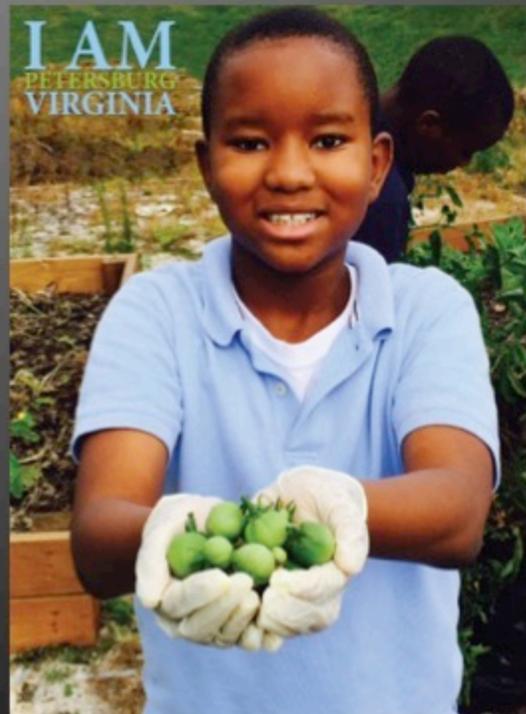


Adopted
City of Petersburg
Fiscal Year 2018 Operating Budget

Stabilizing the Future





City of Petersburg

Office of the City Manager
135 North Union Street
Petersburg, Virginia 23803

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Message from the City Manager

June 30, 2017

I am pleased to present the Adopted FY 2018 – FY 2022 Operating Budget for the City of Petersburg.

On March 27, the City Manager submitted the Proposed FY 2018 Operating and Capital Budgets to City Council. The Proposed Budget was a collaborative, zero-based, bottom up budget crafted to responsibly provide the City with the critical services Petersburg residents, workers and visitors rely on every day. The budget development process was transparent and interactive – between March and June, eight public sessions were held with City Council. At the conclusion of this two month deliberation process, City Council amended and approved the FY 2018 Adopted Budget.

The Adopted Budget reflects the fiscal limitations of a city in financial crisis, a situation brought on by years of economic challenges and chronic financial mismanagement. In recent years, the City's bond rating has dropped to BB (negative outlook) and its Unassigned Fund balance is less than zero. The most recent annual financial report indicated that the City had seriously overdrawn its bank account. The Adopted Budget acknowledges that issuing new General Fund-supported debt at this time is neither prudent nor realistic. More details on the Capital Improvement Plan (CIP) is found in the CIP budget that accompanies this document.

Fiscal Year 2018 is a year to further stabilize the City's finances. While the actual Fiscal 2018 General Fund budget is \$78,225,499, an important emphasis is placed on a one-time, mandatory \$6,000,000 liquidity event in order to build the City's reserves and eliminate the need for short-term borrowing. As the City transitions to building reserves, however, the FY 2018 budget assumes the issuance of a Revenue Anticipation Note.

The 2018 General Fund Budget reflects a process to prioritize funds by:

1. Reorganizing the organization structure of government.
2. Reinstating the 10% pay cut for all employees and raised compensation to at least the minimum pay ranges to compete with other jurisdictions.
3. Planning for modest revenue growth.
4. Outsourcing many City operations which may result in reduction of force.
5. Creating level funding for schools.

Major Assumptions and Highlights:

- **Attract and Attain High Quality Talent:** The FY 2018 Operating Budget restores employees' salaries to their levels before the across the board 10% cuts with attention and investments in critical departments such as Finance, IT/Data Analytics and Public Safety.
- **Invest in Public Safety:** The FY 2018 Operating Budget invests in police, fire and emergency communications to ensure the safety of Petersburg's residents. The investment will provide for competitive salaries, fill vacancies and replace vehicles and equipment.
- **Invest in Public Education:** The FY 2018 Budget keeps flat the City's investment in its public school system and funds at their requested level. Going forward, however, this level of funding will not be adequate. In the School District's 5-year plan through FY 2022, requested contributions will increase by 45 percent in FY 19 and then 1.5 percent annually thereafter.
- **Identify Cost Efficiencies:** To ensure a structurally balanced budget, the City must identify cost efficiencies. Approaches include (a) outsourcing municipal services; (b) streamlining the organization; and (c) reducing healthcare costs in the workforce.
- **Restructuring with Innovation and Creativity:** The restructuring of the Department of Recreation and Parks and the creation of the Department of Leisure & Cultural Affairs, a newly formed department that was constructed to provide a variety of high-quality sports and leisure, cultural, and heritage-based opportunities for the residents of and visitors to Petersburg. The department is also responsible for operating the public library, sports complex and Dogwood Trace golf course.

Conclusion

While Petersburg is at a crossroads with significant work to do to become fiscally solvent, this budget begins to provide a path forward. We must adopt a structurally balanced budget, we must build a fund balance, and we must make tough decisions to invest in the future.

Sincerely,

Sincerely,

A handwritten signature in black ink, appearing to read "Tom Tyrrell". The signature is fluid and cursive, with a large initial "T" and a stylized "Y".

Tom Tyrrell, Interim City Manager



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City of Petersburg, VA
FY 2018 Operating Budget

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Community Profile

City of Petersburg, VA
FY 2018 Operating Budget

Petersburg, VA Community Profile

Formally incorporated as a City in 1748, Petersburg, Virginia is rich in history and character. Rising from the banks of the Appomattox River, Petersburg was once in the forefront of industry and commercial opportunity and the second largest City in Virginia.



Petersburg boasts history, geography and beautifully intact historic districts. Visible reminders of Petersburg's prominent role in the emergence of the country are evident in the rich range of architecture and the unique character of the neighborhoods. The Petersburg Old Towne Historic District is on the National Register of Historic Places, offering architectural variety, restaurants, shops, and housing. Historical sites range from battlefields to old houses, including the Petersburg National Battlefield Park (which preserves the sites of the Civil Wars' Siege of Petersburg and the Battle of Crater), Pamplin Historical Park, Blandford Church and Cemetery, National Museum of the Civil War, Centre Hill Mansion, and the Siege Museum. One of the most architecturally refined properties is the Battersea, a Palladian-style house from the 1700s along the Appomattox River.

Petersburg has more to offer than just history. The downtown area includes an up-and-coming Old Towne neighborhood. Old warehouses have been converted into lofts and mixed-use developments and numerous restaurants and shopping options have opened. The Petersburg Area Arts League (PAAL) and the performing arts center, Sycamore Rouge, feature shows, live music and cabaret performances. On the second Friday of each month, the City celebrates a "Friday for the Arts," which fills the City with local artwork and live music. The City also offers nearly a dozen parks and recreational facilities including Wilcox Lake.

True to its history, Petersburg is rife with opportunity and an innovative, industrial spirit. The heart of Petersburg lies in an appreciation and celebration of its rich history while continually pushing into the future.



Community Profile

City of Petersburg, VA
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History

Petersburg's modern history began with English colonists who settled along the Appomattox River. The establishment of Fort Henry marked the beginning of U.S.'s westward expansion and exploration. When the fort commander opened a trading post at Peter's Point, Petersburg saw its beginning as a commercial center.



After distinguishing itself in the American Revolution during the Siege of Fort Mifflin, Petersburg's influence continued to increase. With the proximity of the Appomattox River, the Port of Petersburg became renowned as a processing center for cotton, tobacco, and metal, marking Petersburg as an industrial center in a state that was largely agricultural. The railroad center established in the 19th century not only helped continue the City's tradition as a substantial business community, it strengthened it. Flour mills and banking were added to tobacco and cotton as Petersburg's successes. Due to the availability of jobs, many free people of color migrated to the City. The railroads that passed through the City made it a shipping center and a lifeline to Richmond during the Civil War.

After the Civil War, Petersburg saw an influx of churches, businesses, and institutions. The City continued to prosper but so did segregation in Virginia. In the 1960s, Dr. Wyatt Tee Walker served as the pastor of Petersburg's Gillfield Baptist Church. While in graduate school, he met Dr. Martin Luther King, Jr., and was one of the founders of the Southern Christian Leadership Conference. According to him and other close associates of Dr. King, Petersburg had played an important role, a kind of blueprint for the national civil rights movement.

Until the 1980s, commerce and industry flourished. As an independent City, Petersburg was limited geographically. Then, as happened in numerous older industrial cities in the region, manufacturing jobs were lost to the growth of industries outside the U.S., Petersburg's core began to decline. The expansion of the economy in the Richmond metro area in fields of financial and retail services also took some of Petersburg's population. Suburbs grew around the City and many of the downtown merchants moved to the Southpark Mall. Additionally, in 1993, a major tornado severely damaged Petersburg's downtown. As Petersburg's economy weakened in the 20th century, its population declined. As upper and middle classes fled to the suburbs, the City was left with a high percentage of low income residents. The increase in demand for public services seriously strained limited financial resources.



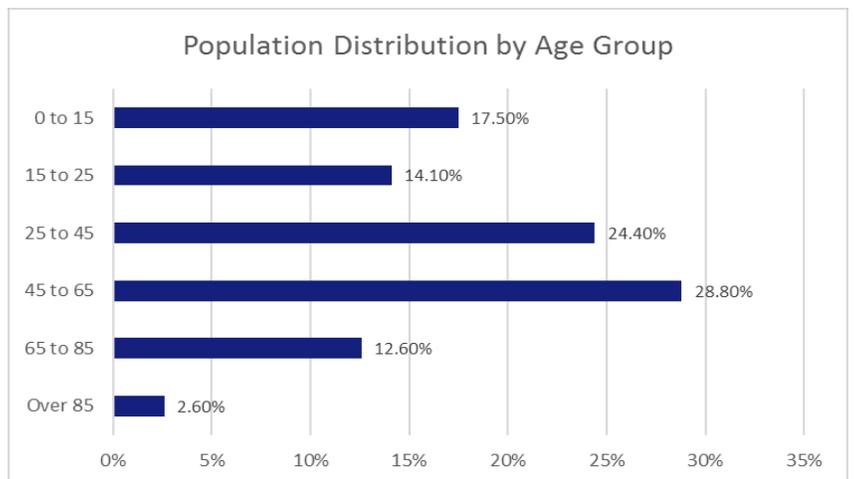
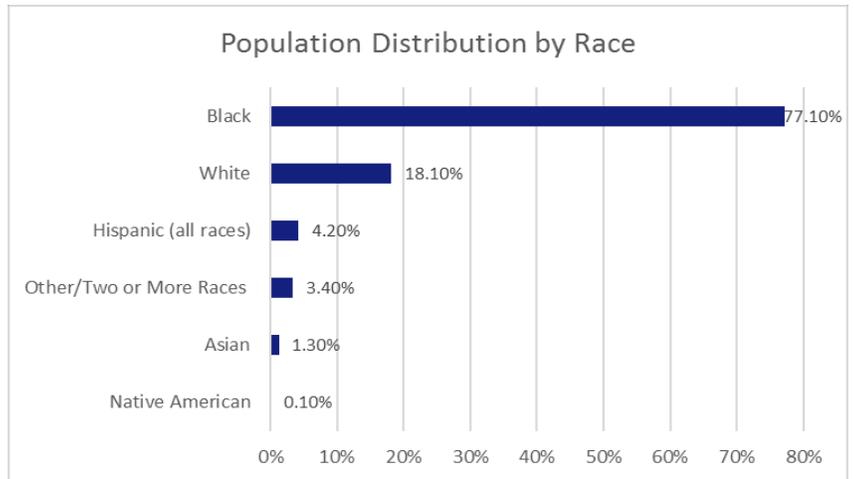
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In 2007, Petersburg’s rebirth began to take off with new businesses moving into Old Towne, the historic downtown area, and the Army’s recent expansion of activities at nearby Fort Lee. All in all, Petersburg has a bright future with its historical flair and its tradition of innovation and industry.

Demographics

The population of Petersburg peaked in 1980 at 41,000 and has been declining since then. In 2015, the estimated population of was 32,123. The median age was 39.5, compared to a national median age of 37.4. Nearly 78 percent of Petersburg residents have at least a high school diploma, though only 16 percent have a Bachelor’s degree or higher. According to the U.S. Census, the poverty rate in 2015 was 28 percent – more than twice the statewide poverty rate. The tables below illustrate the distribution of Petersburg’s population by age group and race.



Source: U.S. Census Bureau

Geography

Petersburg is in South Central Virginia, 24 miles south of the City of Richmond, 132 miles south of Washington D.C. and 73 miles west of the Chesapeake Bay. Petersburg is situated at the Falls of the Appomattox, on the boundary between the Tidewater and the Piedmont, between the Chesapeake and Albemarle basins.



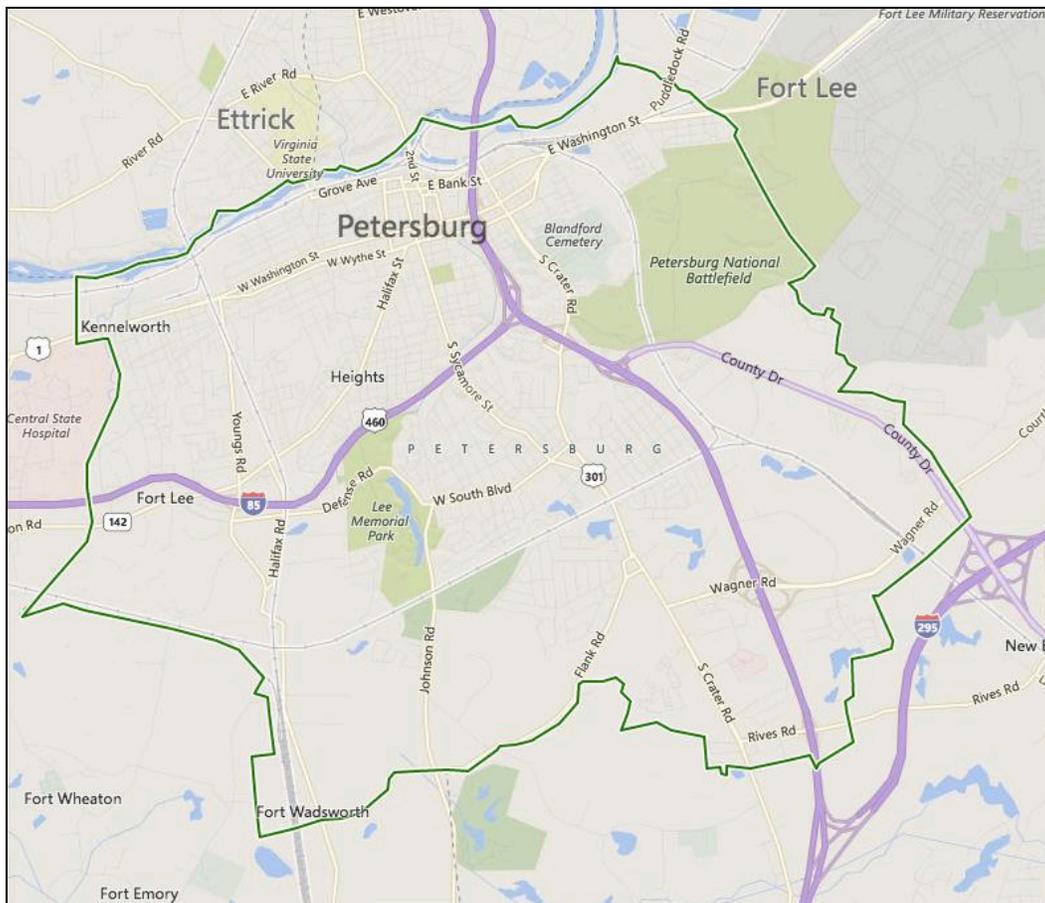
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Petersburg has a total area of 23.2 square miles and is one of 13 jurisdictions that comprise the Richmond Petersburg Metropolitan Statistical Area. Colonial Heights and Chesterfield County are its neighbors to the north, along with Dinwiddie County to the west and south and Prince George County to the east and southeast.

Transportation

Petersburg is located at the juncture of Interstates 95 and 85 with easy access to Interstate 295, US Route 460, 301 and 1. CSX and Norfolk Southern rail lines run through the City. Amtrak passenger services operate trains along these lines and there is an Amtrak station just outside the City limits, providing connections north to Richmond and the northeast corridor, as well as south to Norfolk. There is also a bus station with Greyhound desk and an active regional bus between Petersburg and downtown Richmond. Richmond International Airport, located less than 30 miles north of City, serves passengers from Petersburg.





Community Profile

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Commerce

Petersburg has a long history as an industrial center for the state, being home to many tobacco companies, pharmaceutical companies, and early distribution centers for companies like Walmart and Amazon. Of the prominent manufacturing companies that once operated in Petersburg, only Titmus Optical and Amsted Rail-Brenco bearings remain.

Today, the healthcare industry provides over 10 percent of the jobs in the City. The table below illustrates the major employers in the City by industry and number of employees.

Rank	Employer	Industry	Employees
1	Southside Regional Medical Center	Healthcare	1000+
2	Amsted Rail Company, Inc.	Construction	200-300
3	Horizon Mental Health Management, Inc.	Healthcare	200-300
4	Wal-Mart	Retail	200-300
5	Good Neighbor Homes, Inc.	Healthcare	100-200
6	Beverly Home Care	Healthcare	100-200
7	District 19 Mental Health and Retardation Services	Healthcare	100-200
8	Virginia Linen	Retail	100-200
9	Rehabilitation Hospital, Inc.	Healthcare	100-200
10	Quality Plus Service	Retail	100-200

Source: City of Petersburg, VA 2015 CAFR

Government

Petersburg is an independent City, or a City that is not in the territory of any county, and utilizes the council-manager form of government. The Council has seven members, each representing a ward (or geographic



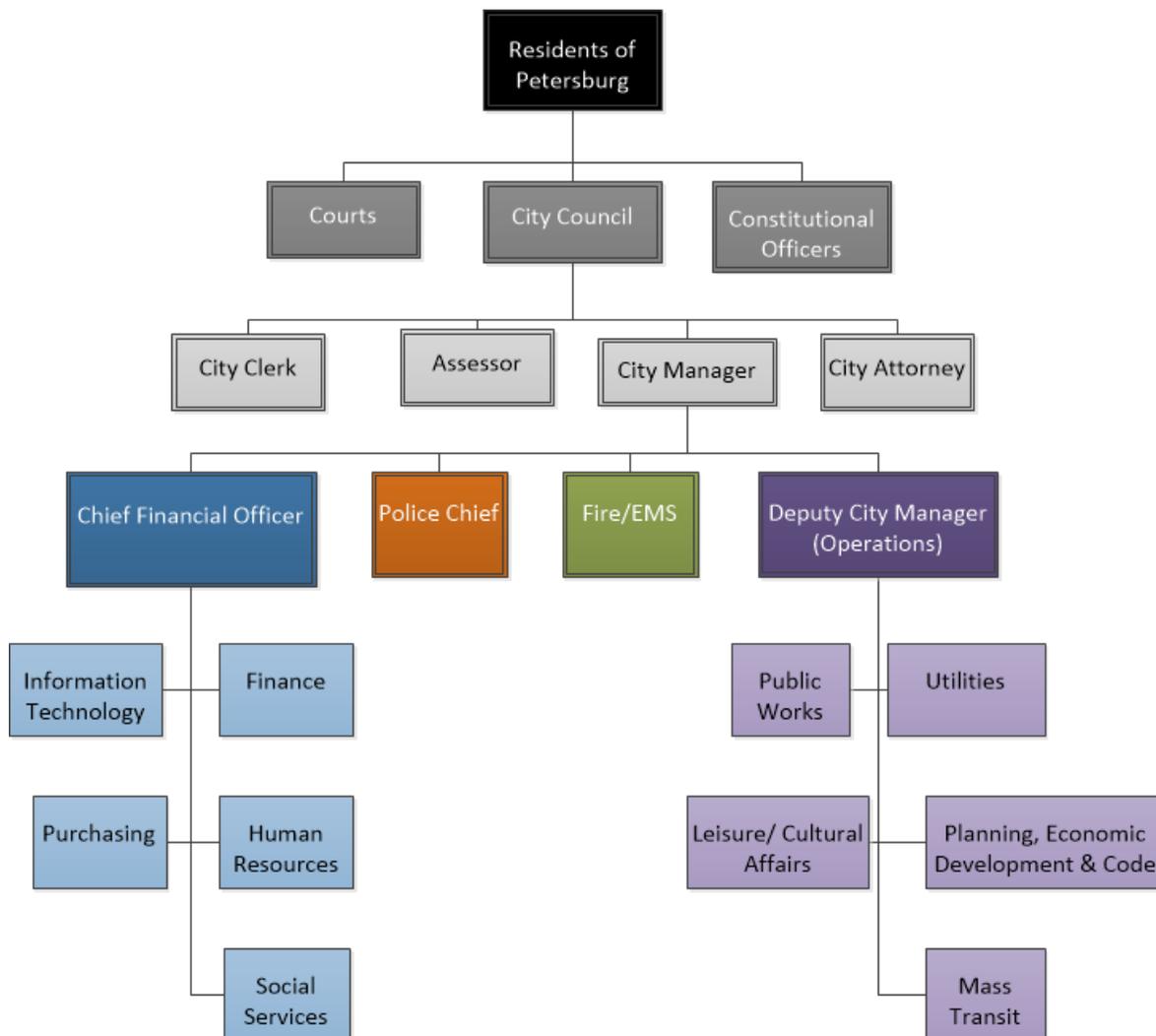
Community Profile

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portion of the City). Council members must reside in their wards. Members serve staggered four year terms with elections being held in even numbered years. The mayor is selected from among the council members. Of the seven council members, one has served as mayor in the past and one is currently serving as mayor. Elections are staggered. Two council members were elected in the fall of 2016, three are in their third year, and two members have served for over six years.

The Council hires a City manager to oversee the City’s day-to-day operations. The figure below illustrates the organization of Petersburg City government that will be implemented along with the adoption of the FY 2018 budget.

City of Petersburg New Organizational Structure





Budget Process

City of Petersburg, VA
FY 2018 Operating Budget

Budget Development Process

The FY 2018 budget development process began in January 2017 with guidance from the City Manager to department heads. The City Manager identified budget priorities and outlined investment areas for the departments. It directed department heads to identify cost saving measures and efficiencies and to adjust service levels in order to propose a balanced budget. The guidelines from the City Manager included:

- Restoring the 10 percent that was cut from staff salaries;
- Paying staff salaries that are competitive with peer communities, per the 2015 Compensation Study;
- Investing in public safety and public education; and
- A limit of 5 percent growth in department budgets.

It was recognized that with the guidance to budget for competitive salaries it would likely result in the need to cut FTEs in order to accomplish this.

The City Manager instructed departments to develop their budgets using a process known as zero-based budgeting. In zero-based budgeting, all expenses must be analyzed and justified—not only additions or deletions from previous years. This form of budgeting ensures that past decisions are not taken for granted. Current and proposed programs and expenses are evaluated equally.

City departments developed and submitted budget proposals based on the City Manager's guidelines. Department proposals detailed the needed resources (i.e., funding and staff) for each program. The City Manager's team then reviewed the proposals to ensure they aligned with the guidelines and made difficult decisions about what services could be funded this year and at what level.

The financial and debt-related policies passed in a motion by City Council on September 2, 2014 also served as guidance for the development of the FY 2018 budget (See Financial Policies Section).

The City Manager's Adopted FY 2018 Budget describes the funding and staffing levels needed to support the City's services and programs while ensuring a balanced budget. The City Manager presented the FY 2018 Proposed Budget on March 27, 2017. City Council then held budget work sessions to discuss the City Manager's Proposed Budget. Members of the public were invited to attend and observe these work sessions. City Council heard public input on the Proposed FY 2018 Budget at a May 2 public hearing. The public input was considered by City Council in their recommended changes to the City Manager. City Council discussed



Budget Process

City of Petersburg, VA
FY 2018 Operating Budget

those changes at its May 12 Council meeting. Council Members had to have support from three additional Members to request changes to the Proposed Budget. When proposing additions to the Proposed Budget, Council Members committed to identifying a revenue enhancement or a deletion from another part of the budget. When a deletion was requested, Council Members proposed a use for the funds saved. See Appendix A for the form that Council Members used to request budget modifications.

The FY 2018 Budget was adopted on June 6 at a Special City Council Meeting. The FY 2018 tax rate is established with the adoption of the budget based on a projected real estate assessment figure. The real estate reassessment impact results will not be available until after the landbook is finalized in September. If the assessment is more than a 1 percent increase in revenue, the City must hold a public hearing, which is currently schedule for October 17

The calendar below illustrates the schedule for reviewing, discussing and adopting the FY 2018 budget. The bolded dates represent opportunities for the public to observe or participate in budget discussions.

FY 18 Budget Development Calendar

Date	Event
March 27	City Manager Proposed Budget to City Council
March 27 - April 28	Council Work Sessions on FY 18 Budget
March 27	General Fund Revenues
March 29	Debt/Budget Policies; Capital Budget; Utilities
April 10	Police, Fire and Emergency Communications
April 12	Social Services Agencies; Health Department; Personnel/Benefits
April 24	Schools Operating & Capital
May 8	Leisure and Cultural Affairs; Planning, Economic Development & Code
May 2	Public Hearing on FY 18 Budget
May 12	City Council submits recommended changes to City Manager
May 16	City Council to discuss changes to the budget
June 6	City Council Meeting for Adopt/Appropriate FY 18 Budget
June	Landbook Finalized
September	FY 18 Landbook Produced/Published
October 17	Public Hearing on Proposed Tax Rate Adjustment Due to Reassessment



Financial Policies

City of Petersburg, VA
FY 2018 Operating Budget

Financial Policies

The City of Petersburg's financial policies described in this section were adopted by City Council in September 2014 with additional changes adopted by motion in January 2017. During the budget process, City leadership will bring forward ordinances for Council to adopt related to these policies.

Financial policies are the tools to ensure that the City is financially able to meet its immediate and long-term service objectives. The policies are guidelines for both the financial planning and internal financial management of the City. The City is accountable to its citizens for the use of public dollars. These funds must be carefully used and managed to ensure adequate funding for the programs, services, and infrastructure needed to meet the community's current and future needs.

Financial Policy Objectives

The City's financial policy is a statement of the guidelines and goals that will influence and guide the management practice of City of Petersburg, Virginia. Financial Policy Guidelines that are adopted, adhered to, and regularly reviewed are recognized as the cornerstone of sound financial management. Effective financial policy guidelines:

- Contribute significantly to the City's ability to insulate itself from fiscal crisis,
- Enhance short-term and long-term financial credit of the City by helping to achieve the highest credit and bond ratings possible,
- Promote long-term financial stability by establishing clear and consistent guidelines,
- Direct attention to the total financial picture of the City rather than single issue areas,
- Promote the view of linking long-run financial planning with day to day operations, and
- Provide the City Council and the citizens with a framework for measuring the fiscal impact of government services against established fiscal parameters and guidelines.

While adherence to this policy is expected, the City understands that changes in the capital markets, City programs, or other unforeseen circumstances may from time to time produce situations that are not covered by this policy and will require modifications or exceptions to achieve the policy goals. In these cases, the City's management may act, provided specific authorization from the City Council is obtained. These Financial Policy Guidelines shall be reviewed at least every two years by the CFO and Director of Finance, who shall in turn



Financial Policies

City of Petersburg, VA
FY 2018 Operating Budget

report his findings to the City Manager and City Council.

Budget Development Policies

The City's operating budget will be developed adhering to the following policies:

1. The City will strive to maintain diversified and stable revenue streams to protect the government from problematic fluctuations in any single revenue source and provide stability to ongoing services.
2. Current revenues will fund current expenditures. One-time or other special revenues will not be used to finance continuing City operations but instead will be used for funding special projects.
3. The City will pursue an aggressive policy seeking the collection of delinquent utility, license, permit and other fees due to the City.
4. The City will prepare and annually update a long range (5 year) financial forecast model utilizing trend indicators and projections of annual operating revenue, expenditures, capital improvements with related debt service and operating costs, and fund balance levels.
5. Expenditure and revenue projections will be developed quarterly and reviewed with Departmental Directors, the City Manager, and City Council. The City Manager, through the Finance Department, will exercise appropriate fiscal management as necessary to live within the limits of the adopted budget.
6. The City will budget for operating subsidies, if any, to its golf, mass transit or other funds requiring annual support from the General Fund.
7. Once the City Manager proposes his/her budget, the City Council can only make recommended changes that keep the budget in balance and that are proposed with at least four members of City Council's prior-approval. (See Appendix A form that City Council will fill out and return to the City Manager).

Capital Improvement Budget Policies

The City will develop a five-year Capital Improvement Plan which will serve as the basis for planning and prioritizing the City's capital improvement needs based on affordability and compliance with Debt and Reserve Policies. The Capital Improvement Plan will only include projects with identified and known realistic funding sources. The City will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted for approval.



Financial Policies

City of Petersburg, VA
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1. The City will consider all capital improvements in accordance with an adopted Capital Improvement Plan.
2. The City, in consultation with the City of Petersburg Public School System, will develop a five-year Capital Improvement Plan that includes funding sources and uses and review and update the plan annually.
3. The City will enact an Annual Capital Budget based on the five-year Capital Improvement Plan. The first year of the Capital Improvement Plan will be used as the basis for the Annual Capital Budget.
4. The City will coordinate development of the Annual capital Budget with development of the operating budget. Future operating costs associated with new capital improvements will be projected and included in operating budget forecasts.
5. The City will maintain all its assets at a level adequate to protect the City's capital investment and to minimize future maintenance and replacement costs.
6. The City will project its equipment replacement and maintenance needs in conjunction with the five-year Capital Improvement Plan and will develop a maintenance and replacement schedule to be followed.
7. The City will attempt to determine the least costly and most flexible financing method for all new projects.
8. The City will target a minimum amount of equity (e.g. cash pay-as-you- go) funding of 5% of the General Fund-supported Capital Improvement Plan on a five-year rolling average after reaching the Unassigned Fund Balance Policy Goal.

Debt Policies

The City will take on, manage and repay debt according to the following debt policies:

1. The City will confine long-term borrowing to capital improvement or projects that cannot be financed from current revenues except where approved justification is provided.
2. When the City finances capital improvements or other projects by issuing bonds or entering into capital leases, it will repay the debt within a period not to exceed the expected useful life of the project. Target debt ratios will be annually calculated and included in the review of financial trends.
3. Direct Net Debt as a percentage of estimated market value of all taxable property shall not exceed a



Financial Policies

City of Petersburg, VA
FY 2018 Operating Budget

range of 4.0% to 4.5%. Direct Net Debt is defined as any and all debt that is tax-supported. This ratio will be measured annually.

4. The ratio of Direct Net Debt Service expenditures as a percent of Total Governmental Fund Expenditures should not exceed 10%. Direct Net Debt Service is defined as any and all debt service that is tax-supported. Utility Fund debt service that is self-supporting shall be excluded. Total Governmental Fund Expenditures includes the General Fund and School Component Unit Expenditures less the local government transfer. This ratio will be measured annually.
5. Payout of aggregate outstanding tax-supported Direct Net Debt principal shall be no less than 50% repaid in 10 years.
6. The City recognizes the importance of underlying and overlapping debt in analyzing financial condition. The City will regularly analyze total indebtedness including underlying and overlapping debt.
7. Where feasible, the City will explore the usage of special assessment, revenue, or other self-supporting bonds instead of general obligation bonds.
8. The City will retire tax anticipation debt, if any, annually.

Reserve Policies

The City believes that sound financial management principles require that sufficient funds be retained by the City to provide a stable financial base at all times. To retain this stable financial base, the City needs to maintain fund balance reserves sufficient to fund all cash flows of the City, to provide financial reserves for unanticipated or emergency expenditures and/or revenue shortfalls, and to provide funds for all existing encumbrances.

The purpose of this policy is to specify the composition of the City's financial reserves, set minimum levels for certain reserve balances, and to identify certain requirements for replenishing any fund balance reserves utilized.

1. **Fund Balance Categories:** For documentation of the City's fund balance position, communication with interested parties and general understanding, a clear and consistent system of classification of the components of the City's fund balances is necessary. The City's reporting and communication relating to fund balance reserves will utilize the classifications outlined in generally accepted accounting principles (GAAP). GAAP dictates the following hierarchical fund balance classification structure based primarily on the extent to which the City is restricted in its use of resources.



Financial Policies

City of Petersburg, VA
FY 2018 Operating Budget

- A. **Non-spendable Fund Balance:** These are fund balance amounts that are not in a readily spendable form, such as inventories or prepayments, or trust or endowment funds where the balance must remain intact.
- B. **Restricted Fund Balance:** These are amounts that have constraints placed on their use for a specific purpose by external sources such as creditors, or legal or constitutional provisions.
- C. **Committed Fund Balances:** These amounts are designated for a specific purpose or constraints have been placed on the resources by City Council. Amounts within this category require City Council action to commit or to release the funds from their commitment.
- D. **Assigned Fund Balances:** These are amounts set aside with the intent that they be used for specific purposes. The expression of intent can be by City Council or their designee and does not necessarily require City Council action to remove the constraint on the resources.
- E. **Unassigned Fund Balances:** These are amounts not included in the previously defined categories. The City General Fund is the only fund that should report a positive Unassigned Fund Balance. Amounts in this classification represent balances available for appropriation at the discretion of City Council. However, City Council recognizes that the Unassigned Fund Balance needs to be sufficient and comprised of liquid cash and investments to meet the City's cyclical cash flow requirements and allow the City to avoid the need for short term tax anticipation borrowing. The Unassigned Fund Balance should also allow for a margin of safety against unforeseen expenditures that could include, but not be limited to, natural disasters, severe economic downturns, and economic development opportunities. Unassigned Fund Balance shall not be used for annual recurring expenditures, except for unforeseen emergency circumstances.

As of the date of this policy document, City Council recognizes that it does not have any liquid Unassigned Fund Balance (e.g. cash and investments) and as a result shall budget approximately \$750,000 (the "Annual Budgeted Amount") toward rebuilding the Unassigned Fund Balance until the balance, at a minimum, reaches an amount that is sufficient to eliminate the need for annual cash flow Revenue Anticipation Note borrowings (The "Minimum Initial Target").

To the extent that the City has any remaining operating surplus after all expenditures (including the Annual Budgeted Amount) have been satisfied, the City shall apply at a minimum 50% of



Financial Policies

City of Petersburg, VA
FY 2018 Operating Budget

such remaining operating surplus to further accelerate the build- up of the Unassigned Fund Balance.

After the Minimum Initial Target has been reached, the City shall adopt a plan to increase the Unassigned Fund Balance to a balance that is not less than 10% of the combined budgeted expenditures of the City General Fund and the City of Petersburg Public Schools Operating Fund, net of the City's local contribution (the "Policy Goal").

City Council recognizes that if amounts above the 10% Policy Goal exist, City Council could contemplate strategically utilizing these amounts, if appropriate. However, City Council also recognizes that maintaining an Unassigned Fund Balance above the minimum policy level may be beneficial to the overall wellbeing of the City. Should any amounts above the 10% policy exist they should only be appropriated for non-recurring expenditures as they represent prior year surpluses that may or may not materialize in subsequent fiscal years. Amounts above the 10% policy minimum could be used for the following purposes (listed in order of priority):

- i. Increase Restricted Fund Balances as necessary.
 - ii. Fund an additional reserve for use during an emergency or during periods of economic uncertainty or budget adversity. Such additional reserves shall be determined by City Council.
 - iii. Allocating such amounts toward equity funding of the Capital Improvement Plan or transfer to the Capital Improvement Fund.
2. **Prioritization of Fund Balances:** As indicated, the fund balance classifications outlined above are based on the level of restriction. In the event expenditures qualify for disbursement from more than one fund balance category, it shall be the policy of City of Petersburg that the most constrained or limited fund balance available will be used first. Unassigned fund balance will be used last.
3. **Accounting for Encumbrances:** Amounts set aside for encumbered purchase orders may be either restricted, committed or assigned fund balance depending upon the resources to be used to fund the purchases. Amounts set aside for encumbrances may not be classified as unassigned since the creation of an encumbrance signifies a specific purpose for the use of the funds.
4. **Replenishment of the Unassigned Fund Balance:** Upon the use of any Unassigned Fund Balance, which causes such fund balance to fall below either the Policy Goal and/or Minimum Initial Target levels, City Council must approve and adopt a plan to restore amounts used within 24 months. If restoration of the



Financial Policies

City of Petersburg, VA
FY 2018 Operating Budget

reserve cannot be accomplished within such period without severe hardship to the City, then the City Council will establish a different time period.

Financial Policy Progress Report

While most of the financial policies were adopted by Council in 2014, the adopted budgets have not complied with those policies up until now. The Adopted Budget makes significant progress toward complying with these policies. The table below illustrates the City’s compliance with its adopted policies in FY 2017 and in the Adopted FY 2018 Operating Budget. In addition to working toward full compliance, the City should work toward developing a five-year financial plan that guides the City toward fiscal solvency and maintains compliance with its adopted policies. See Appendix B for the calculations used to evaluate compliance.

Financial Policy Progress Report

		Compliance Status		
		FY 16 Budgeted	FY 17 2nd Amendment	FY 18 Adopted
Petersburg Adopted Financial Policies				
Capital Improvement Budget Policies				
0.1	Consider all Capital Improvements with an adopted Capital Improvement Plan	X	X	✓
0.2	Develop a five (5) year CIP in consultation with Schools	X	X	✓
0.2	Include funding sources and uses for all projects.	X	X	✓
0.2	Review and update annually	X	X	✓
0.3	The first year of the CIP will be the basis for the Annual Capital Budget	X	X	✓
0.4	Project future operating costs of new capital projects into forecasts	X	X	✓
0.5	Maintain all capital assets to protect investments.	X	X	X
0.6	Develop a maintenance and replacement schedule for equipment in the CIP	X	X	X
0.7	Determine the least costly and most flexible financing methods for projects.	X	X	X
0.8	Target a 5% cash pay-as-you go of the CIP on a five (5) year rolling average after reaching the Unassigned Fund Balance Policy Goal.	N/A	N/A	7.77%



Financial Policies

City of Petersburg, VA
FY 2018 Operating Budget

Financial Policy Progress Report (cont.)

		Compliance Status		
		FY 16 Budgeted	FY 17 2nd Amendment	FY 18 Adopted
Petersburg Adopted Financial Policies				
Budget Development Policies				
0.1	Maintain diversified and stable revenue streams	✓	✓	✓
0.2	Current revenue will fund current expenditures and one-time or special revenue will not be used for operations.	✓	X	✓
0.3	Pursue an aggressive policy seeking the collection of revenues.	X	X	Recommendations provided to Treasurer
0.4	Prepare and annually update a 5 year financial forecast model.	X	X	
0.5	Project revenue and expenses quarterly and review with Departmental Directors, the City Manager, and City Council.	X	✓	✓
0.6	The budget will reflect any operating subsidies for funds requiring annual support from the General Fund.	✓	✓	✓
Debt Policies				
0.1	Confine long term borrowing to Capital Projects that cannot be financed from current revenues.	✓	✓	✓
0.2	Debt issuance will not exceed the expected useful life of the project.	✓	✓	✓
0.3	Direct Net Debt will not exceed 4.5% of estimated market value of all taxable property.	✓	✓ - est. of 2.19%	✓ - est. of 2.19%
0.4	Direct Net Debt Service will not exceed 10% of Total Governmental Fund Expenditures (General Fund plus School Fund less local government transfer).	✓ - 4.00%	✓ - 5.49%	✓ - est. of 5.49%
0.5	Pay down 50% of tax supported Direct Net Debt principal in 10 years.	✓	✓	✓
0.6	Regularly analyze total indebtedness to include overlapping debt.	✓	✓	✓
0.7	Feasibly utilize special revenue sources or self supporting bonds instead of general obligation bonds.	✓	✓	✓
0.8	Retire tax anticipation debt annually.	✓	✓	✓

(cont. on next page)



Financial Policies

City of Petersburg, VA
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Financial Policy Progress Report (cont.)

Petersburg Adopted Financial Policies		Compliance Status		
		FY 16 Budgeted	FY 17 2nd Amendment	FY 18 Adopted
Reserve Policies				
0.1 .e	Unassigned Fund Balance shall not be used for annual recurring expenditures except for unforeseen emergencies.	N/A	N/A	✓
0.1 .e	City Council shall budget \$750,000 toward rebuilding the Unassigned Fund Balance until sufficient to eliminate the need for Revenue Anticipation Note borrowings. (The "Minimum Initial Target")	✓	X	✓
0.1 .e	City Council shall adopt a plan to achieve an Unassigned Fund Balance of 10% of the combined budgeted expenditures of the General Fund and School Fund net of the City's local contribution.	X	X at (4.5%)	✓ - est. of - 0.8%
0.1 .e	Amounts above the 10% policy will only be budgeted for non-recurring expenditures.	N/A	N/A	N/A
0.4	Any use of Unassigned Fund Balance must have a 24 month restoration plan approved by City Council	N/A	N/A	N/A



Budget Overview

City of Petersburg, VA
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Budget Overview

The FY 2018 budget is an opportunity to address the financial woes that have been plaguing the City of Petersburg since at least Fiscal Year 2009. In the summer of 2016, a state technical assistance team found that Petersburg had a \$12 million budget gap and was faced with at least \$18 million in unpaid bills. City Council took several measures to address the crisis, including a 10 percent salary cut across the board for all employees, as well as hiring a turnaround firm to address both financial and management issues in the City. The FY 2018 budget must be structurally balanced and establish a path forward for the City to maintain fiscal solvency. Some historical context on how the City came to this fiscal crisis will be instructive in how to avoid it in the future.

Demographic/Economic Conditions

Petersburg's financial crisis can be attributed to the lack of budgetary controls and sound fiscal policy, but was also influenced by economic and demographic conditions. The number of people living in poverty in Petersburg has increased from approximately 6,500 in 1999 to 8,700 in 2014 while the overall population has declined. The City's population is also older than the surrounding metropolitan area and the rest of the Commonwealth.

Economic and demographic conditions directly affect local government's ability to raise revenues and manage expenditures. High poverty rates, a diminishing population and an aging population can all constrain the tax base. In addition, higher poverty rates and an aging population often increase the demand for government services. With challenging economic and demographic conditions, localities must have the budget and fiscal controls in place to ensure that expenditure growth does not overtake revenue growth, leading to ongoing and unsustainable structural deficits.

Structural Issues

For much of the early 2000s, the City had a balanced budget. In 2008, the City closed with a budget surplus. Beginning in 2009, however, the City consistently overestimated its revenue and underestimated expenditures, resulting in a budget deficit. For example, the FY 2015 budget estimated General Fund revenue at \$81.4 million and spending at \$81.1 million. The audited financial reports from FY 2015 show that the actual revenue collected was \$77 million, while spending was \$82.9 million – a \$5.9 million deficit. The FY 2016 audit



Budget Overview

City of Petersburg, VA
FY 2018 Operating Budget

reported General Fund revenues of \$71.4 million and expenditures of \$74.7 million, representing a \$3.3 million deficit. This occurred as a result of both departments overspending and revenues underperforming.

Much of the City's spending grew out of a desire to provide more programs and services to residents and higher wages and benefits for City workers. While these intentions were good, the budget and financial management practices were not: the City was routinely spending more than it could afford.

To address the budget imbalances each year, the City drew down cash reserves that existed to address *unexpected* revenue shortfalls. The City depleted nearly all its reserves by 2011. The City also began to rely on short-term financing that is borrowed within a fiscal year and repaid by June 30 of the same fiscal year. This short-term financing option is known as revenue anticipation notes, or RANs. RANs can be an appropriate option for municipalities when there are insufficient cash reserves because of a timing mismatch with anticipated revenues. The City, however, was relying on RANs not because of a timing issue, but because revenue estimations were consistently inflated.

In 2016, City leadership documented awareness of the financial problems and took steps to address the issues. The FY 2017 budget was reduced by 15 percent. City salaries were cut 10 percent across the board and nearly 150 positions were eliminated. In December 2016, Wells Fargo provided the City with a \$6.5 million short-term loan to help it through its fiscal crisis. This was a necessary step to alleviate a cash crunch but it did not fix the root problem. While the situation has begun to stabilize, more needs to be done to ensure permanent change and fiscal stability.

The Future of Petersburg

The City of Petersburg is at a crossroads. If City leadership continues to take steps to address financial and management issues, while at the same time investing strategically in the City's future, Petersburg can take advantage of its innovative, industrial spirit and the development potential at its doorstep.

The FY 2018 Adopted Operating Budget defines several strategies that will lead Petersburg on the path toward fiscal solvency and economic growth. Achieving a structurally balanced budget is imperative but insufficient. The City must also put the budgetary and financial controls in place to manage the implementation of the budget. At the same time, the City has to invest in its own future. This budget reflects strategic decisions about how the City can invest its limited resources to encourage development, attract new residents and businesses, and address some of the economic and demographic conditions that contributed to the City's fiscal woes.



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City of Petersburg, VA
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Adopt a Structurally Balanced Budget

In a balanced budget, current revenues are equal to current expenditures. The term also refers to a budget that has no deficit, and if managed well, is likely to have a budget surplus. In the past, the City relied on non-recurring revenues (such as its reserves) to fund ongoing expenses. A structurally balanced budget, however, is not simply balanced from year to year, but allows financial sustainability for multiple years into the future. To ensure a structurally balanced budget, the City must:

1. Adopt **and** adhere to rigorous budgetary and fiscal policies. See the Financial Policies section (beginning on page 10) for the City's adopted policies and progress report.
2. Accurately forecast revenues. As described above, the City has consistently overestimated its revenues. In the most recent personal property tax billings, 17 percent of bills were returned due to incorrect mailing addresses. To correct this imbalance, the Commissioner of Revenue must begin to regularly audit all assessment and billing functions and files. The Robert Bobb Group sent a letter to the Commissioner of Revenue in February 2017 outlining several recommendations for improving the accuracy and timeliness of revenue forecasting (Appendix C). Until these measures are put into place, the City needs to be realistic about the amount of revenue it can collect while at the same being aggressive to collect all that is owed.
3. Make tough, strategic decisions about where to spend its money. This Adopted Budget includes important investments as well as recommended cuts to ensure that City spending does not outpace revenues. Those cuts and investments are described in detail in the Departmental Budgets section (beginning on page 55).
4. Build a fund balance. A fund balance, also known as a rainy day fund or the equivalent of a personal savings account, is the net cash a City has on hand after all revenues have been deposited and all expenses have been paid. Localities maintain fund balances for two reasons. First, a fund balance helps manage cash flow. For example, Petersburg collects its property tax revenue over four quarters: September, December, March and June but those funds quickly run out in the subsequent months. By maintaining a fund balance, the City can pay its operating expenses throughout the rest of the year without relying on short-term loans like RANs. Second, the fund balance can act as a reserve to support planned capital improvements or for contingency in case of unexpected expenditures or revenue shortfalls. The FY 2018 Adopted Operating Budget includes a threefold approach to restore the fund balance:



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City of Petersburg, VA
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- a. The budget assumes that decisions will be made that will generate a liquidity event of roughly \$6 million. This \$6 million will then be used to establish a fund balance. If the liquidity event comes in higher or lower, it should not impact the management of the budget as these funds were not considered to be available for ongoing expenses.
- b. According to policy, the City is to put aside \$750,000 annually, which this budget does.
- c. This budget also begins to establish the use of pay-as-you-go (or cash funded capital projects) of \$160,000. This represents the policy level of 5 percent rolling average of the capital budget. While there are no planned capital projects for FY 18, these funds will be used to offset any unexpected capital needs during the year or help fund future needs while providing additional cashflow for the City.

This approach, if executed and managed as planned, will provide budget flexibility and contribute to fund balance. If the City had no accumulated deficits, this action alone would produce an 8.8 percent fund balance as a percent of the of the total General Fund operating budget (includes a. + b. above divided by General Fund expenditures) for FY 2018. However, given the accumulated deficits the City has experienced (as reflected in the FY 2016 audit), the reported percentage would be only -0.8% for FY 2018 (see Appendix B for further information on the calculation). Even with the assumption that there will be a \$6.0 million liquidity event, the City will only be at a -0.8% fund balance. It will take another 12 to 19 years of similar activity to be at the policy level, which is also consistent with the Government Finance Officers Association recommended fund balance of 10 to 15 percent. Strong and consistent financial leadership and management will be required to grow the City's fund balance, eliminate the need for short-term borrowing (RANs), and improve its standing with the capital markets. This will be done through budgetary surpluses and strong cash management, year after year.

A structurally balanced budget is critical for the health of the City's day-to-day operations. It can also create a pathway to capital markets that the City does not currently have access to. In 2014, when the City notified Standard & Poor's of its actual fund balance (which had been previously overstated), the City's bond rating was downgraded from A+ to BB with a negative outlook, which suggests that the rating could go lower. With such a low bond rating, the City cannot access funding for the major capital improvements that are desperately needed.



Budget Overview

City of Petersburg, VA
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Policy, Procedures and Practices

Adopting a structurally balanced budget is only the first step to achieving financial health. The City must then be able to implement the budget and manage spending throughout the year to ensure that expenditures do not outpace revenues or the adopted budget.

The FY 2018 Adopted Operating Budget establishes the foundation for the City to develop and implement the necessary process, procedures and practices by funding for a fully staffed Finance Department. This department will manage expenditures, establish processes that reconcile the budget and expenditures to avoid overspending, reconcile revenue forecasts regularly so spending can be adjusted in a timely manner. A Finance Department that believes in, adheres to and enforces process, procedures and practices can set in motion a culture change throughout the City.

In 2016 – 2017, the City has invested time and resources to establish a foundation for fiscal health. In future years, the City must build on this foundation to create a high performing, high productivity government. A critical next step will be the establishment of performance metrics that (1) monitor the City's adherence to established process, procedures and practices and (2) demonstrate the results the City achieves for its investments.

Attract and Retain High Quality Talent

In 2014, a compensation study compared Petersburg to other Virginia local governments and found that compensation for City employees lags the market average by significant margins for all but six out of 55 job titles reviewed. The City implemented some of the study's recommendations, but salaries continued to fall behind the market average.

It was against this backdrop that, in the Summer of 2016, at the recommendation of the PFM Group, City Council cut salaries by 10 percent across the board in order to address a significant budget deficit.¹ The PFM Group report acknowledged that the City would not be able to sustain the reduction in pay indefinitely.

To rebuild a healthy, productive government, the City must be able to compete with neighboring jurisdictions for high quality staff. To aid in recruitment and retention, the FY 2018 Adopted Operating Budget restores



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employees' salaries to their levels before the across the board cuts, wherever possible. Because the City is still in financially trying times, any requests for new staff or for salary increases beyond the 10 percent were reviewed very carefully.

The Adopted Budget makes a particular effort to ensure that all job titles that were part of the market study are paid at least the minimum end of the recommended competitive salary range; makes investments in critical areas such as Finance, IT/Data Analytics, and Public Safety; and clarifies reporting structures for all positions in the reorganization. Compensation, like infrastructure, requires continued investment or the cost to catch up becomes insurmountable. To ensure that talent can be attracted and retained and the City is an enjoyable place to work, this will need to be reviewed annually for adjustments.

Invest in Public Safety

The salary cuts implemented in 2016 had a particularly negative impact on the City's public safety departments. The cuts led to the loss of many police officers, emergency telecommunicators and fire fighters, left these departments woefully understaffed and caused significant over time usage and burnout. Meanwhile, the City has underinvested in the fire department for decades and their equipment has not been replaced or maintained as needed. Without proper personnel, equipment or resources, the police and fire departments are stretched to their limits to keep the community safe.

The shortage of police officers has particularly affected the City's ability to effectively implement community policing. This approach to policing requires police to spend time in and develop relationships with Petersburg communities. By building and leveraging relationships in the community, police are better positioned to address public safety issues. With limited staff resources, however, the police are constrained in their ability to devote staff to this effort.

The FY 2018 Adopted Operating Budget invests in police, fire and emergency communications to ensure the safety of Petersburg's residents, businesses and visitors. Public safety includes not only reducing and investigating crime, but also preventing fires, delivering life-saving services, preparing for and responding to man-made and natural disasters, and providing the emergency communications to support all these efforts effectively.

¹ *Petersburg: A Need for Action, A Path Forward Recommendation for FY 2017 - Program to Eliminate the Gap.* PFM Group: Financial & Investment Advisors, August 22, 2016. <http://www.petersburgva.gov/DocumentCenter/View/2349>.



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Done well, public safety also plays a critical role in supporting economic growth. It is very difficult to attract homeowners, investors and businesses when neighborhoods are perceived as unsafe or experience significant crime. Perceptions of public safety perceptions are also often used in rankings of localities and quality of life measures. Cities and neighborhoods with lower crime rates are generally perceived as more desirable.

The following investments in public safety are included in the FY 2018 Adopted Budget:

- A 16 percent increase in the Police budget from the 2017 2nd budget amendment. This additional funding will allow the department to fill vacant positions; pay officers, supervisors and other staff a salary competitive with surrounding jurisdictions; support community policing initiatives; purchase body cameras for officers; and make much needed vehicle repairs and procure new vehicles.
- A 36 percent increase for Emergency Communications, which will be used to invest in new radio equipment and fill vacant positions at a competitive salary.
- A 24 percent increase for Fire, Rescue and Emergency Services which experienced a substantial budget cut in FY 2017. The funding will allow the Fire department to pay staff competitive salaries; fill vacant positions; and replace old and outdated vehicles and equipment.

Invest in Public Education

Investment in public education is an investment the future of Petersburg. Education is a valuable tool for addressing poverty and it lays the foundation for sustainable economic growth. Cities across the country are beginning to think of good schools as amenities that can attract homeowners and businesses and promote community development.

To balance the budget, both the City and the school system are forced to make reductions in FY 2018. While the FY 2018 Adopted Operating Budget includes many difficult cuts, it keeps flat the City's investment in its public school system and funds at their requested level. Going forward, however, this level of funding will not be adequate. In the School District's 5-year plan through FY 2022, requested contributions will increase by 45 percent in FY 19 and then 1.5 percent annually thereafter.

In addition, the City will continue to invest in social services that are critical to supporting the most socioeconomically disadvantaged students. Students that are burdened with unmet needs struggle to achieve successful outcomes in school. The City administers programs like SNAP (Supplemental Nutrition Assistance Program) and TANF (Temporary Assistance for Needy Families) to support families and children and ensure



Budget Overview

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their needs outside of school are met. Research has shown that children who participate in programs like SNAP do better in school and improve long-term health and economic outcomes.²

Identify Cost Efficiencies

To ensure a structurally balanced budget, the City must find cost efficiencies in the FY 2018 Adopted Operating Budget. Two approaches are illustrated in the Adopted Budget: (a) outsourcing municipal services and (b) streamlining the organization.

Contracting public services to private companies has been tested all over the country and can often, but not always, reduce costs. Many local governments have found millions of dollars in savings by outsourcing functions like trash collection, payroll processing, and water and wastewater treatment. A critical first step is to complete a thorough analysis to evaluate whether a third party can deliver services better and at a reduced cost. The City will submit a series of Requests for Information and Requests for Proposals in the Spring to gather information from service providers about what they are able to deliver and at what cost. Services that will be evaluated for outsourcing include vehicle maintenance, risk management, facilities maintenance, janitorial services, utility billing and payroll/timekeeping.

The Adopted Budget also reflects a change in the organization of City government. This change is based on the PFM Group report and national best practices. The reorganization will streamline the management function, reducing personnel costs and creating clearer lines of accountability for staff. Until now, the City Manager has had 15 direct reports. Under the new organizational structure, only five individuals will report to the City Manager. The addition of a Deputy City Manager and a Chief Financial Officer will allow the City Manager and Council to continue to focus on strategic change while ensuring there are qualified leaders in place to manage the City's day-to-day operations. The new organizational structure also collapses small offices into larger departments where there is mission affinity in order to improve programming.

² *SNAP Helps Kids over the Long Term, Too*. Center for Budget and Policy Priorities. October 2016.
<http://www.cbpp.org/blog/snap-helps-kids-over-the-long-term-too>



Summary Tables

City of Petersburg, VA
FY 2018 Operating Budget

Summary Tables

The following section details revenues and expenditures (excluding interfund transfers) for both the General Fund and Special Revenue Funds. For enterprise funds or programs that are supported entirely by user fees or service charges, revenue and expenditure details are included in the Department Budgets section.

Total Revenues and Expenditures by Fund

	FY 2016	FY 2017	FY 2018 Proposed	FY 2018 Adopted
Revenue				
General Fund Revenue	67,248,792	68,411,675	77,732,499	78,225,499
Special Revenue	10,158,824	10,585,080	6,392,367	7,115,786
Enterprise	1,138,845	4,569,266	17,738,043	17,766,113
Total Revenue	78,546,461	83,566,021	101,862,909	103,107,398
Expenditures				
General Fund	67,248,792	68,411,675	77,732,499	78,225,499
Special Revenue Funds	10,158,824	10,585,080	6,392,367	7,115,786
Enterprise	1,138,845	4,569,266	17,738,043	17,766,113
Total Expenditures	78,546,461	83,566,021	101,862,909	103,107,398

Revenues

Below is a summary of General Fund revenues and Special Revenue Funds.

General Fund Revenues

The pie chart below shows the distribution of estimated General Fund revenues for FY 2018 of \$78,225,499. A detailed breakdown of the fund distribution can be found on the following page.

No General Fund tax or fee rate increases are included in this budget; however, a 14.3 percent increase in water/wastewater rates is included. City Council voted to rescind the water/sewer tax rate within six months if percent collection rate is not met. The City evaluated peer jurisdictions rates and rate increases, as well as the current economic conditions in Petersburg and determined that City residents cannot absorb multiple fee and tax increases. To continue to support General Fund revenue growth, the City must (1) grow its tax base to create an ongoing revenue stream by converting tax-exempt property into taxable or developing parcels,

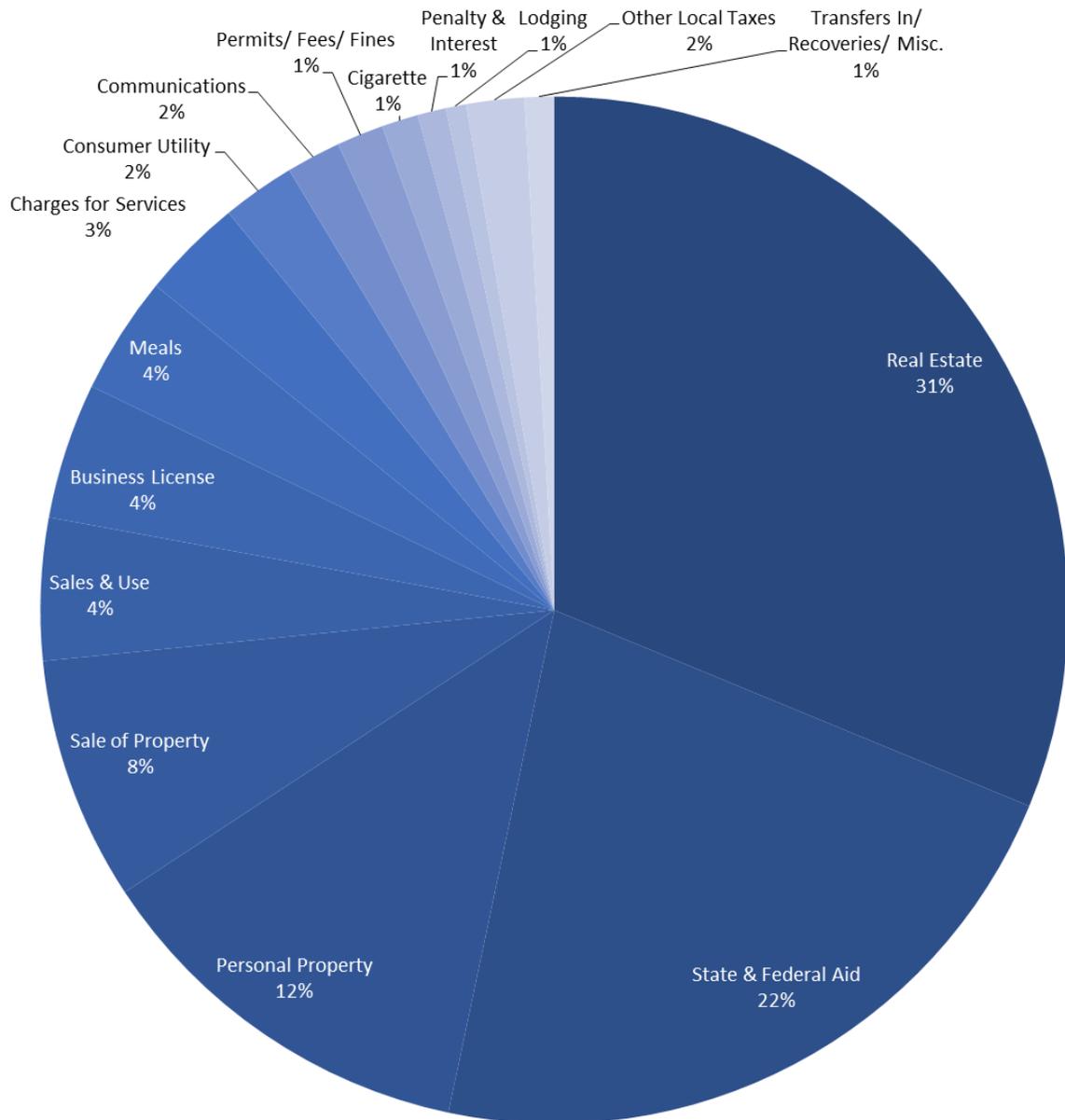


Summary Tables

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(2) adjust fees related to development activities and (3) improve its collection efforts of existing taxes and fees. All of these efforts are currently being pursued diligently.

General Fund Revenue by Source





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General Fund Revenue by Source

General Fund Revenues Detail	FY 2016 Unaudited	FY 2017 Amended	FY 2018 Proposed	FY 2018 Adopted
<i>General Property Tax Revenue</i>				
Real Property	23,641,659	22,314,693	24,431,028	24,431,028
Personal Property (All Categories)	7,888,081	8,543,030	9,733,514	9,733,514
Penalties & Interest	935,932	1,050,000	700,000	700,000
Total General Property Tax Revenue	32,465,672	31,907,723	34,864,542	34,864,542
<i>Other Local Tax Revenue</i>				
Local Sales & Use	2,930,402	3,368,106	3,500,000	3,500,000
Communications	1,187,017	1,341,519	1,340,000	1,340,000
Consumer Utility	1,884,948	1,902,358	1,800,000	1,800,000
E-911	367,336	337,742	350,000	350,000
Business License	2,659,030	2,650,000	3,350,000	3,350,000
Bank Stock License	194,040	193,150	190,000	190,000
Motor Vehicle Licenses	389,349	390,000	442,000	442,000
Recordation & Wills	142,261	115,095	140,000	140,000
Cigarette	195,360	860,000	900,000	900,000
Admission & Amusement	6,961	7,000	7,000	7,000
Lodging	264,490	384,021	500,000	500,000
Meals	2,479,401	2,709,472	2,900,000	2,900,000
Total Other Local Tax Revenue	12,700,595	14,258,463	15,419,000	15,419,000
<i>Non-Tax Revenue</i>				
Permits, Privilege Fees & Regulatory Licenses	436,991	465,667	472,500	472,500
Fines and Forfeitures	444,365	548,464	683,000	683,000
Revenue from Use of Money & Property	210,100	176,396	151,312	151,312
Charges for Services	2,622,328	2,786,796	2,462,520	2,497,520
Recovered Costs	280,531	162,015	75,000	75,000
Intergovernmental Revenue	13,494,413	16,573,946	17,334,625	17,266,625
Miscellaneous Revenue	121,921	232,205	6,070,000	6,070,000
Total Non-Tax Revenue	17,610,649	20,945,489	27,248,957	27,215,957
<i>Other Financing Sources (Uses)</i>				
Appropriations from Fund Balances	-	-	-	-
Bond Proceeds	4,471,876	1,300,000	-	-
Transfers from Other Funds	-	-	200,000	726,000
Total Other Financing Sources (Uses)	4,471,876	1,300,000	200,000	726,000
Total General Fund Revenue & Other Sources	67,248,792	68,411,675	77,732,499	78,225,499



Summary Tables

City of Petersburg, VA
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The General Fund is comprised of tax revenue and other sources, as illustrated in the table above. The FY 2018 Adopted Operating Budget maintains all General Fund tax rates at the current rates. A description of the various taxes, the current and adopted tax rates, and comparison to neighboring jurisdictions is provided in the table below.

Current and Adopted Tax Rates and Regional Tax Rate Comparison

	2015 Hopewell	2015 Colonial Heights	Petersburg Current	Petersburg Adopted	Cap per State Code
REAL ESTATE RATES PER \$100 of ASSESSED VALUE:					
Current Real Estate Tax is estimated to generate \$21.9M after adjustment for the delinquent collection rate of 9% with an equivalent of \$163,000 per penny of the tax rate. (58.1-3200)					
	\$1.13	\$1.14	\$1.35	\$1.35	N/A
PERSONAL PROPERTY -VEHICLES/EQUIPMENT PER \$100 of ASSESSED VALUE:					
Current Vehicle and Business Equipment Personal Property is estimated to generate \$6.7M with an equivalent of \$13,600 per penny of tax rate. This category includes Business Personal Property, Vehicles, and Mobile Homes. (58.1-3507)					
	\$3.50	\$3.50	\$4.90	\$4.90	N/A
PERSONAL PROPERTY - MACHINERY & TOOLS PER \$100 of ASSESSED VALUE:					
Current Machinery & Tools Tax is estimated to generate \$2.7M with an equivalent of \$7,200 per penny of tax rate. The estimate has been adjusted to include the addition of Ampac Fine Chemicals anticipated to enter service in April of 2017. (58.1-3507)					
	\$3.05	\$2.00	\$3.80	\$3.80	N/A
BUSINESS LICENSE:					
Current Business License Tax is levied upon those doing business in the City. The rates vary by the amount of gross receipts and the type of business. Current year tax is estimated at \$3M from 1,925 business' registered in the City. (58.1-3700)					
For gross receipts less than:	\$20,000	\$20,000	\$50,000	\$50,000	\$50,000
Flat rate of:	\$30.00	\$30.00	\$50.00	\$50.00	\$50.00
For gross receipts p/\$100 over the above threshold:					
Professional	\$0.58	\$0.57	\$0.58	\$0.58	\$0.58
Financial Services	\$0.58	\$0.57	\$0.32	\$0.32	\$0.58
Personal, Business, & Repair Services	\$0.36	\$0.35	\$0.32	\$0.32	\$0.36
Retail Merchants	\$0.20	\$0.20	\$0.20	\$0.20	\$0.20
Contractors	\$0.16	\$0.15	\$0.16	\$0.16	\$0.16
Wholesale Merchants	\$0.25 Gross Receipts	\$0.05 Purchase	\$250 flat	\$250 flat	\$0.05



Summary Tables

City of Petersburg, VA
FY 2018 Operating Budget

Current and Adopted Tax Rates and Regional Tax Rate Comparison (cont.)

	2015 Hopewell	2015 Colonial Heights	Petersburg Current	Petersburg Adopted	Cap per State Code
MOTOR VEHICLE LICENSE:					
A Motor Vehicle License is required for vehicles registered with DMV in the City. The rates vary by the weight and type of vehicle and are due annually. The current year estimated tax to be collected is \$400,000 after adjustment by the 27% non-collection rate based on historic experience.					
Motorcycles	\$7.50	\$18.00	\$6.50	\$6.50	
Less than 4,000 pounds	\$20.00	\$33.00	\$23.00	\$23.00	
4,000 - 6,000 pounds	\$20.00	\$38.00	\$28.00	\$28.00	
Tiers beyond 6,000 pounds	various	various	various	various	
CIGARETTE:					
The Cigarette Tax is assessed on each pack of cigarettes sold in the City. Current taxes are expected to generate \$800,000 based upon the revised rate established in September 2016. (58.1-3830, 58.1-3840)					
Fee per pack	N/A	N/A	\$0.90	\$0.90	N/A
ADMISSIONS & AMUSEMENT:					
The Admissions Tax is assessed as a percent on the admission charge to events held in the City. The current tax estimate is \$7,000 based upon historic collection trends. (58.1-3840)					
	N/A	N/A	5%	5%	N/A
LODGING:					
The Lodging Tax is a percent on the room charge. The current tax estimate is \$500,000 from the 20 registered lodging facilities located in the City and the adjusted tax rate approved in September, 2016. (58.1-3840)					
	8%	8%	10%	10%	N/A
MEALS:					
The Meals Tax is levied on all prepared food and beverages sold by business' in the City. The current tax estimate is \$2.9M to be generated by the 119 registered vendors in the City and new tax rate approved in September, 2016. (58.1-3840)					
	5.5%	6%	7%	7%	N/A



Summary Tables

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The following tables illustrate how the revenues for each of the major tax categories were estimated. They have been signed and certified by the City Assessor, City Treasurer and Commissioner of Revenue.

**City of Petersburg
Tax Revenue Projections**

	Real Estate FY 18		To Be Provided By:	Provider's Initials Initials	
	Prelim - March	Final - Sept.			
Land Book Assessed Value:	\$ 2,316,641,862	\$ -	Assessor/CofR	PH	RA
<u>Less Non-taxable AV Exemptions of:</u>					
Govt./Religious/Disabled Vetrn (State Code)	\$ (369,694,145)	\$ -	Assessor/CofR	PH	RA
Taxable Assessed Value:					
<u>Less Credit/Deduction Program AV of:</u>					
Land Use Program (Local Option)	\$ (8,057,100)	\$ -	Assessor/CofR	PH	RA
Rehab Structure Program (Local Option)	\$ (99,957,785)	\$ -	Assessor/CofR	PH	RA
<u>Less Estimated Abatements due to Corrections:</u>					
Abatements	\$ (13,000,000)	\$ -	Assessor		RA
<u>Plus Estimated Supplements due to New Construction/Improvements:</u>					
Supplements	\$ 5,500,000	\$ -	Assessor		RA
Net Taxable Assessed Value:	\$ 1,831,432,832	\$ -			
AV Taxed as "Service Charge" (nonprofit) Reduced Rate:	\$ 36,138,001	\$ -	CofR	PH	
AV Taxed as General Property Rate:	\$ 1,795,294,831	\$ -			
Tax Rate for "Public Service":	\$ 0.27	\$ 0.27			
Tax Rate for General Property:	\$ 1.35	\$ 1.35	City Council		
Tax Revenue Estimate:	\$ 24,334,053	\$ -			
<u>Less Revenue Reduction Programs of:</u>					
Tax Relief for Elderly & Disabled	\$ (201,720)	\$ -	CofR	PH	
Tax Revenue to be billed:	\$ 24,132,333	\$ -			
Less Current Yr Delinquency Rate est. below:	90.8%	0.0%	Treasurer	KB	
Add Estimated Revenue Collection of:					
Agricultural Roll Back Tax Revenue (5 Years)	\$ -	\$ -	Assessor	PH	
Prior Years of Delinquent Revenue	\$ 518,870	\$ -	Treasurer, Audit Table 10	KB	
Net Revenue Projection:	\$ 22,431,029	\$ -			
General Property "One Cent = "	\$ 163,013	\$ -			

Note: Treasurer provided the following historic collection rates:	Prelim - March	Final - Sept.
RE2013:	88.63%	0.00%
RE2014:	84.37%	0.00%
RE2015:	91.43%	0.00%
RE2016: <u>1st half rate from Treas. 2-13-17</u>	90.17%	
RE2017:		
Avg of: (3 year rolling average)	88.14%	0.00%

average of 15' & 16': 90.80%

Submitted & Certified By:

Date:
 2/15/17 Assessor
 2/15/17 C of R
 2/15/17 Treasurer



Summary Tables

City of Petersburg, VA
FY 2018 Operating Budget

City of Petersburg Personal Property Taxes

Personal Property Tax Revenues					To Be Provided By:	Provider's Initials
FY	PP-Vehicles (excludes PPTR)	PP-Bus. Equip	PP-Mobile Homes	PP-M&T		
Audit 2006						
Audit 2007						
Audit 2008						
Audit 2009						
Audit 2010						
Audit 2011						
Audit 2012						
Audit 2013						
Audit 2014	\$ 4,360,584		\$ 14,481	\$ 3,471,516		
Audit 2015	\$ 4,103,977		\$ 14,769	\$ 2,437,433		
GL Report Unaudited 2016	\$ 4,426,944	\$ 1,693,378.00	\$ 9,812	\$ 1,479,200		
Proj 2017	\$ 4,121,983	\$ 1,947,384.00	\$ 15,765	\$ 1,458,234	C of R	PH
					C of R	PH
Revenue Receivable:	\$ 6,503,407.00		\$ 20,249.00	\$ 2,794,509.00	C of R	PH
Est. Collection Rate:	73.57%		78.51%	97.79%	Treasurer	KB
Proj 2018:	<u>\$ 4,784,773.31</u>	<u>\$ 1,900,000.00</u>	<u>\$ 15,896.81</u>	<u>\$ 2,732,843.50</u>		

Personal Property "One Cent = "

Justification:

Added due diligence was used in getting vehicles entered in a timely manner as of Dec. 16' thus a 10 % increase in revenue.	An increase of 15% is estimated for arbitrary assessment increases due to nonfilings which are not typically challenged by the business. Also an increase is anticipated for the new chemical plant, Ampac Fine Chemicals opening in April, 2017.	Fairly consistent revenue is anticipated.	New Chemical Plant of Ampac Fine Chemicals anticipated to be running April, 2017 but not able to tax until 18' (Jan 1 run date) for added value of \$2.1M in equipment.
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Note: Treasurer provided the following historic collection rates (PP is for vehicles only):

PP 2014:	78.47%	79.49%	98.81%	Treasurer	KB
PP 2015:	71.77%	80.51%	95.24%	Treasurer	KB
PP 2016:	70.48%	75.52%	99.33%	Treasurer	KB
3 Yr Avg of:	73.57%	78.51%	97.79%		

Submitted & Certified By:

Janet G. Harris

Don A. From

Date: 2/15/17
2/15/17
C of R
Treasurer

Supplements and Abatement to be a wash of each other per CofR.



Summary Tables

City of Petersburg, VA
FY 2018 Operating Budget

City of Petersburg Public Service Corp. Taxes

FY	Public Service Corp.s	To Be Provided By:	Provider's Initials	Justification:
Audit 2006				
Audit 2007				
Audit 2008				
Audit 2009				
Audit 2010				
Audit 2011				
Audit 2012				
Audit 2013				
Audit 2014	\$ 1,741,283			
Audit 2015	\$ 1,722,866			
GL Report Unaudited	\$ 1,972,124			
Proj 2017	\$ 2,057,431	C of R	PH	Represents amount billed and near 100% Collection rate
Proj 2018	\$ 2,000,000	C of R	PH	Billed in Oct. and Due in Dec.

Submitted & Certified By:

Pamela C. Harshey

C of R

Date:

2/15/17



Summary Tables

City of Petersburg, VA
FY 2018 Operating Budget

City of Petersburg Local Tax Revenues By Source (Audit Table 6 - Modified Accrual Basis)

FY	R.E.,PP,PSC, Mobile,M&T, P&I													Total
	GenProp	Local Sales	Consumer Utility	BusLic.	Motor Veh Lic.	Lodging	Meals	Recordation & Wills	Cigarette	Admissions	Bank Franchise	Other		
Audit 2006	\$ 24,706,331	\$ 3,827,026	\$ 3,130,198	\$ 2,926,116	\$ 598,616	\$ 301,209	\$ 1,201,759	\$ -	\$ -	\$ -	\$ -	\$ 925,888	\$ 37,617,143	
Audit 2007	\$ 26,546,575	\$ 3,815,937	\$ 2,483,943	\$ 3,029,257	\$ 593,977	\$ 428,595	\$ 1,286,205	\$ -	\$ -	\$ -	\$ -	\$ 1,147,339	\$ 39,341,828	
Audit 2008	\$ 28,104,541	\$ 3,995,564	\$ 1,578,832	\$ 2,747,595	\$ 595,329	\$ 470,393	\$ 1,459,964	\$ -	\$ -	\$ -	\$ -	\$ 839,751	\$ 39,791,969	
Audit 2009	\$ 32,299,130	\$ 3,796,848	\$ 1,778,414	\$ 3,144,714	\$ 533,365	\$ 435,520	\$ 1,316,975	\$ -	\$ -	\$ -	\$ -	\$ 561,596	\$ 43,866,562	
Audit 2010	\$ 34,703,935	\$ 3,396,411	\$ 1,678,216	\$ 2,553,424	\$ 491,904	\$ 375,201	\$ 1,361,103	\$ -	\$ -	\$ -	\$ -	\$ 664,274	\$ 45,224,468	
Audit 2011	\$ 34,039,946	\$ 3,667,579	\$ 1,691,546	\$ 2,489,284	\$ 493,869	\$ 340,894	\$ 1,376,528	\$ -	\$ -	\$ -	\$ -	\$ 627,076	\$ 44,726,722	
Audit 2012	\$ 33,388,519	\$ 3,755,828	\$ 1,658,993	\$ 2,931,183	\$ 511,083	\$ 294,194	\$ 1,559,147	\$ -	\$ -	\$ -	\$ -	\$ 571,077	\$ 44,670,024	
Audit 2013	\$ 33,787,723	\$ 3,738,656	\$ 1,761,728	\$ 2,876,387	\$ 502,714	\$ 273,899	\$ 2,211,886	\$ -	\$ -	\$ -	\$ -	\$ 566,682	\$ 45,719,675	
Audit 2014	\$ 33,299,800	\$ 3,530,101	\$ 1,638,787	\$ 2,727,728	\$ 487,391	\$ 268,575	\$ 2,423,433	\$ -	\$ -	\$ -	\$ -	\$ 618,970	\$ 44,994,785	
Audit 2015	\$ 32,558,767	\$ 3,715,835	\$ 1,715,224	\$ 2,797,490	\$ 420,192	\$ 256,522	\$ 2,571,793	\$ 230,894	\$ 190,558	\$ 6,272	\$ 174,743	\$ -	\$ 44,638,290	
2016 GL Unaudited fr. CoR	\$ -	\$ 3,443,616	\$ 1,884,949	\$ 2,878,603	\$ 389,349	\$ 340,936	\$ 2,762,320	\$ 142,261	\$ 167,293	\$ 6,030	\$ 193,150	\$ -	\$ 12,208,507	
Proj 2017	N/A	\$ 3,500,000	\$ 1,800,000	\$ 2,959,000	\$ 400,000	\$ 505,643	\$ 2,858,000	N/A	\$ 750,000	\$ 7,000	\$ 190,000	\$ -	N/A	
2018 Est. Per State	N/A		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Proj 2018	N/A	\$ 3,500,000	\$ 1,800,000	\$ 3,000,000	\$ 400,000	\$ 500,000	\$ 2,900,000	\$ 140,000	\$ 1,000,000	\$ 7,000	\$ 190,000			

Justification:

Estimate of 2016 actuals used with slight increase for new Farmers Market restaurant and movie creation tourism impacts.	Use General Ledger Revenue as estimate for collections annually.	FY 15 had 1,678 business; FY 16 had 1,925 business; growth in revenue anticipated given vendor increase; CoR audits are scheduled to enhance compliance.	Value due of \$773,000 however 73% do not pay thus estimate is based from history of collections.	20 Vendors with some closures recently so recommendation is to remain at FY 17' Projection where rate was increased from 6% to 10% effective 9-6-16.	119 Vendors pay with new vendors of Farmers Market and Rajun Cajun; rate went from 6% to 7% effective 9-6-16 therefore projection is conservatively consistent with FY 17'.	Not a CoR estimate; used General Ledger to estimate revenues.	Rate increased from \$.10 to \$.90 per stamp effective 9-6-16 therefore estimate is increased for FY 17 (\$250K for Oct to Dec) & 18' exponentially.	More audits anticipated for the 22 Vendors registered.	6 Banks registered to file by May 1st; no changes anticipated from FY 16.
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NOTE: Numbers in Red were provided the CoR on 2-14-17

Submitted & Certified By:

Janet C. Howard
of R

Date:

2/15/17



Summary Tables

City of Petersburg, VA
FY 2018 Operating Budget

City of Petersburg
Review of R.E. Tax Exempt Property Impacts

2015 Land Book Overview Provided by the Commissioner of the Revenue								
# of Parcels	FMV	Exempted Value	Taxable Value	Taxed Rate	Tax Revenue Due	Tax Revenue Exempted	% Tax Exempted	
State/Fed/Local/Churches/Veterans	782	\$ 373,753,198	\$ 373,753,198	\$ -	\$ 1.35	\$ -	\$ 5,045,668	100%
Agricultural Land Use Credit	27	\$ 9,972,000	\$ 8,057,100	\$ 1,914,900	\$ 1.35	\$ 25,851	\$ 108,771	81%
Rehab Bldg & Tax Relief	134	\$ 88,296,000	\$ 68,053,493	\$ 20,242,507	\$ 1.35	\$ 273,274	\$ 918,722	77%
Non-Profit Service	57	\$ 36,138,000		\$ 36,138,000	\$ 0.27	\$ 97,573	\$ 390,290	80%
Taxable	13,222	\$ 1,768,190,589		\$ 1,768,190,589	\$ 1.35	\$ 23,870,573	\$ -	0%
TOTAL:	14,222	\$ 2,276,349,787	\$ 449,863,791	\$ 1,826,485,996		\$ 24,267,271	\$ 6,463,452	21%



Summary Tables

City of Petersburg, VA
FY 2018 Operating Budget

Special Revenue Funds

Revenue that is derived primarily from grant funds is not allocated to the General Fund but rather is accounted for in Special Revenue Funds. As such, this revenue is derived from a specific source and must be used to finance specific activities. In addition to revenue from external sources, some revenue derived from charges and fees for services are also accounted for in Special Revenue Funds.

The City is changing its process for how it budgets, appropriates and accounts for grant funds in the Special Revenue Fund. Beginning in FY 18, the City will not assume the revenue from a grant unless a grant award is received. At the time of the grant award, the City will seek approval from Council to appropriate the funds and will add the spending authority to the Special Revenue Fund budget. Historically, there are numerous examples where the City overspent grant funds due to a grant award projection that never materialized and expenditures were not brought in line with the grant award or actual revenues. This new process will eliminate the overspend, which puts a burden on the General Fund, and results in a much lower Special Revenue Fund than was historically budgeted (See Appendix D for new Standard Operating Procedures).

The tables below illustrate where these revenues come from and how they are expended by department and the current special revenue fund budget request for FY 18.

Special Revenue Funds - Sources

	FY 16 Unaudited Actual	FY 17 2nd Amendment	FY 2017 Year to Date	FY 2018 Proposed	FY 2018 Adopted
<i>Local</i>					
Community Corrections - Intervention Fees				40,185	40,185
Community Corrections - Transfer from General Fund					48,640
Local Funding	594,849	741,167	141,830	40,185	88,825
<i>State</i>					
VDOT Highway Maintenance Urban Allocation				5,697,247	5,697,247
CAPUP Grant				50,000	50,000
Community Corrections - DCJS				318,072	318,072
Victim Witness - State				57,372	57,372
State Categorical Aid	6,316,331	7,307,783	2,028,646	6,072,691	6,122,691
<i>Federal</i>					
Victim Witness - Federal				229,491	229,491
Federal Categorical Aid	3,247,644	2,536,130	411,919	229,491	229,491
Total Revenues	10,158,824	10,585,080	2,582,395	6,392,367	6,441,007



Summary Tables

City of Petersburg, VA
FY 2018 Operating Budget

Special Revenue Funds – Uses

	FY 16 Unaudited	FY 17 2nd Amendment	FY 2017 Year to Date	FY 2018 Proposed	FY 2018 Adopted
General Government	-	-	-	-	-
City Manager - Freedom House	234,631	76,000	145,405	-	-
Info. Tech. - 24 Computer Replacement Project	20,775	-	-	-	-
Constitutional Offices					
Com Atty - Victim Witness	208,525	283,505	145,694	286,863	286,863
Com Atty - Federal Asset Forfeiture	15,244	6,067	4,275	-	-
Com Atty - State Asset Forfeiture	14,276	15,000	6,805	-	-
Sheriff					
TRIAD	1,645	2,500	-	-	-
Sheriff Courthouse Security	211,500	-	-	-	-
Sheriff Vine Program	33,000	-	-	-	-
Ed Byrne S.T.E.P.S.	20,250	12,000	1,750	-	-
Police					
CIT Assessment	4,057	-	12,671	-	-
Asset Forfeiture Police State	38,580	-	21,213	-	-
DMV Mini Grant	85,372	-	45,653	-	-
Bulletproof Vest Grant	(13,658)	-	-	-	-
Police SWAT Armor	14,473	-	-	-	-
DMV Mini Grant	-	56,370	2,820	-	-
Fire					
Four for Life - Fire	24,592	25,000	(3,864)	-	-
Fire Service Board Hardware	963	250,000	-	-	-
Bio Terrorism	3,024	-	-	-	-
Assistant to Fire Grant	472,856	-	130,266	-	-
Fire LEMPG Grant 2013/2015	-	-	10,409	-	-
Fire Purchase of Life Support	-	142,937	-	-	-
Fire Program Donations	-	5,811	113	-	-
Social Services					
Petg Housing Authority Emergency Housing	64,145	-	(22)	-	-
Afro American Adoption Contribution	111,851	109,500	37,283	-	-
CAPUP Grant	15,479	31,625	24,209	50,000	50,000
Mental Health Cameron	387	16,100	-	-	-



Summary Tables

City of Petersburg, VA
FY 2018 Operating Budget

Special Revenue Funds – Uses (cont.)

	FY 16 Unaudited Actual	FY 17 2nd Amendment	FY 2017 Year to Date	FY 2018 Proposed Budget	FY 2018 Adopted Budget
Courts & Other Public Safety					
Law Library	28,686	100,000	9,897	-	-
Community Corrections	311,790	358,257	191,124	358,257	406,897
Va. Juvenile Community Crime Control Act	171,537	191,051	109,473	-	-
Courthouse Construction	1,760	177,939	-	-	-
Courthouse Construction Fee	(2,451)	-	397	-	-
Public Works					
VDOT Highway Maintenance Urban Allocation	4,085,248	5,282,075	1,037,873	5,697,247	5,697,247
Paving W. Washington Street - State Revenue Sharing	549,362	-	(487,497)	-	-
Litter Control	7,479	10,000	-	-	-
Centre Hill Mansion - Cameron	39,261	9,270	-	-	-
Southside Depot Restoration	392,806	163,876	147	-	-
Rte. 460 Paving Overlay - State Revenue Sharing	1,515,233	40,000	-	-	-
Area Signal Coordination	-	200,050	-	-	-
East Washington St. Rte 36	-	600,000	-	-	-
A-1 Gateway Adoption	-	700,000	-	-	-
Stormwater Management Program	-	-	(5,164)	-	-
Leisure & Cultural Affairs					
Summer Youth Employment 1995	(519)	-	(655)	-	-
Summer Youth Employment 1997	10,932	1,278,424	-	-	-
Library Donations	1,125	-	523	-	-
Library Early Literacy United Way	7,907	-	573	-	-
Healthy Living - Cameron Foundation	43,356	50,000	28,223	-	-
Healthy Living Grant	4,582	20,000	-	-	-
Planning, ED & Code					
Permit Issuance Fees	952	23,832	2,968	-	-
PPEA Projects	-	45,000	-	-	-
Economic Development Incentive	71,350	200,000	-	-	-
Economic Development Agricultural & Consumer	-	50,000	-	-	-
Marketing Funds - FTA	(11,995)	-	-	-	-
CBRAO Historical Data Cleanup	24,975	-	-	-	-
Total Expenditures	\$8,835,343	\$ 10,532,189	\$ 1,472,562	\$ 6,392,367	\$ 6,441,007



Summary Tables

City of Petersburg, VA
 FY 2018 Operating Budget

The Community Development Block Grant funds local community development activities, such as infrastructure development, affordable housing, or anti-poverty programs. The CBDG is administered by the Department of Planning and Economic Development. Below is a breakdown of the sources and uses of the CDBG funds.

Community Development Block Grant – Sources

	FY 2016			
	Unaudited Actual	FY 2017 2nd Amendment	FY 2017 Year to Date	FY 2018 Adopted
Local Charges/Fees/Rent/Donations/Recovered Cost	-	-	-	-
State Categorical Aid	438,227	1,339,150	153,129	723,419
Federal Categorical Aid	-	-	-	-
Transfer from Designated Fund Balance (General Fund Code Enforcement)	-	-	-	200,000
Total Revenues:	438,227	1,339,150	153,129	923,419



Summary Tables

City of Petersburg, VA
FY 2018 Operating Budget

Community Development Block Grant - Uses

	FY 2016 Unaudited Actual	FY 2017 2nd Amendment	FY 2017 Year to Date	FY 2018 Adopted
<i>Grant Administration</i>				
Salaries & Wages	\$ 28,323	\$ -	\$ 15,443	\$ -
Part-time Salaries	15,831	-	12,700	-
FICA	93	-	-	-
VRS	134	-	-	-
Hospitalization/Medical Plans	148	-	-	-
Group Insurance	12	-	-	-
Contractual Services	48,879	117,163	22,516	-
Printing & Binding	-	-	-	-
Advertising	210	-	431	-
Subsistence and Lodging	-	-	-	-
Training & Conference	50	-	-	-
Travel Expenditure	-	-	-	-
Office Supplies	1,359	-	-	-
Administration Expenditures	\$ 95,038	\$ 117,163	\$ 51,090	\$ 118,419
<i>Project Expenditures</i>				
Code Enforcement	\$ -	\$ 140,000	\$ -	\$ 95,000
C.A.R.E.S.	19,302	14,000	9,571	20,000
Salvation Army	19,400	14,000	-	20,000
Elder Homes Corporation	144,400	194,000	81,837	-
YMCA Child Care & After School	19,386	14,000	8,453	20,000
Rebuilding Together	19,400	23,800	-	25,000
Hope Center-Roof/Interior Improvement	12,545	14,000	-	-
History Camp	2,152	5,000	-	-
Serenity	4,800	4,800	4,800	5,000
Freedom Support Center	44,900	29,200	-	-
Rt 36 Sidewalks	42,518	-	-	-
Centre Hill Mansion	223	-	-	-
McKenney Street Sewer-CDBG	14,843	-	-	-
Jarret House CDBG	3,932	-	-	-
Main Street Program Operating	-	44,000	30	-
Black History Museum	-	29,200	-	-
Sycamore Towers	-	197,000	-	-
Slagle Ave Neighborhood Sidewalk	-	300,000	-	-
Jarratt House	-	188,630	-	-
McKenney St. Sewer Project	-	10,357	-	-
Project Homes	-	-	-	200,000
Commercial Improvement Grants	-	-	-	55,000
Develop Petersburg Program Grants	-	-	-	25,000
Technical Assistance to Businesses	-	-	-	20,000
CIP/Utilities	-	-	-	120,000
Subtotal CDBG Project Expenditures	\$ 347,801	\$ 1,221,987	\$ 104,691	\$ 605,000
Transfer to General Fund				\$ 200,000



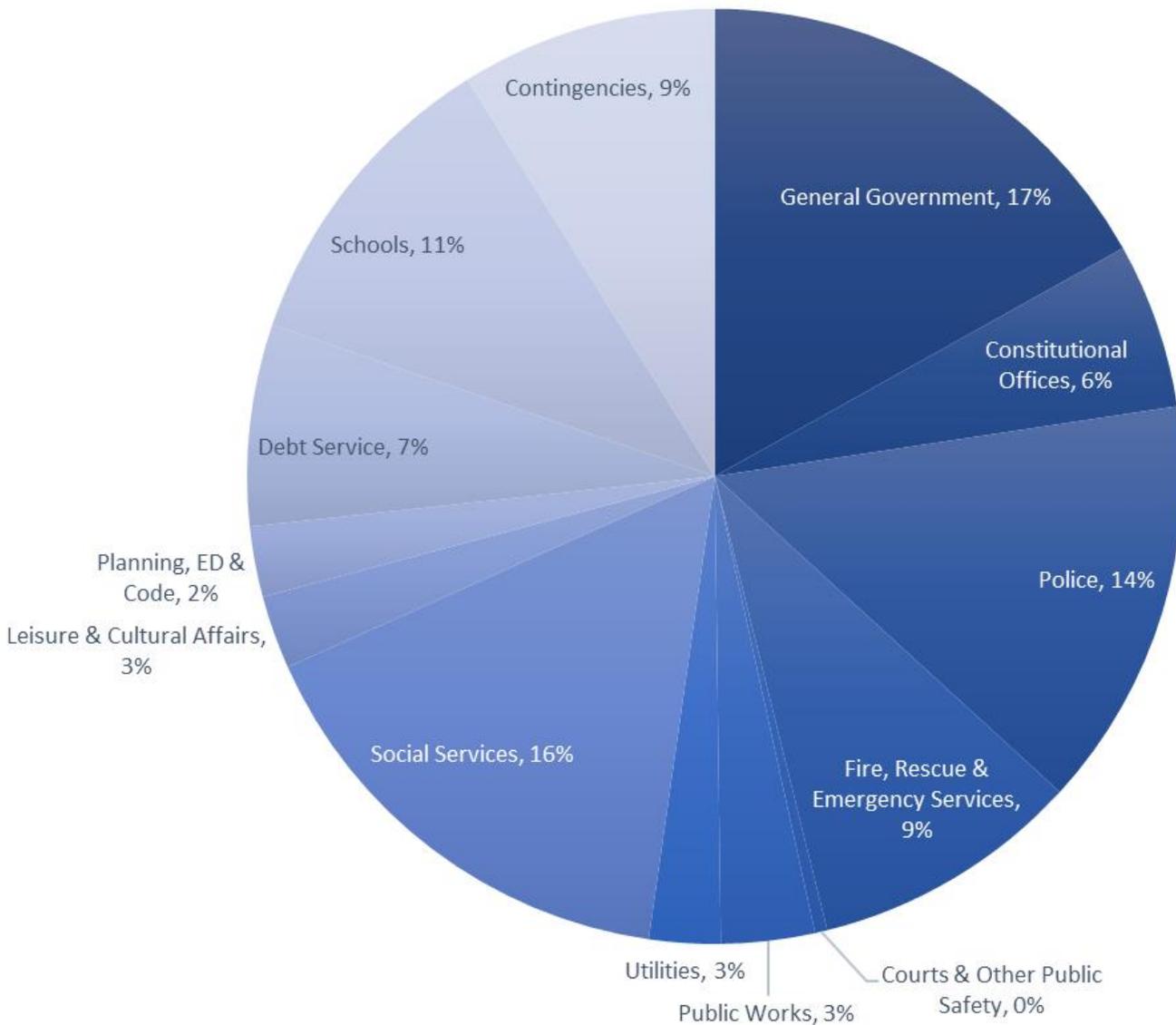
Summary Tables

City of Petersburg, VA
FY 2018 Operating Budget

Expenditures

The following charts summarize department and non-departmental General Fund expenditures. Additional detail can be found below.

General Fund Expenditures





Summary Tables

City of Petersburg, VA
FY 2018 Operating Budget

General Fund Expenditures by Department

Department\Agency	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
General Government	11,954,706	11,557,360	12,890,792	13,155,997	14%
City Council/City Clerk	292,555	178,812	166,304	172,625	-3%
City Manager	659,179	852,600	903,649	887,590	4%
Hispanic Liaison	107,697	47,887	-	-	-100%
City Attorney	341,355	392,892	446,971	456,957	16%
Human Resources	318,134	354,012	528,039	528,039	49%
Assessor	490,115	376,326	430,509	428,016	14%
Finance	659,151	522,028	943,572	943,572	81%
Risk Management	1,415,433	1,642,999	1,510,864	1,510,864	-8%
Purchasing	299,041	276,871	298,303	298,303	8%
Information Systems	1,107,281	732,191	975,621	975,621	33%
Non Departmental	6,264,765	6,180,742	6,686,961	6,954,411	13%
Constitutional Offices	4,275,575	4,142,985	4,404,868	4,457,934	8%
Commissioner of Revenue	351,928	349,725	351,294	351,294	0%
Treasurer	482,421	389,263	553,238	553,238	42%
Registrar and Elections	320,951	271,472	355,238	355,237	31%
Clerk - Circuit Court	704,366	653,384	659,381	659,382	1%
Commonwealth Attorney	1,083,048	1,040,530	1,116,098	1,116,098	7%
Sheriff	1,332,861	1,438,611	1,369,618	1,422,684	-1%
Police	9,412,677	9,259,491	11,208,230	11,058,230	19%
Police	7,317,191	7,390,174	8,742,896	8,592,896	16%
Emergency Communications	310,725	1,597,481	2,169,767	2,169,767	36%
Animal Warden	1,784,761	271,836	295,568	295,567	9%
Fire, Rescue & Emergency Services	6,400,987	5,877,870	7,677,842	7,277,842	24%
Courts & Other Public Safety	\$ 226,096	286,355	284,251	332,891	16%
Circuit Court Judges & Administration	\$ 75,008	102,939	96,081	96,081	-7%
General District Court	\$ 52,800	40,700	40,800	40,800	0%
Magistrate	\$ -	42,730	43,318	43,318	1%
Juv Justice/Court Services Unit	\$ 89,288	92,236	96,301	96,301	4%
Juvenile & Domestic Relations Court	\$ 9,000	7,750	7,750	7,750	0%
Transfer to Community Corrections	\$ -	-	-	48,640	

(cont. on the following page)



Summary Tables

City of Petersburg, VA
FY 2018 Operating Budget

General Fund Expenditures by Department (cont.)

Department\Agency	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Public Works	3,245,346	4,054,997	2,462,214	2,519,963	-38%
Fleet & Equip Management	-	1,527,353	44,243	44,243	-97%
Engineering	141,741	175,899	210,626	210,626	20%
Facilities Management	2,332,134	1,763,014	1,576,304	1,576,304	-11%
Grounds	771,471	588,731	631,041	688,791	17%
Utilities	1,500,000	1,915,310	1,628,014	1,921,311	0%
Refuse Collection	1,500,000	1,915,310	1,628,014	1,921,311	0%
Social Services	11,771,272	12,616,437	12,513,119	12,513,119	-1%
Social Services	8,488,906	8,808,111	8,607,226	8,607,226	-2%
CSA	3,093,326	3,689,483	3,694,234	3,694,234	0%
V/PJCCCA	189,040	118,843	211,659	211,659	78%
Leisure & Cultural Affairs	2,649,451	2,077,034	1,951,254	1,976,298	-5%
Parks & Leisure Svcs.	956,995	716,825	569,087	716,445	0%
Public Library	1,355,989	1,058,038	1,089,590	1,113,966	5%
Special Events	336,467	199,317	188,601	107,939	-46%
Cemeteries Operations	-	102,854	103,975	37,948	-63%
Planning, ED & Code	1,530,764	1,548,962	1,894,632	1,894,632	22%
Planning and ED	599,466	596,079	873,081	873,081	46%
Code Compliance	844,698	540,674	824,122	824,122	52%
Museums Visitor Svcs	86,600	261,925	100,880	100,880	-61%
Freedom Support Center	-	150,284	96,549	96,549	-36%
Departmental General Fund Total	52,966,874	53,336,801	56,915,216	57,108,217	7%



Summary Tables

City of Petersburg, VA
FY 2018 Operating Budget

General Fund Expenditures – Other Uses

Other Uses	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Debt Service	4,580,327	5,442,129	5,432,520	5,432,520	0%
Contingencies/Fund Balance	-	1,243,190	6,000,000	6,000,000	383%
Rebuild Fund Balance-Policy Requirement		-	750,000	750,000	
Pay-Go (Per Policy: 5% Rolling Avg)	-	-	160,000	160,000	
Schools	11,662,512	8,474,762	8,474,762	8,474,762	0%
Petersburg Generals	108,011	64,616	-	-	-100%
Mass Transit	246,592	-	-	300,000	
CDBG Funds to Offset Code Cost		(150,000)			
Other Uses General Fund Total	16,597,442	15,074,697	20,817,282	21,117,282	40%
Total General Fund Expenditures	69,564,316	68,411,498	77,732,498	78,225,499	14.35%



CIP Summary

City of Petersburg, VA
FY 2018 Operating Budget

Capital Improvement Program Overview

The Adopted Capital Budget and CIP are the means by which the City invests in its future. The Capital Budget addresses critical infrastructure projects that have a long useful life. The projects are generally funded by bonds (borrowings) with 20-30 year terms that match the useful lives of the projects.

The City of Petersburg has extensive infrastructure needs as a result of the age of its facilities and a history of long-term neglect and disinvestment.

The City's ability to fund capital projects is directly related to its ability to borrow money. The ability to borrow funds (issue debt) at reasonable rates is dependent on several factors:

1. The City must not be overburdened by debt. Petersburg is very fortunate that it has relatively low levels of long term debt and its debt service as a percentage of the General Fund Budget is low as well.
2. The City must have an investment grade credit rating, which is a measure of the City's financial management, its financial policies and fiscal discipline, its level of indebtedness, its fund balance reserve, its budget performance, its economy and revenue growth, and its poverty levels. The City's bond rating has dropped to BB with a negative outlook, which means it could fall even further.
3. The City needs to be able to invest in the future and that is dependent on its ability to borrow and service debt. To improve its credit rating and increase the likelihood of being able to borrow funds, the City must adopt a structurally balanced and conservative budget and it must rebuild its fund balance.

The Adopted FY 2018 Capital Budget and 5-Year Capital Improvement Program reflect the City's fiscal limitations. Issuing new debt at this time is neither prudent nor realistic. Accordingly, the Adopted Capital Budget does not include any new debt-financed projects other than Utility capital projects, which are planned to be financed by previously allocated bond financings of the Virginia Resources Authority (VRA).

FY 2018 will be a year to further stabilize the City's finances.

Additional highlights of the 5-Year Capital Improvement Program include:

- Council approved \$160,000 in Pay-Go funds to support the repair of the HVAC system at Blandford Church (\$12,000), the repair of the Centre Hill Mansion boiler (\$35,000), and contingency (\$113,000).
- No funds for capital projects have been appropriated. City staff will return to Council for fund appropriation as revenues become available and projects are ready.
- The City's financial advisors (Davenport) have advised that the City can support an additional \$24 million in General Fund supported debt over the next 10 years, or roughly \$10 million over the next 5



CIP Summary

City of Petersburg, VA
FY 2018 Operating Budget

years, without increasing the City's debt service burden. As a result, the 5-Year CIP includes only about \$10 million in General Fund-supported projects, allocated between fiscal years 2019 and 2022.

- The Utility CIP includes \$52.5 million in infrastructure projects and is contingent on the City's ability to issue ratepayer-supported revenue bonds, which is uncertain at this time.
- FY 2018 includes Utility projects amounting to \$5.3 million, which are funded by VRA bonds allocated to Petersburg and are contingent on approval by VRA.
- Capital improvements planned by the Appomattox Water Authority and the South Central Wastewater Authority will be financed by the respective authorities (not through the CIP) and will be reflected in rates charged to Petersburg and its utility customers.
- Storm water capital projects are delayed to years 2021 and 2022 in the CIP, as current storm water fees are already allocated to operating costs and debt service on a previous borrowing.
- Transit projects are included based on anticipated funding from State and Federal government agencies to Petersburg Area Transit.
- VDOT Urban Allocation funds for street improvements are reflected in the operating budget for the Department of Public Works, not in the CIP.
- The School Board requests for major new construction projects, including three new elementary schools, a middle school classroom/multi-purpose room, and a high school field house have all been delayed beyond the 5-year time horizon of the CIP.

See The Adopted 5-Year Capital Improvement Program for additional detail.



Personnel

City of Petersburg, VA
FY 2018 Operating Budget

Personnel & Compensation

The FY 18 Adopted Operating Budget continues to invest a significant amount of funding in the City’s workforce. The Adopted Budget includes funding for 492 full-time General Fund positions and 627 total full-time positions when Utilities, Mass Transit, Streets, Dogwood Trace Golf Course, and other non-General Fund supported agencies are included. Forty percent of the City’s General Fund operating costs are dedicated to personnel, including both salaries and benefits. Full-time, part-time and seasonal employees are paid salaries and fringe benefits, such as healthcare, retirement, social security and life insurance, are provided to qualifying employees.

Personnel

In 2014, the City conducted a compensation study that compared 55 job titles in Petersburg government to other local jurisdictions in Virginia. The study found that compensation for City employees lags the market average significantly for all but six out of the jobs evaluated. The City implemented some of the study’s recommendations, but salaries continued to fall behind the market average. The study recommended that the City shift from a step system to an open range pay plan; routinely evaluate the pay plan and ensure that compensation is market driven. Even after implementing some of the recommendations, City salaries continued to lag the market average.

The tables below show compensation levels for a sampling of job titles at the City in FY 16, as well as how much the City salaries lag the regional job market.

FY 16 Compensation

Job Title	Min	Mid	Max
Firefighter	38,147	56,540	62,829
Police Sergeant	48,687	59,398	80,187
Human Resources Technician	30,673	37,421	50,518
Account Clerk II	24,033	29,320	39,582
Maintenance Worker I	17,080	20,837	28,130
Telecommunicator I	32,206	39,292	53,044
Administrative Assistant I	27,821	33,942	45,821
Recreation Program Coordinator	37,283	45,485	61,405
Motor Equipment Operator II	25,235	30,786	41,561
Accountant II	41,104	50,147	67,699



Personnel

City of Petersburg, VA
FY 2018 Operating Budget

FY 16 Market Lag

Job Title	Min	Mid	Max
Firefighter	-18%	-16%	-16%
Police Sergeant	-5%	-8%	-10%
Human Resources Technician	-28%	-28%	-28%
Account Clerk II	-47%	-47%	-47%
Maintenance Worker I	-32%	-31%	-30%
Telecommunicator I	-6%	-8%	-9%
Administrative Assistant I	-14%	-15%	-15%
Recreation Program Coordinator	-28%	-29%	-31%
Motor Equipment Operator II	-26%	-27%	-29%
Accountant II	-25%	-25%	-26%

It was against this backdrop that, in the Summer of 2016, at the recommendation of the PFM Group, City Council cut salaries by 10 percent across the board in order to address a significant budget deficit.³ The PFM Group report acknowledged that the City would not be able to sustain the reduction in pay indefinitely.

To rebuild a healthy, productive government, the City must be able to compete with neighboring jurisdictions for high quality staff. To aid in recruitment and retention, the FY 2018 Adopted Operating Budget restore employees' salaries to their levels before the across the board cuts, wherever possible. Because the City is still in financially trying times, any requests for new staff or for salary increases beyond the 10 percent were reviewed very carefully. On average, salaries are increasing 16 percent across the City. For the Police Department, salaries are increasing 33 percent, on average, to deal with significant recruitment and retention challenges.

The Adopted Budget makes a particular effort to ensure that all job titles that were part of the market study are paid at least the minimum end of the recommended competitive salary range; make investments in critical areas such as Finance, IT/Data Analytics, and Public Safety; and clarify reporting structures for all positions in the reorganization.

The tables below illustrate the number of full time employees by department funded by the General Fund and other revenue sources. For detailed breakdown of positions in each department see Appendix E.

³ Petersburg: A Need for Action, A Path Forward Recommendation for FY 2017 - Program to Eliminate the Gap. PFM Group: Financial & Investment Advisors, August 22, 2016. <http://www.petersburgva.gov/DocumentCenter/View/2349>.



Personnel

City of Petersburg, VA
FY 2018 Operating Budget

Full-Time Employees by Department

Department/Division	FY 2016 Adopted	FY 2017 Amended	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
General Fund					
General Government					
City Attorney	3	3	3	2	3
City Council/Clerk	8	8	8	8	8
City Manager	5	2	2	4	5
Hispanic Liaison	1	0	0	0	0
City Treasurer	9	7	7	5	5
Finance	7	7	6	7	7
Human Resources	3	3	4	4	4
Information Technology	4	6	4	5	5
Purchasing	3	3	3	3	3
City Assessor	6	5	5	5	5
Risk Manager	2	1	1	0	0
Constitutional Officers					
Circuit Court	1	1	1	1	1
Clerk of Circuit Court	11	11	10	11	11
Commissioner of the Revenue	7	7	6	6	6
Commonwealth Attorney	12	12	12	12	12
Sheriff	21	22	23	24	24
Registrar	3	3	3	3	3
Police					
Animal Control	5	5	5	4	4
Emergency Communications	26	21	22	22	22
Police	124	123	110	111	111
Fire, Rescue & Emergency Services					
Fire	82	84	83	83	83
Public Works					
Fleet (Motor Vehicle Repair)	0	2	1	1	1
Facilities	16	14	14	2	2
Grounds	15	15	13	12	12
Engineering	5	5	5	5	5
Social Services					
Juvenile Community Crime Control Programs	4	4	4	3	3
Office of Child Services (Comprehensive Services)	1	1	1	1	1
Social Services	117.5	104	104	110	110

(cont. on next page)



Personnel

City of Petersburg, VA
FY 2018 Operating Budget

Full-Time Employees by Department

Department/Division	FY 16 Adopted	FY 17 Amended	FY 17 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
General Fund (cont.)					
Leisure and Cultural Affairs					
Museums/Visitor Center	2	2	0	0	0
Parks and Leisure	8	6	6	1	4
Public Library	12	12	10	10	10
Special Events/Cultural Affairs	3	3	1	1	1
Planning, ED, and Code					
Code Compliance	12	8	8	13	13
Freedom Support Center	0	1	1	1	1
Planning and Community Development	13	7	7	7	7
Total General Fund Positions	551.5	518	384	489	492
Other Revenue Sources					
Utilities					
Water/Wastewater	37.5	38.5	38.5	33	35
Stormwater (Public Works)	3	3	3	3	3
Mass Transit					
Mass Transit	40	40	40	38	46
Public Works					
Street Maintenance	35	35	35	35	35
Leisure and Cultural Affairs					
Dogwood Trace Golf Course	3	3	4	7	6
Social Services					
Community Corrections	5	5	5	5	6
Courts & Other Public Safety					
Victim Witness	4	4	4	4	4
Total Non-General Fund Positions	127.5	128.5	129.5	125	135
Total Full-Time Positions	679	646.5	513.5	617	627



Personnel

City of Petersburg, VA
FY 2018 Operating Budget

Compensation

The City provides a range of benefits to its full- and part-time employees. Several of these rates remain constant in the FY 2018 Adopted Budget, including:

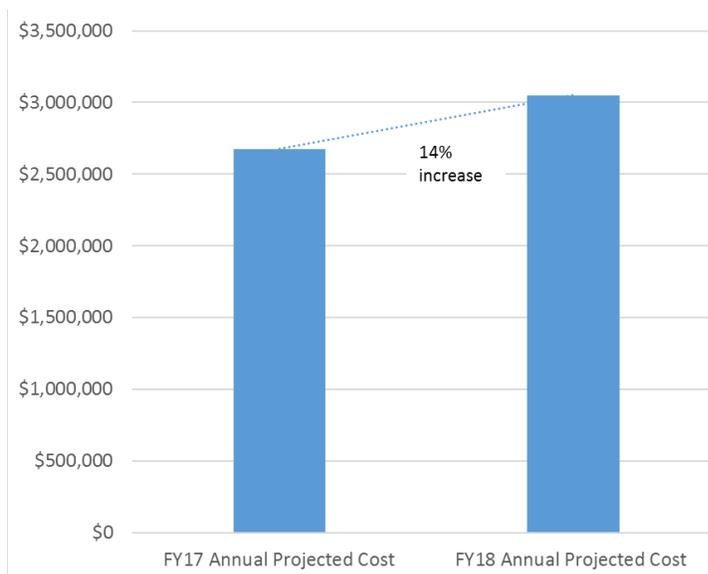
- All full-time employees are eligible to participate in the VRS retirement system. The City contributes 12.01 percent of employees' salaries into the VRS fund.
- The City contributes to FICA for full-time, part-time and overtime workers at a rate of 7.65 percent of their salaries.
- Full-time employees can participate in Group Life Insurance. The City contributes 1.31 percent of full-time employees' salaries towards Group Life Insurance

Health Care

The City participates in a consortium of local governments called Local Choice to offer employees' health care. In FY 2017, the City offered two different health care plans to employees. For both of these plans, the City contributed 93 percent of the cost of health care coverage, while employees contributed the remaining 7 percent.

While estimating expenditures for the FY 2018 budget, the City found that if it continued to offer these two plans with no changes, healthcare costs would increase 14 percent in FY 2018 from \$2.7 to \$3.1 million.

Current and Annual Projected Health Care Costs Under Current Benefit Structure





Personnel

City of Petersburg, VA
 FY 2018 Operating Budget

The FY 2018 Adopted Budget offers a two-pronged approach to manage costs:

1. Reduce the City’s contribution to health care coverage from 93 to 80 percent. State code requires that the City pay a minimum of 80 percent of employees’ health care premium costs. Most jurisdictions pay only 80 percent of costs.
2. Modify the plans offered to employees (see table below). The City will continue to offer the Key 500 Plan, but will eliminate the Key Expanded Plan from its benefit package. The Key Expanded Plan will be replaced with the Key 1000 Plan, which will offer lower premiums and a \$1,000 deductible. The combination of the Key 500 and Key 1000 plans will allow employees to choose whether they prefer a higher premium and lower deductible or a lower premium and higher deductible.

Current and New Health Care Plans - Employee Costs*

	Plan Name	Monthly Premium	Deductible
Current	Key Advantage 500 - Comprehensive Dental	\$55.00	\$500
	Key Advantage 500 - Preventive Dental	\$37.12	\$500
	Key Advantage Expanded - Comprehensive Dental	\$169.00	\$100
	Key Advantage Expanded - Preventive Dental	\$151.12	\$100
New	Key Advantage 500 - Comprehensive Dental	\$133.20	\$500
	Key Advantage 500 - Preventive Dental	\$130.40	\$500
	Key Advantage 1000 - Comprehensive Dental	\$126.00	\$1,000
	Key Advantage 1000 - Preventive Dental	\$123.20	\$1,000

*Costs for plans covering individual employee-only.

The City expects to save \$300,000 in health care costs by implementing this approach. Employees will see a change of less than \$100 per paycheck as a result of these benefit changes. City leadership is continuing to explore the best way to offer healthcare benefits, including but not limited to the addition of high-deductible plans and incentives for good healthcare management.



Department Budgets

City of Petersburg, VA
FY 2018 Operating Budget

Department Budgets

The sections below provide summaries of department and division responsibilities, as well as historical and adopted budgets for each department and division. Where applicable, revenues, such as user fees or service charges, are also detailed.



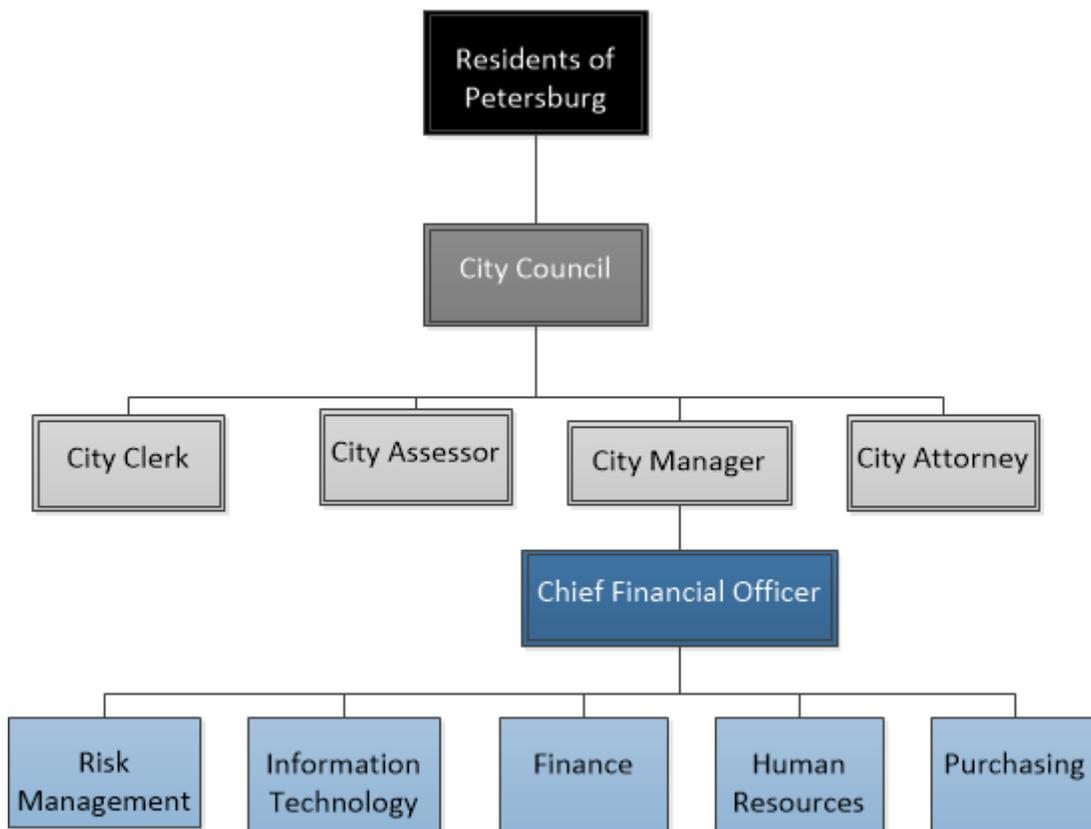


General Government

City of Petersburg, VA
FY 2018 Operating Budget

General Government

The new budget structure puts the following departments in the General Government category. These departments share similar characteristics, although some report directly to City Council and others are internally focused support agencies who report to the newly created Chief Financial Officer position. This budget also includes the “Non-Departmental” budget, which pays for items that do not closely link to a particular departmental budget. Significant work has been done to include expenses in departmental budgets, where possible. Further details are provided below.



Budget Highlights

The total FY18 Adopted Operating Budget for General Government is \$13,155,997, an increase of 12 percent from the FY17 Adopted 2nd Amendment Budget.

Aligned with the City’s goal of achieving fiscal solvency and stability, the budget reflects additional investment of over \$500,000 from FY 2017 to build a functional Finance Department. The department will be responsible for establishing and monitoring adherence to financial and budget policies, along with compliance and execution of



General Government

City of Petersburg, VA
FY 2018 Operating Budget

strong operating policies. The Non-Departmental budget includes funding for continued support from the Robert Bobb Group’s management consulting contract to support the turnaround of Petersburg. In addition, the City Manager’s budget includes the addition of a Deputy City Manager and a Chief Financial Officer position and funding to hire a strong internal auditing function to ensure that progress continues to be made towards the implementation of policies, practices and procedures. Additional resources have been provided to the Information Services department to focus more attention on data analytics and ensuring that information in the City’s critical systems is accurate. Additionally, the City Assessor will continue to work to ensure that tax credits and tax exemptions of real property assessments are audited and appropriate.

Towards the goal of increasing operational efficiency while driving performance, the budget provides for the procuring of a time and attendance system. This system will replace the existing manual process and outsource the payroll processing function. This will provide for increased redundancy and the assurance that all changes in laws and rules are enacted. Another function recommended for outsourcing is the City’s risk management function, which is largely already outsourced through a contract with BB&T. The Finance, Purchasing and Human Resources departments would absorb any functions that could not be done through a contract. The Proposed Budget included funding in City Attorney’s budget for outside legal support. In the Adopted Budget, City Council instead approved an Assistant City Attorney position. Lastly, the Purchasing Office has been tasked with driving operational efficiency by moving to one contract for copying/scanning/printing services, building security and overseeing the process to outsource several functions that are addressed throughout this budget.

GENERAL GOVERNMENT	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel	2,833,149	2,206,836	3,065,313	3,262,886	48%
Non-Personnel	2,749,095	3,121,895	3,138,519	2,938,701	-6%
Non-Departmental	6,264,765	6,180,742	6,686,961	6,954,411	13%
Hispanic Liaison	107,697	47,887	-	-	-100%
Total	11,954,706	11,557,360	12,890,792	13,155,997	14%

Divisions

City Assessor

The City Assessor conducts an annual reassessment program on real estate parcels throughout the City. The Assessor develops a regular inspection schedule to review property changes due to permits, demolition or other damage; processes deed transfers and deeds of trust; administers land use and rehabilitation programs; reviews assessment appeals by property owners; and assists the Board of Equalization with appeals. The



General Government

City of Petersburg, VA
FY 2018 Operating Budget

Assessor will continue to audit tax credits and tax exempt properties to ensure the appropriateness of their designation.

City Assessor Personnel & Non-Personnel Costs

CITY ASSESSOR	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel	412,715	337,802	352,587	350,094	4%
Non-Personnel	77,400	38,524	77,922	77,922	102%
Total	490,115	376,326	430,509	428,016	14%

City Assessor Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Full Time Salaries	314,316	251,387	269,744	267,683
Part-time Salaries	24,045	-	-	-
FICA	47,933	19,231	20,635	20,478
V.R.S.	22,272	30,192	32,396	32,149
Hospitalization/Medical Plans	4,149	33,674	26,278	26,278
Group Insurance	-	3,318	3,534	3,507
Total Personnel Costs	412,715	337,802	352,587	350,094

City Assessor Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Oth Contract Serv-Equalization Bd	65,300	28,752	64,050	64,050
Telephone	-	-	600	600
Repairs - Motor Vehilces	-	900	900	900
Postal Services	3,500	3,500	7,000	7,000
Travel	2,500	1,000	1,000	1,000
Dues and Association Memberships	400	372	372	372
Office Supplies	1,500	1,500	1,500	1,500
Vehicle and Powered Equipment Fuels	4,200	2,500	2,500	2,500
Total Non-Personnel Costs	77,400	38,524	77,922	77,922



General Government

City of Petersburg, VA
FY 2018 Operating Budget

Office of the City Attorney

The general duties of the Office of the City Attorney include:

- Preparation of all bonds, contracts, deeds, and instruments in writing whatsoever, which may be required by any ordinance or order of the City Council, or when, by law, usage or agreement, the preparation of such instrument is to be at the expense of the City.
- To give, whenever required, to the City Council and other officers and employees of the City, any and all necessary legal counsel and advice concerning their duties and matters and questions pertaining to such duties.
- To defend any and all suits or proceedings instituted against the City.
- To institute and prosecute all suits or proceedings commenced by the City.
- To render such other legal service as the City Council may require.

In addition to the other duties prescribed by law, the City Attorney renders legal services to the officers and employees of the City in all suits, actions, and proceedings brought against them as defendants, other than those involving violations of the criminal laws of the state and penal ordinances of the City, in which the City has an interest when there is no conflict between the City's interest and that of any such officer and employee and the subject matter of the suit, action, or proceeding arose during and out of the scope of the employment of such officer or employee and during the hours prescribed for performing such services. The Adopted Budget includes funding for an Assistant City Attorney position to handle the myriad of legal support that is required.

City Attorney Personnel & Non-Personnel Costs

CITY ATTORNEY	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel	290,855	345,392	238,975	347,361	1%
Non-Personnel	50,500	47,500	207,996	109,596	131%
Total	341,355	392,892	446,971	456,957	16%

City Attorney Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Full Time Salaries	229,431	275,000	184,500	274,090
FICA	17,551	21,038	14,114	20,968
V.R.S.	34,989	33,028	22,158	32,918
Hospitalization/Medical Plans	5,856	12,696	15,767	15,767
Group Insurance	3,028	3,630	2,435	3,618
Total Personnel Costs	290,855	345,392	238,975	347,361



General Government

City of Petersburg, VA
FY 2018 Operating Budget

City Attorney Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Other Contractual Services	46,000	45,000	200,000	101,600
Telecommunications	-	-	600	600
Postal Services	300	300	300	300
Travel	1,500	500	500	500
Dues and Association Memberships	1,200	200	5,096	5,096
Office Supplies	1,500	1,500	1,500	1,500
Total Non-Personnel Costs	50,500	47,500	207,996	109,596

City Council & City Clerk

The City Council is the governing body and legislative arm of the City of Petersburg. It is comprised of seven members, one from each ward and elected by qualified voters from each ward. City Council Members' salaries are established based on population in accordance with Virginia state law. The City Council selects a Mayor and Vice Mayor from its membership every other year at their reorganization meeting. The City Council meets the 1st and 3rd Tuesday of each month with other special meetings as needed.

As approved by the City Charter, the City Council established the position of Clerk of Council, who is appointed by Council and serves at their pleasure. The Clerk of Council is the custodian of the City Seal, serves as the official records manager for all City Council documents, prepares the City Council meeting agenda, prepares the minutes from the City Council meetings, and provides assistance to City Council, citizens and other departments as needed.

City Council Personnel & Non-Personnel Costs

CITY COUNCIL & CITY CLERK	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel	124,855	117,912	116,904	123,225	5%
Non-Personnel	167,700	60,900	49,400	49,400	-19%
Total	292,555	178,812	166,304	172,625	-3%



General Government

City of Petersburg, VA
FY 2018 Operating Budget

City Council Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Full Time Salaries	52,250	47,025	47,025	52,250
Part-time Salaries	50,250	42,750	50,250	50,250
FICA	7,841	6,868	7,442	7,841
V.R.S.	7,968	5,648	5,648	6,275
Hospitalization/Medical Plans	5,856	15,000	5,256	5,256
Group Insurance	690	621	1,284	1,353
Total Personnel Costs	124,855	117,912	116,904	123,225

City Council Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Professional Service - Other	8,000	2,000	5,000	5,000
Other Contractual Services	48,000	29,000	5,000	5,000
Advertising	17,000	15,000	15,000	15,000
Postal Services	400	400	400	400
Telecommunications	-		3,000	3,000
Subsistence and Lodging	38,500	3,000	3,000	3,000
Travel	38,500	3,000	3,000	3,000
Dues and Association Memberships	7,000	3,000	3,000	3,000
Office Supplies	10,300	5,500	12,000	12,000
Total Non-Personnel Costs	167,700	60,900	49,400	49,400

City Manager

The City Manager is hired to serve City Council and the community. The Manager supports, oversees and coordinates executive branch departments, ensuring efficient and high-quality delivery of projects and services. The City Manager's office also plays a key role in developing policy initiatives and monitoring department performance. The City Manager is responsible for ensuring seamless collaboration across executive branch departments. The City Manager's budget includes the addition of a Deputy City Manager and a Chief Financial Officer position, funding to hire a strong internal auditing function to ensure that progress continues to be made towards the implementation of policies, practices and procedures. The Proposed Budget included funding for outsourced public information/public relations assistance; City Council replaced contractor funding with funding for a Public Information Officer position in the Adopted Budget.



General Government

City of Petersburg, VA
FY 2018 Operating Budget

City Manager Personnel & Non-Personnel Costs

CITY MANAGER	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel	531,636	230,998	662,809	748,168	224%
Non-Personnel	127,543	621,602	240,840	139,422	-78%
Total	659,179	852,600	903,649	887,590	4%

City Manager Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Full Time Salaries	407,229	176,975	517,500	588,062
FICA	31,153	12,406	39,589	44,987
V.R.S.	62,103	19,476	62,152	70,626
Hospitalization/Medical Plans	25,776	20,000	36,789	36,789
Group Insurance	5,375	2,141	6,779	7,704
Total Personnel Costs	531,636	230,998	662,809	748,168

City Manager Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Other Contractual Services	100,573	610,352	200,000	98,582
Advertising	2,000	2,500	-	-
Public Relations	-	-	5,000	5,000
Postal Services	350	100	200	200
Telecommunications	-	-	3,000	3,000
Lease/Rent of Equipment	5,820	4,500	6,000	6,000
Subsistence and Lodging	2,250	-	1,500	1,500
Travel	2,500	500	1,000	1,000
Dues and Association Memberships	4,000	500	5,000	5,000
Office Supplies	7,300	2,000	5,000	5,000
Vehicle and Powered Equipment Fuels	2,000	1,000	4,200	4,200
Books and Subscriptions	750	150	-	-
Computer Software under \$5000	-	-	6,600	6,600
Vehicle Maintenance	-	-	3,340	3,340
Total Non-Personnel Costs	127,543	621,602	240,840	139,422



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Finance

The Finance office is responsible for the direction, coordination, control and administration of the fiscal management of the City. The budget proposes over \$500,000 to rebuild a functional Finance Department. The department will be responsible for establishing and monitoring adherence to financial and budget policies, along with compliance and execution of strong operating policies. The focus will be heavily on compliance, policies and procedures and providing the foundation for the administrative and financial stability of the City. The structure will include a Director/Controller, two Assistant Directors/Controllers, a Grant Accountant, an Accountant, and two Accounts Payable clerks.

Finance Personnel & Non-Personnel Costs

FINANCE	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel	502,121	305,578	722,822	722,822	137%
Non-Personnel	157,030	216,450	220,750	220,750	2%
Total	659,151	522,028	943,572	943,572	81%

Finance Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Full Time Salaries	365,618	163,000	480,100	480,100
Part-time Salaries	-	65,000	-	-
Unemployment Insurance	-	-	50,000	50,000
Workers Comp	-	-	50,000	50,000
FICA	29,954	15,000	36,728	36,728
V.R.S.	55,757	19,576	57,660	57,660
Hospitalization/Medical Plans	45,966	40,850	42,045	42,045
Group Insurance	4,826	2,152	6,289	6,289
Total Personnel Costs	502,121	305,578	722,822	722,822



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Finance Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Accounting and Auditing Services	102,580	90,000	90,000	90,000
Other Contractual Services	34,400	94,000	94,000	94,000
Forms	500	500	500	500
Advertising	500	500	500	500
Postage	9,800	5,200	5,200	5,200
Mileage - Allowance	250	250	250	250
Subsistence and Lodging	500	500	500	500
Office Supplies	7,500	6,000	5,000	5,000
Dues and Association Memberships	1,000	19,500	24,050	24,050
Equipment	-	-	750	750
Total Non-Personnel Costs	157,030	216,450	220,750	220,750

Risk Management

The Risk Management office is responsible for administering the City's Loss Control/Safety Program, ensuring adequate risk transfer through the purchase of the appropriate insurance coverage, and facilitating the reporting and resolution of insurance claims. In FY 2018, the City is considering contracting out the remainder of the risk management services, which is already largely outsourced through a contract with BB&T. The Finance, Purchasing and Human Resources departments would absorb any functions that could not be done through a contract and will therefore will eliminate the personnel budget for this office. This budget, which is largely comprised of the insurance premiums the City pays will be incorporated into the Finance Department moving forward.

Risk Management Personnel & Non-Personnel Costs

RISK MANAGEMENT	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel	119,276	79,136	-	-	-100%
Non-Personnel	1,296,157	1,563,863	1,510,864	1,510,864	-3%
Total	1,415,433	1,642,999	1,510,864	1,510,864	-8%



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Risk Management Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Full Time Salaries	96,020	65,412	-	-
FICA	7,346	5,004	-	-
V.R.S.	14,643	7,856	-	-
V.R.S. Group Life	1,267	863	-	-
Total Personnel Costs	119,276	79,136	-	-

Risk Management Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Employee Liability - Workers Comp	264,182	252,615	252,615	252,615
Other Contractual Services	35,900	35,900	50,000	50,000
Postage	200	200		
Insurance--Buildings	183,539	159,800	159,800	159,800
Other Property Insurance	21,594	21,025	12,425	12,425
Motor Vehicle Insurance	354,073	300,117	300,117	300,117
General Liability Insurance	225,197	238,673	238,673	238,673
Theft Insurance	800	800	800	800
Line of Duty - Public Safety	156,690	142,835	144,537	144,537
Insurance - Flood	50,482	58,398	51,897	51,897
Registration and Training	800	800		
Dues & Subscription	200	200		
Contingences	-	350,000	300,000	300,000
Office Supplies	2,000	2,000		
Educational & Recreational Supplies	500	500		
Total Non-Personnel Costs	1,296,157	1,563,863	1,510,864	1,510,864

Human Resources

The Human Resources office's mission is to deliver a comprehensive human resources management system which includes attracting, developing, and retaining a highly qualified, and continuously learning workforce. The department:

- Reviews and revises policies and procedures to enhance the efficiency of government operations;
- Manages a pay/classification plan that promotes advancement and skill development;
- Offers training programs to provide employees with the knowledge and skills necessary to work



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collaboratively and deliver results; and

- Maintains accurate personnel records.

The department will work to increase its benefits program administration and analysis, while pursuing the outsourcing of the payroll processing function.

Human Resources Personnel & Non-Personnel Costs

HUMAN RESOURCES	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel	284,234	266,552	337,709	337,709	27%
Non-Personnel	33,900	87,460	190,330	190,330	118%
Total	318,134	354,012	528,039	528,039	49%

Human Resources Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Full Time Salaries	199,905	195,115	253,100	253,100
Salaries & Wages - Overtime	-	-	-	-
Part-time Salaries	15,652	6,500	-	-
FICA	16,490	15,763	19,362	19,362
V.R.S.	32,054	24,608	30,397	30,397
Hospitalization/Medical Plans	17,568	22,191	31,534	31,534
Group Insurance	2,565	2,375	3,316	3,316
Total Personnel Costs	284,234	266,552	337,709	337,709



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Human Resources Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Training/Tuition	6,500	-	-	-
Other Contractual Services	17,500	74,960	174,980	174,980
Advertising	4,500	2,000	1,000	1,000
Postal Services	1,000	500	500	500
Telephone	-	750	600	600
Training	750	-	1,000	1,000
Travel Expense	-	8,000	8,000	8,000
Dues and Association Memberships	400	750	750	750
Special Events	1,500	-	1,500	1,500
Office Supplies	1,750	500	1,000	1,000
New Office Equipment	-	-	1,000	1,000
Total Non-Personnel Costs	33,900	87,460	190,330	190,330

Information Services

The Information Services office plays a vital to the City's day to day operations. In the coming fiscal year, the IT office will upgrade and consolidate the City's network, giving the City the tools it needs to leverage our current systems to full potential. The IT department will also increase its data analytics capabilities and focus on training employees to utilize existing technology to enhance employee productivity. In addition, IT will continue to work with all City departments to craft grants that will benefit continued automation.

Information Services Personnel & Non-Personnel Costs

INFORMATION SERVICES	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel	346,316	313,894	402,504	402,504	28%
Non-Personnel	760,965	418,297	573,118	573,118	37%
Total	1,107,281	732,191	975,621	975,621	33%



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Information Services Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Full Time Salaries	255,171	230,431	315,352	315,352
Part-time Salaries	-	-	-	-
FICA	19,521	17,628	24,124	24,124
V.R.S.	37,943	27,675	37,874	37,874
Hospitalization/Medical Plans	30,644	35,118	21,022	21,022
Group Insurance	3,037	3,042	4,131	4,131
Total Personnel Costs	346,316	313,894	402,504	402,504

Information Services Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Other Contractual Services	75,000	51,000	150,933	150,933
Repairs - Motor Vehicles	-	-	-	-
Repairs - Office Equipment	10,000	5,000	-	-
Licensure	50,000	41,000	55,000	55,000
Advertising	-	-	-	-
Vehicle Maintenance	-	-	1,670	1,670
Telecommunications	549,965	314,297	295,450	295,450
Travel	1,000	-	1,000	1,000
Office Supplies	5,000	2,000	2,000	2,000
Gas Grease Oil	-	-	250	250
Computer Software under \$5000	-	-	1,875	1,875
Replacement of Office Equipment	40,000	5,000	29,940	29,940
New-Other Software	30,000	-	35,000	35,000
Tota Non-Personnel Costs	760,965	418,297	573,118	573,118

Purchasing

The Purchasing Office performs the purchasing function in a manner which results in the most efficient and effect use of City funds. This is achieved by providing quality goods and services in all aspects of the procurement process, from the receipt of the department requisition to issuance of a purchase order or contract. The Purchasing Office issues Citywide consolidated services solicitations, public private partnerships, manages the surplus property program, trains employees on the procurement process and administers the Citywide Purchasing and Travel Cards programs. In FY 2018, the Purchasing Office will pursue additional consolidated contract for services and products needed Citywide, such as printers/copiers and custodial



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services and supplies. The goal of these consolidated contracts is to take advantage of economies of scale and reduce spending.

Purchasing Personnel & Non-Personnel Costs

PURCHASING	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel	221,141	209,572	231,004	231,004	10%
Non-Personnel	77,900	67,299	67,299	67,299	0%
Total	299,041	276,871	298,303	298,303	8%

Purchasing Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Full Time Salaries	162,783	160,134	177,926	177,926
Salaries & Wages - Overtime	-	-	-	-
Part-time Salaries	-	-	-	-
FICA	12,453	12,250	13,611	13,611
V.R.S.	24,824	21,866	21,369	21,369
Hospitalization/Medical Plans	18,932	13,314	15,767	15,767
Group Insurance	2,149	2,008	2,331	2,331
Total Personnel Costs	221,141	209,572	231,004	231,004

Purchasing Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Contractual Services	70,000	60,699	58,880	58,880
Advertising	1,750	1,000	1,000	1,000
Postal Services	1,000	1,000	1,000	1,000
Telecommunications	-	-	719	719
Subsistence and Lodging	-	-	800	800
Convention and Education	750	750	850	850
Travel	750	750	850	850
Dues and Association Memberships	1,150	600	700	700
Office Supplies	2,500	2,500	2,500	2,500
Total Non-Personnel Costs	77,900	67,299	67,299	67,299



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Non-Departmental

The Non-Departmental budget encompasses expenditures and initiatives that are not specifically related to any department or have Citywide impacts. Where possible, expenditures have been moved to department budgets to allow for greater accountability and management of the funds. For example:

- Black History Month funds were moved to Leisure & Cultural Affairs Department;
- Crater Criminal Justice Training funds were moved to the Police and Sherriff Departments;
- Freedom Support Center funding was moved to Planning and Economic Development;
- Petersburg Area Regional Tourism funds were moved to Planning and Economic Development;
- PPL Inc. (Petersburg Public Library, Inc.) funds have been moved to the Public Library budget.



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Non-Departmental Expenditures

Expenditures	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
American Red Cross	2,000			
Appomattox River Soil & Water Conserv. District		4,000	4,000	4,000
Black History Month				
C.V.W.M.A.	15,735			
Chamber of Commerce	1,000			
Crater Criminal Justice				
Crater Dist Area Agncy DN	2,000	1,925	1,925	1,925
Crater Juv Det Home	498,231	498,231	440,454	440,454
Crater Planning Dist				
Dogwood Trace Golf Course Subsidy	248,219			
District 19 - Mental Health	193,523	209,185	209,185	209,185
Employee Recognition Events	8,500			
Feed More	3,000			
Forensic Audit		230,000		
Freedom Center				
Fund Balance	750,000			
Health Care Alliance	50,000			
Health Care Increase	224,024			
Health Department	N/A	562,206	591,547	591,547
Host Agreement - Refuse	50,000			
John Tyler Community College	5,000		5,361	5,361
Legal Aid Justice Center	59,200			
National League Of Cities	3,388			3,500
Petersburg Area Transit Subsidy				
Petersburg Area Regional Tourism				
PPL Inc.				
Petersburg Symphony	10,000			
Professional Turnaround Management Consulting			289,500	289,500
Pre-Trial Match	24,023			
Regional Med Flight	3,200			
Richard Bland College	3,000			
Riverside Regional Jail	3,844,179	3,292,195	3,455,481	3,455,481
South Centre Corridors RCDC	1,500			
Southside Va Emer Crew	183,000	183,000		
Halifax Music Festival	5,000			
Va Coop Extnsn Svc	40,000			48,950
Va First Cities	15,763			
Virginia Institute of Gov	1,500			
Virginia Municipal League	12,280		12,300	12,300
Virginia State University	7,500			
Virginia Retirement System Payback		1,200,000	1,485,186	1,485,186
Advertising for Tourism/Museums				30,000
Repay VDOT-Urban Allocation				100,000
Repay Stormwater Fund				100,000
Comp Board 2% Salary Increase			192,022	67,022
Council Contingency from Removal of City Collector				110,000
Total Non-Departmental	6,264,765	6,180,742	6,686,961	6,954,411



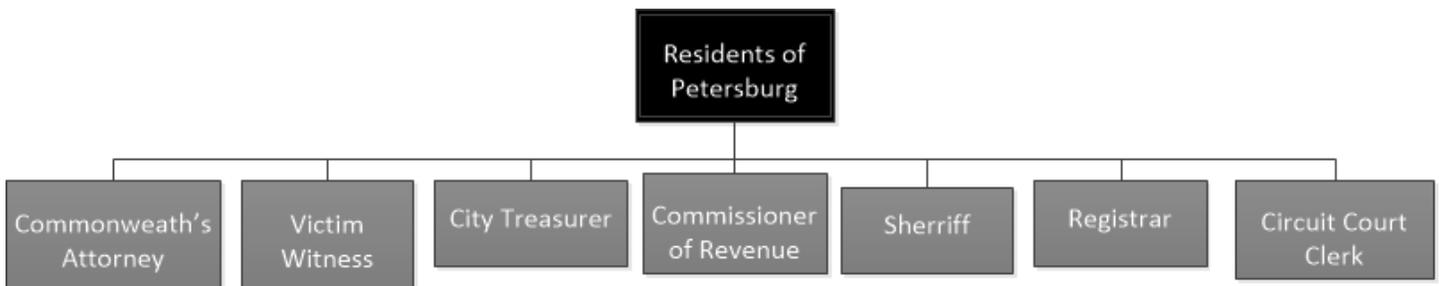
Constitutional Officers

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Constitutional Officers

Constitutional Officers, as defined in this section, are either elected by the voters of Petersburg or appointed by the Board of Elections (the Registrar). All offices receive funds from the Commonwealth to offset the cost of providing these functions to the residents of Petersburg. Those who are voted into office receive funds through the Compensation Board, while the Registrar/Board of Election receives funding through the State Board of Elections. The positions do not report to the City Manager but rely heavily on the coordination and support from many of the internal departments that report to the City Manager.

A 2 percent increase in Compensation Board funding is incorporated in the General Fund revenue, as approved by the Compensation Board. This increase is for salary increases but the distribution of this per position will not be known until the Commonwealth’s Budget is approved in final form. Until the distribution is known, \$192,000 was placed in the “Non-Departmental” budget. These funds will need to be redistributed at a later date.



Budget Highlights

The total FY18 Adopted Operating Budget for Constitutional Officers is \$4,744,797, an increase of 7 percent from the FY17 Adopted 2nd Amendment Budget. The department total includes the Victim Witness budget, which is fully funded by state aid.

For the Commonwealth’s Attorney, the Adopted Budget includes additional funding for the travel, subsistence, and lodging for victims, witnesses, attorneys and investigation for upcoming trials. Victims and witnesses may occasionally need to be paid for travel and lodging in order to have them available for trials. These expenses are reimbursed after the trial by the state, but the City must pay for these expenses up front. The office expects to prosecute at least two large cases with many witnesses in FY 2018. Additional travel



Constitutional Officers

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expenses are included in the FY 2018 budget to cover the cost of traveling to other jurisdictions to interview witnesses.

The adopted City Treasurer’s budget reflects the establishment a lockbox and remittance system to manage the collection of certain tax and fee revenue, thereby increasing efficiencies. Because of this, the budget reflects a two FTE reduction. The City will enter into a contract with a bank that will deposit incoming tax and fee payments into a temporary interest-bearing holding account and forward the accompanying tax or billing documents to the Treasurer's office for routine processing. If the payments are deemed proper, a check is drawn on the account for deposit in the proper City account. The bank is an agent of the City and is bound by the provisions of statutes and ordinances governing collection of taxes and fees, including provisions of confidentiality. Given the high volume of bills mailed to City residents and businesses, it is more cost effective to have these documents processed by a third party. This change will also result in more timely and accurate revenue deposits and more effective revenue collection.

CONSTITUTIONAL OFFICERS	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel Costs	3,724,523	3,631,928	3,651,006	3,703,072	2%
Non-Personnel Costs	759,577	794,562	1,040,726	1,041,726	31%
Total Costs	4,484,100	4,426,490	4,691,731	4,744,797	7%

Divisions

Commonwealth’s Attorney

The primary responsibilities of the Commonwealth Attorney include the criminal prosecution of criminal offenses in the three courts in the City of Petersburg, on both misdemeanor and felony levels. In addition, the office occasionally prosecutes violations of City ordinances and special prosecutions in other jurisdictions. The attorneys are also responsible for preparing and answering pleadings on cases appealed to the Court of Appeals and the Supreme Court. Criminal prosecutions require case preparation with witness interviewing, production of documents such as subpoenas, and transportation and lodging of witnesses and victims for trials.



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Commonwealth's Attorney Personnel & Non-Personnel Costs

COMMONWEALTH'S ATTORNEY	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel Costs	1,006,048	974,871	1,038,244	1,038,244	7%
Non-Personnel Costs	77,000	65,659	77,854	77,854	19%
Total Costs	1,083,048	1,040,530	1,116,098	1,116,098	7%

Commonwealth's Attorney Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Full Time Salaries	738,882	718,686	780,999	780,999
Part-time Salaries	25,357	25,357	33,124	33,124
FICA	58,464	56,919	62,280	62,280
V.R.S.	112,680	86,314	93,798	93,798
Hospitalization/Medical Plans	60,912	78,108	57,812	57,812
Group Insurance	9,753	9,487	10,231	10,231
Workers Comp	-	-	-	-
Total Personnel Costs	1,006,048	974,871	1,038,244	1,038,244

Commonwealth's Attorney Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Other Contractual Services	47,800	37,059	16,875	16,875
Repairs - Motor Vehicles	900	500	500	500
Postal Services	1,200	1,200	1,600	1,600
Subsistence and Lodging	2,750	4,000	25,000	25,000
Convention and Education	1,900	1,900	4,190	4,190
Travel	200	-	12,500	12,500
Dues and Association Memberships	8,000	10,000	11,035	11,035
Office Supplies	12,000	10,000	5,000	5,000
Mileage - Allowance	1,250	-	-	-
Vehicle and Powered Equipment Fuels	1,000	1,000	1,154	1,154
Total Non-Personnel Costs	77,000	65,659	77,854	77,854



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Victim Witness

Petersburg’s Victim Witness program supports crime victims, families and witnesses throughout the court process. The Victim Witness program ensures that victims are advised of their rights and feel empowered to testify. The program is fully funded by the state and expenditures are budgeted as special revenue funds (see Revenues section).

VICTIM WITNESS	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Revenue					
Victim Witness - State Aid	208,525	283,505	286,863	286,863	1%
Expenditures	208,525	283,505	286,863	286,863	1%

City Treasurer

The City Treasurer manages the revenue and cash flow for the City. Among other duties, the Treasurer bills real estate taxes and personal property; collects utility bills; reconciles bank statements; maintains state income tax files; manage City investment of funds; collects on delinquent accounts; and manages the City’s tax foreclosure program. With the implementation of a lockbox/remittance process, a reduction of two FTEs has been incorporated in this budget.

City Treasurer Personnel & Non-Personnel Costs

CITY TREASURER	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel Costs	425,375	332,217	292,558	292,558	-12%
Non-Personnel Costs	57,046	57,046	260,680	260,680	357%
Total Costs	482,421	389,263	553,238	553,238	42%

City Treasurer Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Full Time Salaries	304,288	244,490	211,432	211,432
FICA	23,278	18,703	16,175	16,175
V.R.S.	46,404	29,363	25,393	25,393
Hospitalization/Medical Plans	47,388	39,326	36,789	36,789
Group Insurance	4,017	335	2,770	2,770
Total Personnel Costs	425,375	332,217	292,558	292,558



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City Treasurer Personnel & Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Legal Fees - Delinquent Real Estate	-	-	2,500	2,500
Credit Card Fees	-	-	720	720
Other Contractual Services	6,096	6,096	161,096	161,096
Contractual Services-Adm Fees	-	-	68,464	68,464
Printing & Binding	10,000	10,000	-	-
Advertising	2,400	2,400	2,400	2,400
Postal Services	30,000	30,000	-	-
Travel	1,250	1,250	500	500
Dues and Association Memberships	800	800	-	-
Office Supplies	6,500	6,500	25,000	25,000
Total Non-Personnel Costs	57,046	57,046	260,680	260,680

Commissioner of Revenue

The Commissioner of Revenue prepares the land book and has the responsibility of assessing various City and state taxes, including:

- Personal property;
- Business, professional license and occupational license;
- Meals and lodging;
- Public service tax; and
- Real estate exemption for elderly and handicapped.

In addition to assessing taxes, the Commissioner of Revenue establishes an enforcement system and brings into compliance all of the taxation functions it administers. The office also assists residents in the preparation of state income filings.

Commissioner of Revenue Personnel & Non-Personnel Costs

COMMISSIONER OF REVENUE	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel Costs	331,828	329,250	330,819	330,819	0%
Non-Personnel Costs	20,100	20,475	20,475	20,475	0%
Total Costs	351,928	349,725	351,294	351,294	0%



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Commissioner of Revenue Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Full Time Salaries	238,844	240,670	240,670	240,670
Salaries & Wages - Overtime	-	-	-	-
Part-time Salaries	-	-	7,546	7,546
FICA	18,272	18,411	18,989	18,989
V.R.S.	36,423	28,904	28,904	28,904
Hospitalization/Medical Plans	35,136	38,088	31,534	31,534
Group Insurance	3,153	3,177	3,177	3,177
Total Personnel Costs	331,828	329,250	330,819	330,819

Commissioner of Revenue Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Other Contractual Services	2,000	-	-	-
Repairs - Office Equipment	1,000	500	500	500
Forms	-	-	-	-
Postal Services	9,500	9,500	6,525	6,525
Convention and Education	300	675	875	875
Travel	300	300	275	275
Dues and Association Memberships	500	500	3,800	3,800
Office Supplies	6,500	4,000	3,500	3,500
Cigarette Stamp Purchase	-	5,000	5,000	5,000
Total Non-Personnel Costs	20,100	20,475	20,475	20,475

Sherriff's Office

The mission of the Petersburg Sheriff's Office is to safely and securely maintain the inmates at the Petersburg City Jail and Jail Annex, thus ensuring the safety of the inmates, deputies, and the public. It is also the mission of the Sheriff's Office to make certain that all court operations are safe and secure, and to guarantee timely and accurate service of civil and criminal warrants. The City will continue to invest in Court security provided by Deputy Sheriffs. Two positions were added in FY 17 and another two were adopted in the FY 18 budget.



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Sherriff Personnel & Non-Personnel Costs

SHERRIFF'S OFFICE	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel Costs	1,168,456	1,273,776	1,248,078	1,300,144	2%
Non-Personnel Costs	164,405	164,835	121,541	122,541	-26%
Total Costs	1,332,861	1,438,611	1,369,618	1,422,684	-1%

Sherriff Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Full Time Salaries	888,831	953,137	949,100	953,137
Part-time Salaries	39,000	39,000	-	39,000
FICA	70,979	75,898	72,606	75,898
V.R.S.	111,433	114,472	113,987	119,156
Hospitalization/Medical Plans	45,966	74,888	99,856	99,856
Group Insurance	12,247	12,581	12,528	13,096
Workers Comp	-	3,800	-	-
Total Personnel Costs	1,168,456	1,273,776	1,248,078	1,300,144



Constitutional Officers

City of Petersburg, VA
FY 2018 Operating Budget

Sherriff Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Other Contractual Services	18,336	3,000	4,000	4,000
Contractual Services	-	-	-	-
Disposal of Bodies	1,300	-	-	1,000
Courthouse Security	6,000	56,000	10,000	10,000
Repairs - Motor Vehicles	10,345	2,000	8,500	8,500
Repairs - Machinery & Motors	-	-	-	-
Repairs - Office Equipment	475	475	-	-
Repairs - Radio Equipment	1,045	750	750	750
Advertising	-	-	-	-
Pest Control	290	990	1,800	1,800
Laundry & Dry Cleaning Services	-	400	300	300
Electric Services	5,119	12,000	18,000	18,000
Fuel	51,317	-	12,600	12,600
Water & Sewer Service	6,300	-	2,100	2,100
Postal Services	1,118	1,200	4,800	4,800
Telecommunications	-	120	7,000	7,000
Other Property Insurance	-	-	-	-
Lease/Rent of Equipment	-	-	5,850	5,850
Subsistence and Lodging	1,624	500	2,000	2,000
Training/Tuition	950	500	1,000	1,000
Travel	1,314	500	1,314	1,314
Dues and Association Memberships	1,173	500	1,000	1,000
Office Supplies	8,189	4,000	4,000	4,000
Food Supplies	-	-	-	-
Cleaning Material & Supplies	4,300	600	750	750
Repair and Maintenance Supplies	1,114	1,000	500	500
Vehicle and Powered Equipment Fuels	7,008	9,000	8,000	8,000
Police Supplies (Ammunition)	1,000	1,800	2,000	2,000
Uniforms & Wearing Apparel	10,880	3,000	4,000	4,000
Books and Subscriptions	-	500	-	-
Other Operating Supplies	12,893	-	2,000	2,000
Animal Feed	-	500	1,500	1,500
First Aid Supplies	-	500	1,950	1,950
Replacement Other	12,315	65,000	7,730	7,730
Local Match	-	-	225	225
Crater Criminal Justice	-	-	7,871	7,871
Total Non-Personnel Costs	164,405	164,835	121,541	122,541



Constitutional Officers

City of Petersburg, VA
FY 2018 Operating Budget

Registrar

The Registrar’s Office ensures the integrity of the election process by maintaining an accurate voter registration list and conducting elections with federal and state laws. To conduct fair and accurate elections, the office recruits and trains over 100 officers of election, establishes a Central Absentee Voting Precinct for the 45 days preceding each general election, develops and delivers election materials, tests and distributes election equipment, and provides information and assistance to candidates.

In addition, for each election, the Registrar prepares and manages eight polling locations located throughout the City, which serves 1,800 to 3,000 people each day. The office also educates the public and encourages voter registration.

Registrar Personnel & Non-Personnel Costs

REGISTRAR	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel Costs	161,550	144,030	159,355	159,354	11%
Non-Personnel Costs	159,401	127,442	195,883	195,883	54%
Total Costs	320,951	271,472	355,238	355,237	31%

Registrar Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Full Time Salaries	110,526	106,654	118,503	118,503
Salaries & Wages - Overtime	2,000	-	-	-
Part-time Salaries	2,550	-	-	-
FICA	8,803	8,159	9,066	9,065
V.R.S.	16,436	12,809	14,232	14,232
Hospitalization/Medical Plans	19,920	15,000	15,767	15,767
Group Insurance	1,315	1,408	1,787	1,787
Total Personnel Costs	161,550	144,030	159,355	159,354



Constitutional Officers

City of Petersburg, VA
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Registrar Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Electoral Board	9,750	8,541	9,750	9,750
Contractual Services	50,000	50,000	50,000	50,000
Repairs-Machinery & Motors	12,000	6,000	19,759	19,759
Advertising	2,200	2,200	2,200	2,200
Postal Services	-	8,500	8,500	8,500
Telecommunications	-	-	960	960
Rent of Equipment	19,700	2,500	5,150	5,150
Rent of Property	32,782	32,782	32,782	32,782
Mileage - Allowance	1,120	1,120	1,120	1,120
Subsistence and Lodging	805	1,610	1,700	1,700
Convention and Education	645	645	1,580	1,580
Travel	74	74	74	74
Dues and Association Memberships	325	470	380	380
Office Supplies-Ballots	-	-	33,075	33,075
Office Supplies	29,000	10,000	9,389	9,389
Food Supplies	-	3,000	4,200	4,200
Computer Software under \$5000	-	-	12,665	12,665
New Office Equipment	1,000	-	2,600	2,600
Total Non-Personnel Costs	159,401	127,442	195,883	195,883

Circuit Court Clerk

The Circuit Court is the trial court of general jurisdiction in Virginia and the court has authority to try a full range of both civil and criminal cases. The Circuit Court Clerk is a constitutional officer elected to an eight-year term by the voters of Petersburg. The clerk handles administrative matters for the court and has authority to probate wills, grant administration of estates, and appoint guardians. The clerk is the custodian of the court's records, and the clerk's office is where deeds are recorded and marriage licenses are issued.

Circuit Court Clerk Personnel & Non-Personnel Costs

CIRCUIT COURT CLERK	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel Costs	631,266	577,784	581,951	581,951	1%
Non-Personnel Costs	73,100	75,600	77,430	77,430	2%
Total Costs	704,366	653,384	659,381	659,381	1%



Constitutional Officers

City of Petersburg, VA
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Circuit Court Clerk Personnel & Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Full Time Salaries	431,981	399,986	433,281	433,281
Part-time Salaries	31,000	31,000	-	-
FICA	35,418	32,970	33,146	33,146
V.R.S.	65,877	48,038	52,037	52,037
Hospitalization/Medical Plans	61,288	60,510	57,812	57,812
Group Insurance	5,702	5,280	5,676	5,676
Total Personnel Costs	631,266	577,784	581,951	581,951

Circuit Court Clerk Personnel & Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Accounting and Auditing Services	3,500	3,500	3,500	3,500
Petty Juror's	32,000	38,000	38,000	38,000
Grand Juror's Cost	-	-	1,830	1,830
Other Contractual Services	13,000	13,000	13,000	13,000
Printing & Binding	500	500	500	500
Postal Services	3,800	3,800	3,800	3,800
Telecommunications	-	-	-	-
Lease/Rent of Equipment	10,500	10,500	10,500	10,500
Dues and Association Memberships	300	300	300	300
Office Supplies	9,500	6,000	6,000	6,000
Total Non-Personnel Costs	73,100	75,600	77,430	77,430

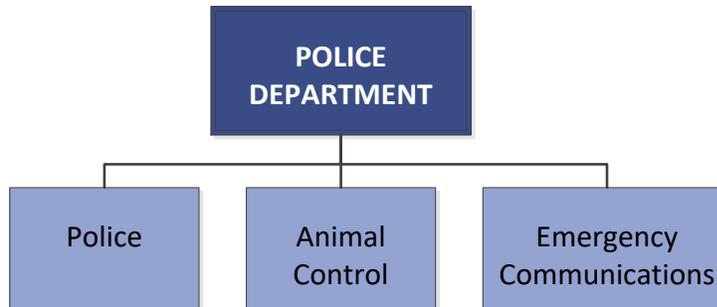


Police

City of Petersburg, VA
FY 2018 Operating Budget

Police Department

In the new budget and structure, the Police Department is comprised of three divisions: the traditional Police department, Animal Control, and Emergency Communications. All of these divisions report up through the Chief of Police.



Budget Highlights

The total FY18 Adopted Operating Budget for the Department of Police is \$11,058,230, an increase of 19 percent from the FY17 Adopted 2nd Amendment budget.

Aligned with the City's goal of improving public safety and building a stable, community-oriented police force, the Police Division personnel budget is increasing 11 percent in the FY 18 budget. In April 2017, Police will see the 10 percent restoration of their salaries. In addition, the FY 18 budget goes further by making starting salaries highly competitive with the market and deals with the pay compression issues that have plagued retention efforts for the division for some time. The starting salary for a police officer will be brought to \$43,900, an increase of 7.9 percent from the post-10 percent restored salary of \$40,688.

In addition to personnel, the FY 18 budget provides funding for various equipment enhancements, including upgraded police body cameras and funding for 16 new vehicles. The Police fleet is aging with the newest vehicles approaching 5 years of age. In FY17, Police spent over \$10,000 per month in vehicle repairs. The repairs not only keep vehicles out of service, but also disrupt the deployment of officers.

The FY 18 Adopted Budget also includes additional funding for Emergency Communications radio replacements to ensure reliable communications in the event of an emergency and 911 dispatch for the community. Given the significant turnover experienced, the significant training time for a new employee to become active, the criticality



Police

City of Petersburg, VA
FY 2018 Operating Budget

of these positions and the high demand regionally (and evenly nationally) for these positions, the salaries for these positions must be brought to a level competitive with the market.

DEPARTMENT TOTAL	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Police	7,317,191	7,390,174	8,742,896	8,592,896	16%
Animal Control	310,725	271,836	295,568	295,568	9%
Emergency Communications	1,784,761	1,597,481	2,169,767	2,169,767	36%
Total	9,412,677	9,259,491	11,208,230	11,058,230	19%

Divisions

Police

The Petersburg Bureau of Police protects persons and property by providing essential law enforcement and public safety services, while promoting officer engagement and community involvement, stability and order through service, assistance and visibility.

Department Performance

In 2016, violent crime in Petersburg was significantly lower than the previous year (-12%), although property crime was up (+4%) and all Major Crime was up (+2%).

Police Personnel & Non-Personnel Costs

POLICE	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel Costs	6,518,171	6,805,092	7,551,931	7,551,931	11%
Non-Personnel Costs	799,020	585,082	1,190,964	1,040,964	78%
Total Police Costs	7,317,191	7,390,174	8,742,896	8,592,896	16%



Police

City of Petersburg, VA
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Police Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Full Time Salaries	4,536,095	4,477,962	5,236,808	5,236,808
Salaries & Wages - Overtime	75,000	288,200	288,200	288,200
Part-time Salaries	65,000	100,000	92,430	92,430
FICA	432,616	350,214	429,734	429,734
V.R.S.	544,785	537,803	628,941	628,941
Hospitalization/Medical Plans	797,799	810,042	672,717	672,717
Group Insurance	59,876	56,371	68,602	68,602
Other		125,000	-	-
Clothing Allowance	7,000	9,500	9,500	9,500
Employee Liability - Workers Comp	-	50,000	125,000	125,000
Total Personnel Costs	6,518,171	6,805,092	7,551,931	7,551,931



Police

City of Petersburg, VA
FY 2018 Operating Budget

Police Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Training/Tuition	-	-	9,320	9,320
Docotors & Physicans Fees	15,000	12,000	4,800	4,800
Other	12,115	25,000	570	570
Other Contractual Services-Body Cameras		-	97,432	97,432
Other Contractual Services	146,000	100,000	140,842	140,842
Repairs - Motor Vehicles	-	-	57,000	57,000
Repairs - Office Equipment	1,500	800	-	-
Postal Services	2,000	700	750	750
Telecommunications	-	35,000	48,000	48,000
Subsistence and Lodging	-	2,000	13,100	13,100
Convention and Education	-	5,000	-	-
Travel	10,000	7,500	3,600	3,600
Dues and Association Memberships	250	1,500	-	-
Special Events	1,500	-	-	-
Miscellaneous Supplies	117,000	70,000	270,000	270,000
Office Supplies	21,000	6,000	3,620	3,620
Food Supplies	1,500	500	-	-
Cleaning Material & Supplies	4,500	2,500	5,000	5,000
Vehicle and Powered Equipment				
Fuels	290,000	67,200	168,000	168,000
Police Supplies (Ammunition)	50,000	47,625	49,649	49,649
Uniforms & Wearing Apparel	45,000	50,000	45,464	45,464
Other Operating Supplies	-	-	784	784
Replacement of Office Equipment	-	5,500	-	-
Replace Furniture & Fixtures	-	10,300	10,000	10,000
Replace Motor Vehicles	-	68,000	204,000	54,000
New Furniture & Fixtures	-	5,000	-	-
Crater Criminal Justice	81,655	62,957	59,034	59,034
Total Non-Personnel Costs	799,020	585,082	1,190,964	1,040,964



Police

City of Petersburg, VA
 FY 2018 Operating Budget

Animal Control

Animal Control is an open door public shelter that houses and cares for animals and partners with many venues to get maximum exposure for adoptable animals. The division also enforces laws regarding the proper housing and care of animals and investigates cases of neglect or cruelty.

Animal Control Personnel & Non-Personnel Costs

	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
ANIMAL CONTROL					
Personnel Costs	273,925	242,436	267,141	267,141	10%
Non-Personnel Costs	36,800	29,400	28,426	28,426	-3%
Total Animal Control Costs	310,725	271,836	295,568	295,568	9%

Animal Control Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Full Time Salaries	165,997	145,879	167,036	167,036
Salaries & Wages - Overtime	5,000	2,500	2,500	2,500
Part-time Salaries	28,882	28,882	38,424	38,424
FICA	14,908	13,369	15,909	15,909
V.R.S.	25,315	17,520	20,061	20,061
Hospitalization/Medical Plans	31,632	32,360	21,022	21,022
Group Insurance	2,191	1,926	2,188	2,188
Total Personnel Costs	273,925	242,436	267,141	267,141



Police

City of Petersburg, VA
FY 2018 Operating Budget

Animal Control Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Other Contractual Services	15,000	10,000	7,880	7,880
Repairs-Other	-	-	2,545	2,545
Dues and Associations Memberships	-	-	125	125
State Permits/License Fees	500	100	90	90
Office Supplies	1,000	1,000	1,731	1,731
Dog Food	2,500	2,500	2,406	2,406
Cleaning Material & Supplies	2,500	2,500	2,500	2,500
Vehicle and Powered Equipment	5,000	5,000	3,600	3,600
Uniforms & Wearing Apparel	600	600	870	870
Other Operating Supplies	-	-	800	800
Chemical Supplies	2,200	2,200	3,500	3,500
Dog Supplies	2,500	2,500	2,000	2,000
Replacement Other	1,000	-	-	-
New Office Equipment	4,000	3,000	380	380
Total Non-Personnel Costs	36,800	29,400	28,426	28,426

Emergency Communications

Emergency Communications is the central point for both emergency and non-emergency communications. The division facilitates around-the-clock communications services, channeling information and service request to appropriate units. Emergency Communications answers 4,000 in-coming E911 phone calls each month and processes and dispatches 5,000 public safety calls for service.

Emergency Communications Personnel & Non-Personnel Costs

EMERGENCY COMMUNICATIONS	FY 2016	FY 2017 2nd	FY 2018	FY 2018	Percent
Personnel Costs	1,244,277	1,077,463	1,403,908	1,403,908	30%
Non-Personnel Costs	540,484	520,018	765,858	765,858	47%
Total Emergency Communications	1,784,761	1,597,481	2,169,767	2,169,767	36%



Police

City of Petersburg, VA
FY 2018 Operating Budget

Emergency Communications Personnel Costs

Object	FY 2016	FY 2017 2nd	FY 2018	FY 2018
Full Time Salaries	875,013	644,354	981,382	981,382
Overtime	20,000	134,296	134,296	134,296
Part-time Salaries	4,000	8,000	8,000	8,000
FICA	67,244	49,905	99,856	99,856
V.R.S.	133,440	77,387	117,864	117,864
Health Insurance	133,030	155,016	52,656	52,656
V.R.S. Group Life	11,550	8,505	9,854	9,854
Total Personnel Costs	1,244,277	1,077,463	1,403,908	1,403,908

Emergency Communications Non-Personnel Costs

Object	FY 2016	FY 2017 2nd	FY 2018	FY 2018
Other	2,000	2,000	9,700	9,700
Other Contractual Services	518,234	498,768	499,165	499,165
Repairs - Radio Equipment	5,000	5,000	4,800	4,800
Telephone	-	-	236,942	236,942
Travel	1,500	1,500	-	-
Dues and Subscriptions	250	250	276	276
Office Supplies	2,000	2,000	1,075	1,075
Uniforms & Wearing Apparel	2,000	2,000	-	-
Replacement of Office Equipment	2,500	2,500	3,300	3,300
Replace Furniture & Fixtures	2,000	1,000	1,600	1,600
Replace Radio Equipment	5,000	5,000	9,000	9,000
Total Non-Personnel Costs	540,484	520,018	765,858	765,858



Fire

Fire, Rescue & Emergency Services

The Fire, Rescue and Emergency Services department provides emergency services to protect lives, property, and the economic well-being of the community. This includes special operations, such as hazardous material response and technical rescue, as well as response, mitigation and recovery to natural and manmade disasters. The department is committed to community risk reduction; fire response, suppression and support functions; public fire and life safety education; and advance life support emergency medical services.

Budget Highlights

The total FY18 Adopted Operating Budget for the Fire, Rescue and Emergency Services Department is \$7,277,842, an increase of 24 percent over the FY 2017 budget. Significant underfunding over the years has led to the need for investment in FY 18 in non-personnel costs.

The FY18 Adopted Budget emphasizes the need to rebuild the Fire department’s human resources, equipment and assets. The budget includes 15 new full-time positions, including 5 new Fire Captain positions. It also funds salary increases to make Petersburg Fire department positions more competitive with surrounding jurisdictions, as recommended in the 2014 Compensation Study. In addition, \$316,550 is provided to outfit 13 firefighters at the Recruit Academy. Funding in the amount of \$21,540 was included for the repair of buildings and grounds, compared to only \$400 in the FY 17 budget and \$125,000 is available for the repair and replacement of vehicles.

Currently, EMS service delivery in the City of Petersburg is provided as a shared responsibility between the Petersburg Fire, Rescue & Emergency Services and Southside Virginia Emergency Crew. This partnership has been defined with a Memorandum of Understanding that articulates the assigned zone coverages of PFRES and SVEC at the advanced life support level. The Fire Department maintains oversight of the EMS system for the City of Petersburg.

Fire, Rescue & Emergency Services Personnel & Non-Personnel Costs

DEPARTMENT TOTAL	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel Costs	5,790,133	5,603,220	6,002,735	6,002,735	7%
Non-Personnel Costs	610,854	274,650	1,675,107	1,275,107	364%
Total	6,400,987	5,877,870	7,677,842	7,277,842	24%



Fire

City of Petersburg, VA
FY 2018 Operating Budget

Fire, Rescue & Emergency Services Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Full Time Salaries	3,762,633	3,465,967	4,125,797	4,125,797
Salaries & Wages - Overtime	350,000	753,850	300,000	300,000
Part-time Salaries	140,160	80,000	80,000	80,000
FICA	325,339	328,936	344,694	344,694
V.R.S.	573,802	416,263	495,508	495,508
Hospitalization/Medical Plans	566,206	485,235	441,470	441,470
Group Insurance	44,775	45,751	54,048	54,048
Employee Liability - Workers Comp	-	-	135,500	135,500
Docotors & Physicans Fees	27,218	27,218	25,718	25,718
Total Personnel Costs	5,790,133	5,603,220	6,002,735	6,002,735



Fire

City of Petersburg, VA
FY 2018 Operating Budget

Fire, Rescue & Emergency Services Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Other Contractual Services	315,669	86,000	314,060	314,060
Repairs - Motor Vehicles	-	-	150,000	150,000
Repairs-Machinery & Motors	2,500	2,500	3,000	3,000
Repairs - Radio Equipment	6,500	6,500	6,500	6,500
Repairs - Building & Grounds	400	400	21,540	21,540
Repairs - Other	3,000	3,000	3,500	3,500
Repairs - Breathing Apparatus	5,000	5,000	4,000	4,000
Repairs - Personal Prot Eq	500	500	500	500
Postal Services	3,475	3,100	3,100	3,100
Postal Services	-	-	250	250
Subsistence and Lodging	9,450	3,150	4,284	4,284
Convention and Education	3,200	3,200	4,080	4,080
Dues and Association Memberships	11,360	2,500	2,270	2,270
Breathing Air Test	750	750	750	750
Office Supplies	9,500	7,000	12,500	12,500
Cleaning Material & Supplies	-	-	15,000	15,000
Linen Supplies/Bedding	500	500	500	500
Vehicle and Powered Equipment Fuels	87,500	57,500	87,500	87,500
Uniforms & Wearing Apparel	65,790	45,000	62,700	62,700
Educational & Recreational Supplies	2,500	2,000	400	400
Chemical Supplies	8,000	7,000	9,300	9,300
Textbooks	900	900	2,460	2,460
First Aid Supplies	9,000	9,000	9,000	9,000
Tires & Tubes	14,200	4,200	15,000	15,000
Misc & Kitchen Supplies	15,000	5,000	4,700	4,700
Public Ed Supplies	3,000	-	3,000	3,000
Training Supplies	8,200	5,050	321,050	321,050
Small Tools	5,550	1,000	18,005	18,005
Replace Machinery & Motors	2,800	1,500	3,250	3,250
Replace Furniture & Fixtures	1,860	-	2,000	2,000
Replace Motor Vehicles	-	-	125,000	125,000
Replacement Hose	2,750	2,750	10,000	10,000
Replacement Other	12,000	9,650	5,200	5,200
Supplemental (Competitive Salary/Benefits, Apparatus Lease, Ambulance Outfit, Wireless)			450,708	50,708
Total Non-Personnel Costs	610,854	274,650	1,675,107	1,275,107

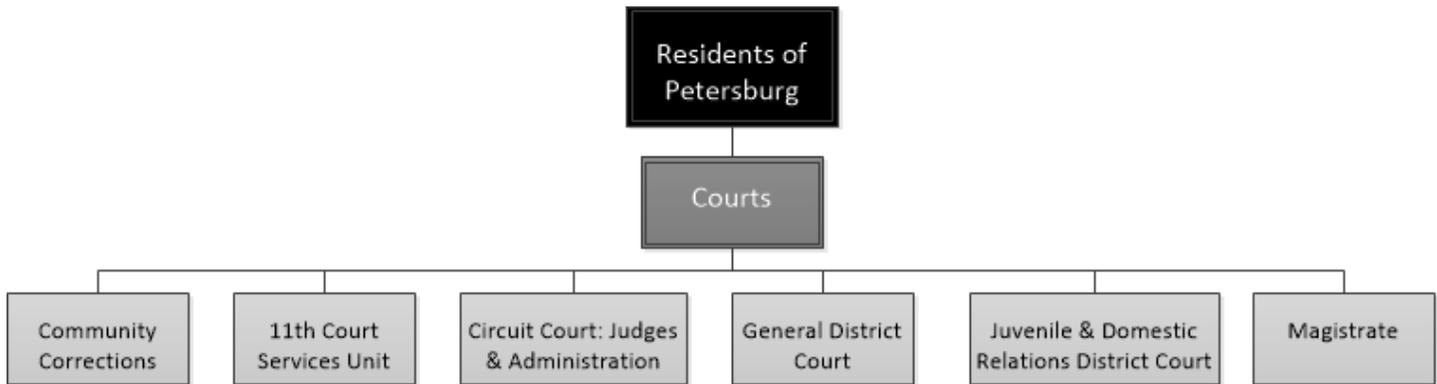


Courts

City of Petersburg, VA
FY 2018 Operating Budget

Courts & Other Public Safety

The new budget format has linked all court and court-related services that the City is responsible for funding, on some level, into one category. These positions do not report to the City Manager but relies on the support of many of the internal departments to assist with their day-to-day operations. Additionally, an area of opportunity that is being pursued is eliminating the need for leasing space for these functions. This will be part of the holistic review of City leases and City-owned property to reduce cost and maximize efficiency.



Budget Highlights

The total FY18 Adopted Operating Budget for the Courts is \$691,148. The department total includes the Community Corrections budget, which is funded by intervention fees and the General Fund. The total operating budget for Courts and Other Public Safety increased 7 percent compared to the FY17 Adopted 2nd Amendment Budget.

DEPARTMENT TOTAL	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel Costs	67,108	97,189	88,631	88,631	-9%
Non-Personnel Costs	470,778	547,423	553,876	602,516	10%
Total	537,886	644,612	642,508	691,148	7%



Courts

Divisions

Community Corrections

Petersburg Community Corrections provides services mandated by the state Department of Criminal Justice Services, including pretrial investigations and pretrial supervision for Petersburg, and local probation supervision for six courts between Petersburg and Dinwiddie. Pretrial services promotes community safety with impartial bail investigations and recommendations to the court, based on the risk of non-appearance and/or danger to the community using a validated risk assessment. Local probation enhances public safety by providing alternatives to incarceration, delivering evidence-based supervision, and facilitating viable interventions and treatment options, which reduce recidivism and improve the lives of the citizens in our communities. PCC is a collaborative member of the Mental Health Docket. The Community Corrections division is funded primarily by non-General Fund sources. In FY 2018, a transfer from the General Fund will support a new position that will work to decrease the jail population.

COMMUNITY CORRECTIONS	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Revenue					
Community Corrections - Intervention Fees	311,790	358,257	358,257	358,257	0%
Community Corrections - Transfer from General Fund				48,640	
Expenditures	311,790	358,257	358,257	406,897	14%

11th Court Service Unit

The 11th District Court Service Unit (CSU) provides services mandated by the state Department of Juvenile Justice, including intake, pre- and post-dispositional social histories, court-ordered reports, and probation and parole supervision. CSU is represented on the four Petersburg Family Assessment & Planning Treatment Teams and the Community Policy & Management Team. The CSU works collaboratively with Virginia State University for intern placement and is a collaborative partner with the state in the Juvenile Detention Alternative Initiative.



Courts

City of Petersburg, VA
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11th Court Service Unit Personnel & Non-Personnel Costs

11TH COURT SERVICE UNIT	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel Costs	-	-	-	-	-
Non-Personnel Costs	89,288	92,236	96,301	96,301	4%
Total	89,288	92,236	96,301	96,301	4%

11th Court Service Unit Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Other Contractual Services	3,600	3,600	3,600	3,600
Telephone	12,000	12,000	12,000	12,000
Rent of Property	73,688	76,636	79,701	79,701
Replace Furniture & Fixtures	-	-	1,000	1,000
Total Non-Personnel Costs	89,288	92,236	96,301	96,301

Circuit Court Judges & Administration

The office of the Circuit Court Judges provides the necessary administrative support to the three Circuit Court judges of the 11th Judicial Circuit and any designated judges who may assist in the circuit. In June 2010, the judicial assistant in Petersburg was named Court Administrator for the 11th Judicial Circuit. Together, the governing bodies in the localities of the 11th Circuit (Petersburg, Amelia, Dinwiddie, Nottoway, and Powhatan) fund the salary, benefits, and office expenses of the Court Administrator. The City of Petersburg, as host jurisdiction, pays these expenses and is partially reimbursed by the other localities, based on an agreed upon funding formula.

Circuit Court Judges & Administration Personnel & Non-Personnel Costs

CIRCUIT COURT - JUDGES & ADMIN	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel Costs	67,108	97,189	88,631	88,631	-9%
Non-Personnel Costs	7,900	5,750	7,450	7,450	30%
Total	75,008	102,939	96,081	96,081	-7%



Courts

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Circuit Court Judges & Administration Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Full Time Salaries	49,309	49,309	49,309	49,309
Part-time Salaries	-	22,500	22,500	22,500
FICA	3,772	5,493	5,493	5,493
V.R.S.	7,520	5,922	5,922	5,922
Hospitalization/Medical Plans	5,856	13,314	4,761	4,761
Group Insurance	651	651	646	646
Total Personnel Costs	67,108	97,189	88,631	88,631

Circuit Court Judges & Administration Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Repairs - Office Equipment	1,000	500	850	850
Laundry and Dry Cleaning	300	-	200	200
Postal Services	1,000	1,000	1,200	1,200
Telecommunications	4,000	3,500	4,000	4,000
Office Supplies	1,000	750	1,000	1,000
Cleaning Material & Supplies	600	-	200	200
Total Non-Personnel Costs	7,900	5,750	7,450	7,450

General District Court

The General District Court handles criminal, traffic and civil cases. The court's Clerk's office serves as the administrative arm of the court and is mandated by the Supreme Court of Virginia, Office of the Executive Secretary. The clerk develops, implements and administers procedures necessary for the efficient operation of the office and supervises non-judicial personnel. It also ensures compliance with statutory requirements to properly process, retain, store, dispose and secure court records.

General District Personnel & Non-Personnel Costs

GENERAL DISTRICT COURT	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel Costs	-	-	-	-	-
Non-Personnel Costs	52,800	40,700	40,800	40,800	0%
Total	52,800	40,700	40,800	40,800	0%



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General District Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Legal Fees	30,000	20,000	24,000	24,000
Other Contractual Services	600	800	800	800
Postal Services	6,500	6,000	6,000	6,000
Lease/Rent of Equipment	4,000	4,000	4,000	4,000
Travel	500	500	800	800
Dues and Association Membership	1,200	1,000	1,000	1,000
Office Supplies	2,100	1,800	1,800	1,800
Uniforms & Wearing Apparel	500	200	200	200
Other Operating Supplies	-	-	-	-
Replacement of Office Equipment	2,400	2,400	1,200	1,200
Replace Furniture & Fixtures	5,000	4,000	1,000	1,000
Total Non-Personnel Costs	52,800	40,700	40,800	40,800

Juvenile & Domestic Relations District Court

The Juvenile and Domestic Relations District Court handles juvenile delinquencies and status offenses, custody and visitation, abuse and neglect, support petitions and domestic related disputes involving adults. Each juvenile and domestic relations district court has a clerk's office that processes all case papers, keeps court records and provides information to the people involved in a case (to the extent permitted by law).

Juvenile & Domestic Relations District Court Personnel & Non-Personnel Costs

JUVENILE & DOMESTIC RELATIONS COURT	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel Costs	-	-	-	-	-
Non-Personnel Costs	9,000	7,750	7,750	7,750	0%
Total	9,000	7,750	7,750	7,750	0%



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Juvenile & Domestic Relations District Court Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Contractual\Purchase Services	-	1,500	500	500
Repairs - Building & Grounds	600	-	200	200
Laundry and Dry Cleaning	100	50	100	100
Rent of Equipment	3,000	2,500	2,200	2,200
Travel	650	1,300	1,300	1,300
Dues and Association Membership	350	300	300	300
Shelter Care	500	500	500	500
Office Supplies	1,300	300	500	500
Cleaning Material & Supplies	300	150	500	500
Books and Subscriptions	200	300	200	200
Other Operating Supplies	-	-	450	450
Replacement of Office Equipment	400	200	-	-
Replace Furniture & Fixtures	1,600	650	1,000	1,000
Total Non-Personnel Costs	9,000	7,750	7,750	7,750

Magistrate

The Magistrate's office takes citizen and criminal complaints, issues warrants or summons, holds bond hearings, sets bond, commits criminals to jail and releases criminals from jail. The office is responsible for issuing emergency custody orders and emergency protective orders for domestic abuse cases.

Magistrate Personnel & Non-Personnel Costs

MAGISTRATE	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel Costs	-	-	-	-	-
Non-Personnel Costs	-	42,730	43,318	43,318	1%
Total	-	42,730	43,318	43,318	1%



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Magistrate Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Other Contractual Services	-	1,400	1,400	1,400
Rental of Property	-	39,330	39,918	39,918
Office Supplies	-	2,000	2,000	2,000
Total Non-Personnel Costs	-	42,730	43,318	43,318



Public Works

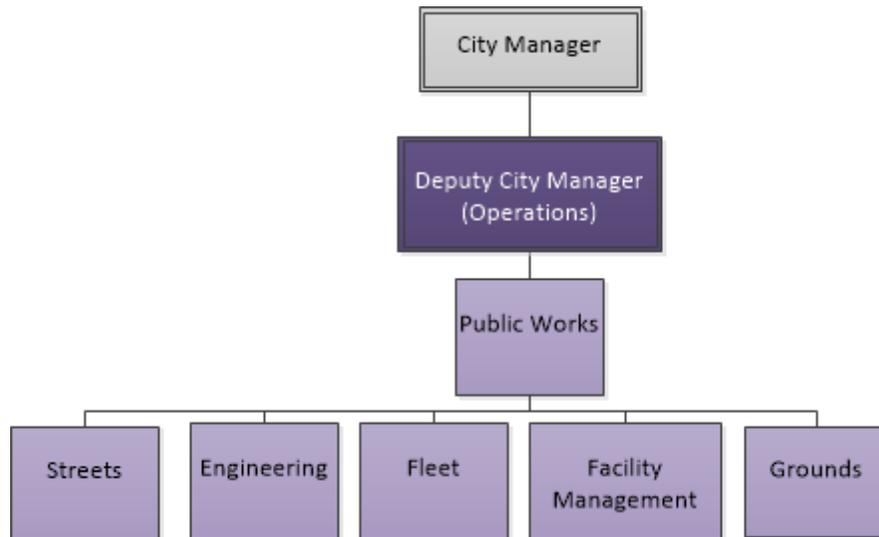
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Department of Public Works

The primary mission of the Department of Public Works (DPW) is to provide reliable and efficient delivery of essential infrastructure services to the residents of Petersburg. DPW protects and promotes the general health, safety and welfare of the community by monitoring, managing and maintaining public infrastructure and properties. In the FY 18 budget, DPW is changing its service offerings as the City continues to restructure and better align its services. DPW no longer has the responsibility for grounds/cemeteries, stormwater, the contract for refuse collection or utilities. However, DPW will provide a wide range of essential services including infrastructure implementation and maintenance, management of City fleet and facilities, all engineering needs including street lights and traffic signals, and street and right-of-way management.

DPW is responsible for approximately 395 lane miles of streets, 32 structures, 47 signalized intersections, and 90 Buildings.

Services provided by the Department of Public Works are funded by General Fund revenue; permit fees; and state and federal financial assistance for street maintenance.



Budget Highlights

The total FY18 Adopted Operating Budget for the Department of Public Works is \$8,217,210, a 7 percent reduction from FY 17. The largest driver of this reduction is the change in how City fleet is managed. The FY 16 and FY 17 budgets continued to rely on one City contract to oversee fleet maintenance and were accounted for in the Fleet budget, including the lawsuit the City settled with the vendor. For FY 18, those costs are reflected in



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the departmental budgets. The City is currently working to secure contracts with local fleet maintenance firms that will be overseen by one Fleet Manager who reports to the DPW Director.

In an effort to streamline services, improve performance and reduce costs, the City will consider outsourcing facility management services and comprehensive janitorial services in FY 18. The budget reflects this approach by eliminating 21 positions from the Facility Management Division, for a savings of \$394,938. An additional \$500,000 is included in the non-personnel budget to fund a custodial and facility maintenance contract.

DEPARTMENT TOTAL	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel Costs	3,501,266	3,256,823	2,050,283	2,651,693	-19%
Non-Personnel Costs	4,657,219	5,574,903	6,115,906	5,565,517	0%
Total	8,158,485	8,831,726	8,166,189	8,217,210	-7%

Note: Data are missing for Fleet Division in FY 2016.

Divisions

Engineering

The Engineering Division oversees all technical issues relating to the City’s public infrastructure and provides effective engineering solutions, as needed. Engineering is responsible for planning, design and project management for City capital improvement projects and performs various studies and cost estimates. An additional \$50,000 investment has been incorporated to allow for necessary street-related improvements that occur every year, are not budgeted, and are not covered by the urban allocation funding from the Commonwealth.

Engineering Personnel & Non-Personnel Costs

ENGINEERING	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel Costs	130,636	171,544	149,071	149,071	-13%
Non-Personnel Costs	11,105	4,355	61,555	61,555	1313%
Total	141,741	175,899	210,626	210,626	20%



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Engineering Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Full Time Salaries	86,636	115,671	102,364	102,364
Part-time Salaries	8,317	15,000	12,000	12,000
FICA	7,264	9,996	8,749	8,749
V.R.S.	13,211	13,892	12,294	12,293.95
Hospitalization/Medical Plans	14,064	15,458	12,323	12,323
Group Insurance	1,144	1,527	1,341	1,341
Total Personnel Costs	130,636	171,544	149,071	149,071

Engineering Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Repairs - Office Equipment	100	100	100	100
Postal Services	-	400	175	175
Telecommunications	-	-	2,000	2,000
Other Contracting Services	-	-	50,000	50,000
Travel	150	-	-	-
Dues and Association Memberships	355	355	-	-
Office Supplies	1,500	500	1,000	1,000
Vehicle and Powered Equipment Fuels	9,000	3,000	1,500	1,500
Vehicle Maintenance	-	-	6,680	6,680
Other Operating Supplies	-	-	100	100
Total Non-Personnel	11,105	4,355	61,555	61,555

Facility Management

The FY 2018 assumes that the City will outsource the responsibilities of facilities management beginning in FY 18. Contractors will oversee repair, renovation and general maintenance of City properties. The City will also issue a Citywide custodial contract (for supplies and janitorial staffing) that will be managed by the Facilities Management Division. The FY 2018 budget funds a General Manager and administrative staff to oversee a facilities management contract; 12 full-time positions have been eliminated from the budget.



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Facility Management Personnel & Non-Personnel Costs

FACILITY MANAGEMENT	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel Costs	958,981	656,726	154,426	154,426	-76%
Non-Personnel Costs	1,373,153	1,106,288	1,421,878	1,421,878	29%
Total	2,332,134	1,763,014	1,576,304	1,576,304	-11%

Facility Management Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Full Time Salaries	614,628	414,619	112,493	112,493
Salaries & Wages - Overtime	6,000	3,000	-	-
Part-time Salaries	100,547	80,000	-	-
FICA	56,314	37,838	8,606	8,606
V.R.S.	96,926	49,796	13,510	13,510
Hospitalization/Medical Plans	76,176	66,000	18,343	18,343
Group Insurance	8,390	5,473	1,474	1,474
Unemployment Insurance	-	-	-	-
Workers Comp	-	-	-	-
Total Personnel Costs	958,981	656,726	154,426	154,426



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Facility Management Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Other Contractual Services	108,823	30,000	555,000	555,000
Repairs - Motor Vehicles	-	-	-	-
Repairs-Machinery & Motors	33,045	30,000	-	-
Repairs - Heat & Cool Equipment	130,000	125,000	80,000	80,000
Repairs - Building & Grounds	248,380	70,000	-	-
Repairs-Courthouse	40,856	40,856	40,856	40,856
Pest Control	7,270	3,000	6,822	6,822
Advertising	2,445	500	-	-
Electric Current	518,400	518,400	518,400	518,400
Fuel	65,000	10,000	60,000	60,000
Water & Sewer Service	76,000	130,000	130,000	130,000
Telecommunications	-	-	1,200	1,200
Rent of Equipment	1,500	1,148	-	-
Office Supplies	-	3,000	1,500	1,500
Food Supplies	234	234	-	-
Agricultural Supplies-Fertilizer/Se	-	-	-	-
Cleaning Material & Supplies	55,000	20,000	-	-
Vehicle and Powered Equipment Fuels	25,000	20,000	-	-
Uniforms & Wearing Apparel	9,500	7,500	-	-
First Aid Supplies	700	150	-	-
Building Materials & Supplies	-	50,000	-	-
Small Tools	1,000	500	500	500
Replace Heat & Cool Equipment	50,000	46,000	20,000	20,000
Computer Software over \$5000	-	-	7,600	7,600
Total Non-Personnel Costs	1,373,153	1,106,288	1,421,878	1,421,878

Fleet Division

The Fleet division is a renewed coordinated responsibility now overseen by DPW for the service and maintenance of City fleet vehicles, public safety vehicles, and heavy construction equipment. The division coordinates with other departments for more extensive vehicle or equipment repair, accident and insurance coverage information, and replacements of vehicles and equipment. The shop also serves as a fueling station for many City vehicles and equipment. Administrative support and non-personnel costs resulting from this



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division will be provided by other divisions within DPW. The outsourcing effort will, in part, seek out partnerships with local vendors to provide repair and maintenance of City vehicles.

Fleet Personnel & Non-Personnel Costs

FLEET	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel Costs	-	11,780	44,243	44,243	276%
Non-Personnel Costs	-	1,515,573	-	-	-100%
Total	-	1,527,353	44,243	44,243	-97%

Fleet Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Full Time Salaries	-	8,644	31,200	31,200
Overtime	-	-	-	-
Part-time Salaries	-	-	-	-
FICA	-	661	2,387	2,387
V.R.S.	-	1,038	3,747	3,747
Health Insurance	-	1,323	6,500	6,500
Group Insurance	-	114	409	409
Total Personnel Costs	-	11,780	44,243	44,243

Fleet Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Other Contractual	-	1,390,573	-	-
Repairs - Machinery & Motors	-	20,000	-	-
Gasoline purchase	-	105,000	-	-
Total Non-Personnel Costs	-	1,515,573	-	-

Streets Division

The Streets division is responsible for maintaining 365 lane-miles of the City's street system. The division's maintenance functions include vacuum leaf collection; snow removal; street sweeping; repairs to curbs, gutters, storm drains; installation and maintenance of street signs, street lights, and roadway markings; pothole repair; pavement preservation; and response to hazardous material spills. This division is funded 100



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percent from urban allocation funds from the Commonwealth and are not included in the General Fund.

Major construction projects for FY 18 that are included in the budget are: Wagner Rd Underdrain (\$1.5M-failed VDOT rating), City-wide guardrail replacement \$300,000 (safety requirement), bridge inspection and maintenance \$120,000 (required by Federal government), and Harrison street paving \$180,000 (failed requirement).

Streets Personnel & Non-Personnel Costs

STREETS	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel Costs	1,855,028	1,826,323	1,235,807	1,746,933	-4%
Non-Personnel Costs	3,058,111	2,847,552	4,364,193	3,950,314	39%
Total	4,913,139	4,673,875	5,600,000	5,697,247	22%

Streets Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Full Time Salaries	1,224,320	1,205,268	934,507	1,137,020
Overtime	50,000	50,000	25,000	25,000
Part-time Salaries	67,761	67,761	15,000	-
FICA	102,669	101,212	71,500	75,627
V.R.S.	186,709	144,753	112,300	118,728
Health Insurance	207,408	241,419	65,250	37,608
Group Insurance	16,161	15,910	12,250	12,950
Employee Liability - Workers Comp	-	-	-	340,000
Total Personnel Costs	1,855,028	1,826,323	1,235,807	1,746,933



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Streets Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Training/Tuition	1,000	1,000	2,500	2,500
Docotors & Physicans Fees	1,000	3,000	3,000	3,000
Contractual Services	-	-	3,334,593	2,494,953
Other Contractual Services	25,000	25,000	30,000	120,576
Snow Removal Services	-	-	-	150,000
Vehicles	-	-	-	100,000
Vehicle & Powered Equipment Fuels	-	-	-	50,000
Vehicle Repairs	-	10,000	20,000	20,000
Repairs - Office Equipment	900	1,600	1,500	1,500
Paving	628,661	765,000	-	-
Pavement-Potholes & Restore	50,000	50,000	200,000	-
Street Repairs	-	-	10,000	-
Pavement-Sidewalk	358,000	350,000	100,000	-
Drainage-Ditch	5,000	30,000	30,000	-
Bridges-Repairs	100,000	100,000	250,000	-
Advertising	5,000	1,000	1,000	1,000
Traffic Controls Devs-Elec Current	500,000	500,000	100,000	-
Postage	50	200	100	200
Training and Conferences	6,000	6,000	3,000	2,500
Admin-Dues and Subscriptions (Books)	500	800	1,000	1,000
Office Supplies	5,000	8,000	5,000	5,000
Food Supplies	3,000	5,000	2,500	2,500
Cleaning Material & Supplies	4,000	5,000	2,500	2,500
Mileage & Transportation	-	-	-	1,500
Telecommunications	-	-	-	5,000
Gas Grease Oil	130,000	97,206	50,000	-
Uniforms & Wearing Apparel	15,000	18,000	10,000	10,000
First Aid Supplies	3,000	3,000	5,000	-
Emerg Operation-Equip & Vehicles	25,000	150,246	-	-
Road Material and Supplies	30,000	50,000	40,000	-
Traffic Materials-Signals	30,000	10,000	10,000	-
Traffic Control Devices-Signs	50,000	50,000	50,000	-
Repair & Maintenance Supplies	-	-	-	550,000
Other Operating Supplies	-	-	-	3,000
Small Tools	2,000	2,500	2,500	2,500
Machinery & Equipment	5,000	5,000	100,000	100,000
Utility Service	-	-	-	320,000
Contingency	-	-	-	1,085
Transfer to Other Funds	1,075,000	600,000	-	-
Total Non-Personnel Costs	3,058,111	2,847,552	4,364,193	3,950,314



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Grounds

The Grounds division maintains the right-of-way for all City-owned parcels and facilities, including grass cutting leaf collection, tree and shrubbery maintenance, snow removal and litter pick-up litter.

Grounds Personnel & Non-Personnel Costs

GROUND	FY 2016	FY 2017 2nd Amendment	FY 18 Proposed	FY 2018 Adopted	Percent Change
Personnel Costs	556,621	503,948	395,611	519,250	3%
Non-Personnel Costs	214,850	84,783	235,430	98,920	17%
Total	771,471	588,731	631,041	618,170	5%

Grounds Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Proposed
Full Time Salaries	341,641	253,771	267,394	385,220
Overtime	6,000	-	3,000	-
Part-time Salaries	50,000	112,000	29,447	36,500
FICA	29,961	27,981	22,708	29,470
V.R.S.	50,801	30,478	32,114	40,225
Health Insurance	74,152	76,368	23,445	23,445
V.R.S. Group Life	4,066	3,350	3,503	4,390
Workers Comp	-	-	14,000	-
Total Personnel Costs	556,621	503,948	395,611	519,250



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Grounds Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Proposed
Other Contractual Services	100,000	50,000	85,000	60,470
Repairs - Motor Vehicles	-	-	2,500	2,000
Repairs - Machinery & Motors	5,000	5,000	2,500	2,500
Fuel	25,000	5,000	27,480	5,000
State Permits/License Fees	100	100	100	100
Food Supplies	250	250	250	250
Fertilizer Seed Spray	13,750	5,000	5,000	5,000
Cleaning Mats & Supplies	-	-	-	500
Gas Grease Oil	-	-	-	12,000
Uniforms & Wearing Apparel	10,000	12,000	12,000	4,000
First Aid Supplies	750	100	100	100
Beautification Supplies	30,000	2,333	1,000	1,000
Small Tools	2,000	2,500	2,500	1,000
Replace Machinery & Motors	28,000	2,500	5,000	5,000
Leased Equipment	-	-	92,000	-
Total Non-Personnel Costs	214,850	84,783	235,430	98,920

The Grounds division also maintains the cemetery grounds. The cemetery adjacent to Blandford Church has been used as a burial ground since the early 18th century. The oldest marked grave dates from 1702. Among the more noted individuals buried within the cemetery is one foreigner, Major General William Phillips. The City maintains the grounds of the cemetery. \$32,000 from the Perpetual Care Fund will be used to offset the costs of maintaining the cemetery in FY 18.

Cemetery Personnel & Non-Personnel Costs

CEMETERY	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel Costs	-	86,502	71,125	37,771	-56%
Non-Personnel Costs	-	16,352	32,850	32,850	101%
Total	-	102,854	103,975	70,621	-31%



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Cemetery Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Full Time Salaries	-	21,116	30,000	30,000
Salaries & Wages - Overtime	-	1,000	-	-
Part-time Salaries	-	49,725	32,000	-
FICA	-	5,496	4,825	2,295
V.R.S.	-	2,536	2,540	3,603
Hospitalization/Medical Plans	-	6,350	1,480	1,480
Group Insurance	-	279	280	393
Total Personnel Costs	-	86,502	71,125	37,771

Cemetery Personnel & Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Proposed
Other Contractual Services	-	2,000	12,250	12,250
Repairs-Machinery & Motors	-	1,500	3,000	3,000
Repairs - Building & Grounds	-	-	2,500	2,500
Postal Services	-	-	-	-
Telecommunications	-	-	1,000	1,000
Training and Conferences	-	-	-	-
Dues and Subscriptions	-	-	-	-
Office Supplies	-	1,500	2,000	2,000
Agricultural Supplies-Fertilizer/Se	-	1,000	3,000	3,000
Cleaning Material & Supplies	-	-	500	500
Vehicle and Powered Equipment Fuels	-	4,000	3,000	3,000
Uniforms & Wearing Apparel	-	1,400	1,600	1,600
Small Tools	-	252	1,000	1,000
Computer Software under \$5000	-	-	-	-
Replace Machinery & Motors	-	2,700	3,000	3,000
New Machinery & Motors	-	2,000	-	-
New Equipment - Other	-	-	-	-
Total Non-Personnel Costs	-	16,352	32,850	32,850



Utilities

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Utilities

The FY 18 Adopted Budget establishes a new Department of Public Utilities separate from the Department of Public Works. The new department brings together services that are self-funded through user charges, including water, wastewater, stormwater management and refuse collection. In addition to providing essential services every day, this department will have a major infrastructure investment responsibility as well as a very important billing and revenue collection function.

The City of Petersburg is a member of the Appomattox River Water Authority (ARWA). The City purchases approximately 1.7 billion gallons of water annually from ARWA and has rights to 16.7 percent of the ARWA water purification plant capacity, or a maximum of 14.1 million gallons per day (MGD). Petersburg has an average daily use of 4.54 MGD.

Petersburg also is a member of the South Central Wastewater Authority (SCWWA) which treats all of Petersburg's wastewater. The City has an allocation of 52.5 percent of the plant capacity, or 12.1 MGD.

Petersburg operates a water distribution and wastewater collection system consisting of 260 miles of water mains, 6 water storage tanks, 2 water pump stations, 1,378 fire hydrants, 195 miles of sanitary sewer lines, and 19 wastewater pump stations. The City has approximately 23,000 accounts, about half of which are water and half are sewer.

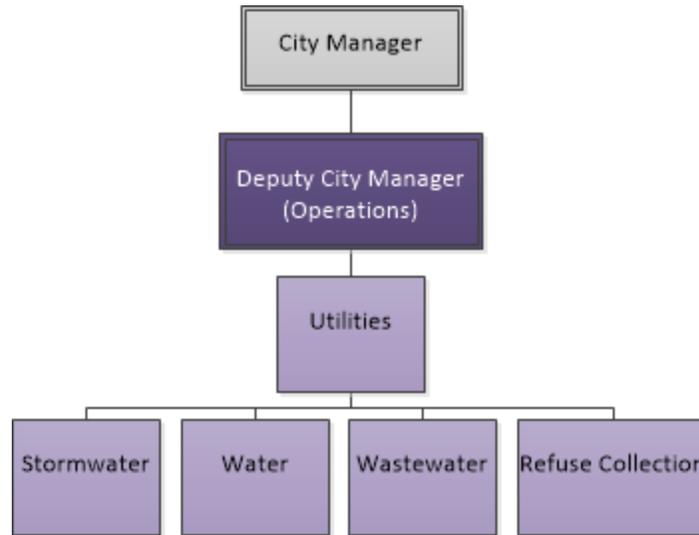
The new Utilities Department will also be responsible for the City's Stormwater Management Program, which provides for storm drainage improvements, erosion and sediment control, and best management practices (BMPs) designed to protect the environment, including the Appomattox River and the Chesapeake Bay.

The new department will also be responsible for Refuse Collection, which is currently provided under a contract managed through the Central Virginia Waste Management Authority and funded through a fee included on utility bills.



Utilities

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Budget Highlights

The FY 18 Adopted Budget for the new Department of Public Utilities is \$15,211,491, which includes \$12,008,214 for the Water and Wastewater Utility, \$1,921,311 for Refuse Collection, and \$1,281,967 for Stormwater Management.

DEPARTMENT TOTAL*	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel Costs	-	1,615,377	1,911,883	2,004,854	24%
Non-Personnel Costs	2,656,715	10,554,709	10,875,996	11,578,204	10%
Reserve & Debt Service	-	1,127,512	1,958,932	1,590,932	41%
DEQ Loan	-	-	37,500	37,500	-
Total	2,656,715	13,297,598	14,784,311	15,211,491	14%

*Notes: (1) In FY 2016 and FY 2017, Stormwater funding was not broken out into Personnel and Non-Personnel costs. The total Stormwater budget is included in the Non-Personnel Costs. (2) FY 2016 data are not available for Water/Wastewater. (3) Reserve & Debt Service funding and the DEQ Loan are for Water/Wastewater only.

Divisions

Water & Wastewater Utility

The FY18 Adopted Operating Budget for the Water and Wastewater Utility is \$12 million, which compares to a FY17 operating budget of \$10.2 million. The budget includes \$1,525,000 for purchased water from ARWA and



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\$4,800,000 for wastewater treatment by SCWWA. Significant operating budget increases are included for system repairs, including pumps and machinery, pump station facilities, repairs to vehicles and a pump station pilot project.

A capital reserve of \$878,000 is included to address unforeseen infrastructure failures, which are anticipated each year due to the age and condition of the system.

Personnel costs are budgeted to increase by \$477,000 reflecting the restoration of the 10 percent salary cuts made in FY17 and the addition of seven authorized positions which will comprise an additional maintenance crew.

Debt service of \$1,080,000 is included to cover existing debt and \$37,000 is included for the initial payment on a new loan from The Department of Environmental Quality (DEQ). The Capital Improvement Program includes projects amounting to \$6,050,000 in FY18, to be financed through an existing debt allocation of \$5.3 million from the Virginia Resources Authority (VRA) and \$750,000 from the DEQ loan. Debt service on the VRA borrowing is budgeted to begin in FY19. The Capital Budget reflects approximately one half of the FY18 infrastructure investment recommended by Timmons Engineering, because the City's fiscal condition precludes additional borrowing at this time. The entire five-year \$52.5 million capital program recommended by Timmons is reflected in the 5-Year Capital Improvement Program.

Historically, the City has budgeted revenues and expenditures for Water and Wastewater together. City staff is currently working to create separate budgets for each utility to better account for each service offering and for future funding requests.

Water/Wastewater Summary

WATER/WASTEWATER	FY 2017	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Revenue		12,639,291	12,632,291	-
<i>Expenditures</i>				
Personnel	1,615,377	1,699,151	1,792,123	11%
Non-Personnel (O&M)	7,457,253	8,219,658	8,587,658	15%
Reserve & Debt Service	1,127,512	1,958,932	1,590,932	41%
DEQ Loan	-	37,500	37,500	-
Expenditure Subtotal	10,200,142	11,915,242	12,008,214	18%
Net Income		724,049	624,077	
Total Expenditures	10,200,142	12,639,291	12,632,291	24%



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Water/Wastewater Personnel Costs

WATER/WASTEWATER	FY 2017	FY 2018 Proposed	FY 2018 Adopted
Full Time Salaries	1,097,062	1,233,845	1,307,222
Overtime	120,000	120,000	120,000
Part-Time/Temp Salaries	5,000	7,000	7,000
FICA	93,488	92,276	97,889
Virginia Retirement System	131,757	145,702	153,679
Health Care	153,589	84,435	89,571
VRS Group Life Insurance	14,481	15,893	16,762
Total Personnel	1,615,377	1,699,151	1,792,123

Water/Wastewater Non-Personnel Costs

WATER/WASTEWATER	FY 2017	FY 2018 Proposed	FY 2018 Adopted
Work Comp	-	25,000	25,000
Tuition	1,500	-	-
Doctor & Phys Exam Fees	2,300	2,600	2,600
Professional Services	54,000	72,660	72,660
Other Contractual Services	155,217	100,012	100,012
Repairs - Motor Vehicles	45,000	71,500	71,500
Repairs - Machinery & Motors*	55,000	165,000	165,000
Repairs & Maint - Office Equip	1,600	5,400	5,400
Repairs - Heating & Cooling Equip	-	2,000	2,000
Repairs - Streets & Sidewalks	-	100,000	100,000
Repairs - Bldgs & Grounds*	24,793	60,000	60,000
Pest Control	150	350	350
Forms	-	10,000	10,000
Advertising	2,300	1,000	1,000
Electric Current*	168,000	80,000	168,000
Natural Gas	3,000	3,000	3,000
Water & Sewer Service	4,800	6,000	6,000

(cont. on next page)



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Water/Wastewater Non-Personnel Costs (cont.)

WATER/WASTEWATER	FY 2017	FY 2018 Proposed	FY 2018 Adopted
Postage	45,000	60,500	60,500
Telephone	32,000	22,000	22,000
Insurance Premiums - Fire	4,000	4,000	4,000
Other Property Insurance	4,000	4,000	4,000
Insurance - Auto	4,200	2,400	2,400
Rent of Equipment	34,000	40,000	40,000
Rent of Property	1,000	-	-
Sub & Lodge	2,000	-	-
Registration / Training / Travel	4,000	4,000	4,000
Travel	500	-	-
Dues & Subscriptions	1,000	700	700
State Permits / License	55,000	36,000	36,000
Wastewater Treatment Service	4,796,539	4,800,000	4,800,000
Repayment schedule from SCWWA	-	513,036	513,036
Office Supplies	7,000	20,000	20,000
Food	500	2,000	2,000
Cleaning Materials & Supplies*	6,100	7,000	7,000
Gas, Grease, Oil	65,000	66,000	66,000
Wearing Apparel	24,000	16,000	16,000
Other*	200	15,000	15,000
Water Purchased for Resale	1,523,954	1,525,000	1,525,000
Construction Materials	100,000	145,000	145,000
Diesel Fuel Machines & Equipment*	18,300	-	-
Service Connection & Materials	50,000	85,000	85,000
First Aid Supplies	-	500	500
Water & Sewer Materials & Supplies	150,000	100,000	100,000
Small Tools*	11,000	6,500	6,500
Replace Motor Vehicles	-	32,500	32,500
Computer Software	-	6,000	6,000
Computer Hardware	-	2,000	2,000
New Equipment*	300	-	-
Pump Station Pilot	-	-	280,000
Total Operating & Maintenance Costs	7,457,253	8,219,658	8,587,658

*Includes pump station amount



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Water/Wastewater Reserve & Debt Service

WATER/WASTEWATER	FY 2017	FY 2018 Proposed	FY 2018 Proposed
Capital Reserve		878,091	510,091
Contingencies	40,000	-	-
Debt Service	1,087,512	1,080,841	1,080,841
Total Reserve & Debt Service	1,127,512	1,958,932	1,590,932

Water & Wastewater Revenues and Rates

The FY18 Adopted Budget for Water and Wastewater includes revenues of \$12,639,291. An operating surplus is projected in order to provide the necessary coverage ratio for planned borrowings.

Like the Water and Wastewater expenditures, revenues for these two utilities have historically been budgeted together. FY 2018 anticipated revenues are illustrated in the table below.

The total Water/Wastewater billings for FY 2018 is \$17 million. The City's collection rate is 70 percent, resulting in anticipated revenue of \$12.6 million

Water/Wastewater Estimated FY 2018 Revenues

Water/Wastewater Revenue	FY 2018 Adopted
Residential (8060)	6,522,600
Industrial (8061)	573,300
Commercial (8062)	5,165,300
Recoveries and rebates	68,275
Cutoff fees	59,816
Delinquent charges	250,000
Connection fees	-
Total Revenue	12,639,291

Water/Wastewater Annual Projected Rate Increases

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Projected Rate Increase	14.3%	15%	15%	15%	15%

The revenue model, prepared by Davenport (Financial Advisors) and CH2M (Consulting Engineers) assumes a FY17 rate increase of 13.4 percent and an additional rate increase of 14.3 percent proposed for FY18. The budget assumes a collection rate of only 70 percent, which reflects the extremely poor past performance of the City in collecting charges for services. However, Council voted to rescind the water/sewer tax rate within



Utilities

6 months if the administration does not meet a 92 percent collection rate. The department plans to re-impose delinquent penalties for late payments, increase efforts to engage past-due customers and establish payment plans, and increase the number of cut-offs for customers who refuse to pay past due amounts or establish payment arrangements. An aggressive effort will begin immediately and may include outside billing contactors to supplement current staff resources. The latest rate model anticipates a need to increase rates by approximately 15 percent per year in each of the next 5 years, in order to pay debt service on borrowings that will cover the long-neglected infrastructure needs of the system (included in the 5-Year CIP). These increases may be partially mitigated if collection efforts improve to reflect industry standards.

The rate study has determined that an average residential customer that uses 7.4 CCF (5,559 gallons per month) would see his or her water bill increase (after the FY17 and FY18 rate increases) from \$16.78 to \$21.75. The same sewer customer would see an increase from \$38.05 to \$49.32. The increase for water would be \$4.97, and for sewer would be \$11.27, for a total monthly increase covering both water and sewer of \$16.24.

The impact of rate increases on residents and businesses, while necessary, is a concern that cannot be minimized. The EPA Affordability Threshold for water bills is 2.5 percent of median household income (MHI). The FY18 rate equates to 0.8 percent of MHI. The EPA Affordability Threshold for sewer is 2.0 percent of MHI, and the FY18 rate is 1.9 percent.

The City Administration continues to recommend that the City consider detailed proposals, under the PPEA process, to privatize the City’s utility system. The needs of the system are immense, from operations to infrastructure to billing and collections. Every alternative for revamping the system should be fully explored.

Refuse Collection

Historically, the City’s refuse has been managed by the Central Virginia Waste Management Association (CVWMA). The CVWMA was responsible for the garbage and refuse collection, transfer and disposal program or system within the member jurisdictions.

Refuse Collection Personnel & Non-Personnel Costs

REFUSE COLLECTION	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel Costs	-	-	-	-	0%
Non-Personnel Costs	1,500,000	1,915,310	1,628,014	1,921,311	0.3%
Total	1,500,000	1,915,310	1,628,014	1,921,311	0.3%



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Refuse Collection Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Other Contractual Services	1,500,000	1,915,310	1,628,014	1,921,311
Total Non-Personnel	1,500,000	1,915,310	1,628,014	1,921,311

Stormwater Management

The Stormwater Management division promotes effective storm water drainage and informs and educates residents on storm water issues. The division's responsibilities include:

- Daily site inspection of multiple construction projects to ensure compliance with local, state, and federal codes and standards;
- Site construction, erosion and sediment control and Best Management Practice inspections; and
- Review of site and development plans to ensure compliance with stormwater management standards.

Stormwater Management Summary

STORMWATER	FY 2016	FY 2017	FY 2018 Proposed	FY 2018 Adopted	Percent Change
<i>Revenue</i>					
Stormwater Fees	1,138,845	1,138,845	1,181,967	1,181,967	4%
Transfer from General Fund				100,000	
Total Revenues	1,138,845	1,138,845	1,181,967	1,281,967	13%
<i>Expenditures</i>					
Personnel	*	*	212,731	212,731	
Non-Personnel (O&M)	1,156,715	1,182,146	1,028,324	1,069,235	-10%
Total Expenditures	1,156,715	1,182,146	1,241,056	1,281,967	8%

*In FY 2016 and FY 2017, personnel costs were budgeted as part of the total program budget. The non-personnel line item includes both personnel and non-personnel



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Stormwater Management Personnel Costs

Object	FY 2016	FY 2017	FY 2018 Proposed	FY 2018 Adopted
Full Time Salaries	-	-	166,221	166,221
Overtime	-	-	-	-
FICA	-	-	12,720	12,720
V.R.S.	-	-	19,970	19,970
Health Insurance	-	-	11,640	11,640
V.R.S. Group Life	-	-	2,180	2,180
Total Personnel Costs	*	*	212,731	212,731

*In FY 2016 and FY 2017, personnel costs were budgeted as part of the total program budget. Personnel is included in the non-personnel costs below.

Stormwater Management Non-Personnel Costs

Object	FY 2016	FY 2017	FY 2018 Proposed	FY 2018 Adopted
Docotors & Physicans Fees	-	-	200	200
Other Contractual Services	-	-	66,500	-
Contractual Services	-	-	300,000	307,411
Advertising	-	-	1,000	1,000
Registration and Training	-	-	2,500	2,500
State Permits/License Fees	-	-	4,000	4,000
Office Supplies	-	-	5,000	5,000
Food Supplies	-	-	500	500
Gas Grease Oil	-	-	1,000	1,000
Uniforms & Wearing Apparel	-	-	2,000	2,000
First Aid	-	-	-	-
Engineering Supplies	-	-	100	100
Computer Software over \$5000	-	-	1,500	4,000
Computer Hardware over \$5000	-	-	2,500	-
Debt-Principal	-	641,524	595,844	595,844
Interest	-	-	45,681	45,681
Contingency	-	-	-	100,000
Stormwater Program	1,138,845	522,752	-	-
Storm Management Program	17,870	17,870	-	-
Total Non-Personnel Costs	1,156,715	1,182,146	1,028,324	1,069,235



Social Services

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Social Services

The Social Services department delivers a wide range of quality programming and services to people in the community to promote self-sufficiency, responsibility, and safety. The Social Services department will continue to oversee the Social Services Division, but also will have management responsibility over the Child Services Agency (CSA). CSA, in turn, will oversee the Virginia Juvenile Community Crime Control Agency (VJCCCA), as well as the coordination of the CAPUP Grant that is used to employ youth. The reorganization of these programs within the Social Services department will allow for greater coordinating, benefiting not only those who receive services but also clearer structure and greater administrative support for those who provide these functions. The department:

- Promotes the safety, permanency and well-being for children, families and individuals through adoption, child protective services, foster care and other programs.
- Provides screening services for customers applying for benefits and services sufficient to ensure timely processing in accordance with established local, state, and federal guidelines.
- Investigates reports of abuse, neglect, and exploitation of adults 60 years of age or older and incapacitated adults age 18 or older.
- Screens individuals entering nursing homes or assisted living facilities and provides companion services to the elderly to keep them in their own homes.
- Provides financial assistance to eligible families to help pay for the cost of child care so they can work or attend education or training programs.
- Identifies, assesses and provides services to children and families to protect children, preserve families, and prevent further maltreatment.



Social Services

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Budget Highlights

The total FY18 Adopted Operating Budget for the Social Services Department is \$12,513,119, a decrease of 1 percent from the FY17 Adopted 2nd Amendment Budget but an increase of six percent from FY 16. A 2 percent increase for employees of the Social Services Division are incorporated in these numbers, even though the budgets are not expected to be approved until May 2017. The budget will be adjusted if this proposal is not executed by the Commonwealth.

In order for program to run efficiently, personnel staffing is needed and necessary staffing positions have been structured through the Virginia Department of Social Services that will enable adequate services. There are 107 positions that would comply with adequate services. There is an 84.5 percent reimbursement from the Commonwealth of Virginia for the 107 positions therefore the City share would only be 15.5 percent.

DEPARTMENT TOTAL	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel Costs	5,167,677	5,053,436	5,398,929	5,398,929	7%
Non-Personnel Costs	6,603,595	7,563,001	7,114,190	7,114,190	-6%
Total	11,771,272	12,616,437	12,513,119	12,513,119	-1%



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Divisions

Social Services

The service division of the Department of Social Services is responsible for providing Adult Services, Adult Protective Services, Child Care Services, Child Protective Services, Employment Services and Foster Care Services. The majority of services that are provided are mandated by the Commonwealth of Virginia. Guidelines for service provision are provided by the Code of Virginia and the Virginia Department of Social Services.

On average, Social Services programming is funded 85.5 percent by the Commonwealth, and 14.5 percent by the City.

Division Performance

In FY 2015, Social Services helped 54 children receive foster care services and saw 10 children adopted. In addition, the VIEW program, which provides job readiness, retention and advancement assistance to disadvantaged residents served 552 participants in FY 2015 and hired a former VIEW client in FY 2016.

Social Services Personnel & Non-Personnel Costs

SOCIAL SERVICES	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel Costs	4,977,146	4,948,310	5,121,686	5,121,686	4%
Non-Personnel Costs	3,511,760	3,859,801	3,485,540	3,485,540	-10%
Total	8,488,906	8,808,111	8,607,226	8,607,226	-2%

Social Services Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Full Time Salaries	3,502,873	3,583,715	3,710,784	3,710,784
Overtime	32,862	28,000	28,000	28,000
Part-time Salaries	50,000	27,634	27,634	27,634
FICA	274,309	278,410	288,131	288,131
V.R.S.	534,188	430,404	445,665	445,665
Hospitalization/Medical Plans	534,586	550,752	572,860	572,860
Group Insurance	46,238	47,305	48,611	48,611
Doctors & Physicians Fees	2,090	2,090	-	-
Total Personnel Costs	4,977,146	4,948,310	5,121,686	5,121,686



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Social Services Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Legal Fees	50,060	85,500	85,500	85,500
Other Contractual Services	89,600	89,600	89,600	89,600
Repairs - Motor Vehicles	8,350	8,350	10,000	10,000
Repairs - Office Equipment	2,310	2,310	2,310	2,310
Electric Current	35,650	35,650	35,650	35,650
Fuel	5,700	5,700	7,500	7,500
Postal Services	30,680	32,752	30,300	30,300
Telecommunications	42,315	42,315	42,315	42,315
Surety Bonds	2,550	1,911	2,550	2,550
Lease/Rent of Equipment	11,720	11,720	12,000	12,000
Rent of Property	68,590	68,590	68,590	68,590
Mileage-Allowances	540	540	540	540
Subsistence and Lodging	1,000	1,000	5,000	5,000
Convention and Education	2,500	2,500	2,500	2,500
Travel	1,000	1,000	3,000	3,000
Auxiliary Grants - Aged	159,880	209,980	539,000	539,000
Auxiliary Grants - Disabled	418,445	469,906	-	-
TANF Manual Checks	6,350	-	2,000	2,000
TANF Foster Care	527,780	547,847	619,275	619,275
Emergency Services	-	-	2,400	2,400
Child Welfare Serv & Adoption	1,436,000	1,632,000	1,436,000	1,436,000
Independent Living Program	8,260	7,500	8,260	8,260
Companion Program	90,825	60,825	27,030	27,030
Prevention Allocation	40,090	59,469	40,090	40,090
View - Welfare Reform	338,400	314,000	257,000	257,000
Foster Parent - Adoptive	3,680	3,680	3,680	3,680
Day Care Quality Enhancement	11,425	12,000	12,000	12,000
Healthy Families	42,440	42,440	48,500	48,500
Dues and Association Memberships	1,150	-	2,500	2,500
Office Supplies	42,205	78,451	55,000	55,000
Cleaning Material & Supplies	11,815	11,815	15,000	15,000
Vehicle and Powered Equipment				
Fuels	20,450	20,450	20,450	20,450
Total Non-Personnel Costs	3,511,760	3,859,801	3,485,540	3,485,540



Social Services

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Juvenile Community Crime Control Program

The Juvenile Community Crime Control Program (JCCCP) strives to provide youth and families a safe, nurturing community that will provide for their needs, recognize their strengths, and support their success. The office provides services for youth that are Court ordered into the program or diverted at Juvenile Intake. Programs and services include Outreach Detention, Electronic Monitoring, Surveillance Services, and Community Services. JCCCP also offers the following groups: Law Related Education, Pro-Social Skills, Too Good for Drugs, and Communications. In FY 18, the VJCCCA budget is now located entirely in the General Fund rather than split between the General Fund and Special Revenue Fund. Lastly, the Director of VJCCCA will report to the Director of CSA.

Juvenile Community Crime Control Program Personnel & Non-Personnel Costs

JUVENILE & CHILDREN'S OUTREACH	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel Costs	91,576	85,733	90,984	90,984	6%
Non-Personnel Costs	3,001,750	3,603,750	3,603,250	3,603,250	0%
Total	3,093,326	3,689,483	3,694,234	3,694,234	0%

Juvenile Community Crime Control Program Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Full Time Salaries	57,444	57,444	57,444	57,444
Part-time Salaries	13,342	15,084	15,084	15,084
FICA	5,415	5,548	5,548	5,548
V.R.S.	8,761	6,899	6,899	6,899
Hospitalization/Medical Plans	5,856	-	5,256	5,256
Group Insurance	758	758	753	753
Total Personnel Costs	91,576	85,733	90,984	90,984



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Juvenile Community Crime Control Program Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Pool Funds	2,998,000	3,600,000	3,600,000	3,600,000
Travel	750	750	750	750
Office Supplies	2,500	2,500	2,000	2,000
New Office Equipment	500	500	500	500
Total Non-Personnel Costs	3,001,750	3,603,750	3,603,250	3,603,250

Juvenile and Children's Outreach (Office of Child Services Agency)

The Children's Services Act (CSA) is the name for a law enacted in 1993 that establishes a single state pool of funds to purchase services for at-risk youth and their families. The state funds, combined with local community funds, are managed by local interagency teams who plan and oversee services to youth.

The mission of the CSA, as defined by the Commonwealth, is to create a collaborative system of services and funding that is child-centered, family-focused and community-based when addressing the strengths and needs of troubled and at-risk youth and their families in the Commonwealth.

The costs of the program are funded 37 percent by the City and 63 percent by the Commonwealth.

Juvenile and Children's Outreach (Office of Child Services Agency) Personnel & Non-Personnel Costs

JCCCP	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel Costs	98,955	19,393	186,259	186,259	860%
Non-Personnel Costs	90,085	99,450	25,400	25,400	-74%
Total	189,040	118,843	211,659	211,659	78%



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Juvenile and Children's Outreach (Office of Child Services Agency) Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Full Time Salaries	67,559	10,721	132,143	132,143
Part-time Salaries	900	4,000	4,000	4,000
FICA	5,237	1,126	10,415	10,415
V.R.S.	10,303	1,288	15,870	15,870
Hospitalization Insurance	14,064	2,116	22,000	22,000
Group Insurance	892	142	1,731	1,731
Docotors & Physicans Fees	-	-	100	100
Total Personnel Costs	98,955	19,393	186,259	186,259

Juvenile and Children's Outreach (Office of Child Services Agency) Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Other Contractual Services	11,100	11,100	11,700	11,700
Transfer Out	76,650	88,350	-	-
Advertising	-	-	1,000	1,000
Telephone	1,200	-	2,500	2,500
Subsistence and Lodging	180	-	2,000	2,000
Registration and Training	75	-	1,000	1,000
Travel	80	-	1,000	1,000
Office Supplies	300	-	1,750	1,750
New Office Equipment	500	-	2,000	2,000
New Furniture & Fixtures	-	-	-	-
Food Supplies			500	500
Vehicle Maintenance			1,500	1,500
Fuel	-	-	450	450
Total Personnel Costs	90,085	99,450	25,400	25,400

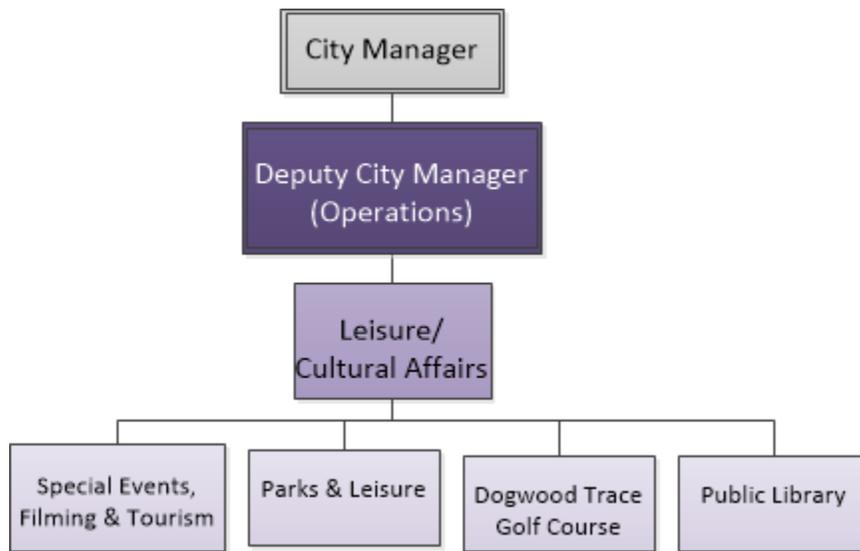


Leisure & Cultural Affairs

City of Petersburg, VA
FY 2018 Operating Budget

Leisure & Cultural Affairs

The Department of Leisure & Cultural Affairs is a newly formed department that was constructed to provide a variety of high-quality sports and leisure, cultural, and heritage-based opportunities for the residents of and visitors to Petersburg. The department is also responsible for operating the public library and Dogwood Trace golf course.



Budget Highlights

The total FY18 Adopted Operating Budget for the Department of Leisure & Cultural Affairs is \$2,676,007 a decrease of 0.02 percent from the FY17 Adopted 2nd Amendment Budget.

In FY18, the City will seek opportunities to partner with external agencies to provide recreational programming for both youth and adults. These agencies have additional resources that can be leveraged by the City and can deliver services more effectively and cost efficiently.

DEPARTMENT TOTAL	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel Costs	1,783,309	1,657,934	1,209,415	1,710,134	3%
Non-Personnel Costs	1,698,517	1,018,588	1,367,229	965,873	-5%
Total	3,481,826	2,676,522	2,576,644	2,676,007	-0.02%



Leisure & Cultural Affairs

City of Petersburg, VA
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Divisions

Special Events, Tourism & Filming

The Office of Special Events celebrates special events and the contributions to the vibrancy, cultural richness and economic vitality of the Petersburg community. The office issues special event permits for the use of outdoor City property, film permits to film in the City's historical buildings and streets, and assists event organizers in collaborating with City departments to provide services and support for events. The office also manages the rental of Union Train Station for special events.

In addition, the office oversees the Petersburg Area Regional Tourism Corporation to help visitors discover this historic and entertaining region.

Special Events, Tourism & Filming Personnel & Non-Personnel Costs

SPECIAL EVENTS	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel Costs	123,467	99,317	61,236	41,214	-59%
Non-Personnel Costs	213,000	100,000	127,365	66,725	-33%
Total	336,467	199,317	188,601	107,939	-46%

Special Events, Tourism & Filming Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Full Time Salaries	90,000	72,000	32,206	32,206
Vehicle Allowance	-	-	1,000	-
Salaries & Wages - Overtime	-	-	-	-
Part-time Salaries	5,400	5,902	10,000	
FICA	7,298	5,960	3,229	2,464
V.R.S.	13,725	8,647	3,868	3,868
Hospitalization/medical Plans	5,856	5,858	10,511	2,254
Group Insurance	1,188	950	422	422
Total Personnel Costs	123,467	99,317	61,236	41,214



Leisure & Cultural Affairs

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Special Events, Tourism & Filming Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Professional Service - Other	-	-	5,000	-
Telecommunications	-	-	800	800
Other Contractual Services	-	20,000	20,000	5,000
Advertising	42,500	15,000	20,000	8,000
Public Relations	7,000	5,000	5,000	-
Postage	-	-	300	-
Gas, Grease and Oil	-	-	1,000	-
Subsistence and Lodging	2,000	-	-	-
Registration and Training	500	-	-	-
Travel	3,000	-	-	-
Special Programs/Dance Culture	3,000	-	-	-
Travel/Special Events	10,000	-	1,000	1,000
Friday For The Arts	10,000	10,000	5,000	-
State Permits/Lic Fees	-	5,000	5,000	5,000
Miscellaneous Supply	-	-	-	-
Office Supplies	1,500	1,500	1,000	2,000
Food Supplies	-	-	1,000	-
Merchandise for Resale	-	-	-	-
Beautification Supplies	15,000	-	15,000	-
Fuel	-	-	425	425
Vehicle Maintenance	-	-	3,340	1,000
Furnitures & Fixtures	76,000	-	-	-
Black History Month	10,000	5,000	5,000	5,000
Petersburg Area Regional Tourism	32,500	38,500	38,500	38,500
Total Non-Personnel Costs	213,000	100,000	127,365	66,725

Parks & Leisure

The Parks and Leisure Services division provides recreational opportunities for seniors, adults and youth. The department strives to strengthen the community's image, promote health and wellness, foster human development, support economic development through sports tourism and protect environmental resources. Programming includes organized sports, arts and crafts, music and dance, drama, environmental education, cultural experiences, and other social, physical and creative opportunities. The Parks and Leisure Services



Leisure & Cultural Affairs

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division develops and nurtures community partners to leverage external resources to assist with the development, preservation, restoration of recreation sites and to develop/implement programs. The division also operates and maintains the Petersburg Sports Complex, which features four softball fields, one baseball diamond with locker rooms, one large pavilion, eight mini pavilions, and two retention ponds. FY18 will see a greater emphasis on leveraging community partnerships and outsourcing programs to qualified contractors.

Parks & Leisure Personnel & Non-Personnel Costs

PARKS & LEISURE	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel Costs	734,712	536,385	69,087	569,445	6%
Non-Personnel Costs	222,283	180,440	500,000	147,000	-19%
Total	956,995	716,825	569,087	716,445	-0.05%

Parks & Leisure Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Full Time Salaries	319,913	227,075	54,080	228,339
Part-time Salaries	268,712	200,000	-	250,091
FICA	45,030	32,671	4,137	36,600
V.R.S.	48,786	27,272	6,495	27,424
Hospitalization/Medical Plans	48,048	46,370	3,667	24,000
Group Insurance	4,223	2,997	708	2,991
Total Personnel Costs	734,712	536,385	69,087	569,445



Leisure & Cultural Affairs

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Parks & Leisure Personnel & Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Other Contractual Services	125,000	100,000	500,000	80,000
Repairs - Motor Vehicles	-	-	-	-
Advertising	2,000	2,000	-	-
Public Relations	1,000	1,000	-	-
Rent of Equipment	14,613	10,000	-	-
Subsistence and Lodging	2,000	2,000	-	-
Registration and Training	1,000	1,000	-	-
Travel Expense	3,500	3,500	-	-
Dues and Association Memberships	600	600	-	-
Activity	19,770	15,000	-	8,800
Office Supplies	2,000	2,000	-	3,000
Food Supplies	4,000	7,000	-	7,000
Vehicle and Powered Equipment Fuels	22,000	15,000	-	15,000
Uniforms & Wearing Apparel	6,000	5,000	-	5,000
Educational & Recreational Supplies	18,000	15,540	-	-
First Aid Supplies	800	800	-	1,200
Other Operating Supplies	-	-	-	12,000
Recreation Supplies	-	-	-	15,000
Total Non-Personnel Costs	222,283	180,440	500,000	147,000

Public Library

The Petersburg Public Library aims to provide citizens equitable access to evolving information and resources that will enable them to enhance their quality of life. The Library offers programming and services to ensure that children and teens develop and maintain a life-long love of reading and learning and that adults have the services information and resources they need.

The Library also partners with other agencies to provide services to the community. The Healthy Living and Learning Center provides residents access to accurate and reliable health information. The Longwood Small Business Development Center offers education, consulting, and economic research to support small business owners throughout Southern Virginia. The READ Center helps adults with low-level literacy develop basic reading and communication skills. Funding is provided for security at the library during peak business hours.



Leisure & Cultural Affairs

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Public Library Personnel & Non-Personnel Costs

PUBLIC LIBRARY	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel Costs	703,556	591,475	648,037	672,413	14%
Non-Personnel Costs	652,433	466,563	441,553	441,553	-5%
Total	1,355,989	1,058,038	1,089,590	1,113,966	5%

Public Library Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Full Time Salaries	418,075	332,000	395,061	414,986
Part-time Salaries	110,792	106,000	118,985	119,238
FICA	40,458	33,507	39,325	40,868
V.R.S.	63,756	50,630	47,447	49,840
Hospitalization/Medical Plans	64,956	64,956	42,045	42,045
Group Insurance	5,519	4,382	5,175	5,436
Total Personnel Costs	703,556	591,475	648,037	672,413



Leisure & Cultural Affairs

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Public Library Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Other Contractual Services	95,086	71,314	46,983	46,983
Security Guard	23,046	17,285	15,000	15,000
Advertising	1,000	750	1,000	1,000
Public Relations	15,680	11,760	7,318	7,318
Postal Services	2,660	1,995	1,100	1,100
Telecommunications	33,258	24,944	17,665	17,665
Lease/Rent of Equipment	14,508	14,508	12,718	12,718
Travel	1,250	938	1,250	1,250
Dues and Association Memberships	880	1,000	955	955
Office Supplies	6,000	4,500	4,500	4,500
Vehicle and Powered Equipment Fuels	3,000	1,125	1,125	1,125
Books and Subscriptions	78,000	78,000	78,000	78,000
Library Supplies	8,000	6,000	6,000	6,000
Vehicle Maintenance	-	-	5,010	5,010
Gift Shop Purchases	4,000	3,000	2,000	2,000
Replacement of Office Equipment	-	-	7,500	7,500
New Equipment - Other	16,065	16,065	16,706	16,706
PPL Development, Inc	350,000	213,380	216,723	216,723
Total Non-Personnel Costs	652,433	466,563	441,553	441,553

Dogwood Trace Golf Course

Dogwood Trace Golf Course is a municipal golf course located in historic Petersburg, Virginia. The golf course officially opened in April 2008 after a two-year renovation from old Lee Park Golf Course, which saw a complete restructuring of the layout. The golf course offers significant programming for children in the City, serving over 300 annually. The creation of the Leisure & Cultural Affairs department will provide greater opportunities to leverage this asset, along with other leisure assets in the City.

Excluding debt service associated with this capital expense, the golf course is fully self-supporting from an operations perspective. No additional General Fund support is required to operate the facility.



Leisure & Cultural Affairs

City of Petersburg, VA
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Dogwood Trace Golf Course Summary

GOLF COURSE	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Revenue		674,319	737,657	737,657	9%
<i>Expenditures</i>					
Personnel	221,574	430,757	431,054	427,062	-1%
Non-Personnel	610,801	271,585	298,311	310,595	14%
Subtotal Expenditures	832,375	702,342	729,365	737,657	5%
Net Income			8,292	0	
Total Expenditures	832,375	702,342	737,657	737,657	5%

Dogwood Trace Golf Course Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Full Time Salaries	143,652	259,625	280,525	280,525
Part-time Salaries	27,000	73,760	51,011	47,303
FICA	13,055	25,504	25,363	25,079
V.R.S.	21,907	31,181	33,691	33,691
Hospitalization Insurance	14,064	37,260	36,789	36,789
V.R.S. Group Life	1,896	3,427	3,675	3,675
Total Personnel Costs	221,574	430,757	431,054	427,062



Leisure & Cultural Affairs

City of Petersburg, VA
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Dogwood Trace Golf Course Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Accounting and Auditing Services	2,500	2,500	2,500	2,500
Credit Card Fees	-	-	10,250	10,250
Other Contractual Services	-	1,516	-	-
VA Sales Tax	14,221	14,221	14,221	14,221
City Tax	336	336	-	-
Grounds Maintenance	450,000	103,012	87,950	85,950
Advertising	5,500	2,500	1,500	1,284
Public Relations	6,400	2,000	1,500	1,000
Electric Current	15,500	21,000	21,000	21,000
Fuel	14,000	25,000	21,000	21,000
Water & Sewer Service	11,000	15,000	13,000	13,000
Telephone	3,000	3,000	1,140	1,140
Insurance	7,500	7,500	7,500	7,500
Rent-Golf Carts	55,500	55,500	60,400	60,400
Rent of Property	11,844	-	4,800	19,800
Dues & Subscriptions	7,000	9,500	8,650	8,650
Office Supplies	2,000	4,500	3,000	3,000
Concession Resale	-	-	-	-
Cleaning Material & Supplies	4,500	4,500	3,500	3,500
Pro-Shop Resale	-	-	36,400	36,400
Total Non-Personnel Costs	610,801	271,585	298,311	310,595



Leisure & Cultural Affairs

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Dogwood Trace Golf Course Revenues

GOLF COURSE REVENUE	FY 2017	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Green Fees	439,725			
<i>Outing Green Fees</i>		49,100	49,100	
<i>Annual Pass/Member Fees</i>		102,500	102,500	
<i>Daily Green Fees</i>		319,750	319,750	
<i>Range Fees</i>		17,000	17,000	
Subtotal Green Fees	439,725	488,350	488,350	11%
Car Rental	156,541	166,000	166,000	6%
Pro-Shop	46,897	52,000	52,000	11%
Concession Sales	16,935	16,750	16,750	-1%
Sales Tax	14,221	14,557	14,557	2%
Total Revenues	674,319	737,657	737,657	9%

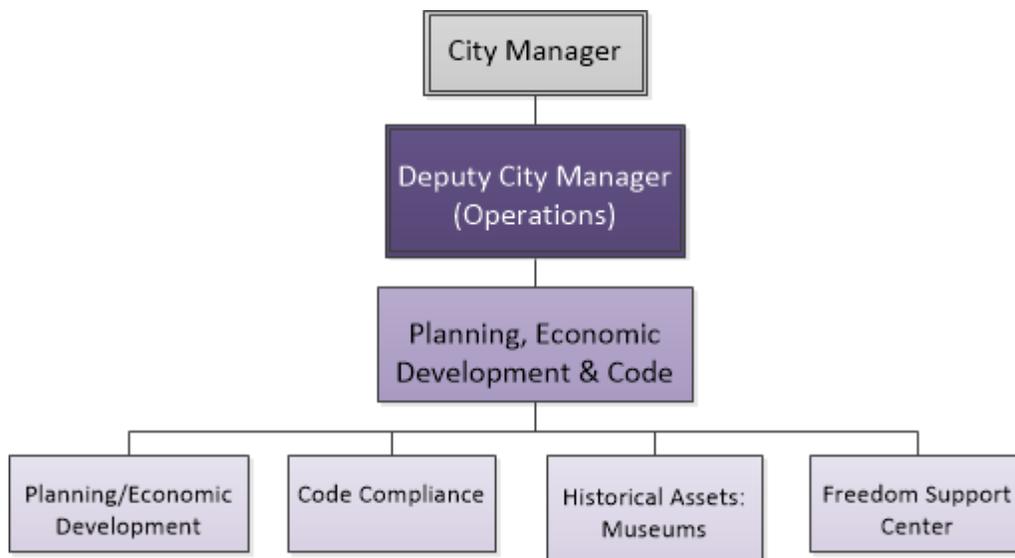


Planning, Economic Development & Code

City of Petersburg, VA
FY 2018 Operating Budget

Planning, Economic Development & Code

The consolidation of the Planning & Economic Development departments occurred in the FY 17 2nd Amendment budget, by recommendation from the PFM Group Report. To further address community blight and stabilization, funds from the Community Development Block Grant (CDBG) program to support Code Enforcement also began in FY 17 2nd Amendment representing \$150,000 to offset General Fund costs. In FY 18, the City is furthering this initiative by bringing Code Compliance under the direction of the Planning, Economic Development Director and appropriating an additional \$200,000 in CDBG money for FY 18.



Budget Highlights

The total FY18 Adopted Operating Budget for the Department of Planning, Economic Development & Code is \$1,894,632, an increase of 22 percent from the FY17 Adopted 2nd Amendment Budget and an increase of 24 percent from the FY 16 budget.

DEPARTMENT TOTAL	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel Costs	870,046	1,032,111	1,185,614	1,185,614	15%
Non-Personnel Costs	660,718	516,851	709,018	709,018	37%
Total	1,530,764	1,548,962	1,894,632	1,894,632	22%



Planning, Economic Development & Code

City of Petersburg, VA
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Divisions

Planning & Economic Development

The Planning and Economic Development department encourages and promotes the orderly use of land for redevelopment and growth through intermediate and long range comprehensive and strategic planning.

In FY 2018, the department will update and implement the City's Zoning Ordinance, Subdivision Ordinance and other land use regulations and policies. The department will also strive to offer greater opportunities for citizen participation and involvement in the planning process.

Planning & Economic Development Personnel & Non-Personnel Costs

PLANNING & ECONOMIC DEVELOPMENT	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel Costs	266,213	463,317	504,493	504,493	9%
Non-Personnel Costs	333,253	132,762	368,588	368,588	178%
Total	599,466	596,079	873,081	873,081	46%

Planning & Economic Development Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Full Time Salaries	172,915	392,492	395,317	395,317
Vehicle Allowance	3,000	-	-	-
Part-time Salaries	22,754	1,704	-	-
FICA	15,198	17,994	30,242	30,242
V.R.S.	26,370	28,045	47,478	47,478
Hospitalization/Medical Plans	23,694	20,000	26,278	26,278
Group Insurance	2,282	3,082	5,179	5,179
Total Personnel Costs	266,213	463,317	504,493	504,493



Planning, Economic Development & Code

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Planning & Economic Development Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Other Contractual Services	60,000	75,000	254,000	254,000
Petersburg IDA	110,000	-	-	-
Advertising	4,300	1,000	-	-
Public Relations	-	-	10,000	10,000
Electric Current	10,500	14,854	-	-
Water & Sewer Service	15,000	-	-	-
Postal Services	115	615	-	-
Telecommunications	-	500	-	-
Rent of Equipment	19,250	18,445	1,500	1,500
Mileage-Allowance	-	-	-	-
Subsistence and Lodging	2,500	-	-	-
Convention and Education	600	-	-	-
Travel	2,000	300	2,000	2,000
Dues and Association Membership	2,000	250	-	-
Office Supplies	1,500	500	6,000	6,000
Gas, Grease and Oil	-	225	-	-
New Office Equipment	10,000	-	-	-
New Furniture & Fixtures	16,000	-	-	-
Cleaning Material & Supplies	-	-	400	400
Other/Historical Resources	-	-	2,600	2,600
Survey-Historic District	-	-	2,500	2,500
Board/Commission Stipends	8,500	-	-	-
Printing & Binding	1,500	-	1,500	1,500
Advertising	9,500	-	7,500	7,500
Postal Services	700	-	700	700
Telecommunications	-	-	2,800	2,800
Subsistence and Lodging	500	-	2,500	2,500
Convention and Education	3,500	-	1,200	1,200
Dues and Association Membership	1,160	-	700	700
Vehicle and Powered Equipment	400	-	500	500
Vehicle Maintenance	-	-	5,010	5,010
Books and Subscriptions	250	-	200	200
Computer Software under \$5000	-	-	3,500	3,500
Virginia Gateway Region	32,405	-	42,405	42,405
Crater Planning District	21,073	21,073	21,073	21,073
Total Non-Personnel Costs	333,253	132,762	368,588	368,588



Planning, Economic Development & Code

City of Petersburg, VA
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Code Compliance

The Code Compliance division ensures compliance with building construction standards of buildings to help protect the public’s health, safety and welfare. The division determines permit application requirements, reviews construction documents, issues construction, building, electrical, mechanical and plumbing permits, and performs inspections for compliance.

In addition, the division is responsible for maintaining residential and commercial properties that have been identified in the Deteriorated and Deteriorating revitalization areas in the City. This effort is partially funded by Community Development Block Grant Funds. In FY 2018, the division will work closely with eligible citizens to identify funding opportunities to assist with abatement activity. Grass cutting on private property is anticipated to be handled by an outside contractor. Additional responsibilities of Code Compliance include:

- Maintenance of the vacant property registry;
- Inspections of rental properties on a complaint basis;
- The reviews of plans and development proposals to ensure compliance with City codes and ordinances;
- Participation on the City’s Abatement, Compliance and Enforcement Team to collect taxes, abate violations and conduct inspections.

Code Compliance Personnel & Non-Personnel Costs

CODE COMPLIANCE	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel Costs	603,833	409,809	584,572	584,572	43%
Non-Personnel Costs	240,865	130,865	239,550	239,550	83%
Total	844,698	540,674	824,122	824,122	52%

Code Compliance Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Full Time Salaries	435,171	292,202	431,103	431,103
FICA	33,291	22,353	32,979	32,979
V.R.S.	66,363	35,093	51,775	51,775
Health Insurance	63,264	56,304	63,067	63,067
V.R.S. Group Life	5,744	3,857	5,647	5,647
Total Personnel Costs	603,833	409,809	584,572	584,572



Planning, Economic Development & Code

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Code Compliance Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Other Contractual Services	9,340	9,340	3,000	3,000
Demolition	100,000	50,000	130,000	130,000
Grass Cutting	120,000	60,000	60,000	60,000
Subsistence and Lodging	950	950	550	550
Training and Conferences	950	950	550	550
Travel	-	-	1,000	1,000
Dues and Subscriptions	1,000	1,000	1,000	1,000
Uniforms & Wearing Apparel	2,125	2,125	4,250	4,250
Textbooks	3,500	3,500	10,000	10,000
Code Compliance Supplies	2,500	2,500	2,500	2,500
Training Supplies	200	200	3,000	3,000
Small Tools	300	300	700	700
Postal Services	-	-	1,500	1,500
Computer Software under \$5000	-	-	3,000	3,000
Telecommunications	-	-	5,000	5,000
Vehicle and Powered Equipment f	-	-	13,500	13,500
Total Non-Personnel Costs	240,865	130,865	239,550	239,550

Freedom Support Center

The Freedom Support Center (FSC) is a one-stop service facility that assists individuals who have served in the United States Military. FSC provides a variety of services to veterans including case management, disability claims, homeless prevention, housing mental health counseling, employment assistance, soft skills and VA loan resources. As part of a new agreement the City will be responsible for only the personnel who support the center, but not the operations, rent and maintenance of the facility. The reduction is shown in the table below.

Freedom Support Center Personnel & Non-Personnel Costs

FREEDOM SUPPORT CENTER	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel Costs	-	-	96,549	96,549	
Non-Personnel Costs	-	150,284	-	-	-100%
Total	-	150,284	96,549	96,549	-36%



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Freedom Support Center Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Full Time Salaries	-		55,000	55,000
Part-time Salaries	-		23,000	23,000
FICA	-		5,967	5,967
VRS	-		6,606	6,606
Health Insurance			5,256	5,256
Group Insurance	-		721	721
Total Personnel Costs	-	-	96,549	96,549

Freedom Support Center Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Freedom Center	-	150,284	-	-
Total Non-Personnel Costs	-	150,284	-	-

Historical Assets: Museums

The City Museums (Blandford Church, The Visitor's Center, and Centre Hill) are currently operated by a non-profit organization – The Petersburg Preservation Task Force. The City is responsible for utilities, telephone, maintenance and managing the inventory.

Museums Personnel & Non-Personnel Costs

HISTORICAL ASSETS: MUSEUMS	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Personnel Costs	-	158,985	-	-	0%
Non-Personnel Costs	86,600	102,940	100,880	100,880	-2%
Total	86,600	261,925	100,880	100,880	-61%



Planning, Economic Development & Code

City of Petersburg, VA
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Museums Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Full Time Salaries	-	51,196	-	-
Part-Time/Temp Salaries	-	64,000	-	-
FICA	-	8,812	-	-
VRS	-	6,149	-	-
Health Insurance	-	28,152	-	-
VRS Group Life	-	676	-	-
Total Personnel	-	158,985	-	-

Museums Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Other Contractual	-	2,650	-	-
Advertising	-	710	-	-
Collections Management	3,000	5,200	1,500	1,500
Electric Current	65,000	86,000	48,000	48,000
Fuel	5,000	1,025	4,100	4,100
Water & Sewer Service	8,600	4,300	17,200	17,200
Postal Services	2,500	55	200	200
Telecommunications	-	3,000	3,000	3,000
City Special Events	-	-	500	500
Cleaning Material & Supplies	2,500	-	1,000	1,000
Other Operating Supplies	-	-	25,380	25,380
Total Non-Personnel Costs	86,600	102,940	100,880	100,880



Mass Transit

City of Petersburg, VA
FY 2018 Operating Budget

Mass Transit

Petersburg Area Transit (PAT) is committed to improving the riding experience and availability of public transportation in the Southside region for local residents, businesses and visitors of Petersburg, Hopewell, Colonial Heights and the surrounding counties. PAT transports an average of 57,000 passengers a month, aiming to connect people, jobs, and communities.

PAT is also responsible for overseeing the implementation of federally funded transit programs and ensuring compliance with grant regulations. PAT ensures assured that transit facilities and vehicles are safe and properly maintained.

Budget Highlights

The total FY18 Adopted Operating Budget for Mass Transit is \$3,253,206, an increase of 18 percent from the FY17 Adopted 2nd Amendment Budget of \$2,756,751. A \$300,000 General Fund subsidy is included as a local match to State aid. Mass Transit revenue detail can be found below.

Mass Transit Summary

MASS TRANSIT	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted	Percent Change
Revenue		2,756,102	3,179,128	3,253,206	18%
<i>Expenditures</i>					
Personnel	2,116,052	1,279,630	2,186,348	2,090,527	63%
Non-Personnel	1,115,040	876,121	956,740	1,108,679	27%
Subtotal Expenditures	3,231,092	2,155,751	3,143,088	3,199,206	48%
Net Income		600,351	36,040	54,000	
Total Expenditures	3,231,092	2,756,102	3,179,128	3,253,206	18%



Mass Transit

City of Petersburg, VA
FY 2018 Operating Budget

Mass Transit Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Full Time Salaries	1,305,615	740,253	1,397,177	1,422,296
Salaries & Wages - Overtime	30,000	110,000	104,788	25,005
Part-time Salaries	234,749	162,000	236,671	199,969
FICA	117,838	54,644	133,006	124,104
V.R.S.	199,106	77,954	167,801	170,818
Hospitalization/Medical Plans	211,510	126,208	97,802	99,561
Group Insurance	17,234	8,571	18,303	18,774
Employee Liability - Workers Comp	-	-	30,800	30,000
Total Personnel Costs	2,116,052	1,279,630	2,186,348	2,090,527



Mass Transit

City of Petersburg, VA
FY 2018 Operating Budget

Mass Transit Non-Personnel Costs

Object	FY 2016	FY 2017 2nd Amendment	FY 2018 Proposed	FY 2018 Adopted
Training/Tuition	-	800	1,000	500
Docotors & Physicans Fees	5,000	4,830	5,000	5,000
Credit Card Fees	-	1,300	1,500	5,000
Other Contractual Services	10,000	19,390	50,000	80,000
Sales Tax CafÃ©	-	-	500	1,298
Other-GRTC	200,000	200,000	200,000	200,000
Other-GRTC	200,000	200,000	-	-
Repairs - Motor Vehicles	40,000	-	24,000	41,000
Repairs-Machinery & Motors	-	-	15,000	5,000
Repairs - Office Equipment	-	3,000	5,000	3,000
Repairs - Radio Equipment	-	-	5,000	2,000
Repairs - Building & Grounds	8,000	-	10,000	14,000
Repairs - Other	-	(1,000)	-	-
Pest Control	-	240	160	250
Advertising	1,500	500	800	2,500
Public Relations	-	1,000	-	-
Electric Current	55,000	20,060	22,000	60,000
Fuel	8,000	3,000	4,000	28,000
Water & Sewer Service	17,000	17,000	17,000	16,999
Postal Services	250	475	500	300
Telecommunications	30,000	38,500	33,000	41,913
Insurance-Other	-	19,000	20,000	10,000
Motor Vehicle Insurance	29,590	10,590	10,000	5,000
Registration and Training	2,000	1,000	1,000	200
Travel	10,000	6,000	3,000	500
Dues and Subscriptions	2,500	2,000	1,000	2,000
Office Supplies	10,000	2,000	1,200	1,500
Food Supplies	1,000	1,000	600	500
Concession Expenses	-	1,900	-	-
Cleaning Material & Supplies	10,000	10,000	44,000	15,000
Vehicle and Powered Equipment Fuels	390,000	244,036	358,000	232,523
Uniforms & Wearing Apparel	9,000	3,500	10,000	20,000
Educational & Recreational Supplies	-	800	1,000	-
Other Operating Supplies	-	2,100	4,980	3,000
First Aid Supplies	500	100	500	696
Garage Supplies	-	-	15,000	-
Tires & Tubes	35,000	35,000	50,000	55,000
Bus Tickets	5,000	5,000	12,000	10,000
Small Tools	-	3,000	-	-
Local Match	35,700	20,000	30,000	246,000
Total Non-Personnel Costs	1,115,040	876,121	956,740	1,108,679



Mass Transit

City of Petersburg, VA
FY 2018 Operating Budget

Mass Transit Revenue Detail

Description	FY 2017 Amended	FY 2018 Proposed	FY 2018 Adopted
Battlefield Park	-	120,000	-
Rental of Trolleys	-	60,000	-
New Freedom Mobility	-	-	46,008
Advertising	35,000	35,000	35,000
Farebox	515,000	515,000	476,400
City of Hopewell	216,000	216,000	216,000
Riverside Jail	11,568	11,568	23,400
Greyhound	-	43,026	25,210
Café	33,000	33,000	25,000
City of Colonial Hght	-	200,000	50,000
State	518,411	518,411	614,065
FTA (PM)	725,000	725,000	740,000
FTA	702,123	702,123	702,123
Local	-	-	300,000
Total Revenue	2,756,102	3,179,128	3,253,206



Appendices

City of Petersburg, VA
FY 2018 Operating Budget

Appendix A. Council process for Council changes to City Manager's proposed budget

FY 2017-2018 BUDGET

PROCESS FOR COUNCIL CHANGES TO CITY MANAGER'S PROPOSED BUDGET

DATE:

CITY COUNCIL SPONSOR:

CO-SPONSORS (REQUIRES 3 ADDITIONAL SPONSORS):

<input type="checkbox"/>	Mavor Parham	<input type="checkbox"/>	Councilman Hill	<input type="checkbox"/>	Councilwoman Smith-Lee
<input type="checkbox"/>	Vice Mavor Hart	<input type="checkbox"/>	Councilman Mvers	<input type="checkbox"/>	Councilwoman Wilson-Smith
<input type="checkbox"/>	Councilman Cuthbert				

WHAT IS THE INITIATIVE YOU WANT TO ADD TO OR REMOVE FROM
THE BUDGET?

IF YOU WANT TO ADD TO BUDGET, HOW DO YOU PLAN TO OFFSET
ADDITIONAL COSTS?

- REVENUE ENHANCEMENT; EXPLAIN_____
- REMOVAL FROM OTHER AREA; EXPLAIN_____



Appendices

City of Petersburg, VA
FY 2018 Operating Budget

IF YOU WANT TO DELETE FROM BUDGET, WHAT DO YOU PLAN TO DO WITH THE SAVINGS?

ADD TO OTHER AREA OF THE BUDGET; EXPLAIN_____

ADD TO FUND BALANCE

CONTRIBUTE TO TAX/FEE REDUCTION; EXPLAIN_____

THIS FORM IS DUE TO THE CITY MANAGER NO LATER THAN MAY 12, 2016. THE RECOMMENDED CHANGES FROM COUNCIL WILL BE DISCUSSED AT THE MAY 16, 2016 CITY COUNCIL MEETING.



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City of Petersburg, VA
FY 2018 Operating Budget

Appendix B. Financial Policy Calculations

City of Petersburg
Financial Policy Calculation Requirements
Based on 15' CAFR, 16' Unaudited, 17' Projections & 18' Proposed Budget

Section 2.8		Section 4.3		Section 4.4		Section 5.1.e	
Pay-Go Contribtn		Debt as % of AV		Debt Service as % of Gen. Govt. Expts.		Undesignated FB as % of Gov't Funds	
min. of 5% of 5 Yr rolling average of CIP		max of 4.5%		max of 10%		min of 10%	
Established Policy Requirement / Limit:		R.E. Taxable Assessed Value FY 18 @ 2/14/17:	\$ 1,831,432,832	Budgeted Debt Service Estimate P & I:	\$ 5,445,948		
5 Year Rolling Average CIP:	\$ 2,060,060	P.P. Assessed Value FY 18 @ 2-14-17:	\$ 190,986,523	GF Debt Service (P & I)			
Pay-as-you-go Capital % per Policy:	5.00%		\$ 2,022,419,355	(Includes Capital Lease Payments)			
Proposed Pay-go Capital Transfer:	\$ 103,003	Outstanding Debt @ 6/30: (used p59 of FY 15 audit)	44,296,386	Total Gen. Funded Debt Service:	\$ 5,445,948		
Pay-Go Capital Transfer Budgeted:	\$ 160,000	General Fund Borrowings to Include Capital Leases					
		Less Self Supported Fund Debt:					
		Utility / Transit / Golf					
Proposed Pay-Go as % of Expenditures:	7.77%	Total Outstanding Debt:	\$ 44,296,386				
		% of Outstanding Debt to AV:	2.19%	Budgeted General Govt. Expenditures:		Budgeted General Govt. Expenditures:	
				100 General Fund (less local School transfer)	\$ 69,750,737	100 General Fund (less local School transfer)	\$ 69,750,737
				252 Component Unit - Schools Cafeteria	-	252 Component Unit - Schools Cafeteria	-
				250 Component Unit - Schools (estimate)	\$ 51,374,901	250 Component Unit - Schools (estimate)	\$ 51,374,901
				(used FY 17 as est. for FY 18)			
					\$ 121,125,638		\$ 121,125,638
				Debt Service as % to Gen. Govt. Exp.:	4.50%	Undesignated FB as % of Governmt'l Exp:	
						Policy Level Goal:	\$ 12,112,564 10%
						Projected UFB Level @ 6/30/16:	\$ (7,728,395) -6.4%
						Projected Incr/Decr for Upcoming FY:	Reserve Allocation per budget
						Projected Operations:	6,750,000
							-
						Projected Level @ Budget YE:	\$ (978,395) -0.8%



Appendices

City of Petersburg, VA
FY 2018 Operating Budget

Appendix C. RBG Group Recommendations to Commissioner of Revenue



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Friday, February 24, 2017

The Honorable Pam Hairston, Commissioner of Revenue
City of Petersburg, Virginia

Dear Ms. Hairston:

I want to sincerely thank you for meeting with us and working through the revenue assessment and collections process in the City of Petersburg. The ability to timely and accurately assess and collect revenue owed is fundamental to a prosperous City and is critical in restructuring a financially distressed City. I am writing to express our concerns related to both the timeliness and accuracy of information generated from your office that directly impedes our ability to maximize revenue collections.

Timeliness

Related to the most recent billing of personal property taxes on vehicles, we were made aware that there is a consistent issue with producing the Assessment Book, which contains all of the values to be billed every year. The issue is not only that the information gets to the Treasurer's Office later than expected, but that historically this delay has created a situation whereby Council has granted an extension (as recent as February 2016) in the collection of these bills. Given the severe financial situation of the City, a delay in collection by 5-10 days can prove disastrous.

Going forward, the Commissioner of Revenue's Office should work on the assumption that there is no leniency in the collection of our revenue and work to ensure the timeliness of providing accurate information to all parties responsible for mailing bills. A schedule should be worked out between your office and the Treasurer's Office, in the fall of each year, and communicated to the City Administration.

Accuracy

One measurement of effectiveness in determining the quality of billing is to look at the amount of returned mail. The City received the return of 17% of the most recent personal property tax billings, due to incorrect mailing addresses. In other words, there were 30,401 total personal property tax bills, for vehicles, mailed and approximately 5,200 returned (unopened) to the City. These are some comparisons with our surrounding jurisdictions: Prince George County mails out ~19,000 pieces with returns of ~1,300 (or 6.8%); Dinwiddie County mails out ~24,000 pieces and have returns of ~600 (or 2.5%). Our experience is significantly higher. Another measurement to determine the accuracy of billings is to evaluate the number of corrections we must make to customers' bills subsequent, to billing them. This can be done by both reviewing the information that comes back from the City's 3rd Party collection agent (TACS) on the number of inaccurate billings and by evaluating the volume of customer complaints, either through mail, walk-ins or telephone, of address inaccuracies. Comparing the City's extraction and processing of this data with systems in those jurisdictions will enhance our efforts reduce faulty address billing.



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Your goal, in elevating your performance and becoming more aligned with neighboring jurisdictions, in the area of billing accuracy, should be to actively work the files; inclusive of hiring a 3rd party company for assistance in improving the billing file and to include improving the internal functionality of the office. Among these improvements would be fully optimizing the DMV download process for both additions and deletions of the file; which must be done weekly to ensure accurate records. Second, there are a series of queries that can be run in the system to enhance the accuracy of the billing and ensure no severe outliers exist. This action should be done within your office, prior to completing the Book and sending it to the Treasurer's Office, or receiving the input from the IT Department.

To prepare for Personal Property billing, the following process and reports should be run by your office and appropriately troubleshoot:

1. 2 weeks prior to deadline of sending the Personal Property (PP) Book to the Treasurer, the Commissioners' Office should send the PP file to be valued by NADA (your 3rd party value validator);
2. While waiting on the file to come back from NADA, the following system queries should be conducted by your office:
 - a. PPTTEST1 – this will list records that contain a second name but do not have a second social security number on the account.
 - b. PPTTEST2 – this query will list a second social security number but the second name is missing.
 - c. PPTTEST4 – checks for a value in the social security number in the field.
 - d. PPTTEST5 – lists missing vehicle ID#'s.
 - e. PPTTEST6 – missing city name.
3. Once the file is back from NADA you will import the values into the records.
4. Run the following queries:
 - a. CURRENTVAL – looks at current values of zero and the status code is a blank, which means they should get a bill.
 - b. CURVALLYVA – this compares current value to last year's value and lists a difference which needs to be looked at for big differences in values.
 - c. EMPTYVALALL – this will list all vehicles that have an empty value in them.

The City's IT Department can be of assistance to you if there appears to be system functionality issues, but it should not be used as an extension to the functions that are held by your office.

Lastly, as it relates to accuracy of the bills, we have been made aware and provided proof from residents and businesses that all of the personal property tax bills (both for vehicles and business tangible) went out with the \$4.40 tax rate and were not updated to reflect the new tax rate of \$4.90, adopted by City Council. While we understand that the vehicle personal property tax rate was incorrect, the amount due was correct on the bill, due to the billing process for this type of tax; albeit causing confusion to residents and likely increasing the email, foot, and telephone traffic to the City. However, a greater



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concern is that the business tangible personal property tax that is a self-filing and self-calculating tax went out initially with the wrong rate, thus forcing a subsequent mailing. Not only was this a considerable cost for the City to re-mail the forms and time consuming for your staff, there is no guarantee that all business received the updated forms, which could prevent the City from collecting all that is owed. It is our expectation that the Commissioner's Office will work to ensure that the City does not see reduced collections on this tax due to this error. Going forward, the Commissioner's Office should create a process whereby a final review of the bill is conducted with representatives from the Treasurer's Office, the Finance Department, and IT Department to prevent these small errors that have a direct financial impact to the City.

As we discussed in December, the process whereby we wait until January/February to bill for any supplements that occurred throughout the year is unacceptable and should be changed. Our records show that we billed the sum of \$645,576.62 in January/February 2017 for supplemental personal property taxes assessed on vehicles during year 2016. This not only causes a delay in receiving funds into the City but also creates a greater collection challenge for the City as the receivables are delayed from collection. We have asked the City Attorney's Office to prepare updated legislation that will allow for more frequent billings to occur and not be restricted to only two billing/collection dates.

As a Management Turnaround Firm that is working to bring the City out of this financial crisis, our expectation is that the Commissioner of Revenue's Office will work to maximize the opportunity for revenue collection by increasing accuracy, appropriately auditing all assessment and billing functions; thus, improving the timeliness of information provided to other agencies. Your continued cooperation is much appreciated.

Sincerely,

A handwritten signature in black ink that reads "Robert C. Bobb". The signature is written in a cursive style with a large, prominent "R" and "B".

Robert C. Bobb

Cc: Mayor and Members of Council
Honorable Kevin Brown, City Treasurer
Tom Tyrrell, Interim City Manager
Joseph Preston, City Attorney
Nelsie Birch, Interim Deputy City Manager/Director of Finance
Gerrit VanVorhees, IT Director



Appendices

City of Petersburg, VA
FY 2018 Operating Budget

Appendix D. Standard Operating Procedures for Grant Processing

CITY OF PETERSBURG	STANDARD OPERATING PROCEDURE	NUMBER:
		PAGE 1 OF 2
	GRANT PROCESSING (CONSOLIDATED GRANTS FUND)	DATE: APRIL 1, 2017
		SUPERSEDES: N/A

I. Background and Purpose

Periodically the City makes application for grant funding to support needs of the City. The budget and financial functions related to grant application and award are reviewed and approved by the Grant Accountant. Programmatic reporting and/or compliance monitoring is the responsibility of the departmental project manager. The following procedures are to be applied to grant application and award processing to support appropriate budgetary control, financial management and reporting .

II. Procedures:

Application for Grant Funding

1. The applying department completes the Grant Application and forwards to the Grant Accountant in Finance for review (complete and accurate capture of all personnel related expenses; inclusion of in-kind contributions; and availability of any requested local cash match).
2. Upon review and approval by the Grant Accountant, the Grant Accountant obtains the authorizing signature of the City Manager and retains a copy for the grant file and returns the original to the department for submission of the application.

Award of Grant Funding

1. Upon receipt of the "Notification of Grant Award", the Grant Accountant compares the Award to the Application (if applicable) and files by fiscal year noting award name and consistent General Ledger naming convention as prescribed by Finance.
2. The Grant Accountant prepares a budget amendment ordinance on behalf of the City Manager's office for approval by City Council. The proposed ordinance includes the General ledger account naming and coding structure for budget supplement processing.
3. Additionally, when a local cash match is required, the award ordinance must reference same to authorize the transfer of local matching funds to the grant account.
4. The approved Ordinance and related Budget Amendment is processed to the financial system with a copy retained in the Grant file and a copy provided to the managing department as notification of funding availability.
5. The department may begin spending the funds according to the grant award and against the newly established grant account codes.

CITY OF PETERSBURG	STANDARD OPERATING PROCEDURE	NUMBER:
		PAGE 2 OF 2
	GRANT PROCESSING (CONSOLIDATED GRANTS FUND)	DATE: APRIL 1, 2017
		SUPERSEDES: N/A

Quarterly Financial Reporting

Most of the grants received in the Consolidated Grants Fund require some form of financial or programmatic reporting to the awarding agency.

1. The programmatic reporting is submitted by the program manager to the Grant Accountant two (2) weeks in advance of the reporting deadline.
2. All financial reporting is prepared by the Grant Accountant in Finance.
3. Financial reporting and drawdown requests for expenditures are submitted at the same time as the program reporting by the Grant Accountant with a copy drawdown request maintained in the grant file.
4. A summary of grant reimbursement requests anticipated with revenue codes and amounts is provided to the Treasurer for processing revenue received.

Accounting Requirements

1. Grant reimbursements are received by the Treasurer's Office, electronically. The Treasurer's Office records the revenue as instructed by the Grant Accountant. The Grant Accountant reviews the G/L at least quarterly to insure that grant revenue has been received and posted into the General Ledger correctly.
2. At year-end, the Grant Accountant prepares a schedule of all grants receivable and deferred revenue along with appropriate journal entries for the Consolidated Grants Fund.
3. The Grant Accountant prepares a spreadsheet of all federal grant expenditures maintained in the Consolidated Grants Fund that indicates by Function and Federal grant #, all moneys spent and what has been reimbursed. This information is used to prepare the City's Schedule of Federal Expenditures.

City Manager Approved: _____

3/23/17
Date

I have read and understand the above note Grant Management Standard Operating Procedures effective April 1, 2017 and agree to comply with same effective immediately.

Department/Agency Head: _____

Date