5,700
Concealed hand gun permits issued	3,346	3,968	4,500
Marriage licenses	1,023	1,176	1,200
Notary qualified	858	884	900

Courts - Clerk of Circuit Court 235000

DEPARTMENT SERVICE INFORMATION

5570 Criminal Court Records Mgmt

Goal: Criminal Court administrative and financial official record keeping

Objectives: Criminal Court Records Management provides effective and efficient court-related management, docket management and financial services and retention of records vis-à-vis the criminal cases and related matters brought before the Circuit Court. This safeguards fair and appropriate timely access to accurate court records, court services, and receipt of fines and costs.

In FY 19-20, division plans to enhance this service area by implementing team leaders for our office clerks and courtroom clerks, this teachable concept of mentoring and modeling i.e. docket, behavioral correctional program, and much more, which will support balance for our office to effectively and efficiently improve workload and customer service. We will continue to cross train the entire criminal staff, recognizing and identifying the need for an up-coming office succession plan. Schedule entire criminal staff meetings, help to improve morale, and harmonious relationships, and team concept of working and contributing together for continued customer service excellence. Also to encourage career development courses, college on-line courses, refresher opportunities webinars, OES classes, and FAS classes. We'll be exploring further opportunities to continue implementing technology advances, including Sentencing Worksheet and Interactive File Transfer (SWIFT), when available for easier access for our customers.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 1,049,547	$ 1,021,506
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 1,049,547**	**$ 1,021,506**
Staffing (FTE)	12.53	12.53	12.53
Operating and Performance Measures			
Performance Measures			
Percent of work meeting court deadlines	100.0%	100.0%	100.0%
Workload Measures			
Criminal cases filings	7,761	8,380	8,980
Restitutions processed	3,353	3,618	3,908

Courts - Clerk of Circuit Court 235000

DEPARTMENT SERVICE INFORMATION

5580 Land Records Mgmt

Goal: Record and maintain deeds via an indexed, image retrieval automated land records management system.

Objective: Land Records Management provides effective and efficient land record management services, including recording deeds, deeds of trust leases, plats, financing statements, judgments, tax liens releases, partnerships as well as releasing deed of trusts, judgments and mechanic's liens so as to ensure fair and timely access to accurate court records and court services.

In FY 19-20, division plans to enhance this service area by offering easier customer access for our title companies, banks, and attorneys by decreasing a bureaucratic step (eliminating the cover sheet) and continue effectively and efficiently managing and handling for example; deed of trust, subordination for foreclosures, power of attorney, certificate of satisfaction for loans (mortgages) and assignments to banks. We'll be exploring further opportunities for e-filing of land records and continue implementing technology advances when available for easier access for our customers. We will continue to cross train the entire Land Record and Deed's staff, recognizing and identifying the need for an up-coming office succession plan.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 871,647	$ 968,006
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 871,647**	**$ 968,006**
Staffing (FTE)	8.48	8.48	8.48
Operating and Performance Measures			
Performance Measures			
Percent of documents processed and recorded day of receipt	100.0%	100.0%	100.0%
Workload Measures			
Deeds recorded	32,060	32,381	32,704
Fictitious Name/Trade Name	1,011	1,021	1,031
Financing Statement filings - Uniform Commercial Code	397	420	450
Judgments/Liens/notices	12,834	12,962	13,092

Courts - Clerk of Circuit Court 235000

DEPARTMENT SERVICE INFORMATION

5590 Probates, Wills and Estates

Goal: Receive, store, and maintain all probate documents.

Objective: Probates, Estates, and Wills Administration provides effective and efficient probate services, work with commissioner of accounts on foreclosures, inventory, and accountings, records management and financial services regarding the probates cases and related matters such as probating wills, qualifying personal representatives of estate brought before the Circuit Court so that to safeguard just and timely access to accurate court records and court services. Manage documents from social services adult care and keep records for each incapacitated adult. Acknowledging the city's statistical estimated increase for population growth over the next decade, the Probate, Estates and Wills Administration will need to plan now and start to create office space for our customer's files.

In FY 19-20, division plans to enhance this service area by creating space in self-limiting area via moving old files and moving foreclosures records into extra storage room on the second floor of the court building.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 247,660	$ 266,103
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 247,660**	**$ 266,103**
Staffing (FTE)	2.88	2.88	2.88
Operating and Performance Measures			
Efficiency Measures			
Average time to complete an appointment (hours)	.8	.8	.8
Performance Measures			
Average customer wait time for appointment (days)	3.0	3.0	3.0
Workload Measures			
Wills/Estates initiated	2,922	2,951	2,981

Courts - Court Services Unit 234000

Description:

The Court Services Unit (CSU) serves the Juvenile and Domestic Relations Court as prescribed by State Code for:

- Juvenile Intake: Provide twenty-four hour coverage to receive, review, and process complaints.
- Probation: Most frequently used disposition for juveniles adjudicated guilty of charge(s) filed against them is probation supervision. Virginia juvenile probation focuses on the principles of community protection (public safety), accountability, and competency development.
- Investigations: Court ordered investigations to describe the social adjustment of youth before the Court to provide timely, relevant, and accurate data to help the court select most appropriate disposition and provides the CSU a basis to develop appropriate services for juveniles and the family.
- Parole: Upon the release from the Department of Juvenile Justice (DJJ) or private placement, provide parole services to assist in the transition back into the community. Parole officers assigned to provide case management, broker appropriate transitional services, and monitor offender's adjustment to the community. Juveniles may receive family and individual counseling, referrals to other community services, vocational services, or specialized educational services.
- Domestic Relations: In addition to handling delinquency and Child in Need of Service/Supervision complaints, CSU provides intake services for domestic relations complaints. These complaints include non-support, family abuse, custody, abuse and neglect, termination of parental rights, visitation rights, and paternity and emancipation.

Department Objectives:

- Excellence in public safety by providing effective interventions that improve the lives of youth, strengthening both families and communities within the City.
- To reduce recidivism rates through enhanced and directed referrals for services and encouraging parental participation in the process.
- To divert youth from the Juvenile Justice System that can be more effectively served by other partners/services in order to prevent further penetration into the criminal justice system.
- To enhance re-entry to the community for clients returning from out-of-home placements through targeted service referrals, supervision, and attention to educational/employment goals.

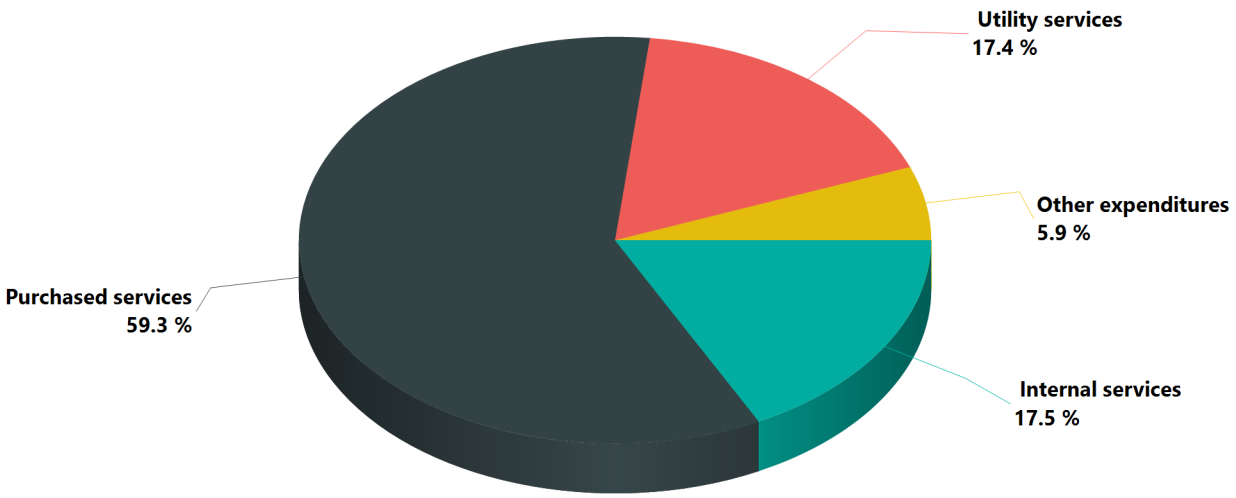
Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
33300	Court Services Unit	$ 399,646	$ 469,784	$ 393,432	-16.3%
	Total by Program	**$ 399,646**	**$ 469,784**	**$ 393,432**	**-16.3%**

Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
5500	Court Services	$ -	$ 469,784	$ 393,432	-16.3%
	Total by Service	**$ -**	**$ 469,784**	**$ 393,432**	**-16.3%**

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1520	Employee benefits	$ 72,490	$ 134,000	$ -	-100%
1640	Internal services	23,204	25,392	68,810	171.0%
1650	Utility services	59,704	58,850	68,370	16.2%
1730	Purchased services	233,341	228,600	233,185	2.0%
1733	Maintenance and repairs	98	1,730	1,730	0%
1750	Other expenditures	220	420	420	0%
1752	Communications	3,981	5,792	5,792	0%
1760	Materials and supplies	6,609	15,000	15,125	0.8%
	Total Expenditures	**$ 399,646**	**$ 469,784**	**$ 393,432**	**-16.3%**

Courts - Court Services Unit 234000

FY 20-21 Budget by Expense Category



Budget Highlights:

• The Court Services Unit did not submit any new budget requests for FY 21. The changes that are reflected in the operating expenditures are due to the allowance for inflationary increases.

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1450	Other Non-Designated Revenue	$ 399,646	$ 469,784	$ 393,432	-16.3%
	Total Revenues	**$ 399,646**	**$ 469,784**	**$ 393,432**	**-16.3%**
Other Resources:					
		-	-	-	-
	Total Resources	**$ 399,646**	**$ 469,784**	**$ 393,432**	**-16.3%**
Use of Resources:					
	Expenditures	$ 399,646	$ 469,784	$ 393,432	-16.3%
	Total Use of Resources	**$ 399,646**	**$ 469,784**	**$ 393,432**	**-16.3%**

Courts - Court Services Unit 234000

DEPARTMENT SERVICE INFORMATION

5500 Court Services

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 469,784	$ 393,432
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 469,784**	**$ 393,432**
Staffing (FTE)	-	-	-
Operating and Performance Measures			
Efficiency Measures			
Average cost to detain a youth for 2 week weeks	$524,020	$585,200	$611,800
Cost of electronic monitoring/Crisis Outreach	$103,635	$135,600	$138,425
Cost savings to City for electronic monitoring vs. detention	$321,015	$320,400	$327,075
Days of electronic monitoring/Crisis Outreach	2,235	2,400	2,450
Days of residential services funded	1,115	1,120	1,125
Hours of evidence based community treatment provided	2,079	2,150	2,160
State cost per youth	$1,253	$1,122	$1,073
Total City cost per youth	$1,182	$1,070	$1,023
Youth receiving funded services	197	220	230
Performance Measures			
Delinquent first-time offenders diverted from court (%)	30.0%	33.0%	35.0%
Probation discharges that successfully met all requirements	89.0%	90.0%	95.0%
Youth on parole attending school/graduate or obtained GED	83.0%	85.0%	85.0%
Youth on parole not using substances	50.0%	55.0%	60.0%
Youth on parole successfully meeting requirements of parole	51.0%	60.0%	60.0%
Youth on parole successfully meeting requirements on parole	50.0%	55.0%	65.0%
Youth on probation attending school/graduated or obtained GED	96.0%	95.0%	95.0%
Youth on probation not using substances	93.0%	95.0%	95.0%
Workload Measures			
Average cases on parole per month	0	22	0
Average cases on probation per month	0	110	0
Complaints screened	5,468	5,400	5,400
Investigations	131	130	125
Juvenile delinquent cases	1,031	1,020	1,010
New cases committed to DJJ	10	8	6
New probation cases	258	260	250
Supervisory file & case plan reviews	2,548	2,500	2,460
Youth receiving services funded through VJCCCA grant	197	220	230

Courts - General District Court 232000

Description:

The Chesapeake General District Court's two primary duties and responsibilities are Fiscal and Judicial.

Fiscal duties include:

- Collecting and processing court fines and costs
- Collecting restitution owed to victims
- Collecting filing fees for processing civil claims, both general and small claims

Judicial duties include:

- Trials of traffic infractions
- Trials of misdemeanor cases
- Preliminary hearings in felony matters
- Processing and issuing protective orders in matters involving threat or violence
- Hearing civil cases up to $25,000
- Hearing small claims matters on a specialized docket
- Addressing the unique needs and issues created by defendants with serious mental health issues. Identifying them as early as possible and responding with appropriate remedies on our Behavioral Health Docket to remove them from City Jail and minimize recidivism.
- Maintaining court docket, records, and accounts of the traffic, criminal, and civil divisions of the Court.
- Providing assistance to all court users, including law enforcement officers, witnesses, plaintiffs, defendants, attorneys, and members of the public.

Except for certain large civil filers, many matters in civil division of the General District court are filed by residents and small business owners without the assistance of an attorney. The small claims division is used exclusively by unrepresented individuals and small businesses.

Department Objectives:

- To process cases for the public to facilitate the swift administration of justice, while providing a fair and equitable judicial process for all.
- To maintain an orderly and comprehensive system of maintaining court records as required by law, and quickly update case files for the court staff and customers so that accurate/current electronic case information is readily available.
- To continually add services to better serve the public.

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Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
21200	General District Court	$ 204,387	$ 346,131	$ 351,292	1.5%
	Total by Program	**$ 204,387**	**$ 346,131**	**$ 351,292**	**1.5%**

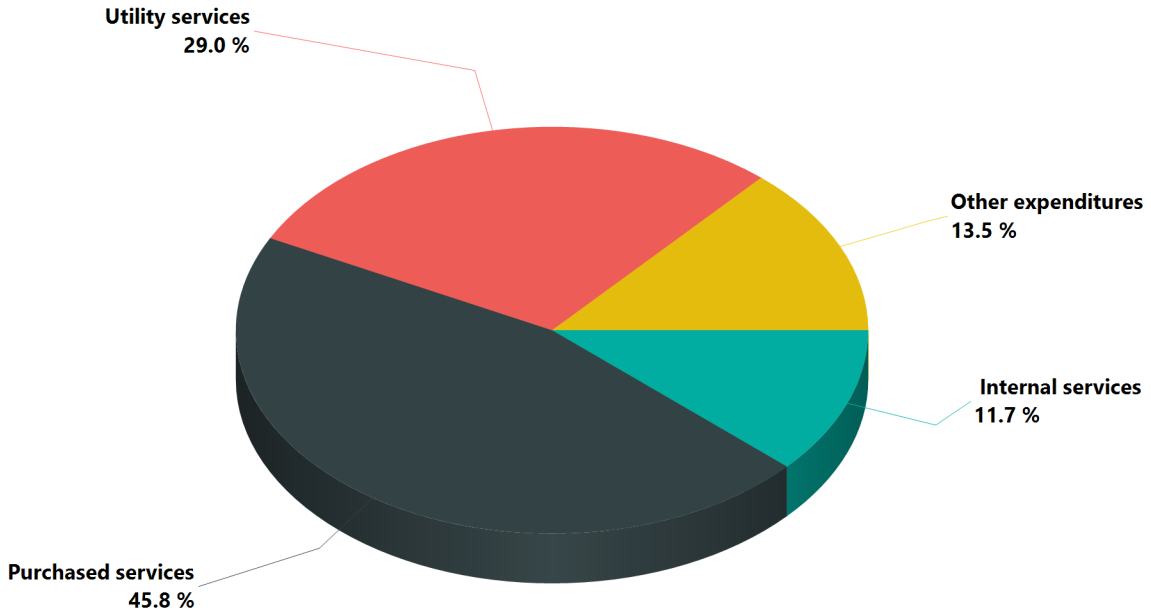
Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
5500	Court Services	$ -	$ 346,131	$ 351,292	1.5%
	Total by Service	**$ -**	**$ 346,131**	**$ 351,292**	**1.5%**

Courts - General District Court

232000

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1640	Internal services	$ 37,264	$ 41,086	$ 41,030	-0.1%
1650	Utility services	106,052	96,960	101,971	5.2%
1730	Purchased services	13,626	160,875	160,875	0%
1733	Maintenance and repairs	2,215	1,000	1,000	0%
1750	Other expenditures	16,082	23,815	23,815	0%
1752	Communications	5,833	6,880	7,086	3.0%
1760	Materials and supplies	23,315	15,515	15,515	0%
	Total Expenditures	**$ 204,387**	**$ 346,131**	**$ 351,292**	**1.5%**

FY 20-21 Budget by Expense Category



Budget Highlights:

- The Chesapeake General District Court clerk's office collected a little over $6 million last fiscal year, of which $2.1 million was transferred to the City of Chesapeake.
- The General District Court requested a $96,885 salary supplement for all General District Court Clerk's Office employees to address a staff shortage and staff retention. Funding was not approved by the Budget Review Committee and is not included in the FY 21 budget.

Courts - General District Court

232000

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1450	Other Non-Designated Revenue	$ 204,387	$ 346,131	$ 351,292	1.5%
	Total Revenues	**$ 204,387**	**$ 346,131**	**$ 351,292**	**1.5%**
Other Resources:					
		-	-	-	-
	Total Resources	**$ 204,387**	**$ 346,131**	**$ 351,292**	**1.5%**
Use of Resources:					
	Expenditures	$ 204,387	$ 346,131	$ 351,292	1.5%
	Total Use of Resources	**$ 204,387**	**$ 346,131**	**$ 351,292**	**1.5%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
100	**General Fund**	$ 204,387	$ 346,131	$ 351,292	1.5%
	Total by Fund	**$ 204,387**	**$ 346,131**	**$ 351,292**	**1.5%**

Courts - General District Court

232000

DEPARTMENT SERVICE INFORMATION

5500 Court Services

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 346,131	$ 351,292
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 346,131**	**$ 351,292**
Staffing (FTE)	-	-	-
Operating and Performance Measures			
Workload Measures			
Civil cases up to $25,000	38,931	37,115	37,857
Criminal misdemeanor and felony cases	8,516	8,237	8,066
Involuntary civil commitments	909	916	883
Traffic cases	41,208	36,199	35,379

Courts - Juvenile and Domestic Relations 233000

Description:

Juvenile and Domestic Relations District Court has jurisdiction over all matters of conflict between family members, or crimes committed by or against juveniles. The Court hears cases that include, but are not limited to, juvenile delinquency, juvenile traffic violations, children in need of services or supervision, truancy, child abuse/neglect, child and spousal support, child abandonment, foster care, court ordered rehabilitation services, court consent for certain medical treatments, and adult criminal cases involving family members.

The staff consists of 4 Judges, 1 Clerk of Court, 15 full-time Deputy Clerks. It maintains two divisions: Pre-Court and Post-Court. The State provides funding for the personnel costs and majority of support costs. The City is responsible for the building and certain additional support costs. State costs are paid directly by the State and are not part of the City's budget.

Department Objectives:

To offer the highest degree of service possible to the community with the paramount concern being the welfare of children, families, and the safety of the community. This will be done in a professional, efficient, and effective manner utilizing technological capabilities and an efficient, trained staff.

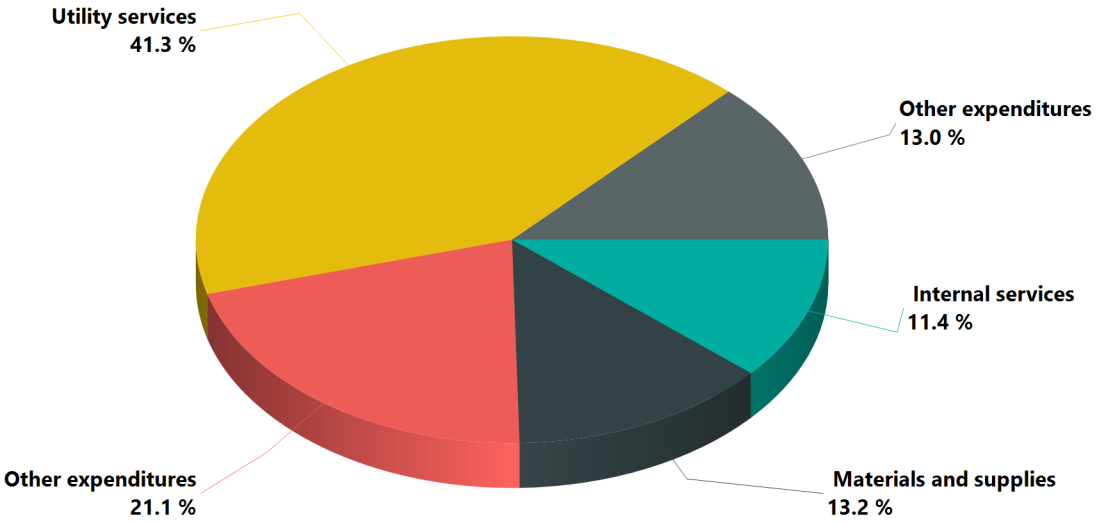
Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
21500	Juvenile and Domestic Relations Court	$ 104,265	$ 183,063	$ 141,339	-22.8%
	Total by Program	**$ 104,265**	**$ 183,063**	**$ 141,339**	**-22.8%**

Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
5500	Court Services	$ -	$ 183,063	$ 141,339	-22.8%
	Total by Service	**$ -**	**$ 183,063**	**$ 141,339**	**-22.8%**

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1640	Internal services	$ 12,308	$ 70,081	$ 16,080	-77.1%
1650	Utility services	57,094	47,650	58,415	22.6%
1730	Purchased services	612	12,227	6,025	-50.7%
1733	Maintenance and repairs	4,624	3,280	3,280	0%
1750	Other expenditures	14,947	26,524	29,775	12.3%
1752	Communications	6,483	8,780	9,043	3.0%
1760	Materials and supplies	8,196	14,521	18,721	28.9%
	Total Expenditures	**$ 104,265**	**$ 183,063**	**$ 141,339**	**-22.8%**

Courts - Juvenile and Domestic Relations 233000

FY 20-21 Budget by Expense Category



Budget Highlights:

- The Juvenile Domestic Relations Court submitted a $51,000 salary supplement request for all Juvenile & Domestic Relations District Court Clerk's Office employees in an effort to address employee retention and a staffing shortage. The request was not approved by the Budget Review Committee and is not included in the FY 21 budget.

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1450	Other Non-Designated Revenue	$ 104,265	$ 183,063	$ 141,339	-22.8%
	Total Revenues	**$ 104,265**	**$ 183,063**	**$ 141,339**	**-22.8%**
Other Resources:					
		-	-	-	-
	Total Resources	**$ 104,265**	**$ 183,063**	**$ 141,339**	**-22.8%**
Use of Resources:					
	Expenditures	$ 104,265	$ 183,063	$ 141,339	-22.8%
	Total Use of Resources	**$ 104,265**	**$ 183,063**	**$ 141,339**	**-22.8%**

Courts - Juvenile and Domestic Relations 233000

DEPARTMENT SERVICE INFORMATION

5500 Court Services

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 183,063	$ 141,339
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 183,063**	**$ 141,339**
Staffing (FTE)	-	-	-
Operating and Performance Measures			
Workload Measures			
Filings - Adult	8,173	8,336	8,836
Filings - Juvenile	7,071	7,212	7,712
Hearings - Adult	18,764	19,552	20,052
Hearings - Juvenile	16,962	17,674	18,174

Fire Department 113020

Description:

The Chesapeake Fire Department is a full-service, all-hazards emergency services organizations, whose mission is to save lives and reduce property loss by providing rapid response to fires, medical emergencies, life rescue, active threats, chemical leaks and spills, natural and man-made disasters and automatic/mutual aid response to neighboring municipalities.

Component Units:
• The Special Operations teams of the department include Hazardous Materials, Technical Rescue, Marine Fireboat, Foam Firefighting, Radio Communications and Tactical Medics (SWAT and Dive) for joint Police operations.
• The department inspects businesses and properties, assists with code enforcement, conducts criminal investigations, provides environmental protection and provides fire education programs to the public. The department maintains a constant level of readiness through in-house, professional training, certification, and career development.

• The Office Emergency Management (OEM) is within the Fire Department. The responsibilities of this office includes emergency planning, preparedness, response and recovery from natural and man-made disasters and other severe weather events, and coordinating citywide response staffing for the activation of the Emergency Operations Center. The OEM also maintains the City's Emergency Operation Plan, Flood Mitigation Plan and oversees the Local Emergency Planning Committee (LEPC) and the FEMA Citizen Emergency Response Teams (CERT). The OEM represents the City at the Hampton Roads All Hazards Advisory Committee, as well as many other regional, state, federal committees, work groups, and grant programs.

Department Objectives:

See Department Service Information

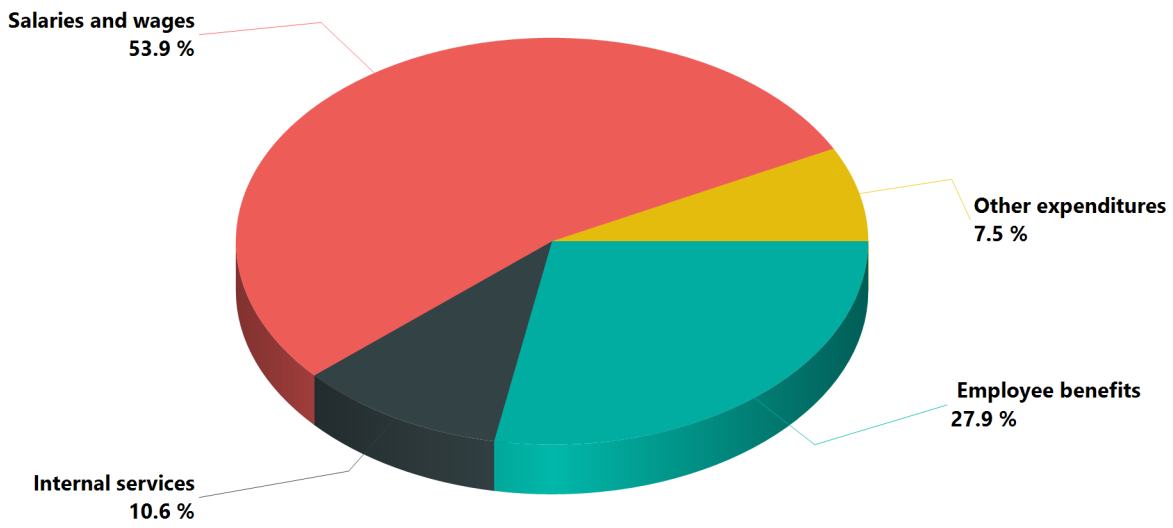
Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
32100	Fire Supression/EMS	$ 44,052,658	$ 50,487,371	$ 51,520,405	2.0%
32104	Support Services Division	1,978,936	-	-	-
32400	Fire Prevention Bureau	1,894,404	2,135,929	2,061,317	-3.5%
32412	Hazardous Environmental Action Team	404,936	415,976	435,433	4.7%
32500	Emergency Management Operations	406,049	670,259	563,418	-15.9%
32600	Mobile Integrate Healthcare	-	-	458,052	-
	Total by Program	**$ 48,736,984**	**$ 53,709,535**	**$ 55,038,625**	**2.5%**

Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
5010	Emergency Management Ops	$ -	$ 670,259	$ 563,418	-15.9%
5020	Emergency Medical Services	-	37,253,599	38,636,156	3.7%
5030	Fire and Arson Investigations	-	570,917	535,450	-6.2%
5040	Fire and Rescue Responses	-	8,561,355	8,306,266	-3.0%
5050	Fire Dept - Heat	-	415,976	441,502	6.1%
5060	Fire Safety Inspections/Enforce	-	1,565,012	1,525,943	-2.5%
5070	Fire Support Services Division	-	-	-	-
5080	Public Assistance Responses	-	4,672,417	4,571,838	-2.2%
5090	Mobile Integrated Healthcare	-	-	458,052	-
	Total by Service	**$ -**	**$ 53,709,535**	**$ 55,038,625**	**2.5%**

Fire Department 113020

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 28,011,725	$ 28,807,426	$ 29,682,080	3.0%
1520	Employee benefits	12,757,113	14,920,977	15,372,945	3.0%
1640	Internal services	5,713,667	6,105,375	5,838,734	-4.4%
1650	Utility services	426,036	497,136	517,017	4.0%
1730	Purchased services	153,676	247,926	267,926	8.1%
1733	Maintenance and repairs	260,710	238,512	330,778	38.7%
1750	Other expenditures	161,546	1,362,483	1,362,483	0%
1760	Materials and supplies	962,355	1,049,474	1,102,474	5.1%
	Other expenditures	290,155	480,226	564,188	17.5%
	Total Expenditures	**$ 48,736,984**	**$ 53,709,535**	**$ 55,038,625**	**2.5%**

FY 20-21 Budget by Expense Category



Budget Highlights:

• The Fire Department's FY 21 budget submission included a request for one part-time Fire and Life Safety Educator, three ALS Technician/Firefighters, six Firefighter EMT positions, $80,000 for Paramedic training, a $50,000 increase for the medical supply budget, $50,000 for two Flow Testing POSI Machines to test all the Self Contained Breathing Apparatus (SCBA) G1 harnesses, $20,627 for the Lexipol Risk Management Product, $20,000 for an enclosed trailer for an all-terrain vehicle,

Fire Department 113020

$30,000 for the fire alerting system annual maintenance, $20,000 to purchase new personal radiological detectors, $8,000 for the carbon monoxide gas alert clips for first-line EMS jump bags, and $16,500 for Hydro testing SCBA bottles in FY 22. None of the requested items were approved by the Budget Review Committee and are not reflected in the FY 21 budget.

• A new program entitled Mobile Integrated Health was added to the department in FY 20. The program is designed to provide services to the community more efficiently. The program will reduce the over utilization of Emergency Medical Services (EMS). Funding for the program is derived from tobacco taxes. The program receives 9 cents of a 65 cent levy.

• Salaries include funding for a 2.25% pay increase and an allowance for performance awards. The increase in benefits is largely due to the rising cost of healthcare.

• The increase in Purchased Services is reflective of the allotted increase for professional contractual services.

• Funding increased for Maintenance and Repairs to cover the increased costs for maintenance contracts.

• The increase in Materials and supplies reflects the increased amount allocated for office supplies, medical supplies, and other miscellaneous supplies used for repairs and maintenance.

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1412	Other Local Taxes	$ -	$ -	$ 458,050	-
1413	Licences, Permits, and Fees	224,364	215,000	215,000	0%
1415	Use of Money & Property	24,178	-	-	-
1416	Charges for Services	6,229,598	6,652,600	6,148,524	-7.6%
1419	Recovered Costs	195,193	5,000	5,000	0%
1450	Other Non-Designated Revenue	42,088,071	46,840,959	48,196,476	2.9%
	Total Revenues	**$ 48,761,404**	**$ 53,713,559**	**$ 55,023,050**	**2.4%**
Other Resources:					
1321	Use of Fund Balance	$ -	$ -	$ 15,433	-
1931	Transfers from General Fund	56,019	-	-	-
	Total Resources	**$ 48,817,423**	**$ 53,713,559**	**$ 55,038,483**	**2.5%**
Use of Resources:					
	Expenditures	$ 48,736,984	$ 53,709,535	$ 55,038,625	2.5%
1320	Fund Balance Increases	56,262	4,024	-	-
1940	Transfers to General Fund	24,178	-	-	-
	Total Use of Resources	**$ 48,817,424**	**$ 53,713,559**	**$ 55,038,625**	**2.5%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
100	**General Fund**	$ 48,332,047	$ 53,293,559	$ 54,603,192	2.5%
204	**Fee Supported Activities**	404,936	415,976	435,433	4.7%
	Total by Fund	**$ 48,736,984**	**$ 53,709,535**	**$ 55,038,625**	**2.5%**

Fire Department 113020

DEPARTMENT COMPLEMENT				
Positions	FY 18-19 Budget	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Account Supervisor	1.00	1.00	1.00	-
Account Technician 2	1.63	0.63	0.63	-
Account Technician 3	-	1.00	1.00	-
Administrative Assistant 1	1.00	1.00	1.00	-
ALS Tech Firefighter	7.00	5.00	5.00	-
ALS Tech Firefighter Trainee	4.00	3.00	3.00	-
Deputy Coord Emergency Svcs	1.00	1.00	1.00	-
Deputy Fire Marshal	4.00	3.00	3.00	-
Deputy Fire Marshall, Master	5.00	6.00	6.00	-
Deputy Fire/Ems Chief	1.00	1.00	1.00	-
Emergency Medical Services Officer	1.00	1.00	1.00	-
Emergency Medical Tech-ALS	4.60	4.60	4.60	-
Emergency Medical Tech-BLS	3.82	3.82	3.82	-
EMS Education Coordinator	1.00	1.00	1.00	-
Fire And Life Safety Educator	-	1.00	1.00	-
Fire Chief	1.00	1.00	1.00	-
Fire Inspector	5.15	5.15	5.15	-
Fire Marshal	1.00	1.00	1.00	-
Fire/EMS Battalion Chief	10.00	10.00	10.00	-
Fire/EMS Captain	20.00	20.00	20.00	-
Fire/EMS Division Chief	3.00	3.00	3.00	-
Fire/EMS Lieutenant	54.00	58.00	58.00	-
Firefighter/EMT	169.00	170.00	170.00	-
Firefighter/EMT Specialist	1.00	1.00	1.00	-
Firefighter/EMT Trainee	23.00	14.00	14.00	-
Firefighter/EMT Trainee * Overhire *	-	-	-	-
Firefighter/EMT, Master	7.00	7.00	8.00	1.00
Firefighter/EMT, Senior	58.00	62.00	62.00	-
Firefighter/Paramedic	46.00	37.00	37.00	-
Firefighter/Paramedic, Master	-	8.00	7.00	(1.00)
Firefighter/Paramedic, Senior	-	6.00	6.00	-
Fiscal Administrator	1.00	1.00	1.00	-
Office Assistant 1	0.63	0.63	0.63	-
Office Coordinator	1.25	1.00	1.00	-
Office Specialist 1	2.00	2.00	2.00	-
Office Specialist 2	3.00	3.00	3.00	-
Payroll/HR Technician 2	2.00	2.00	2.00	-
Planner 2	2.00	2.00	2.00	-

Fire Department 113020

DEPARTMENT COMPLEMENT				
Positions	**FY 18-19 Budget**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior Year**
Plans Examiner 1	0.63	0.63	0.63	-
Storekeeper 1	-	0.63	0.63	-
Storekeeper 2	1.25	1.25	1.25	-
Systems Analyst 2	1.00	1.00	1.00	-
Total Department Personnel	**448.95**	**452.33**	**452.33**	**-**

Fire Department 113020

DEPARTMENT SERVICE INFORMATION

5010 Emergency Management Ops

- Coordinates emergency preparedness, mitigation, response, and recovery efforts for a natural or man-made disaster.
- Provides WebEOC crisis management software development & administration, grant management, and State/Federal coordination and communication.
- Oversees NIMS Compliance for all city departments, Local Emergency Planning Committee/Citizen Corps Council (LEPC/CCC) initiatives, Citizen Corp [Community Emergency Response Team (CERT), Medical Reserve Corp (MRC), Fire Corp, Community Animal Response Team (CART), Volunteers in Police Service (VIPS), Neighborhood Watch, Community Outreach and Public Education Programs (Disaster Preparedness, Evacuation Plans, Tier II Chemical Hazard/Inventory Tracking, Community Involvement, Pandemic Flu, WMD Antidote Kits).

Goals:

- Improve the City's capability for situational awareness and resource management by researching best practices and implementing a robust crisis management software system by July 2020.
- Recruit and train 50 new citizen volunteers for Citizen Corps programs such as Citizen Emergency Response Team (CERT) by July 2020.
- Increase the city's Community Rating System (CRS) score by 1 class by January 2020 through the recertification and verification process and analysis of new open space provisions.
- To ensure adequate service and protection of the Community, OEM will update, train, and exercise the city's Emergency Plans, Annexes, and Frameworks by December 2020.
- Maintain the capability to activate the city's Emergency Operations Center (EOC) 24/7 with basic level response staffing within 30 minutes of receiving first notification, and with full-scale staffing within two hours of initial activation by June 2020.
- Provides WebEOC crisis management software development & administration, grant management, and State/Federal coordination and communication. This includes finding a replacement for WebEOC that is similar in annual costs, more user friendly with an open API architecture and implement by July 2020.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 647,856	$ 527,045
Allocated Administrative/Support Costs	-	22,403	36,373
Total Budget	**-**	**$ 670,259**	**$ 563,418**
Staffing (FTE)	4.00	4.00	4.00
Operating and Performance Measures			
Efficiency Measures			
Cost to train and equip 1 class of 25 volunteers	$4,017	$4,017	$4,017
Staff work to complete the annual CRS application	100	100	100
Performance Measures			
Citizen volunteers per 1000 citizens	5	7	7
Improve the City's Community Rating System (CRS)	8	7	9
Workload Measures			
New citizens volunteer trained	32	50	50

Fire Department 113020

DEPARTMENT SERVICE INFORMATION

5020 Emergency Medical Services

Provides medical assistance to those in acute and non-acute levels of distress and provides the means (transport or referral) to access and enter the larger health care delivery system in a timely and efficient manner.
Responsible for citizen awareness and education for a variety of identified medical needs through partnership with other City, public and private partnerships to increase the overall health of the City. Examples include the Public Access Defibrillation Program, Citizen and Employee CPR training, health and wellness education programs.

Goals:

- Implement a Pre-Hospital Ultrasound Program for the detection of false PEA (Pulseless Electrical Activity) and the evaluation of pneumothorax and hemothorax conditions in post-traumatic events.
- Implement a Pre-Hospital Thoracotomy Program to do field emergent thoracotomies for massive hemothorax events in traumatic cardiac arrest.
- Launch a Mobile Integrated Healthcare Practice program through partnerships with Human Services, Health Department, Chesapeake Regional Medical Center, Chesapeake Behavioral Integrated Health, Tidewater EMS Council, Inc., secondary and tertiary care facilities and other stakeholders.
- Implement the Advance Practice Paramedic Program to facilitate the Mobile Integrated Healthcare Program, provide another level of clinical oversight and capability to field operations and support alternative service delivery models.
- EMS Training and Certification - Conduct initial certification and re-certification training for both Basic and Advanced Life Support providers to ensure compliance with Virginia EMS regulations and national core competencies.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 35,514,234	$ 35,795,429
Allocated Administrative/Support Costs	-	1,739,365	2,840,727
Total Budget	**-**	**$ 37,253,599**	**$ 38,636,156**
Staffing (FTE)	308.92	310.17	310.17
Operating and Performance Measures			
Efficiency Measures			
Defibrillation within 3 minutes of first medical contract for cardiac arrest patients	75.0%	80.0%	85.0%
Heart attach patients (STEMI) diagnosed on-scene within 15 minutes	70.0%	75.0%	80.0%
Stroke Alert to Stroke Receiving Facility	90.0%	92.0%	92.0%
Trauma Alert to an appropiate Trauma Receiving Facility	75.0%	80.0%	80.0%
Performance Measures			
12 LEAD ECG Obtained and Transmitted within 10 minutes of first medical contact	90.0%	90.0%	92.0%
Stroke Patient with a Documented Blood Glucose Level	98.0%	98.0%	98.0%
Utstein Bystander Cardiac Arrest Survival Rate	38.0%	40.0%	42.0%
Workload Measures			
Community EMS Education Delivered (hours)	140	160	400
EMS Calls	23,688	34,398	35,000
EMS Continuing Education Hours Delivered (hours)	4,800	6,000	6,500

Fire Department 113020

DEPARTMENT SERVICE INFORMATION

5030 Fire and Arson Investigations

- Investigate to determine the origin and cause of every fire, including those that are illegal, accidental, and Intentionally set.
- Investigate and prosecute bomb threats, threats to burn, terrorist threats, deaths involving fires, and hazardous materials chemical spills.
- Ensure that criminal incidents are prosecuted and justice is served.

Goals:
- Maintain property loss at percentage no higher 30%.
- Improve the City's Insurance Services Office (ISO) rating from 3/3X to 2/2x.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 543,002	$ 495,439
Allocated Administrative/Support Costs	-	27,915	40,011
Total Budget	**-**	**$ 570,917**	**$ 535,450**
Staffing (FTE)	3.36	4.36	4.36
Operating and Performance Measures			
Efficiency Measures			
Fires where origin and cause is identified	80.0%	80.0%	80.0%
Performance Measures			
Maintain or improve current property value to property loss ratio due to fire	30.0%	30.0%	30.0%
Workload Measures			
Number of Fires	540	540	475

Fire Department 113020

DEPARTMENT SERVICE INFORMATION

5040 Fire and Rescue Responses

- Provide emergency response to fire and medical calls including fire suppression, emergency medical care, hazardous material mitigation, natural disasters, technical rescues, terrorism responses, vehicle rescues and water rescues and active threat situations.
- Provide personnel training and certification programs beginning with Recruit Fire Academy, which includes live fire training, hazardous material awareness, and basic emergency medical care.
- Provide continuous training for advanced and basic emergency medical care, foam firefighting, hazardous material handling, incident command and control; technical rescues, terrorism responses, vehicle rescues, and water rescues.
- Obtain FEMA National Incident Management System (NIMS) Reporting Certification, and complete local and regional national disaster emergency response live exercises/drills.
- Identify and eliminate dangerous hazards to humans, wildlife and the environment associated with various handling, use, illegal storage, and disposal of hazardous materials and other environmental contaminates.

Goals:
- Respond to emergency calls within 7.5 minutes (Urban) and 9.5 minutes (Rural) 90% of the time.
- Maintain a turn-out time (time of dispatch until apparatus leaves the bay) of 1.5 minutes 90% of the time.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 8,218,237	$ 7,760,668
Allocated Administrative/Support Costs	-	343,118	545,598
Total Budget	**-**	**$ 8,561,355**	**$ 8,306,266**
Staffing (FTE)	59.10	59.55	59.55
Operating and Performance Measures			
Efficiency Measures			
Average fires per month	42	39	40
Average incidents per month	2,463	2,501	2,540
Performance Measures			
Number of Fires	507	468	470
Respond to emergency calls within 7.5 minutes	67.0%	78.0%	80.0%
Time that turn out time is 1.5 minutes or less	30.0%	26.0%	35.0%
Workload Measures			
Emergency incidents	29,559	30,021	30,500

Fire Department 113020

DEPARTMENT SERVICE INFORMATION

5050 Fire Dept - Heat

Identifies and eliminates dangerous hazards to humans, wildlife and the environment associated with various handling, use, illegal storage and disposal of hazardous materials and other environmental contaminates.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 387,355	$ 396,036
Allocated Administrative/Support Costs	-	28,621	45,466
Total Budget	**-**	**$ 415,976**	**$ 441,502**
Staffing (FTE)	5.15	5.15	5.15

Operating and Performance Measures

Fire Department 113020

DEPARTMENT SERVICE INFORMATION

5060 Fire Safety Inspections/Enforce

- Provides fire safety inspections, code education, pre-construction plan review, and investigative services to reduce the probability, frequency, and severity of fires and hazardous incidents and corresponding deaths, injuries, and loss of property.
- The Fire and Life Safety Business Inspection Program ensures safety of business community and compliance with the Statewide Fire Prevention Code.
- The inspectors ensure proper fire extinguishing equipment is installed and operational, proper exits are open and accessible, businesses have the proper access (including Knox box), and any required permits/emergency plans are created and/or posted or on file.
- The staff educates citizens and businesses on fire safety codes.

Goals:
- Complete 60 inspections per Fire Inspector/per month.
- Correct 95% of violations within 90 days.
- Maintain property loss at percentage no higher 30%.
- Improve the City's Insurance Services Office (ISO) rating from 3/3X to 2/2x

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 1,492,794	$ 1,416,823
Allocated Administrative/Support Costs	-	72,218	109,120
Total Budget	**-**	**$ 1,565,012**	**$ 1,525,943**
Staffing (FTE)	13.15	12.90	12.90
Operating and Performance Measures			
Efficiency Measures			
Inspections conducted per Fire Inspectors/per month	60	60	60
Plans reviewed within established time frames	100.0%	100.0%	100.0%
Performance Measures			
Maintain or improve property value to property loss	39.0%	39.0%	39.0%
Violations corrected within 90 days	95.0%	95.0%	95.0%
Workload Measures			
Fire and Life Safety inspections conducted	5,000	5,000	5,000
Plans reviewed	425	425	425

Fire Department 113020

DEPARTMENT SERVICE INFORMATION

5070 Fire Support Services Division

- Provides internal customer support to the more than 440 members of the department, including processing of payroll and benefits and managing the entrance and promotional processes.
- Works closely with Human Resources and Risk Management regarding Workers' Comp and Family Medical Leave Act related issues.
- Oversees the department's budget, cost control measures, and handles all of the department's procurement, purchasing, and logistical needs.
- Processes accounts payables, manages state and federal grants, and provides analytical reports as requested to the Finance and Audit teams.
- Manages the Department's computer and mobile needs, including mobile tablets, computers, phones, printers, and remote devices.
- Manages the computer side of the Computer Assisted Dispatch System (CAD), including unit recommendations, response plans, response districts, fire records, and the platform for Pre-Hospital Patient Care Reporting.

Goals:
- Adapt departmental accounts payable processes to work seamlessly with new PeopleSoft budget format.
- Continue to work with field staff in improving Kronos efficiency.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 2,458,653	$ 3,981,027
Allocated Administrative/Support Costs	-	(2,458,653)	(3,981,027)
Total Budget	-	-	-
Staffing (FTE)	15.88	16.50	16.50
Operating and Performance Measures			
Efficiency Measures			
All payroll transactions and proccessed accurately within deadlines	100.0%	100.0%	100.0%
Grants are processed to meet audit criteria and within deadlines	100.0%	100.0%	100.0%
Invoices are processed accurately and by due date	95.0%	95.0%	100.0%
Performance Measures			
Employee HR/Payroll maintenance is processed accurately and all employee's inquiries are handled	100.0%	100.0%	100.0%
Improve and maintain Fire Department computer and communication needs	95.0%	100.0%	100.0%
Procurement policies are followed and requisitions processed timely	100.0%	100.0%	100.0%
Workload Measures			
Manage 20-25 grants and specialty team	23	25	25
Process approximately 350 invoices per month	3,242	3,500	3,500
Process Payroll for all Fire Department employees	449	454	464

Fire Department 113020

DEPARTMENT SERVICE INFORMATION

5080 Public Assistance Responses

Includes:
- Responding to person in distress, water leaks, outdoor burning complaints, elevator lock-ins, suspicious odor complaints, and residential lock-outs.
- Child safety seat inspection and installations,
- Smoke and carbon monoxide detector inspections and installations,

Goals:
- Respond to emergency calls within 7.5 minutes (Urban) and 9.5 minutes (Rural) 90% of the time.
- Maintain a turn-out time (time of dispatch until apparatus leaves the bay) of 1.5 minutes 90% of the time.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 4,447,405	$ 4,208,106
Allocated Administrative/Support Costs	-	225,012	363,732
Total Budget	**-**	**$ 4,672,417**	**$ 4,571,838**
Staffing (FTE)	39.40	39.70	39.70
Operating and Performance Measures			
Efficiency Measures			
Average incidents per month	173	175	175
Performance Measures			
% of structure fires that have an activated smoke detector	27.0%	33.0%	38.0%
Responding to person in distress, water leaks, outdoor burning complaints	2,080	2,100	2,100
Smoke and carbon monoxide detector inspections and installations	30	30	30
Smoke detector activation at structure fires	218	197	200

Fire Department 113020

DEPARTMENT SERVICE INFORMATION

5090 Mobile Integrated Healthcare

Chesapeake's Mobile Integrated Healthcare Program (MIHP) is community based, patient-centered healthcare designed to provide more effective and efficient services to our community, including services provided in the out-of-hospital environment. MIHP allows professionals to function outside of traditional emergency response roles and helps facilitate a more appropriate use of community resources. The MIHP will not replace existing healthcare services but is designed to reduce the over utilization of Emergency Medical Services (EMS), improve the lives of our citizens, and make Chesapeake the first city in the region to offer a truly integrated program.

Goals:

- Develop a Multi-Visit Patient (MVP) Program that will reduce 9-1-1 responses by 50% of enrolled participants.
- Develop a Fall Prevention Program that will reduce the rate of falls by 25%.
- Develop a Mobile Care Clinic that will reduce 30 day re-admission rates for Congestive Heart Failure and Chronic Obstructive Pulmonary Disease patients by 50%.
- Develop a Refusal of Care Follow Up Program.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	-	$ 458,052
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**-**	**$ 458,052**
Staffing (FTE)	-	-	-
Operating and Performance Measures			
Efficiency Measures			
% of eligible citizens using MIHP	0%	50.0%	75.0%
Performance Measures			
Reduce 30-day readmission rate by 50%	0%	50.0%	50.0%
Reduce fall rate by 25%	0%	25.0%	25.0%
Workload Measures			
# of Citizens who call 9-1-1, 4+ times per year	0	550	600

Magistrate 236000

Description:

The Magistrates' Office is open 24 hours a day to fulfill various judicial process requests, many of which are issued after a judicial hearing. Magistrate duties include issuing criminal warrants and summonses, search warrants, emergency protective orders, subpoenas, and mental health temporary commitment orders, such as emergency custody orders and temporary detention orders. In addition, magistrates conduct bail hearings for persons under arrest, process bonds for persons admittec to bail, and commit to jail persons who present a risk of harm or flight. Magistrates also can administer oaths, take acknowledgements, and accept prepayments for certain traffic and non-traffic offenses. In addition to fulfilling all the roles of a magistrate, the chief magistrate administers office operations, including hiring and training new magistrates. Magistrates provide services to citizens of Chesapeake and to citizens, stakeholders, and other persons from localities throughout Virginia.

The State provides most of the Magistrates' funding outside of the City's budget. The City is responsible for providing office space and certain support costs. The City provides a salary supplements to a limited number of Magistrates hired before a policy change that ended the practice.

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Department Objectives:

Improve the safety and security for citizens and visitors of Chesapeake by complying with state statutes and regulations governing the Magistrate.

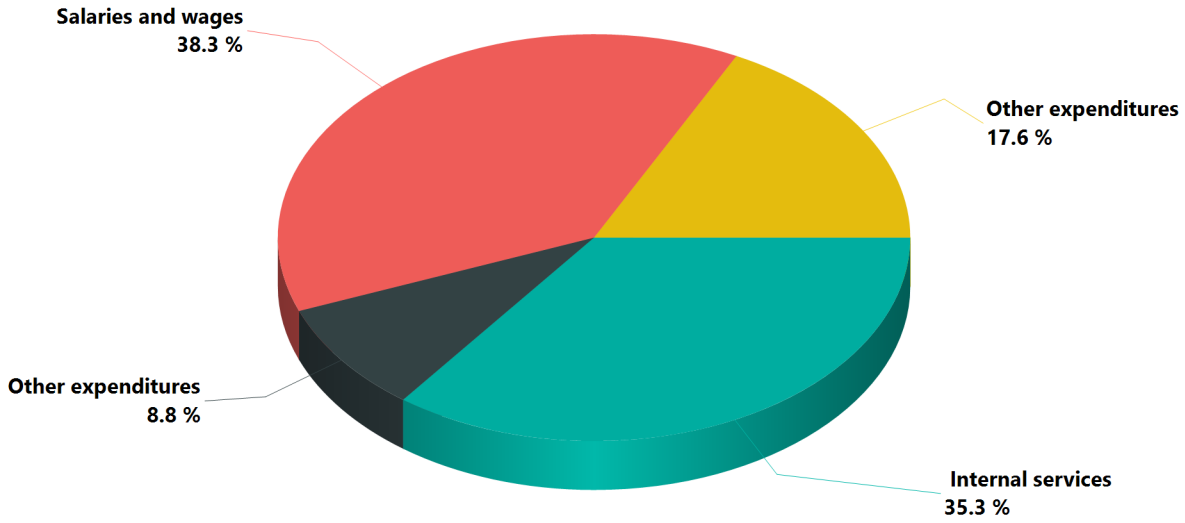
Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
21300	Magistrate's Office	$ 52,300	$ 78,448	$ 56,177	-28.4%
	Total by Program	**$ 52,300**	**$ 78,448**	**$ 56,177**	**-28.4%**

Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
5610	Magistrates Office	$ -	$ 78,448	$ 56,177	-28.4%
	Total by Service	**$ -**	**$ 78,448**	**$ 56,177**	**-28.4%**

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 20,514	$ 42,830	$ 21,520	-49.8%
1520	Employee benefits	1,569	3,277	1,867	-43.0%
1640	Internal services	18,126	19,391	19,840	2.3%
1730	Purchased services	1,458	5,600	3,600	-35.7%
1733	Maintenance and repairs	1,437	500	500	0%
1750	Other expenditures	2,155	4,950	4,950	0%
1752	Communications	687	800	800	0%
1760	Materials and supplies	6,353	1,100	3,100	181.8%
	Total Expenditures	**$ 52,300**	**$ 78,448**	**$ 56,177**	**-28.4%**

Magistrate 236000

FY 20-21 Budget by Expense Category



Budget Highlights:

• The Magistrates' Office did not submit any new budget requests for FY 21. Operating expenditure line items were rearranged to accommodate expected needs.

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1450	Other Non-Designated Revenue	$ 52,300	$ 78,448	$ 56,177	-28.4%
	Total Revenues	**$ 52,300**	**$ 78,448**	**$ 56,177**	**-28.4%**
Other Resources:					
		-	-	-	-
	Total Resources	**$ 52,300**	**$ 78,448**	**$ 56,177**	**-28.4%**
Use of Resources:					
	Expenditures	$ 52,300	$ 78,448	$ 56,177	-28.4%
	Total Use of Resources	**$ 52,300**	**$ 78,448**	**$ 56,177**	**-28.4%**

Magistrate 236000

DEPARTMENT SERVICE INFORMATION

5610 Magistrates Office

The Magistrates' office is open 24 hours, 7 days per week maintaining high levels of service to a growing number of clients while maintaining a professional environment in a confidential, comfortable setting.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 78,448	$ 56,177
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 78,448**	**$ 56,177**
Staffing (FTE)	-	-	-
Operating and Performance Measures			
Workload Measures			
Bail processes (commitments, releases, bonds)	14,791	15,491	16,266
Criminal procedures and emergency protective orders processed	12,166	12,774	13,413
Other processes issued (temporary detention, domestic assault, DUIs, etc.)	2,643	2,775	2,914

Police Department 113030

Description:

The Chesapeake Police Department provides essential public safety protection and law enforcement within the 353 square miles of the City. The Police Department maintains social order throughout the City in a fair and impartial manner that is within the statutory limitations of police authority and constitutional rights of all persons.

Department Objectives:

- Promote increased highway safety.
- Enhance community safety be reducing crime and the fear of crime.
- Enhance relationships with citizens, government and employees, to promote increased involvement and/or promote the concept of community policing.
- Increase organizational efficiency and effectiveness.

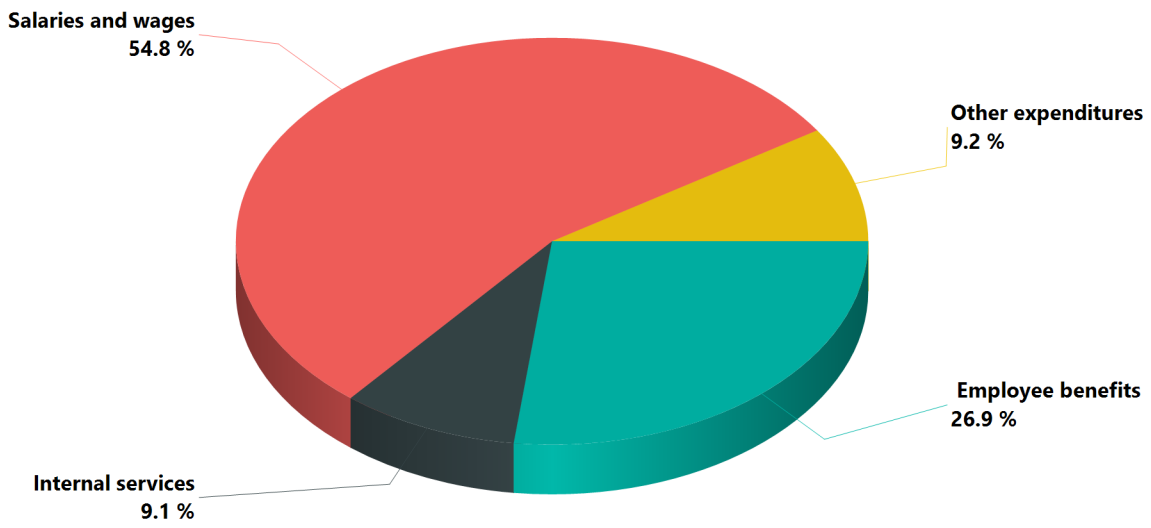
Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
31101	Red Light Photo Enforcement	$ 728,095	$ 593,075	$ 1,005,656	69.6%
31110	Police Administration	4,000,706	3,240,790	539,245	-83.4%
31120	Operations Bureau	28,348,123	33,926,348	37,841,337	11.5%
31130	Investigations Bureau	8,806,122	12,316,475	11,018,618	-10.5%
31140	Police - Support Bureau	4,821,635	-	-	-
31402	E-911 Dispatch	4,892,513	7,312,351	7,647,427	4.6%
31700	Police - Training	1,665,168	2,128,734	1,848,926	-13.1%
35101	Animal Services	1,925,975	2,688,226	2,674,009	-0.5%
	Total by Program	**$ 55,188,337**	**$ 62,205,999**	**$ 62,575,218**	**0.6%**

Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
5210	Calls for Service	$ -	$ 32,820,958	$ 34,852,737	6.2%
5215	Calls for Service (E-911)	-	7,312,351	7,769,817	6.3%
5230	Crime Prevention	-	460,029	445,922	-3.1%
5240	Crime Solving	-	12,316,475	11,209,173	-9.0%
5250	Ethics and Conduct	-	594,004	537,655	-9.5%
5260	Public Safety Training	-	2,128,734	1,902,456	-10.6%
5270	Traffic Safety	-	3,885,222	3,183,449	-18.1%
5295	Administrative Services	-	-	-	-
5310	Care and Adoption of Animals	-	1,478,931	1,425,194	-3.6%
5320	Respond - Animal Services	-	1,209,295	1,248,815	3.3%
	Total by Service	**$ -**	**$ 62,205,999**	**$ 62,575,218**	**0.6%**

Police Department 113030

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 30,659,286	$ 34,205,161	$ 34,312,816	0.3%
1520	Employee benefits	13,915,371	17,403,389	16,854,487	-3.2%
1640	Internal services	5,379,446	5,558,628	5,666,818	1.9%
1650	Utility services	466,977	526,095	529,501	0.6%
1730	Purchased services	973,502	733,027	1,286,872	75.6%
1733	Maintenance and repairs	877,928	880,849	949,753	7.8%
1752	Communications	464,022	479,710	515,980	7.6%
1760	Materials and supplies	1,637,519	1,490,285	1,645,359	10.4%
	Other expenditures	814,286	928,855	813,632	-12.4%
	Total Expenditures	**$ 55,188,337**	**$ 62,205,999**	**$ 62,575,218**	**0.6%**

FY 20-21 Budget by Expense Category



Budget Highlights:

See next page for budget highlights.

Police Department 113030

Budget Highlights - Significant increases in spending:

- Two part-time police officers - for patrol and monitoring of City Hall and other buildings on municipal campus.
- Red Light Photo Enforcement - purchased services is increasing from $0.73 million to $1.29 million (an increase of $554,000). Practically all of the increase is for the Photo Red Camera program. Cameras have been installed on several new intersections resulting in stepped up enforcement, the issuance of more citations, and ultimately, increased safety. Since more citations are issued, we will also increase payments to the contractor who installed and maintains the system.
- Materials and Supplies increase from $1.49 million to $1.65 million (an increase of $155,000). Nearly all of the increase addresses the replacement and maintenance of body worn cameras and Tasers.

The Police Department requested funding for a number of new officers and civilian employees and related equipment and supplies. Unfortunately, resources were not sufficient to address expanded services. Following are significant new requests that are not included in the budget:

- Animal Services - one Customer Service Clerk and one Veterinary Technician
- E-911/Dispatch - one Assistant Coordinator/Operations Manager
- Investigations - one Evidence Technicians
- Property and Evidence - one Police Sergeant and one Property/Evidence Technicians
- School Resource Officers - one Sergeant for supervision
- Police Officers - 11 officers requested for canine unit, property crimes, Auto Squad, fraud unit, task force officers, and patrol in Western Branch.

MUNIS includes 5 officer trainees that are not part of complement and are not budgeted (temporary over-hires authorized June 2019.

The FY 2021 budget reflects refinements in how costs are categorized. A significant portion of expenditures previously reported as Administrative were moved to the Operations Bureau.

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Police Department

113030

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1412	Other Local Taxes	$ 3,447,998	$ 3,326,810	$ 3,079,147	-7.4%
1413	Licences, Permits, and Fees	172,069	170,500	197,060	15.6%
1414	Fines and Forfeitures	509,093	818,953	1,488,000	81.7%
1415	Gain on Disposal	122,743	-	-	-
1416	Charges for Services	275,497	547,300	496,700	-9.2%
1418	Miscellanous Local Revenues	5,049	-	-	-
1419	Recovered Costs	4,178	-	-	-
1424	Commonwealth of Virginia - Categorical: Other	7,773,881	7,742,728	8,005,720	3.4%
1432	Federal Government	16,820	-	-	-
1450	Other Non-Designated Revenue	42,273,959	46,758,737	46,150,047	-1.3%
	Total Revenues	**$ 54,601,287**	**$ 59,365,028**	**$ 59,416,674**	**0.1%**
Other Resources:					
1321	Use of Fund Balance	$ 295,854	$ -	$ 2,313,470	-
1931	Transfers from General Fund	2,868,227	3,002,250	2,355,418	-21.5%
	Total Resources	**$ 57,765,368**	**$ 62,367,278**	**$ 64,085,562**	**2.8%**
Use of Resources:					
	Expenditures	$ 55,188,337	$ 62,205,999	$ 62,575,218	0.6%
1320	Fund Balance Increases	2,454,287	160,679	410,344	-60.8%
1940	Transfers to General Fund	122,743	-	-	-
1942	Transfers to Capital Funds	-	-	1,100,000	-100%
	Total Use of Resources	**$ 57,765,368**	**$ 62,366,678**	**$ 64,085,562**	**0.6%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
100	**General Fund**	49,567,730	54,300,573	53,922,135	-0.7%
204	**Fee Supported Activities**	728,095	593,075	1,005,656	69.6%
207	**E-911 Operations**	4,892,513	7,312,351	7,647,427	4.6%
	Total by Fund	**$ 55,188,337**	**$ 62,205,999**	**$ 62,575,218**	**0.6%**

Police Department 113030

DEPARTMENT COMPLEMENT				
Positions	FY 18-19 Budget	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Account Technician 3	1.00	1.00	1.00	-
Accountant 1	1.00	1.00	1.00	-
Administrative Assistant 1	1.00	1.00	1.00	-
Administrative Assistant 3	1.00	1.00	1.00	-
Animal Care Supervisor	1.00	1.00	1.00	-
Animal Control Officer 1	9.00	9.00	9.00	-
Animal Control Officer 2	2.00	2.00	2.00	-
Animal Control Superintendent	1.00	1.00	1.00	-
Animal Control Supervisor	1.00	1.00	1.00	-
Animal Services Outreach Coord	1.00	1.00	1.00	-
Background Investigator	0.60	-	-	-
Central Record Supervisor	1.00	1.00	1.00	-
Chief of Police	1.00	1.00	1.00	-
Client Technologies Analyst 2	2.00	2.00	2.00	-
Collection Agent 1	-	0.63	0.63	-
Crime Analysis Specialist 1	2.00	2.00	2.00	-
Customer Service Clerk 1	5.63	5.63	5.63	-
Customer Service Clerk 2	2.00	2.00	2.00	-
Customer Service Clerk 3	1.00	1.00	1.00	-
Deputy Chief Of Police	1.00	1.00	1.00	-
Dispatch Call Taker	2.00	2.00	2.00	-
Dispatch Supervisor	8.00	8.00	8.00	-
Dispatcher 1	35.00	31.00	29.50	(1.50)
Dispatcher 2	15.00	19.00	19.00	-
Dispatcher 3	6.00	6.00	6.00	-
Evidence Technician 1	-	1.00	1.00	-
Evidence Technician 2	2.00	2.00	1.00	(1.00)
Evidence Technician 3	2.00	2.00	2.00	-
Evidence Technician Trainee	1.00	1.00	1.00	-
Field Training Officer	18.00	22.00	19.00	(3.00)
Fingerprint Examiner	1.00	1.63	1.63	-
Fingerprint Examiner Trainee	0.50	0.63	0.63	-
First Sergeant	4.00	2.00	2.00	-
Fiscal Administrator	1.00	1.00	1.00	-
Incident Based Reporting Coord	1.00	1.00	1.00	-
Investigations Support Officer	0.50	0.50	0.50	-
Network Services Coord	1.00	1.00	1.00	-
Office Assistant 1	1.00	1.00	1.00	-

Police Department 113030

DEPARTMENT COMPLEMENT				
Positions	FY 18-19 Budget	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Office Assistant 2	10.00	7.00	5.00	(2.00)
Office Coordinator	3.00	3.00	2.00	(1.00)
Office Specialist 1	4.00	5.00	7.00	2.00
Office Specialist 2	2.00	3.00	4.00	1.00
Payroll/HR Technician 1	0.63	0.63	-	(0.63)
Payroll/HR Technician 2	1.00	1.00	1.63	0.63
Planner, CPTED Security	1.00	1.00	1.00	-
Police Captain	9.00	9.00	9.00	-
Police ECU Coordinator	-	-	1.00	1.00
Police Information Associate	7.63	8.30	8.30	-
Police Lieutenant	16.00	16.00	16.00	-
Police Major	3.00	3.00	3.00	-
Police Officer	224.00	137.00	165.25	28.25
Police Officer Specialist	55.00	3.00	3.00	-
Police Officer Trainee	-	10.00	30.00	20.00
Police Officer Trainee *OVERHIRE*	-	-	-	-
Police Officer, Master	9.00	13.00	11.00	(2.00)
Police Officer, Senior	16.00	140.00	98.00	(42.00)
Police Photographer	1.00	1.00	1.00	-
Police Sergeant	42.00	44.00	44.00	-
Police Training	-	-	0.50	0.50
Professional Standards Manager	1.00	1.00	1.00	-
Prop Evidence Tech	2.00	2.00	2.00	-
Range Control Officer	0.50	0.63	0.63	-
School Crossing Guard	10.56	10.56	10.56	-
Shelter Attendant	5.00	5.00	5.00	-
Shelter Attendant 2	2.00	2.00	2.00	-
Stenographic Reporter	1.00	1.00	1.00	-
Systems Analyst 1	3.00	3.00	3.00	-
Systems Analyst 2	1.00	1.00	1.00	-
VCIN Coordinator	1.00	1.00	1.00	-
VCIN Office System Specialist	9.00	9.00	9.00	-
VCIN Office System Specialist 2	2.00	2.00	2.00	-
Veterinarian	-	0.50	0.50	-
Video Evidence Coordinator	1.00	1.00	1.00	-
Video Evidence Technician	1.00	1.00	1.00	-
Youth Services Officer	2.00	-	-	-
Total Department Personnel	**580.54**	**583.61**	**583.86**	**0.25**

Police Department 113030

DEPARTMENT SERVICE INFORMATION

5210 Calls for Service

Primary Objective: Protection of life and property responds to citizen calls for assistance by sworn and highly trained police officers, dispatchers, and civilian employees.

Activities include:
(1) Preventing and suppressing crime, recording reports, dispatching, and detecting criminal activity and
(2) Apprehending persons suspected of criminal activities.

Goals:
(1) Provide prompt, high quality public safety responses and handling of calls for service by responding to calls within 8 minutes, 90% of the time.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 28,241,822	$ 28,540,346
Allocated Administrative/Support Costs	-	4,579,136	6,312,391
Total Budget	**-**	**$ 32,820,958**	**$ 34,852,737**
Staffing (FTE)	289.13	292.30	287.55
Operating and Performance Measures			
Efficiency Measures			
Calls per Officer Dispatched within 8 Minutes	159	164	169
Dispatched to scene within 8 Minutes	121,825	123,043	124,274
Performance Measures			
Average Response Time (in minutes) - Dispatch to On-Scene	4.60	4.57	4.55
Calls for Service per 1000 Citizens	607	613	619
Response within 8 Minutes - Dispatch to On-Scene	82.0%	82.1%	82.1%
Workload Measures			
Citizens Served (City Population Estimate)	244,657	247,104	249,575
Officers (Operations)	194	200	206
Police Calls for Service	148,388	149,872	151,371

Police Department 113030

DEPARTMENT SERVICE INFORMATION

5215 Calls for Service (E-911)

Primary Objective: Answering 911 calls and dispatching public safety responders.

Activities include answering of emergency (911) calls for service, providing emergency medical dispatching, and maintaining police records. 911 personnel dispatch and provide essential information to first responders. Dispatchers provide services to police, fire, emergency medical service, park rangers and sheriff personnel. They also assist with outside resources such as calling for tow trucks and utility repairs crews.

Goals:
(1) Answer 95% of 911 calls in within 10 seconds (NENA standard).
(2) Reduce call create time to call dispatch time for emergency calls for service immediately within time-frame.
(3) Maintain adequate staffing to reduce overtime hours worked by 5% each year through FY 2021.
(4) Implement Text to 911 capabilities.
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	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 6,149,863	$ 6,306,039
Allocated Administrative/Support Costs	-	1,162,488	1,463,778
Total Budget	**-**	**$ 7,312,351**	**$ 7,769,817**
Staffing (FTE)	68.00	67.50	68.50
Operating and Performance Measures			
Efficiency Measures			
Average call processing time (minutes - call answer to dispatch)	3.50	3.50	3.50
Performance Measures			
911 calls answered within 10 seconds (NENA Standard)	75.0%	80.0%	80.0%
Workload Measures			
911/Emergency Calls	124,121	130,000	130,000
Fire/EMS calls for service	32,107	32,000	32,000
Non-emergency Inbound Calls	186,636	190,000	190,000
Outbound Calls	75,529	76,000	76,000
Police calls dispatched	188,387	185,000	185,000

Police Department 113030

DEPARTMENT SERVICE INFORMATION

5230 Crime Prevention

Primary Objective: Protection of life and property

Activities include:
(1) Community patrolling that provides a visible presence and related activities that prevent, suppress, and detect criminal activity.
(2) Analyze criminal activity and trends, compile statistical data, interact with adjacent jurisdictions, and issue alerts in order to maintain a safe community.

Goal:
Through proactive prevention and detection of crime, the department will reduce Part I Crimes by 2% each year.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 394,537	$ 359,840
Allocated Administrative/Support Costs	-	65,492	86,082
Total Budget	**-**	**$ 460,029**	**$ 445,922**
Staffing (FTE)	4.00	4.00	4.00
Operating and Performance Measures			
Performance Measures			
Part I Crimes per 1,000 Citizens	28	28	27
Workload Measures			
Citizens Served (City Population Estimate)	244,657	247,104	249,575
Officers	194	200	206
Part I Crimes	6,871	6,837	6,802
Police Calls for Service	148,388	149,872	151,371

Police Department 113030

DEPARTMENT SERVICE INFORMATION

5240 Crime Solving

Primary Objective: Investigate and prosecute crimes in order to reduce future criminal activity.
Activities include:
(1) Detecting criminal activity and apprehending persons suspected of such activity,
(2) Interviewing victims, witnesses, suspects, and police officers,
(3) Collecting, processing, and analyzing crime scene evidence, trends, and patterns,
(4) Other investigative tasks related to criminal activities,
(5) Assist in the prosecution of criminal, civil and traffic cases (attend pretrial hearings and depositions, processing and testing evidence, and providing court testimony.

Goals:
(1) Increase the number of suspects identified or arrested by disseminating more bulletins,
(2) Promote increased community involvement by responding to Crime-line complaints within 2 days, 95% of the time.
(3) Working with Criminal Investigations to increase the number of opioid overdose related arrests by 10% per year and to reduce the number of heroin overdoses by 20% through FY 2021.
(4) Evaluate all intelligence received to determine viability and assign within 24 hours, 95% of the time.
(5) Validate the intelligence received on prospective gang members within 7 days of receipt, 90% of the time.
(6) Increase gang educational awareness programs by 10% per year through FY 2021.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 10,826,526	$ 9,293,856
Allocated Administrative/Support Costs	-	1,489,949	1,915,317
Total Budget	**-**	**$ 12,316,475**	**$ 11,209,173**
Staffing (FTE)	83.60	85.00	89.00
Operating and Performance Measures			
Efficiency Measures			
Intelligence detectives	7	7	7
Intelligence received/Detective	51	51	51
Search warrant/detective	1	1	1
Performance Measures			
Change in gang related intelligence received	83.0%	2.0%	0%
Increase in heroin/drug arrests	5.0%	2.0%	5.0%
Workload Measures			
Crime scenes worked by Forensics	1,281	1,345	1,412
Heroin/drug arrests	202	207	217
Latent fingerprints recovery/examined	1,076	1,102	1,158
Serious felonies (Part I crimes) assigned	6,395	6,395	6,395

Police Department 113030

DEPARTMENT SERVICE INFORMATION

5250 Ethics and Conduct

Involves the investigation of complaints against employees and their compliance with department policies.

Activities include:
(1) Interviewing complainants, victims, witnesses, suspects, and officers,
(2) Analyzing and documenting evidence, trends, and patterns, behaviors/inappropriate actions and conformance to policy,
(3) Review accidents, officer pursuits and uses of force, and claims for lost or damaged property and
(4) Providing findings to police command

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 512,138	$ 537,655
Allocated Administrative/Support Costs	-	81,866	-
Total Budget	**-**	**$ 594,004**	**$ 537,655**
Staffing (FTE)	6.00	6.00	6.00
Operating and Performance Measures			
Efficiency Measures			
Preventable accidents/total accidents	24.0%	21.0%	22.0%
Performance Measures			
Change in preventable accidents	(1.0)%	(17.0)%	7.0%
Workload Measures			
Accidents	75	72	73
Preventable accidents	18	15	16

Police Department 113030

DEPARTMENT SERVICE INFORMATION

5260 Public Safety Training

Primary Objective: Insuring police personnel are well trained and prepared to protect the community.

Training activities include:
(1) Initial training of new recruits through the state certified Police Academy,
(2) Continuing and developmental training for all officers,
(3) Maintenance of police certifications and training records,
(4) Education of citizens and businesses on public safety.
Police personnel regularly participate in training opportunities and research emerging trends and practices in order to maintain and improve essential skills.

Goals:
(1) Provide excellent training that addresses the ongoing needs of new and incumbent employees.
(2) Practice robust recruiting, background investigations, and hiring practices to ensure a well-qualified and diverse workforce.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 1,905,651	$ 1,641,629
Allocated Administrative/Support Costs	-	223,083	260,827
Total Budget	**-**	**$ 2,128,734**	**$ 1,902,456**
Staffing (FTE)	11.50	12.13	12.13
Operating and Performance Measures			
Efficiency Measures			
Average cost to train each recruit	$54,198	$54,198	$54,350
Performance Measures			
Sworn personnel who must re-certify	50	50	50
Workload Measures			
Classroom training hours	7,000	7,000	7,000
Firearms qualification participants	4,025	4,025	4,025
Non-departmental schools coordinated	500	500	500
Number of classes taught	600	600	600
Participants attending non-departmental schools	2,000	2,000	2,000
Police Academy Program according to DCJS or other	15,000	15,000	15,000

Police Department 113030

DEPARTMENT SERVICE INFORMATION

5270 Traffic Safety

Primary Objective: Protection of life and property.

Activities include:
(1) Patrolling to provide a visible presence,
(2) Investigating traffic-related crashes and violations,
(3) Enforcing applicable city, state, and federal statutes that ensure safe travel on roadways,
(4) Reviewing red light photo enforcement videos to validate violations for enforcement action, and
(5) Presenting traffic safety programs.

Goals:
(1) Increased highway safety by reducing accidents with injuries/fatalities by 1% per year.
(2) Reduce accidents at high crash intersections by 1% through Red Light Photo Program and enforcement.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 3,520,921	$ 2,738,622
Allocated Administrative/Support Costs	-	364,301	444,827
Total Budget	**-**	**$ 3,885,222**	**$ 3,183,449**
Staffing (FTE)	20.56	21.19	21.19
Operating and Performance Measures			
Efficiency Measures			
Accidents with injuries or fatality/officer	5	5	5
Photos resulting in citation	79.0%	79.0%	79.0%
Traffic Citations per Officer	130	128	125
Traffic Stops per Officer	196	192	188
Vehicle Accidents per Officer	9	9	8
Performance Measures			
Average of Citations Issued per Intersection	2,854	2,996	3,146
Reduction in accidents with fatalities	(11.1)%	1.0%	1.0%
Reduction in accidents with serious injuries	(26.8)%	1.0%	1.0%
Workload Measures			
Accidents with fatalities	8	8	8
Accidents with serious injuries	982	972	962
Citations Issued at Red Light Photo Enforced	25,684	26,968	28,317
Patrol/Traffic Officers	194	200	206
Photos captured	32,331	33,948	35,645
Red Light Photo Enforced intersections	9	9	9
Reportable Vehicle Accidents (calendar year)	1,757	1,736	1,719
Traffic Citations Issued	25,256	25,509	25,764

Police Department 113030

DEPARTMENT SERVICE INFORMATION

5295 Administrative Services

Police Administrative services involves oversight of the department and includes:
(1) Employee assignments, actions, recognition, counseling and discipline,
(2) Creation and modification of policies, procedures, and regulations,
(3) Preparation, review and oversight of Department's budget and payroll, and
(4) Management of police records, including updating state and national criminal information networks.

Goals:
(1) Comply with accreditation standards by addressing annual CALEA review recommendations and findings within 7 days of report receipt, 95% of the time.
(2) Comply with accreditation standards, CPD employees are 100% compliant to standards, 95% of the time.
(3) Implement Policy and SOP changes is within 2 days of notification, 90% of the time.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 8,369,502	$ 11,023,815
Allocated Administrative/Support Costs	-	(8,369,502)	(11,023,815)
Total Budget	-	-	-
Staffing (FTE)	72.13	70.38	70.38
Operating and Performance Measures			
Efficiency Measures			
Changes/Total Policies/SOPS	5	5	5
Performance Measures			
Workflow intiated within 2 days	90.0%	92.0%	92.0%
Workload Measures			
Annual changes to Policies/SOPs	50	65	60
Changes initiated within 2 days	0	1	55
Policies/SOPs	369	369	369

Police Department 113030

DEPARTMENT SERVICE INFORMATION

5310 Care and Adoption of Animals

Civilian personnel and volunteers are charged with the care and adoption of sheltered animals.

Activities include:
(1) Feeding animals and cleaning animal enclosures.,
(2) Provide medical services to animals (vaccinations, medications and testing).
(3) Walking, socializing and providing enrichment to the animals,
(4) Encouraging community visitation and assisting in animal adoptions and foster placements.

Goals:
(1) Improve animal adoptions, transfers and redemptions by 5% annually.
(2) Improve identification and transfer of animals to owners by encouraging use of microchips.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 1,272,221	$ 1,153,606
Allocated Administrative/Support Costs	-	206,710	271,588
Total Budget	**-**	**$ 1,478,931**	**$ 1,425,194**
Staffing (FTE)	12.63	12.63	12.63
Operating and Performance Measures			
Efficiency Measures			
Animals Adopted, Transferred or Redeemed per Shelter Attendant	337	300	371
Animals Impounded per Shelter Attendant	468	472	485
Performance Measures			
Animals Adopted, Transferred, or Redeemed to Impounded	77	75	76
Workload Measures			
Animal Services Shelter Attendants (FTE)	7	7	7
Animals Adopted, Transferred or Redeemed	2,359	2,500	2,600
Animals Euthanized	786	800	825
Animals Impounded (cats and dogs only)	3,276	3,300	3,400
Animals Surrendered (cats and dogs only)	877	890	910

Police Department 113030

DEPARTMENT SERVICE INFORMATION

5320 Respond - Animal Services

Primary Objective: Protect human life, property, and animals.

Civilian police personnel respond to citizen calls by:
(1) Locating and capturing aggressive, stray and nuisance animals,
(2) Preventing and detecting violations of laws protecting animals, and
(3) Enforcing state and local statutes and ordinances.

Goals:
(1) Reduce animal intake by increasing field redemptions (returns to owners).
(2) Respond to citizen calls - obtain a 7.5% improvement in the rate in which officers respond within 30 minutes.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 1,012,818	$ 979,810
Allocated Administrative/Support Costs	-	196,477	269,005
Total Budget	**-**	**$ 1,209,295**	**$ 1,248,815**
Staffing (FTE)	13.00	12.50	12.50
Operating and Performance Measures			
Efficiency Measures			
Calls per Animal Services Officer (FTE)	771	777	781
Workload Measures			
Animal pick-ups in the field (cat and dog only)	1,684	1,700	1,730
Animal Services Officers	11	11	11
Calls for service	8,483	8,550	8,600
Surrenders in the field (cat and dog only)	201	210	230

Sheriff 210000

Description:

The Chesapeake's Sheriff Office is responsible for operating the Chesapeake Correctional Center (Jail), maintaining security in Courts, executing criminal warrants and civil processes, and providing law enforcement services when necessary.

Department Objectives:

- Enhance/further efforts for increasing training and education of Sheriff's Office staff.
- Enhance the Sheriff's Office functions through effective changes in operational goals.
- Enhance the operations of the Sheriff's Office through capital improvements.
- Enhance the relationship and community involvement between the citizens of Chesapeake and the Sheriff's Office.
- Provide safe and clean housing for persons awaiting trials or serving sentences.
- Maintain a safe and secure environment in all Chesapeake Court Buildings.

Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
33103	Operational Support and Training	$ 5,398,263	$ -	$ -	-
33104	Jail Operations	30,063,440	38,878,380	37,251,661	-4.2%
33105	Court Security	5,652,739	7,676,380	8,420,562	9.7%
33122	Mowing Services - Public Works	1,083,416	1,426,688	1,669,682	17.0%
33125	Regional Jail Authority	6,297,290	6,771,000	7,026,250	3.8%
33126	Weekender Program	25,567	32,957	34,279	4.0%
33127	Work Release	28,224	68,662	60,892	-11.3%
	Total by Program	**$ 48,548,940**	**$ 54,854,067**	**$ 54,463,326**	**-0.7%**

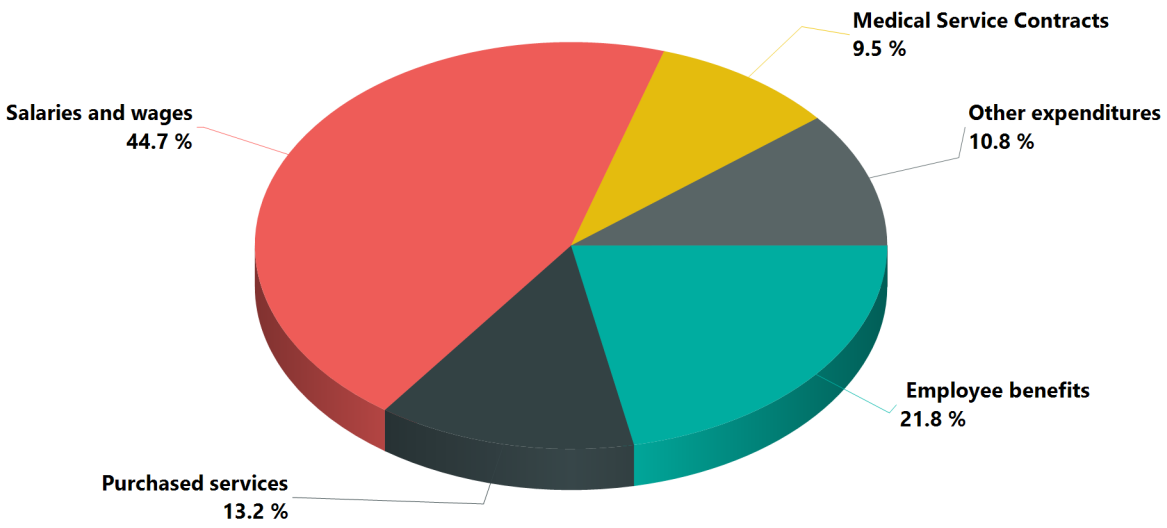
Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
5410	Jail Operations	$ -	$ 38,878,380	$ 37,251,661	-4.2%
5420	Regional Jail	-	6,771,000	7,026,250	3.8%
5430	Court Services	-	7,676,380	8,420,562	9.7%
5440	Sheriff's Work Crew (Internal Services Inmate Workforce)	-	1,426,688	1,669,682	17.0%
5450	Sheriff Weekenders	-	32,957	49,483	50.1%
5460	Sheriff Work Release	-	68,662	45,688	-33.5%
5495	Administration and Training Services	-	-	-	-
	Total by Service	**$ -**	**$ 54,854,067**	**$ 54,463,326**	**-0.7%**

Sheriff

210000

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 22,339,281	$ 24,307,128	$ 24,361,995	0.2%
1520	Employee benefits	9,689,179	11,666,784	11,877,306	1.8%
1640	Internal services	1,541,046	1,812,306	1,800,996	-0.6%
1650	Utility services	1,108,038	1,255,326	1,295,232	3.2%
1730	Purchased services	6,396,104	6,943,130	7,195,421	3.6%
1732	Medical Service Contracts	4,701,367	6,064,750	5,154,311	-15.0%
1760	Materials and supplies	924,355	595,633	553,947	-7.0%
1762	Food purchases	1,047,254	1,274,548	1,338,640	5.0%
	Other expenditures	802,317	934,462	885,478	-5.2%
	Total Expenditures	**$ 48,548,940**	**$ 54,854,067**	**$ 54,463,326**	**-0.7%**

FY 20-21 Budget by Expense Category



Budget Highlights:

See next page for budget highlights

Sheriff 210000

Budget Highlights

- Salaries and wages include a general wage increase of 2.25% for all employees.
- Increases in employee benefits is caused by an increase in retirement, healthcare, and workers' compensation costs.
- The City is a member of the Hampton Roads Regional Jail Authority and 250 Chesapeake inmates are housed at the regional facility. The daily rate paid by the city increases from $74 per inmate per day to:
  $77 per day in FY 2021,
  $81 per day in FY 2022, and
  $85/day in FY 2023.
- Purchased services includes inflationary increases in the inmate medical contract and food service contracts based on an average of 1,050 inmates per day.

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Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1416	Charges for Services	$ 2,808,708	$ 3,458,649	$ 3,635,916	5.1%
1419	Recovered Costs	48,557	-	-	-
1424	Commonwealth of Virginia - Categorical: Shared Costs	13,626,611	15,124,250	14,753,505	-2.5%
1432	Federal Government	14,400	-	-	-
1450	Other Non-Designated Revenue	32,145,302	36,268,968	36,073,905	-0.5%
	Total Revenues	**$ 48,643,578**	**$ 54,851,867**	**$ 54,463,326**	**-0.7%**
Other Resources:					
1321	Use of Fund Balance	$ -	$ 2,200	$ -	-100%
	Total Resources	**$ 48,643,578**	**$ 54,854,067**	**$ 54,463,326**	**-0.7%**
Use of Resources:					
	Expenditures	$ 48,548,940	$ 54,854,067	$ 54,463,326	-0.7%
1320	Fund Balance Increases	94,638	-	-	-
	Total Use of Resources	**$ 48,643,578**	**$ 54,854,067**	**$ 54,463,326**	**-0.7%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
100	**General Fund**	47,465,524	53,427,379	52,793,644	-1.2%
601	**Central Fleet**	1,083,416	1,426,688	1,669,682	17.0%
	Total by Fund	**$ 48,548,940**	**$ 54,854,067**	**$ 54,463,326**	**-0.7%**

Sheriff 210000

DEPARTMENT COMPLEMENT

Positions	FY 18-19 Budget	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Account Technician 1	1.00	1.00	1.00	-
Account Technician 3	1.00	1.00	1.00	-
Administrative Assistant 3	1.00	1.00	1.00	-
Chief Deputy Sheriff	1.00	1.00	1.00	-
Client Technologies Analyst 2	1.00	1.00	1.00	-
Deputy Captain	6.00	6.00	5.00	(1.00)
Deputy First Sergeant	4.00	4.00	4.00	-
Deputy Lieutenant	14.00	14.00	14.00	-
Deputy Major	2.00	2.00	3.00	1.00
Deputy Sergeant	31.00	31.00	31.00	-
Deputy Sheriff	215.83	231.20	229.20	(2.00)
Deputy Sheriff - Trainee	9.38	4.00	8.00	4.00
Deputy Sheriff - Trainee * Overhire *	-	-	-	-
Deputy Sheriff Cadet	8.63	8.63	8.63	-
Deputy Sheriff, Master	13.00	14.00	13.00	(1.00)
Deputy Sheriff, Senior	77.00	74.00	73.00	(1.00)
Facility Maint Coordinator	1.00	1.00	1.00	-
Facility Maintenance Tech 2	3.00	2.00	2.00	-
Facility Maintenance Tech 3	-	2.00	2.00	-
Fiscal Administrator	1.00	1.00	1.00	-
General Supervisor	1.00	1.00	1.00	-
Library Information Specialist	1.00	1.00	1.00	-
Office Coordinator	1.00	1.00	1.00	-
Office Manager	1.00	1.00	1.00	-
Office Specialist 2	2.00	2.00	2.00	-
Payroll/HR Technician 1	0.63	0.63	0.63	-
Payroll/HR Technician 2	1.00	1.00	1.00	-
Public Communications Specialist	1.00	1.00	1.00	-
Security Officer 1	6.88	6.88	6.88	-
Security Officer 2	4.00	4.00	4.00	-
Sheriff	1.00	1.00	1.00	-
Sheriff Clerk 1	6.00	6.00	6.00	-
Sheriff Clerk 2	8.00	8.00	8.00	-
Sheriff Clerk Supervisor	2.00	2.00	2.00	-
Storekeeper Supervisor	1.00	1.00	1.00	-
Systems Analyst 1	1.00	1.00	1.00	-
Systems Analyst 2	1.00	-	-	-
Systems Analyst 3	-	1.00	1.00	-

Sheriff 210000

DEPARTMENT COMPLEMENT				
Positions	**FY 18-19 Budget**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior Year**
Undersheriff	1.00	1.00	1.00	-
Van Driver 1	1.50	1.50	1.50	-
Total Department Personnel	**432.83**	**441.83**	**441.83**	**-**

Sheriff 210000

DEPARTMENT SERVICE INFORMATION

5410 Jail Operations

Provides safe and secure operation of the Chesapeake Correctional Center. The jail operations budget includes all costs of providing safe, secure, and clean housing for persons awaiting trial or serving sentences in the center.

Goals:
1. Maintain accreditations and certification with the following agencies: DCJS, NCCHC, DOC, VLEPSC and PREA.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 36,028,521	$ 32,741,928
Allocated Administrative/Support Costs	-	2,849,859	4,509,733
Total Budget	**-**	**$ 38,878,380**	**$ 37,251,661**
Staffing (FTE)	309.25	294.25	299.75
Operating and Performance Measures			
Efficiency Measures			
Average length of stay (in days)	26	30	30
Cost per inmate per day ($ Dollars)	$87	$90	$91
Performance Measures			
Hospital transports for inmates	100	100	100
Safety of inmates: serious injuries or death	1	1	1
Workload Measures			
Average Daily Population	979	1,040	1,040
Inmates serving weekend sentences	486	720	720

Sheriff 210000

DEPARTMENT SERVICE INFORMATION

5420 Regional Jail

The Sheriff utilizes the Hampton Roads Regional Jail facility to house 250 inmates with special health or behavioral needs. The regional facility also accepts Chesapeake inmates in order to avoid excessive crowding in the City jail.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 6,771,000	$ 7,026,250
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 6,771,000**	**$ 7,026,250**
Staffing (FTE)	-	-	-
Operating and Performance Measures			
Efficiency Measures			
Cost per inmate per day ($ Dollars)	$74	$71	$77
Workload Measures			
Average daily population (inmates housed)	250	250	250

Sheriff 210000

DEPARTMENT SERVICE INFORMATION

5430 Court Services

Maintain a safe, secure environment in all Chesapeake Court Buildings, as well as executing criminal warrants, levies, evictions, and other civil processes.

Goals:
1. Maintain accreditation with annual Virginia Law Enforcement Professional Standard Commission.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 7,018,703	$ 7,180,573
Allocated Administrative/Support Costs	-	657,677	1,239,989
Total Budget	**-**	**$ 7,676,380**	**$ 8,420,562**
Staffing (FTE)	75.25	88.25	82.75
Operating and Performance Measures			
Performance Measures			
Legal notices, warrants, etc. served per full-time employee	1,533	1,456	1,456
Workload Measures			
Civil papers served	110,000	110,000	110,000
Criminal warrants served	5,853	6,500	6,500
Extraditions completed	114	70	70
Legal notices, subpoenas, and warrants server trips	122,000	122,000	122,000
Open court room days	3,073	3,000	3,000
Outstanding warrants (end of year)	2,608	2,500	2,500

Sheriff 210000

DEPARTMENT SERVICE INFORMATION

5440 Sheriff's Work Crew (Internal Services Inmate Workforce)

Provide mowing, vehicle washing, trash pickup, landscape maintenance, and demolition support for several departments at City job sites in the Community. An Internal Service Fund is used to collect charges from City departments. Receipts are used for inmate supervision, equipment, and materials.

Goals:
1. Resolve the number of City work orders received from Public Works Stormwater in a timely manner, including cleaning ditches, cutting branches, etc.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 1,426,688	$ 1,669,682
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 1,426,688**	**$ 1,669,682**
Staffing (FTE)	14.83	19.83	19.83
Operating and Performance Measures			
Workload Measures			
Labor hours provided by Sheriff's inmate workforce	106,197	130,000	130,000
Value of inmate labor ($ Dollars)	$849,576	$1,040,000	$1,040,000

Sheriff 210000

DEPARTMENT SERVICE INFORMATION

5450 Sheriff Weekenders

Funded through a fee paid by inmates to satisfy their court appointed sentence by being incarcerated on an established schedule. The expense budget consists mainly of overtime for Deputies who monitor the additional inmates on Saturday and Sunday.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 32,957	$ 49,483
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 32,957**	**$ 49,483**
Staffing (FTE)	-	0.50	0.50
Operating and Performance Measures			
Workload Measures			
Average daily population of weekend servers	40	65	65

Sheriff 210000

DEPARTMENT SERVICE INFORMATION

5460 Sheriff Work Release

Funded through a fee paid by inmates to satisfy their court appointed sentence by being incarcerated yet still allowed out of the facility to maintain current employment. The Correctional Center transports the inmate to his/her place of employment. This allows the inmate the chance to keep their current job and earn money to pay fees and fines imposed. The expense budget consists mainly of overtime for Deputies and for part-time Van Drivers

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 55,552	$ 30,700
Allocated Administrative/Support Costs	-	13,110	14,988
Total Budget	**-**	**$ 68,662**	**$ 45,688**
Staffing (FTE)	1.50	1.00	1.00
Operating and Performance Measures			
Workload Measures			
Inmates participating in work release	52	45	45

Sheriff 210000

DEPARTMENT SERVICE INFORMATION

5495 Administration and Training Services

Provides policy direction and leadership, accounts payable, payroll, purchasing, records and reporting, and internal affairs investigations. Ensures that all Deputies are trained and qualified for all aspects of the job, and runs the Training Academy for new recruits.

Goals:
1. Administration-Meet reporting deadlines for information requests by Budget, Finance, HR and Purchasing, State Compensation Board Annual Job Cost Report, SCAAP Application and Reimbursement submissions, and Federal and State Annual Certification for Asset Forfeiture Program.
2. Training-Maintain the annual certification of all deputies as required by the Virginia Department of Criminal Justice Services.

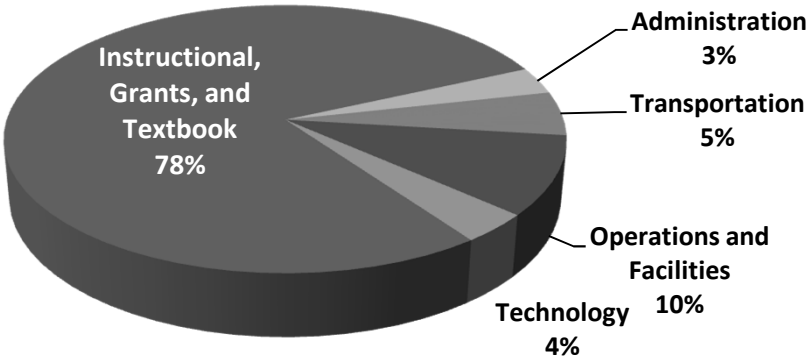
	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 3,520,646	$ 5,764,710
Allocated Administrative/Support Costs	-	(3,520,646)	(5,764,710)
Total Budget	-	-	-
Staffing (FTE)	32.00	38.00	38.00
Operating and Performance Measures			

Education - School System 999991

The Education section includes the operating costs associated with the City of Chesapeake's School System. The City's School System is operated under the direction of an independent School Board. The School Superintendent manages the system that provides free and appropriate education to over 39,000 students from pre-school through grade twelve.

Expenditures:	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior year
School General Fund:				
Instructional Services				
Classroom Instruction	$ 285,853,017	$ 302,776,036	$ 320,633,797	5.9%
Instructional Support - students	12,503,852	13,630,648	14,183,121	4.1%
Instructional Support - staff	20,139,523	21,343,545	22,517,262	5.5%
Office of the Principal	25,279,714	26,369,631	27,032,313	2.5%
Total Instructional Services	**$ 343,776,106**	**$ 364,119,860**	**$ 384,366,493**	**5.6%**
Admin. Attendance and Health	16,098,230	17,089,099	18,368,193	7.5%
Pupil Transportation	28,822,558	28,646,988	29,836,729	4.2%
Operation & Maintenance	46,438,725	46,001,753	46,324,290	0.7%
Facilities	534,064	900,283	919,601	2.1%
Technology	15,556,557	18,424,501	20,238,671	9.8%
Total School General Fund	**$ 451,226,240**	**$ 475,182,484**	**$ 500,053,977**	**5.2%**
Other Funds:				
School Cell Tower Fund	-	610,000	6,785,000	1012.3%
Textbook Fund	-	5,007,544	3,500,077	-30.1%
Grants Fund	21,465,041	30,791,977	32,362,123	5.1%
Self Insurance Fund	-	7,500,000	22,000,000	193.3%
School Nutrition Services	11,848,821	13,505,798	13,505,798	0.0%
Total School Expenditures	**$ 484,540,102**	**$ 532,597,803**	**$ 578,206,975**	**8.6%**

Summary of General Fund Expenditures FY 20-21



Education - School System

Funding for the School Operating Fund is provided primarily through local funding, State General Fund support, and State Sales Tax designated for local education. State funds are distributed to school districts based on the number of students (average daily membership) and each district's composite index (a measure of locality wealth and capacity). Chesapeake's composite index is .3486 meaning that the City is required to provide 34.86% of the basic cost of K-12 education as defined by Virginia's Standards of Quality.

As is the case in most Virginia localities, Chesapeake provides more support to its schools than this minimum requirement set by the Standards of Quality. Chesapeake's efforts in this regard rank among the top 20% of localities in the State. City resources represents 43.7% of the FY 2021 Schools General Fund budget, exclusive of existing debt service and the Reserve for Future School Capital Needs.

A major initiative of Chesapeake Public Schools is the transition to a full-day kindergarten program throughout the City. Chesapeake is one of only three districts in the state that do not offer full-day kindergarten; however, it is currently available at fourteen (14) schools. The initiative is underway and will expand as funding is identified. The FY 2021 budget includes expansion of full-day Kindergarten to include three additional schools. There will be three remaining schools with half-day Kindergarten.

In addition to resources noted in the School Operating Budget, the following resources are also included in the City's FY 2021 budget for School purposes:

- $31.7 million allocated for School Capital (lockbox).
- $1.7 million in pre-lockbox debt service for the construction of School facilities.
- $2.0 million for School resource officers and School crossing guards.

During FY 2021 the City will reserve $30.8 million for school capital purposes. Of that amount, $21.6 million will be used to service debt issued or anticipated for school capital projects. Another $7.0 million will be used to cash fund school capital projects. The remainder ($2.2 million) is available for cash funding of capital projects beyond FY 2021.

A summary of all resources dedicated to Schools is shown on the next page.

Education - School System

SCHOOL OPERATIONS, DEBT & CAPITAL	FY 19-20 Budget	% of Total	FY 20-21 Budget	% of Total
State General Fund & Lottery	$ 206,703,303	36.41%	$ 223,061,881	36.35%
State Share Sales Tax	47,889,246	8.44%	49,274,161	8.03%
Federal	4,075,000	0.72%	4,575,000	0.75%
Tuition, rent, other local	2,886,935	0.51%	2,886,935	0.47%
City - Revenue Sharing Formula	212,343,000	37.40%	218,655,000	35.63%
City - Greenbrier TIF Surplus	1,250,000	0.22%	1,601,000	0.26%
Revenue sharing true-up prior years (1)	35,000	0.01%	-	0.00%
School Reversion prior years (1)	-	0.00%	-	0.00%
School Textbook Fund (2)	5,007,544	0.88%	3,500,077	0.57%
School Nutrition Services (2)	13,505,798	2.38%	13,505,798	2.20%
School Cell Tower Fund (2)	610,000	0.11%	6,785,000	1.11%
Self-Insurance Fund (2)	7,500,000	1.32%	22,000,000	3.59%
School Grants Fund	30,791,977	5.42%	32,362,123	5.27%
TOTAL SCHOOL OPERATING FUNDS	**$ 532,597,803**	**93.81%**	**$ 578,206,975**	**94.23%**
Other Support from City:				
Crossing Guards and Resource Officers	1,846,000	0.33%	1,952,000	0.32%
Funds for School Lock-Box	30,815,100	5.43%	31,720,500	5.17%
School Debt - other than Lockbox	2,460,700	0.43%	1,733,200	0.28%
School Debt - Use of Proffer Funds	-	0.00%	-	0.00%
TOTAL SCHOOL FUNDING - ALL SOURCES	**$ 567,719,603**	**100.00%**	**$ 613,612,675**	**100.00%**

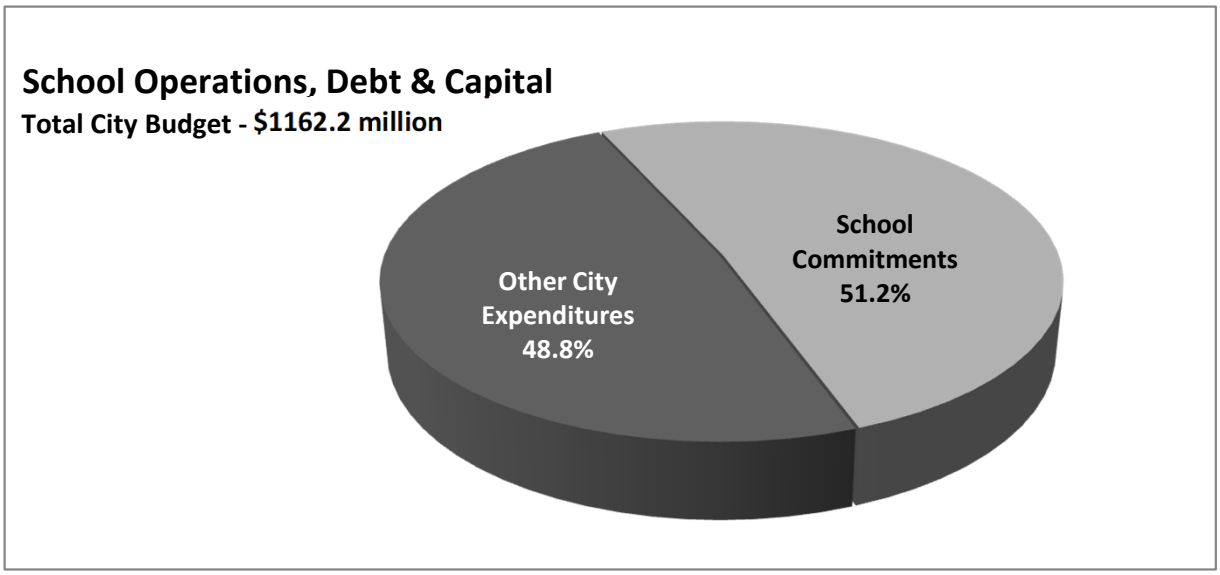
(1) The School reversion is derived from a surplus realized by CPS in prior years. Similarly, the revenue sharing true-up represents the school share of City revenue collections in excess of budget estimates. Under City-School revenue sharing formula, if actual revenue collections exceed budget estimates, the difference is shared (usually, the difference is positive).

(2) Available resources includes fund balances accumulated in previous years. The resources stated here include the following amounts from school fund balances:

	FY 19-20	FY 20-21
School Textbook Fund	$ 4,977,544	$ 3,470,077
School Nutrition Services Fund	387,358	-
Cell Tower Fund	310,000	210,000
Self-Insurance Fund	7,500,000	22,000,000
	$ 13,174,902	$ 25,680,077

Use of fund balances for operating expenditures presents a risk in financing future operating needs because of a reliance on one-time funds to meet continuing operating costs.

Education - School System



Statistics	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior year
K-12 Students enrolled (September 30)	39,722	40,025	40,898	2.2%
Career & Tech. Ed students	20,384	20,640	20,588	-0.3%
Industry Certifications	5,065	5,301	5,116	-3.5%
Advanced Placement Students	2,414	2,475	2,438	-1.5%
International Baccalaureate Students	206	226	228	0.9%
Early College Scholars	1,319	1,500	1,450	-3.3%
Adult education students enrolled	679	600	720	20.0%
Elem. summer school enrolled	1,834	2,450	1,871	-23.6%
Secondary summer school enrolled	1,352	1,600	1,379	-13.8%
Students transported	35,575	34,509	36,287	5.2%

Education - School System

School Board Strategic Goals and Plans of the FY 2021 Operating Budget

Providing exemplary teaching and learning experiences.

- Expansion of Full-day Kindergarten to include three additional schools – Cedar Road Elementary, Butts Road Primary and Grassfield Elementary.
- Add 38 teachers and 19 teacher assistant positions to address student growth.
- Add 8 guidance counselors to meet the revised Standards of Quality (SOQ).
- Add 2 positions to develop a computer science pipeline within the career and technical education (CTE) program.
- Expand virtual learning opportunities for students.
- Add 8 positions to support expansion of virtual learning opportunities.
- Add a career and technical education coordinator position to support expansion of CTE offerings in grades K-12.

Recruit, retain, and support our valued employees.

- Provide $14.7M to implement the recommendations of the salary study, including full implementation of support and administrative recommendations and the first year of a four-year proposal to adjust the teacher pay scale, with starting teacher pay increased to $46,552 and a 2% increase for employees remaining above scale.
- Provide $0.9M for anticipated increases in health insurance.
- Additional professional development and training opportunities.

Provide a safe and supportive learning environment.

- Add 1 school psychologist and 1 behavioral consultants.
- Add 1 social worker.
- Add 1 data quality secetary for elementary schools.
- Add 1 special education transition specialist.
- Add 1 transportation coordinator
- Provide funding for bus replacements.

Engage, inform, and collaborate with the community to support our mission.

- Provide funding for additional means of communication between the division and stakeholder groups.
- Continue to enhance communications efforts with the larger community by seeking input from stakeholder groups

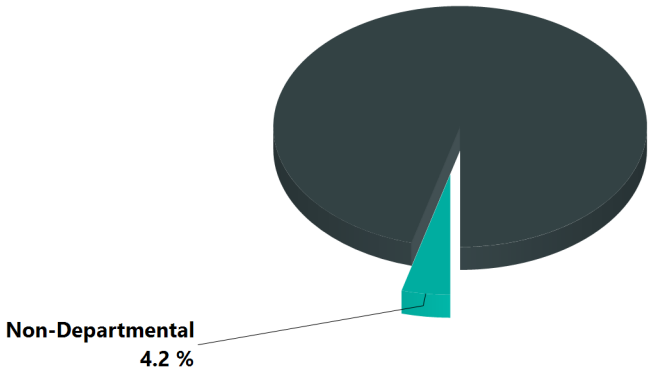
Non-Departmental

Summary

Budget by Department		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
111100	Debt Service	$ 37,801,120	$ 42,617,449	$ 43,275,400	1.5%
111100	Non-Departmental	14,433,152	7,261,726	5,591,602	-23.0%
Total Expenditures		**$ 52,234,272**	**$ 49,879,175**	**$ 48,867,002**	-2.0%
Less Billings to Other Departments		-	-	-	-
Total Non-Departmental		**$ 52,234,272**	**$ 49,879,175**	**$ 48,867,002**	**-2.0%**

Non-Departmental

Total City Budget - $1,162.2 Million



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Debt Service 111100

Description:

Debt service represents the annual payments required for bonds and other debt issued by the City. Debt service costs for the enterprise funds are included in department budgets and excluded from this section. The City typically borrows to finance the construction or acquisition of infrastructure, buildings and equipment.

Department Objectives:

Debt Management Policies:

- Long-term borrowing will not be used to finance current operations or normal maintenance.
- Long-term borrowing for capital improvements will be confined to such improvements and projects that cannot be financed from current revenues.
- Capital improvements that are financed by issuing General Obligation Bonds, Revenue Bonds, or other long-term debt are repaid within a period less than the expected useful life of the improvements.
- General Obligation Bonds will be used for projects that benefit the citizens of Chesapeake.
- Overall net debt will not exceed three and one-half percent (3.5%) of the assessed valuation of the taxable real property in the City of Chesapeake.
- Overall net debt will not exceed $3,000 per capita.
- Where possible and appropriate, the City will develop, authorize, and issue revenue or other self-supporting debt instruments in lieu of general obligation bonds.
- Revenue bonds will comply with bond covenants.
- Lease-purchase or other debt instruments may be used as a medium-term (four to ten years) method of borrowing for the financing of vehicles, specialized types of equipment or other capital improvements.
- Use lease-purchase financing cautiously with the goal of financing purchases greater than $20,000.
- Equipment or improvements must have an expected useful life of at least four years.
- Chesapeake will determine and utilize the least costly financing method available.
- Debt arrangements will be repaid within the expected useful life of the equipment or improvement acquired.
- Tax-supported debt will not exceed 10% of General Government revenue.
- Short-term borrowing may be utilized for temporary funding of anticipated bond proceeds, anticipated grant payments or other expected revenues.
- Short-term debt, such as tax-exempt commercial paper, bond anticipation notes, tax anticipation notes, and grant anticipation notes, may be used when it provides immediate financing and an interest advantage, or the advantage to delay long-term debt until market conditions are more favorable. The City of Chesapeake will determine and utilize the least costly method for short-term borrowing.
- Short-term tax and other revenue anticipation debt will not exceed anticipated revenue (federal or state grants) or anticipated proceeds of long-term financing.

In determining the amount of debt to issue, the City evaluates the amount of additional debt service that can be supported by current year revenues for the years in which the debt will be outstanding, as well as, the City's legal debt limits and debt management policies.

Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
95100	Debt Services	$ 37,801,120	$ 42,617,449	$ 43,275,400	1.5%
	Total by Program	**$ 37,801,120**	**$ 42,617,449**	**$ 43,275,400**	**1.5%**

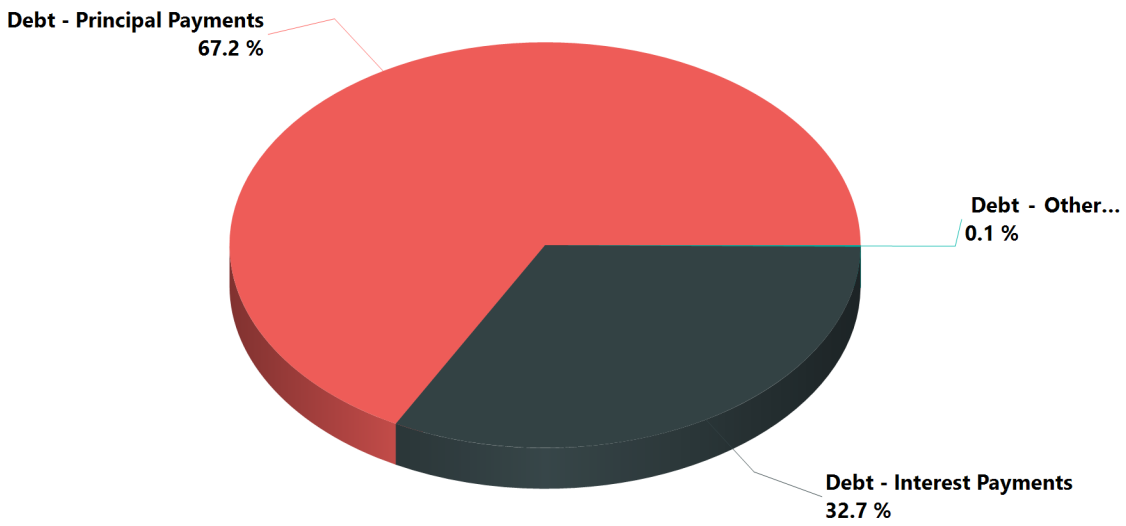
Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
7300	Debt Service	$ 37,801,120	$ 42,617,449	$ 43,275,400	1.5%
	Total by Service	**$ 37,801,120**	**$ 42,617,449**	**$ 43,275,400**	**1.5%**

Debt Service

111100

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1690	Debt - Other Payments	$ 33,854	$ 55,000	$ 55,000	0%
1691	Debt - Principal Payments	25,019,586	27,872,635	29,060,412	4.3%
1692	Debt - Interest Payments	12,747,680	14,689,814	14,159,988	-3.6%
	Total Expenditures	**$ 37,801,120**	**$ 42,617,449**	**$ 43,275,400**	**1.5%**

FY 20-21 Budget by Expense Category



Budget Highlights:

Legal Debt Limit:

Pursuant to the Constitution of Virginia and the Public Finance Act, a city in Virginia is authorized to issue bonds and notes secured by a pledge of its full faith and credit. The Constitution and the Public Finance Act also limit the indebtedness that may be incurred by the cities. This limit is ten (10) percent of the assessed valuation of real estate subject to local taxation.

The City Charter further limits the City's power to create debt. It provides that no bonds and notes (other than refunding bonds) secured by a pledge of the City's full faith and credit shall be issued until their issuance has been authorized by a majority of the qualified voters of the City voting in an election on the question. However, the City Charter provides that the City Council may authorize the issuance of such bonds or notes without an election in any calendar year in an amount not to exceed $4,500,000 plus amount of debt retired the previous calendar year as new annual borrowing authority. Also, the charter states the amount of such bones or notes together with existing indebtedness of the City shall not exceed eight (8) percent of the assessed valuation of real estate in the City subject to local taxation, as shown by the last preceding

Debt Service 111100

assessment for taxes. Contractual obligations of the City other than bonds and notes are not included within the prohibitions described in this paragraph.

Determination of Legal Debt Limit and Margin:

- Assessed Value of taxable real estate at June 30, 2019 $27,625 million
- Legal debt limit - 10% of assessed value 2,762 million
- General Obligation bonds and debt outstanding 285 million
- Legal Debt Margin - maximum amount of new debt $ 2,477 million

Most general government debt is funded through the two lockboxes established for capital or from one of the two TIF Funds. Approximately $2.9 million of annual debt service on debt that preceded the establishment of these mechanisms is covered by a surplus in the Debt Service Fund.

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1415	Use of Money & Property	$ 398,504	$ 54,889	$ 54,889	0%
1418	Miscellanous Local Revenues	453,191	458,195	586,266	28.0%
1432	Federal Government	876,007	841,467	806,218	-4.2%
	Total Revenues	**$ 1,727,702**	**$ 1,354,551**	**$ 1,447,373**	**6.9%**
Other Resources:					
1321	Use of Fund Balance	$ 916,019	$ 3,614,734	$ 2,849,145	-21.2%
1930	Transfer from Other Funds	1,099,129	356,280	354,830	-0.4%
1931	Transfers from General Fund	28,864,640	34,812,544	36,153,125	3.9%
1932	Transfers from Capital Funds	2,717,640	-	-	-
1933	Transfers from TIF Funds	2,475,990	2,479,340	2,470,927	-0.3%
	Total Resources	**$ 37,801,120**	**$ 42,617,449**	**$ 43,275,400**	**1.5%**
Use of Resources:					
	Expenditures	$ 37,801,120	$ 42,617,449	$ 43,275,400	1.5%
	Total Use of Resources	**$ 37,801,120**	**$ 42,617,449**	**$ 43,275,400**	**1.5%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
401	**Debt Service Fund**	$ 37,801,120	$ 42,617,449	$ 43,275,400	1.5%
	Total by Fund	**$ 37,801,120**	**$ 42,617,449**	**$ 43,275,400**	**1.5%**

Non-Departmental 111100

Description:

The Non-Departmental costs are focused on City-wide expenses that are not related to a specific department. It also includes contingencies that will be allocated to departments as estimates are finalized or needs are identified.

- Outside Agencies includes City support for non-profit organizations providing services to citizens. Starting in FY 2020 outside agencies are included in department budgets.
- Regional Cooperation and Support includes dues and memberships in agencies promoting region-wide cooperation. Starting in FY 2020 outside agency payments are included in department budgets.
- City-Wide Operations includes costs that are not specific to a particular City department, including:
  - Debt payments on Oak Grove Connector
  - Credits for enterprise fund overhead allocations
  - Stormwater management fees
  - Administrative support of Land Bank Authority
  - Public Health - Healthy Chesapeake
  - Public Health - South Norfolk Clinic (Southeastern Health System)
- Contingencies are included in the budget to address unforeseen demands or specific costs that are not well-defined during budget development.
- Emergency Event Contingency provides immediate funding for materials, supplies, and overtime costs incurred during inclement weather or other declared emergencies.

Non-Departmental accounts are included in the General Fund and are funded entirely from general tax revenue.

Department Objectives:

None

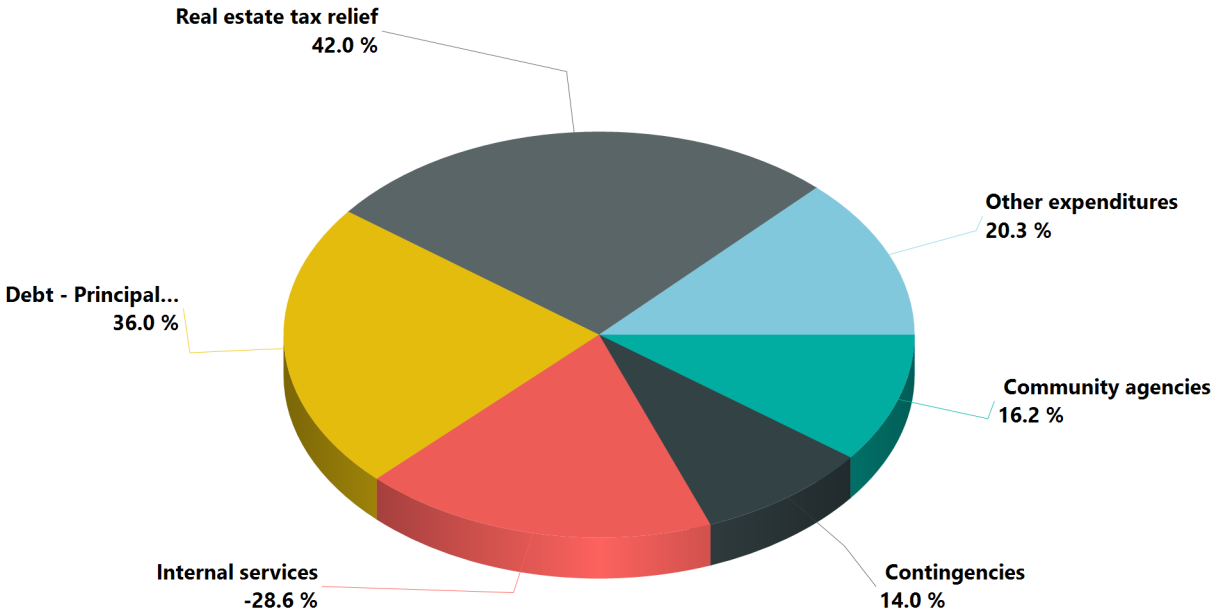
Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
91300	Outside Agencies	$ 369,802	$ -	$ 1	-
91304	Non-Deptartmental Items	5,413,860	5,876,726	4,206,600	-28.4%
91311	Regional Cooperation and Support	8,649,490	-	1	-
91400	Operating Contingencies	-	985,000	985,000	0%
91900	Emergency Event Contingencies	-	400,000	400,000	0%
	Total by Program	**$ 14,433,152**	**$ 7,261,726**	**$ 5,591,602**	**-23.0%**

Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
7350	Non-Departmental	$ -	$ 5,876,726	$ 4,206,602	-28.4%
7900	Contingencies	-	1,385,000	1,385,000	0%
	Total by Service	**$ -**	**$ 7,261,726**	**$ 5,591,602**	**-23.0%**

Non-Departmental 111100

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ -	$ 375,000	$ 375,000	0%
1520	Employee benefits	880,382	226,226	226,250	0.0%
1691	Debt - Principal Payments	1,640,000	1,720,000	2,015,000	17.2%
1692	Debt - Interest Payments	352,750	281,000	206,750	-26.4%
1750	Other expenditures	1,803,220	325,000	325,002	0.0%
1770	Community agencies	4,351,934	2,742,500	907,400	-66.9%
1771	Real estate tax relief	2,173,395	2,329,000	2,350,000	0.9%
1790	Contingencies	-	785,000	785,000	0%
	Total Expenditures	**$ 14,433,152**	**$ 7,261,726**	**$ 5,591,602**	**-23.0%**

FY 20-21 Budget by Expense Category



Budget Highlights:
Starting in FY 2019-20, most costs previously included in the non-departmental section were moved to the department that is primarily responsible. This was done for two reasons: (1) More accurately state cost of services and (2) Improve internal vendor payment process and ensure appropriate payment approvals. This change affects department budget as follows:

Moved to Community Programs Division of Human Services:

Non-Departmental 111100

a. Community Service Grants
b. Comprehensive planning for youth and elderly
Moved to City Clerk - Boards and Commissions
Moved to Police, Fire and Sheriff - Line of Duty Program
Moved to City Attorney - Outside counsel (primarily for environmental defense)
Moved to Fire Department
a. Rental and maintenance of fire hydrants
b. Hampton Roads Planning District Commission - Medical Response
Moved to City Manager's Office
a. Hampton Roads Planning District Commission and other regional organizations
b. Process Improvement Initiative
Moved to Public Works - Hampton Roads Transit payments
Moved to Economic Development
a. Support of the Economic Development Authority
b. Economic Development Incentives
c. Hampton Roads Economic Development Alliance

Approximate amount moved from Non-Departmental section: $8,346,255

OPERATING REVENUE (next page)
Listed here are General Fund revenues that are not are undesignated and unassigned to specific purposes. These funds are available for funding general government and school activities. We have subtracted amounts that are used to fund specific departments (account 1450) leaving revenues available for transfers to other operating and capital funds.
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Non-Departmental 111100

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1411	General Propery Tax	$ 336,657,321	$ 348,907,916	$ 359,618,900	3.1%
1412	Other Local Taxes	134,783,136	137,202,242	138,084,591	0.6%
1413	Licences, Permits, and Fees	2,720	5,000	2,300	-54.0%
1414	Fines and Forfeitures	1,414,896	1,704,200	1,214,300	-28.7%
1415	Use of Money & Property	4,601,665	1,951,000	1,951,000	0%
1416	Charges for Services	225,451	114,600	96,000	-16.2%
1418	Miscellanous Local Revenues	163,453	-	-	-
1419	Recovered Costs	22,348	-	-	-
1423	Commonwealth of Virginia - Non-Categorical	31,346,347	31,251,301	31,322,201	0.2%
1424	Commonwealth of Virginia - Categorical: Other	1,102,509	1,000,000	1,000,000	0%
1432	Federal Government	103,575	35,000	35,000	0%
1450	Other Non-Designated Revenue	(201,440,132)	(235,043,553)	(243,024,095)	3.4%
	Total Revenues	**$ 308,983,289**	**$ 287,127,706**	**$ 290,300,197**	**1.1%**
Other Resources:					
1321	Use of Fund Balance	$ -	$ 21,564,376	$ 66,942,295	210.4%
1930	Transfer from Other Funds	913,173	-	-	-
1932	Transfers from Capital Funds	548,649	-	-	-
1933	Transfers from TIF Funds	4,245,392	4,405,600	7,381,900	67.6%
	Total Resources	**$ 314,690,503**	**$ 313,097,682**	**$ 364,624,392**	**16.5%**
Use of Resources:					
	Expenditures	$ 14,433,152	$ 7,261,726	$ 5,591,602	-23.0%
1319	Fund Surplus	-	84,700	2,175,080	-96.1%
1320	Fund Balance Increases	22,075,618	-	48,909,606	-100%
1942	Transfers to Capital Funds	16,732,257	28,761,051	23,789,170	20.9%
1944	Transfers to Other Funds	21,922,443	21,584,661	20,749,711	4.0%
1946	Transfers to Debt Fund	28,864,640	34,812,544	36,153,125	-3.7%
1960	Transfers to Schools	210,428,306	220,593,000	227,256,000	-2.9%
	Total Use of Resources	**$ 314,456,415**	**$ 313,097,682**	**$ 364,624,294**	**-23.0%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
100	**General Fund**	14,433,152	7,261,726	5,591,602	-23.0%
	Total by Fund	**$ 14,433,152**	**$ 7,261,726**	**$ 5,591,602**	**-23.0%**

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Capital Improvement Plan Summary

Overview

The City Council adopts a five-year Capital Improvement Plan (CIP) for which funds are appropriated for the first year in the Capital Improvement Budget (CIB). The remaining four years of the CIP serve as a planning guide for public facilities and infrastructure. However, the CIP may be revised by City Council if significant events change resources or priorities.

The CIP is developed in advance of the Operating Budget and is reviewed and approved by City Council separately from the Operating Budget. As with the Operating Budget, the process for the CIP preparation begins with the City's Multi-Year Forecast in the fall of each year. Through the Multi-Year Forecast, the City estimates the resources available and the anticipated expenditures for the Operating Budget as well as the funding available to support debt service for existing debt and new capital projects. The Operating Budget includes appropriations for the payment of the debt service and any additional funding for operating costs from completed capital projects. However, the Capital Improvement Plan is produced as a separate document and the Capital Improvement Budget is appropriated under a separate ordinance.

The Capital Improvement Plan Summary provides an overview of the capital projects and the impact of the Capital Improvement Budget on the Operating Budget. The Debt Service section shows the funding level budgeted for debt service, the City's level of indebtedness and the Debt Management Policies. Specific capital project detail is contained in the CIP document. The CIP policy and process as well as the relationship to the Operating Budget are discussed in the Overview section at the beginning of the Operating Budget document.

Capital Improvement Plan - Impact on the Operating Budget

The Capital Improvement Budget impacts the Operating Budget in two primary ways. First, the Operating Budget provides for the ongoing costs to operate and maintain capital projects upon completion. Second, the Operating Budget provides for the annual payments on the debt used to finance the construction of projects in the CIP. The level of debt service and its impact on the Operating Budget is discussed under Debt Management Policies.

Starting on page I-29 of this section is a list of projects with estimates of future operating costs. We do not anticipate additional operating costs for capital projects that are expected to be completed during FY 2021.

Summary of Capital Improvement Plan (CIP) Resources and Capital Projects

The following tables summarize the five year Capital Improvement Program:

1) Summary of Resource Requirements and Funding Sources Page I-12
2) Summary Resource Requirements (by project) Page I-13
3) Funding Sourcew (with listing of projects) Page I-20
4) Annual Impact of Capital Projects on Operating Budget Page I-29

CAPITAL IMPROVEMENT PROGRAM - 2021-2025

SUMMARY OF RESOURCE REQUIREMENTS AND FUNDING SOURCES

Amounts in thousands	Previous Allocations	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5-Year Total	Total All Years
RESOURCE REQUIREMENTS								
General Government								
Community Facilities	$ 50,389	$ 12,877	$ 17,345	$ 4,360	$ 6,960	$ 6,600	$ 48,142	$ 98,531
Economic Development	7,285	13,476	2,692	714	730	710	18,322	25,606
Education	79,624	13,000	13,000	13,000	56,500	73,000	168,500	248,124
Information Technology	10,846	4,165	5,990	5,000	5,204	9,860	30,219	41,066
Parks, Recreation & Tourism	18,725	5,810	5,650	5,405	6,310	4,247	27,422	46,147
Public Safety	19,123	5,002	8,993	3,076	7,011	7,670	31,752	50,875
Transportation	53,869	28,570	46,485	13,724	1,200	11,027	101,004	154,873
Subtotal	**$ 239,862**	**$ 82,900**	**$ 100,155**	**$ 45,279**	**$ 83,915**	**$ 113,114**	**$ 425,361**	**$ 665,223**
Enterprise Funds								
Public Utilities Capital	$ 71,690	$ 38,714	$ 20,772	$ 27,845	$ 24,250	$ 18,370	$ 129,951	$ 201,641
Storm Water Capital	23,601	6,000	4,300	2,250	2,100	1,900	16,550	40,151
Transportation - CTS	200	140	3,670	3,630	4,600	-	12,040	12,240
Subtotal	**$ 95,491**	**$ 44,854**	**$ 28,742**	**$ 33,725**	**$ 30,950**	**$ 20,270**	**$ 158,541**	**$ 254,032**
Total Resource Requirements	**$ 335,353**	**$ 127,754**	**$ 128,897**	**$ 79,004**	**$ 114,865**	**$ 133,384**	**$ 583,902**	**$ 919,255**
FUNDING SOURCES								
Cash								
Lockbox City	25,413	7,570	10,644	10,088	10,955	8,920	48,177	73,590
Lockbox Schools	41,097	7,000	7,000	7,000	10,500	14,500	46,000	87,097
Other City Funds	1,490	610	610	610	610	610	3,050	4,540
Greenbrier TIF	$ 200	$ -	$ -	$ -	$ -	$ -	$ -	$ 200
South Norfolk TIF	4,156	11,400	8,000	-	-	-	19,400	23,556
Stormwater Fund	22,401	2,400	2,700	2,250	2,100	1,900	11,350	33,751
Public Utilities Fund	39,267	9,390	11,790	15,845	17,250	14,870	69,145	108,412
Fund Balance - Capital Fund	8,883	1,300	1,000	500	500	500	3,800	12,683
Fund Balance - CTS Fund	200	140	3,670	3,630	4,600	-	12,040	12,240
Fund Balance - General Fund	36,885	16,219	13,058	6,025	3,575	6,680	45,556	82,441
Fund Balance - IT Fund	1,400	1,085	1,000	1,000	-	-	3,085	4,485
Fund Balance - Other Funds	5,373	7,397	140	250	250	250	8,287	13,660
Fund Balance - Stormwater	1,200	1,300	-	-	-	-	1,300	2,500
Subtotal City Cash	**$ 187,965**	**$ 65,811**	**$ 59,612**	**$ 47,198**	**$ 50,340**	**$ 48,230**	**$ 271,190**	**$ 459,155**
Grant proceeds	3,765	10,170	170	170	-	1,002	11,512	15,277
Developer Proffers	-	-	500	-	-	-	500	500
Virginia Dept. of Transportation	22,420	12,373	28,152	10,536	900	6,577	58,537	80,957
Subtotal Cash - All Sources	**$ 214,151**	**$ 88,354**	**$ 88,434**	**$ 57,904**	**$ 51,240**	**$ 55,809**	**$ 341,739**	**$ 555,890**
Debt Financing								
G.O. Debt - City	$ 48,348	$ 9,271	$ 22,811	$ 3,100	$ 6,625	$ 11,575	$ 53,382	$ 101,729
G.O. Debt - Short Term Financing	1,905	-	-	-	-	-	-	1,905
G.O. Debt - South Norfolk TIF	-	4,805	2,670	-	-	-	7,475	7,475
G.O. Debt - VPSA	37,527	6,000	6,000	6,000	46,000	58,500	122,500	160,027
Revenue Bonds - Utility Fund	33,423	19,324	8,982	12,000	11,000	7,500	58,806	92,229
Subtotal - Debt Financing	$ 121,202	$ 39,400	$ 40,463	$ 21,100	$ 63,625	$ 77,575	$ 242,163	$ 363,365
Total Funding Sources	**$ 335,353**	**$ 127,754**	**$ 128,897**	**$ 79,004**	**$ 114,865**	**$ 133,384**	**$ 583,902**	**$ 919,255**

CAPITAL IMPROVEMENT PLAN 2021-2025

SUMMARY OF RESOURCE REQUIREMENTS

Project Title	Project #	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5-Year Total
Community Facilities							
ADA Facility and Infrastructure Retrofits	01-220	50,000	50,000	-	-	-	100,000
CIBH - Expansion and Renovation of 224 Great Bridge Blvd. Building	01-230	5,997,000	-	-	-	-	5,997,000
Facilities - High Priority Renewal and Replacements - Phase III	02-150	2,180,000	2,295,000	2,335,000	2,360,000	2,400,000	11,570,000
Joint City/School Garage Facility	48-230	4,000,000	-	-	-	-	4,000,000
Juvenile Services Building Replacement	01-240	-	-	500,000	-	-	500,000
LED Lighting Retrofits - Various Buildings	02-240	100,000	100,000	100,000	100,000	-	400,000
Libraries - Music Shelving Replacement	03-230	-	-	175,000	-	-	175,000
Libraries - Refresh and Reconfigure Shelving, Staff Lounges, and Food Preparation Areas	02-250	-	-	650,000	-	-	650,000
Libraries - Refresh Indian River, Major Hillard, and Russell Memorial Libraries	03-250	-	-	-	300,000	-	300,000
Libraries - Shelving Replacement	04-230	-	-	400,000	-	-	400,000
Municipal Center Master Plan Update	81-250	150,000	-	-	-	-	150,000
Municipal Parking Lots and Sidewalks II	04-150	150,000	150,000	200,000	200,000	200,000	900,000
Public Works/Public Utilities Operating Facilities Replacement/Relocation	01-150	-	14,500,000	-	4,000,000	4,000,000	22,500,000
Security Improvements - Various Facilities	06-240	250,000	250,000	-	-	-	500,000
Community Facilities Total		**12,877,000**	**17,345,000**	**4,360,000**	**6,960,000**	**6,600,000**	**48,142,000**
Economic Development							
Airport Authority Improvements and Expansion - Phase II	53-230	60,500	82,000	4,000	20,000	-	166,500
Great Bridge Village Plan Implementation Seed Funding	04-250	100,000	100,000	100,000	100,000	100,000	500,000
Industrial Waterfront Study	06-250	400,000	400,000	-	-	-	800,000
Open Space and Agriculture Preservation (OSAP) Program	05-230	610,000	610,000	610,000	610,000	610,000	3,050,000
South Norfolk Municipal Building	51-230	12,305,000	-	-	-	-	12,305,000
Tidewater Community College - Science/Engineering Building	40-200	-	1,500,000	-	-	-	1,500,000
Economic Development Total		**13,475,500**	**2,692,000**	**714,000**	**730,000**	**710,000**	**18,321,500**

CAPITAL IMPROVEMENT PLAN 2021-2025

SUMMARY OF RESOURCE REQUIREMENTS

Project Title	Project #	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5-Year Total
Education							
Modernization/Renovation of Schools (to be determined by School Board)	32-190	-	-	-	43,500,000	60,000,000	103,500,000
Non-routine Renewal & Replacement Projects - Schools	03-180	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	55,000,000
School Bus - Replacement	29-190	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
School Technology - Replacement	30-190	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Education Total		**13,000,000**	**13,000,000**	**13,000,000**	**56,500,000**	**73,000,000**	**168,500,000**
Information Technology							
ArcGIS Enterprise Implementation	08-250	200,000	-	-	-	-	200,000
Citizen Experience Study - City Digital Content	10-240	250,000	250,000	-	-	-	500,000
Data Access Governance Design and Implementation	09-250	285,000	20,000	-	-	-	305,000
Data Center Equipment Replacement	12-240	-	1,500,000	1,500,000	1,500,000	1,650,000	6,150,000
DIT Building Space and Condition Study	10-250	40,000	-	-	-	-	40,000
Enterprise Application Modernization (formerly Citywide ERP Solution)	06-220	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Enterprise Cybersecurity Incident Reponses Planning and Policy Review	11-250	120,000	-	-	-	-	120,000
Enterprise KRONOS Upgrade - Phase II	09-170	135,000	-	-	-	-	135,000
Enterprise Wide Technology III	08-210	-	250,000	250,000	250,000	250,000	1,000,000
Enterprise-wide Next Generation Identity Access Management	09-230	100,000	80,000	50,000	-	-	230,000
Fiber Optic - Conduit Installation - Mt. Pleasant Road Cost Share	15-250	60,000	400,000	-	-	-	460,000
Fire/EMS - Mobile Data Terminal Replacements	13-240	-	200,000	-	-	-	200,000
HR - Learning Management System	14-250	-	100,000	-	-	-	100,000
Laserfiche Upgrade	13-210	-	100,000	-	100,000	-	200,000
Libraries - Data Center Technology and Switching Replacement	10-230	-	-	600,000	-	-	600,000
Libraries - Expansion of Services	13-250	-	-	-	354,000	300,000	654,000
Libraries - Technology Upgrade/Replacement - Phase III	10-220	160,000	90,000	-	-	-	250,000
Network Equipment Replacement - Phase II	12-220	600,000	600,000	600,000	600,000	660,000	3,060,000
PeopleSoft Update Manager & PeopleTools Upgrade	11-220	-	400,000	-	400,000	-	800,000
Regional Broadband Ring	35-240	-	-	-	-	5,000,000	5,000,000
Standardize Interactive Displays - Conference Rooms and Digital Signs	16-250	50,000	-	-	-	-	50,000
Telephone System - Replace Existing PBX with VoIP	14-210	165,170	-	-	-	-	165,170
Information Technology Total		**4,165,170**	**5,990,000**	**5,000,000**	**5,204,000**	**9,860,000**	**30,219,170**

CAPITAL IMPROVEMENT PLAN 2021-2025

SUMMARY OF RESOURCE REQUIREMENTS

Project Title	Project #	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5-Year Total
Parks, Recreation & Tourism							
ADA Facility Compliance	22-190	75,000	75,000	75,000	75,000	75,000	375,000
Athletic Field Improvements	16-190	380,000	380,000	380,000	380,000	380,000	1,900,000
Centerville Park Phase II	17-250	-	-	-	-	-	-
Chesapeake Multipurpose Stadium	50-230	-	-	-	-	-	-
Commonwealth/Seaboard Multi-City Rail Trail (Western Branch Rail to Trail)	18-210	-	-	-	-	550,000	550,000
Conference Center Renovation	12-200	300,000	140,000	-	-	-	440,000
Deep Creek Park - Phase II	20-250	-	-	-	-	-	-
Dismal Swamp Canal Trail - Phase III (Renovation, Restroom, Parking Lot)	19-210	-	-	-	-	452,000	452,000
Heritage Park - Phase II	14-240	-	-	-	1,525,000	-	1,525,000
Heron Landing Park on the Indian River	15-240	225,000	225,000	300,000	-	-	750,000
New Athletic Field Lighting	21-250	500,000	500,000	500,000	500,000	-	2,000,000
Northwest River Park Improvements	11-230	1,000,000	1,000,000	1,000,000	1,000,000	-	4,000,000
Oak Grove Lake Park - Phase II	16-240	-	-	320,000	-	-	320,000
Open Space and Recreation Program	47-200	1,000,000	1,000,000	500,000	500,000	500,000	3,500,000
Park Program Improvements	18-190	300,000	300,000	300,000	300,000	300,000	1,500,000
Parking Lot Improvements	21-190	90,000	90,000	90,000	90,000	90,000	450,000
Parks and Recreation - Improvements, Additions & Expansions	12-230	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	8,000,000
Recreational Facility Improvements	19-190	300,000	300,000	300,000	300,000	300,000	1,500,000
Security Improvements - Parks, Recreation and Tourism	24-190	40,000	40,000	40,000	40,000	-	160,000
Parks, Recreation & Tourism Total		**5,810,000**	**5,650,000**	**5,405,000**	**6,310,000**	**4,247,000**	**27,422,000**

CAPITAL IMPROVEMENT PLAN 2021-2025

SUMMARY OF RESOURCE REQUIREMENTS

Project Title	Project #	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5-Year Total
Public Safety							
Dock Landing Fire Station #11 - Replace	28-190	640,500	6,211,000	-	-	-	6,851,500
Emergency Power Supply - Shelters	80-250	170,000	170,000	170,000	-	-	510,000
Fire - Bio Medical Replacement	23-250	-	-	-	-	3,500,000	3,500,000
Fire - Enclosed Air Trailer	24-250	150,000	-	-	-	-	150,000
Fire - Hazardous Materials Monitoring and Detection Systems	17-240	-	-	-	265,000	-	265,000
Fire - Hydraulic Rescue Tools	25-250	-	-	-	-	335,000	335,000
Fire - Mass Care / Mass Sheltering Upgrade	26-250	-	-	-	150,000	-	150,000
Fire - Multipurpose Tow/Rescue Vehicle Replacement	18-240	-	-	-	500,000	-	500,000
Fire - Portable Radio Replacement	27-250	-	-	-	2,679,000	-	2,679,000
Fire - Structural/Trench Shoring System Replacement	19-240	-	-	-	150,000	-	150,000
Fire - Thermal Imaging Cameras (TICs)/Forward-Looking Infrared Radar (FLIR) Units	28-250	-	-	-	-	395,000	395,000
Fire - Vehicle Replacement	39-200	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Fire Station #16 - Joint Fire & Police Station - Grassfield/Scenic Pkwy.	17-220	500,000	-	-	-	-	500,000
Fire Station #4 Replacement	16-220	-	-	-	-	975,000	975,000
Fire/Police - Base Station Radio Replacement	29-250	-	-	250,000	250,000	250,000	750,000
Jail and Sheriff HQ - Renewal and Replacements	26-210	506,000	472,000	516,000	577,000	625,000	2,696,000
P25 Radio System Upgrade	30-250	1,100,000	-	-	-	-	1,100,000
Police - 911 Recording Solution Replacement	31-250	-	-	-	300,000	-	300,000
Police - Electronic Summons Collection Equipment	34-240	80,000	-	-	-	-	80,000
Police - Portable Radio Replacement	34-250	-	550,000	550,000	550,000	-	1,650,000
Police & Sheriff - Virtual Firearm Training/Safety Awareness System	22-240	40,000	-	-	-	-	40,000
Police and Fire - Door Card Control Panel Replacement and Fire Station Access	13-230	23,500	-	-	-	-	23,500
Police, Fire, and Sheriff - New World App	15-230	102,000	-	-	-	-	102,000
Public Safety Facility Issue Studies - Feasibility & Conceptual Design	16-230	-	-	-	-	-	-
Public Safety Two Factor Authentication System Upgrade	17-230	100,000	-	-	-	-	100,000
Sheriff - Radio Replacement	43-250	90,000	90,000	90,000	90,000	90,000	450,000
Public Safety Total		**5,002,000**	**8,993,000**	**3,076,000**	**7,011,000**	**7,670,000**	**31,752,000**

CAPITAL IMPROVEMENT PLAN 2021-2025

SUMMARY OF RESOURCE REQUIREMENTS

Project Title	Project #	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5-Year Total
Public Utilities Capital							
Automated Meter Reading Equipment and Software	53-120	4,000,000	4,000,000	4,000,000	2,000,000	-	14,000,000
Cavalier Elevated and Ground Storage Tanks Rehabilitation	19-220	-	-	-	-	1,595,000	1,595,000
Chesapeake Connector Water Pipeline	20-230	-	2,000,000	-	-	-	2,000,000
Deep Creek Pump Station Upgrade	20-140	-	-	-	-	-	-
Fentress NALF Water Transmission Main	37-240	10,000,000	-	-	-	-	10,000,000
Gravity Sewer Renewal: Bainbridge Blvd. Basin (HRSD Project Area)	16-170	-	-	-	-	-	-
Great Bridge Force Main Redundancy Study	21-230	-	-	300,000	-	-	300,000
Lake Gaston Pipeline - Capital Cost Sharing with Virginia Beach	22-230	340,000	340,000	350,000	350,000	375,000	1,755,000
Lake Gaston WTP - Membrane Replacement - Phase II	21-130	-	2,200,000	-	-	-	2,200,000
Lake Gaston WTP - Miscellaneous Modifications	37-200	-	-	500,000	2,700,000	1,000,000	4,200,000
Lake Gaston WTP - Strategic Treatment and Facility Development Plan	38-200	-	-	-	-	-	-
Norfolk Highlands Elevated Tank Rehabilitation	28-200	-	-	-	-	-	-
Northwest River Lakes & Pump Station	23-230	-	-	1,000,000	-	1,000,000	2,000,000
Northwest River WTP - Miscellaneous Modifications	19-130	500,000	1,000,000	2,095,000	4,700,000	1,000,000	9,295,000
Northwest River WTP - Switchgear Replacement	20-220	-	5,982,000	-	-	-	5,982,000
Oak Grove Elevated Tank Rehabilitation	47-250	-	-	-	-	1,500,000	1,500,000
Pump Stations: Replace Electric Control Panels	48-250	-	-	-	-	500,000	500,000
Red Top Raw Water Transmission Main	39-120	2,717,000	-	-	-	-	2,717,000
Replacement of Lead Service Lines	24-230	-	-	500,000	500,000	500,000	1,500,000
Sewer Lines: West Road Force Main	78-250	-	-	7,500,000	-	-	7,500,000
Sewer Pump Station Safety Improvements	35-200	500,000	500,000	500,000	500,000	500,000	2,500,000
Sewer Pump Station: Replacement and Rehabilitation	21-220	-	-	2,700,000	3,000,000	3,000,000	8,700,000
Sewer Renewal: Additional Consent Order Capital Requirement	05-180	1,000,000	3,000,000	4,500,000	7,000,000	3,500,000	19,000,000
Sewer Renewal: Raleigh Place (Pump Station #7 Basin)	33-170	3,800,000	-	-	-	-	3,800,000
South Central Water Transmission Main & Loop - Phase I	31-240	15,607,000	-	-	-	-	15,607,000
Supervisory Control and Data Acquisition (SCADA) Upgrade	23-240	-	1,500,000	1,500,000	1,500,000	1,500,000	6,000,000
Water Renewals: Waterline Upgrades - Phase II	14-160	-	-	2,000,000	2,000,000	2,000,000	6,000,000
Water System Planning and Upgrades	33-210	250,000	250,000	400,000	-	400,000	1,300,000
Public Utilities Capital Total		**38,714,000**	**20,772,000**	**27,845,000**	**24,250,000**	**18,370,000**	**129,951,000**

CAPITAL IMPROVEMENT PLAN 2021-2025

SUMMARY OF RESOURCE REQUIREMENTS

Project Title	Project #	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5-Year Total
Storm Water Capital							
Arboretum Channel Improvements	49-250	300,000	-	-	-	-	300,000
BMP Restoration Citywide	73-120	100,000	100,000	100,000	-	-	300,000
Chesapeake Ave. Area Drainage Improvements	50-250	2,000,000	1,600,000	-	-	-	3,600,000
Citywide Outfall Re-Grading and Restoration	03-160	400,000	300,000	300,000	200,000	300,000	1,500,000
Citywide System Rehab	43-170	200,000	200,000	200,000	300,000	200,000	1,100,000
Citywide Undesignated Drainage - Phase III	07-150	50,000	50,000	50,000	-	-	150,000
Cooper's Ditch Re-Grading, Phase II	51-250	1,000,000	-	-	-	-	1,000,000
Drum Creek Farms Drainage Improvements - Phase II	24-240	-	-	-	1,400,000	-	1,400,000
Hickory Ridge Outfall Improvements	27-230	-	200,000	650,000	-	-	850,000
John Street Area Outfall Improvements	25-240	800,000	-	-	-	-	800,000
Loxley Gardens Drainage Improvements - Phase II	23-220	-	1,100,000	-	-	-	1,100,000
Major Equipment Purchases - PW Stormwater Division	07-180	200,000	200,000	200,000	-	-	600,000
Neighborhood Drainage Improvements - Phase II	08-150	500,000	200,000	200,000	200,000	200,000	1,300,000
Norfolk Highlands Drainage Improvements	52-250	-	-	-	-	1,200,000	1,200,000
Parkview Area Drainage Improvements	28-230	250,000	250,000	350,000	-	-	850,000
Stormwater Mapping & Master Drainage Plan III	10-150	100,000	-	100,000	-	-	200,000
Stormwater Quality Program - Phase II	11-150	100,000	100,000	100,000	-	-	300,000
Storm Water Capital Total		**6,000,000**	**4,300,000**	**2,250,000**	**2,100,000**	**1,900,000**	**16,550,000**
Transportation							
Advanced Right-of-Way Acquisition Program	30-230	200,000	200,000	200,000	-	-	600,000
Battlefield Blvd. at Volvo Pkwy. - Intersection Improvements Phase II	62-250	-	-	-	282,500	1,192,500	1,475,000
Cedar Rd. Widening	57-250	-	-	-	-	400,000	400,000
Centerville Turnpike Bridge Rehabilitation	03-190	86,000	-	-	-	-	86,000
Citywide Guardrail Installation & Replacement	25-220	100,000	100,000	-	-	-	200,000
Citywide Sidewalk Installation	26-220	300,000	300,000	300,000	300,000	-	1,200,000
Citywide Traffic Signal Retiming - Phase I	31-220	115,000	-	-	-	-	115,000
Citywide Traffic Signal Retiming - Phase II	62-230	415,000	-	-	-	-	415,000
Citywide Trails and Open Space Connectivity Plan	58-250	-	187,500	187,500	-	-	375,000
CTS - Chesapeake Expressway Renewals - Phase III - Variable Message Boards	32-230	-	720,000	-	-	-	720,000
CTS - Chesapeake Expressway Repaving	28-240	-	2,950,000	3,300,000	4,600,000	-	10,850,000
CTS - Dominion Blvd. Veterans Bridge Toll System Upgrades	56-250	-	-	330,000	-	-	330,000

CAPITAL IMPROVEMENT PLAN 2021-2025

SUMMARY OF RESOURCE REQUIREMENTS

Project Title	Project #	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5-Year Total
CTS - Dominion Blvd./Veterans Bridge - Closed Circuit Television (CCTV)	34-230	140,000	-	-	-	-	140,000
Edwin Drive Improvements	29-240	1,282,000	-	-	-	-	1,282,000
Elbow Road Bridge Replacement	38-240	213,000	5,186,000	536,000	-	-	5,935,000
Elbow Road Center Lane Addition	59-250	-	-	-	-	250,000	250,000
Elbow Road Widening - Phase II	35-230	2,860,000	-	-	-	-	2,860,000
Flashing Yellow Arrow (FYA) Installation - Providence Rd./Mt. Pleasant Rd.	61-230	162,000	-	-	-	-	162,000
Freeman Ave. Railroad Overpass Bridge	09-180	1,500,000	23,925,000	-	-	-	25,425,000
George Washington Hwy. (US Route 17) Widening	37-230	-	-	-	-	2,000,000	2,000,000
Greentree Road Extension	60-250	-	-	-	-	500,000	500,000
Johnston Road Ditch and Shoulder Improvements	30-240	5,000,000	5,000,000	12,500,000	-	-	22,500,000
Johnstown Road at Battlefield Blvd - Right Turn Lane	67-250	750,000	-	-	-	300,000	1,050,000
Master Transportation Plan Update	63-250	250,000	-	-	-	-	250,000
Mt. Pleasant Rd. Widening - Phase II	42-230	2,800,000	5,950,000	-	-	-	8,750,000
Mt. Pleasant Road at Great Bridge Bypass - Interchange Improvement	61-250	-	-	-	617,000	5,384,000	6,001,000
Mt. Pleasant Road. Widening - Right-of-Way Acquisition	69-250	-	-	-	-	600,000	600,000
Non-Arterial Street Repaving	07-190	2,000,000	-	-	-	-	2,000,000
Number 10 Lane Bridge - Replacement/Repairs	58-230	-	1,090,000	-	-	-	1,090,000
Oaklette Bridge (Indian River Road) - Replacement/Repairs	56-230	1,200,000	3,446,000	-	-	-	4,646,000
Old Mill Rd. Bridge - Replacement/Repairs	57-230	1,016,000	-	-	-	-	1,016,000
Pavement Condition Study	65-250	300,000	-	-	-	-	300,000
Repair & Maintenance Roads and Bridges - Phase IV	37-210	500,000	500,000	-	-	-	1,000,000
Rural Roads Safety Improvement Program	41-210	500,000	-	-	-	-	500,000
Traffic Signal Reconstruction Project	70-250	1,155,000	-	-	-	-	1,155,000
Traffic Signals and Intersection Improvements - Phase III	28-220	100,000	100,000	-	-	-	200,000
Triple Decker Bridge Rehabilitation	46-170	5,766,000	-	-	-	-	5,766,000
Weiss Lane Widening	71-250	-	500,000	-	-	400,000	900,000
Transportation Total		**28,710,000**	**50,154,500**	**17,353,500**	**5,799,500**	**11,026,500**	**113,044,000**
Grand Total		**127,753,670**	**128,896,500**	**79,003,500**	**114,864,500**	**133,383,500**	**583,901,670**

CAPITAL IMPROVEMENT PLAN 2021-2025

FUNDING SOURCES

Project Title	Project #	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Plan
Cash - Lockbox City							
ADA Facility and Infrastructure Retrofits	01-220	50,000	50,000	-	-	-	100,000
ADA Facility Compliance	22-190	75,000	75,000	75,000	75,000	75,000	375,000
Airport Authority Improvements and Expansion - Phase II	53-230	53,000	22,000	7,000	-	-	82,000
Athletic Field Improvements	16-190	380,000	380,000	380,000	380,000	380,000	1,900,000
Cedar Rd. Widening	57-250	-	-	-	-	400,000	400,000
Citywide Sidewalk Installation	26-220	300,000	300,000	300,000	300,000	-	1,200,000
Data Center Equipment Replacement	12-240	-	1,500,000	1,500,000	1,500,000	1,650,000	6,150,000
Enterprise Application Modernization (formerly Citywide ERP Solution)	06-220	-	-	1,000,000	-	-	1,000,000
Enterprise KRONOS Upgrade - Phase II	09-170	135,000	-	-	-	-	135,000
Facilities - High Priority Renewal and Replacements - Phase III	02-150	2,180,000	2,295,000	2,335,000	2,360,000	2,400,000	11,570,000
Fire - Portable Radio Replacement	27-250	-	-	-	2,679,000	-	2,679,000
Fire - Vehicle Replacement	39-200	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Fire Station #16 - Joint Fire & Police Station - Grassfield/Scenic Pkwy.	17-220	500,000	-	-	-	-	500,000
Jail and Sheriff HQ - Renewal and Replacements	26-210	506,000	472,000	516,000	577,000	625,000	2,696,000
Johnstown Road at Battlefield Blvd - Right Turn Lane	67-250	-	-	-	-	300,000	300,000
Laserfiche Upgrade	13-210	-	100,000	-	-	-	100,000
Libraries - Data Center Technology and Switching Replacement	10-230	-	-	600,000	-	-	600,000
Libraries - Expansion of Services	13-250	-	-	-	354,000	300,000	654,000
Libraries - Music Shelving Replacement	03-230	-	-	175,000	-	-	175,000
Libraries - Refresh Indian River, Major Hillard, and Russell Memorial Libraries	03-250	-	-	-	300,000	-	300,000
Libraries - Shelving Replacement	04-230	-	-	400,000	-	-	400,000
Libraries - Technology Upgrade/Replacement - Phase III	10-220	160,000	90,000	-	-	-	250,000
Municipal Parking Lots and Sidewalks II	04-150	150,000	150,000	200,000	200,000	200,000	900,000
Oak Grove Lake Park - Phase II	16-240	-	-	320,000	-	-	320,000
Park Program Improvements	18-190	300,000	300,000	300,000	300,000	300,000	1,500,000
Parking Lot Improvements	21-190	90,000	90,000	90,000	90,000	90,000	450,000
PeopleSoft Update Manager & PeopleTools Upgrade	11-220	-	400,000	-	-	-	400,000
Police and Fire - Door Card Control Panel Replacement and Fire Station Access	13-230	23,500	-	-	-	-	23,500
Public Works/Public Utilities Operating Facilities Replacement/Relocation	01-150	-	1,000,000	-	-	-	1,000,000
Recreational Facility Improvements	19-190	300,000	300,000	300,000	300,000	300,000	1,500,000

CAPITAL IMPROVEMENT PLAN 2021-2025

FUNDING SOURCES

Project Title	Project #	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Plan
Security Improvements - Parks, Recreation and Tourism	24-190	40,000	40,000	40,000	40,000	-	160,000
Tidewater Community College - Science/Engineering Building	40-200	-	1,500,000	-	-	-	1,500,000
Traffic Signal Reconstruction Project	70-250	577,500	-	-	-	-	577,500
Weiss Lane Widening	71-250	-	-	-	-	400,000	400,000
Municipal Center Master Plan Update	81-250	150,000	-	-	-	-	150,000
Enterprise-wide Next Generation Identity Access Management	09-230	100,000	80,000	50,000	-	-	230,000
Cash - Lockbox City Total		**7,570,000**	**10,644,000**	**10,088,000**	**10,955,000**	**8,920,000**	**48,177,000**
Cash - Lockbox Schools							
Modernization/Renovation of Schools (to be determined by School Board)	32-190	-	-	-	3,500,000	7,500,000	11,000,000
Non-routine Renewal & Replacement Projects - Schools	03-180	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000
School Bus - Replacement	29-190	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
School Technology - Replacement	30-190	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Cash - Lockbox Schools Total		**7,000,000**	**7,000,000**	**7,000,000**	**10,500,000**	**14,500,000**	**46,000,000**
Cash - Other City Funds							
Open Space and Agriculture Preservation (OSAP) Program	05-230	610,000	610,000	610,000	610,000	610,000	3,050,000
Cash - Other City Funds Total		**610,000**	**610,000**	**610,000**	**610,000**	**610,000**	**3,050,000**
Cash - South Norfolk TIF							
Chesapeake Ave. Area Drainage Improvements	50-250	2,000,000	1,600,000	-	-	-	3,600,000
Industrial Waterfront Study	06-250	400,000	400,000	-	-	-	800,000
South Norfolk Municipal Building	51-230	7,500,000	-	-	-	-	7,500,000
Freeman Ave. Railroad Overpass Bridge	09-180	1,500,000	6,000,000	-	-	-	7,500,000
Cash - South Norfolk TIF Total		**11,400,000**	**8,000,000**	**-**	**-**	**-**	**19,400,000**

CAPITAL IMPROVEMENT PLAN 2021-2025

FUNDING SOURCES

Project Title	Project #	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Plan
Cash - Stormwater							
BMP Restoration Citywide	73-120	100,000	100,000	100,000	-	-	300,000
Citywide Outfall Re-Grading and Restoration	03-160	400,000	300,000	300,000	200,000	300,000	1,500,000
Citywide System Rehab	43-170	200,000	200,000	200,000	300,000	200,000	1,100,000
Citywide Undesignated Drainage - Phase III	07-150	50,000	50,000	50,000	-	-	150,000
Drum Creek Farms Drainage Improvements - Phase II	24-240	-	-	-	1,400,000	-	1,400,000
Hickory Ridge Outfall Improvements	27-230	-	200,000	650,000	-	-	850,000
John Street Area Outfall Improvements	25-240	500,000	-	-	-	-	500,000
Loxley Gardens Drainage Improvements - Phase II	23-220	-	1,100,000	-	-	-	1,100,000
Major Equipment Purchases - PW Stormwater Division	07-180	200,000	200,000	200,000	-	-	600,000
Neighborhood Drainage Improvements - Phase II	08-150	500,000	200,000	200,000	200,000	200,000	1,300,000
Norfolk Highlands Drainage Improvements	52-250	-	-	-	-	1,200,000	1,200,000
Parkview Area Drainage Improvements	28-230	250,000	250,000	350,000	-	-	850,000
Stormwater Mapping & Master Drainage Plan III	10-150	100,000	-	100,000	-	-	200,000
Stormwater Quality Program - Phase II	11-150	100,000	100,000	100,000	-	-	300,000
Cash - Stormwater Total		**2,400,000**	**2,700,000**	**2,250,000**	**2,100,000**	**1,900,000**	**11,350,000**
Cash - Utilities							
Automated Meter Reading Equipment and Software	53-120	4,000,000	4,000,000	4,000,000	2,000,000	-	14,000,000
Cavalier Elevated and Ground Storage Tanks Rehabilitation	19-220	-	-	-	-	1,595,000	1,595,000
Chesapeake Connector Water Pipeline	20-230	-	2,000,000	-	-	-	2,000,000
Deep Creek Pump Station Upgrade	20-140	-	-	-	-	-	-
Gravity Sewer Renewal: Bainbridge Blvd. Basin (HRSD Project Area)	16-170	-	-	-	-	-	-
Great Bridge Force Main Redundancy Study	21-230	-	-	300,000	-	-	300,000
Lake Gaston Pipeline - Capital Cost Sharing with Virginia Beach	22-230	340,000	340,000	350,000	350,000	375,000	1,755,000
Lake Gaston WTP - Membrane Replacement - Phase II	21-130	-	2,200,000	-	-	-	2,200,000
Lake Gaston WTP - Miscellaneous Modifications	37-200	-	-	500,000	2,700,000	1,000,000	4,200,000
Norfolk Highlands Elevated Tank Rehabilitation	28-200	-	-	-	-	-	-
Northwest River Lakes & Pump Station	23-230	-	-	1,000,000	-	1,000,000	2,000,000
Northwest River WTP - Miscellaneous Modifications	19-130	500,000	1,000,000	2,095,000	4,700,000	1,000,000	9,295,000
Oak Grove Elevated Tank Rehabilitation	47-250	-	-	-	-	1,500,000	1,500,000
Pump Stations: Replace Electric Control Panels	48-250	-	-	-	-	500,000	500,000
Replacement of Lead Service Lines	24-230	-	-	500,000	500,000	500,000	1,500,000
Sewer Pump Station Safety Improvements	35-200	500,000	500,000	500,000	500,000	500,000	2,500,000
Sewer Pump Station: Replacement and Rehabilitation	21-220	-	-	2,700,000	3,000,000	3,000,000	8,700,000

CAPITAL IMPROVEMENT PLAN 2021-2025

FUNDING SOURCES

Project Title	Project #	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Plan
Sewer Renewal: Raleigh Place (Pump Station #7 Basin)	33-170	3,800,000	-	-	-	-	3,800,000
Supervisory Control and Data Acquisition (SCADA) Upgrade	23-240	-	1,500,000	1,500,000	1,500,000	1,500,000	6,000,000
Water Renewals: Waterline Upgrades - Phase II	14-160	-	-	2,000,000	2,000,000	2,000,000	6,000,000
Water System Planning and Upgrades	33-210	250,000	250,000	400,000	-	400,000	1,300,000
Cash - Utilities Total		**9,390,000**	**11,790,000**	**15,845,000**	**17,250,000**	**14,870,000**	**69,145,000**
Fund Balance - Capital Projects Fund							
John Street Area Outfall Improvements	25-240	300,000	-	-	-	-	300,000
Open Space and Recreation Program	47-200	1,000,000	1,000,000	500,000	500,000	500,000	3,500,000
Fund Balance - Capital Projects Fund Total		**1,300,000**	**1,000,000**	**500,000**	**500,000**	**500,000**	**3,800,000**
Fund Balance - CTS							
CTS - Chesapeake Expressway Renewals - Phase III - Variable Message Boards	32-230	-	720,000	-	-	-	720,000
CTS - Dominion Blvd. Veterans Bridge Toll System Upgrades	56-250	-	-	330,000	-	-	330,000
CTS - Dominion Blvd./Veterans Bridge - Closed Circuit Television (CCTV)	34-230	140,000	-	-	-	-	140,000
CTS - Chesapeake Expressway Repaving	28-240	-	2,950,000	3,300,000	4,600,000	-	10,850,000
Fund Balance - CTS Total		**140,000**	**3,670,000**	**3,630,000**	**4,600,000**	**-**	**12,040,000**
Fund Balance - General Fund							
Advanced Right-of-Way Acquisition Program	30-230	200,000	200,000	200,000	-	-	600,000
Airport Authority Improvements and Expansion - Phase II	53-230	7,500	60,000	(3,000)	20,000	-	84,500
ArcGIS Enterprise Implementation	08-250	200,000	-	-	-	-	200,000
Cedar Rd. Widening	57-250	-	-	-	-	-	-
Citizen Experience Study - City Digital Content	10-240	250,000	250,000	-	-	-	500,000
Citywide Traffic Signal Retiming - Phase I	31-220	5,000	-	-	-	-	5,000
Citywide Trails and Open Space Connectivity Plan	58-250	-	187,500	187,500	-	-	375,000
Data Access Governance Design and Implementation	09-250	285,000	20,000	-	-	-	305,000
DIT Building Space and Condition Study	10-250	40,000	-	-	-	-	40,000
Edwin Drive Improvements	29-240	1,282,000	-	-	-	-	1,282,000
Elbow Road Center Lane Addition	59-250	-	-	-	-	250,000	250,000
Enterprise Application Modernization (formerly Citywide ERP Solution)	06-220	1,000,000	1,000,000	-	-	-	2,000,000

CAPITAL IMPROVEMENT PLAN 2021-2025

FUNDING SOURCES

Project Title	Project #	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Plan
Enterprise Cybersecurity Incident Reponses Planning and Policy Review	11-250	120,000	-	-	-	-	120,000
Enterprise Wide Technology III	08-210	-	250,000	250,000	250,000	250,000	1,000,000
Fiber Optic - Conduit Installation - Mt. Pleasant Road Cost Share	15-250	60,000	400,000	-	-	-	460,000
Fire - Bio Medical Replacement	23-250	-	-	-	-	3,500,000	3,500,000
Fire - Enclosed Air Trailer	24-250	150,000	-	-	-	-	150,000
Fire - Hazardous Materials Monitoring and Detection Systems	17-240	-	-	-	265,000	-	265,000
Fire - Hydraulic Rescue Tools	25-250	-	-	-	-	335,000	335,000
Fire - Mass Care / Mass Sheltering Upgrade	26-250	-	-	-	150,000	-	150,000
Fire - Multipurpose Tow/Rescue Vehicle Replacement	18-240	-	-	-	500,000	-	500,000
Fire - Structural/Trench Shoring System Replacement	19-240	-	-	-	150,000	-	150,000
Fire - Thermal Imaging Cameras (TICs)/Forward-Looking Infrared Radar (FLIR) Units	28-250	-	-	-	-	395,000	395,000
Great Bridge Village Plan Implementation Seed Funding	04-250	100,000	100,000	100,000	100,000	100,000	500,000
Heron Landing Park on the Indian River	15-240	225,000	225,000	300,000	-	-	750,000
HR - Learning Management System	14-250	-	100,000	-	-	-	100,000
Johnston Road Ditch and Shoulder Improvements	30-240	5,000,000	5,000,000	2,500,000	-	-	12,500,000
Johnstown Road at Battlefield Blvd - Right Turn Lane	67-250	750,000	-	-	-	-	750,000
Juvenile Services Building Replacement	01-240	-	-	500,000	-	-	500,000
Laserfiche Upgrade	13-210	-	-	-	100,000	-	100,000
LED Lighting Retrofits - Various Buildings	02-240	100,000	100,000	100,000	100,000	-	400,000
Libraries - Refresh and Reconfigure Shelving, Staff Lounges, and Food Preparation Areas	02-250	-	-	650,000	-	-	650,000
Master Transportation Plan Update	63-250	250,000	-	-	-	-	250,000
Mt. Pleasant Rd. Widening - Phase II	42-230	925,000	2,975,000	-	-	-	3,900,000
Mt. Pleasant Road. Widening - Right-of-Way Acquisition	69-250	-	-	-	-	600,000	600,000
Network Equipment Replacement - Phase II	12-220	600,000	600,000	600,000	600,000	660,000	3,060,000
Non-Arterial Street Repaving	07-190	2,000,000	-	-	-	-	2,000,000
Pavement Condition Study	65-250	300,000	-	-	-	-	300,000
PeopleSoft Update Manager & PeopleTools Upgrade	11-220	-	-	-	400,000	-	400,000
Police - 911 Recording Solution Replacement	31-250	-	-	-	300,000	-	300,000
Police - Electronic Summons Collection Equipment	34-240	80,000	-	-	-	-	80,000
Police - Portable Radio Replacement	34-250	-	550,000	550,000	550,000	-	1,650,000
Police & Sheriff - Virtual Firearm Training/Safety Awareness System	22-240	40,000	-	-	-	-	40,000
Police, Fire, and Sheriff - New World App	15-230	102,000	-	-	-	-	102,000

CAPITAL IMPROVEMENT PLAN 2021-2025

FUNDING SOURCES

Project Title	Project #	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Plan
Public Safety Two Factor Authentication System Upgrade	17-230	100,000	-	-	-	-	100,000
Repair & Maintenance Roads and Bridges - Phase IV	37-210	500,000	500,000	-	-	-	1,000,000
Rural Roads Safety Improvement Program	41-210	500,000	-	-	-	-	500,000
Security Improvements - Various Facilities	06-240	250,000	250,000	-	-	-	500,000
Telephone System - Replace Existing PBX with VoIP	14-210	80,170	-	-	-	-	80,170
Traffic Signal Reconstruction Project	70-250	577,500	-	-	-	-	577,500
Weiss Lane Widening	71-250	-	-	-	-	-	-
Standardize Interactive Displays - Conference Rooms and Digital Signs	16-250	50,000	-	-	-	-	50,000
Sheriff - Radio Replacement	43-250	90,000	90,000	90,000	90,000	90,000	450,000
Greentree Road Extension	60-250	-	-	-	-	500,000	500,000
Fire/EMS - Mobile Data Terminal Replacements	13-240	-	200,000	-	-	-	200,000
Fund Balance - General Fund Total		**16,219,170**	**13,057,500**	**6,024,500**	**3,575,000**	**6,680,000**	**45,556,170**
Fund Balance - IT							
Enterprise Application Modernization (formerly Citywide ERP Solution)	06-220	1,000,000	1,000,000	1,000,000	-	-	3,000,000
Telephone System - Replace Existing PBX with VoIP	14-210	85,000	-	-	-	-	85,000
Fund Balance - IT Total		**1,085,000**	**1,000,000**	**1,000,000**	**-**	**-**	**3,085,000**
Fund Balance - Other Funds							
CIBH - Expansion and Renovation of 224 Great Bridge Blvd. Building	01-230	5,997,000	-	-	-	-	5,997,000
Conference Center Renovation	12-200	300,000	140,000	-	-	-	440,000
Fire/Police - Base Station Radio Replacement	29-250	-	-	250,000	250,000	250,000	750,000
P25 Radio System Upgrade	30-250	1,100,000	-	-	-	-	1,100,000
Fund Balance - Other Funds Total		**7,397,000**	**140,000**	**250,000**	**250,000**	**250,000**	**8,287,000**
Fund Balance - Stormwater							
Arboretum Channel Improvements	49-250	300,000	-	-	-	-	300,000
Cooper's Ditch Re-Grading, Phase II	51-250	1,000,000	-	-	-	-	1,000,000
Fund Balance - Stormwater Total		**1,300,000**	**-**	**-**	**-**	**-**	**1,300,000**

CAPITAL IMPROVEMENT PLAN 2021-2025

FUNDING SOURCES

Project Title	Project #	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Plan
G.O. Debt - City							
Centerville Park Phase II	17-250	-	-	-	-	-	-
Chesapeake Multipurpose Stadium	50-230	-	-	-	-	-	-
Deep Creek Park - Phase II	20-250	-	-	-	-	-	-
Dock Landing Fire Station #11 - Replace	28-190	640,500	6,211,000	-	-	-	6,851,500
Elbow Road Widening - Phase II	35-230	1,530,000	-	-	-	-	1,530,000
Enterprise Application Modernization (formerly Citywide ERP Solution)	06-220	-	-	-	2,000,000	2,000,000	4,000,000
Fire Station #16 - Joint Fire & Police Station - Grassfield/Scenic Pkwy.	17-220	-	-	-	-	-	-
Fire Station #4 Replacement	16-220	-	-	-	-	975,000	975,000
George Washington Hwy. (US Route 17) Widening	37-230	-	-	-	-	2,000,000	2,000,000
Heritage Park - Phase II	14-240	-	-	-	1,525,000	-	1,525,000
Joint City/School Garage Facility	48-230	4,000,000	-	-	-	-	4,000,000
Juvenile Services Building Replacement	01-240	-	-	-	-	-	-
New Athletic Field Lighting	21-250	500,000	500,000	500,000	500,000	-	2,000,000
Northwest River Park Improvements	11-230	1,000,000	1,000,000	1,000,000	1,000,000	-	4,000,000
Public Safety Facility Issue Studies - Feasibility & Conceptual Design	16-230	-	-	-	-	-	-
Public Works/Public Utilities Operating Facilities Replacement/Relocation	01-150	-	13,500,000	-	-	-	13,500,000
Regional Broadband Ring	35-240	-	-	-	-	5,000,000	5,000,000
Parks and Recreation - Improvements, Additions & Expansions	12-230	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	8,000,000
G.O. Debt - City Total		**9,270,500**	**22,811,000**	**3,100,000**	**6,625,000**	**11,575,000**	**53,381,500**
G.O. Debt - South Norfolk TIF							
South Norfolk Municipal Building	51-230	4,805,000	-	-	-	-	4,805,000
Freeman Ave. Railroad Overpass Bridge	09-180	-	2,670,000	-	-	-	2,670,000
G.O. Debt - South Norfolk TIF Total		**4,805,000**	**2,670,000**	**-**	**-**	**-**	**7,475,000**

CAPITAL IMPROVEMENT PLAN 2021-2025

FUNDING SOURCES

Project Title	Project #	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Plan
G.O. Debt - VPSA							
Modernization/Renovation of Schools (to be determined by School Board)	32-190	-	-	-	40,000,000	52,500,000	92,500,000
Non-routine Renewal & Replacement Projects - Schools	03-180	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	30,000,000
G.O. Debt - VPSA Total		**6,000,000**	**6,000,000**	**6,000,000**	**46,000,000**	**58,500,000**	**122,500,000**
Grants							
Commonwealth/Seaboard Multi-City Rail Trail (Western Branch Rail to Trail)	18-210	-	-	-	-	550,000	550,000
Dismal Swamp Canal Trail - Phase III (Renovation, Restroom, Parking Lot)	19-210	-	-	-	-	452,000	452,000
Fentress NALF Water Transmission Main	37-240	10,000,000	-	-	-	-	10,000,000
Emergency Power Supply - Shelters	80-250	170,000	170,000	170,000	-	-	510,000
Grants Total		**10,170,000**	**170,000**	**170,000**	**-**	**1,002,000**	**11,512,000**
Proffers							
Weiss Lane Widening	71-250	-	500,000	-	-	-	500,000
Proffers Total		**-**	**500,000**	**-**	**-**	**-**	**500,000**
Revenue Bonds - Utility Fund							
Lake Gaston WTP - Strategic Treatment and Facility Development Plan	38-200	-	-	-	-	-	-
Northwest River WTP - Switchgear Replacement	20-220	-	5,982,000	-	-	-	5,982,000
Public Works/Public Utilities Operating Facilities Replacement/Relocation	01-150	-	-	-	4,000,000	4,000,000	8,000,000
Red Top Raw Water Transmission Main	39-120	2,717,000	-	-	-	-	2,717,000
Sewer Renewal: Additional Consent Order Capital Requirement	05-180	1,000,000	3,000,000	4,500,000	7,000,000	3,500,000	19,000,000
South Central Water Transmission Main & Loop - Phase I	31-240	15,607,000	-	-	-	-	15,607,000
Sewer Lines: West Road Force Main	78-250	-	-	7,500,000	-	-	7,500,000
Revenue Bonds - Utility Fund Total		**19,324,000**	**8,982,000**	**12,000,000**	**11,000,000**	**7,500,000**	**58,806,000**

CAPITAL IMPROVEMENT PLAN 2021-2025

FUNDING SOURCES

Project Title	Project #	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Plan
VDOT Reimbursements							
Battlefield Blvd. at Volvo Pkwy. - Intersection Improvements Phase II	62-250	-	-	-	282,500	1,192,500	1,475,000
Cedar Rd. Widening	57-250	-	-	-	-	-	-
Centerville Turnpike Bridge Rehabilitation	03-190	86,000	-	-	-	-	86,000
Citywide Guardrail Installation & Replacement	25-220	100,000	100,000	-	-	-	200,000
Citywide Traffic Signal Retiming - Phase I	31-220	110,000	-	-	-	-	110,000
Citywide Traffic Signal Retiming - Phase II	62-230	415,000	-	-	-	-	415,000
Elbow Road Bridge Replacement	38-240	213,000	5,186,000	536,000	-	-	5,935,000
Elbow Road Center Lane Addition	59-250	-	-	-	-	-	-
Elbow Road Widening - Phase II	35-230	1,330,000	-	-	-	-	1,330,000
Flashing Yellow Arrow (FYA) Installation - Providence Rd./Mt. Pleasant Rd.	61-230	162,000	-	-	-	-	162,000
George Washington Hwy. (US Route 17) Widening	37-230	-	-	-	-	-	-
Mt. Pleasant Rd. Widening - Phase II	42-230	1,875,000	2,975,000	-	-	-	4,850,000
Mt. Pleasant Road at Great Bridge Bypass - Interchange Improvement	61-250	-	-	-	617,000	5,384,000	6,001,000
Number 10 Lane Bridge - Replacement/Repairs	58-230	-	1,090,000	-	-	-	1,090,000
Oaklette Bridge (Indian River Road) - Replacement/Repairs	56-230	1,200,000	3,446,000	-	-	-	4,646,000
Old Mill Rd. Bridge - Replacement/Repairs	57-230	1,016,000	-	-	-	-	1,016,000
Traffic Signals and Intersection Improvements - Phase III	28-220	100,000	100,000	-	-	-	200,000
Triple Decker Bridge Rehabilitation	46-170	5,766,000	-	-	-	-	5,766,000
Weiss Lane Widening	71-250	-	-	-	-	-	-
Greentree Road Extension	60-250	-	-	-	-	-	-
Freeman Ave. Railroad Overpass Bridge	09-180	-	15,255,000	-	-	-	15,255,000
VDOT Reimbursements Total		**12,373,000**	**28,152,000**	**536,000**	**899,500**	**6,576,500**	**48,537,000**
VDOT Revenue Share							
Johnston Road Ditch and Shoulder Improvements	30-240	-	-	10,000,000	-	-	10,000,000
VDOT Revenue Share Total		**-**	**-**	**10,000,000**	**-**	**-**	**10,000,000**
Grand Total		**127,753,670**	**128,896,500**	**79,003,500**	**114,864,500**	**133,383,500**	**583,901,670**

CAPITAL IMPROVEMENT PROGRAM - 2021-2025

Annual Impact of Capital Projects on Operating Budget

Projects	Expenses (Savings)	Revenues	Net Expenses	FTE
Community Facilities	**$ 308,000**		**$ 308,000**	**-**
06-240 - Security Improvements - Various Facilities	3,000		3,000	-
01-150 - Public Works/Public Utilities Operating Facilities	305,000		305,000	5.40
Information Technology	**$ 3,543,330**		**$ 3,543,330**	**-**
05-220 - Citizen Engagement Systems	86,000		86,000	-
06-200 - Libraries - Integrated Library System (ILS) Hosting	40,000		40,000	-
07-210 - CAD Interface between Sheriff and Police	98,000		98,000	-
08-210 - Enterprise Wide Technology III	25,000		25,000	-
08-250 - ArcGIS Enterprise Implementation	9,000		9,000	-
09-220 - Libraries - Data Center Redundancy/DIT Colocation	49,750		49,750	-
09-250 - Data Access Governance Design and Implementation	470,000		470,000	-
10-220 - Libraries - Technology Upgrade/Replacement - Phase III	(13,320)		(13,320)	-
11-240 - Citywide Security Assessment and Court Security Upgrade	79,000		79,000	-
12-191 - Libraries - Automated Handling System - Phase II	27,000		27,000	-
12-192 - Libraries - Automated Handling System - Phase III	15,000		15,000	-
12-220 - Network Equipment Replacement - Phase II	99,000		99,000	-
12-240 - Data Center Equipment Replacement	800,000		800,000	-
13-220 - Website Redesign	30,000		30,000	-
13-250 - Libraries - Expansion of Services	368,900		368,900	2.00
15-250 - Fiber Optic - Conduit Installation - Mt. Pleasant Road Cost Share	10,000		10,000	-
06-220 - Enterprise Application Modernization	1,350,000		1,350,000	-
Parks, Recreation & Tourism	**$ 871,800**	**329,500**	**$ 542,300**	**11.00**
12-230 - Parks and Recreation - Improvements, Additions & Expansions	300,000	180,000	120,000	8.00
14-240 - Heritage Park - Phase II	12,500	7,500	5,000	-
15-240 - Heron Landing Park on the Indian River	3,000		3,000	-
17-250 - Centerville Park Phase II	251,500	40,000	211,500	2.00
20-250 - Deep Creek Park - Phase II	300,000	100,000	200,000	1.00
21-250 - New Athletic Lighting	4,800	2,000	2,800	-

CAPITAL IMPROVEMENT PROGRAM - 2021-2025

Annual Impact of Capital Projects on Operating Budget

Projects	Expenses (Savings)	Revenues	Net Expenses	FTE
Public Safety	**$ 2,659,550**		**$ 2,659,550**	**17.20**
10-160 - Saint Brides Fire Station #7/ Hickory Police Precinct #6 - Combined	1,200,000		1,200,000	16.20
15-230 - Police, Fire, and Sheriff - New World App	21,300		21,300	-
17-200 - Fire Alarm and Public Address System	18,000		18,000	-
17-230 - Public Safety Two Factor Authentication System Upgrade	15,000		15,000	-
18-240 - Fire - Multipurpose Tow/Rescue Vehicle Replacement	21,000		21,000	-
19-230 - Sheriff - Civil Papers Software Replacement	19,000		19,000	-
22-240 - Police & Sheriff - Virtual Firearm Training/Safety Awareness System	37,000		37,000	-
23-250 - Fire - Bio Medical Replacement	200,000		200,000	-
24-250 - Fire - Enclosed Air Trailer	5,000		5,000	-
27-250 - Fire - Portable Radio Replacement	342,000		342,000	-
29-250 - Fire/Police - Base Station Radio Replacement	50,000		50,000	-
30-250 - P25 Radio System Upgrade	330,000		330,000	-
31-250 - Police - 911 Recording Solution Replacement	30,000		30,000	-
34-250 - Police - Portable Radio Replacement	165,000		165,000	-
18-230 - Public Safety Vehicle Network Connection Upgrade	35,000		35,000	-
07-110 - Bowers Hill Fire Station #10 and Fire Logistics Center	171,250		171,250	1.00
Public Utilities Capital	**$ 22,100**	**3,000**	**$ 19,100**	**0.60**
20-230 - Chesapeake Connector Water Pipeline	7,000		7,000	0.10
21-140 - Battlefield to Centerville Water Main - Phase I	3,800		3,800	-
22-140 - Battlefield to Centerville Water Main - Phase II	4,800		4,800	-
22-220 - Sewer System Redesign/Construction: Albemarle Dr.	(24,000)		(24,000)	0.50
26-170 - Sewer Renewal: Liberty St. (500 Block to Collingswood Ave.)	(2,800)		(2,800)	-
30-210 - Public Utilities - CIS Upgrade	10,000		10,000	-
38-120 - Military Hwy. - 36" Water Main	2,800		2,800	-
42-170 - Sewer Renewal: Westwood Ave. and Redstart Ave.	(1,800)		(1,800)	-
43-120 - Centerville Turnpike Loop 3	5,000		5,000	-
25-200 - Unserved Areas/Cost Participation - Phase II: Cedar Road	1,000	3,000	(2,000)	-
33-120 - Sewer Renewal: SSES Implementation - Phase II (Indian River Area)	11,500		11,500	-
35-170 - Sewer Improvements: Gravity Sewer System at Indian River	4,800		4,800	-
Grand Total	**$ 7,404,780**	**$ 332,500**	**$ 7,072,280**	**32.50**

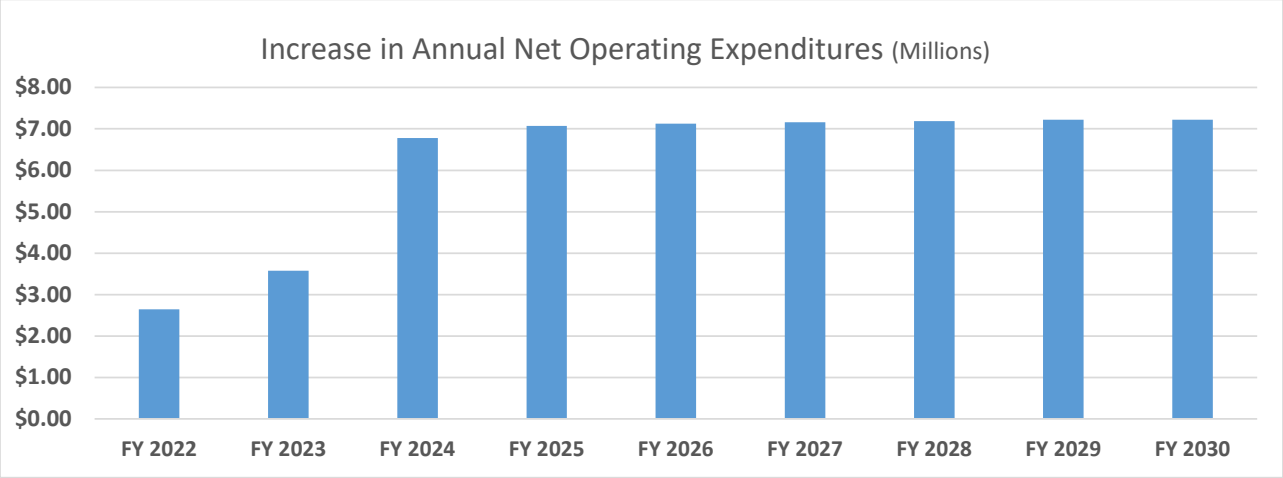
CAPITAL IMPROVEMENT PROGRAM - 2021-2025

Annual Impact of Capital Projects on Operating Budget

Projects	Expenses (Savings)	Revenues	Net Expenses	FTE

CUMULATIVE IMPACTS BY FISCAL YEAR

	Expenses	Revenue	Net Expenses
FY 2022	$ 2,690,180	$ 48,500	$ 2,641,680
FY 2023	3,672,480	94,000	3,578,480
FY 2024	7,064,130	287,000	6,777,130
FY 2025	7,404,780	332,500	7,072,280
FY 2026	7,505,980	378,000	7,127,980
FY 2027	7,582,180	423,500	7,158,680
FY 2028	7,658,380	469,000	7,189,380
FY 2029	7,734,580	514,500	7,220,080
FY 2030	7,735,780	515,000	7,220,780
	-	-	-



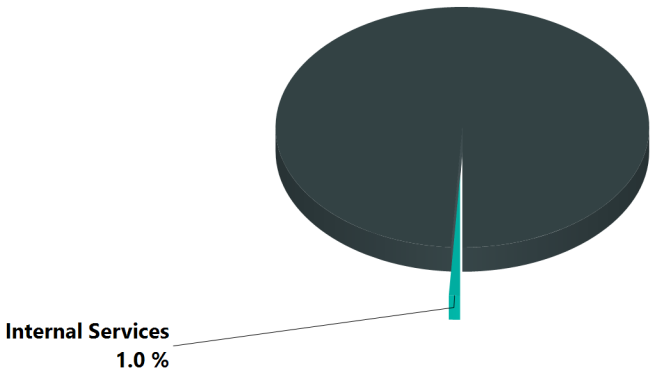
Internal Services

Summary

Budget by Department		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
112012	Central Fleet	$ 17,178,961	$ 19,164,687	$ 19,662,116	2.6%
111020H	Healthcare Fund	46,796,622	45,720,000	49,870,000	9.1%
111040	Information Technology	13,583,661	15,838,482	16,658,617	5.2%
111020R	Risk Management	9,445,300	10,895,671	10,492,996	-3.7%
Total Expenditures		**$ 87,004,544**	**$ 91,618,840**	**$ 96,683,729**	5.5%
Less Billings to Other Departments		79,741,934	81,898,941	86,309,547	5.4%
Total Internal Services		**$ 7,262,610**	**$ 9,719,899**	**$ 10,374,182**	**6.7%**

Internal Services

Total City Budget - $1,162.2 Million



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Central Fleet 112012

Description:

Central Fleet manages all of the rolling stock for the City, from procurement of the equipment through disposal. Central Fleet performs preventative maintenance inspections, major and minor mechanical repairs and other automotive support to provide a safe, reliable, and economical fleet for the City's operations. The department maintains small power equipment (chainsaws, tractors, pumps, etc.) and manages the City's motor pool fleet. It operates seven fueling sites located throughout the City for fueling City vehicles, including two compressed natural gas (CNG) stations, one propane station, and one E85 station. It 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.

Central Fleet was recognized by National Fleet Management Association (NAFA) and 100 Best Fleets as the #1 fleet in the 100 Best Fleets in North America in 2017. It was also named one of the 50 Leading Fleets by the American Public Works Association and Government Fleet Magazine. The department was ranked #29 in North America in the 2019 Green Fleets Awards, and maintains Tier 2 in NAFA/CALSTART Sustainable Fleet Accreditation Program.

Department Objectives:

- Provides a highly trained, ASE and EVT certified, technical workforce.
- Maintains fleet availability above the industry standard of 95%.
- Reduce repair comebacks to less than the industry standard of 2%.
- Maintain all customer service metrics above 90% Good/Excellent.
- Repair vehicles within 4 days.
- Keep overdue Preventative Maintenance Inspections to less than two per month.

Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
12520	Central Fleet Operations	$ 10,660,789	$ 12,323,804	$ 12,369,928	0.4%
12521	Central Fleet Capital	6,518,173	6,840,883	7,292,188	6.6%
	Total by Program	**$ 17,178,961**	**$ 19,164,687**	**$ 19,662,116**	**2.6%**

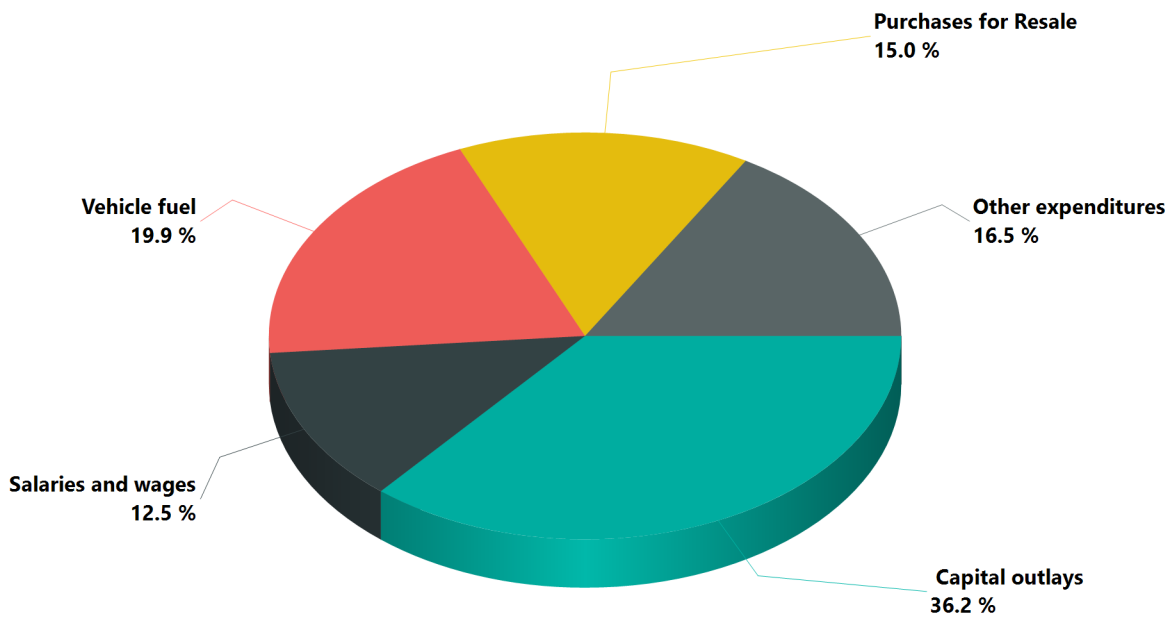
Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
7410	Fleet Acquisitions and Disposals	$ -	$ 6,840,883	$ 7,300,024	6.7%
7420	Fleet Environmental Mgmt	-	107,841	105,901	-1.8%
7430	Fleet Parts Management	-	374,220	455,858	21.8%
7440	Fleet Repair and Service Mgmt	-	7,261,627	7,295,522	0.5%
7450	Fuel Station Sales and Dispensing	-	4,580,116	4,504,811	-1.6%
	Total by Service	**$ -**	**$ 19,164,687**	**$ 19,662,116**	**2.6%**

Central Fleet

112012

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 2,114,009	$ 2,331,417	$ 2,456,077	5.3%
1520	Employee benefits	809,435	1,155,533	1,375,553	19.0%
1733	Maintenance and repairs	1,348,688	1,133,652	1,372,752	21.1%
1760	Materials and supplies	196,133	96,082	161,070	67.6%
1765	Purchases for Resale	2,644,235	2,942,208	2,942,208	0%
1768	Vehicle fuel	3,125,267	4,455,430	3,904,547	-12.4%
1769	Vehicle parts and supplies	150,771	178,000	113,012	-36.5%
1880	Capital outlays	6,623,175	6,628,325	7,112,118	7.3%
	Other expenditures	167,248	244,040	224,779	-7.9%
	Total Expenditures	**$ 17,178,961**	**$ 19,164,687**	**$ 19,662,116**	**2.6%**

FY 20-21 Budget by Expense Category



Budget Highlights:

See next page for Budget Highlights

Central Fleet 112012

Significant changes in department budget:

- The Central Fleet is an internal service fund that serves the vehicle needs of other City departments and receives funding from these internal customers to cover costs.
- Salaries and wages
  Include funding for a 2.25% pay increase and an allowance for performance pay awards.
  New positions recommended: 1 Account Technician III and 2 Automotive Technician III
- Employee benefits - The increase in benefits is largely due to the rising cost of healthcare.
- Maintenance and Repairs - increased costs include $12,000 to repair concrete pads located outside of the heavy equipment bays and $32,000 to replace a worn out swinging gate with a rolling gate.
- Materials and Supplies - 68% increase for tools, garage supplies, and equipment.
- Vehicle Fuel - budget reduction in line with project prices and volumes.
- Capital Outlays - includes $80,000 for a portable heavy truck lift set, $18,000 to replace a light duty tire machine, and $385,793 for various other purchases. Funding for these items will come from the department's fund balance.

Due to budgetary constraints, the following budget requests are not recommended:

- Positions: seven Automotive Technicians
- $26,000 increase for tool allowances for technicians,
- $31,000 in supplements for heavy duty equipment operators,
- $76,988 increase in materials and supplies, and
- $76,000 increase in parts and supplies

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1415	Gain on Disposal	$ 349,512	$ 0	$ 0	-
1418	Miscellanous Local Revenues	17,478,339	19,013,087	19,123,036	0.6%
1419	Recovered Costs	79,223	-	-	-
	Total Revenues	**$ 17,907,074**	**$ 19,013,087**	**$ 19,123,036**	**0.6%**
Other Resources:					
1321	Use of Fund Balance	$ -	$ 151,600	$ 539,080	255.6%
	Total Resources	**$ 17,907,074**	**$ 19,164,687**	**$ 19,662,116**	**2.6%**
Use of Resources:					
	Expenditures	$ 17,178,961	$ 19,164,687	$ 19,662,116	2.6%
1320	Fund Balance Increases	493,239	-	-	-
1940	Transfers to General Fund	203,924	-	-	-
1942	Transfers to Capital Funds	30,950	-	-	-
	Total Use of Resources	**$ 17,907,074**	**$ 19,164,687**	**$ 19,662,116**	**2.6%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
601	**Central Fleet**	$ 17,178,961	$ 19,164,687	$ 19,662,116	2.6%
	Total by Fund	**$ 17,178,961**	**$ 19,164,687**	**$ 19,662,116**	**2.6%**

Central Fleet 112012

DEPARTMENT COMPLEMENT				
Positions	**FY 18-19 Budget**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior Year**
Account Technician 1	1.00	1.00	1.00	-
Account Technician 3	-	-	1.00	1.00
Automotive Technician 1	1.50	1.50	1.50	-
Automotive Technician 2	5.00	5.00	5.00	-
Automotive Technician 3	18.00	18.00	20.00	2.00
Automotive Technician 4	3.00	3.00	3.00	-
Automotive Technician 5	2.00	2.00	2.00	-
Customer Service Clerk 1	1.00	-	-	-
Equipment Operator 1	1.25	1.25	1.25	-
Fleet Business Specialist	1.00	1.00	1.00	-
Fleet Maintenance Superintendent	1.00	1.00	1.00	-
Fleet Manager	1.00	1.00	1.00	-
Fleet Safety Specialist	1.00	1.00	1.00	-
Fleet Service Coordinator	1.00	1.00	1.00	-
Fleet Service Writer	-	1.00	1.00	-
Office Coordinator	1.00	1.00	1.00	-
Tradeshelper	1.00	1.50	1.50	-
Welder	1.00	2.00	2.00	-
Total Department Personnel	**40.75**	**42.25**	**45.25**	**3.00**

Central Fleet 112012

DEPARTMENT SERVICE INFORMATION

7410 Fleet Acquisitions and Disposals

Responsible for identifying the specifications for all vehicles and powered equipment ordered for the various city departments. Responsible for new vehicle preparation and installation of accessories. Manages the disposal of the assets through various auction sites.

Goals:

- All annual replacement vehicles ordered by January 1st
- All Departmental vehicles ordered by June 30th

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 6,840,883	$ 7,300,024
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 6,840,883**	**$ 7,300,024**
Staffing (FTE)	2.75	2.75	2.75
Operating and Performance Measures			
Performance Measures			
100% Department requested vehicles and equipment ordered before June 30th	100.0%	100.0%	100.0%
90% Annual replacement vehicles on order before January 1	97.0%	93.0%	97.0%
Workload Measures			
Vehicle/Equipment procured annually	177	140	160

Central Fleet 112012

DEPARTMENT SERVICE INFORMATION

7420 Fleet Environmental Mgmt

Provides safe, reliable and accurate environmental programs that exceed state and federal regulations. Sets the standard for environmental regulatory management and compliance for all state and federal programs.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 107,841	$ 105,901
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 107,841**	**$ 105,901**
Staffing (FTE)	0.90	0.90	0.90

Operating and Performance Measures

Central Fleet 112012

DEPARTMENT SERVICE INFORMATION

7430 Fleet Parts Management

Oversees the in-house parts vendor that owns and manages the $2M parts inventory and supplies parts for City vehicle repairs.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 374,220	$ 455,858
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 374,220**	**$ 455,858**
Staffing (FTE)	0.80	0.80	0.80
Operating and Performance Measures			
Efficiency Measures			
Work orders on part delay (back orders)	9.0%	11.0%	9.0%
Performance Measures			
Average monthly stock parts at zero balance. (out of stock items)	25	15	10
Workload Measures			
Parts issued	96,408	100,000	102,000

Central Fleet 112012

DEPARTMENT SERVICE INFORMATION

7440 Fleet Repair and Service Mgmt

Responsible for preventative maintenance inspections, repairs, overhauls, state inspections and accident repairs on all city owned automotive and powered equipment. Records and documents repairs for the lifecycle of all equipment.

Goals:
- Completes repairs in 4 days or less.
- Completes 80% of scheduled repairs/preventative maintenance (PM) within 1 day
- Remains below industry standard of 2% for comebacks
- Keeps fleet availability at or above industry standard of 95%
- All technicians ASE and EVT Certified

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 7,261,627	$ 7,295,522
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 7,261,627**	**$ 7,295,522**
Staffing (FTE)	35.10	36.60	39.60
Operating and Performance Measures			
Efficiency Measures			
Preventaive maintenance completed within 1 day	50.0%	92.0%	85.0%
Repair turnaround time (days)	6	4	4
Performance Measures			
<75% ASE and EVT certified technicians	100.0%	100.0%	100.0%
Comebacks (repairs returned within 30 days for the same issue)	0%	.1%	0%
Fleet availability (discounted commercial repairs)	98.1%	97.3%	98.0%
Workload Measures			
Annual Miles driven	11,855,639	11,625,508	11,900,000
Average age of vehicles (years)	6	7	7
Fire	194	153	196
Heavy Duty	654	612	656
Light Duty	1,349	1,187	1,350
Maintenance repairs	10,192	10,654	10,750
Preventative Maintenance Inspections	4,430	4,455	4,440
Small Equipment	1,474	1,244	1,480
Total fleet size	3,671	3,196	3,700

Central Fleet 112012

DEPARTMENT SERVICE INFORMATION

7450 Fuel Station Sales and Dispensing

Manages the fuel, distribution, and environmental compliance at the seven fuel sites. Also manages the sale of fuel sold to Chesapeake Schools and Chesapeake Mosquito Control.

Goal: Provide reliable source of all fuels needed by the City's fleet. Never run a tank dry of fuel.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 4,580,116	$ 4,504,811
Allocated Administrative/Support Costs	-	-	-
Total Budget	**-**	**$ 4,580,116**	**$ 4,504,811**
Staffing (FTE)	1.20	1.20	1.20
Operating and Performance Measures			
Performance Measures			
Times tanks run on empty	1	0	0
Workload Measures			
Total gallon equivalents - LPG	16,973	18,000	17,000
Total gallons diesel	786,479	775,000	800,000
Total gallons E85	32,224	18,000	33,000
Total gallons equivalents - CNG	222,650	230,000	240,000
Total gallons gasoline	686,975	700,000	700,000

Healthcare Fund 111020H

Description:

The Health Insurance Fund was established to provide healthcare benefits to eligible employees, retirees and their families. The fund was established in December 2015 in advance of the City's switch from a fully-insured plan to one that is self-insured. Rather than paying insurance premiums, the City now pays the medical and pharmacy claims of all participants through a third-party administrator (TPA). In addition to medical and pharmacy claims, the Fund also pays administrative services, medical care management and rare disease management.

The Fund is financed by employee and retiree premiums and by subsidies transferred from the City's operating fund. Currently the City offers four plans through Optima Health:

- Health Maintenance Organization (HMO),
- Preferred Provider Organization (PPO),
- Point of Service (POS) and
- High Deductible Health Plan (HDHP).

The high deductible health plan is least costly plan because participants must pay much more of their initial health expenses. In order to limit its exposure, the City purchases reinsurance to cover catastrophic claims (those exceeding$325,000 for a single individual in one year).

The City offers several fully-insured programs to employees, including dental and vision care. Because those programs are fully insured, they are not excluded in the Health Insurance Fund.

Department Objectives:

- Addresses health needs of employees and eligible retirees in a cost effective manner.
- Improves employee wellness in order to avoid more expensive health care.
- Meets all Health Insurance Portability and Accountability Act of 1996 (HIPPA) regulations for group health plans.
- Maintains an acceptable level of risk by purchasing excess insurance policies for protection from large claims and large numbers of catastrophic claims.

Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
12560	Employee Healthcare Admin	$ 206,771	$ 100,000	$ 200,000	100%
12561	Active Employees	37,581,393	35,430,449	39,476,000	11.4%
12564	COBRA - Former Employees	418,238	1,883,735	960,000	-49.0%
12567	Retirees	8,590,220	8,305,816	9,234,000	11.2%
	Total by Program	**$ 46,796,622**	**$ 45,720,000**	**$ 49,870,000**	**9.1%**

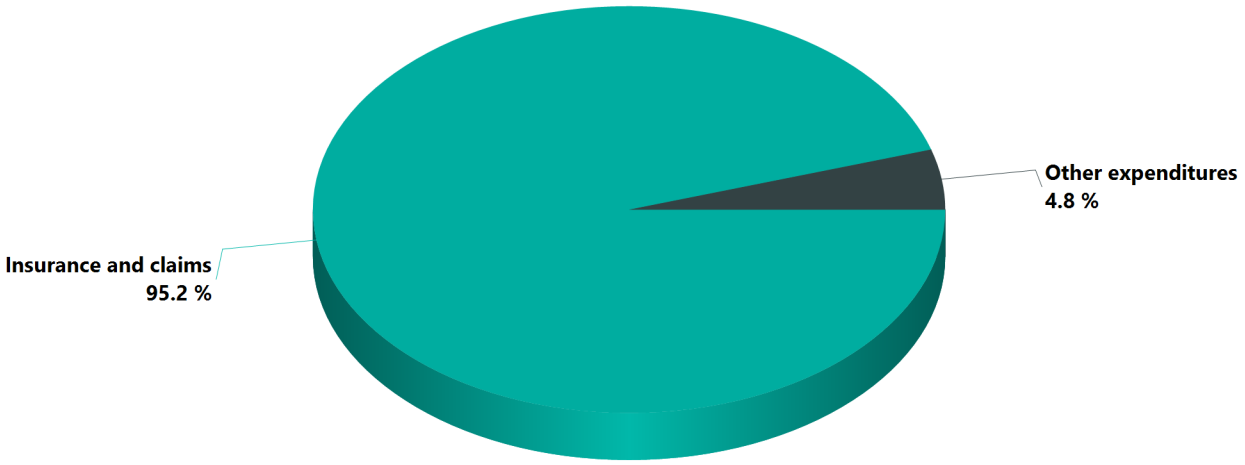
Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
7120	Employee Health Care	$ 206,771	$ 100,000	$ 200,000	100%
CDP	Consumer-driven Plan	3,133,667	2,714,703	5,630,000	107.4%
HMO	Health Maintenance Organization	23,164,439	21,621,919	22,163,980	2.5%
POS	Point of Service	19,288,477	19,629,603	20,208,020	2.9%
PPO	Preferred Provider	1,003,268	1,653,775	1,668,000	0.9%
	Total by Service	**$ 46,796,622**	**$ 45,720,000**	**$ 49,870,000**	**9.1%**

Healthcare Fund

111020H

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1730	Purchased services	$ 1,797,724	$ 2,150,959	$ 2,382,720	10.8%
1740	Insurance and claims	44,998,898	43,569,041	47,487,280	9.0%
	Total Expenditures	**$ 46,796,622**	**$ 45,720,000**	**$ 49,870,000**	**9.1%**

FY 20-21 Budget by Expense Category



Budget Highlights:

Healthcare Fund

111020H

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1415	Use of Money & Property	$ 74,037	$ 50,000	$ 50,000	0%
1418	Miscellanous Local Revenues	40,653,817	45,818,300	49,820,000	8.7%
1419	Recovered Costs	3,361,992	-	-	-
	Total Revenues	**$ 44,089,846**	**$ 45,868,300**	**$ 49,870,000**	**8.7%**
Other Resources:					
1321	Use of Fund Balance	$ 2,706,776	$ -	$ -	-
	Total Resources	**$ 46,796,622**	**$ 45,868,300**	**$ 49,870,000**	**8.7%**
Use of Resources:					
	Expenditures	$ 46,796,622	$ 45,720,000	$ 49,870,000	9.1%
1320	Fund Balance Increases	-	148,300	-	-
	Total Use of Resources	**$ 46,796,622**	**$ 45,868,300**	**$ 49,870,000**	**9.1%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
605	**Health Insurance Fund**	46,796,622	45,720,000	49,870,000	9.1%
	Total by Fund	**$ 46,796,622**	**$ 45,720,000**	**$ 49,870,000**	**9.1%**

Information Technology 111040

Description:

The Information Technology Department provides centralized and distributed information technology services to City departments and the Chesapeake School Administration. These services include the strategy and planning, design, development, integration, testing, deployment, administration, and the monitoring of all enterprise and business applications and the associated hardware and wired and wireless network infrastructure. The department also provides information security management, business continuity and disaster recovery services, end user device and telephone services, mass notifications and mobile radio services. It also supports the City's intranet and internet connectivity and the social media presence.

Department Objectives:

• Provides secure, cost-effective client computing, connectivity, productivity, print, communications and collaboration solutions to City employees.
• Designs, develops, supports and operates secure and cost effective business applications services that meet the needs of city employees and the citizens we serve.
• Deploys, supports, operates and secures cost effective data center, computer storage and network services that support the City's business application and end user needs.
• Designs, develops, supports and operates secure and cost effective digital government platform services that support city service delivery and encourage citizen engagement.

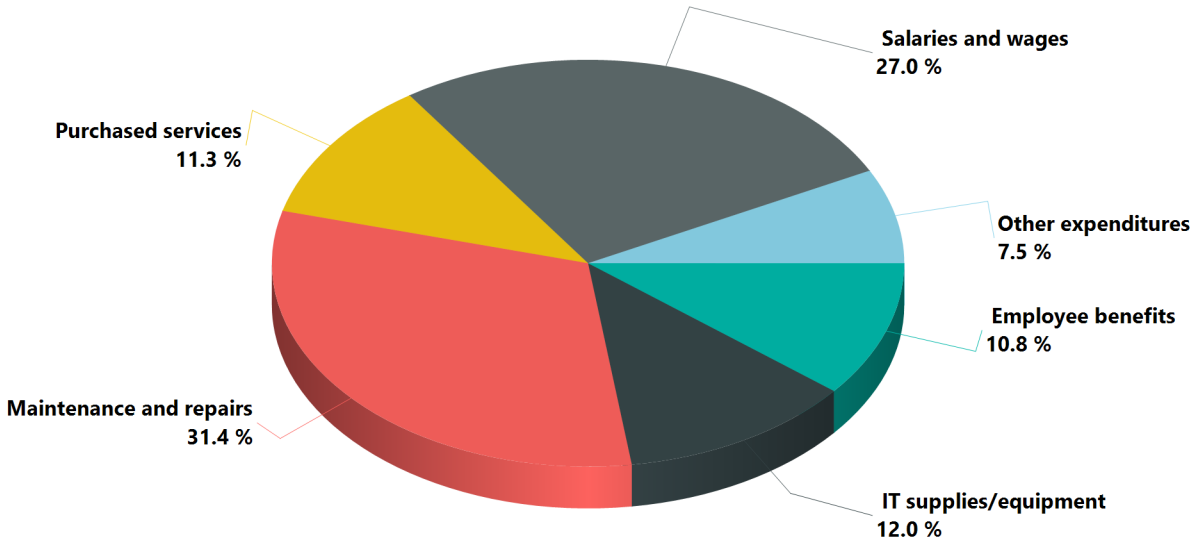
Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
12221	Data Security Administration	$ 284,167	$ 498,705	$ 542,985	8.9%
12509	Enterprise Application Services	1,883,661	2,628,290	2,541,846	-3.3%
12510	Administration	671,298	-	-	-
12511	Enterprise Application Development	1,372,151	1,863,873	2,106,612	13.0%
12512	Computer Operations	476,081	838,815	663,452	-20.9%
12513	Network Support	1,931,934	2,774,396	3,074,727	10.8%
12514	Desktop Environment Support	606,170	888,895	850,750	-4.3%
12515	Mainframe Operations	1,210,891	598,250	598,250	0%
12516	Platform Services	603,279	817,431	775,165	-5.2%
12517	PC Replacement Plan	1,819,918	1,954,396	2,104,533	7.7%
12518	Enterprise Financial System	572,162	784,050	894,288	14.1%
12519	Web Team/E-Gov Operations	408,413	570,193	637,384	11.8%
31404	Public Safety Network Support	1,743,535	1,621,188	1,868,625	15.3%
	Total by Program	**$ 13,583,661**	**$ 15,838,482**	**$ 16,658,617**	**5.2%**

Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
7210	Business Application Services	$ -	$ 5,276,213	$ 5,545,746	5.1%
7220	Client Computing Services	-	2,843,291	2,955,283	3.9%
7230	Cyber Security Services	-	498,705	542,985	8.9%
7240	E-Gov Services	-	570,193	637,384	11.8%
7250	GIS Services	-	817,431	775,165	-5.2%
7260	Infrastructure Services	-	4,211,461	4,333,429	2.9%
7270	Land Mobile Radio (LMR) Services	-	1,621,188	1,868,625	15.3%
7295	Administrative Services	-	-	-	-
	Total by Service	**$ -**	**$ 15,838,482**	**$ 16,658,617**	**5.2%**

Information Technology 111040

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 3,328,150	$ 4,586,040	$ 4,501,825	-1.8%
1520	Employee benefits	1,013,981	1,768,842	1,801,628	1.9%
1650	Utility services	132,849	138,725	138,725	0%
1730	Purchased services	2,285,296	1,476,050	1,883,304	27.6%
1733	Maintenance and repairs	2,919,799	4,373,502	5,223,765	19.4%
1750	Other expenditures	553,077	863,436	260,687	-69.8%
1752	Communications	464,367	607,800	681,360	12.1%
1767	IT supplies/equipment	1,641,683	1,844,596	1,994,833	8.1%
	Other expenditures	1,244,458	179,491	172,490	-3.9%
	Total Expenditures	**$ 13,583,661**	**$ 15,838,482**	**$ 16,658,617**	**5.2%**

FY 20-21 Budget by Expense Category



Budget Highlights:

See next page for Budget Highlights

Information Technology 111040

Budget Highlights
- Salaries include a 2.25% general wage increase effective July 2020.
- Employee benefits include approximately 10% increases in cost of healthcare and retirement benefits.

Requests that were Not Funded:
- 14 new positions costing $1,677,778:

Data and Information Management Manager	IT Internal Services Manager
IT Policy and Planning Manager	IT Vendor Management/Performance Coordinator
IT Systems Security Engineer	GIS Analyst II
Business Intelligence Specialist	Seven Systems Analysts

• A Request for $6,000 on an annual basis is included to pay for the cost of the Verizon charges for the City Council Member wireless cost for their tablets.
• Funding of $35,000 in FY21was requested for the Aristotleinsight platform designed to enhance security by taking care of several families of security controls along with enhancements to operations and troubleshooting.
• $70,000 of additional funding for Conference Fees and Supplies and Equipment are being requested for various personnel.

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1412	Other Local Taxes	$ 1,500,000	$ 1,621,188	$ 1,868,851	15.3%
1415	Use of Money & Property	377,458	35,826	265,826	642.0%
1418	Miscellanous Local Revenues	13,318,620	14,197,860	14,362,578	1.2%
1419	Recovered Costs	23,173	-	-	-
	Total Revenues	**$ 15,219,251**	**$ 15,854,874**	**$ 16,497,255**	**4.1%**
Other Resources:					
1321	Use of Fund Balance	$ -	$ 418,608	$ 1,084,774	159.1%
1931	Transfers from General Fund	243,535	-	161,588	-
	Total Resources	**$ 15,462,786**	**$ 16,273,482**	**$ 17,743,617**	**9.0%**
Use of Resources:					
	Expenditures	$ 13,583,661	$ 15,838,482	$ 16,658,617	5.2%
1320	Fund Balance Increases	528,059	-	-	-
1940	Transfers to General Fund	124,099	-	-	-
1942	Transfers to Capital Funds	994,968	435,000	1,085,000	-59.9%
1944	Transfers to Other Funds	232,000	-	-	-
	Total Use of Resources	**$ 15,462,787**	**$ 16,273,482**	**$ 17,743,617**	**5.2%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
207	**E-911 Operations**	1,743,535	1,621,188	1,868,625	15.3%
603	**Information Technology**	11,555,958	14,217,294	14,789,992	4.0%
	Total by Fund	**$ 13,583,661**	**$ 15,838,482**	**$ 16,658,617**	**5.2%**

Information Technology 111040

DEPARTMENT COMPLEMENT				
Positions	**FY 18-19 Budget**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior Year**
800 Mhz Administrator	1.00	1.00	1.00	-
Asst Director Info Technology	1.00	1.00	1.00	-
Business Analyst	1.00	1.00	1.00	-
Client Technologies Analyst 1	1.00	1.00	1.00	-
Client Technologies Analyst 2	6.00	6.00	6.00	-
Client Technologies Analyst 3	1.00	1.00	1.00	-
Computer Support Technician	3.00	3.00	3.00	-
Database Administrator	1.00	1.00	1.00	-
Database Administrator 2	1.00	1.00	1.00	-
Development/Operations Engineer	1.00	1.00	1.00	-
Director Info Technology	1.00	1.00	1.00	-
Fiscal Administrator	1.00	1.00	1.00	-
GIS Administrator	1.00	1.00	1.00	-
GIS Analyst 2	1.00	1.00	1.00	-
GIS Analyst I	2.00	2.00	2.00	-
It Comm Infrastucture Manager	-	1.00	1.00	-
Network Engineer 1	2.00	2.00	2.00	-
Network Engineer 2	3.00	3.00	3.00	-
Network Engineer 3	1.00	1.00	1.00	-
Office Coordinator	1.00	1.00	1.00	-
Online Content Coordinator	1.00	1.00	1.00	-
Public Communications Coord	1.00	1.00	1.00	-
Quality Assurance Coordinator	1.00	1.00	1.00	-
Software Engineer 1	7.00	7.00	7.00	-
Software Engineer 2	1.00	1.00	1.00	-
Software Engineer 3	1.00	1.00	1.00	-
Strategic Technology Manager	1.00	1.00	1.00	-
System Development Coord	1.00	1.00	1.00	-
Systems Analyst 1	6.00	6.00	6.00	-
Systems Analyst 2	2.00	2.00	2.00	-
Systems Analyst 3	1.00	1.00	1.00	-
Systems Security Analyst	1.00	1.00	1.00	-
Systems Security Manager	1.00	1.00	1.00	-
Webmaster	1.00	1.00	1.00	-
Total Department Personnel	**56.00**	**57.00**	**57.00**	**-**

Information Technology 111040

DEPARTMENT SERVICE INFORMATION

7210 Business Application Services

Delivers business application services to enable the City to serve its citizens and to automate and support the organization's internal operations. This includes all related delivery services associated with building, deploying, supporting and operating business applications.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 4,850,755	$ 5,068,400
Allocated Administrative/Support Costs	-	425,458	477,346
Total Budget	**-**	**$ 5,276,213**	**$ 5,545,746**
Staffing (FTE)	18.00	19.00	19.00
Operating and Performance Measures			
Efficiency Measures			
Application cost per City FTE	$1,271	$1,259	$1,306
Workload Measures			
Business applications capital projects - in progress	5	4	4
Business applications under management	120	135	135
Business appplication capital projects - completed	2	2	1

Information Technology 111040

DEPARTMENT SERVICE INFORMATION

7220 Client Computing Services

Delivers client computing devices, software and connectivity to enable the workforce to access business applications; communicate with other employees, partners and customers; and create content using productivity software. This includes all related delivery services associated with building, deploying, supporting and operating client computing services.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 2,664,151	$ 2,754,296
Allocated Administrative/Support Costs	-	179,140	200,987
Total Budget	**-**	**$ 2,843,291**	**$ 2,955,283**
Staffing (FTE)	8.00	8.00	8.00
Operating and Performance Measures			
Efficiency Measures			
Number of End Users supported per FTE	479	481	486
Workload Measures			
End user pc replacements	160	565	590
End user related IT assets under management	3,924	3,975	4,000
Incoming emails	10,496,051	13,000,000	14,000,000
Outgoing emails	2,688,533	2,800,000	2,900,000

Information Technology 111040

DEPARTMENT SERVICE INFORMATION

7230 Cyber Security Services

Protects vital to City data and systems from loss or damage due to security threats.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 453,920	$ 492,738
Allocated Administrative/Support Costs	-	44,785	50,247
Total Budget	**-**	**$ 498,705**	**$ 542,985**
Staffing (FTE)	2.00	2.00	2.00
Operating and Performance Measures			
Efficiency Measures			
IT Security cost as a % of IT spend	2.5%	2.7%	2.9%
IT security costs per City FTE	$77	$118	$122
Performance Measures			
Emails blocked for cause	41.0%	51.0%	54.0%
Workload Measures			
Emails rejected for cause	4,402,443	6,000,000	6,500,000
Exploits prevented	312	400	500
Malicious files detected	4,264	4,500	4,900

Information Technology 111040

DEPARTMENT SERVICE INFORMATION

7240 E-Gov Services

Provides public facing portals for citizens and visitors of Chesapeake. The E-Gov service area manages the City's website (CityofChesapeake.net), social media sites (such as Facebook and Twitter) and the web interface for Chesapeake Alert (the City's citizen notification system).

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 503,015	$ 562,015
Allocated Administrative/Support Costs	-	67,178	75,369
Total Budget	**-**	**$ 570,193**	**$ 637,384**
Staffing (FTE)	3.00	3.00	3.00
Operating and Performance Measures			
Efficiency Measures			
E-Gov spend per citizen	$.81	$2.07	$2.29
Performance Measures			
Average platform availability (Uptime)	99.9%	99.9%	100.0%
Workload Measures			
Transactions - Electronic Content Management	6,310,998	6,500,000	6,700,000
Transactions - Mass Notifications Platform	2,006,871	2,007,000	2,007,100
Transactions - Streaming Platform	178,100	180,000	185,000

Information Technology 111040

DEPARTMENT SERVICE INFORMATION

7250 GIS Services

Provides mapping and geospatial technology support by administering the central repository for geospatial data and maintaining GIS applications and software integrations.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 683,076	$ 674,671
Allocated Administrative/Support Costs	-	134,355	100,494
Total Budget	**-**	**$ 817,431**	**$ 775,165**
Staffing (FTE)	4.00	4.00	4.00
Operating and Performance Measures			
Efficiency Measures			
GIS costs per average annual transactions	$1.55	$1.71	$2.07
Performance Measures			
Average platform availability (Uptime)	90.0%	95.0%	99.0%
Workload Measures			
Avg. transactions per year	379,024	397,975	405,935

Information Technology 111040

DEPARTMENT SERVICE INFORMATION

7260 Infrastructure Services

Manages the hardware and software infrastructure including network connectivity, database support, and voice, data and internet access. Provides system monitoring, batch processing and service desk support.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 3,897,966	$ 3,986,840
Allocated Administrative/Support Costs	-	313,495	346,589
Total Budget	**-**	**$ 4,211,461**	**$ 4,333,429**
Staffing (FTE)	14.00	14.00	14.00
Operating and Performance Measures			
Efficiency Measures			
IT infrastructure cost per City FTE	$1,235	$1,120	$1,082
Performance Measures			
Average platform availability (Uptime)	100.0%	98.0%	100.0%
Workload Measures			
Amount of storage under management (Terabytes)	950	1,400	1,900
Infrastructure related IT assets under management	1,000	1,100	1,400
Servers under management	580	620	680

Information Technology 111040

DEPARTMENT SERVICE INFORMATION

7270 Land Mobile Radio (LMR) Services

Provides a high availability radio system to Public Safety and other departmental users to promote a safe community.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 1,598,795	$ 1,868,625
Allocated Administrative/Support Costs	-	22,393	-
Total Budget	**-**	**$ 1,621,188**	**$ 1,868,625**
Staffing (FTE)	1.00	1.00	1.00
Operating and Performance Measures			
Efficiency Measures			
Radio cost per call event	$.17	$.18	$.20
Performance Measures			
Radio network uptime (since implementation of P25)	100.0%	100.0%	100.0%
Workload Measures			
Chesapeake P25 Radio System Subscriber Totals	14,966	14,966	15,500
Chesapeake Public Safety ratios under management	4,005	4,045	4,100
Public Safety Call events	8,620,533	9,051,560	9,504,138

Information Technology 111040

DEPARTMENT SERVICE INFORMATION

7295 Administrative Services

Provides leadership, policy direction, planning, governance, coordination and oversight while ensuring appropriate and cost-effective use of IT services.

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	-	$ 1,186,803	$ 1,251,032
Allocated Administrative/Support Costs	-	(1,186,803)	(1,251,032)
Total Budget	-	-	-
Staffing (FTE)	6.00	6.00	6.00
Operating and Performance Measures			
Efficiency Measures			
IT spend per City FTE	$3,586	$4,110	$4,483
Performance Measures			
IT Spend as a % of City's Operating Expense	1.4%	1.3%	1.4%
Workload Measures			
IT Strategic Initiatives	43	40	40

Risk Management 111020R

Description:

The Risk Management function is administered by the Finance Department. This function handles claims for property, casualty and workers' compensation.

Risk Management is an internal service fund that is part of the Finance Department, which is presented in the Governance and Management section of this document. The Risk Fund also funds some costs of the City Attorney's Office (also presented in the Governance and Management section of the budget).

Department Objectives:

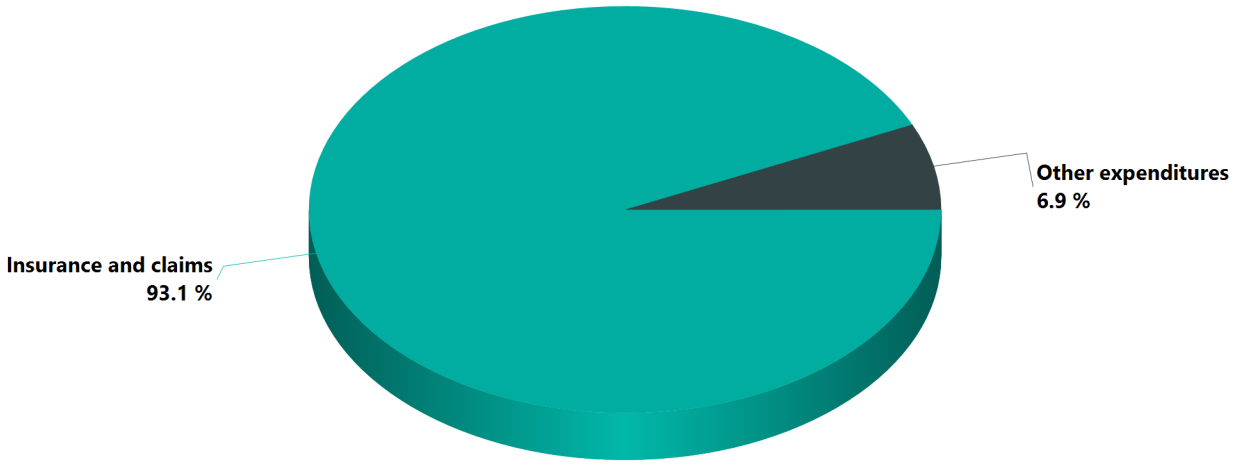
Budget by Program		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
12550	Risk Management	$ 9,445,300	$ 10,895,671	$ 10,492,996	-3.7%
	Total by Program	**$ 9,445,300**	**$ 10,895,671**	**$ 10,492,996**	**-3.7%**

Budget by Service		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
7110	Occupational Health & Risk	$ 9,445,300	$ 10,895,671	$ 10,492,996	-3.7%
	Total by Service	**$ 9,445,300**	**$ 10,895,671**	**$ 10,492,996**	**-3.7%**

Operating Expenditures		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
1510	Salaries and wages	$ 330,921	$ 346,259	$ 340,122	-1.8%
1520	Employee benefits	73,935	89,113	132,171	48.3%
1730	Purchased services	114,500	154,600	155,100	0.3%
1733	Maintenance and repairs	2,649	3,713	3,713	0%
1740	Insurance and claims	8,861,316	10,217,136	9,773,246	-4.3%
1750	Other expenditures	4,792	5,702	5,702	0%
1760	Materials and supplies	4,351	12,644	13,244	4.7%
1767	IT supplies/equipment	50,335	61,236	64,275	5.0%
	Other expenditures	2,501	5,268	5,423	2.9%
	Total Expenditures	**$ 9,445,300**	**$ 10,895,671**	**$ 10,492,996**	**-3.7%**

Risk Management 111020R

FY 20-21 Budget by Expense Category



Budget Highlights:

● Salaries include funding for a 2.25% pay increase and an allowance for performance awards. The increase in benefits is largely due to the rising cost of healthcare.

● The FY 21 budget includes $100,000 for Malicious Act Insurance. Malicious Act Insurance covers all physical damages caused by an act of violence that is not covered by standard property insurance such as an active shooter or other form of physical violence. It also includes business interruption expenses, counseling and public relations, and additional security needs.

● An additional $22,863 is included in the budget to allow for the Cyber Insurance coverage to be increased to $5 million. The current policy provides $3 million in coverage. Coverage includes network security liability, privacy liability, media liability, cyber extortion, privacy regulation proceedings, compliance with Payment Card Industry Data Security Standard (PCI-DSS), network business interruption, reputation based income loss, bricking coverage, digital asset protection, and privacy event expense.

● The Risk Management section of the department is in need of an office printer to increase confidentiality of medical records. Funding in the amount of $600 has been included in the budget for the purchase of a printer.

Risk Management

111020R

Operating Resources		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
Revenue:					
1415	Use of Money & Property	$ 582,046	$ -	$ -	-
1418	Miscellanous Local Revenues	3,212,024	3,300,053	3,678,460	11.5%
1419	Recovered Costs	222,428	-	-	-
1445	Other Revenues	6,400,721	7,519,000	6,814,536	-9.4%
	Total Revenues	**$ 10,417,219**	**$ 10,819,053**	**$ 10,492,996**	**-3.0%**
Other Resources:					
1321	Use of Fund Balance	$ -	$ 76,618	$ -	-100%
	Total Resources	**$ 10,417,219**	**$ 10,895,671**	**$ 10,492,996**	**-3.7%**
Use of Resources:					
	Expenditures	$ 9,445,300	$ 10,895,671	$ 10,492,996	-3.7%
1320	Fund Balance Increases	971,919	-	-	-
	Total Use of Resources	**$ 10,417,219**	**$ 10,895,671**	**$ 10,492,996**	**-3.7%**

Budget by Fund:		FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget	Change from prior Year
606	**Self-Insurance Fund**	9,445,300	10,895,671	10,492,996	-3.7%
	Total by Fund	**$ 9,445,300**	**$ 10,895,671**	**$ 10,492,996**	**-3.7%**

Risk Management

111020R

DEPARTMENT COMPLEMENT				
Positions	**FY 18-19 Budget**	**FY 19-20 Budget**	**FY 20-21 Budget**	**Change from prior Year**
Accountant 3	-	0.48	0.48	(0.01)
Asst Director Finance	-	0.10	0.10	-
Director Finance	-	0.10	0.10	-
Finance Specialist	-	-	0.10	0.10
Liability Claims Adjuster 1	1.00	1.00	1.00	-
Liability Claims Adjuster 2	1.00	1.00	1.00	-
Office Coordinator	-	0.10	-	(0.10)
Risk Manager	1.00	1.00	1.00	-
Safety Officer	1.00	1.00	1.00	-
Total Department Personnel	**4.00**	**4.78**	**4.78**	**(0.01)**

Risk Management 111020R

DEPARTMENT SERVICE INFORMATION

7110 Occupational Health & Risk

Involves:

- Identify potential liabilities to the City and seek methods to eliminate/reduce exposure and recommend alternative practices and safeguards
- Procure insurance for those exposures that cannot be completely mitigated through insurance policies that reduces the City's potential for serious loss
- Provide guidance on safety policies and procedures through updates by OSHA and best safety practices
- Limit workers' compensation losses through appropriate management oversight and partnership with the Third Party Administrator
- Perform work site inspections, accident investigations and provide work process evaluations for appropriate safe practices

	FY 18-19 Actual	FY 19-20 Budget	FY 20-21 Budget
Budget			
Direct Service Budget	$ 9,445,300	$ 10,895,671	$ 10,492,996
Allocated Administrative/Support Costs	-	-	-
Total Budget	**$ 9,445,300**	**$ 10,895,671**	**$ 10,492,996**
Staffing (FTE)	4.00	4.78	4.78
Operating and Performance Measures			
Efficiency Measures			
Complaint Response	100.0%	100.0%	100.0%
Property evaluations for Insurance	100.0%	100.0%	100.0%
Timely Insurance Renewals	100.0%	100.0%	100.0%
Work Place Hazard Assessments w/ Contract Services	3	3	4
Workers' Compensation Employee First Contacts Risk Staff	99.0%	99.0%	99.0%
Workers' Compensation Medical Savings Through TPA Network	40.0%	40.0%	40.0%
Performance Measures			
Workers' Compensation Cases Closed	60.0%	60.0%	60.0%
Workload Measures			
All other insurance cases assigned	520	530	550
All other insurance cases open	90	95	90
Defensive driving courses conducted	4	4	4
Safety site inspections with follow up	30	30	25
Safety, disability, & wellness committee meetings	4	4	4
Workers' Comp Cases assigned	445	490	500
Workers' Comp Cases open	360	360	360

Appendix A: City Charter - Budget

5.01 FISCAL YEAR.
The fiscal year of the City shall begin on the first day of July and shall end on the last day of June of each calendar year. Such fiscal year shall also constitute the budget and accounting year.

5.02 SUBMISSION OF OPERATING BUDGET.
The city manager shall submit to the council an operating budget and a budget message at least ninety days prior to the beginning of each fiscal year.

5.03 OPERATING BUDGET MESSAGE.
The manager's message shall explain the budget in fiscal terms. It shall contain the recommendations of the city manager concerning the fiscal policy of the City for the ensuing fiscal year, describe the important features of the budget, indicate any major changes from the current year in financial policies, expenditures, and revenues together with the reasons for such changes, and include such other material as the manager deems desirable.

5.04 OPERATING BUDGET PREPARATION.
The budget shall provide a financial plan for the ensuing fiscal year and shall be in such form as the manager deems advisable or the council may require. A minimum of six percent of the total general fund revenue shall be reserved upon the adoption of the City's annual operating budget and shall be restricted for emergency use and cash flow needs which occur throughout the year. In organizing the budget, the manager shall utilize the most feasible combination of expenditures classification by fund, organization unit, program, purpose or activity and object. It shall be prepared in accordance with generally accepted principles of municipal accounting and budgeting procedures and techniques. It shall be the duty of the head of each department, the judges of the courts not of record, each board or commission, including the school board, and each other office or agency supported in whole or in part by the City, to file at such time as the city manager may prescribe estimates of revenue and expenditures for that department, court, board, commission, office or agency for the ensuing fiscal year. The city manager shall hold such hearings as deemed advisable and shall review the estimates and other data pertinent to the preparation of the budget and make such revisions in such estimate as deemed proper, subject to the laws of the Commonwealth relating to the obligatory expenditures for any purpose, except that in the case of the school board may recommend a revision only in its total estimated resources and requirements. In no event shall the requirements recommended by the city manager in the budget exceed the resources estimated, taking into account the estimated cash surplus or deficit at the end of the current fiscal year, unless the city manager shall recommend an increase in the rate of ad valorem taxes on real estate and tangible personal property or other new or increased fees, charges, or taxes or licenses within the power of the City to levy and collect in the ensuing year, the revenue from which, estimated on the average experience with the same or similar taxes during the three tax years last past will make up the difference. If estimated resources exceed estimated requirements, the city manager may recommend revisions in the tax and license ordinances of the city in order to bring the budget into balance.

At the same time that the city manager submits the operating budget, the city manager shall introduce and recommend to the council an appropriation ordinance which shall be based on the budget. The city manager shall also introduce at the same time any ordinances levying a new tax or altering the rate on any existing tax necessary to balance the budget as provided in this section. (1988 Acts, Ch. 288, § 1)

5.05 COUNCIL ACTION ON THE OPERATING BUDGET.

A. <u>NOTICE AND HEARING</u>.
The council shall publish in one or more newspapers of general circulation in the City the general summary of the proposed budget and a notice stating:

1. The times and places where copies of the message and budget are available for inspection by the public; and

2. The time and place, not less than twenty-one days after such publication, for a public hearing on the budget.

B. AMENDMENT BEFORE ADOPTION.
After the public hearing, the council may adopt the budget with or without amendment. In amending the budget, it may add or increase programs or amounts, except requirements required by law or for debt service, and except further that in the case of the school board, the council may only revise the total estimated resources or requirements. In no case shall the council increase the authorized requirements to an amount greater than the total of estimated resources.

C. ADOPTION.
The council shall adopt the budget by the vote of at least a majority of all members of the council not later than forty-seven days prior to the end of the current fiscal year. Should the council take no action prior to such day, the budget shall be deemed to have been finally adopted as submitted by the city manager. In no event shall the council adopt a budget in which the estimated total of requirements exceeds resources, unless at the same time it adopts measures to provide additional resources estimated to be sufficient to make up the difference. Adoption of the budget shall include adoption of an ordinance appropriating the amounts specified therein from the funds indicated and an ordinance levying the property tax therein proposed.

5.06 AMENDMENTS AFTER ADOPTION OF OPERATION BUDGET.

A. SUPPLEMENTAL APPROPRIATIONS.
If during the fiscal year the manager certifies that there are funds available in excess of those estimated in the budget, the council by ordinance may make supplemental appropriations for the year up to the amount of such excess.

B. REDUCTION OF APPROPRIATIONS.
If at any time during the fiscal year it appears probable to the manager that the resources available will be insufficient to meet the amount appropriated, the city manager shall report to the council without delay, indicating the estimated amount of the shortfall, any remedial action taken by the city manager and recommendations as to any other steps to be taken. The council shall then take such further action as it deems necessary to prevent or minimize any shortfall and for the purpose it may by ordinance reduce one or more appropriations.

5.07 LAPSE OF APPROPRIATIONS.
Every appropriation, except an appropriation for a project in the capital improvement program, shall lapse at the close of the fiscal year to the extent that it has not been expended or encumbered. An appropriation for a project in the capital improvement program shall continue in force until the purpose for which it was made has been accomplished or abandoned; the purpose of any such appropriation shall be deemed abandoned if three years pass without any disbursement from or encumbrance of the appropriation.

5.08 CAPITAL IMPROVEMENT PROGRAM.

A. SUBMISSION TO COUNCIL.
The manager shall prepare and submit to the council a five-year capital improvement program at least ninety days prior to the beginning of each fiscal year.

B. CONTENTS.
The capital improvement program shall include:

1. A general summary of its contents;
2. A list of all capital improvements which are proposed to be undertaken during the five fiscal years next ensuing, with appropriate supporting information as to the necessity for such improvements;

3. Cost estimates, method of financing, and recommended time schedules for each such improvement; and
4. The estimated annual cost of operating and maintain the facilities to be constructed or acquired.

The above information shall be revised and extended each year with regard to capital projects still pending. (1998 Acts, Ch. 561, § 1; 1998 Acts, 626, § 1)

5.09 COUNCIL ACTION ON CAPITAL IMPROVEMENT PROGRAM.

A. NOTICE AND HEARING.

The council shall publish in one or more newspapers of general circulation in the City the general summary of the capital improvement program and notice stating:

1. The times and places where copies of the capital improvement program are available for inspection by the public; and
2. The time and place, not less than fourteen days after such publication, for a public hearing on the capital improvement program.

B. ADOPTION.

The council shall adopt a capital improvement program with or without amendment after the public hearing and not later than forty-seven days prior to the end of the current fiscal year. Should the council take no action prior to such day, the program shall be deemed to have been finally adopted as submitted by the city manager. The capital improvement program, after adoption, shall be deemed a plan only, with the right being reserved to the council to change the same at any time. (1998 Acts, Ch. 561, § 1; 1998 Acts, Ch. 626, § 1)

22.1-93. EDUCATION.

Approval of annual budget for school purposes. - Notwithstanding any other provision of law, including but not limited to Chapter 25 (§ 15.2-2500 et seq.) of Title 15.2, the governing body of a county shall prepare and approve an annual budget for educational purposes by May first or within thirty days of the receipt by the county of the estimates of state funds, whichever shall later occur, and the governing body of a municipality shall prepare and approve an annual budget for educational purposes by May fifteenth or within thirty days of the receipt by the municipality of the estimates of state funds, whichever shall later occur.

The Superintendent of Public Instruction shall, no later than the fifteenth day following final adjournment of the Virginia General Assembly in each session, submit estimates to be used for budgetary purposes relative to the Basic School Aid Formula to each school division and to the local governing body of each county, city and town that operates a separate school division. Such estimates shall be for each year of the next biennium or for the then next fiscal year. (Code 1950, § 22-127; 1956, Ex. Sess., c. 67; 1959, Ex. Sess., c. 79, § 1; 1968, c. 614; 1971, Ex. Sess., c. 162; 1975, c. 443; 1978, c. 551; 1980, c. 559; 1981, c 541.)

Appendix B: Chart of Accounts

The following funds are included in the City's account structure.

FUND	TITLE
100	General Fund
101	Cash Control
199	General Fixed Assets
201	Virginia Public Assistance Fund
202	Community Corrections
203	Interagency Consortium
204	Fee Supported Activities
205	Chesapeake Integrated Behavioral Healthcare
206	Chesapeake Conference Center
207	E-911 Operations
208	Chesapeake Juvenile Services
209	Tax Increment Financing Fund—Greenbrier
210	Open Space and Agricultural Preservation (OSAP)
212	Tax Increment Financing Fund—South Norfolk
213	Parks and Recreation
214	Housing Fund
216	Proffers Fund
220	Community Development
228	Grants Fund
300	Capital Projects
401	Citywide Debt Service Fund
499	General Long Term Debt
501	Public Utilities—Operations
502	Public Utilities—Construction
504	Public Utilities—Construction
506	Public Utilities—Debt Service Reserve
507	Public Utilities—Capital Improvement
508	Public Utilities—Improvement and Redemption Fund
509	Public Utilities—Revenue Bond Fund
510	Public Utilities—Revenue Fund
511	Public Utilities—Senior Debt Service Component Fund
512	Public Utilities—Subordinate Debt Fund
513	Public Utilities—Rate Stabilization Fund
514	Public Utilities—General Reserve Fund
520	Stormwater Management—Operations
521	Stormwater Management—Construction
525	Chesapeake Transportation System—Operations
526	Chesapeake Transportation System—Renewal and Replacement
527	Chesapeake Transportation System—Capital Improvement

FUND	TITLE
528	Chesapeake Transportation System—Debt Service Reserve
601	Garage
603	Information Technology
605	Health Insurance Fund
606	Self-Insurance Fund
607	Termination Benefits Fund
701	Virginia Public Assistance Fund—Special
702	Other Post-Employment Benefits (OPEB) Trust Fund
720	Poor Trust Fund
721	Carney Trust Fund
750	Conversion Fund—GA
751	Conversion Fund BTA-Chesapeake Transportation System
752	Conversion Fund—MCC
761	Conversion Fund BTA-Public Utilities
762	Conversion Fund BTA-Stormwater
800	Mosquito Control Commission
810	MCC-GFAAG
850	CSB of Chesapeake, Inc.
900	Chesapeake Public Schools— General Fund
928	Chesapeake Public Schools—Grants Fund
930	Chesapeake Public Schools—Capital Projects
940	Chesapeake Public Schools—Textbook Fund
941	Chesapeake Public Schools—Food Services
942	Chesapeake Public Schools—Cell Tower
950	Chesapeake Public Schools—Conversion Fund
951	Chesapeake Public Schools—Lease Authorization
960	Chesapeake Public Schools—GASB 45/OPEB
965	Chesapeake Public Schools—Self Insurance
980	Chesapeake Public Schools—Activity Funds
998	Chesapeake Public Schools—General Long Term Debt
999	Chesapeake Public Schools—GFAAG

The City's account structure also maintains and tracks the budget and spending by Department and Program code within each department and fund.

DEPARTMENT	TITLE
100000	City Council/Mayor
110000	City Manager
111010	Budget
111020	Finance
111030	Human Resources
111040	Information Technology
111050	Planning

DEPARTMENT	TITLE
111060	Board of Elections
111100	Non Departmental
111111	Transfers
112010	General Services
112011	Purchasing
112012	Garage/Fleet
112015	Customer Contact Center
112020	Parks, Recreation and Tourism
112030	Public Utilities
112040	Public Works
112050	Agriculture
112060	Health
112070	Conference Center
113010	Economic Development
113020	Fire
113030	Police
113050	Public Communications
113060	Intergovernmental Affairs
113070	Human Services – Community Corrections
113071	Human Services - Interagency Consortium
113072	Human Services - Chesapeake Juvenile Services
113073	Human Services – Social Services
113074	Chesapeake Integrated Behavioral Healthcare
113080	Development and Permits
113090	Libraries
113100	Human Services-Community Programs
120000	City Attorney
130000	City Clerk
140000	Real Estate Assessor
150000	Planning Commission and Open Space and Agricultural Preservation
160000	Other Boards and Services
170000	Audit Services
210000	Sheriff
220000	Treasurer
231000	Circuit Court
232000	Court General District Court
233000	Juvenile and Domestic Relations Court
234000	Court Services Unit
235000	Court Circuit Clerk
236000	Magistrate
240000	Commonwealth's Attorney
250000	Commissioner of the Revenue
310000	GASB34 General Government

DEPARTMENT	TITLE
410000	Mosquito Control Commission
420000	Component Unit – CSB, Inc. of Chesapeake
430000	Component Unit – Port Authority
440000	Component Unit – Airport Authority
450000	Component Unit – Economic Development Authority

Appendix C - Revenue Budget Detail

Revenue Detail By Fund Fund	FundName	Category	Description	Actual 2019	Budget 2020	Estimated 2021	Change From Prior Year
100	**General Fund**	**Property Taxes**	Taxes-Curr Real Prop	258,285,903	267,237,616	278,146,800	4.1%
			Taxes-Delinq Real Prop	3,091,606	3,779,900	3,000,000	-20.6%
			Taxes-Curr PubSvcCorp	10,261,985	10,443,500	10,610,600	1.6%
			Taxes-Curr Pers Prop	48,670,779	51,527,900	51,634,800	0.2%
			Taxes-Curr Pers Prop-Refunds	(2,734,539)	(2,166,500)	(2,845,000)	31.3%
			Taxes-Delinq Pers Prop	15,776,716	14,934,300	15,751,700	5.5%
			Taxes-Penalties-RE&PP	2,058,101	1,940,300	2,073,400	6.9%
			Taxes-Interest-RE&PP	1,246,770	1,210,900	1,246,600	2.9%
		Property Taxes Total		**336,657,320**	**348,907,916**	**359,618,900**	3.1%
		Other Local Taxes	Taxes-Sales and Use	41,660,626	43,885,700	44,599,600	1.6%
			Taxes-Utility Consumer Gas	2,103,586	2,093,600	2,164,300	3.4%
			Taxes-Utility Electric	8,725,001	8,817,900	8,825,400	0.1%
			Taxes-Communications Sales Tax	5,140,073	5,338,302	4,590,802	-14.0%
			Taxes-Bus and Occupant	28,048,966	27,969,500	28,330,400	1.3%
			Taxes-Local Consumption	840,734	863,600	846,800	-1.9%
			Taxes- Excavation	39,351	35,400	39,000	10.2%
			Taxes-Motor Vehicle Licenses	5,878,383	5,746,800	5,872,300	2.2%
			Vehicle License Late Fees	801,260	774,200	809,300	4.5%
			Taxes-Bank Stock	1,731,069	1,607,900	1,530,000	-4.8%
			Taxes-Local Recordation	3,329,708	3,421,000	3,271,600	-4.4%
			Taxes-Tobacco	5,055,551	5,237,900	4,955,000	-5.4%
			Taxes-Admission	1,051,583	1,068,200	1,103,600	3.3%
			Taxes-Pari Mutual Waging Pool	50,149	55,000	50,149	-8.8%
			Taxes-Sales Motel Rooms	4,918,824	5,399,600	5,700,000	5.6%
			Taxes-Short Term Rental	895,455	735,400	950,000	29.2%
			Taxes-Restaurant-Food	25,462,589	25,097,100	26,080,100	3.9%
		Other Local Taxes Total		**135,732,907**	**138,147,102**	**139,718,351**	1.1%
		Permit Fees	Licenses-Animal	97,191	105,400	106,500	1.0%
			Licenses-Bicycle	10	0	0	0.0%
			Transfer Fees	7,062	7,800	7,900	1.3%
			Zoning Permits	85,864	94,000	92,700	-1.4%
			Zoning Inspection Fees	92,750	58,300	83,050	42.5%
			Bldg Structure & Equip Permits	895,248	925,000	1,030,000	11.4%
			Reinspection Fees	5,775	1,800	5,150	186.1%
			Permit Late Fees	7,875	4,000	6,798	70.0%
			Franchise Utility Permits	102,750	110,000	103,000	-6.4%
			Electric Inspection Fees	247,905	256,800	329,600	28.3%
			Early Electrical Release Fee	26,300	28,000	26,780	-4.4%
			Rat Free Certification Fee	5,040	6,200	5,150	-16.9%
			Plumbing Inspection Fees	186,607	195,000	195,700	0.4%
			Mechanical Permits	391,945	460,300	432,600	-6.0%
			Elevator Inspection Fees	11,000	20,900	16,480	-21.1%
			Driveway Permits	22,770	32,600	24,720	-24.2%
			Temporary Certificate of Occup	2,030	1,200	1,030	-14.2%
			Solicitors Permits	2,720	5,000	2,300	-54.0%
			Precious Metals-Gems Permit	3,800	4,000	3,300	-17.5%
			Gas Appliance Inspection Fee	68,927	74,500	72,100	-3.2%
			Early Gas Release Fee	25	0	0	0.0%
			Dog Pound Fees	56,198	50,300	67,670	34.5%
			Animal Service Fees	14,270	10,300	19,190	86.3%
			Taxi Operations License	400	500	400	-20.0%
			Rental Inspection-Housing Fees	10,990	7,900	8,240	4.3%
			Subdivision Review Fees	223,029	166,900	188,800	13.1%
			Hunting and Fishing License	10	0	0	0.0%
			Permits-Palmistry	200	0	0	0.0%
		Permit Fees Total		**2,568,689**	**2,626,700**	**2,829,158**	7.7%

Appendix C - Revenue Budget Detail

Revenue Detail By Fund Fund	FundName	Category	Description	Actual 2019	Budget 2020	Estimated 2021	Change From Prior Year
		Fines & Forfeitures	Court Fines and Forfeitures	1,414,896	1,704,200	1,214,300	-28.7%
			Parking Fines	76,852	81,300	72,000	-11.4%
			Overweight Citation Fines	135,016	100,000	100,000	0.0%
			CBPA Fines	5,000	0	0	0.0%
		Fines & Forfeitures Total		**1,631,763**	**1,885,500**	**1,386,300**	-26.5%
		Interest & Rent	Interest-Bank Dep	3,696,445	1,900,000	1,900,000	0.0%
			Net Inc/(Decr) in FV of Invest	853,020	0	0	0.0%
			Interest-Customer Payments	59	0	0	0.0%
			Rent- P&R Concessions	11,725	12,500	12,500	0.0%
			Rent-Athletic Fields	21,261	43,800	40,000	-8.7%
			Rent-Ches City Park	48,729	56,000	56,000	0.0%
			Rent-Park Shelters	38,523	51,150	51,000	-0.3%
			Rent-NWRP Fees	0	0	0	0.0%
			Rent-Other Recreational	35,596	36,000	38,000	5.6%
			Rent-Campsites	103,958	110,000	100,000	-9.1%
			Rent-Cabins	14,025	13,800	14,250	3.3%
			Rent-Park Land	10,570	10,570	10,570	0.0%
			Rent-Park-Buildings	150	0	0	0.0%
			Rent-Community Centers	196,748	185,000	204,000	10.3%
			Rent - Land	9,398	0	0	0.0%
			Rent-Health Dept Battlefield	113,400	113,400	113,400	0.0%
			Rent-Clinics Liberty	24,228	24,228	24,228	0.0%
			Rent-Library	22,361	19,600	19,600	0.0%
			Rent-Civic Facilities	29,330	40,000	37,650	-5.9%
			Rent-Acquired Property PW	0	0	0	0.0%
			Rent-Showmobile	2,569	1,900	3,000	57.9%
			Rent-Other	33,934	34,000	34,000	0.0%
			Parking Fees	6,913	7,600	7,500	-1.3%
			Vending Machine Commissions	52,200	51,000	51,000	0.0%
		Interest & Rent Total		**5,325,142**	**2,710,548**	**2,716,698**	0.2%
		Charges for Services	Excess Fees	229,506	280,300	300,000	7.0%
			Sheriff-Process Service Fees	22,861	22,861	22,861	0.0%
			Law Library Fees	112,911	107,100	125,000	16.7%
			DNA Testing Fee	5,261	3,800	4,620	21.6%
			Court Fees-Municipal	43,674	51,800	39,900	-23.0%
			Court Fees-Miscellaneous	110,390	149,800	122,200	-18.4%
			Special Court Costs	58,279	62,800	56,100	-10.7%
			Accident Report Fees	42,216	45,000	45,000	0.0%
			Del Red Light Admin Fees	0	54,000	0	-100.0%
			Escheated Funds	123,498	0	0	0.0%
			Sale of Svc-Planning	5,524	5,400	4,500	-16.7%
			Sale of Svc-Assessor	1,609	5,400	1,600	-70.4%
			Sale of Svc-Public Info	0	0	0	0.0%
			DMV Select Srvc Fees-CommRev	109,000	107,400	129,300	20.4%
			Commonwealth's Attorney Fees	26,796	23,600	26,600	12.7%
			Police Escort Fee	16,204	25,000	25,000	0.0%
			Police-Abandoned Vehicle Fee	70	0	0	0.0%
			Sale of Svc-Police	132,294	163,000	140,000	-14.1%
			DUI Expense Reimbursement	(37,747)	44,500	44,500	0.0%
			Police-Summons Fee	0	120,000	120,000	0.0%
			Fire Report Fees	785	1,000	1,000	0.0%
			EMS Fees	6,028,086	6,404,100	5,907,524	-7.8%
			Fire Inspection Fees	34,615	47,500	40,000	-15.8%
			Sheriff-Weekend Jail Time Fee	22,747	22,300	18,088	-18.9%
			Sheriff-Saturday Weekend Fee	32,558	34,300	27,509	-19.8%

Appendix C - Revenue Budget Detail

Revenue Detail By Fund Fund	FundName	Category	Description	Actual 2019	Budget 2020	Estimated 2021	Change From Prior Year
		Charges for Services	Sheriff-ProcessFeeWorkRelease	88,352	85,000	42,566	-49.9%
			Inmate Processing Fee	27,915	27,400	24,500	-10.6%
			Sale of Svc Fed Inm-PrisDays	82,888	60,000	61,152	1.9%
			Jail Inmate Monitors	35,719	53,600	34,562	-35.5%
			Sheriff - Jail Phone System	435,796	900,800	888,000	-1.4%
			Sheriff-Jail Fee	517,568	438,900	514,896	17.3%
			Court Security Fee	324,278	356,700	290,700	-18.5%
			NonConsecutive Jail Time fee	17	0	0	0.0%
			Inmate Medical Fees	34,694	28,500	36,780	29.1%
			Subdivision Inspection Fees	355,113	564,000	360,500	-36.1%
			Eng/Adm/Inspec	0	0	0	0.0%
			Eng/Adm/Inspec Fin Mgmt	30	0	0	0.0%
			Sale of Svc-Public Works	203,066	280,900	293,197	4.4%
			Waste Recycling Rev Serv Charg	18	0	0	0.0%
			Recreation-Franchise Fees	(600)	0	0	0.0%
			Recreation-Fees	749,327	848,000	860,375	1.5%
			Recreation-ID Cards	112,784	154,000	146,000	-5.2%
			Dog Park Fees	8,463	9,300	0	-100.0%
			Library Fees & Fines	148,196	179,690	100,000	-44.3%
			Library Delinquent Fees/Fines	36,498	41,490	0	-100.0%
			Library Delinq Replacemt Fees	77,751	76,940	37,500	-51.3%
			Library - Inter Lib Loan Posta	563	390	900	130.8%
			Library Lost Book Fees	14,677	17,230	13,000	-24.6%
			Library Non-Res Card Fees	2,240	0	0	0.0%
			Library Copy Charges	97,509	90,000	106,000	17.8%
			Sale of Publications	503	0	0	0.0%
			Zoning Plan Review Fees	15,450	17,300	16,480	-4.7%
			Zoning Certifications	6,900	6,300	7,210	14.4%
			Lot Processing Fee	64,325	85,000	103,000	21.2%
			Refund Processing Fee	210	0	0	0.0%
			Building Plan Review Fees	58,505	54,000	66,950	24.0%
			Technology Fees - Inspections	76,645	78,400	80,752	3.0%
			EGOV Subscription Revenue	28,134	28,300	28,300	0.0%
			Environment Site Assess Fees	51,600	34,800	27,060	-22.2%
			Wage Assignment Fees	6,623	0	0	0.0%
			Returned Check Fees	16,110	13,000	13,000	0.0%
			Admin Fee-Dup Receipts	69,218	35,700	35,700	0.0%
			Admin Fee-Delq Tax Collect	796,324	875,210	796,300	-9.0%
			Admin Fee-Erroneous Assmt-Int	(28,008)	(20,000)	(20,000)	0.0%
			Admin Fee-Legal	1,575	1,310	1,800	37.4%
			FOIA	21,622	0	0	0.0%
			Passport Application Fee	42,371	30,000	30,000	0.0%
			DMV Hold Fees- Admin Fee	0	0	0	0.0%
			Admin Fee - Dominion	9,882	0	0	0.0%
			Custodial Svcs Pks & Rec	77,000	115,000	115,000	0.0%
			Penalties-Non-taxes	11,580	8,000	30,900	286.3%
			Legal Service Fees	27,108	46,700	46,200	-1.1%
			Admin Fees-Del Red Light	106,450	0	0	0.0%
		Charges for Services Total		**11,934,124**	**13,402,821**	**12,390,582**	-7.6%
		Miscellaneous	Payments in Lieu of Taxes-SNB	74,452	0	0	0.0%
			Expenditure Refunds	5,068	0	0	0.0%
			Sale of Salvage and Surplus	50,303	0	0	0.0%
			Sale of Real Property	89,001	0	0	0.0%
			Sale of Svc Printing	3,783	0	0	0.0%
			Miscellaneous Local Revenues	(45,000)	0	0	0.0%
			EnergyConnect Revenue	0	0	0	0.0%
			EZPass Revenue On-the-Go Prog	26,229	12,000	2,500	-79.2%
			EZPass Profit On-the-Go Prog	3,101	1,400	300	-78.6%

Appendix C - Revenue Budget Detail

Revenue Detail By Fund Fund	FundName	Category	Description	Actual 2019	Budget 2020	Estimated 2021	Change From Prior Year
		Miscellaneous	Sale of Refuse Container PbWks	23,855	19,000	24,000	26.3%
			Sale of Recycling Bins PbWks	6,617	5,000	5,300	6.0%
			Claims Reimb Public Works	143,709	45,000	45,000	0.0%
			Sale of Food	8,684	16,300	10,800	-33.7%
			Sale of Beverages	10,251	18,500	14,250	-23.0%
			Sale of General Merchandise	11,683	15,600	14,100	-9.6%
			Sale of Recreation Merchandise	1,153	800	500	-37.5%
			Special Event Revenue	29,668	34,000	34,250	0.7%
			Stay and Play Revenue	310,222	385,000	371,700	-3.5%
			Cash Short/Over	432	0	0	0.0%
		Miscellaneous Total		**753,211**	**552,600**	**522,700**	-5.4%
		Recoveries & Rebates	Rec/Reb-Ins Claims Collected	60,384	0	0	0.0%
			Rec/Reb-VA Dept of Taxation	90	0	0	0.0%
			Rec/Reb-P/Y Expenditures	42,105	0	0	0.0%
			Rec/Reb-Other	385,329	0	0	0.0%
			Rec/Reb-Parks	1,155	0	0	0.0%
			Rec/Reb-Animal Control	627	0	0	0.0%
			Rec/Reb-Jury	1,582	0	0	0.0%
			Rec/Reb-Advertising Legal Sale	10,028	0	0	0.0%
		Recoveries & Rebates Total		**501,299**	**0**	**0**	0.0%
		State Non-categorical Aid	Rolling Stock Taxes	164,369	165,000	165,500	0.3%
			Taxes-Sales Mobile Homes	35,966	36,600	36,600	0.0%
			Grantors Tax	932,748	908,000	960,100	5.7%
			Indirect Costs	262,288	230,000	230,000	0.0%
			Taxes-Curr PPTRA	28,590,001	28,590,001	28,590,001	0.0%
			Taxes-Auto Daily Rental	1,360,975	1,321,700	1,340,000	1.4%
		State Non-categorical Aid Total		**31,346,346**	**31,251,301**	**31,322,201**	0.2%
		State Shared Expenses	Commonwealth Attorney	2,007,028	2,064,460	2,105,460	2.0%
			Sheriff	11,494,736	12,615,940	12,794,088	1.4%
			Commissioner of the Revenue	358,581	369,390	377,000	2.1%
			Treasurer	388,071	400,520	407,400	1.7%
			General Registrar	76,836	79,800	81,400	2.0%
			Circuit Court Clerk	1,027,320	1,271,580	1,296,980	2.0%
			Agriculture	91,950	92,800	94,700	2.0%
		State Shared Expenses Total		**15,444,523**	**16,894,490**	**17,157,028**	1.6%
		State Categorical Aid-Other	Public Safety-PoliceStateHB599	6,743,336	6,743,336	7,006,328	3.9%
			Jail Prisoner Costs (LIDS)	2,131,875	2,508,310	1,959,417	-21.9%
			Street Construction & Maint	35,948,646	36,322,600	36,171,166	-0.4%
			Library Funds	186,973	190,530	194,085	1.9%
			State Recordation Taxes	1,102,509	1,000,000	1,000,000	0.0%
		State Categorical Aid-Other Total		**46,113,339**	**46,764,776**	**46,330,996**	-0.9%
		Federal Government Aid	Drug Enforcement-Fed OT Reimb	16,820	0	0	0.0%
			Pymt in Lieu of Tax(Fores Svc)	7,000	6,000	6,000	0.0%
			Sheriff-SSI Incentive Pay	14,400	0	0	0.0%
			Refuge Sharing Act	35,541	29,000	29,000	0.0%

Appendix C - Revenue Budget Detail

Revenue Detail By Fund Fund	FundName	Category	Description	Actual 2019	Budget 2020	Estimated 2021	Change From Prior Year
100	**General Fund**	**Federal Government**	Reimb for Emerg Exp-Fed	61,034	0	0	0.0%
			Crim Alien Asst Program	0	0	0	0.0%
		Federal Government Aid Total		**134,795**	**35,000**	**35,000**	0.0%
	General Fund Total			**588,143,458**	**603,178,754**	**614,027,914**	1.8%
201	**VA Public Assistance Fund**	**Interest & Rent**	Interest-Bank Dep	139,547	0	0	0.0%
		Interest & Rent Total		**139,547**	**0**	**0**	0.0%
		Charges for Services	Admin Fee-Other	2,115	500	500	0.0%
		Charges for Services Total		**2,115**	**500**	**500**	0.0%
		Recoveries & Rebates	Rec/Reb - TANF	4,009	6,500	5,922	-8.9%
			Rec/Reb-Child Care Pymt	4,500	1,000	2,500	150.0%
			Rec/Reb-Other	12,985	12,000	31,200	160.0%
			Rec/Reb-Jury	120	0	0	0.0%
		Recoveries & Rebates Total		**21,614**	**19,500**	**39,622**	103.2%
		State Categorical Aid-Other	Public Assistance-VA	4,377,751	4,713,450	4,788,157	1.6%
		State Categorical Aid-Other Total		**4,377,751**	**4,713,450**	**4,788,157**	1.6%
		Federal Government Aid	Public Welfare-Other Fed Grn	9,771,008	9,947,143	9,880,971	-0.7%
		Federal Government Aid Total		**9,771,008**	**9,947,143**	**9,880,971**	-0.7%
	VA Public Assistance Fund Total			**14,312,035**	**14,680,593**	**14,709,250**	0.2%
203	**Interagency Consortium**	**Interest & Rent**	Interest-Bank Dep	2,640	0	0	0.0%
		Interest & Rent Total		**2,640**	**0**	**0**	0.0%
		Recoveries & Rebates	Rec/Reb-Other	5,367	0	0	0.0%
		Recoveries & Rebates Total		**5,367**	**0**	**0**	0.0%
		State Categorical Aid-Other	Pool Revenue-VA	2,884,055	3,444,922	3,130,518	-9.1%
			Public Welfare-Other St Grant	65,725	42,078	42,078	0.0%
		State Categorical Aid-Other Total		**2,949,780**	**3,487,000**	**3,172,596**	-9.0%
	Interagency Consortium Total			**2,957,788**	**3,487,000**	**3,172,596**	-9.0%

Appendix C - Revenue Budget Detail

Revenue Detail By Fund Fund	FundName	Category	Description	Actual 2019	Budget 2020	Estimated 2021	Change From Prior Year
204	**Fee Supported Activities**	**Permit Fees**	Fire Permit Fees	116,275	110,000	110,000	0.0%
			Fire Bulk Storage Fees	108,089	105,000	105,000	0.0%
		Permit Fees Total		**224,364**	**215,000**	**215,000**	0.0%
		Fines & Forfeitures	RedLight PhotoEnforceFine-Trea	(304,785)	101,653	130,000	27.9%
			Red Flex Retainage	36,000	36,000	36,000	0.0%
			RedLight PhotoEnforFine-Vendor	701,026	600,000	1,250,000	108.3%
		Fines & Forfeitures Total		**432,242**	**737,653**	**1,416,000**	92.0%
		Interest & Rent	Interest-Bank Dep	24,178	0	0	0.0%
		Interest & Rent Total		**24,178**	**0**	**0**	0.0%
		Charges for Services	Fire Inspection Fees	166,112	200,000	200,000	0.0%
			Weed Cutting Charges	180,296	200,000	220,000	10.0%
		Charges for Services Total		**346,408**	**400,000**	**420,000**	5.0%
		Recoveries & Rebates	Rec/Reb-Fire HEAT	14,703	5,000	5,000	0.0%
		Recoveries & Rebates Total		**14,703**	**5,000**	**5,000**	0.0%
	Fee Supported Activities Total			**1,041,894**	**1,357,653**	**2,056,000**	51.4%
205	**Integrated Behavioral Health Care**	**Interest & Rent**	Interest-Bank Dep	207,407	0	0	0.0%
		Interest & Rent Total		**207,407**	**0**	**0**	0.0%
		Charges for Services	MH Fees	3,017,343	5,838,906	4,917,753	-15.8%
			Intellectual Disability Fees	6,527,213	5,264,574	5,790,582	10.0%
			SA Substance Abuse Fees	186,779	107,382	200,000	86.3%
		Charges for Services Total		**9,731,335**	**11,210,862**	**10,908,335**	-2.7%
		Miscellaneous	Sale of Food	3,846	10,000	11,000	10.0%
			Cash Short/Over	(30)	0	0	0.0%
		Miscellaneous Total		**3,816**	**10,000**	**11,000**	10.0%
		Recoveries & Rebates	Rec/Reb-Other	62,084	0	28,000	100.0%
			Rec/Reb-Jury	392	0	0	0.0%
		Recoveries & Rebates Total		**62,476**	**0**	**28,000**	100.0%
		State Categorical Aid-Other	Mental Health Svcs-VA	6,353,125	5,827,086	7,187,839	23.4%
			Intellectual Disabilit Svcs-VA	1,146,297	1,031,358	1,072,155	4.0%
			Substance Abuse Svcs-VA	919,642	907,833	907,833	0.0%
		State Categorical Aid-Other Total		**8,419,064**	**7,766,277**	**9,167,827**	18.0%
		Federal Government Aid	Mental Health Svcs-Fed	135,980	134,333	182,296	35.7%
			Substance Abuse Svcs-Fed	1,090,375	717,539	1,100,000	53.3%

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Revenue Detail By Fund Fund	FundName	Category	Description	Actual 2019	Budget 2020	Estimated 2021	Change From Prior Year
205	**Integrated**	**Federal Government**	Part C Infant-Fed	308,246	318,521	318,521	0.0%
		Federal Government Aid Total		**1,534,601**	**1,170,393**	**1,600,817**	36.8%
	Integrated Behavioral Health Care Total			**19,958,698**	**20,157,532**	**21,715,979**	7.7%
206	**Conference Center**	**Other Local Taxes**	Taxes-Sales Motel Rooms	702,731	763,433	745,000	-2.4%
			Taxes-Lodging Flat	848,289	865,025	889,292	2.8%
			Taxes-Restaurant-Food	2,545,980	2,455,390	2,605,000	6.1%
		Other Local Taxes Total		**4,097,000**	**4,083,848**	**4,239,292**	3.8%
		Interest & Rent	Rent-Conference Center	248,951	218,966	215,000	-1.8%
		Interest & Rent Total		**248,951**	**218,966**	**215,000**	-1.8%
		Charges for Services	Sale of Svc-Conference Center	108,823	122,802	137,943	12.3%
		Charges for Services Total		**108,823**	**122,802**	**137,943**	12.3%
		Miscellaneous	Miscellaneous Local Revenues	0	600	600	0.0%
			Sale of Svc	1,800	0	0	0.0%
			Sale of Svc Sponsorship	1,000	9,000	9,000	0.0%
			Conf Center Service Fees	233,922	245,603	265,094	7.9%
			Admission Fees	17,022	41,000	19,000	-53.7%
			Sale of Food	806,780	907,685	947,325	4.4%
			Sale of Beverages	171,608	208,754	240,234	15.1%
			Sale of General Merchandise	3,281	2,400	3,000	25.0%
			Cash Short/Over	3	0	0	0.0%
		Miscellaneous Total		**1,235,415**	**1,415,042**	**1,484,253**	4.9%
		Recoveries & Rebates	Rec/Reb-Other	27	0	0	0.0%
			Rec/Reb-Dealers Discount	(226)	0	0	0.0%
		Recoveries & Rebates Total		**(199)**	**0**	**0**	0.0%
	Conference Center Total			**5,689,991**	**5,840,658**	**6,076,488**	4.0%
207	**E-911 Operations**	**Other Local Taxes**	Taxes-Communications Sales Tax	4,947,998	4,947,998	4,947,998	0.0%
		Other Local Taxes Total		**4,947,998**	**4,947,998**	**4,947,998**	0.0%
		Interest & Rent	Interest-Bank Dep	122,743	0	0	0.0%
		Interest & Rent Total		**122,743**	**0**	**0**	0.0%
		Recoveries & Rebates	Rec/Reb-Jury	30	0	0	0.0%
		Recoveries & Rebates Total		**30**	**0**	**0**	0.0%
		State Categorical Aid-Other	Wireless E-911 Service Board	1,030,545	999,392	999,392	0.0%

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Revenue Detail By Fund Fund	FundName	Category	Description	Actual 2019	Budget 2020	Estimated 2021	Change From Prior Year
207	**E-911 Operations**	**State Categorical Aid-Other Total**		**1,030,545**	**999,392**	**999,392**	0.0%
	E-911 Operations Total			**6,101,317**	**5,947,390**	**5,947,390**	0.0%
208	**Chesapeake Juvenile Services**	**Interest & Rent**	Interest-Bank Dep	44,596	0	0	0.0%
		Interest & Rent Total		**44,596**	**0**	**0**	0.0%
		Charges for Services	Telephone Commissions	15,301	16,000	17,500	9.4%
		Charges for Services Total		**15,301**	**16,000**	**17,500**	9.4%
		Recoveries & Rebates	Rec/Reb-Jt Cost-Juv Home	1,408,280	1,550,698	1,495,000	-3.6%
			Rec/Reb-Other	145	0	0	0.0%
		Recoveries & Rebates Total		**1,408,425**	**1,550,698**	**1,495,000**	-3.6%
		State Categorical Aid-Other	Juvenile Detention Home	3,330,827	3,181,305	3,501,000	10.0%
		State Categorical Aid-Other Total		**3,330,827**	**3,181,305**	**3,501,000**	10.0%
	Chesapeake Juvenile Services Total			**4,799,150**	**4,748,003**	**5,013,500**	5.6%
209	**Tax Incr Financing-Greenbrier**	**Property Taxes**	Taxes-Curr Real Prop	9,132,746	10,335,100	11,642,000	12.6%
		Property Taxes Total		**9,132,746**	**10,335,100**	**11,642,000**	12.6%
		Interest & Rent	Interest-Bank Dep	146,417	0	0	0.0%
		Interest & Rent Total		**146,417**	**0**	**0**	0.0%
	Tax Incr Financing-Greenbrier Total			**9,279,163**	**10,335,100**	**11,642,000**	12.6%
212	**Tax Incr Financing-SoNorfolk**	**Property Taxes**	Taxes-Curr Real Prop	5,335,347	6,235,100	7,053,600	13.1%
		Property Taxes Total		**5,335,347**	**6,235,100**	**7,053,600**	13.1%
		Interest & Rent	Interest-Bank Dep	135,675	0	0	0.0%
		Interest & Rent Total		**135,675**	**0**	**0**	0.0%
	Tax Incr Financing-SoNorfolk Total			**5,471,022**	**6,235,100**	**7,053,600**	13.1%

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Revenue Detail By Fund Fund	FundName	Category	Description	Actual 2019	Budget 2020	Estimated 2021	Change From Prior Year
401	**Debt Service Fund**	**Interest & Rent**	Interest-Bank Dep	289,659	0	0	0.0%
			SNAP 15-106 GO GBTIF 2008B Int	53,358	0	0	0.0%
			SNAP 15-130/131GOPIB SNC-2BABS	884	0	0	0.0%
			SNAP 15-174/175 16A VPSA Inter	22,482	0	0	0.0%
			SNAP 15-176/177 16B VPSA Inter	19,178	0	0	0.0%
			Interest-SNAP Other	(1,032,937)	0	0	0.0%
			SNAP 15-178/179 17A GOPIB Int	789,581	0	0	0.0%
			SNAP 15-180/181 17B SNTIF Int	147,455	0	0	0.0%
			Net Inc/(Decr) in FV of Invest	53,955	0	0	0.0%
			Rent-Human Services Bldg	54,889	54,889	54,889	0.0%
		Interest & Rent Total		**398,504**	**54,889**	**54,889**	0.0%
		Miscellaneous	Miscellaneous Local Revenues	453,191	458,195	586,266	28.0%
		Miscellaneous Total		**453,191**	**458,195**	**586,266**	28.0%
		Federal Government Aid	Federal- ARRA BABond Int Reimb	636,458	604,168	570,708	-5.5%
			Federal - ARRA RZED Int Reimb	40,224	37,974	35,548	-6.4%
			Federal - ARRA QSCB Int Reimb	199,325	199,325	199,962	0.3%
		Federal Government Aid Total		**876,007**	**841,467**	**806,218**	-4.2%
	Debt Service Fund Total			**1,727,701**	**1,354,551**	**1,447,373**	6.9%
501	**Public Utilities Operations Fund**	**Interest & Rent**	Gain on Disposal of Fixed Asse	44,800	0	0	0.0%
		Interest & Rent Total		**44,800**	**0**	**0**	0.0%
		Miscellaneous	Donations-Local	0	0	0	0.0%
		Miscellaneous Total		**0**	**0**	**0**	0.0%
		Recoveries & Rebates	Rec/Reb-Ins Claims Collected	4,162	0	0	0.0%
			Rec/Reb-Jury	160	0	0	0.0%
		Recoveries & Rebates Total		**4,322**	**0**	**0**	0.0%
	Public Utilities Operations Fund Total			**49,122**	**0**	**0**	0.0%
510	**Public Utilities Revenue Fund**	**Interest & Rent**	Interest-Bank Dep	2,551,335	1,400,000	1,518,966	8.5%
			Net Inc/(Decr) in FV of Invest	202,643	0	0	0.0%
			Interest-Customer Payments	6,502	20,000	20,000	0.0%
			Rent-Fire Hydrant	1,202,500	1,231,000	1,192,320	-3.1%
		Interest & Rent Total		**3,962,980**	**2,651,000**	**2,731,286**	3.0%
		Charges for Services	Sale of Svc-Public Info	1,670	0	0	0.0%
			Eng/Adm/Inspec	42,149	20,000	13,000	-35.0%
			Sewer Connect Fees	1,500,801	1,500,000	2,768,345	84.6%
			Sewer Service Min Bill	8,969,081	9,351,900	9,394,464	0.5%
			Sewer Service Charge Consumpti	19,284,331	19,705,459	20,255,545	2.8%
			Cost Part Sewer Assessment Fee	109,875	100,000	100,000	0.0%
			Water Connection Fees	2,329,820	2,000,000	2,575,693	28.8%

Appendix C - Revenue Budget Detail

Revenue Detail By Fund Fund	FundName	Category	Description	Actual 2019	Budget 2020	Estimated 2021	Change From Prior Year
		Charges for Services	Water Service Min Bill	18,540,278	19,359,361	19,475,294	0.6%
			Water Service Charge Consumpti	21,710,377	22,485,750	22,458,324	-0.1%
			Cost Part Water Assessment Fee	40,720	40,000	40,000	0.0%
			Water Billings	(28,656)	0	0	0.0%
			Reconnection Charges	152,930	70,000	70,000	0.0%
			Laboratory Fees	2,520	2,500	2,500	0.0%
			Account Entry Fees	91,438	80,000	80,000	0.0%
			Sewer Service Charges	326,865	0	0	0.0%
			Pro Rata Contributions	(9,763)	0	0	0.0%
			Miscellaneous Water Revenue	11,268	10,500	10,500	0.0%
			Penalties-Non-taxes	272,528	300,000	270,000	-10.0%
		Charges for Services Total		**73,348,232**	**75,025,470**	**77,513,665**	3.3%
		Miscellaneous	Sale of Salvage and Surplus	11,452	6,500	6,500	0.0%
			Sale of Svc	92,855	75,000	75,000	0.0%
		Miscellaneous Total		**104,307**	**81,500**	**81,500**	0.0%
		Recoveries & Rebates	Rec/Reb-Other	3,510	0	0	0.0%
		Recoveries & Rebates Total		**3,510**	**0**	**0**	0.0%
		Federal Government Aid	Federal- ARRA BABond Int Reimb	578,077	505,450	493,791	-2.3%
		Federal Government Aid Total		**578,077**	**505,450**	**493,791**	-2.3%
	Public Utilities Revenue Fund Total			**77,997,106**	**78,263,420**	**80,820,242**	3.3%
520	**Stormwater Mgmt - Ops**	**Permit Fees**	Land Disturbance Permit Fees	223,880	285,000	250,000	-12.3%
			CPG Annual Maintenance Fee	72,200	77,800	77,800	0.0%
		Permit Fees Total		**296,080**	**362,800**	**327,800**	-9.6%
		Interest & Rent	Interest-Bank Dep	877,878	332,863	900,000	170.4%
			Net Inc/(Decr) in FV of Invest	49,590	0	0	0.0%
			Gain on Disposal of Fixed Asse	45,965	0	0	0.0%
		Interest & Rent Total		**973,433**	**332,863**	**900,000**	170.4%
		Charges for Services	Stormwater Fees	15,845,737	15,650,973	15,750,973	0.6%
			Sale of Svc-Public Works	0	10,000	0	-100.0%
		Charges for Services Total		**15,845,737**	**15,660,973**	**15,750,973**	0.6%
		Miscellaneous	Donations-Local	0	0	0	0.0%
		Miscellaneous Total		**0**	**0**	**0**	0.0%
	Stormwater Mgmt - Ops Total			**17,115,251**	**16,356,636**	**16,978,773**	3.8%
525	**CTS Operations**	**Interest & Rent**	Interest-Bank Dep	1,063,269	1,160,000	1,265,000	9.1%
		Interest & Rent Total		**1,063,269**	**1,160,000**	**1,265,000**	9.1%
		Charges for Services	Tolls-Cash	3,986,426	4,557,682	4,219,791	-7.4%

Appendix C - Revenue Budget Detail

Revenue Detail By Fund Fund	FundName	Category	Description	Actual 2019	Budget 2020	Estimated 2021	Change From Prior Year
525	**CTS Operations**	**Charges for Services**	Tolls-Discount Program	568,069	537,704	547,599	1.8%
			Tolls-Electronic Collection	17,892,557	19,411,361	21,374,501	10.1%
			Tolls-Unpaid Tolls	87,740	0	0	0.0%
			Tolls - Delinquent	114,531	106,900	113,300	6.0%
			Tolls - Toll by Plate	2,320,192	3,213,692	2,005,572	-37.6%
			Tolls - Del Toll by Plate	12,813	0	0	0.0%
			Tolls - Returns and Refunds	(12,075)	0	0	0.0%
			Admin Fee - Dominion	1,147,549	200,000	1,100,000	450.0%
			Admin Fee-Other	97,688	59,400	63,000	6.1%
		Charges for Services Total		**26,215,490**	**28,086,739**	**29,423,763**	4.8%
		Miscellaneous	EZPass Revenue On-the-Go Prog	13,115	0	0	0.0%
			EZPass Profit On-the-Go Prog	1,550	0	0	0.0%
		Miscellaneous Total		**14,665**	**0**	**0**	0.0%
		Recoveries & Rebates	Rec/Reb-Other	301	0	0	0.0%
			Rec/Reb-Jury	30	0	0	0.0%
		Recoveries & Rebates Total		**331**	**0**	**0**	0.0%
	CTS Operations Total			**27,293,754**	**29,246,739**	**30,688,763**	4.9%
526	**CTS - Renew/Repl**	**Interest & Rent**	Interest-Bank Dep	329,088	385,000	415,000	7.8%
		Interest & Rent Total		**329,088**	**385,000**	**415,000**	7.8%
	CTS - Renew/Repl Total			**329,088**	**385,000**	**415,000**	7.8%
601	**City Garage**	**Interest & Rent**	Interest-Bank Dep	203,924	0	0	0.0%
			Gain on Disposal of Fixed Asse	145,588	0	0	0.0%
		Interest & Rent Total		**349,512**	**0**	**0**	0.0%
		Charges for Services (Internal)	Sale of Svc Sheriff Workforce	1,178,054	1,424,488	1,669,682	17.2%
		Charges for Services (Internal) Total		**1,178,054**	**1,424,488**	**1,669,682**	17.2%
		Miscellaneous	Donations-Local	0	0	0	0.0%
			Sale of Salvage and Surplus	14,409	0	0	0.0%
			City Garage - Sales Outside	939,583	1,676,365	1,202,407	-28.3%
			City Garage - Sales of CNG	3,467	0	0	0.0%
		Miscellaneous Total		**957,459**	**1,676,365**	**1,202,407**	-28.3%
		Miscellaneous (Internal)	City Garage-Sales Labor	16,520,880	17,336,722	17,920,629	3.4%
		Miscellaneous (Internal) Total		**16,520,880**	**17,336,722**	**17,920,629**	3.4%
		Recoveries & Rebates	Rec/Reb-Ins Claims Collected	78,245	0	0	0.0%
			Rec/Reb-Other	918	0	0	0.0%
			Rec/Reb-Jury	60	0	0	0.0%

Appendix C - Revenue Budget Detail

Revenue Detail By Fund Fund	FundName	Category	Description	Actual 2019	Budget 2020	Estimated 2021	Change From Prior Year
601	**City Garage**	**Recoveries & Rebates Total**		**79,223**	**0**	**0**	0.0%
	City Garage Total			**19,085,128**	**20,437,575**	**20,792,718**	1.7%
603	**Information Technology**	**Interest & Rent**	Interest-Bank Dep	121,099	0	0	0.0%
			Rent-General Property	256,359	35,826	265,826	642.0%
		Interest & Rent Total		**377,459**	**35,826**	**265,826**	642.0%
		Miscellaneous	Miscellaneous Local Revenues	5,312	0	0	0.0%
			IT Charges - Outside Agencies	358,816	326,694	336,656	3.0%
		Miscellaneous Total		**364,128**	**326,694**	**336,656**	3.0%
		Miscellaneous (Internal)	IT Charges-Comp Svcs	12,954,492	13,871,166	14,187,510	2.3%
		Miscellaneous (Internal) Total		**12,954,492**	**13,871,166**	**14,187,510**	2.3%
		Recoveries & Rebates	Rec/Reb-Other	23,143	0	0	0.0%
			Rec/Reb-Jury	30	0	0	0.0%
		Recoveries & Rebates Total		**23,173**	**0**	**0**	0.0%
	Information Technology Total			**13,719,252**	**14,233,686**	**14,789,992**	3.9%
605	**Self-Funded Health Plan**	**Interest & Rent**	Interest-Bank Dep	74,037	50,000	50,000	0.0%
		Interest & Rent Total		**74,037**	**50,000**	**50,000**	0.0%
		Miscellaneous	Self-Funded Health Plan Charge	4,860,396	0	0	0.0%
			OPEB Trust Payment	0	4,751,200	0	-100.0%
			Self-Funded Health Plan Chrg-E	0	1,195,100	5,950,000	397.9%
		Miscellaneous Total		**4,860,396**	**5,946,300**	**5,950,000**	0.1%
		Miscellaneous (Internal)	Self-Funded Health Plan Charge	35,793,421	33,748,700	43,870,000	30.0%
			Self-Funded Health Plan Chrg-E	0	6,123,300	0	-100.0%
		Miscellaneous (Internal) Total		**35,793,421**	**39,872,000**	**43,870,000**	10.0%
		Recoveries & Rebates (Internal)	Rec/Reb-Ins Claims Collected	3,361,992	0	0	0.0%
		Recoveries & Rebates (Internal) Total		**3,361,992**	**0**	**0**	0.0%
	Self-Funded Health Plan Total			**44,089,846**	**45,868,300**	**49,870,000**	8.7%
606	**Self-Insurance Fund**	**Interest & Rent**	Interest-Bank Dep	487,067	0	0	0.0%
			Net Inc/(Decr) in FV of Invest	94,979	0	0	0.0%

Appendix C - Revenue Budget Detail

Revenue Detail By Fund Fund	FundName	Category	Description	Actual 2019	Budget 2020	Estimated 2021	Change From Prior Year
606	**Self-Insurance Fund**	**Interest & Rent Total**		**582,046**	**0**	**0**	0.0%
		Miscellaneous	Risk Mgmt Charges	0	0	200,000	100.0%
		Miscellaneous Total		**0**	**0**	**200,000**	100.0%
		Miscellaneous (Internal)	Risk Mgmt Charges	3,361,745	3,500,053	3,678,460	5.1%
		Miscellaneous (Internal) Total		**3,361,745**	**3,500,053**	**3,678,460**	5.1%
		Recoveries & Rebates	Rec/Reb-Ins Claims Collected	64,212	0	0	0.0%
			Rec/Reb-GL & Auto Claims Ded	158,216	0	0	0.0%
		Recoveries & Rebates Total		**222,429**	**0**	**0**	0.0%
		Reimbursments (Internal)	Reimb Medical Claims On	2,084,544	4,760,000	4,984,536	4.7%
			Reimb Indemnity Claims On	365,995	2,759,000	1,830,000	-33.7%
			Reimb Medical Claims Off	2,809,699	0	0	0.0%
			Reimb Indemnity Claims Off	1,140,483	0	0	0.0%
		Reimbursments (Internal) Total		**6,400,721**	**7,519,000**	**6,814,536**	-9.4%
	Self-Insurance Fund Total			**10,566,941**	**11,019,053**	**10,692,996**	-3.0%
720	**Poor Fund**	**Interest & Rent**	Interest-Bank Dep	5,121	0	0	0.0%
		Interest & Rent Total		**5,121**	**0**	**0**	0.0%
	Poor Fund Total			**5,121**	**0**	**0**	0.0%
721	**Carney Fund**	**Interest & Rent**	Interest-Bank Dep	387	0	0	0.0%
		Interest & Rent Total		**387**	**0**	**0**	0.0%
	Carney Fund Total			**387**	**0**	**0**	0.0%
800	**Mosquito Control Comm**	**Property Taxes**	Taxes-Curr Real Prop	2,663,987	2,783,800	2,896,600	4.1%
			Taxes-Curr PubSvcCorp	98,828	100,300	104,650	4.3%
			Taxes-Curr Pers Prop	1,865,537	1,895,200	1,942,000	2.5%
		Property Taxes Total		**4,628,352**	**4,779,300**	**4,943,250**	3.4%
		Interest & Rent	Interest-Bank Dep	67,153	0	0	0.0%
			Clearing Fixed Asset Dispos	18,450	0	0	0.0%
		Interest & Rent Total		**85,603**	**0**	**0**	0.0%
		Miscellaneous	Donations-Local	113,151	0	0	0.0%
			Sale of Salvage and Surplus	191	0	0	0.0%
		Miscellaneous Total		**113,342**	**0**	**0**	0.0%
		Recoveries & Rebates	Rec/Reb-Ins Claims Collected	6,569	0	0	0.0%
			Rec/Reb-Other	16,276	0	0	0.0%
		Recoveries & Rebates Total		**22,845**	**0**	**0**	0.0%

Appendix C - Revenue Budget Detail

Revenue Detail By Fund Fund	FundName	Category	Description	Actual 2019	Budget 2020	Estimated 2021	Change From Prior Year
800	**Mosquito Control Comm Total**			**4,850,142**	**4,779,300**	**4,943,250**	3.4%
Grand Total				**874,583,356**	**897,912,043**	**922,853,824**	**2.8%**

Appendix D - Positions Funded Outside the Operating Budget

Several dozen city employees work in positions that are not funded by the city's operating budget and are not listed in the department complements. Such positions are generally funded by federal and state grants; several are funded through the City's Capital Improvement Program.

Department - Funding Source - Positions		FY 20-21 Budget
Chesapeake Integrated Behavioral Healthcare (CIBH)		
Drug Court Grant	Clinician 2	1.00
Crisis Intervention Grant	Administrative Assistant 1	1.00
	Clinician 2	1.63
Forensic Discharge Planning Grant	Administrative Assistant 1	1.00
	Clinician 2	2.00
Commonwealth's Attorney		
Domestic Violence Grant	Paralegal	0.80
PS Edward Byrne JAG FY17-18	Unclassified Pt	0.70
Fire		
SHSP Foam Team Sustainment Grant	Disaster Assistance Specialist	1.00
	Incident Management Team Coordinator	0.63
Human Services - Social Services		
Community Corrections Grant	Community Corrections Officer I	5.00
	Community Corrections Officer II	2.00
	Community Corrections Coordinator	1.00
	Office Coordinator	1.00
	Office Specialist 1	1.00
Promoting Safe and Stable Families Grant	Community Programs Specialist I	1.00
Human Services-Community Programs		
CBDG Code Enforcement Grant	Code Compliance Inspector I	3.63
Court Appointed Special Advocate (CASA) Grant	Community Programs Specialist I	1.00
Public Works		
City Capital Improvement Program (CIP)	Assistant Right-Of-Way Agent	1.00
	Project Manager	1.00
Sheriff		
Victim Witness Grant	Victim Witness Program Supervisor	1.00
	Victim Witness Program Assistant	1.63
	Victim Witness Program Asst. Supervisor	1.00
	Victim Witness Program Specialist	7.00
Total Positions Outside Operating Budget		**37.00**

Community Agency Payments

The Department of Human Services annually awards competitive grants to programs aligned with the City's goals. Applicants are asked to submit sustainability plans demonstrating the ability to make lasting improvements despite any changes in funding sources, program models, service providers, community demographics, or other factors. The table below lists awardees and amounts for FY 2021.

Community Agency Payments (Previously Non-Departmental)			
ABBAList CAST/Burfoot	$ 15,000	Health and Emergency (HER) Shelter	$ 20,000
Buffalow Family and Friends	15,000	Hope Center	7,500
Chesapeake Care, Inc.	100,000	Kin and Kids Healthy	5,000
Children's Harbor Childcare	21,000	Legal Aid Society	10,000
Children's Health Investment Program	22,500	Meals on Wheels	8,000
CHKD Child Abuse Program	22,500	REECH Foundation	5,000
Communities In Schools	20,000	Senior Services of Southeastern Virginia	15,000
Eggleston	8,000	SVHS	100,000
Endependence Center	15,000	Together We Can	20,000
Foodbank	10,000	The UP Center	5,000
ForKids Education Program	50,000	Comprehensive Planning	56,600
Total Community Agencies			**$551,100**

Appendix F – Glossary of Budget and Finance Terms

Accrual Basis of Accounting: Generally accepted method of accounting whereby revenue is recognized as it is earned and expenditures are recognized as they are incurred. The recognition of revenue and expenditures does not necessarily occur in the same year or period in which the related cash is received or disbursed. The accrual basis of accounting is required for reporting of financial information. For most governmental functions, a modified accrual basis of accounting is used (defined later).

ADA: Americans with Disabilities Act, which is the federal legislation, requiring all public buildings to be handicap accessible.

Amended Budget: The adopted budget, as amended by the City Council, is adjusted for organizational shifts in programmatic or functional responsibilities in order to insure comparability between years. (May also be referred to as Adjusted Budget.)

Annual Grant: A grant that is awarded annually, regardless of the specific grant period (e.g., city fiscal year, federal fiscal year, or calendar year).

Appropriation: An authorization made by the City Council that allows officials to incur obligations and expend government resources. Operating appropriations are for specific dollar amounts and expire at the end of each fiscal year (June 30th).

Appropriation Ordinance: The official legislation of City Council establishing the legal authority for the City officials to expend funds. The appropriations ordinance is approved in May for the year starting in July. The appropriations ordinance may be amended by Council during the year as necessary.

Assessed Valuation: The estimated dollar value placed upon real and personal property by the chief appraiser of the appraisal district as the basis for levying property taxes.

Assets: Property owned by the City which has book or appraised monetary value.

Bad Debt Expense: An expenditure incurred when a buyer of goods or services fails to pay. Since revenue is recognized as earned under the accrual basis of accounting, an expenditure is recognized for accounts that are uncollectible. Used primarily by the enterprise funds.

Balanced Budget: A financial plan where use of resources for operating expenditures for a specified time period does not exceed available resources.

Base Budget: On-going expense for personnel, contractual services, materials and supplies, and the replacement of supplies and equipment required to maintain service levels previously authorized by the City Council.

BOCA: United States Building Officials and Code Administrators Code. BOCA National Codes set minimum performance requirements for all aspects of construction.

Budget (Operating): A plan of financial operation embodying an estimate of proposed revenues and expenditures for a given period (typically a fiscal year). The term "Approved Budget" is often used to denote the City Council officially Approved Budget under which the City and its departments operate.

Budget Document: The official written statement prepared by the Budget office and supporting staff which presents the Budget as proposed by the City Manager and/or approved by the City Council.

Budget Message: A general discussion of the Proposed Budget presented in writing as a part of the budget document. The budget message explains principal budget issues against the background of financial experience in recent years and presents recommendations made by the City Manager.

CAFR: Comprehensive Annual Financial Report includes audited financial statements and related financial information of the City as of the end of the fiscal year.

Capital Assets (fixed assets): Assets of significant value and having a useful life of several years.

Capital Budget: The first year of the five-year Capital Improvement Program (see below) that is appropriated by City Council.

Capital Outlays: Expenditures for the acquisition of capital assets that includes the cost of land, buildings, permanent improvements, machinery, large tools, rolling and stationary equipment.

Capital Projects: Projects that include the purchase or construction of capital assets. Typically a capital project encompasses a purchase of land and/or the construction of a building or facility.

CBPA: Chesapeake Bay Preservation Act, a state statute for the protection and restoration of the Chesapeake Bay and its tributaries.

Charges for Services: Fees the city charges users of government services, including the sale of water and sewer service, recreational fees, court costs, and library fines.

Charter: The legal document approved by the General Assembly of the Commonwealth of Virginia that established the City and enumerates its authority.

CIP: The Capital Improvement Program establishes the plan for capital projects for a period of five years, including the schedule for financing and acquisition of major municipal facilities such as roads, school and municipal buildings, and water and sewer lines. The CIP identifies planned projects along with the estimated costs, beginning and completion dates, the method of financing, and the estimated operational cost for completed projects.

Contingency: A budgetary reserve set aside for emergencies or unforeseen expenditures.

Contractual Services: Services acquired on a fee basis or a fixed time contract basis from outside sources (usually private businesses). Also referred to as purchased services.

DCJS: Department of Criminal Justice Services is a State agency supporting courts and related agencies.

Debt Service: Payment of interest and principal to holders of the City's debt instruments along with fees paid to bond trustees. The city's budget includes provisions for both annual interest and principal payments that are required for all outstanding municipal bonds.

Deficit: 1.) The excess of an entity's or fund's liabilities over its assets (See Fund Balance).
2.) The excess of expenditures or expenses over revenues during a single accounting period.

Depreciation Expense: An allocation of the cost of capital investments (buildings, vehicles, and equipment) over the useful lives of the related assets. The annual operating budget includes the cost to acquire capital assets that are planned for the year and, therefore, does not include depreciation expenses.

DEQ: The Virginia Department of Environmental Quality develops and enforces State environmental regulations.

DMH-ID-SAS: The Commonwealth of Virginia Department of Mental Health, Intellectual Disability and Substance Abuse Services is the parent organization to the Chesapeake Integrated Behavioral Healthcare department.

DMV: The Virginia Department of Motor Vehicles is the State agency responsible for administering the registration of vehicles.

Economic Development Investment Program: The city offers incentives based on job creation, wages and company investment. The program offers economic development grants to qualifying companies seeking either to locate a new facility or to expand an existing operation within the city. The program is geared toward targeted industries that are technologically innovative, provide a strong potential for sustained growth, offer high quality jobs for their employees and help maintain the city's diverse economy.

Employee Benefits: Job-related benefits provided for employees as part of their total compensation, including the employer's portion of FICA, retirement benefits, insurance (health, life, and dental), and employee allowances (e.g., clothing allowances and cell phone stipends).

EMS: Emergency Medical Services, a part of the Fire Department, provides emergency medical assistance and transportation services.

Encumbrances: Obligations or commitments, typically in form of purchase orders or contracts, that commit current appropriations to the future delivery of goods and services.

Enterprise Fund: Public Utilities are examples of enterprise funds. Separate financial accounting used for government operations that are financed and operated in a manner similar to business enterprises. Also known as proprietary funds.

EPA: The federal Environmental Protection Agency that enforces environmental regulations.

Expenditures: Expenditures represent the cost of goods or services received by the city. Expenditures reduce net financial resources.

FICA: Federal Insurance Contributions Act, a payroll expenditure for the employer's share of social security and Medicare taxes as required by the act.

Fines and Forfeitures: A broad range of payments received for violations of local government ordinances. Examples include fines collected by the courts for violation of city ordinances, illegal parking, and violations of the Chesapeake Bay Preservation Act.

Fiscal Year (FY): The twelve (12) month period for which funds are budgeted and expensed. For the City of Chesapeake, the fiscal year begins July 1st and ends the following June 30th.

Full-Time Equivalents (FTE): Full-time, part-time, and temporary positions are stated as full-time equivalent positions. FTE's are computed by dividing the total number of hours worked by 2,080 (the annual hours of each full-time employee). An employee that works 20 hours each week is considered 0.5 FTE.

Full-Time Position: Generally, a position is employed 40 hours per week for 52 weeks. For firefighters, a full-time position averages 56 hours each week.

Function: A segment of the city's accounting structure that identifies the type of service or activity provided by a department. Examples from the Police Department include administration, operations, investigations, and law enforcement training. The city's financial system collects costs by fund, department, function and account. In Chesapeake's financial system, function is also referred to as program.

Fund: A separate self-balancing set of accounts that include assets, liabilities, equity, expenditures, and revenues of a significant division of city government. Separate funds are maintained for functions that are independent or which require the separation of fiscal resources from the general government activities.

Fund Balance: The excess of a fund's assets over its liabilities. Fund balances result from collecting more revenue than was expended. A negative fund balance is sometimes called a deficit. For enterprise and internal service funds, the fund balance is a part of net assets. Fund balances may only be spent with approval by City Council.

GAAP: Generally Accepted Accounting Principles are a common set of accounting principles, standards and procedures that are used in reporting financial information. GAAP are a combination of authoritative standards (set by policy boards) and commonly accepted methods of recording and reporting financial transactions.

GASB: Government Accounting Standards Board is the organization that formulates accounting standards for governmental units.

General Fund: The major fund in most governments which accounts for all activities not included in other funds. Practically all city activities and functions funded with taxes are reported in the General Fund. Examples include governance, public safety, libraries, and recreational activities. Functions that have significant funding from non-tax sources or with separate governance are not part of the General Fund. Non-general fund activities include water and sewer services, Human Services, and educational services.

General Fund Supported Activities: Functions which receive support from the General Fund through inter-fund transfers of resources, but which also have significant revenues from other sources such as grants, fees or other governmental entities. Examples include Human Services and educational services.

General Obligation Bonds: When the city pledges its full faith and credit to the repayment of the bonds it issues, then those bonds are general obligation (G.O.) bonds. Sometimes the term is also used to refer to bonds which are to be repaid from taxes and other general revenues.

GIS: Geographical Information System which is a City-wide computerized mapping program.

Governmental Funds: Funds generally used to account for tax-supported activities, including the general fund, special revenue funds, the debt service fund, and the capital projects fund.

HIPAA: Health Insurance Portability and Accountability Act of 1996.

HVAC: Heating, ventilating and air conditioning; the system or systems that condition air in a building.

HUD: The Federal Housing and Urban Development agency that awards the grant funding to the City for housing and urban development projects.

Intergovernmental Grant: A contribution of assets (usually cash) by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the State and Federal Governments. Grants are usually made for specified purposes.

Internal Service Fund: Funds used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the city, or to other governments, on a cost-reimbursement basis. Includes Information Technology, Risk Management and Central Fleet funds.

Lock Box: Designated capital reserve with recurring contributions or designations for city and school infrastructure needs. Funds can be used for cash payments or to pay debt service for specified city and schools projects. Separate lockboxes are maintained for the city and the school board.

MH: Mental Health Services, a division of Chesapeake Integrated Behavioral Healthcare.

Modified Accrual Accounting: A basis of accounting that is more similar to the accrual basis of accounting than to the cash basis and is used for governmental funds. Under modified accrual accounting, revenue and expenditures are recognized when they are both measurable and available. Typically, revenue and expenditures are recognized in the year the transaction occurs if the receipt or disbursal of cash occurs within 45 days of year end. Note that for budgetary reporting, encumbrances are recognized as a reduction in resource in the year the commitment is established.

Municipal Bonds: Debt obligations issued by the city, the proceeds of which are used for the acquisition or construction of municipal facilities, schools, roads and streets, water and sewer systems, and many other projects for the public good. The operating budget includes expected principal and interest payments required for all outstanding municipal bonds.

N/A: Information is "not available."

Objectives: Statements about a department's annual level of activity and define how goals will be achieved. Objectives are measurable and time bound activities that ensure departments to reach their goals.

Object of Expenditure: Expenditure classifications based upon the types or categories of goods and services purchased. Typical objects of expenditure include:

- Personnel services include employee salaries, wages and other compensation along with benefits paid to or on behalf of employees.
- Purchased or contractual services (private vendors, public authorities or other governmental entities.
- Materials and supplies needed to deliver out government services.
- Capital outlays include goods and equipment that have an expected useful life of more than one year.

OPEB: Other Post-Employment Benefits include all benefits made available to retirees other than pension benefits. Chesapeake provides health and dental benefits to eligible retirees until they are eligible for Medicare.

Operating Funds: Resources derived from recurring revenue sources used to finance ongoing operating expenditures and pay-as-you-go capital projects.

Pay-As-You-Go: Also known as pay-go, a method of financing capital projects with available cash resources rather than borrowing. Smaller projects are often funded exclusively with pay-go cash while larger projects typically include pay-go financing, debt financing, or a combination of the two.

Performance Measures: Specific quantitative productivity measures of work performed within an activity or program. Also, a specific quantitative measure of results obtained through a program or activity. These are developed at the function or program level.

Personnel Services: Items of expenditures for salaries and wages paid for services performed by city employees, as well as the incidental fringe benefit costs associated with city employment.

PM: Preventative Maintenance, regular inspection and repairs to prevent equipment or building system failure or malfunction.

Proprietary Funds: These are often referred to as enterprise funds as they function similarly to private enterprises. Activities of proprietary funds are financed entirely from user fees; taxpayers do not support these funds. Chesapeake has three enterprise funds: (1) water and sewer fund, (2) stormwater fund, and (3) toll road fund.

Purchased Services: Services acquired on a fee basis or a fixed time contract basis from outside sources (usually private businesses). Also referred to as contractual services.

Rating: The credit worthiness of a city as evaluated by independent agencies, with AAA or Aaa being the highest rating.

Reclassification: A change in the job title and/or pay range of position whose job responsibilities have been determined by the Director of Human Resources to have evolved to a degree that the present job classification does not accurately reflect the actual duties performed.

Reserve: An account used to indicate that a portion of fund equity or balance is legally designated or restricted for a specific purpose, e.g., cash flow reserve.

Resources: Total dollars, people, materials and facilities available for use including estimated revenues, fund transfers, and beginning fund balances.

Revenue: The income of a government from all sources for payment of public expenses. Revenues include taxes, user fees, license and permit fees, use of money and property, payments from other governmental sources, and grants.

Revenue Bonds: Bonds issued by the government which do not pledge the full faith and credit of the jurisdiction but rather are issued with limited liability tied to a revenue stream which is pledged to repay these bonds. Revenue bonds are not included in the debt limit set by City Charter and under state law do not require voter approval. Revenue bonds are typically used to finance capital improvements for water and sewer infrastructure and toll roads.

SA: Substance Abuse which is a division of the Chesapeake Integrated Behavioral Healthcare.

Sewer Utility: Funding received from sewer usage fees for the Public Utilities Department's operations.

SOL: Standards of Learning are curriculum standards developed by Virginia Board of Education under a framework established by the General Assembly. These standards guide curriculum and instruction throughout the Commonwealth are designed to ensure excellence and uniformity across the state.

SOQ: Standards of Quality are the education standards established by the Commonwealth that prescribe minimum school staffing (teachers, principals, and other non-instruction staff) and resource levels for all public schools in Virginia. SOQ also define the level of state funding for local schools.

Supplanting: Substituting one source of funding to augment funding reductions of another agency. Generally, the city avoids supplanting the reductions in federal, state, or privately funded programs with local tax revenues.

Tax Increment Financing (TIF): TIFs are a public financing tool that uses the appreciation in real estate values of a designated area to fund capital improvement projects within that area. Chesapeake has two TIF districts: Greenbrier and South Norfolk.

Tax Levy: The total amount to be raised by general property taxes for operations and debt service purposes.

Tax Rate: The amount of tax levied for on a specific unit of cost (tax per $100 property value, tax per one dollar retail sales, etc.)

Tax Rate Limit: The maximum legal property tax rate at which a municipality may levy a tax. The limit may apply to taxes raised for a particular purpose or for general purposes. In Virginia, this is generally established in the State Code.

User Charges (User Fees): The payment of a fee for direct receipt of a public service by the party benefiting from the service (also referred to as charges for services).

VDOT: Virginia Department of Transportation is the state agency that constructs, operates, and maintains state roads. VDOT also provides funding to localities, including Chesapeake, that assume responsibility for road maintenance.

VPSA: Virginia Public School Authority is a state agency that operates several financing programs for public K-12 education. The goals of the VPSA's financing programs are to: provide market access to those communities which do not have ready access; provide low cost financing; and maintain the high credit quality to ensure that the lowest possible interest rates are obtained. Chesapeake school projects requiring debt financing are typically arranged through VPSA.

VRS: Virginia Retirement System is the state retirement system for public employees that provides its members with benefits at retirement or upon disability or death. City employees participate in the VRS; funding of the retirement plan is provided by a 5% contribution from employees and contributions from the city. Currently there are four separate plans with differing benefit levels. Employees participating in the hybrid plan may contribute 4% to a defined benefit plan plus at least 1% to a defined contribution plan. All other plans are defined benefit plans.

Water and Sewer Utility: The city provides water and sewer services to residents and businesses throughout the developed sections of the Chesapeake. Such services are not available in sparsely populated or rural areas of the city. User fees are charged based on water consumption.