

VIRGINIA BEACH

COMMUNITY FOR A LIFETIME

**City of Virginia Beach
Resource Management Plan
Fiscal Year 2010-11**

Resource Management Plan

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City Organization and Information

The City of Virginia Beach adopted its first Charter on February 28, 1962; it was ratified by the State Legislature to be effective on January 1, 1963, thereby incorporating the City. In its Charter, the City established a Council/Manager form of government, in which an elected City Council establishes policy and the resulting programs are carried out by an appointed City Manager.

City Council Members:

Mayor William D. Sessoms, Jr.

Louis R. Jones, Vice-Mayor, District 4 – Bayside

Glenn R. Davis, District 3 – Rose Hall

Bill R. DeSteph, At – Large

Harry E. Diezel, District 2 – Kempsville

Robert Dyer, District 1 – Centerville

Barbara M. Henley, District 7 – Princess Anne

Rita Sweet Bellito, At – Large

John E. Uhrin, District 6 – Beach

Rosemary Wilson, At – Large

James L. Wood, District 5 – Lynnhaven

Key Statistics

Total Square Miles of Land	248.3
Total Square Miles of Water	58.5
Population Estimate (July 2009)	434,412
Number of Registered Voters (January 2009)	288,924
Number of Homes/Residences	168,948

City Council Appointees:

City Manager – James K. Spore

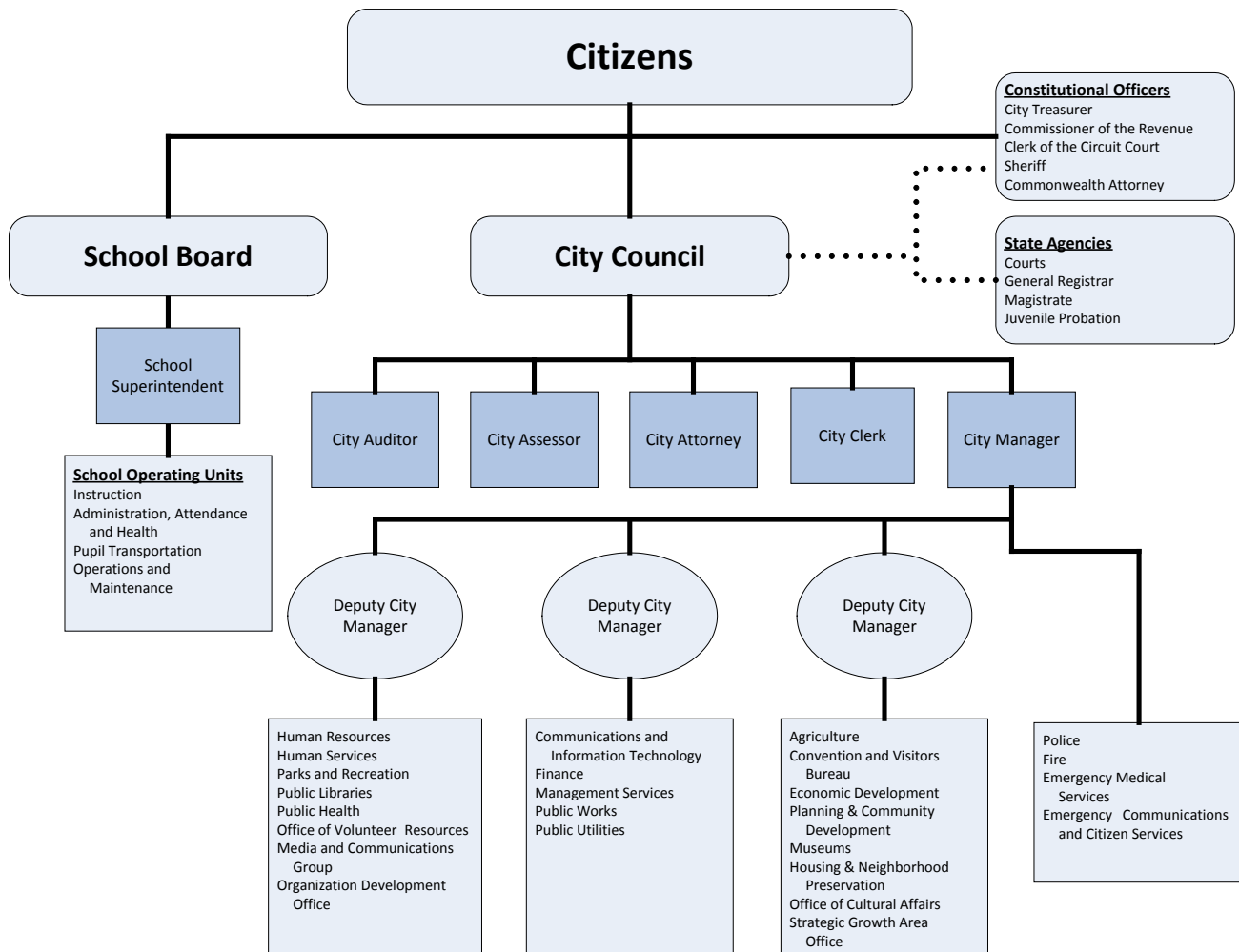
City Attorney – Mark Stiles

City Real Estate Assessor – Jerald Banagan

City Clerk – Ruth Hodges Fraser

City Auditor – Lyndon Remias

Operating Structure





City of Virginia Beach

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June 7, 2010

The Honorable William D. Sessoms, Jr., Mayor
Members of City Council

Subject: Adopted FY 2010-11 Resource Management Plan Amendments

Dear Mayor and Council Members:

The Proposed FY 2010-11 Operating Budget and Capital Improvement Plan were presented to City Council on March 30, 2010. From discussions that occurred during six City Council workshops and two public hearings with over eighty citizens expressing their concerns, the plan has been modified to address community concerns and issues. The plan you adopted on May 11, 2010, includes \$1,687,648,933 for the FY 2010-11 Operating Budget and \$201,656,037 for the FY 2010-11 Capital Budget.

Before we discuss the details, I thought it would be appropriate to provide a summary in general terms of this reconciliation process with much of this information taken from Mayor Sessoms and Vice-Mayor's Jones letter, dated May 4, 2010, which provided a framework for City Council's reconciliation of the Resource Management Plan.

- The City received the Southeastern Public Service Authority's (SPSA) \$18.1 million repayment on Friday, April 30th. Due to the uncertainty of this repayment in March, the City Manager's Proposed Budget could not have included this revenue. City Council voted to:
 - Use \$6.45 million toward building three much-needed facilities – the Animal Care and Adoption Center, Grommet Park Restrooms and the Williams Farm Recreation Center. The remaining money to complete these projects will come from the City's retention of \$8.8 million in School reversion funds. This will avoid a tax increase to pay for the buildings and allow the City to take advantage of the favorable construction market.
 - Dedicate \$5.15 million to fund balance with a goal of meeting our target of 10% of next year's revenues.
 - Use \$5.1 million to eliminate one cent of the proposed real estate tax rate increase by funding capital projects with this source and reducing pay-as-you-go financing.
 - Use \$1.4 million in the Capital Budget and reallocate pay-as-you-go financing to help restore services to the community.
- The remaining two cents on the proposed real estate tax rate (\$10.15 million) was decreased by:

Using \$4 million from the Agricultural Reserve Program balance.

- Eliminating the Kempsville and Bow Creek Recreation Center renovation project, which also eliminates the proposed increase of three-tenths of one cent (\$1.5 million) and reallocates \$1.08 million of dedicated recreation center funding.
- Deferring capital project Shore Drive Phase II design (\$600,000), reducing Nimmo Parkway cost estimate (\$1.97 million with no scope reduction) and reducing Wetlands Bank project balance (\$1 million).
- The proposed 10-cent personal property tax increase of \$1,550,000 was eliminated by:
 - Using the savings from the State's lower VRS life insurance rate (\$923,000).
 - Eliminating the facade program (\$150,000).
 - Using General Fund – Fund Balance to fund capital projects and reallocating pay-as-you-go funding to help restore services to the community (\$269,186).
 - Reducing appropriations for the Consolidated Benefits Office (\$107,814).
 - Reducing the Reserve for Contingencies (\$100,000).
- The Proposed Budget increased the Taxi Cab Driver's Permit fee from \$10 to \$100 annually. Several taxi cab companies expressed their concern that this increase was too drastic. The Adopted Budget increases the Taxi Cab Driver's Permit fee, which is the responsibility of the cab driver, from \$10 annually to \$50 biennially and implements a new Taxi Inspection fee of \$50 per year to be charged annually, per cab, to the company to which the cab belongs. This new strategy, which was suggested by several speakers, will generate the same revenue as the old proposal.
- The adoption fee for dogs and cats will remain at their current levels of \$25 and \$20 respectively. This resulted in a decrease in revenue of \$1,948, which was offset by a decrease in Reserve for Contingencies.
- The Public Works budget was decreased by \$500,000 with savings generated from hiring a contractor to dispose of yard debris and hazardous household waste.
- All new City employees will pay 5% toward their retirement benefit costs, which provides a savings of \$270,000.
- The School Board budget increased by almost \$12.1 million due to an increase in State funding. As noted above, City Council used \$8.8 million of reversion funds in the City budget to offset important capital projects and allowed the School Board to replace the \$8.8 million with School Reserve Funds. No change in total appropriations requested by the School Board occurred in FY 2010-11 as a result of this action.
- State Compensation Board figures received on April 30th restored \$263,059 to the Clerk of the Circuit Court's Office and \$276,301 to the Sheriff's Office. However, the other Constitutional Offices took further State reductions. To offset this impact, City Council restored \$82,144 to the Commonwealth's Attorney; \$305,035 to the City Treasurer; and \$247,000 to the Commissioner of the Revenue.

The recommendations above allow the restoration of several items, including the Police Mounted Patrol, Crime Prevention personnel, the Human Rights Commission staff position, the C.E.R.T. staff person, the Fire Department's Life Safety Educator, Sunday hours at the libraries, several Human Services programs and maintains mowing cycles in rural areas. In total, City Council added back 31.23 positions that were slated for elimination and restored 11 positions eliminated by the State in the Clerk of Circuit Court's Office during FY 2009-10. While employees will not be receiving pay increases for the second year in a row, no employees will be required to take furlough days or endure pay cuts.

It is important to note that these recommendations will still lower the total Operating Budget by **\$80.4 million** and will still require the elimination of over **169 City positions**.

As noted above, this plan maintains the current real estate tax rate of 89 cents and the personal property tax rate of \$3.70 but relies heavily on using the \$18.1 million received from SPSSA, fund balances, and School reversion funding. This is the second year in a row that the City used a strategy that included the use of “one-time” funding. As the Vice-Mayor and Mayor noted in their May 4th letter, this will likely not be an option next year.

The following tables provide more detailed summaries of the changes.

Changes to Appropriations

Reductions:	
Contract out for household hazardous waste and yard debris disposal	\$ (500,000)
New employees pay 5% of employee portion of VRS	(270,000)
Pay-as-you-go funding	(10,733,141)
VRS life insurance	(923,000)
Facade program	(150,000)
Consolidated Benefits Office	(107,814)
Revenue/Reserve for Bow Creek and Kempsville Recreation Center	(2,599,500)
Lower Reserve for Contingences	(101,948)
Additions:	
Police Department - 6 Crime Prevention Control Officers	594,718
Police Department - 7 Mounted Patrol Officers	600,226
Fire Department - 1 C.E.R.T. position	50,774
Commonwealth's Attorney funding	82,144
City Treasurer - 5.23 positions	305,035
Commissioner of the Revenue's Office - 6 positions	247,000
Clerk of the Circuit Court Office - 11 positions	263,059
Sheriff's Office funding	276,301
Fire Department - 1 Life Safety Educator position	52,323
Human Services - 1 position for the Respite Care Program	166,000
Human Services - Community Employment Program	72,000
Human Services - Correctional Services Program	44,200
Human Services - Skillquest Program	17,800
Virginia D.A.R.E. Soil Conservation	8,000
Rural mowing cycle	58,185
Human Rights Commission - 1 position	64,050
Library Department - Restore 3 positions for Sunday hours	113,000
Economic Development - Lost bond sale revenue	100,000
Increased funding from the State for education	12,099,836
Total	\$ (170,752)

Changes to Revenue

ARP Fund Balance	\$ 4,000,000
Elimination of 3 cent Real Estate Tax	(15,258,000)
Elimination of 10 cents Personal Property Tax	(1,550,000)
Increased State Compensation Board Funding	539,360
State Education Funding	12,099,836
Animal Control Fees	(1,948)
Total	\$ (170,752)

As demonstrated in the following table, the total budget decreased by \$80.4 million with the City's portion of the budget decreasing by \$27.7 million and the Schools decreasing by \$52.7 million. As voted by City Council, the Schools' budget will be appropriated by categorical funding.

Categories	FY 2009-10 Adjusted Budget	FY 2010-11 Adopted Budget	Difference
City Operations	\$ 733,477,640	\$ 725,337,471	\$ (8,140,169)
City Debt Service	102,249,219	103,367,744	1,118,525
City Pay-As-You-Go	54,508,892	33,746,430	(20,762,462)
Total City	890,235,751	862,451,645	(27,784,106)
School Operation	833,677,199	781,337,310	(52,339,889)
School Debt Service	44,183,674	43,859,978	(323,696)
Total Schools	877,860,873	825,197,288	(52,663,585)
Total Operating Budget	\$ 1,768,096,624	\$ 1,687,648,933	\$ (80,447,691)

The table below details major changes in the Capital Budget:


Additions	
Grommet Park Restrooms	\$ 250,000
Animal Care and Adoption Center	9,811,000
Williams Farm Recreation Center	24,650,058
Total	\$ 34,711,058
Offsetting Amounts	
General Fund – Fund Balance	\$ 15,225,058
Public Facility Revenue Bonds	19,486,000
Total	\$ 34,711,058

As noted at the beginning of this letter, four projects were deferred and will be evaluated in next year's CIP: 2-116 Shore Drive - Phase II, 2-121 Nimmo Parkway (no impact to the current schedule), 2-268 Wetlands Bank and 4-505 Modernization of Kempsville and Bow Creek Recreation Centers. The final appropriated amounts as shown by CIP sections are included below.

Capital Budget			
	Approved FY 2009-10	Approved FY 2010-11	Difference
Schools	\$ 62,669,308	\$ 35,016,800	\$ (27,652,508)
Roadways	66,303,747	45,101,377	(21,202,370)
Buildings	16,778,606	23,585,748	6,807,142
Parks and Recreation	10,325,175	33,581,916	23,256,741
Utilities	46,526,159	33,626,574	(12,899,585)
Coastal	7,690,938	6,355,842	(1,335,096)
Economic and Tourism Development	20,880,578	20,048,556	(832,022)
Communications and Information Technology	5,254,598	4,339,224	(915,374)
Total Capital Improvement Program	\$ 236,429,109	\$ 201,656,037	\$ (34,773,072)

We believe the approved Resource Management Plan successfully balanced the need to maintain critical services, while continuing to reduce the tax burden on Virginia Beach residents during these difficult economic times. With this Resource Management Plan serving as part of the foundation, we remain steadfast in our goal of making Virginia Beach a “Community for a Lifetime” for our citizens.

With Pride in Our City,



James K. Spore
City Manager



City of Virginia Beach

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March 30, 2010

The Honorable William D. Sessoms, Jr., Mayor
Members of the City Council

Subject: Proposed FY 2010-11 Resource Management Plan

Dear Mayor and Council Members,

Our City government is shrinking. The only question is: How much do we want it to shrink and what impacts will the reduction have on our quality of life?

With this budget, we are in uncharted territory. For the first time in the City's 47-year history, our revenues will drop for two straight years. It's possible revenues will shrink again next year, too. That means we must make painful choices. Specifically, we have to answer two broad questions:

- How deeply do we want to cut services?
- Do we want to raise some fees and tax rates to cushion the service cuts?

There are no easy answers. We will be criticized no matter which path we take. In the end, it comes down to a value judgment. I have made my own judgment, and my recommendations are contained in this document. It was the most difficult budget I have wrestled with in my 40 years in municipal government.

The plain truth is our budget gap is larger than we expected. In November, we estimated it would be \$84.4 million -- \$41 million for the City, \$43.4 million for Schools. This was caused by a loss of revenue, not an increase in expenses. Unfortunately, we could not anticipate how bad the economy would be, nor how badly the State's own budget gap would hurt us. As a result, the School deficit is much larger than expected. The City's is roughly the same.

Here are the relevant numbers:

- City gap - \$40.3 million
- School gap - \$71.2 million
- **TOTAL BUDGET GAP - \$111.5 million**

There are only two ways to close the budget gap. We can spend less or we can raise revenues. Both are painful. This proposed budget recommends a bit of both.

In this budget, I recommend a decrease in spending of \$80.3 million, or 4.5%, from current levels. Yes, that means we will offer fewer services than we do now. And that comes on top of modest service cuts in 2009. Our total operating budget for the coming fiscal year would be **\$1.687 billion** – down from \$1.768 billion last year.

A complete list of reductions is on page 55, in the Requested But Not Funded section. These reductions reflect the priorities established by departments with City Council during the February 2009 workshops. Among other things, I recommend (along with School Superintendent James Merrill):

- Closing libraries at 7 p.m., instead of 9 p.m., and closing two of the three libraries that are open on Sunday.
- Reducing the size of the police mounted patrol from 14 to 7 officers.
- Reducing the number and variety of courses offered to high school students.
- Increasing the maximum size of 4th grade and 5th grade classes from 25 to 26 students.
- Eliminating the City's Consumer Affairs Program.
- Eliminating community incentive programs for nonprofit groups.
- Mowing the grass at City parks, median strips and schools less often.
- Reducing the Fire Department's life safety education program.
- Eliminating tuition reimbursement for city employees.

This will significantly affect our City workforce – our most important asset. This budget would eliminate 200 City jobs, with about six new positions added, for **a net loss of 194 positions**. I hope to accomplish this without layoffs, but there are no guarantees. It is my hope that we can move employees from the eliminated positions to other jobs in City government that match their skill sets. This would avoid unpaid furlough days for all City workers or salary reductions. On the Schools side, there would be **a net increase of 20 jobs**, including 60 eliminated positions, balanced by almost 80 positions added due to grants.

Nobody is happy about this. I have worked in Virginia Beach City government for 18 years and I know hundreds of City employees personally. They are the hardest-working people I have ever had the privilege to work with. It is personally painful to break this kind of bad news, but there is no alternative. Position reductions are recommended as opposed to furloughs as economic conditions appear not to be short term in duration.

If there is one consolation, it is this: Things could be much worse. And they will be if we do not raise some new revenues. In fact, if we had to balance the budget with no increase in revenues – with only cuts – the effect on our workforce and the services we provide would be devastating.

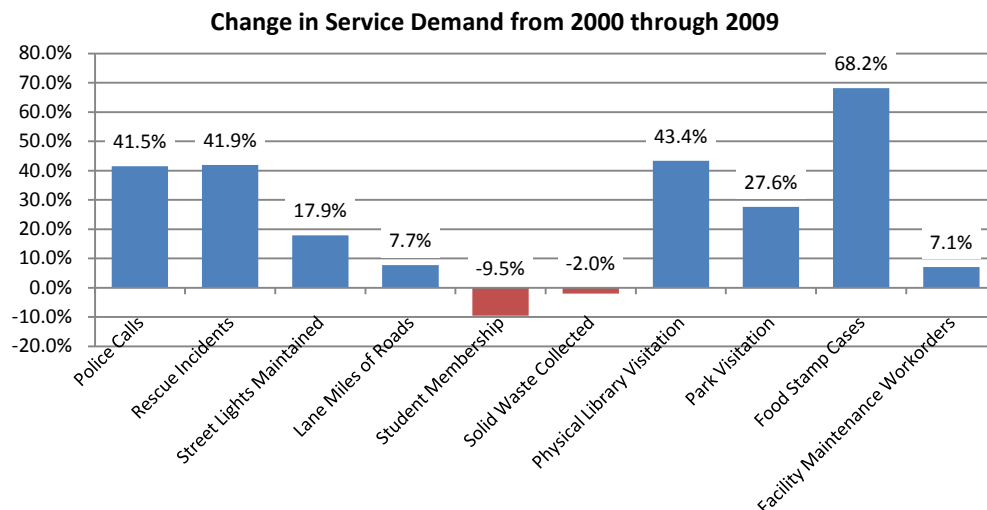
Let me be blunt. Without additional revenues, **we would have to eliminate an additional 163 positions**. No department would be spared. This would significantly erode some critical services, including education, Human Services and public safety.

While preparing this budget, each department director was asked to present a worst-case-scenario budget. I asked most departments to recommend 15% reductions in spending. For public safety agencies, I asked for 5% cuts. The list of potential cuts was severe. Among them:

- 30 firefighters
- 12 police detectives
- 12 school resource officers
- 4 emergency 911 operators
- Eliminating curbside yard debris pickup
- Reducing the maternity program for low-income residents
- Reducing services in mental health and substance abuse programs
- Reducing the number of new books for the libraries
- Eliminating the Lake Edward summer program
- Virtually eliminating beach cleanup services
- Eliminating inmate central booking at the jail, which allows arresting police to immediately return to patrol
- Eliminating the DARE program

These reductions, and more, would cut \$17.4 million. It also would drastically hurt Virginia Beach's quality of life – the very thing that makes Virginia Beach such a desirable place to live, truly a Community for a Lifetime. A full listing of restored cuts is discussed in the section "Two Paths to Balancing the Budget" that begins on page 9.

To avoid these drastic cuts, I recommend raising some fees and tax rates. This recommendation is not lightly made. I understand that the recession has hurt many families in Virginia Beach. I know that many people have lost jobs and many families have reduced income. Still, the demand for City services has not declined – in fact; it is much greater than before the recession hit. In bad economic times, citizens rely on their City government even more than they do in good times.



Therefore, I recommend the following adjustments in revenues:

- **Increase the real estate tax rate** by 3 cents, from 89 cents per \$100 of assessed value to 92 cents. This would still be the second-lowest real estate tax rate among large cities in Hampton Roads. Suffolk's rate would be 1 cent lower.
- **Increase the personal property tax rate on vehicles** by 10 cents, from \$3.70 per \$100 of value to \$3.80. This is still the lowest personal property tax rate among major cities in Hampton Roads.
- **Increase water rates** by an average of \$1.86 a month to provide for a right-of-way utility transfer.
- **Increase the per pack cigarette tax** from 61 cents to 65 cents. This will fund our long-term strategic planning effort to recruit new jobs through the Economic Development Investment Program.
- **Increase the stormwater rate** by about 61 cents a month per household. This was previously approved by the City Council.

It is worth noting that even with these increases, the average family of four with a home valued at \$290,324 and owning two cars **will pay less than they are currently paying**. The typical family in Virginia Beach would pay about \$52 less in 2011 than in 2010 – and \$245 less than in 2009. More than two-thirds of homeowners will pay less, even with the 3-cent real estate tax rate increase.

Comparison of Annual Tax Burden on Families

Revenue Source	FY 2008-09	FY 2009-10	FY 2010-11
Real Estate Tax	\$2,912.08	\$2,776.80	\$2,705.35
Personal Property Tax	219.70	133.99	123.85
Electric Utility Tax	36.00	36.00	36.00
Gas Utility Tax	36.00	36.00	36.00
Virginia Telecommunications Tax	70.68	70.68	70.68
Water Utility Tax	36.00	36.00	36.00
Restaurant Tax	251.48	251.48	251.48
Admissions Tax	25.69	25.69	25.69
Vehicle License Decal	50.00	50.00	50.00
Storm Water Utility Fee	73.37	80.67	87.97
Residential Refuse Fee	None	None	None
Water & Sewer	509.52	529.68	552.00
Total Tax Impact	\$4,220.52	\$4,026.99	\$3,975.02
Reduction in Taxes		(\$193.53)	(\$51.97)

It also is worth noting what is *not* proposed. **This budget does not propose a “garbage” fee**; although Virginia Beach is one of only two regional localities that do not use this strategy to finance solid waste collections and disposal. We proposed developing a complete plan for these services, which includes long-term strategy alternatives including remaining with the Southeastern Public Service Authority (SPSA) beyond 2018, reviewing the need to expand the city’s landfill, and increasing the recycling of waste generated by homes and businesses. Towards that end, we will bring forth a comprehensive strategy exploring service options and financing methods for this core government function in January 2011.

The proposed capital improvement program does *not* include building a new **Animal Care and Adoption Center** (\$9.8 million) or a new **Williams Farm Community Recreation Center** (\$24.7 million) at this time. We need both – no question about it – but we cannot afford to build and staff them with our limited resources. Nevertheless, staff is developing an analysis for the City Council’s consideration on how these facilities might be built and staffed with debt service. This would require an additional increase of 1.1 cents in the real estate tax rate. While not recommended in this budget, we will present this option for your consideration before the reconciliation workshop.

Overall, our six year capital budget will decrease by \$66 million – from \$236 million to \$170 million. Most of this decrease is driven by a \$25 million reduction in the use of fund balance, a \$21 million decrease in State and Federal construction funds, and a \$15 million decrease in pay-as-you-go financing (includes elimination of planned \$5 million increase). This will mainly affect roads and schools.

How We Got Here

Let’s review how we got to this point and some assumptions about this budget.

We knew many months ago that this would likely be a difficult budget year. The FY 2009-10 Budget was also difficult, but at least we had the option of softening the blow by using fund reserves. That is not an option for this budget. We cannot use reserve funds again to balance the budget without potentially damaging the City’s sterling AAA rating.

So we approached this budget with four broad goals in mind:

- First and foremost, **do not increase the financial burden** that local government places on struggling homeowners beyond the current levels. We have done that. Despite the increase in tax rate, most Virginia Beach families will pay less in total.
- Second, **focus on core services** that this government provides to the community. Continue to improve the efficiency of those services, and protect the public's safety, while recognizing that even in this area, we must improve efficiency.
- Third, **do not add to the unemployment rolls** and further erode the economy. We have done that by sparing citizens and our employees more severe cuts. Hence the small increase in some fees and tax rates.
- Finally, "try not to eat our seed corn." Virginia Beach will come out of this recession and we will need to have basic services intact. We need to position our City for the future to ensure that we have the capacity to move forward.

We began by looking for efficiencies. Our City staff has a long history of developing creative ways to deliver services in a cost-effective manner. As stated in the most recent Striving for Excellence report, City departments saved or avoided more than \$10 million in FY 2008-09. We can do more. For example, we can save more than \$100,000 by staffing lifeguard services at Sandbridge in-house rather than contracting for it. As departments submitted their budgets, they identified \$2.6 million in efficiency savings. Schools identified another \$2.4 million in energy efficiencies. We will pursue privatizing two services – yard waste disposal and hazardous household waste disposal. This could save \$1 million.

We also are proposing several reorganizations to save money. This will affect our communications staff, the Strategic Growth Area Office, and the newly renamed Environment and Sustainability Office. And still that does not add up to \$111 million in savings.

The next step was to look for service cuts. Each department director was asked for recommendations but, as I said earlier, to close the gap entirely with cuts would be draconian. Unlike some, we're committed to closing the gap without accounting gimmicks and without pushing costs to the future. We needed a balanced approach of service cuts and increased revenues.

At the four Town Hall meetings held in the fall, and again in our online survey, we asked citizens whether they would be willing to pay the same amount in real estate taxes as the previous year if it allowed the City to avoid major service reductions. At the meetings, citizens said by a 2-to-1 margin that this would be acceptable. In the survey, 60% of respondents supported this approach.

We also wanted to ensure that any tax rate increase would not fall disproportionately on owners of less-expensive homes. As the table below illustrates, even at a 92 cent rate, every category of homes would pay, on average, less in real estate taxes.

Evaluation of Real Estate Taxes on Residential Properties

Assessment	Percent of Homes in Each Grouping	Change From FY 10 Assessment	Current Tax Rate @ .89	Proposed Tax Rate @ .92
\$0-\$99.9k	0.06%	-7.3%	\$(32.5)	\$(18.6)
\$100k-124.9k	2.6%	-8.6%	\$(86.1)	\$(55.3)
\$125k-149.9k	6.9%	-6.7%	\$(82.0)	\$(43.5)
\$150k-174.9k	9.4%	-4.8%	\$(69.4)	\$(23.0)
\$175k-199.9k	12.2%	-4.2%	\$(70.1)	\$(16.2)
\$200k-224.9k	12.7%	-4.0%	\$(75.7)	\$(14.5)
\$225k-249.9k	11.0%	-4.4%	\$(93.0)	\$(24.9)
\$250k-274.9k	8.6%	-5.1%	\$(119.1)	\$(44.4)
\$275k-299.9k	6.8%	-5.9%	\$(151.0)	\$(69.8)

Evaluation of Real Estate Taxes on Residential Properties

Assessment	Percent of Homes in Each Grouping	Change From FY 10 Assessment	Current Tax Rate @ .89	Proposed Tax Rate @ .92
\$300k-324.9k	5.4%	-5.6%	\$(155.8)	\$(67.3)
\$325k-349.9k	4.1%	-6.3%	\$(189.2)	\$(94.4)
\$350k-374.9k	3.1%	-7.2%	\$(232.3)	\$(131.4)
\$375k-399.9k	2.3%	-7.1%	\$(244.9)	\$(136.9)
\$400k-424.9k	1.7%	-7.1%	\$(260.7)	\$(145.7)
\$425k-449.9k	1.6%	-8.0%	\$(311.5)	\$(190.8)
\$450k-474.9k	1.2%	-8.4%	\$(345.8)	\$(218.7)
\$475k-499.9k	1.0%	-8.6%	\$(373.1)	\$(239.5)
\$500k-524.9k	0.9%	-9.1%	\$(415.1)	\$(275.3)
\$525k-549.9k	0.8%	-9.1%	\$(435.3)	\$(288.7)
\$550k-574.9k	0.8%	-9.3%	\$(465.6)	\$(312.5)
\$575k-599.9k	0.07%	-9.1%	\$(475.8)	\$(315.6)
\$600k-699.9k	2.0%	-8.3%	\$(480.2)	\$(301.3)
\$700k-799.9k	1.1%	-9.2%	\$(614.1)	\$(409.8)
\$800k-899.9k	0.7%	-10.9%	\$(824.6)	\$(597.4)
\$900k-999.9k	0.4%	-11.7%	\$(989.2)	\$(737.6)
+\$1m	1.3%	-11.2%	\$(1,299.8)	\$(952.4)

Conclusion

This is a difficult year. It is impossible to adopt a balanced budget without disappointing many citizens – perhaps even angering some. I wish that were not so, but it is inevitable.

In good years, the dilemma is how to fairly distribute abundant revenues. Lower tax rates? Increase public safety? Hire more teachers? Buy more open spaces? Those are happy dilemmas.

This is an unhappy dilemma, but our job is to lead. Sometimes that means making unpopular decisions, knowing they are in the best interests of our community. I believe this budget lays out the best path to maintaining Virginia Beach's prosperity. It preserves core services while cutting others. It raises some fees and tax rates, but only modestly, and maintains our status as one of the lowest-tax cities in Hampton Roads and the commonwealth.

I believe we have positioned Virginia Beach to survive this recession and be in a good position to address the City Council's long-term goals of creating jobs through economic development initiatives.

Virginia Beach is renowned for its high quality of life, its fantastic schools, its safety and its beautiful beaches and parks. This budget will preserve all that, but at some cost. I am not happy with this budget, but I truly believe it is necessary.

With Pride in Our City,


James K. Spore
City Manager

Schedule of Workshops and Public Hearings

Date/Time	Event	Location
Tuesday, March 30 th	Presentation of the Proposed FY 2010-11 Operating Budget and Capital Improvement Program	City Council Chambers
	Council Workshop: <ul style="list-style-type: none"> • State Budget • Dedications • Compensation/Benefits • Review of Workshop Schedule 	Council Conference Room
Thursday, April 8 th	Council Workshop: <ul style="list-style-type: none"> • Revenues • Family and Youth Opportunities • Economic Vitality 	Council Conference Room
Tuesday, April 13 th	Council Workshop: <ul style="list-style-type: none"> • Cultural and Recreational Opportunities • Quality Physical Environment 	Council Conference Room
Thursday, April 15 th	Council Workshop: <ul style="list-style-type: none"> • Safe Community • Quality Organization (partial) 	Council Conference Room
Tuesday, April 20 th	Council Workshop: <ul style="list-style-type: none"> • Capital Improvement Program – (Roadways, Buildings, Parks and Recreation, Water and Sewer, Storm Water and Coastal) 	Council Conference Room
Thursday, April 22 nd	Public Hearing	Tallwood High School
Tuesday, April 27 th	Council Workshop: <ul style="list-style-type: none"> • Quality Education and Lifelong Learning • Constitutional Officers • Capital Improvement Program – (Economic and Tourism and Communications and Information Technology) • Quality Organization (partial) 	Council Conference Room
Tuesday, April 27 th	Public Hearing	City Council Chambers
Tuesday, May 4 th	Reconciliation Workshop	Council Conference Room
Tuesday, May 11 th	Public Hearing and Adoption of the FY 2010-11 Operating Budget and Capital Improvement Program	City Council Chambers

OPERATING BUDGET

Operating Budget

The adopted budget is an annual budget versus a biennial budget. At the February 23, 2010, City Council meeting, the Mayor stated the difficulty in projecting beyond one fiscal year, given the current economic climate and continuing changes to the State budget. Even with this change, City staff continues to focus on long term financial planning through development of the Five Year Forecast and continued monitoring of the economic environment. Additionally, some of the financial summaries look slightly different as a result of a new software system and addressing a required accounting change from the Governmental Accounting Standards Board (GASB 54).

As a result of declining real estate assessments, the overall sluggishness of local revenue and dramatic reductions in State revenue, the City was facing a deficit of \$111.5 million as the FY 2010-11 budget unfolded. It was necessary to use a combination of strategies to close the gap. Although some fee increases were included as part of the FY 2010-11 adopted budget, the City Council decided to eliminate proposed increases to real estate and personal property rates. The ability to generate additional revenue was limited and the magnitude of the shortfall required that both the City and Schools reduce services. Service reductions will be endured in nearly every service area in the City. A list of reductions is included in the Items Requested But Not Funded section on page 51. You will find that almost every department within the City will have some level of service reduction, with public safety departments generally experiencing less of an impact than other departments.

The Schools received some stimulus funding to help minimize reductions in services, and a one year reprieve from an adjustment to the Composite Index used to determine State Funding. FY 2010-11 is the last year that stimulus funding is anticipated to be available and the State will phase in the Composite Index adjustment in FY 2012. Like last year, fund balances helped bridge the funding shortfall. This one-time funding allowed a reduction in Pay-As-You-Go funding to the Capital Improvement Program, diverting that cash funding back to the Operating Budget to restore some programs and offset further reductions. However, this strategy does make it especially difficult to overcome the funding deficit in the Capital Improvement Program for FY 2011-12 and beyond.

Sometimes critics may comment on how easy it should be to reduce governmental expenditures, without impacting public safety and education. The following illustrates how reducing the total budget by 1% while excluding certain categories of service means a much greater reduction on the other portions of the budget. The adopted total budget for the City for FY 2010-11 is \$1,687,648,933, and a 1% reduction would equate to \$16,876,489.

Illustration of the Difficulty in a 1% Budget Reduction

Total Budget	\$ 1,687,648,933
Less: Education	781,337,309
Public Safety	189,763,938
Debt Service	147,203,422
Charges for Services	159,717,350
State Revenue	112,292,463
Federal Revenue	44,654,849
Non-Excluded Services Which Could Be Reduced	252,679,602
1% Reduction in Total Budget	\$ 16,876,489
Reduction in Non-Excluded Services Required to Achieve \$16,876,489	6.7%

The premise is that public safety and education are excluded from reductions. Other items can be considered excludable as well. Debt service must be paid. "Charges for Services" and State and Federal revenues are difficult to cut without also reducing the associated revenues. When these items are excluded, trying to achieve a 1% budget reduction in the total budget (\$16,876,489) means the remaining portions of the budget would have to be reduced by 6.7% to attain the desired savings. Using this method alone would have meant the remaining portion would have to be reduced over 40%.

Expenditures in the Operating Budget are comprised of personnel expenses (salaries and fringe benefits), operating and capital (equipment) accounts, debt service and reserve accounts (future capital construction and contingencies). Pay-as-you-go is funding transferred from the Operating Budget to the Capital Budget to support construction projects and reduce the use of debt. The table below illustrates the budgeted amounts for these categories for both City and School programs.

City and Schools Expenditures by Account

	FY 2009-10 Adjusted Budget	City Adopted Budget	FY 2010-11 Schools Adopted Budget	Total City & Schools Adopted Budget	% Change
Personnel	\$ 802,180,621	\$ 312,689,370	\$ 470,037,074	\$ 782,726,444	-2.4%
Fringe Benefits	\$ 267,437,284	\$ 111,170,501	\$ 134,482,405	\$ 245,652,906	-8.1%
Operating Expenses	\$ 469,146,200	\$ 278,793,344	\$ 172,620,648	\$ 451,413,992	-3.8%
Capital Outlay	\$ 11,334,071	\$ 7,530,676	\$ 4,197,183	\$ 11,727,859	3.5%
Debt Service	\$ 146,432,893	\$ 103,343,444	\$ 43,859,978	\$ 147,203,422	0.5%
Pay-As-You-Go*	\$ 54,508,892	\$ 33,746,430	\$ -	\$ 33,746,430	-38.1%
Reserves	\$ 17,056,663	\$ 15,177,880	\$ -	\$ 15,177,880	-11.0%
	\$ 1,768,096,624	\$ 862,451,645	\$ 825,197,288	\$ 1,687,648,933	-4.5%

*This reflects the amount of annual cash funding appropriated to the CIP

As can be seen by the table, most of the major expenditure categories are decreasing (see pages 41 and 42 for complete expenditure and position summaries). This reduction is due largely to the overall loss in revenue experienced from the local economy and the State budget.

Total costs for the City and Schools are decreasing by 4.5% overall due to a reduction of 169.31 positions for the City. The net decrease of 152.25 is a combination of eliminating 169.31 positions and adding 6.06 City positions in critical service areas as well as 11.0 State positions restored in the Clerk of the Circuit Court funded through increased State revenues (a complete list of added and deleted City positions begins on page 43). The School system currently shows a net increase of 19.9 positions, a result of eliminating 59.6 positions and adding 79.5 positions through grant funding.

The FY 2010-11 Adopted Budget is the second year in a row that does not include any salary increases for both City and School employees. While personnel costs are decreasing, fringe benefit costs continue to increase. The amounts for VRS increased from 16.48% to 17.58% for the City in FY 2010-11, while the Schools rate decreased from 15.49% to 9.01% because of a State strategy to balance its budget by reducing contributions to VRS. Also included in the State budget is a decrease in the City and School's VRS life insurance rates. The Adopted Budget maintains its financial contribution to employee health care (\$5,400 per full-time employee) at a time when many employers are cutting back on their contributions. Both the City and Schools will make the GASB 45 payment out of the Health Insurance Fund. Given the positive utilization of health insurance by employees, it is anticipated that increases in health insurance premiums will require only slight adjustments, if any. The Adopted Budget also maintains the City's contribution to employee retirement costs, however; new City employees are required to pay 5% toward their retirement benefit costs. Due to the high level of position reductions, furloughs and reductions to employee pay are not included in the Adopted Budget.

The graph below illustrates the breakdown of the \$1.69 billion budget by major service areas. As can be seen, 48.2% goes to education and the next largest amount goes to public safety and public works and utilities respectively.

Almost 50% of the total Operating Budget is provided to the Virginia Beach City Public Schools to support operations and School modernization.

The Virginia Beach City Public Schools budget for FY 2010-11 totals \$825.2 million, which is a decrease of \$52.7 million or 6% from the adjusted FY 2009-10 budget. A large part of this decrease is a result of the lack of available stimulus funding in the School grant funds. The School operating fund also experienced a significant decrease due to a reduction in the VRS rate. The School System was able to produce additional savings by budgeting for attrition as well as additional energy efficiency savings.

Convention & Visitor & Economic Development 1.4%

Parks & Recreation, Libraries & Museums 3.9%

City Capital Projects 2.6%

City Debt Service 5.2%

Financial/General Government 6.9%

Human Services, Health, & Housing 8.2%

Public Works & Public Utilities 12.0%

Public Safety 11.6%

Over 70% of the City's \$1.69 billion budget supports education, public safety & maintenance

Education (includes Schools Debt Service) 48.2%

City Council utilized \$8.8 million in FY 2008-09 School reversion funding and these funds were replaced in the School Budget by the same amount from the School Reserve Special Revenue Fund. For FY 2010-11, City Council also adopted the School's Operating Budget by category.

As the next table demonstrates, revenue is decreasing by 4.5% in FY 2010-11. A few factors impacting these declines include:

- The State's local government support continues to decline. This has dropped as a percentage of the budget from 28% last year to 24.9% in FY 2010-11. This impacts funding for education, roads, Constitutional Officers, Human Services and public safety. It should be noted that where State revenue reductions impacted specific programs or departments, those programs were required to reduce expenditures to match the lower revenue per the City Council's non-supplanting policy.
- Real estate revenues are the largest local source of funding. According to the City Real Estate Assessor, due to the current declining housing market and tight potential homebuyer credit, real estate assessments will decrease 6.5% in FY 2010-11. This represents the second consecutive year of declining assessments and partially offsets four years of increasing assessments. The contributing factors are increased foreclosure sales, decreasing traditional sales, declining assessments in high value neighborhoods, increasing commercial property vacancies and declining commercial rents.

- Personal property tax revenues are the second largest local revenue source. Vehicle ownership assessments represent 80% of the tax. Machinery, tool, business property, trailers, motorcycles and recreation vehicles comprise the other 20%.
- The sales tax is generally a barometer for local economic activity. With national unemployment hovering at 10%, consumer confidence low, personal savings rates increasing, and higher unemployment, consumers have curtailed their spending behaviors. Moreover, credit card limits have been lowered, interest rates have increased and home equity loans have diminished. In the FY 2010-11 Budget, sales tax revenues are forecast to decrease 1%. However, many regional economists foresee a rebound over the fiscal year.

City and Schools Revenue Summary

	FY 2009-10 Adjusted Budget	City Adopted Budget	FY 2010-11 Schools Adopted Budget	Total City & Schools Adopted Budget	% Change
Real Estate*	\$ 499,340,166	\$ 239,772,017	\$ 233,872,784	\$ 473,644,801	-5.1%
Personal Property	119,922,496	57,773,890	60,800,854	118,574,744	-1.1%
General Sales	51,129,941	24,640,371	25,955,874	50,596,245	-1.0%
Utility Tax	25,737,575	12,332,626	12,902,674	25,235,300	-2.0%
VA Telecommunications**	23,655,431	14,058,197	7,959,722	22,017,919	-6.9%
Business License	40,556,906	19,855,791	20,915,853	40,771,644	0.5%
Cable Franchise	5,873,378	3,184,465	3,354,478	6,538,943	11.3%
Restaurant Tax	49,829,621	48,188,033	-	48,188,033	-3.3%
Amusement Tax	5,300,732	5,700,550	-	5,700,550	7.5%
Hotel Room Tax	23,891,018	22,659,486	-	22,659,486	-5.2%
Cigarette Tax	12,935,527	12,721,345	-	12,721,345	-1.7%
Fund Balance	54,413,152	17,712,346	18,405,083	36,117,429	-33.6%
Utility Fees	113,131,574	118,141,476	-	118,141,476	4.4%
Other Revenue	143,627,745	108,763,740	31,244,683	140,008,423	-2.5%
State Revenue	458,681,685	112,292,463	326,208,517	438,500,980	-4.4%
Federal Revenue	140,069,677	44,654,849	83,576,766	128,231,615	-8.5%
Total	\$ 1,768,096,624	\$ 862,451,645	\$ 825,197,288	\$ 1,687,648,933	-4.5%

*Includes Real Estate Revenue from TIFs. As a result, Real Estate in this display is not reflective of the City/School revenue sharing formula.

**A portion of the Virginia Telecommunications includes revenues to support the City's E-911 operations.

The table below cites major tax rates and fees imposed on residents and visitors, and shows that Virginia Beach rates are generally equal to or are the lowest imposed among the major cities in Hampton Roads. Virginia Beach compares favorably to its neighboring cities in terms of the quantity and quality of its services and programs, while maintaining low taxes in the Hampton Roads region.

Adopted FY 2010-11 Selected Taxes/Fees for Comparable Localities

City	Real Estate (per \$100 / A.V.)	Personal Property (Vehicles & Business)	Personal Property (Machinery and Tools)	Automobile License	Meal	Admissions	Cigarette (per pack)	Hotel
Virginia Beach	0.89	3.70	0.33	25.00	5.5%	10.0%	0.65	8.0%
Chesapeake	1.05	4.08	0.64	23.00	5.5%	10.0%	0.50	8.0%
Norfolk	1.11	4.33	1.70	26.00	6.5%	10.0%	0.65	8.0%
Portsmouth	1.24	5.00	1.50	25.00	6.5%	10.0%	0.50	8.0%
Suffolk	0.91	4.25	0.63	20.00	6.5%	10.0%	0.50	8.0%
Hampton	1.04	4.25	1.23	28.00	6.5%	10.0%	0.65	8.0%
Newport News	1.10	4.25	1.25	26.00	6.5%	7.5%	0.65	7.5%

The annual tax burden on a family of four will also be less than each of the previous two years. On average, the typical family will pay \$337 less in taxes than they did in FY 2008-09.

**Comparison of Annual Tax Impact for Virginia Beach
for FY 2009-10 & FY 2010-11**

	FY 08/09	FY 09/10	FY 10/11
Real Estate Tax	2912.08	\$2,776.80	\$2,617.13
Personal Property Tax	219.70	133.99	120.59
Electricity Utility Tax	36.00	36.00	36.00
Gas Utility Tax	36.00	36.00	36.00
Va Telecommunications Tax	70.68	70.68	70.68
Water Utility Tax	36.00	36.00	36.00
Restaurant Tax	251.48	251.48	251.48
Admissions Tax	25.69	25.69	25.69
Vehicle License Decal	50.00	50.00	50.00
Stormwater Utility Fee	73.37	80.67	87.97
Residential Refuse Fee	None	None	None
Water & Sewer	509.52	529.69	552.00
Total Tax Impact	\$4,220.52	\$4,026.99	\$3,883.54
Variance		(\$193.53)	(\$143.45)

CAPITAL IMPROVEMENT PROGRAM

Capital Improvement Program

The Capital Improvement Program (CIP) identifies the funding needed for construction of City facilities, modernization of Schools, acquisition of major pieces of equipment and computer systems, construction of roadways, infrastructure maintenance and economic development projects. This program covers the years from FY 2010-11 through FY 2015-16, although only the first year of the Capital Budget is actually appropriated. The remaining years are for planning purposes. The following table provides a snapshot of revenue sources for the adopted CIP over the six year period.

Sources of Funding

Type of Financing	Total Resources	Appropriations to Date*	Capital Budget Year 1 FY 2010-11	Remaining Years of the Capital Program Years 2 through 6
Pay-As-You-Go	\$ 659,891,886	\$ 336,028,939	\$ 33,746,430	\$ 290,116,517
General Fund Undesignated Fund Balance	162,459,601	85,981,678	31,527,923	44,950,000
Other Fund Balance/Retained Earnings	136,528,195	113,663,008	22,665,187	200,000
State and Federal Funds	302,939,949	218,502,304	16,789,450	67,648,195
Bonds and Lease Purchases	924,752,498	398,961,189	87,500,722	438,290,587
Other Sources	40,879,230	29,887,905	9,426,325	1,565,000
Total Financing – All Sources	\$ 2,227,451,359	\$ 1,183,025,023	\$ 201,656,037	\$ 842,770,299

Note: * Appropriations to date reflect allocations from previous years, much of which may have already been spent.

To reduce major service impacts in FY 2010-11, \$20.8 million of pay-as-you-go financing is redirected to the Operating Budget. This reduces City pay-as-you-go financing to a minimum level to provide only for non-bondable projects and City Council dedications. Compared to previous levels, pay-as-you-go financing has also been reduced in years 2 – 6 of the Capital Improvement Program. To mitigate the loss of pay-as-you-go financing in the City's CIP in FY 2010-11 and FY 2011-12, \$5 million of charter bonds is being reallocated from the Schools CIP to the City along with continued use of a significant amount of fund balance (\$31.5 million) from the General Fund. Schools, likewise, is withdrawing pay-as-you-go funding from their construction program. One-time Federal stimulus funding from the American Recovery and Reinvestment Act of 2009 (ARRA) funded some School and City projects in FY 2009-10, but will not be available for FY 2010-11. These reductions, combined with the State's elimination of the roadway urban construction initiative program and School construction funding will have to be addressed in future capital budgets.

Another strategy, which is being used to address declining City revenues, is a two year moratorium on the acquisition of open space. This funding will be redirected to focus on the backlog of maintenance of parks' infrastructure and the development and maintenance of previously acquired open space. Based on the acquisition goals established in 2008 by the Open Space Committee and approved by the City Council, the remaining cash balance in the Open Space program will be sufficient to carry the acquisition program for two years. After this point, the City will need to evaluate its success on acquiring the remaining properties and the program's long range goals.

In the future, two broader strategic issues to be addressed include the use of charter bonds in years five and six of the CIP and increasing the debt per capita.

- In the proposed CIP, Schools allocated their share of charter bonds (approximately 50% of the roughly \$60 million available in each year); however, the City is not allocating its portion of the bonds in years five and six of the CIP pending City Council direction. There are some large projects on the horizon, such as the Headquarters Hotel, redevelopment of the Dome Site, light rail, major road projects and a host of City buildings that will need to be addressed.
- Of the four debt indicators established by City Council: 1) debt service for general government debt will not exceed 10% of the general government budget; 2) general government net debt per capita will not exceed \$2,400; 3) general government net debt per capita will not exceed 6.5% of per capita income; and 4) general government net debt will not exceed 3.5% of assessed value, debt per capita is the most restrictive. Increasing the City's debt per capita indicator would expand the City's capacity to address some of these future projects. Based on a survey of other AAA bond rated cities similar to Virginia Beach in population, the City could increase its debt per capita without jeopardizing its AAA

bond rating. The adopted CIP does not increase the debt per capita indicator, which will allow for future discussions with City Council on how to finance potential major projects.

As the table below illustrates, the Capital Budget, which is the first year of the \$2.2 billion six year CIP, is reduced by almost \$35 million. During the next fiscal year, the City will spend over \$201 million on its capital construction needs, with \$35 million going to School construction and over \$45 million for transportation. Schools and roadways were reduced mainly due to the loss of Federal stimulus funding, State construction and lottery funds, the change in pay-as-you-go financing and the change in the charter bond allocation noted on the previous page. In both cases, projects will be delayed to shift funding to higher priority projects. Clearly, the State will need to address road and School construction, not just in our City, but throughout the region and the Commonwealth.

Capital Budget

	Approved FY 2009-10	Approved FY 2010-11	Difference
Schools	\$ 62,669,308	\$ 35,016,800	\$ (27,652,508)
Roadways	66,303,747	45,101,377	(21,202,370)
Buildings	16,778,606	23,585,748	6,807,142
Parks and Recreation	10,325,175	33,581,916	23,256,741
Utilities	46,526,159	33,626,574	(12,899,585)
Coastal	7,690,938	6,355,842	(1,335,096)
Economic and Tourism Development	20,880,578	20,048,556	(832,022)
Communications and Information Technology	5,254,598	4,339,224	(915,374)
Total Capital Improvement Program	\$ 236,429,109	\$ 201,656,037	\$ (34,773,072)

In addition to the loss of stimulus funds, the Roadway Program no longer includes the pavement maintenance program, which is now included in the Public Works' Operating Budget. Still, funding in FY 2010-11 provides a significant Roadway program due to the work of staff to obtain other funding sources like grants. The Roadway program will drop to about \$29 million FY 2011-12 and \$30 million in FY 2012-13 due mainly to the reduction in the state construction funding noted above. Staff will continue to pursue grant opportunities where available.

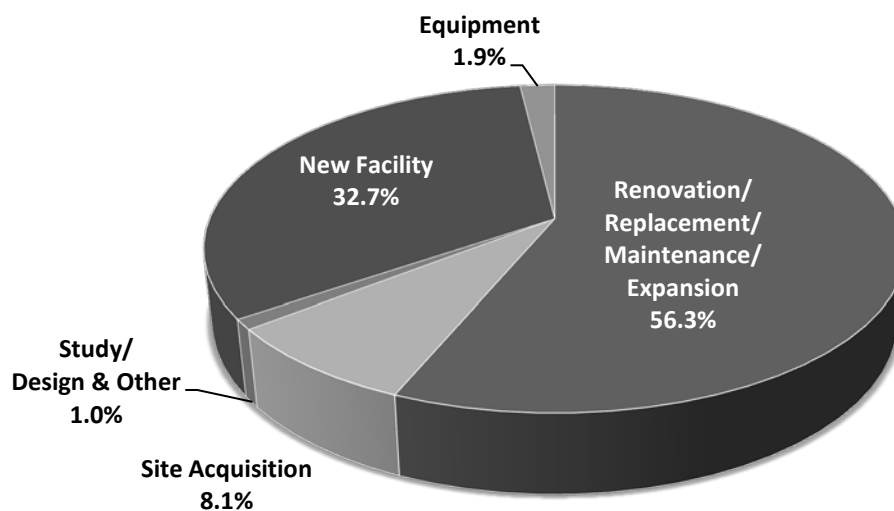
The growth in the Capital Budget for Buildings and Parks and Recreation capital programs is due to full funding of two projects that have been a high priority to the community and City Council for many years: the replacement of the Virginia Beach Animal Care and Adoption Center and the new Williams Farm Recreation Center. Utilities decreased by \$13 million due primarily to an infusion of fund balance in the FY 2009-10 Capital Budget to address the consent order issued for Hampton Roads by the Federal Environmental Protection Agency and the State's Department of Environmental Quality related to sanitary sewer overflows. The Department of Public Utilities is proposing a permanent funding stream for this mandate beginning in FY 2011-12 through a four year stepped sewer rate increase (a table in the Public Utilities Operating Budget section shows the impact to the taxpayer). Also included in the adopted Capital Budget is a reduction in the transfer of \$2,750,000 of State Virginia Department of Transportation (VDOT) maintenance funding to the Storm Water Utility Fund. The Storm Water Utility Fund should be generating sufficient funds to support its on-going operational and construction costs; however, it has been heavily subsidized in the past by the General Fund. The impact of this reduced funding will be felt in the storm water CIP with a delay in three storm water capital projects – Cape Henry Beach Drainage (#7-151), North Lake Holly Watershed (#7-005) and South Lake Holly Watershed (#7-016) until the Storm Water rate can be adjusted. (It would require a 3.2-cents increase in the storm water fee to restore this funding.)

Summary of Project Estimates

Project Type	Estimated Total Cost	Appropriations to Date	Capital Budget Year 1 FY 2010-11	Remaining Years of the Capital Program Years 2 through 6
Schools	\$ 508,296,026	\$ 239,935,086	\$ 35,016,800	\$ 233,344,140
Roadways	515,909,872	350,919,154	45,101,377	119,889,341
Buildings	161,045,821	106,176,897	23,585,748	31,283,176
Parks and Recreation	112,917,617	40,408,991	33,581,916	38,926,710
Utilities	476,429,776	199,670,332	33,626,574	243,132,870
Coastal	138,268,312	99,861,755	6,355,842	32,050,715
Economic and Tourism Development	248,154,276	123,000,789	20,048,556	105,104,931
Communications and Information Technology	66,429,659	23,052,019	4,339,224	39,038,416
Total Capital Improvement Program	\$ 2,227,451,359	\$ 1,183,025,023	\$ 201,656,037	\$ 842,770,299

The adopted CIP focuses primarily on renewal and replacement of the City's existing infrastructure. The graph below shows the percentage of funding allocated to the various functional areas for the first year of the CIP. The renovation, replacement, maintenance and expansion category represents over 56% of the total funding; however, declining revenues from both the stressed economy and the General Assembly have affected the City's ability to address ongoing infrastructure backlogs of our maturing City without relying on debt. The City has limited debt capacity available and together, the City and Schools have roughly a \$511 million backlog of needed capital projects (see the Requested But Not Funded Project Listing beginning on page 83).

Capital Improvement Projects by Type



Due to continued lack of new State roadway construction funding (only \$5.9 million is programmed for all six years), the roadway program is being adjusted to focus limited resources on City Council's priorities. The roadway section places priority on the extension of Lynnhaven Parkway Phase XI from Indian River Road to Centerville Turnpike; Princess Anne Road/Kempsville Road Intersection Improvements, Nimmo Parkway – Phase V-A and Laskin Road Gateway – Phase I-A. Projects that are being delayed to provide funding include Elbow Road Extended – Phase II, Indian River Road – Phase VII, Witchduck Road – Phase II and First Colonial Road/Virginia Beach Boulevard Intersection Improvements. Reductions in Pay-As-You-Go funding to the CIP will result in deferring Shore Drive Phase II design (\$600,000), reducing Nimmo Parkway cost estimate (\$1.97 million with no scope reduction) and reducing Wetlands Bank project balance (\$1 million).

For Schools, funding is focused on the replacement of Kellam High School, College Park Elementary and various renovations and replacements including roofs, heating/ventilation/air conditioning systems, grounds and energy management. Projects that will be delayed include: Princess Anne Middle School Replacement, Consolidated Old Donation Center/Kemps Landing

Magnet, Thoroughgood Elementary School Replacement, John B. Dey Elementary School Modernization and Princess Anne High School replacement. Despite allocating an average of \$44.7 million annually to address capital needs, the School system is unable to implement its long term capital improvement plan, which represented a more aggressive replacement and renovation schedule.

There are major City buildings that have been identified as priorities for renovation or replacement based on their condition, high maintenance history, age, inability to meet mission requirements and usage. The City is unable to complete these priorities because of lack of available funding. The table below shows the current funding status of each project as well as its priority on the list. As can be seen, the first priority is the replacement of the existing Animal Care and Adoption Center and K-9 Unit. The Police K-9 Unit replacement was initially funded to prevent the collapse of the dilapidated structure. The K-9 Unit portion of the project is nearing completion. Given the importance of the Animal Care and Adoption Center to the community and the potential for steep State fines for the existing facility not being compliant with State regulations, City Council provided full funding of the project in the FY 2010-11 CIP.

Top 13 Facility Replacement Priority List

Priority	Project	Status as of FY 2010-11 CIP
1	Replace Animal Care and Adoption Center and K-9 Unit	Funded for construction
2	Replace Parks and Recreation City-wide Programs Office (currently located on Lynnhaven Parkway)	Design funded – funding for construction planned to come from swapping the City owned property for a new building
3	Relocate Resort Maintenance Compound away from 14 th Street	Not funded – financing strategy is to swap City owned property for a building and equipment shelters
4	Replace Fire/Large Vehicle Repair Shop at Leroy Drive	Funded for construction
5	Replace Euclid Yard Buildings	Not funded
6	Relocate EMS Administration Building and Treasurer's Beach Branch	EMS portion complete -Treasurer's not funded
7	Replace Thalia Fire Station	Funded for construction
8	Replace Police Special Operations/Evidence Storage/Forensics Complex at Leroy Drive	Funded for construction
9	Replace Parks and Recreation Landscape Services/Parks Construction Facilities (currently located on Lynnhaven Parkway)	Not funded - funding for construction planned to come from swapping the City owned property for a new building
10	Replace Chesapeake Beach Fire and Rescue Station	Funded for construction
11	Replace Police Fourth Precinct	Funded for design
12	Replace Public Works/Highways Modular Buildings at Dam Neck	Not funded
13	Replace Blackwater Fire and Rescue Station	Funded for design

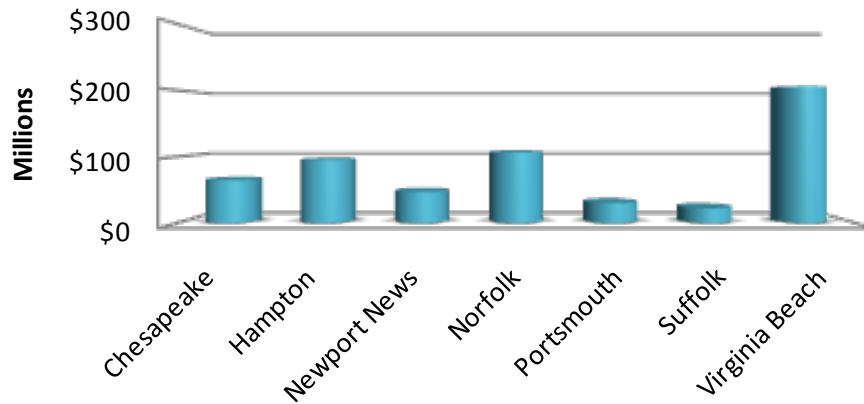
With limited financing resources available to provide solutions, the City is exploring alternative funding strategies and public/private partnerships to address other essential capital projects. These financing strategies include:

- An increase in the cigarette tax by 4 cents per pack (from 61 cents to 65 cents), of which 2 cents will be allocated to the Economic Development Investment Program project to provide a total of 12 cents of the cigarette tax. These funds will be used to enhance efforts to attract new businesses and expand existing ones.
- A combination of Federal and local funding as well as private donations are used to cover the \$4.3 million cost to relocate the Lighthouse Multi-Service Center from 18th Street and replace it with a larger and improved facility to serve the homeless.

It is important to note that there are several City Council and citizen requests that are not moving forward, such as Shore Drive Corridor Improvements – Phase II, Citywide Bikeways and Trails Plan Implementation – Phase II, and Pedestrian System Improvements – Phase II.

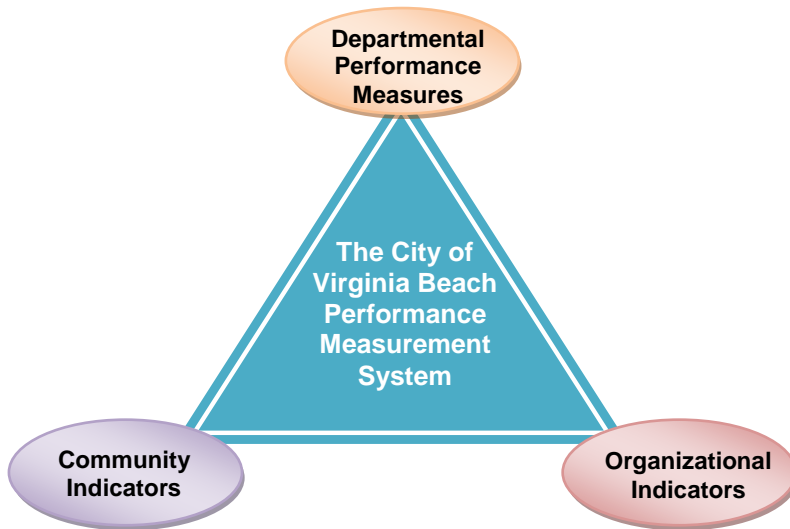
Based on the latest information collected by the State Auditor of Public Accounts, the City has the largest capital improvement program of any City in the State. The analysis of the most recent information available indicates that the City exceeded the investment being made by Chesapeake, Norfolk and Portsmouth combined. We are providing significant annual investment in rehabilitating and upgrading aging public infrastructure and facilities, but the City is still struggling to make ample progress toward eliminating the backlog of City and School capital needs.

Comparison of Capital Investments



MEASURING RESULTS

Measuring Results



Evaluating the performance of any organization has intuitive appeal, and performance measurement has long been a staple of the public and private sectors. There are many ways to measure or evaluate the performance of a local government, and Virginia Beach has been proactive and thorough in its efforts to measure and monitor the performance of our government since 1972.

The City uses three types of measures in order to track the City's performance. Community indicators, the broadest type, are measures that assess the overall condition of the City. These measures are influenced by not only the

City of Virginia Beach, but also the State and Federal government, non-profit organizations and private service providers. Community indicators can, and often do, impact organizational and performance measures. Organizational measures are used to assess performance at the organizational level. These measures are used to gauge the overall "health" of the municipal government. Departmental performance measures provide detail about the delivery of a specific City program or service.

For comparative purposes, the City tracks each of the three types of performance data annually. The data is used to monitor and evaluate the progress of the community, the organization and each program and service as conditions change. Due to the broad scope of community indicators, they can reflect trends and issues beyond the influence or control of a local government. In these cases, the indicators convey educational information about the quality of life and trends in our City. The City also uses each of the three types of measures to compare service levels and costs with other communities when comparable data are available. Monitoring performance data is also crucial in determining progress in achieving the goals set by City Council. The City Council's goals are to:

Create a Financially Sustainable City Providing Excellent Services
Grow the Economy
Improve Transportation Systems
Revitalize Neighborhoods and Plan for the Future
Be a Competitive, First Class Resort for Residents, Businesses, and Tourists

City programs are grouped into common "business areas" which relate to one or more of these goals. For example, the departments supporting economic vitality work to "grow the economy", while the departments supporting quality physical environment work to "improve transportation systems" and other programs. These business areas are designed to foster a closer working relationship within the City organization, while focusing efforts on attainment of the City Council's goals.

For the FY 2010-11 budget, the City implemented its new budgeting software, GovMax. With the implementation of GovMax, the City of Virginia Beach also began using the balanced scorecard for reporting departmental performance measures. The biggest change will be the classification of each measure into one of four perspectives. These perspectives are the customer perspective, the financial perspective, the internal process perspective and the learning and growth perspective.

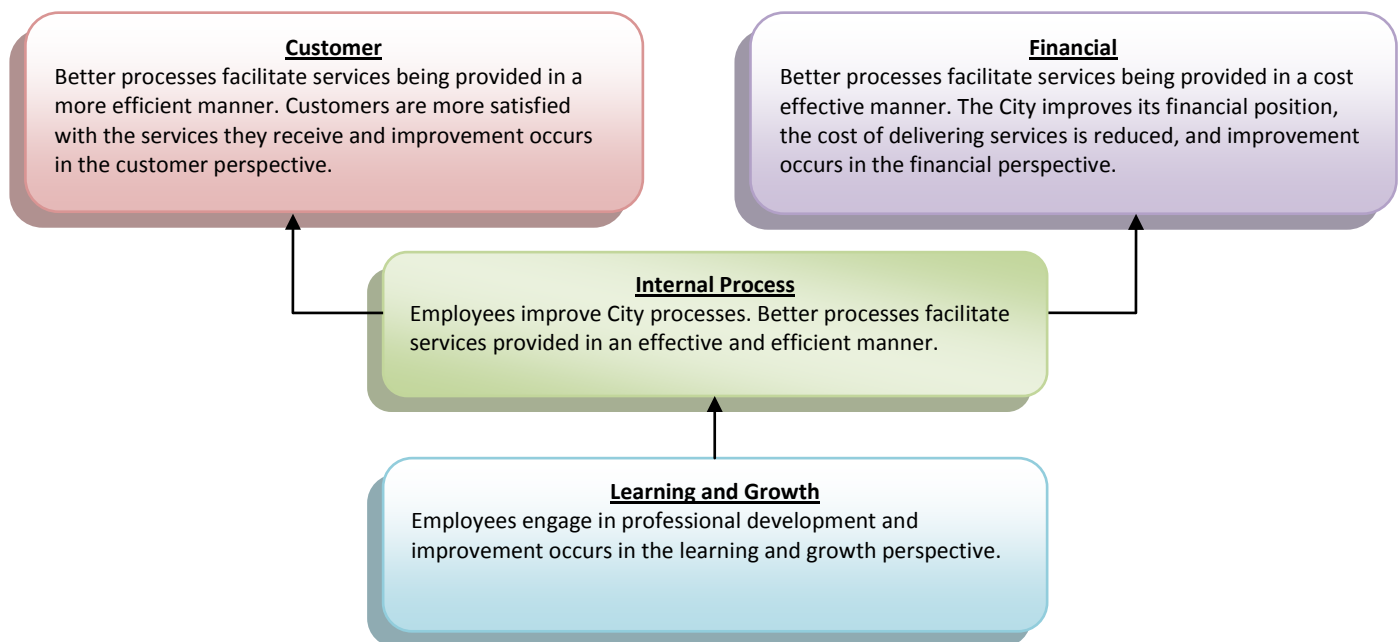
The customer perspective includes objectives related to serving the City’s residents. These objectives answer the question, is the City meeting the needs of residents and visitors.

Financial perspective objectives are related to “Managing City Resources”. These objectives measure the City’s ability to efficiently meet the resident’s needs. These objectives will help departments and the City to answer the question, is the City delivering cost effective services.

Internal process objectives are related to improving City processes. The City ensures processes are performed in the most effective manner. These objectives will answer the question, can the City improve on the delivery of a service or program by changing the way in which it is delivered.

The learning and growth perspective contains objectives related to City employee learning and development. The City’s ability to improve and exceed citizen requirements is directly related to the continued professional development and growth of City staff. These objectives answer the question, is City staff receiving training and continuing education enabling them to remain an industry leader in providing the highest level of service at the best cost possible.

There is a logical, step-by-step connection between these perspectives as the diagram below illustrates. Improving performance in the objectives found in the learning and growth perspective enables the organization to improve its internal process perspective objectives. Better processes facilitate services provided in an effective and efficient manner. Customers become more satisfied with the service and its cost, and improvement occurs in the financial and customer perspectives.



Although these perspectives are interrelated, not every department will have objectives in each perspective, because departments have varied functions and missions. For each business area, community indicators, a comparison of selected community indicators and key departmental performance measures related to the business area are provided.

Economic Vitality

This business area is supported by the departments of Convention and Visitor Bureau, Economic Development, Agriculture and Housing and Neighborhood Preservation.

Community Indicators

From 2003 to 2008, per capita income and median household income continued to grow. However, data for 2009 is not yet available and income levels are expected to level off or even decline because of the national recession. After rising sharply, property value growth for FY 2008-09 decreased dramatically, and values declined in FY 2009-10. The unemployment rate continued to rise in 2009 but is still well below the State and national average. Military employment has remained strong which has helped the City to weather the downturn in the national economy.

	2003	2004	2005	2006	2007	2008	2009
Income of People Moving into Virginia Beach as a Percentage of the Income of People Moving Out	92.9%	91.6%	92.0%	94.1%	96.2%	92.9%	Data NA
Change in Assessed Value of Residential Real Estate ¹	7.0%	7.2%	11.5%	21.7%	22.2%	20.7%	2.3%
Change in Assessed Value of Commercial/Industrial Real Estate	2.7%	3.7%	9.9%	11.6%	9.8%	11.0%	6.1%
Median Household Income	\$52,175	\$55,781	\$58,545	\$61,333	\$61,462	\$65,776	Data NA
Per Capita Income	\$35,135	\$37,156	\$39,333	\$42,281	\$44,145	\$45,022	Data NA
Unemployment Rate	3.6%	3.4%	3.3%	2.9%	2.7%	3.6%	5.9%
Percent of the Labor Force in the Armed Forces	7.4%	7.0%	8.4%	8.9%	7.3%	9.1%	Data NA
Economic Impact of Agriculture (in millions)	\$52.2	\$67.6	\$88.1	\$87.7	\$102.7	\$139.1	\$119.1
Tourists Who are Repeat Visitors	78.2%	77.6%	75.3%	80.9%	79.3%	78.7%	77.0%
Commercial Real Estate as a Percent of Total Assessments	17.5%	17.0%	16.8%	15.6%	14.3%	13.0%	13.7%
Direct Tax Revenue Generated from Tourism (in millions)	\$63.7	\$67.2	\$70.5	\$73.2	\$78.4	\$78.4	Data NA

¹This data does not show the assessment decline experienced in 2010

Community Indicator Comparison

The City's unemployment rate remains the lowest in Hampton Roads, while per capita income remains the highest. Approximately one out of every eleven Virginia Beach residents is employed in the military (the second highest rate in Hampton Roads).

	Year	Virginia Beach	Chesapeake	Norfolk	Portsmouth	Suffolk	Hampton	Newport News
Unemployment Rate	CY 2009	5.9%	6.3%	8.4%	8.3%	6.6%	7.7%	7.6%
Per Capita Income	CY 2008	\$45,022	\$39,988	\$36,065	\$34,102	\$36,157	\$35,903	\$30,752
Labor Force in the Armed Forces	CY 2008	9.1%	4.1%	13.5%	5.1%	4.0%	5.3%	6.8%

Key Business Area Performance Measures

	Actual			Estimated	Adopted
	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11
Existing Target Industries Expanded	Data NA	37	54	50	25
New Target Industries Located	Data NA	29	24	25	24
Number of Acres in the ARP	7,260	7,410	7,919	8,219	8,819
Graffiti Cases	314	161	214	200	0
Households Served by Section 8 Program	1,750	1,950	1,900	1,986	1,986
Visitor Spending (in millions of dollars)	Data NA	873	864	841	865

Family and Youth Opportunities

The departments of Human Services and Health support this business area.

Community Indicators

While most of these indicators have remained fairly consistent since 2003, the number of residents receiving Supplemental Nutrition Assistance Program (SNAP) benefits has risen dramatically over this time period. On a positive note, the cases of child abuse per 1,000 children and the infant mortality rate have both declined over the past several years. As the economy slowly recovers, the City's Health and Human Service departments should see service demand increases.

	2003	2004	2005	2006	2007	2008	2009
Teen Pregnancy Rate	27.8	25.2	21.7	22.0	21.2	24.4	Data NA
Low Birth Weight Babies as a Percent of Total Births	7.7%	8.7%	8.4%	8.4%	8.5%	8.0%	Data NA
Residents Receiving Supplemental Nutrition Assistance Program (SNAP) Benefits	12,956	14,851	16,574	16,757	16,363	17,350	20,289
Percent of Individuals Living in Poverty	6.3%	7.7%	7.4%	7.2%	6.4%	6.5%	Data NA
Percent of Children Living in Poverty	9.0%	10.8%	11.7%	10.0%	10.0%	9.5%	Data NA
Percent of the Elderly Living in Poverty	5.5%	7.1%	6.7%	2.6%	5.4%	4.4%	Data NA
Cases of Child Abuse per 1,000 Children (By FY)	8.2	9.7	Data NA	8.5	5.9	4.5	5.0
Infant Mortality Rate	6.8	7.8	7.8	10.4	7.4	5.8	Data NA
Students Receiving Free or Reduced Lunch	30.3%	31.3%	29.0%	26.4%	30.8%	27.2%	29.1%
Renters Whose Housing Expenses Exceed 30% of Household Income	43.4%	43.9%	47.0%	47.8%	47.8%	48.3%	Data NA

Community Indicator Comparison

In 2008, the City of Virginia Beach had the lowest percentage of individuals living in poverty and the lowest infant mortality rate in Hampton Roads. While the City has seen a dramatic decrease in child abuse cases per 1,000 children since 2004, the City still had the second highest rate in the Hampton Roads area in 2009.

	Year	Virginia Beach	Chesa-Peake	Norfolk	Ports-mouth	Suffolk	Hampton	Newport News
Teen Pregnancy Rate	CY 2008	24.4	23.0	45.3	43.8	26.7	32.9	35.7
Cases of Child Abuse per 1,000 Children	FY 2009	5.0	2.7	5.5	3.3	4.3	4.7	3.5
Infant Mortality Rate	CY 2008	5.8	8.3	10.8	11.6	8.3	10.6	8.6
Percent of Individuals Living in Poverty	CY 2008	6.5%	7.7%	18.9%	18.5%	9.7%	14.0%	12.5%

Key Business Area Performance Measures

	Actual			Estimated	Adopted
	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11
Average Temporary Assistance to Needy Families (TANF) Cases per Month	1,140	1,065	1,096	1,234	1,310
Child Protective Services Complaints Investigated	2,737	2,591	2,459	2,410	2,430
Percent of Welfare Recipients Who Obtained Employment	51.4%	62.0%	53.6%	49.0%	47.0%
Children Receiving Immunizations	5,766	4,990	4,235	4,000	4,000
Cost per Contact with Senior Services Patients	\$20.81	\$11.08	\$9.63	\$11.95	\$11.95
Cost per Restaurant Inspection	\$4.34	\$5.37	\$5.29	\$5.26	\$5.26

Quality Physical Environment

The departments of Planning and Community Development, Public Works and Public Utilities support this business area.

Community Indicators

The percentage of the City's residential waste stream recycled remained at 17.0% after the closure of SPSPA's yard waste recycling facility in FY 2007-08. All of the City's transportation indicators improved or remained unchanged in 2009. The two most notable improvements were the increase in citizen satisfaction with the flow of traffic in Virginia Beach and the percentage of the City's street system meeting the minimum physical condition rating which rose for the first time since the City began tracking this indicator in 2006.

	2003	2004	2005	2006	2007	2008	2009
Open Space Acreage Per 1,000 Population	13.42	13.52	13.73	14.14	15.54	15.00	14.96
Percent of Residential Waste Stream Recycled ²	31.0%	31.0%	31.0%	32.0%	33.0%	17.0%	17.0%
Percent of Street System Meeting Minimum Physical Condition Rating	Data NA	Data NA	Data NA	79.0%	74.0%	73.0%	74.5%
Percent of Roads in the Two Lowest Grades for Transportation Efficiency	Data NA	Data NA	Data NA	18.0%	18.2%	18.8%	18.8%
Citizen Satisfaction with the City's Appearance	89.2%	Data NA ₁	91.4%	Data NA ₁	95.6%	Data NA ₁	94.0%
Citizen Satisfaction with the Flow of Traffic in Virginia Beach	39.2%	Data NA ₁	32.8%	Data NA ₁	36.0%	Data NA ₁	39.6%
Average Commute Time (in minutes)	21.7	22.4	22.9	22.2	23.0	22.5	Data NA
Commute to Work Using Public Transportation	0.3%	0.8%	0.5%	0.9%	0.7%	1.4%	Data NA

¹ Based on responses to Citizen Survey, survey conducted biannually.

² Decrease beginning in 2008 is due to the closure of the mulching facility.

Community Indicator Comparison

Residents of Virginia Beach had the third shortest commute time to work in 2008 behind only Norfolk and Newport News. Virginia Beach had the third lowest percentage of residents using public transportation to commute.

	Year	Virginia Beach	Chesapeake	Norfolk	Portsmouth	Suffolk	Hampton	Newport News
Average Commute Time (in minutes)	CY 2008	22.5	24.3	22.0	24.0	26.8	22.9	21.5
Commute to Work Using Public Transportation	CY 2008	1.4%	1.1%	5.8%	2.2%	0.5%	2.5%	3.3%

Key Business Area Performance Measures

	Actual			Estimated	Adopted
	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11
Waste Collections Made to Residential Customers (in millions)	6.4	6.4	6.5	6.5	6.5
Roadway Resurfacing Cycle (in years)	23.0	23.0	28.0	23.0	19.0
Water Quality Samples Taken	2,700	2,750	2,555	2,700	2,700
Linear Feet of Sanitary Sewer Inspected via Closed Circuit TV	Data NA	150,000	172,570	185,000	185,000
Sanitary Sewer Main Cleaned (in millions of feet)	Data NA	0.9	1.1	1.2	1.3
On Time Arrival of Sanitary Sewer Crew Within 2 Hours of Call	95.1%	95.0%	95.0%	95.0%	95.0%
Sanitary Sewer Overflows Reported Per 100 Miles of Main	3.6	2.0	1.7	2.3	1.3
Water Meters Replaced	7,000	5,765	6,848	7,000	7,500
Building Permits Issued	50,708	30,119	28,442	28,680	28,680
Zoning Inspections Performed	32,988	33,312	34,611	38,868	38,868

Cultural and Recreational Opportunities

The departments of Museums, Parks and Recreation and Cultural Affairs Office support this business area.

Community Indicators

After declining or remaining flat from 2004 to 2008, the percent of the City's population with a City recreation facility membership grew in 2009. The City also continues to add to its inventory of multi-use trails, but City roadways with on road bikeways remained flat for the sixth consecutive year.

	2003	2004	2005	2006	2007	2008	2009
Percent of Population with City Recreation Facility Membership	11.0%	11.3%	10.0%	10.0%	9.8%	9.6%	9.8%
Residents Receiving Access at a Reduced Cost to City Recreational Programs and Facilities	***	***	452	560	512	606	573
Miles of City Multi-Use Trails	***	68.0	68.6	72.6	75.6	76.3	77.0
City Roadway Miles with On Road Bikeways	***	9.65	9.65	9.65	9.65	9.65	9.65

Community Indicator Comparison

Due to insufficient comparable data, there is no Community Indicator Comparison for Cultural and Recreation Opportunities.

Key Business Area Performance Measures

	Actual			<u>Estimated</u>	<u>Adopted</u>
	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11
IMAX Theater Attendance	179,860	144,774	149,744	223,938	210,000
Visitors to the Aquarium	643,091	577,356	598,119	725,000	700,000
Event Days at the Sandler Center	N/A	128	204	238	225
Average Mowing Frequency for Divided Highways	15.25	17	18	18	23
Citizen Satisfaction with Parks	92.8%	92.8%	93.2%	93.2%	92.5%
Park Visits (in thousands)	2,548	2,961	2,631	2,650	2,700
Citizen Satisfaction with Recreation Centers, Classes and Programs	94.0%	94.0%	95.2%	95.2%	94.0%
Recreation Center Memberships	42,039	41,328	42,559	40,208	42,559

Quality Education and Lifelong Learning

This business area is supported by the Schools and Library Department.

Community Indicators

With education continuing to be a top priority of the City, the graduation rate continued to improve, but the dropout rate increased slightly in 2009. The percentage of adults with undergraduate and graduate degrees also fell in 2008, but Virginia Beach still has the highest percentage of adults with undergraduate degrees. The City has also seen a steady decline in the percentage of children entering kindergarten lacking basic reading skills.

	2003	2004	2005	2006	2007	2008	2009
High School Graduation Rate	65.4%	68.9%	71.7%	70.0%	72.1%	74.3%	76.7%
Residents Over the Age of 25 Who Have a Graduate or Professional Degree	10.2%	11.6%	10.0%	11.0%	11.0%	10.6%	Data NA
Residents Over the Age of 25 Who Have an Undergraduate Degree	30.5%	33.5%	31.0%	31.0%	32.4%	30.9%	Data NA
Percentage of Public Schools that are Fully Accredited	84.6%	84.6%	100.0%	100.0%	100.0%	100.0%	98.2%
Kindergarten Children Needing Reading Remediation	21.8%	19.8%	18.6%	13.8%	13.0%	12.0%	Data NA
Dropout Rate - Grades 7 through 12	1.61%	1.56%	1.29%	1.22%	1.20%	1.15%	1.32%

Community Indicator Comparison

Virginia Beach had the second highest graduation rate and the second lowest dropout rate in Hampton Roads for the 2009 school year. Virginia Beach was very similar to other Hampton Roads communities when looking at the percentage of children entering kindergarten with basic reading skills. The City also has the highest percentage of adults over 25 with an undergraduate college degree.

	Year	Virginia Beach	Chesapeake	Norfolk	Portsmouth	Suffolk	Hampton	Newport News
High School Graduation Rate	SY 2009	76.7%	80.9%	47.9%	50.1%	64.8%	66.0%	69.8%
Dropout Rate - Grades 7 through 12	SY 2009	1.32%	1.27%	4.18%	5.08%	3.71%	3.08%	3.41%
Kindergarten Children Needing Reading Remediation	CY 2008	12.0%	12.0%	13.0%	12.0%	9.0%	8.0%	9.0%
Residents Over the Age of 25 Who Have an Undergraduate Degree	CY 2008	30.9%	27.3%	25.1%	18.0%	25.0%	21.9%	25.5%

Key Business Area Performance Measures

	Actual			Estimated	Adopted
	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11
Library Program Attendance	73,072	85,841	86,288	68,956	70,000
Library Materials Circulated (in thousands)	2,650	3,237	3,344	3,705	2,706
Turnover Rate of Library Material	3.0	3.5	3.7	3.4	3.1
Library Virtual Visitation (in thousands)	538	1,173	1,321	1,453	1,598
Student Enrollment	71,721	70,682	69,688	68,807	67,858
Students Enrolled in Gifted Programs	11.9%	12.0%	12.1%	12.0%	12.0%
Number of High School Industry Certifications	3,130	4,081	4,983	5,745	6,216

Safe Community

This business area includes Police, Fire, Emergency Medical Services, Courts, the Commonwealth's Attorney's Office and Sheriff and Corrections.

Community Indicators

The violent crime rate has dropped over the past three years and the property crime rate fell from 2007 to 2008. The number of juvenile arrests has also declined the past three years. Virginia Beach continues to be the safest City of its size in the country. The perception of safety also improved in 2009, as student perceptions of safety improved for 5th and 12th graders in City Schools and the perception of neighborhood safety also improved.

	2003	2004	2005	2006	2007	2008	2009
5th Graders Perception of Safety in Public Schools	79.5%	82.2%	81.8%	83.2%	92.8%	93.5%	94.2%
8th Graders Perception of Safety in Public Schools	54.4%	52.6%	52.8%	50.8%	67.1%	68.7%	66.0%
12th Graders Perception of Safety in Public Schools	65.8%	66.0%	65.8%	68.9%	87.4%	82.1%	82.2%
Violent Crime Rate	2.2	2.4	2.7	2.9	2.6	2.4	2.1
Property Crime Rate	36.2	31.5	31.1	30.3	30.6	29.6	31.1
Residents Who Believe Their Neighborhood is Safe	96.4%	Data NA ¹	94.8%	Data NA ¹	92.8%	Data NA ¹	93.6%
Number of Structural Fires	627	473	415	455	470	471	Data NA
Number of Juvenile Arrests	3,935	4,114	3,974	4,558	4,393	4,191	3,205

¹ Based on responses to Citizen Survey conducted biannually.

² Prior to 2006-07, students in grades 4, 7 and 11 rated their level of agreement on a five-point scale to the item "I feel safe and secure at School." The percentages reported in the table reflect the percentage of students Agreeing or Strongly Agreeing to the item. Beginning in 2006-07, students in grades 5, 8 and 12 rated their level of agreement on a four-point scale to the item, "This School provides a safe and orderly place for students to learn." The percentages reported in the table reflect the percentage of students Agreeing or Strongly Agreeing.

Community Indicator Comparison

Virginia Beach had the lowest overall crime rate and violent crime rate in Hampton Roads for 2009.

	Year	Virginia Beach	Chesapeake	Norfolk	Portsmouth	Suffolk	Hampton	Newport News
Violent Crime Rate	CY 2009	2.1	4.4	6.5	7.3	3.5	3.1	5.3
Property Crime Rate	CY 2009	31.1	36.5	54.8	59.0	27.1	36.5	34.0
Juvenile Arrests as a Percentage of Total Arrests	CY 2009	12.1%	5.0%	18.4%	3.7%	3.4%	17.1%	31.6%

Key Business Area Performance Measures

	Actual			Estimated	Adopted
	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11
Arson Cases Cleared	21.5%	20.0%	24.0%	20.0%	20.0%
Conviction Rate for Domestic Violence	78.0%	75.0%	78.0%	75.0%	75.0%
Conviction Rate for Violent Felonies	97.0%	90.0%	96.0%	96.0%	96.0%
Bail Hearings Conducted	43,751	43,913	42,955	38,660	36,727
911 Calls Received	227,788	231,276	232,599	233,762	234,961
Priority 1 EMS Calls Processed in Under 2 Minutes	81.0%	84.2%	85.2%	86.0%	81.0%
Time that 9 Ambulances are Continuously Staffed	84.0%	81.0%	86.0%	85.0%	85.0%
Clearance Rate - Violent Crime	54.2%	57.8%	59.7%	60.0%	56.0%
Average Police Response Time to Emergency Calls (in minutes)	6.5	6.3	6.3	6.3	6.4

Quality Organization

The Quality Organization business area is supported by the Municipal Council, City Clerk, City Manager, City Attorney, Finance, Human Resources, City Treasurer (elected official), Commissioner of the Revenue (elected official), City Real Estate Assessor, General Registrar, Management Services, Communications and Information Technology and the Office of the City Auditor.

Community Indicators

Average real estate taxes in Virginia Beach as a percentage of median household income grew 1% over the six year period from 2003 to 2008. Citizen satisfaction also remained high with more than nine out of every ten residents reporting satisfaction with overall City services.

	2003	2004	2005	2006	2007	2008	2009
Average Real Estate Taxes as a Percentage of Median Household Income	3.4%	3.5%	3.6%	3.6%	4.3%	4.4%	Data NA
Percent of Citizens Who are Satisfied with City Services	93.2%	Data NA ¹	92.6%	Data NA ¹	93.4%	Data NA ¹	91.4%
Value of Volunteer Service (in millions)	\$16.6	\$16.3	\$16.4	\$14.1	\$14.5	\$13.2	\$18.6
Voter Turnout Rate	18.1%	70.0%	37.7%	47.3%	17.1%	70.1%	37.8%

¹ Based on responses to Citizen Survey conducted biannually.

Community Indicator Comparison

Virginia Beach has the lowest total government expenditures per capita and the second lowest debt per capita in the Hampton Roads area. Virginia Beach was in the middle of the pack for voter turnout for the November 2009 elections. Norfolk had the highest turnout rate, while Newport News had the lowest.

	Year	Virginia Beach	Chesapeake	Norfolk	Portsmouth	Suffolk	Hampton	Newport News
Average Real Estate Taxes as a Percentage of Household Income	FY 2008	4.4%	Data NA	6.3%	Data NA	4.3%	Data NA	4.6%
Voter Turnout Rate	Nov. 2009	37.8%	39.8%	40.5%	37.9%	37.9%	37.7%	34.2%

Key Business Area Performance Measures

	Actual			Estimated	Adopted
	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11
In-House Attorney Cost per Hour	\$106	\$99	\$102	\$100	\$100
Hours of Direct Audit Services Provided	6,935	6,957	7,000	7,100	7,100
Value of Volunteer Service (in millions)	\$14.5	\$13.2	\$18.6	\$18.6	\$18.6
Real Estate Parcels Assessed per Appraiser	8,228	6,943	6,162	6,186	7,405
Yield on City Investments	5.1%	4.5%	2.0%	0.6%	1.0%
Business Licenses Assessed	32,152	32,164	30,859	28,500	26,000
Average Days to Process Payments	5	5	8	10	13
Number of Voter Registration Adds or Changes Made	18,744	25,444	23,275	22,910	23,008
Qualified Applicants Recruited and Hired within 60 Days	70.0%	70.0%	65.0%	65.0%	65.0%
Variation Between Revenue Estimates and Actual	0.7%	0.8%	2.6%	0.8%	0.8%

Organizational Indictors

In addition to community indicators, which track the progress of the overall community, and departmental performance measures, which track the performance of a particular program or service, organizational indicators track the performance of the City government. These indicators cover areas like financial management, the City's workforce and sustainability. These indicators are not specific to one particular program or service but indicate the level of performance organization wide.

Organizational Indicators

The City's expenditures per capita and debt per capita have increased over the past seven years. However, once data for fiscal year's 2008-09 and 2009-10 become available, it is very likely that these figures will begin to trend downward as the City has seen a decrease in the overall budget the last two fiscal years. This will also be true for the full-time equivalent (FTE) employees per 1,000 residents, as the number of City workers has decreased with declines experienced in the budget.

Even in these financially turbulent times, the City has maintained its strong bond rating through prudent financial management. Virginia Beach is one of only 83 jurisdictions nationwide to be rated as "AAA" by Standard and Poor's. The City had seen positive growth in the general fund balance as a percentage of City revenue; however, that number declined in FY 2009-10 with the use of fund balance to help offset significant revenue decreases brought on by the recession. Even with the decrease in fund balance, this number remains above the City Council's policy requiring a minimum of 8.0%.

The City has also seen positive results among its workforce. The turnover rate has remained fairly consistent over the past seven years, while worker's compensation claims and workdays lost due to these claims have declined. The City has also experienced a significant decline in liability claims proportionate to the population served over the past three years.

	2003	2004	2005	2006	2007	2008	2009	2010
Expenditures Per Capita	\$2,259	\$2,456	\$2,599	\$2,748	\$3,055	\$3,161	Data NA	Data NA
Debt Per Capita	\$1,418	\$1,814	\$1,894	\$1,944	\$2,213	\$2,262	\$2,275	Data NA
Debt Per Capita as a Percentage of Per Capita Income	4.2%	5.0%	5.0%	4.7%	5.2%	Data NA	Data NA	Data NA
Per Capita Expenditures as a Percentage of Per Capita Income	6.6%	6.8%	6.6%	6.7%	7.1%	Data NA	Data NA	Data NA
Bond Rating - Standard and Poor's	AA+	AA+	AA+	AA+	AAA	AAA	AAA	Data NA
Bond Rating - Fitch	AA+	AA+	AA+	AA+	AA+	AA+	AA+	Data NA
Bond Rating - Moody's	Aa1	Aa1	Aa1	Aa1	Aa1	Aa1	Aa1	Data NA
Fund Balance as a % of Revenue	8.6%	8.5%	8.9%	11.2%	12.9%	10.1%	11.2%	8.9%
Percentage of Capital Program Funded by Cash	21.9%	52.7%	52.9%	53.3%	55.5%	59.6%	62.1%	61.2%
Turnover Rate (Excluding Retirements and Deaths)	3.45%	3.89%	4.78%	4.25%	4.02%	4.54%	4.54%	Data NA
Work Days Lost per Worker's Compensation Claims	1.9	2.3	3.7	1.6	1.5	Data NA	Data NA	Data NA
Workers Compensation Claims per 1,000 FTE's	212.59	180.95	127.05	202.43	205.10	172.89	161.83	Data NA
Liability Claims per 1,000 Population Served	2.22	2.24	1.68	1.44	1.55	1.34	0.97	Data NA
Employees Retained after 2 Years	Data NA	Data NA	Data NA	Data NA	Data NA	Data NA	87.0%	Data NA
Average Tenure of City Employees (in years)	Data NA	Data NA	Data NA	Data NA	Data NA	Data NA	14.0	Data NA
FTE's per 1,000 Population Served	14.5	17.4	15.2	15.9	16.0	16.2	16.1	Data NA
Citizen Satisfaction with the Courtesy of City Employees	91.4%	Data NA	91.2%	Data NA	94.2%	Data NA	90.4%	Data NA

Organizational Indicator Comparison

Organizational indicators also allow the City to compare its performance with the other cities in Hampton Roads. Virginia Beach has the lowest expenditures per capita, expenditures per capita as a percent of household income, debt per capita and debt per capita as a percentage of per capita income. The City also has the highest bond rating and the second highest proportion of its capital improvements program funded by cash. Of the three most populous cities in the area (Virginia Beach, Norfolk and Chesapeake), Virginia Beach had the highest general fund balance as a percentage of the following fiscal year's revenue. Virginia Beach fell in the middle in terms of full-time equivalent (FTE) employees per 1,000 residents compared to the other cities.

	Year	Virginia Beach	Chesapeake	Norfolk	Portsmouth	Suffolk	Hampton	Newport News
Expenditures Per Capita	FY 2008	\$3,160.96	\$3,431.83	\$3,729.29	\$3,634.10	\$3,218.35	\$3,410.88	\$3,571.79
Per Capita Expenditures as a Percentage of Per Capita Income	FY 2007	7.1%	8.7%	10.3%	11.5%	9.0%	10.0%	11.2%
Debt Per Capita	FY 2009	\$2,275	\$2,855	N/A	N/A	\$5,094	\$2,859	\$3,337
Debt Per Capita as a Percentage of Per Capita Income	FY 2007	5.2%	8.2%	12.0%	12.2%	12.1%	6.9%	11.0%
Bond Rating - Standard and Poor's	FY 2009	AAA	AA+	AA	AA-	AA	AA	Aa
Bond Rating - Fitch	FY 2009	AA+	Data NA	AA	AA-	AA-	AA	Data NA
Bond Rating - Moody's	FY 2009	Aa1	Aa2	A1	A1	Aa3	Aa2	Aa2
Fund Balance as a Percentage of Revenue	FY 2009	8.9%	7.1%	5.0%	15.1%	22.8%	12.4%	10.0%
Percentage of Capital Program Funded by Cash	FY 2010	61.2%	44.5%	11.2%	24.9%	16.3%	64.1%	11.3%
FTE's per 1,000 Population Served	FY 2009	16.1	15.1	17.1	21.1	14.5	13.5	18.9

APPENDICES

Financial Strategy

Virginia Beach has a strong financial system. This system is based on sound strategies that guide financial activities of the government. These strategies provide guidance in both good economic times and bad. They are forward looking with the intent to sustain the community and the organization into the future. They are as follows:

Internal Processes

- Internal financial controls including use of City provided equipment will be reviewed annually to ensure adequacy with accepted accounting procedures.
- Financial records and statements will be transparent and open to the public for review via posting to the City's Internet.
- Purchases and contracts will be made on a competitive basis to insure best prices while maintaining quality and diversity.
- The City will use an accrual basis for accounting for revenues and expenditures. This accounting will be annually reviewed by an independent outside Auditor as required by State Law.

Budgetary Practices

- Provide for sufficient funding to provide emergency funding if needed; assure the City's bond holders that funding is available to make bond payments; and to address unforeseen needs. To accomplish this, the City maintains:
 - A general fund balance of between 8 and 12% of the following year's revenues, and
 - An annual reserve (Reserve for Contingencies) backed by current revenues not to exceed ½ of one percent of the total general fund.
- Provide services desired by the community and authorized by City Council at the minimum funding necessary to accomplish the program's goals.
 - As a way to meet this requirement, full-time permanent positions must be authorized by the City Council. The City Manager may establish part-time or temporary positions to meet specific requirements.
 - Transfers or increases of appropriations over \$100,000 require City Council authorization.
- Employees of the City and School system will receive adequate compensation, commensurate with their expected duties and comparable job titles.
 - Health care will be provided, with an employer contribution determined by the City Council and School Board. Employees will pay the difference between that contribution and the premium amount.
 - Employees are required to participate in the Virginia Retirement System and the City and School system provides funding according to State law.
 - Positions may be added or deleted based on service requirements or budgetary constraints, but the City and School system will work with employees to transition to remaining jobs.
- Balance the Operating Budget on current revenues only using previous year's balances for one-time purchases either in the Operating Budget or in the Capital Improvement Program.
- City Council dedicated revenues will be reviewed annually as a part of the Operating Budget process and adjustments recommended maintaining revenues in line with long-term program goals. Various revenues were increased by City Council to met specific goals and are each separately monitored by staff:
 - City/School Revenue Sharing Formula was established to ensure adequate funding to the Virginia Beach Public School System. This formula will be reviewed by the Formula Committee appointed by City Council at least every other year or as needed by the economy and funding concerns.
 - Agriculture Reserve Program (ARP) acquires development rights to agricultural lands to preserve agricultural lands within the City.
 - Recreation Center dedication was approved by City Council to construct, maintain, operate and pay the debt service on voter approved recreation centers.

- Tourism and Growth Investment Fund (TGIF) was established to development and maintain the resort area of the City by leveraging taxes primarily on visitors to the City. This program includes dedicated revenues for oceanfront entertainment events.
- Major Projects was established to provide funding for the construction and debt costs surrounding the Convention Center, the Sandler Center for the Performing Arts and a parking lot expansion for the Aquarium.
- Outdoor Initiative provides funding for development and maintenance of outdoor opportunities.
- Tourism and Advertising Program (TAP) provides funding for national and statewide advertising programs. This program is overseen by a Council appointed committee.
- Economic Development Investment Program (EDIP) provides funding to encourage business expansion and location.
- Leverage private dollars with local resources to encourage development and job creation that meets the City's long term goal of fiscal sustainability for the community.
 - Where possible, redirect new revenues generated by the project to meet public infrastructure demands of the project (Tax Increment Financing or Special Service Districts).
 - Use funding set up in the Economic Development Incentive Program (EDIP) to incentivize expansion of existing businesses or to attract new businesses to encourage job growth in the community.
- Ensure that Federal and State funding is provided according to the funding program's requirements.
 - Reductions in State or Federal funding to a specific program will not automatically be replaced with City funding and therefore may necessitate a decrease in services (City Council's Non-Supplanting Policy).
- Where possible, programs should rely primarily on user fees and annually review those fees to insure program costs are recouped.
- Tax and fee levels will be recommended to sustain critical services to the community while being conscious of the impact on the taxpayer.
 - Diversity of revenues sources will be maintained to the extent allowed under the Dillon Rule to insure economic stability of City services.
 - Equity among differing taxpayer classes (commercial, homeowner, industrial and non-homeowners) shall be maintained to the extent possible under the law.

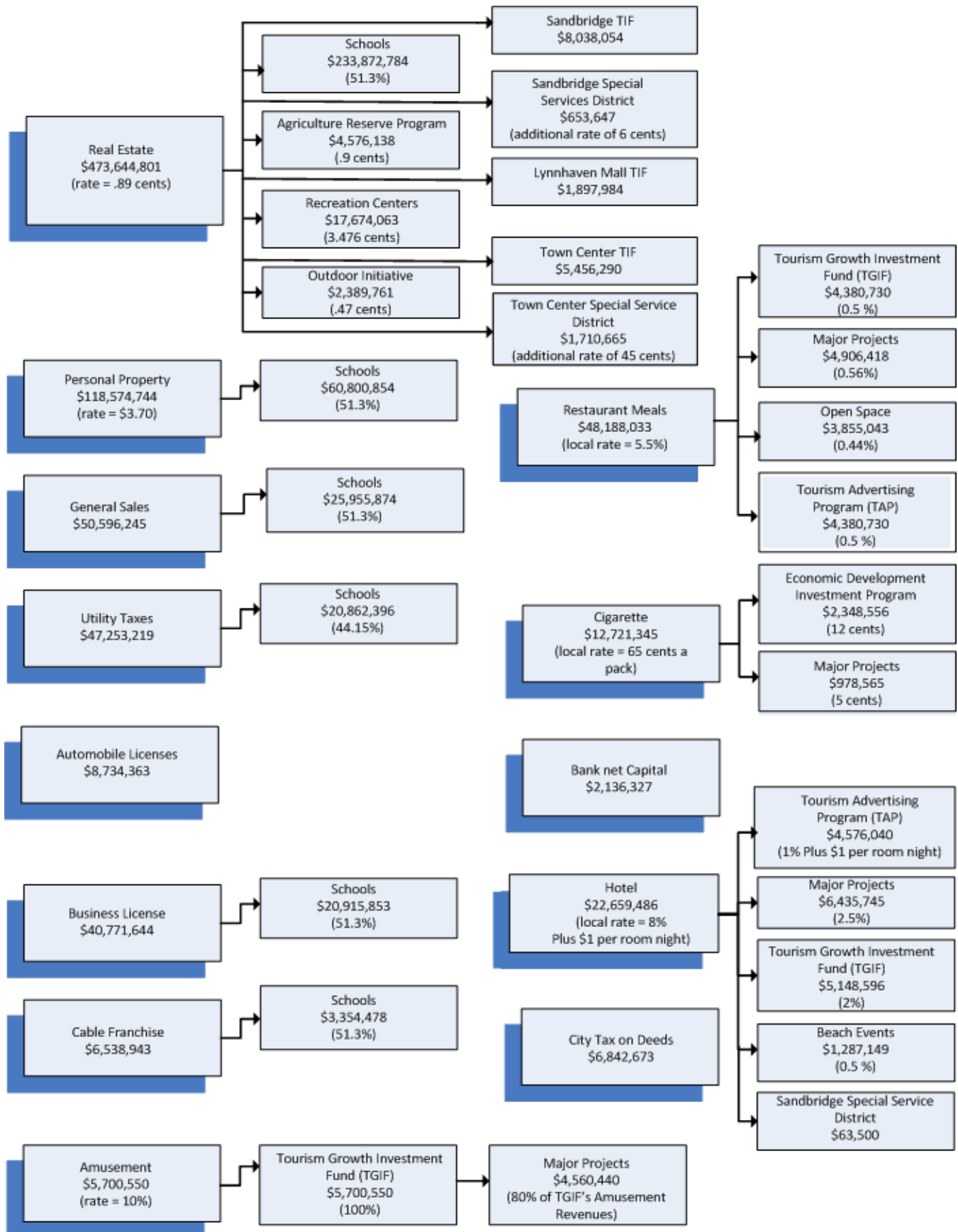
Capital Improvement Program Practices

- Capital requirements will be linked to the adopted Comprehensive Plan and identified over a six year period to allow adequate financial planning.
- Infrastructure maintenance is a critical service provided to the community and therefore will be a primary focus of the City's Operating Budget and Capital Improvement Program.
 - Existing resources will go first to maintenance of existing infrastructure.
 - New projects will require new revenues to support construction, operations and long-term maintenance.
- Fund capital projects first using a pay-as-you-go strategy (current local, State or Federal revenues and available City fund balances) and only then look to debt financing strategies.

City of Virginia Beach, Virginia
Revenue Summary

	FY 2009 Actual	FY 2010 Adjusted Budget	FY 2011 Adopted Budget	% Change
<u>Revenue Source Summary</u>				
Revenue from Local Sources				
General Property Taxes				
Real Estate	513,416,527	499,340,166	473,644,801	-5.15
Personal Property	77,463,136	119,922,496	118,574,744	-1.12
Total General Property Taxes	590,879,663	619,262,662	592,219,545	-4.37
Other Local Taxes				
General Sales Tax	51,579,706	51,129,941	50,596,245	-1.04
Utility Tax	46,310,576	49,393,006	47,253,219	-4.33
Business License	41,078,911	40,556,906	40,771,644	0.53
Automobile License	8,962,613	9,050,812	8,734,363	-3.50
Cigarette Tax	11,786,853	12,935,527	12,721,345	-1.66
Amusement Tax	5,422,767	5,300,732	5,700,550	7.54
Hotel Room Tax	22,955,423	23,891,018	22,659,486	-5.15
Restaurant Meal Tax	48,304,462	49,829,621	48,188,033	-3.29
Other Taxes	15,460,961	14,292,820	16,398,883	14.74
Total Other Local Taxes	251,862,272	256,380,383	253,023,768	-1.31
Other Local Revenue				
Permits, Privilege Fees, and Regulatory Licenses	4,241,456	4,401,926	4,699,896	6.77
From the Use of Money and Property	17,473,235	16,581,340	10,783,936	-34.96
Charges for Services	176,575,622	189,553,170	196,969,653	3.91
Miscellaneous Revenue	16,848,385	16,561,697	16,450,811	-0.67
Fines and Forfeitures	5,769,657	8,526,239	8,219,750	-3.59
Total Other Local Revenue	220,908,355	235,624,372	237,124,046	0.64
Revenue from the Commonwealth				
State Shared Sales Tax	69,168,038	72,941,384	67,116,477	-7.99
Other Sources from the Commonwealth	417,206,519	385,740,301	371,384,503	-3.72
Total Revenue from the Commonwealth	486,374,557	458,681,685	438,500,980	-4.40
Revenue from the Federal Government	94,620,206	140,069,677	128,231,615	-8.45
Non-Revenue Receipts	7,182,099	3,664,693	2,431,550	-33.65
Total Revenues	1,651,827,152	1,713,683,472	1,651,531,504	-3.63
<u>Fund Reserves Summary</u>				
Specific Fund Reserves	71,256,095	54,413,152	36,117,429	-33.62
Total Fund Reserves	71,256,095	54,413,152	36,117,429	-33.62
TOTAL FINANCING REQUIRED	1,723,083,247	1,768,096,624	1,687,648,933	-4.55

Dedication of Local Revenues



Summary of Adopted Fee & Tax Adjustments

Department	Old Fee	New Fee	Notes
City-Wide			
• Cigarette Tax	.61 cents	.65 cents	
City Treasurer			
• Administrative Delinquency Fee	-	-	Treasurer's Office will eliminate the grace period before an administrative fee is imposed
Library			
• Photo Copying Fee	.15 cents	.20 cents	
• Late Fee	.20 cents	.25 cents	
• Non-Resident Library Card Fee	\$0	\$35 per year	
• Meeting Room Fee	\$0	\$10 per hour	
Parks and Recreation			
• Memberships			
• Adult - Annual	\$66	\$72	
• Adult - 6 Month	\$40	\$44	
• Senior - Annual	\$53	\$58	
• Senior - 6 Month	\$32	\$35	
• Youth - Annual	\$27	\$29	
• Youth - 6 Month	\$18	\$19	
• Child - Annual	\$24	\$26	
• Child - 6 Month	\$15	\$16	
• KidzQuest			
• After School	\$79 (Bi-Weekly)	\$84 (Bi-Weekly)	
• After School-RISE (Title I)	\$0	\$42	
• Middle School Before School	\$42 (Bi-Weekly)	\$52 (Bi-Weekly)	
• Recreation Center After School	\$118 (Bi-Weekly)	\$123 (Bi-Weekly)	
• Youth Sports Participation	\$5 per child	\$100-\$200 per team	
• Aquatics Class	Various Classes raised by \$3	Various Classes raised by \$3	
Police			
• Taxi Permit/Registration Fee	\$10	\$50 (every two years)	
• Taxi Cab Inspection Fee	\$0	\$50	
• Pawnbroker Permits	\$25	\$100	
• Precious Metal Permit	\$200	\$300	
• Spay/Neuter Fee	\$0 (Dogs & Cats)	\$100 (Dogs) \$40 (Cats)	
Public Works			
• Storm Water ERU Rate	22.1 cents per day	24.1 cents per day	Previously Approved by City Council
Public Utilities			
• Monthly Water Supply Charge (Single Family Residence, 5,000 gallons)	\$24.60	\$26.46	Supports Right-of-Way Utility Transfer for Pavement Maintenance

Department	Old Fee	New Fee	Notes
<ul style="list-style-type: none"> Monthly Sewer Charge (Single Family Residence, 5/8" meter) 	\$19.54	\$22.12 FY 12 \$24.86 FY 13 \$27.76 FY 14 \$30.81 FY 15	Takes effect in FY 2011-12
Strategic Growth Area			
<ul style="list-style-type: none"> Special Event Permit Fees <ul style="list-style-type: none"> Outdoor Entertainment Major thoroughfare in Resort Area Major thoroughfare within and/or outside Resort Area Outdoor Event occurring more than 3 days charging a participating fee Events with attendance over 1,000 requiring major thoroughfare closure with City event supervisor on site 	\$150 \$100 \$100 \$150 \$0	\$250 \$250 \$500 \$300 \$25	
<ul style="list-style-type: none"> Parking Fees <ul style="list-style-type: none"> Resident Discount Fee Parking Meter Fees City Lots and Garages 	\$1 per vehicle \$1 per hour \$7 (Friday, Saturday and Sunday) \$5 (Monday-Thursday)	\$2 per vehicle \$1.50 per hour \$10 (Friday, Saturday and Sunday) \$7 (Monday-Thursday)	Requires valid Virginia Beach Driver's License Maximum Parking Rate

City of Virginia Beach, Virginia
Expenditure Summary

Department Name	FY 2009 Actual	FY 2010 Adjusted Budget	FY 2011 Adopted Budget	% Change
Agriculture	1,026,512	1,720,101	939,127	-45.40
City Attorney	3,654,284	3,875,841	3,560,843	-8.13
City Auditor	588,955	576,573	577,486	0.16
City Clerk	634,629	626,129	542,324	-13.38
City Manager	3,417,339	3,069,307	2,690,963	-12.33
City Real Estate Assessor	2,943,079	3,133,422	2,826,366	-9.80
City Treasurer	5,089,968	5,081,452	4,654,443	-8.40
Commissioner of the Revenue	3,899,329	3,837,797	3,677,713	-4.17
Commonwealth's Attorney	7,867,433	7,698,218	7,729,221	0.40
Communications and Information Technology	19,038,697	21,989,748	21,690,104	-1.36
Convention and Visitors Bureau	18,369,178	19,430,341	17,875,566	-8.00
Courts and Courts' Support	6,234,018	6,500,302	6,691,843	2.95
Debt Service	121,696,175	128,009,417	129,450,872	1.13
Economic Development	8,742,706	4,260,219	4,202,608	-1.35
Education	742,722,372	833,677,199	781,337,309	-6.28
Emergency Communications and Citizen Services	9,921,531	9,168,294	9,195,864	0.30
Emergency Medical Services	7,100,292	7,536,914	7,403,251	-1.77
Finance	4,626,978	4,948,121	4,691,216	-5.19
Fire	42,132,868	43,338,191	43,050,195	-0.66
Future C.I.P. Commitments	0	9,500,000	8,761,274	-7.78
FY 2009 Outstanding Encumbrances	9,252,944	0	0	0.00
General Registrar	1,498,690	1,264,732	1,124,916	-11.05
Health	3,071,024	3,453,359	3,041,377	-11.93
Housing and Neighborhood Preservation	21,483,580	24,724,676	23,916,890	-3.27
Human Resources	4,376,505	4,536,071	4,222,079	-6.92
Human Services	108,185,720	113,823,758	112,168,678	-1.45
Library	15,592,736	16,897,270	15,696,397	-7.11
Management Services	3,642,520	4,034,514	1,448,304	-64.10
Municipal Council	595,247	587,139	553,348	-5.76
Museums	8,150,804	9,662,189	9,452,107	-2.17
Non-Departmental	38,184,840	37,250,498	39,761,766	6.74
Parks and Recreation	40,029,415	42,639,767	40,979,998	-3.89
Pay-As-You-Go Capital Projects	70,014,731	54,508,892	33,746,430	-38.09
Planning	13,721,436	13,948,469	13,378,331	-4.09
Police	84,689,347	87,718,376	86,702,840	-1.16
Public Utilities	85,546,665	88,508,665	91,222,547	3.07
Public Works	105,261,671	107,721,348	111,217,951	3.25
Reserve for Contingencies	0	2,843,583	746,441	-73.75
Sheriff and Corrections	35,331,609	35,995,732	36,719,945	2.01
TOTAL EXPENDITURES	1,658,335,827	1,768,096,624	1,687,648,933	-4.55

City of Virginia Beach, Virginia
Personnel Summary

Department Name	FY 2009 Actual	FY 2010 Adjusted Budget	FY 2011 Adopted Budget	% Change
Agriculture	14.00	13.00	12.00	-7.69
City Attorney	43.00	43.00	40.35	-6.16
City Auditor	6.24	6.00	6.00	0.00
City Clerk	7.00	7.00	6.00	-14.29
City Manager	29.90	26.20	23.00	-12.21
City Real Estate Assessor	38.35	38.35	34.30	-10.56
City Treasurer	76.68	73.68	72.23	-1.97
Commissioner of the Revenue	63.61	63.61	57.93	-8.93
Commonwealth's Attorney	93.40	91.40	87.40	-4.38
Communications and Information Technology	181.80	188.80	179.80	-4.77
Convention and Visitors Bureau	124.73	120.91	113.52	-6.11
Courts and Courts' Support	76.00	65.00	76.00	16.92
Economic Development	17.00	16.00	15.00	-6.25
Emergency Communications and Citizen Services	132.00	127.00	122.00	-3.94
Emergency Medical Services	56.50	58.75	62.55	6.47
Finance	57.00	57.00	54.00	-5.26
Fire	469.84	468.84	466.71	-0.45
General Registrar	12.03	12.03	12.03	0.00
Health	11.07	11.07	10.75	-2.89
Housing and Neighborhood Preservation	69.00	68.00	67.00	-1.47
Human Resources	54.13	53.13	47.00	-11.54
Human Services	1,085.14	1,076.91	1,045.68	-2.90
Library	262.85	260.85	227.50	-12.79
Management Services	21.00	20.00	15.00	-25.00
Municipal Council	11.00	11.00	11.00	0.00
Museums	151.81	151.93	151.45	-0.32
Non-Departmental	13.00	15.00	18.00	20.00
Parks and Recreation	875.15	872.16	855.37	-1.93
Planning	125.00	123.00	113.00	-8.13
Police	1,006.86	1,005.86	995.66	-1.01
Public Utilities	401.50	404.50	404.50	0.00
Public Works	877.38	871.38	866.38	-0.57
Sheriff and Corrections	524.37	524.37	524.37	0.00
Total City Positions	6,988.34	6,945.73	6,793.48	-2.19
Education	10,519.47	10,456.37	10,476.27	0.19
Totals				
Total City Full Time Positions	6,305.00	6,269.00	6,146.00	-1.96
Total City Part Time Positions	672.34	665.73	636.48	-4.39
Total City Council Members	11.00	11.00	11.00	0.00
Total School Positions	10,519.47	10,456.37	10,476.27	0.19
Total Positions	17,507.81	17,402.10	17,269.75	-0.76

Additions and Reductions of Positions for FY 2010-11

The chart below indicates the overall change in City positions (both additions and reductions) in FY 2009-10. The first column represents the FTE changes that occurred from the adoption of the original FY 2009-10 to the Adjusted FY 2009-10 Budget. The second column represents the FTE changes that will occur as a result of the Adopted FY 2010-11 Budget. The third column represents the net departmental change as a result of the Adopted FY 2010-11 Budget.

Department Name	FTE Changes Between Adopted FY 2009-10 Budget and Adjusted FY 2009-10 Budget		FTE Changes Between Adjusted FY 2009-10 Budget and Adopted FY 2010-11 Budget		Departmental FTE Variance
		# FTE		# FTE	
Agriculture			• Administrative Specialist II	(1.00)	(1.00)
City Attorney			• Paralegal	(1.00)	(2.65)
			• Office Assistant I	(1.00)	
			• Paralegal	(0.65)	
City Clerk			• Deputy City Clerk II	(1.00)	(1.00)
City Manager			• Executive Assistant I	(1.00)	(3.20)
			• Communications Coordinator III	(0.50)	
			• Office Assistant II	(0.70)	
			• Creative Designer & Production Coordinator	(1.00)	
City Real Estate Assessor			• Real Estate Appraiser I	(4.00)	(4.05)
			• Clerk Typist I	(0.05)	
City Treasurer	• Account Clerk II	(2.00)	• Account Clerk I	(0.85)	(1.45)
	• Account Clerk III	(1.00)	• Revenue Investigator III	(0.60)	
			• Delinquent Accounts Officer (Transfer from Commonwealth's Attorney)	1.00	
			• Accountant I	(1.00)	
Commissioner of the Revenue	• Account Clerk III	(0.44)	• Revenue Agent I	(2.00)	(5.68)
			• Deputy Commissioner of Revenue	(1.00)	
			• Account Clerk I	(0.38)	
			• Account Clerk II	(0.95)	
			• Clerk I	(0.35)	
			• Auditor I	(1.00)	
Commonwealth's Attorney			• Consumer Protection Investigator II	(3.00)	(4.00)
			• Delinquent Accounts Officer (Transfer to City Treasurer)	(1.00)	
Communications and Information Technology	• Business Applications Specialist (Transfer from Schools)	1.00	• Microcomputer Systems Analyst I	(1.00)	(9.00)
	• Financial Analyst (Transfer from Finance)	1.00	• Printing Coordinator	(1.00)	
	• Distribution Clerk Supervisor (Transfer to Fire)	(1.00)	• Multimedia Distribution Specialist	(1.00)	
			• Multimedia Communications Specialist III	(1.00)	
			• Accountant II	(1.00)	
			• Clerk Typist II	(1.00)	
			• Communications System Specialist	(1.00)	
			• Programmer I	(1.00)	
			• Printer I	(1.00)	
Convention and Visitor Bureau	• (Transfer of Resort Program Operations to	(10.00)	• Production Technician I	(3.00)	(7.39)
			• Storekeeper I	(1.00)	

Department Name	FTE Changes Between Adopted FY 2009-10 Budget and Adjusted FY 2009-10 Budget		FTE Changes Between Adjusted FY 2009-10 Budget and Adopted FY 2010-11 Budget		Departmental FTE Variance
		# FTE		# FTE	
	Strategic Growth Area Office)		<ul style="list-style-type: none"> Administrative Specialist I Convention Center Maintenance Crew Leader Stagehand 	(1.00) (2.00) (0.39)	
Courts and Courts Support	<ul style="list-style-type: none"> Clerk III - State Deputy Clerk I - State Senior Clerk Typist - State 	(1.00) (8.00) (2.00)	<ul style="list-style-type: none"> Clerk III - State Deputy Clerk I - State Senior Clerk Typist - State 	1.00 8.00 2.00	11.00
Economic Development			<ul style="list-style-type: none"> Business Development Coordinator 	(1.00)	(1.00)
Emergency Communications & Citizen Services			<ul style="list-style-type: none"> Telecommunicator III Telecommunicator I Operations Supervisor Communications Center Coordinator Call Taker 	(1.00) (1.00) (1.00) (1.00) (1.00)	(5.00)
Emergency Medical Services	<ul style="list-style-type: none"> Beach Lifeguard Beach Lifeguard Supervisor 	1.90 0.35	<ul style="list-style-type: none"> Beach Lifeguard Beach Lifeguard Supervisor 	3.21 0.59	3.80
Finance	<ul style="list-style-type: none"> Finance Analyst (Transfer to ComIT) 	(1.00)	<ul style="list-style-type: none"> Account Clerk I Account Clerk III Risk Management Analyst 	(1.00) (1.00) (1.00)	(3.00)
Fire	<ul style="list-style-type: none"> Life Safety Education Specialist (Transfer from ComIT) 	1.00	<ul style="list-style-type: none"> Code Inspector II Storekeeper I 	(1.25) (0.88)	(2.13)
Health			<ul style="list-style-type: none"> Nurse II 	(0.32)	(0.32)
Housing and Neighborhood Preservation			<ul style="list-style-type: none"> Code Enforcement Specialist 	(1.00)	(1.00)
Human Resources			<ul style="list-style-type: none"> Human Resources Analyst III Occupational Safety and Health Services Manager Administrative Specialist I Human Resources Analyst I Clerk III Office Assistant I 	(1.00) (1.00) (1.00) (1.00) (1.63) (0.50)	(6.13)
Human Services	<ul style="list-style-type: none"> MH/MR Assistant Pretrial Probation 	1.00 2.00	<ul style="list-style-type: none"> Social Work Assistant MH/MR Supervisor II Account Clerk III Social Worker II Social Worker III Administrative Specialist I Office Assistant II MH/MR Assistant Juvenile Detention Counselor Service Delivery Coordinator Clerk I Cook II Support Service Aide Special Operations Technician II Child Care Worker MH/MR Clinician II 	(1.00) (1.00) (2.00) (4.00) (1.00) (1.00) (1.00) (2.00) (8.00) (1.00) (1.44) (0.75) (1.50) (0.48) (1.50) (1.43)	(31.23)

Department Name	FTE Changes Between Adopted FY 2009-10 Budget and Adjusted FY 2009-10 Budget		FTE Changes Between Adjusted FY 2009-10 Budget and Adopted FY 2010-11 Budget		Departmental FTE Variance
		# FTE		# FTE	
Library			• Behavior Specialist I	(2.13)	
			• Micrographics Technician	(1.00)	(33.35)
			• Library Technician	(13.35)	
			• Library Information Specialist II	(8.00)	
			• Library Information Specialist I	(4.50)	
			• Librarian II	(1.00)	
			• Librarian I	(1.00)	
			• Clerk I	(3.00)	
			• Office Assistant I	(1.50)	
Management Services			• Account Clerk III	(1.00)	(5.00)
			• Administrative Analyst (Transfer to Planning)	(1.00)	
			• Administrative Specialist (Transfer to Strategic Growth Area Office)	(1.00)	
			• Administrative Services Manager II (Transfer to Strategic Growth Area Office)	(1.00)	
			• Management and Budget Analyst III (Transfer to Strategic Growth Area Office)	(1.00)	
Museums	• Museum Educator II	0.50	• Support Specialist I	(0.98)	(0.48)
			• Museum Educator II	0.50	
Non-Departmental	• (Transfer from Convention and Visitors Bureau)	10.00	• Administrative Specialist (Transfer from Management Services)	1.00	3.00
			• Administrative Services Manager II (Transfer from Management Services)	1.00	
			• Management & Budget Analyst III (Transfer from Management Services)	1.00	
Parks and Recreation			• Account Clerk III	(1.00)	(16.79)
			• Recreation Specialist II	(2.00)	
			• Office Assistant II	(0.50)	
			• Golf Course Starter	(1.50)	
			• Motor Equipment Operator II	(3.00)	
			• Storekeeper I	(1.00)	
			• Grounds Keeper I	(1.00)	
			• Grounds Keeper II	(1.00)	
			• Grounds Keeper III	(1.00)	
			• Facility Customer Assistant	(0.20)	
			• Basketball Scorer/Timer	(0.42)	
			• Activity Center Assistant Leader	(1.55)	
			• Golf Course Aid	(0.90)	
			• Account Clerk II	0.96	
			• Therapeutic Activity Center Assistant Leader	(2.33)	
			• Therapeutic Camp Counselor Aide	(0.35)	

Department Name	FTE Changes Between Adopted FY 2009-10 Budget and Adjusted FY 2009-10 Budget		FTE Changes Between Adjusted FY 2009-10 Budget and Adopted FY 2010-11 Budget		Departmental FTE Variance
	# FTE		# FTE		
Planning		<ul style="list-style-type: none">• Code Inspector II• Coastal Zone Administrator• Construction Inspection Supervisor• Planning Aide III• Planning Technician I• Planner III• Clerk III• Engineer• Energy Assurance, Conservation & Efficiency Administrator (Transfer from Management Services)	(2.00)		(10.00)
			1.00		
Police		<ul style="list-style-type: none">• Police Officer• Master Police Officer• Police Background Investigator• Office Assistant II	(9.00)		(10.20)
			(1.00)		
			0.80		
Public Works		<ul style="list-style-type: none">• Engineer III• Mechanic Supervisor• Mechanic III• Administrative Analyst• Construction Inspector III	(1.00)		(5.00)
			(1.00)		
			(1.00)		
			(1.00)		
			(1.00)		
Total Net City Positions	(7.69)		(152.25)		(152.25)

Projection of General Fund Balance and Debt Policy

The City's fund balance projection for FY 2009-10 indicates that the City will have approximately 9.97% of Undesignated Fund Balance as compared to FY 2010-11 revenues. The City's policy is 8 to 12% of next year's revenue with a goal of 10%.

Beginning Fund Balance at July 1, 2009 (from CAFR)		\$ 163,681,123
Add: Revenues		
FY 2009-10 General Fund Revenues-Revised Estimate	\$ 1,034,041,693	
SPSA Reimbursement	18,100,000	
Surplus from Sandbridge TIF	8,000,000	1,060,141,693
Total Fund Balance and Revenues		<u>\$ 1,223,822,816</u>
Less: Anticipated FY 2009-10 Expenditures:		
Operating Expenditures	\$ 504,461,034	
School Operations *	335,208,106	
Other Transfers	228,084,693	1,067,753,833
Total Projected Fund Balance at June 30, 2010		<u>\$ 156,068,983</u>
Less: Anticipated Uses of Fund Balance:		
Loans, Advances, and Prepaids	\$ 10,426,214	
Encumbrances	5,700,000	
General Fund Use for Future Programs	4,629,315	
School's Share of Reduced Funding Formula Revenues	2,593,352	
FY 2010-11 Capital Budget	31,527,923	54,876,804
Total Estimated Undesignated Fund Balance at June 30, 2010		<u>\$ 101,192,179</u>

Calculation of Undesignated General Fund Balance Reserve

Projected FY 2010-11 General Fund Revenues**	<u>\$ 1,015,198,013</u>
Undesignated Fund Balance as a percent of FY 2010-11 Revenues	<u>9.97%</u>

Notes:

* Reflects full transfer amount but some reversion to Schools is anticipated and included in this number

** General Fund revenues includes dedicated taxes shown in special revenue funds as a result of GASB 54

Changes in Undesignated Fund Balances

	General	Special Revenues	Schools	Enterprise and Utilities	General Debt	Capital Project	Total All Funds
Estimated Undesignated Fund	101,192,179	41,280,546	78,874,054	118,144,666	-	-	339,491,445
Add: Estimated Reserved Fund	54,876,804	33,277,035	5,467,759	16,291,069	18,289,480	-	128,202,147
Total Estimated Fund	<u>156,068,983</u>	<u>74,557,581</u>	<u>84,341,813</u>	<u>134,435,735</u>	<u>18,289,480</u>	<u>-</u>	<u>467,693,592</u>
Add: Estimated FY 2010-11	1,015,202,013	118,965,827	752,586,086	131,378,376	129,450,872	33,746,430	2,181,329,604
Less: Estimated FY 2010-11	<u>1,015,202,013</u>	<u>125,219,980</u>	<u>794,337,309</u>	<u>134,455,376</u>	<u>129,450,872</u>	<u>33,746,430</u>	<u>2,232,411,980</u>
Total Fund Balances at June	<u>156,068,983</u>	<u>68,303,428</u>	<u>42,590,590</u>	<u>131,358,735</u>	<u>18,289,480</u>	<u>-</u>	<u>416,611,216</u>
Less: Estimated Reserved	<u>32,298,881</u>	<u>31,776,688</u>	<u>5,443,759</u>	<u>16,291,069</u>	<u>18,289,480</u>	<u>-</u>	<u>104,099,877</u>
Total Estimated Undesignated	<u>123,770,102</u>	<u>36,526,740</u>	<u>37,146,831</u>	<u>115,067,666</u>	<u>-</u>	<u>-</u>	<u>312,511,339</u>
Change in Undesignated Fund	<u>22,577,923</u>	<u>(4,753,806)</u>	<u>(41,727,223)</u>	<u>(3,077,000)</u>	<u>-</u>	<u>-</u>	<u>(26,980,106)</u>

Notes:

1. Reserved Fund Balances are used to provide funding for future obligations, such as loans, advances, encumbrances, and "pay-as-you-go"
2. The General Debt Fund has reserves, which accumulated due to dedicated revenues initially exceeding expenditures for referenda-funded capital projects in the early years, which are available to make up the shortfall of revenues.
3. The "Total All Funds" includes interfund transfers and excludes the use of fund balances in estimated revenues, and Future C.I.P. Commitments in estimated expenditures. If included the gross budget would total \$2,240,805,802.
4. The fund balance (i.e., net assets) for Enterprise and Utilities funds are exclusive of property, plant, and equipments. Some of the net assets are reserved to fund either capital projects or future debt payments.
5. Gift Funds are included in the General Fund or in a Special Revenue Fund.

Demographic Information

The table below highlights available information from the last three Censuses for Virginia Beach as well as the Census' 2006-08 American Community Survey:

Demographic Characteristic		1980	1990	2000	2006-08
Sex:					
	Male	50.8%	50.8%	49.5%	49.0%
	Female	49.2%	49.2%	50.5%	51.0%
Age:					
	Below 18	30.7%	28.0%	27.5%	25.6%
	65+	4.5%	5.9%	8.4%	10.1%
	Peak Earning Years (Age 35 to 54)	23.1%	24.9%	30.5%	31.1%
	Median Age	26.9	28.9	32.7	35.7
	Dependency Pop. (Under 18 and 65+)	35.2%	33.9%	35.9%	35.7%
Race:					
	White	86.5%	80.5%	71.4%	70.1%
	Black/African American	10.0%	13.9%	19.0%	19.4%
	American Indian/Alaskan	.2%	.4%	.4%	0.2%
	Asian/Hawaiian/Pacific	2.5%	4.3%	5.0%	5.7%
	Other Race	.7%	.9%	1.5%	1.3%
	Two or More Races*	N/A	N/A	2.7%	3.3%
	Hispanic**	2.0%	3.1%	4.2%	5.8%
Households:					
	Family Household	79.2%	75.4%	71.8%	69.0%
	Married Couple Family	66.6%	62.9%	55.7%	51.9%
	Female Householder	10.3%	9.5%	12.4%	13.3%
	Non-Family Household	20.9%	24.6%	28.2%	31.0%
	Households with Children under 18	N/A	44.8%	42.1%	36.9%
	Housing Occupancy: Owner	64.2%	62.5%	65.6%	68.0%
	Renter	35.8%	37.5%	34.4%	32.0%
	Average Household Size	2.97	2.82	2.70	2.61
	Average Family Size	3.35	3.21	3.21	3.12
Migration	% who lived in VB 5 years ago	56.0%	59.9%	70.1%	N/A
Marital Status:					
	Single, Never Married	26.5%	24.7%	25.5%	28.5%
	Married	61.0%	58.4%	57.1%	52.6%
	Separated	3.0%	5.4%	3.2%	2.6%
	Widowed	4.0%	4.0%	4.7%	5.1%
	Divorced	5.5%	7.6%	9.5%	11.2%
Median Household Income		\$20,203	\$36,271	\$48,705	\$64,755
Median Family Income		\$21,809	\$39,112	\$53,242	\$73,874
Poverty:					
	Persons	8.9%	5.9%	6.5%	6.8%
	Families	7.7%	4.3%	5.1%	4.7%
	Children under 18	13.0%	7.6%	8.6%	9.9%

Demographic Characteristic	1980	1990	2000	2006-08
65+	10.3%	8.0%	4.7%	4.1%
Female Householder	38.9%	20.2%	18.9%	16.2%
With Children	45.8%	26.5%	23.1%	22.0%
Housing Expenses:				
Owner Expenses Exceeding 30% of Income	26.3%	30.7%	27.4%	34.5%
Renter Expenses Exceeding 30% of Income	37.8%	39.0%	37.9%	49.4%
Percent of Homeowners Mortgage Free	11.1%	11.4%	13.9%	18.4%
Education Attainment:				
High School Graduate	80.0%	88.0%	90.4%	92.3%
College Graduate	22.4%	25.5%	28.1%	31.3%
Labor Force:				
Civilian Labor Force Population Rate	58.3%	62.5%	63.2%	65.2%
Civilian Female Participation Rate	54.6%	63.5%	62.9%	63.9%
% of Labor Force in Armed Forces	18.2%	18.6%	13.3%	7.7%
% Unemployed	5.3%	4.7%	4.1%	4.1%
Percent Who Drive Alone	67.5%	78.4%	82.0%	81.4%
Percent Who Car Pool	21.2%	12.0%	10.8%	9.1%
Percent Who Use Public Transportation	1.7%	0.8%	0.7%	1.1%
Percent Who Work At Home	1.1%	3.3%	2.8%	4.3%
Mean Travel Time	21.9 min.	22.7 min.	23.9 min.	22.6 min.

Notes:

* New category in 2000

** Can be of any race

Totals may not equal 100% due to rounding

Source: Census Bureau

City of Virginia Beach, Virginia
Items Requested But Not Funded

Title	Description	Service Level	Amount	FTE
Cultural and Recreational Opportunities				
Museums				
Historic Resources Promotion, Research and Operating Support	Reductions in staffing and operating funding for the City's Historic Houses. Hours and services have been reduced significantly between mid-November and mid-March. A reduction of 0.98 part-time staffing at the Historic Houses will necessitate reduced hours of operation. Operating reductions will impact the printing and distribution of promotional brochures, event programming and advertisement, supplies and costuming, and research projects that support the interpretation of our historic sites. The impact of not funding includes reduced availability of historic programming and a potential decrease in visitation due to reduced promotion and hours of operation.	Current	28,170	0.98
Operating Funding at the Aquarium	These reductions to operating funding at the Virginia Aquarium result from the delayed opening of the IMAX 4D Theater, which decreased revenues supporting programming. These reductions include contracts for showing new films and projector equipment for the IMAX Theater and general facility maintenance. The impact of not funding will reduce the number of films offered at the IMAX and reduced funding to address day-to-day facility needs.	Current	125,000	0.00
Historic Preservation Program	This program would add a full-time preservation planner/architectural historian position and related support costs to provide assistance to the City's Historic Preservation Commission and administer the program. Without this additional funding, support for this initiative will continue to be provided on a more limited basis by existing staff.	Above Current	69,636	1.00
Increased Staffing for Historic Houses	This program requests funding for an additional Museum Educator position to support Historic Houses programming. Staff reductions have significantly impacted the quantity and quality of educational programs offered, resulting in a decline in visitation and revenues at the Historic Houses. Without additional staffing, prior levels of programming at the Historic properties cannot be achieved.	Above Current	50,517	1.00
Elimination of Staff Support for the Virginia Beach Historical Register	Elimination of all funding supporting the Virginia Beach Historical Register. The impact of not funding this issue is that the City will no longer provide staffing to support the maintenance and upkeep of the Virginia Beach Historical Register.	Current	5,000	0.00
Additional Staff and Operating Support for the Virginia Beach Historical Register	This program requests contractual administrative staff and operating funds to support the Virginia Beach Historical Register program, which was essentially eliminated in the FY09 and FY10 budget process. The funding is needed to provide clerical support to assist in program administration and for the acquisition of plaques and certificates.	Above Current	14,955	0.00
Parks and Recreation				
Reduction of Services and Supplies at Recreation Centers	Reduction in various operating supplies in recreation centers in other program areas and dues and associations. Top children programs may experience a 3%-5% (\$51,000 - \$85,000) decrease in revenues beginning in FY 11-12. Equipment life may need to be extended beyond the ideal useful-life.	Current	131,520	0.00

City of Virginia Beach, Virginia
Items Requested But Not Funded

Title	Description	Service Level	Amount	FTE
Cultural and Recreational Opportunities				
Parks and Recreation				
Reduction in Ball Field Lighting Supplies	Reduction in supplies associated with ball field lighting for adult and youth softball and baseball, which results in reduced practice time for teams because teams will have to share fields that have adequate lighting until other fields are repaired.	Current	28,000	0.00
Reduction of Athletic Staffing at Gyms & Ball Fields	Reduction in athletics staff at all athletic venues and facilities, which will increase the number of complaints among teams, and reduce score keeping capability.	Current	10,510	0.62
Reduction in Availability of Therapeutic Recreation Services	Reduction in availability of part-time therapeutic recreation leaders and assistant leaders, which will not affect current patrons (160) but it will affect the ability to address increases in demand.	Current	50,654	2.68
Elimination of Recreation Center Sports Camps	Elimination of sports camps (which are offered elsewhere in the community, and only 210 children would be impacted, representing approximately 7.4% of all summer camp registrations) at recreation centers.	Current	51,417	1.55
Reduction of Citywide Mowing and Landscape Maintenance	Reduction of Citywide mowing and landscape maintenance, lengthening the mowing cycles for divided highways, parks, and various municipal buildings from 18 to 23 days. The impact of not restoring these funds will result in higher grass in these areas.	Current	773,152	1.00
Reduction of Municipal Center Mowing and Landscape Maintenance	Reduction in Municipal Center and Farmer's Market landscape maintenance, lengthening the mowing cycle from every 7 days to every 9 days for the Municipal Center and from 10 days to 12 days for the Farmer's Market.	Current	51,479	1.00
Reduction in Playground Maintenance and Non Routine Landscaping	Elimination of two Groundskeeper positions that address playground maintenance and non routine work. This will result in combining two work units into one, decreasing the capacity to respond to service request and increasing the backlogs of work orders.	Current	129,872	2.00
Establishment of an Urban Forest Management Program	One Landscape Inspector position for the Urban Forest Management Program, which would provide proactive inspections of neighborhood street trees for conflicts with infrastructure such as street signs and sidewalks, and establish an Integrated Pest Management Program.	Above Current	717,151	1.00
Reduction of Maintenance at Owl Creek Tennis Center	Reduction in supplies for maintenance and repair at Owl Creek Tennis Center. Because this facility represents the only staffed tennis facility and patrons rent the courts, maintenance standards are high. The reduction in supplies will mean some minor cracks in surface and wind screens will not be completed as quickly. However, safety issues will take a high priority.	Current	13,000	0.00
Efficiency Savings - Parks & Recreation	Eliminate an Account Clerk III position in administration/finance through the use of procurement cards rather than a traditional purchase order process. Staff no longer are required to submit requisitions, wait for a purchase order, receive the materials, and then submit paperwork to the Finance Department to enter the payment. With 112 procurement cards distributed throughout the department, staff now purchase supplies with these cards and reconcile the charge statements on a monthly basis.	Current	42,803	1.00

City of Virginia Beach, Virginia
Items Requested But Not Funded

Title	Description	Service Level	Amount	FTE
Cultural and Recreational Opportunities				
Parks and Recreation				
Reduction in Marketing and Advertising	Reduced advertisements for community based, free events, which do not generate revenue, but benefit citizens/provide community spirit, and reduced print ads in both the Thursday and Sunday edition of the Beacon.	Current	94,821	0.00
Reduction in Staff Recruitment Efforts	Reduction in staff recruitment efforts through the reduction in .5 of a Office Assistant I position. This will lengthen the hiring process for part-time staff, which may result in inadequate part-time staffing levels for parks, golf courses, and swimming pools at the beginning of the summer season. This could have an impact on services and revenue generation.	Current	13,286	0.50
Elimination of Staff at the Athletic Complex	Elimination of Recreation Specialist II Position to manage, operate, and coordinate the maintenance of the Princess Anne Athletic Complex. This will mean the complex will not meet its full potential with few national and regional tournaments/events not being secured/hosted. Additionally, the elimination of the position forces a Regional Parks and Recreation Supervisor to routinely serve as the On-Site Facility Supervisor.	Current	48,343	1.00
Reduction in Golf Staff	Reduction of 5.4 positions in golf course operations. The reduction in staff is revenue driven. The courses generate sufficient revenue to cover operating costs, but not capital maintenance. Supervisors will perform additional labor duties; staff will adjust hours to meet demand; and reschedule maintenance activities; and use more volunteers to perform starter responsibilities (ensuring golfers have paid and spacing golfers off the tee). The impacts that could be visible include: Reduced application of fertilizer and chemicals and irrigation repair, which may result in more weeds and disease, resulting in decreased quality of turf and rounds played. The Golf Course Special Revenue fund will be merged into the Parks and Recreation Special Revenue Fund.	Current	210,868	5.40
Reduction in Hiring of Off-Duty Police	Reduction of approximately 44% (104 hours of service) in hiring of off-duty Police and Deputy Sheriffs to address traffic congestion and public safety issues at Little Island Park during the summer season, and to address illegal behavior and park patron safety during heavy-use periods during large special events and evening league softball.	Current	3,646	0.00
Reduction in Refuse/Dumpster Disposal Service	Reduction in refuse/dumpster disposal service, from four, 8-yard dumpsters to three, at the Princess Anne Athletic Complex during the peak season from April through November. The reduction may result in periods when dumpsters would be overflowing during or after a large national or regional tournament/events.	Current	6,141	0.00
Elimination of Clean Community Staff Position	Elimination of a Recreation Specialist II position dedicated to the Clean Community Program. These responsibilities will be absorbed among multiple staff that was not previously possible until a departmental reorganizaiton that created an Environmental and Outdoor Programs unit.	Current	55,201	1.00
Youth Community Outreach Expansion in Western Bayside	A Recreation Specialist position and operating expenses to expand the recreational and youth development opportunities program to approximately 1,000 youth in the western Bayside community.	Above Current	101,410	1.00

City of Virginia Beach, Virginia
Items Requested But Not Funded

Title	Description	Service Level	Amount	FTE
Cultural and Recreational Opportunities				
Parks and Recreation				
Reduction of Resort Area Mowing and Landscape Maintenance	Reduction in landscaping at the oceanfront, extending the mowing cycle from 12 days to 14, and A 72% reduction in the replacement of plant materials and flowing annuals.	Current	360,125	0.00
Enhanced Maintenance at Princess Anne Park	Enhanced maintenance/cleaning through an additional part-time position at Princess Anne Park. As a result of significant renovations and improvements, such as new picnic shelters, walking trails, public art, parking, new playground, and new public restrooms, a higher level of management and maintenance/cleaning, especially the public restrooms and general facility management, monitoring, and rules enforcement is requested.	Above Current	32,888	1.70
Landscape Maintenance of Transportation Facility	Enhanced landscape maintenance for School Transportation Facility.	Above Current	16,066	0.00
10% Reduction of Professional Improvement	A 10% reduction, in addition to 10% reduction in FY 10, of Professional Improvement funds for the entire department of Parks and Recreation, which means less training and education for staff, including training on safety and how to resolve conflict and on best practices in the field of parks and recreation.	Current	12,134	0.00
Enhanced Maintenance at Natural Areas	Enhanced maintenance, through an additional part-time position, at Stumpy Lake Natural Area and Lake Smith and Lake Lawson Fishing Station and Natural Areas. The additional improvements will be completed at the Stumpy Lake Natural Area will require additional site management for litter control, trash collection, general facility maintenance and repairs, and facility monitoring and rules enforcement.	Above Current	32,888	1.70
Total Cultural and Recreational Opportunities			3,280,653	26.13

City of Virginia Beach, Virginia
Items Requested But Not Funded

Title	Description	Service Level	Amount	FTE
Economic Vitality				
Agriculture				
Agriculture Department's Administrative Specialist	Elimination of Agriculture Department's Administrative Specialist position, which serves as the Agriculture Programs Coordinator for expanding and promoting Agriculture programs throughout the City, including: "Taste of the Market" Tours in coordination with the Convention and Visitor's Bureau to promote agricultural tours for the Farmer's Market and farm tour including the winery program; Farmer's Market sponsorship work to promote the 12 major monthly events planned for the market and 100 special events including Hoe Downs, Car Cruising etc.; "Buy Fresh Buy Local" program support and activity; and start up of a Town Center Farmer's Market June, 2010.	Current	77,810	1.00
Farmer's Market Security, Advertising and Other Operating Support	Reduces operating support for the Farmer's Market for media advertising, routine travel, security, dues and memberships, building maintenance and other supplies. Without this funding, there could be deferred maintenance at the Market as well as a reduction in patronage and participation at Market special events.	Current	33,643	0.00
Efficiency Savings - Agriculture	Reduces traditional types of travel and professional improvements for the Farmer's Market and utilizes less expensive training, such as video conferencing and web based trainings.	Current	1,131	0.00
Convention and Visitors Bureau				
Operations Program Reduction	This request includes six positions for the Virginia Beach Convention Center. Four positions provide internal audio visual services for clients. Without them, there will be increased dependence on third-part contractors. Two other positions are requested for operation activities. Without these positions, a slight decrease in customer satisfaction may result.	Current	383,335	6.00
Volunteer Program Reduction	This request is for a position to provide coordination of over 7,000 volunteer hours annually. This position will provide community outreach as well as the CVB's Voluntourism Initiative and will reduce customer service to include spotty coverage of VBCC's concierge desk.	Current	58,802	1.00
Convention Marketing and Sales Reductions	Elimination of convention travel and association memberships will limit the division's ability to effectively market the City in the following markets: National Associations, Religious, Minority, Government/Military and Education. This will eliminate any one-on-one contact with client and require the Convention Sales Representatives to rely solely upon technology (email, telephone, and web inquires) to compete in these markets. A preliminary strategy is to transfer these costs to the TAP Fund and revise the comprehensive advertising program strategy to include personal selling at the expense of other programs.	Current	57,578	0.00

City of Virginia Beach, Virginia
Items Requested But Not Funded

Title	Description	Service Level	Amount	FTE
Economic Vitality				
Convention and Visitors Bureau				
Tourism Marketing and Sales Reductions	Elimination of tourism travel and association memberships will limit the division's ability to effectively market the City in the following markets: Group Tour, Motorcoach, International, Receptive Tour Operators, and Wedding Groups. The economic impact of overnight motorcoach business alone was \$19.6M. This will eliminate any one-on-one contact with client and require the two Tourism Sales Representatives to rely solely upon technology (email, telephone, and web inquiries) to compete in these markets. A preliminary strategy is to transfer these costs to the TAP Fund and revise the comprehensive advertising program strategy to include personal selling at the expense of other programs.	Current	39,463	0.00
Director Marketing Travel	Significant decrease in the Director's marketing travel will limit the ability to effectively market and investigate development opportunities for the City. A preliminary strategy is to transfer these costs to the Tourism Advertising Program (TAP) Fund and revise the comprehensive advertising program strategy to include personal selling at the expense of other programs.	Current	10,000	0.00
Media Advertising Transfer	This budget issue will move the convention center's media advertising from the General Fund to the Tourism Advertising Program (TAP) Fund. While this would provide additional promotional opportunities for the Virginia Beach Convention Center, it would also degrade the TAP fund.	Current	31,181	0.00
Utility Cost Reduction	This request is to provide additional funding for heating services at the Virginia Beach Convention Center. Operational efficiencies have resulted in savings over the last two budget cycles. Little impact is anticipated as long as fuel cost and weather remains stable.	Current	40,000	0.00
Additional Security	This is to provide additional security for the Virginia Beach Convention Center. An increase in the number of events will result in the need for additional security.	Above Current	55,000	0.00
Efficiency Savings - Convention and Visitor Bureau	As a result of efficiency savings, the Convention and Visitor Bureau was able to reduce their part-time positions by 0.39 FTEs.	Current	10,580	0.39
Economic Development				
Existing Business Outreach	Due to budget reductions, Economic Development had to cut the Outreach program. Without this program, the city could be giving up \$10 million in new capital investments, which could result in 500 less jobs, and the expansion of existing companies could be reduced by 50%.	Current	121,905	1.00

City of Virginia Beach, Virginia
Items Requested But Not Funded

Title	Description	Service Level	Amount	FTE
Economic Vitality				
Economic Development				
Research Capacity for Economic Vitality	This request is for a position to provide research assistance primarily for the Departments of Economic Development, and Convention and Visitors Bureau, and secondarily, for Housing and Neighborhood Preservation, and Finance. Comprehensive, relevant, and up-to-date research is imperative to increasing the city's tourism dollars and economic development investments. Activities for this position include: analysis of tourism and economic development data; researching demographic and economic trends for Virginia Beach; Workforce Development analysis; completing the Community Profile; Target Marketing Industry Trend analysis. The position requested is to be located in the Department of Management Services.	Above Current	73,418	1.00
Green/Bio Tech Industry Targeting	Virginia Beach has positioned itself as a frontrunner of green economy and biotechnology in the east coast. This program could allow the city to gain significant market shares in the green job section. The \$120,000 will be used to develop a Green Sector Marketing Plan including developing communication materials to showcase the city's green section, promote the city at trade shows, partner with regional academic institutions, and market to national and international green industries.	Above Current	120,000	0.00
Housing and Neighborhood Preservation				
Elimination of Code Enforcement Towing Specialist	Elimination of the Code Enforcement Towing Specialist position, which will mean fewer citations for building maintenance violations (300) and inoperable vehicles (330).	Current	74,131	1.00
Housing First Program	Elimination the "Housing First Program", which helps fund expenses for three low income families living in homes owned by the Virginia Beach Development Corporation, which will absorb these expenditures (the City's contribution does not represent a significant source of revenue).	Current	9,500	0.00
Efficiency Savings - Housing and Neighborhood Preservation	Reductions in various operating accounts, which will mean less printed materials, reduced travel and training, and less use of contractual services.	Current	30,041	0.00
Winter Shelter Homeless Program Expansion	Expansion of Winter Shelter Program for Homeless at the oceanfront by expanding capacity from 50 to 80 and opening the shelter from 24 weeks to 52.	Above Current	403,811	0.00
Graffiti Program	Elimination of Graffiti Abatement Program, which abates approximately 200 cases of graffiti vandalism. It is possible a change in the State Code will permit the Sheriff's Work Force program to provide this service at no cost to the City. If graffiti abatement is completely discontinued, it may have a negative effect on gang activity.	Current	20,000	0.00
Accela Wireless	Equip staff in Code Enforcement with Accela Wireless field computing capability rather than manually entering in the field and then again in the office. Without this technology, efficiency gains cannot be realized and an elimination of .5 of a position cannot be achieved. All the local cities are using this or a similar technology or will be in the very near future.	Above Current	0	0.00
Total Economic Vitality			1,651,329	11.39

City of Virginia Beach, Virginia
Items Requested But Not Funded

Title	Description	Service Level	Amount	FTE
Family and Youth Opportunities				
Health				
Efficiency Savings - Health Department	A reduction of budgeted hours for three (3) part-time Public Health Nurses. The budgeted amount of hours was reduced to meet minimum program requirements. There will be no impact to the programs that these positions support.	Current	12,056	0.32
Human Services				
Reduced Funding for Admission Evaluation for the Case Management Program	The Case Management Program is State-mandated and is responsible for linking and coordinating services and providing crisis consultation for more than 700 consumers and their families. These services include providing individual assessments, service planning, supportive counseling, and resource development. Admission requires evaluation to identify emotional and physical problems of developmentally disabled consumers to assist case managers in providing the proper resources for their clients and family members. This funding reduction will delay psychological evaluations, medical consultations, and ultimately admission to the Case Management Program. If an evaluation is not completed within time limits allowed by Medicaid, the City would not be eligible for reimbursement; however, the City would still incur the cost as these are state-mandated services.	Current	45,000	0.00
Reduced Slots for Supervised Work Settings at SkillQuest	Elimination of contract agency slots to provide supervised work settings, community volunteer activities and center-based and community-based training programs to assist individuals with intellectual disabilities in acquiring work skills in supervised work settings through the SkillQuest program. This will reduce opportunities for 22 individuals to learn appropriate behaviors and communication skills to enhance social acceptance in community settings.	Current	122,180	0.00
Elimination of Clerical Support in Rehabilitation Services Program	The Office Assistant position provides clerical and other administrative support to a program which serves an average daily population of 90 Virginia Beach citizens with mental health, substance abuse or co-occurring disorders. The position compiles reports, files clinical information and submits billing information and activities. The impact of not funding this position is a reduced ability to ensure accuracy, full billing for all services provided and capturing data for required reporting.	Current	52,867	1.00
Elimination of the Resource Development Program	The Resource Development Unit screens individuals and families that have requests for basic needs for eligibility and may provide financial assistance or referrals to other programs. Financial assistance may be provided based on eligibility and the availability of funds, to prevent utility disconnection, emergency short-term funding for food, clothing, medication, or a bus ticket. The program refers eligible requests to local church and non-profit programs that provide food and emergency shelter to residents. The demand for these services has increased with the downturn of the economy; however, the overall funding has decreased. The impact of not funding this program will be that some of the assistance programs will not continue and residents with basic needs will have to search for assistance on their own.	Current	403,026	6.00

City of Virginia Beach, Virginia
Items Requested But Not Funded

Title	Description	Service Level	Amount	FTE
Family and Youth Opportunities				
Human Services				
Elimination of Weekend Resident Program at Pendleton	Pendleton Child Service Center has been providing short-term community based- residential treatment to emotionally, behaviorally and socially challenged children ages 5-12 and support services to their families, on a 24-hour, 7-day-a-week basis. Pendleton's residential treatment program has been effective in preventing long-term, out-of-area placements and typically returns the children to their home and school. This service reduction will eliminate weekend residential services. For some participants, returning home on weekends may impact the progress made in addressing emotional, behavioral and social deficiencies.	Current	210,536	7.36
Staff Reduction at Skillquest	The Skillquest program provides specialized training services and support activities in community settings to individuals with a primary diagnosis of intellectual disabilities. These services are provided through supervised work settings, community volunteer activities and center-based and community-based training programs. Eliminating one full-time MH/MR Assistant will reduce the number of clients who can be served at the Skillquest facility.	Current	38,946	1.00
Reduction in Respite Care Subsidies in the Family Support Program	The Family Support program provides assistance to families who care for intellectually disabled dependents in their home, including respite reimbursement to enable family members to spend some time out of the home while their disabled dependent is supervised by a professional care provider. This program reduces stresses on the family members who care for their disabled dependents in their homes. This 50% program reduction impacts subsidies granted to more than 130 families with disabled dependents.	Current	36,000	0.00
Reduction in Summer Camp Subsidies in the Family Support Program	The Family Support program provides assistance to families who care for intellectually disabled dependents in their home, including subsidies for summer camp for eligible participants. This program reduction represents 50% of the subsidies currently granted to 140 families with disabled dependents. Without this funding, summer camp participation may be cost prohibitive for many of these families.	Current	12,000	0.00
Elimination of a Supervisory Position in the Adult Day Treatment Program	This program reduction eliminates a supervisory position in the Adult Day Treatment Program. This position is responsible for organizing and supervising several major mental health/substance abuse program units, overseeing staff and operations for overall program unit. This reduction will impact services to 50 clients, the supervision of staff and management of needs related to finance, data, and licensure requirements.	Current	116,296	1.00
Reduced Contractual Staffing for the Supportive Living - Homes Program	The DS Supportive Living - Homes is a group home program that offers supervision and competency-building to 28 adults based on their individual preferences and needs in the areas of personal safety, health care, personal care, domestic skills, communication/social skills, and community living skills. It will be necessary to reallocate staff hours to ensure appropriate care for clients and some services may be reduced as a result of this contractual staffing reduction.	Current	54,716	0.00

City of Virginia Beach, Virginia
Items Requested But Not Funded

Title	Description	Service Level	Amount	FTE
Family and Youth Opportunities				
Human Services				
Elimination of Contractual Psychiatrist and Part-Time Clinician in Child/Youth Mental Health Program	Elimination of a part-time Clinician position to conduct thorough clinical chart reviews and 9 hours per week of contractual psychiatric services. Eliminating the chart review means that clerical staff will do quick reviews; however, without clinical knowledge, this more limited effort may result in Medicaid paybacks. The contact psychiatrist reduction will eliminate one psychiatric evaluation and 20 medication management follow-ups per week, a loss of services for 42 children per year.	Current	69,278	0.93
Reduced Training for Developmental Services Staff	Reduced funding for annual in-house, web-based and teleconference training services for the Developmental Services Program Clinical Support program. This funding provides updates for staff on best practices and emerging techniques for dealing with individuals with intellectual disabilities.	Current	10,000	0.00
Reduced Contract Staffing for the Mental Health and Substance Abuse Program	Elimination of contracted staffing in the Mental Health and Substance Abuse Program. This position provides information, resources, linkage to individuals calling in for help and support for the mental health needs of themselves and/or a family member and facilitates several support groups. This position provides services for about 1400 individuals annually; eliminating the staffing will limit the availability of mental health services and programs.	Current	15,912	0.00
Staff Reduction for HIV Prevention and Outreach Programming	Elimination of an Educator position that provides outreach programming and testing services to the homeless and other at-risk populations. These services aim to prevent the spread of HIV infection and other risky behaviors. The impact of not funding these services includes reduced educational programming offered, affecting 1,242 clients, and may result in increased HIV infection rates in the long term.	Current	95,595	1.00
Reduced Contractual Staffing in the Supportive Living Program	Reduction in contracted staffing for the DS Supportive Living program, which provides supportive services to 60-65 adults with mild to severe intellectual disabilities who currently live independently in the community. This program is heavily dependent upon contract manpower to provide front-line services to these clients. Services include the coordination of rental assistance, income maintenance benefits, health care services, and transportation as well as assistance and instruction in daily living skills such as meal preparation, money and medication management, and home/community safety. The impact of this funding could be reduced availability of independent living opportunities for current program participants; some clients may require alternative living arrangements.	Current	86,454	0.00
Elimination of Vehicle to Transport Clients	Elimination of rental vehicle to transport clients in the Developmental Services Supportive Living Program to medical, dental and social service appointments. The DS Supportive Living program provides transportation services to many of the 60-65 intellectually disabled adults attempting to live independently in the community. Transportation is a critical component of the supportive services provided to these clients. Without transportation provided by City staff, the clients will have to find alternatives, which may not be readily available or as reliable.	Current	9,000	0.00

City of Virginia Beach, Virginia
Items Requested But Not Funded

Title	Description	Service Level	Amount	FTE
Family and Youth Opportunities				
Human Services				
Elimination of Music Therapy Program at Skillquest	Elimination of a contractual music therapist in the Skillquest program which provided intellectually disabled individuals an opportunity to enrich their lives through music appreciation and singing in the program's choral group. The impact of not funding this program is reduced program support and cultural opportunities for SkillQuest participants.	Current	35,000	0.00
Staff Reductions at the Juvenile Detention Center	Decreased admissions and excess bed capacity at the Juvenile Detention Center (JDC) enabled the City to eliminate full-time Juvenile Detention Counselor positions. If the juvenile crime trend begins to increase, additional staffing will be needed to maintain the 1:10 staff ratio mandated by the State Department of Juvenile Justice.	Current	420,016	8.94
Efficiency Savings - Human Services	The Department has eliminated 4 full-time positions by realigning job functions, modifying work-flow procedures, and benefits realized from the Social Services IT Migration Project. Staff reductions were made in Payroll, Accounts Payable, Training and Comprehensive Service Act Program, and are not expected to have any negative impact on services to the community.	Current	264,474	4.00
Reduced Contractual Staffing for SkillQuest Program	The SkillQuest program provides daytime programming for severely intellectually disabled citizens. The program uses contractual staffing to maintain the staff to client ration for support services and ensuring the safety of program participants. Many of the clients are in wheelchairs, have co-occurring disorders including sensory disabilities, physical disabilities and/or mental disorders. This reduction affects 1,091 hours of staffing assistance. This staffing reduction affects the level of programming and the number of SkillQuest clients served to ensure an adequate staffing ratio can be maintained.	Current	20,089	0.00
Total Family and Youth Opportunities			2,129,441	31.55

City of Virginia Beach, Virginia
Items Requested But Not Funded

Title	Description	Service Level	Amount	FTE
Quality Education and Lifelong Learning				
Library				
Community Library Hours	The City's "Community" Libraries (Oceanfront, Kempsville, Princess Anne, and Bayside/Special Services) will operate on reduced schedules. Each of these locations will close at 7:00 p.m. instead of 9:00 p.m. Monday through Thursday. Additionally, services that are currently provided to blind and physically handicapped individuals in all South Hampton Roads cities and the Eastern Shore at the Bayside/Special Services would only be available to Virginia Beach residents. Additionally, some youth and adult programs would be scaled back due to reductions in staffing. Staffing reductions will also adversely impact the department's ability to provide customer service and to process and reshelv materials as they are returned.	Current	529,890	13.00
Neighborhood Library Hours	Each of the city's Neighborhood libraries (Great Neck Area, Windsor Woods Area, Pungo-Blackwater, South Rosemont Youth Library and Mobile Services) will close two (2) hours earlier Monday through Thursday. These libraries currently close at 9:00 p.m. and they will begin closing at 7:00 p.m. This reduction of hours of operation will limit patrons ability to access library resources (patrons will still have access via the web). The biggest impact will be that a variety of programs attended by thousands of teens and adults annually that will be reduced or eliminated.	Current	198,148	6.00
Central Library Staff Reductions	This will reduce staffing at the City's Central Library. This will cause delays for customers trying to access services or check out materials. These delays could be exacerbated by the fact that the other libraries will be closing earlier Monday through Thursday and on Sundays which will increase patronage at Central Library.	Current	233,039	8.00
Efficiency Savings - Library	Achieved efficiency savings by emailing "7 Day" overdue notices as opposed to mailing them and reducing part-time hours.	Current	78,655	2.35
Director's Office Reductions	Reduced funding for staff training and eliminated a position from the Director's office. The loss of funds for training will limit the ability of staff to obtain on-going training and to keep up with trends and best practices.	Current	69,055	1.00
Microfilming for Circuit Court	This will eliminate the function of microfilming for the Virginia Beach Circuit Court that had been carried out by the Records Management Division. This technology has become antiquated and is no longer efficient. The Supreme Court of Virginia performs this function using newer technologies that are more efficient.	Current	70,524	1.00
Local History Archives Management CONTENTdm	This would digitize local history archives and make items available online. Items would also be searchable over the internet.	Above Current	11,000	0.00
Automated Credit/Debit Services Investment	Implementation of automated credit/debit card services to enhance the department's ability to collect fees via credit/debit by allowing customer accounts to be credited directly for payments.	Above Current	120,000	0.00

City of Virginia Beach, Virginia
Items Requested But Not Funded

Title	Description	Service Level	Amount	FTE
Quality Education and Lifelong Learning				
Library				
Collection Management	This will reduce the amount of money spent on library materials by \$175,000 and reduce two (2) positions associated with library collection management. The reduction in the materials budget is in addition to cuts in state aid over the past two fiscal years. This will limit the ability of the department to acquire new materials including books, music CD's, DVD's, audio CD's, magazines, newspapers, microforms, and electronic databases and electronic books and audio books. The staff associated with this reduction are responsible for ordering new materials, replacing worn or missing items, responding to requests from customers to purchases specific titles, and selecting and adding donated materials to the collection. Staff also delivers materials between libraries, process interlibrary loan (requesting items from libraries outside VBPL for our customers and loaning materials to other libraries), and retrieving overdue materials and collecting fines and payment for lost materials. This reduction will limit the turnover in the Virginia Beach Public Libraries collection and slow the department's ability to complete the services described above.	Current	308,415	2.00
Total Quality Education and Lifelong Learning			1,618,726	33.35

City of Virginia Beach, Virginia
Items Requested But Not Funded

Title	Description	Service Level	Amount	FTE
Quality Organization				
City Attorney				
Efficiency Savings - City Attorney Department	Eliminates an Office Assistant position. To accommodate the reduction, the department will rotate the duty amongst existing staff and will seek volunteers.	Current	35,791	1.00
Part Time Paralegal Position Converted to Full Time	Eliminates proposal to convert one part time Paralegal position to full time.	Current	47,741	0.65
Full Time Paralegal Position	Eliminates one full time Paralegal position and reduces the amount of professional support to attorneys.	Current	55,201	1.00
City Clerk				
Deputy City Clerk Position	Eliminates one Deputy City Clerk position reducing support to the Municipal Council.	Current	85,420	1.00
City Manager				
Elimination of Executive Assistant I Position	This position is the first point of contact for the City Manager's Office and supports the Assistant to the City Manager. The impact of not funding this position would be an increased workload for other department staff to absorb this position's responsibilities.	Current	53,633	1.00
Elimination of Part-Time Position	Reduction of a part-time Clerical position. This reduction will reduce capacity to assist departments with implementing changes as a result of budget reductions, strategic planning and/or process improvement initiatives.	Current	20,023	0.70
Elimination of Creative Designer and Production Coordinator Position	Not funding this position will result in the duties of this position being absorbed by the Multimedia Services Department Designer and other staff within the division. It is possible increased workloads could result in the need of contractual services to complete some of this positions responsibilities in FY 11.	Current	78,459	1.00
Reduction of Full-Time Position to Part-Time	Reduction of a Media and Communications Coordinator III position to part-time. This position aids in the production of the City Page and in providing centralized public relations support for other departments. The impact of reducing this position will be minimal on the production of the City Page; however, there will be more reliance on departments to handle public relation events.	Current	49,649	0.50
Elimination of Military Liaison	This part-time contractual position assists in preserving and advancing the military presence in Virginia Beach and the region through military outreach programs. This position provides support to the Military Economic Development Advisory Commission and the Department of Economic Development through maintenance of the military website and defense contracting activities, as well as providing assistance with issues such as jet noise complaints, fly-ins and change of command ceremonies. The impact of not funding this position will be the loss of these support functions.	Current	50,364	0.00
Efficiency Savings- City Manager	Several supplies accounts were reduced throughout the City Manager's Office. This includes the elimination of City Council meals on nights of meetings, print shop charges, travel and training accounts, etc. The primary impact of these reductions will be reduced travel and training for department staff.	Current	21,529	0.00

City of Virginia Beach, Virginia
Items Requested But Not Funded

Title	Description	Service Level	Amount	FTE
Quality Organization				
City Manager				
Addition of a Management Position and Neighborhood Volunteer Coordinator	The creation of two new positions for the City Manager's Office. A Management position for Media & Communications and a Neighborhood Volunteers Coordinator for Volunteer Resources to aid in the tracking, logging and coordinating of City-wide volunteer operations. The impact of not funding these new positions will result in the same level of services being provided with current staff.	Above Current	171,188	2.00
City Real Estate Assessor				
Efficiency Savings - Real Estate Assessor	Prior to FY 2009-10, the 3-1-1 Citizen Services budget unit was within the Communications and Information Technology department. During this period, the Real Estate Assessor's department was billed by ComIT for answering citizen telephone calls. When 3-1-1 merged into the Emergency Communication and Citizen Services department, the need to bill the Real Estate Assessor's department was no longer needed.	Current	37,512	0.00
Efficiency Savings - Board of Equalization	To meet the efficiency savings requirement, the part time clerk position was reduced .05 hours.	Current	2,396	0.05
Four Appraiser Positions	Eliminated four Appraisers. This budget unit will bring the number of parcels assessed by appraiser back to 6,220 from approximately 7,000.	Current	193,372	4.00
City Treasurer				
Continuation of PT Delinquent Trustee Collector	This program is to continue a Part-time Delinquent Tax Collector, who collected approximately \$750,000 in revenue in the 2009 calendar year. These collections are for delinquent Trustee taxes, as well as Delinquent Re-inspection fees for the Fire Department and Delinquent Re-inspection fees for Housing Section 8.	Current	28,092	0.60
Continuation of Office Accreditation	Through the Treasurer's Office Accreditation and the continuation of education for those already in the program has not only increased the City's reimbursement from the State Compensation Board by a total of \$19,374 annually, but has improved this office's productivity as those employees who are within the program have been able to discuss and gain insight into our counties/cities activities within the State of Virginia that have since benefited our own office. If this account is not funded, the city will lose the above mentioned annual reimbursement.	Current	8,700	0.00
Continuation of Collection Tool	Accurint is a global search engine that allows this office to locate delinquent taxpayers and as a result we have been able to collect monies due that would be otherwise turned over as non-collectible. Considering the transient nature of this city, it is this tool that assist us in locating delinquent taxpayers that have not notified the USPS, have moved out of state or country, are no longer employed in Virginia, or not notified DMV. Accurint charges us per "hit", so if there is no information available we are not charged.	Current	15,190	0.00
Postage Shortfall	The Treasurer's Office will once again reflect a shortfall for our postage requirements. For the most part this line item falls within a mandated requirement from the State as well as the City itself. In order to fulfill these requirements, the money requested should be added to the budget.	Current	155,491	0.00

City of Virginia Beach, Virginia
Items Requested But Not Funded

Title	Description	Service Level	Amount	FTE
Quality Organization				
City Treasurer				
Efficiency Savings - City Treasurer	As an efficiency savings, the City Treasurer's Office did not request part-time positions (0.85 FTEs) to assist in the processing of personal property and real estate taxes, which are due in June.	Current	28,575	0.85
Elimination of Accountant I	Elimination of Accountant I position. The City Treasurer Office does not request this position to be restored in FY 2010-11; however, the office is requesting this position be restored in FY 2011-12.	Current	52,800	1.00
Commissioner of the Revenue				
Assessment Staff - Personal Property	This program requests restoration of 2.68 FTEs in the Personal Property Division, which were cut as a result of a reduction in city funding. Reinstatement of these positions will allow about 15,000 additional assessments of personal property accounts.	Current	86,918	2.68
Assessment Staff - Business Revenue	This program requests restoration of two FTEs working with business revenues, which were cut as a result of a reduction in city funding. If reinstated, this would allow additional assessments of: 8,500 business personal property returns.	Current	136,238	2.00
Assessment Staff - Compliance	This program requests an Auditor position, which was cut as a result of a mid-year reduction in the FY 2010 state budget. This position is expected to perform 1,560 audits and investigation and uncover 260 unlicensed, and is expected to bring in additional revenues. As a result of City Council's policy of not supplanting state cuts, this request is not approved.	Current	60,144	1.00
Additional Current Operating Costs	This request is to provide for additional operating costs for telecommunications (\$15,000), travel for professional certification (\$5,610), and printing (\$15,000).	Current	32,610	0.00
Temporary Staff - Business License Compliance	The mid-year reduction in the FY 2010 state budget resulted in the elimination of a temporary position in the Compliance Division. This position will do sweeps and investigations for compliance with business license regulations and is expected to generate additional revenues to the city. Due to City Council's policy of not supplanting state cuts, this request is not approved.	Above Current	20,210	0.50
DMV Select Employee	This request is to convert a part-time position to full-time for the DMV Select Program. The revenues collected from DMV Select is expected to offset the operational costs of this position.	Above Current	20,926	0.50
Additional Office Supplies	This request is to provide \$19,000 of additional funding for office supplies. The annual expenditures for office supplies has averaged \$24,600 over the past six years.	Above Current	19,000	0.00
Communications and Information Technology				
Three Technology Enhancement and Renewal Positions	Eliminated three positions supporting the technology enhancement and renewal program. This will slow the progress of technology enhancements and renewal.	Current	237,402	3.00
Business Services - Longer Processing Time for Help Calls	This budget issue eliminates one Clerk Typist FTE and the computer peripherals. This reduction will extend the time to process service requests to a full day.	Current	35,871	1.00

City of Virginia Beach, Virginia
Items Requested But Not Funded

Title	Description	Service Level	Amount	FTE
Quality Organization				
Communications and Information Technology				
Multimedia and Print - Reduced Programming on VBTv	Anticipated print service reductions citywide and reduced multimedia services. A Multimedia Communication and Distribution Specialist was eliminated. This reduces VBTv aired programming hours; moreover it will reduce the number of media programs produced and City Website plays. Within the Print Shop, the elimination of a Printer and Coordinator will extend work project completion from one to two days.	Current	1,144,352	4.00
Efficiency Savings - Communications and Information Technology	Eliminated the Mail Room Supervisor and reduction of operating accounts. In FY 2009-10, the supervisor position was transferred to the Fire Department, and a Life Safety Education Specialist was reinstated. The request to reinstate the supervisor position and operating account reductions was not granted.	Current	57,288	0.00
Technology Project Management - Reduced Capacity to Complete Projects	Decreases the Technology Project Management's IT services account, eliminates one Microsystem Analyst, and potentially reduces satisfaction with project completion.	Current	88,434	1.00
City Council District Website Establishment	Eliminates the potential individual district websites to allow each Council Member to communicate with his/her constituents.	Above Current	69,482	1.00
Live Video Communications	Eliminates the possibility to allow City members to easily communicate using live video and audio remotely to "meet" with State agencies, other cities, and vendors.	Above Current	378,883	4.00
Police Integrated Public System Capital Project Budget Impacts	Eliminates the request for two positions to support the various computer needs associated with CIP projects and general maintenance and licensing expenditures to support projects (i.e. record management, jail management, CAD integration management, mobile field reporting, and public service data and information integration).	Above Current	209,561	5.00
Location Based Service Capital Project Budget Impacts	Eliminates support for a new Location Based Service CIP project. Funding pertained to general maintenance of GPS devices and hardware.	Above Current	54,800	0.00
Spatial Image Server Capital Project Budget Impacts	Eliminates support for a new Spatial Image Server CIP project. Funding pertained to computers for consultants.	Above Current	10,000	0.00
Data Storage and Management Capital Project Budget Impacts	Eliminates support for a new Data Storage and Management CIP project. Funding pertained to staff augmentation costs and computer peripheral needs.	Above Current	57,750	0.00
Public Works Building Maintenance Capital Project Budget Impacts	Eliminates support for a new Public Works Building Maintenance CIP project. Funding pertained to training expenses.	Above Current	2,000	0.00
Public Works Real Estate Management Capital Project Budget Impacts	Eliminates support for a new Public Works Real Estate Management CIP project. Funding pertained to computer peripherals.	Above Current	5,790	0.00
Oracle Application 12 Release Capital Project Budget Impacts	Eliminates support for a new Oracle Applications 12 Release CIP project. Funding pertained to licensing and maintenance of two host storage servers.	Current	48,000	0.00
Finance				
Risk Analyst FTE	This budget issue would restore a Director's Office - Risk Analyst FTE and would maintain validation of reports ensuring a high standard of internal control.	Current	69,149	1.00

City of Virginia Beach, Virginia
Items Requested But Not Funded

Title	Description	Service Level	Amount	FTE
Quality Organization				
Finance				
Grant Administrative Position	Eliminates the Grant position request. Because grant processing has increased, less oversight can be dedicated to this control process.	Above Current	57,711	1.00
Purchasing Office Assistant Position	Eliminates an office assistant position. This will require professional staff to assume much of the administrative responsibilities; it will reduce the amount of time available for solicitation preparation, competing bid and RFP evaluations, and formal contract and purchase order negotiations; and it will extend all city goods and services contracting time.	Current	58,342	1.00
Comptroller Account Clerk Position	Eliminates an account clerk position. Finance will not be able to sustain the growth in grants, CIPs, and GASB accounting, reporting and internal control requirements.	Current	50,958	1.00
Efficiency Savings - Finance	Reduces ten Comptroller operating accounts. The largest reductions will affect the ability to contract manpower in assisting with operational reporting and oversight, the number of reports going to the print shop for publication, and other purchased services. Local Vehicle Registration's other contractual services to the state were reduced to reflect a decrease in vehicle count.	Current	203,343	0.00
General Registrar				
Reduction in Election Services Contract	The Registrar's Office contracts from a vendor for election services on voting equipment. The services provide support the three days around election time including onsite support and rovers to help with any technical issues. The impact of not funding this may be potentially longer voting lines.	Current	27,500	0.00
Efficiency Savings- General Registrar	Reduced funding in mailing and printing services and replacement of color printer which may impact the Office's ability to replace batteries for machines, shred documents and provide professional training and improvement.	Current	56,597	0.00
Building Security Enhancements	Building security enhancements to create a more secure environment for the Registrar's Office. This would make the office more secure with sensitive voting information and limit the available access to outside individuals.	Above Current	50,000	0.00
Reduction in Election Officials	Currently the General Registrar's budget provides for election officials at \$135 each. The City currently has 94 voting locations. The reduction in election officials equates to approximately 188 election officials.	Current	25,422	0.00
Reduction of Temporary Workers	The reduction in temporary workers would result in fewer Clerk Typists and fewer Administrative Assistants to provide support during election time.	Current	24,721	0.00
Human Resources				
Elimination of Office Assistant in Employee Communications	Elimination of an Office Assistant position and the elimination of the welcome and retirement letters from the City Manager, delays in the Beam advertising/revenue recordkeeping and delays in Member Conversation feedback compilation.	Current	13,874	0.50

City of Virginia Beach, Virginia
Items Requested But Not Funded

Title	Description	Service Level	Amount	FTE
Quality Organization				
Human Resources				
Elimination of Human Resource Analyst in Learning and Development	The Learning and Development program provides city-wide training to employees that enhance their knowledge, skills and abilities along with raising competency levels. The impact of eliminating this position may result in a reduction of classes offered such as New Member Orientation and Integrity Connection.	Current	75,709	1.00
Elimination of Clerk for DMV Safety Checks	Elimination of Clerk position. A reduction in providing annual DMV checks on a timely basis may occur and duties will be delegated to existing support staff.	Current	43,810	1.00
Elimination of Human Resource Analyst	With the elimination, the City may experience a delayed responsiveness to consultation with departments, limited integration of City policies and department policies and practices, reduction of City policy related training sessions and a delay in the review/development of disciplinary actions and performance action plans.	Current	71,024	1.00
Elimination of Administrative Specialist	The positions workload will be redistributed and may include possible delays in department inquiries for various reports, maintenance of pay plans as well as maintenance of job descriptions.	Current	48,718	1.00
Elimination of Clerk for Staffing and Compensation	Elimination of a part-time Clerk position. The impact of not funding this position may result in reduced assistance to applicants as well as a delay in responding to email and telephone inquiries regarding applications.	Current	16,856	0.63
Elimination of Occupational Health and Safety Manager	The impact of not funding this position will result in other staff handling medical risks for employees, reviewing family medical leave applications and conducting pre-placement and annual physicals for public safety and safety-sensitive employees.	Current	89,517	1.00
Reduction in E-Learning Courses	Reduction in classes offered through the City's E-Learning contract. With the proposed program reduction, the organization may experience a reduction in the number of online classes available to employees.	Current	20,703	0.00
Efficiency Savings- Human Resources	Efficiency Savings- Various accounts have been reduced for departmental efficiency purposes.	Current	5,471	0.00
Management Services				
Community Organization Incentive Grants and Support Staff	Management Services has staffed the City Council appointed Committee's meetings; provided copy and mailing support, analyzed COG grant applications, ensured grant compliance, and processed invoices related to the various grants. With the reduction in support staff we will no longer be able to provide this support.	Current	45,291	1.00
Efficiency Savings - Management Services	This is a collection of accounts that staff has determined the service needs can be met in an alternative manner at reduced costs. These reductions include the elimination of food at Community meetings and for the Emergency Operations Center (EOC) during activations, reduction in the use of certified mailings for leases and demolition projects, elimination of telephones in City Council Chambers and at the Judicial Center Information Desk, and the elimination of special parking permits.	Current	8,860	0.00

City of Virginia Beach, Virginia
Items Requested But Not Funded

Title	Description	Service Level	Amount	FTE
Quality Organization				
Management Services				
City Hall Security Contract and Fiscal Impact Analysis Support	This will eliminate contractual security services that are provided at City Hall and replace this with additional volunteers who currently supplement this service. This reduction also eliminates contractual support for fiscal impact analysis that is provided for various economic development projects. This support is necessary when analysts are unable to meet Council deadlines during peak workload periods during the year.	Current	42,430	0.00
Travel, Training, and Memberships	This will eliminate all travel and training for the department's staff and cancel the City's memberships with various associations/organizations. This will mean that analytical skills will not keep pace with industry changes. Staff will also no longer have access to publications and online resources that are made available as part of these memberships. Additionally, the City will no longer participate in the Government Finance Officer's Association (GFOA) Distinguished Budget Award program.	Current	35,179	0.00
Creation and Editing of Electronic Floor Plans	An Autocad software license would allow for the creation and editing of building interior architectural drawings of City buildings. Currently, staff utilizes the drawings in the system "as is" and do not have the capability to edit these drawings. Unlimited phone support would be warranted with the addition of Autocad due to the increased use of the system.	Above Current	11,500	0.00
Repairs to All Terrain Wheelchairs	This is the annual cost to repair all terrain wheelchairs which are used by handicapped individuals to access the beach. The City would not be able to put a wheelchair in service if it was not 100% operational. Without repair, this service would no longer be offered by the City.	Current	1,000	0.00
Leased Space for Purchasing Division	This will eliminate the lease of office space at Princess Anne Executive Park for the City's Purchasing Division of Finance. With the numerous positions that are being eliminated as a part of the FY 2011 budget, office space at the Municipal Complex will be consolidated and these 14 positions will be relocated.	Current	107,250	0.00
Municipal Council				
Efficiency Savings - Municipal Council	Reduces operating accounts for Municipal Council. The primary reductions affect membership dues and the Mayor's Committee for Aging. The Mayor's Committee for Aging activities are funded through donations. If donations exceed the budgeted amount, the additional receipts will be appropriated to fund their needs. Membership for the United States Conference of Mayors was also eliminated.	Current	44,091	0.00
Non-Departmental				
Reduced Funding for the Arts and Humanities Commission	Reduced funding to the Arts and Humanities Commission for grant allocations to Virginia Beach cultural non-profit organizations. The impact of the reduced funding will result in fewer organizations receiving funding or reductions to one organization depending on the number of applicants.	Current	70,757	0.00
Reduced Funding for Contemporary Arts Center Utilities	Reduces the amount to the Contemporary Art Center of Virginia for utilities and educational programs. The impact of this reduction will result in the Center needing to find alternative sources for its utility costs and improve efficiencies.	Current	31,387	0.00

City of Virginia Beach, Virginia
Items Requested But Not Funded

Title	Description	Service Level	Amount	FTE
Quality Organization				
Non-Departmental				
Reductions in Cultural Activities Operations	Reduced funding to support the Cultural Activities Office which will result in a lesser amount for professional improvement and mailings.	Current	1,656	0.00
Efficiency Savings- Cultural Affairs	Efficiency Savings for the Sandler Center which resulted from the Center reducing its Utility bills by 17% with continued efforts to conserve energy and control costs .	Current	3,463	0.00
Community Organization Incentive Grants and Support Staff	Management Services has staffed the City Council appointed Committee's meetings; provided copy and mailing support, analyzed COG grant applications, ensured grant compliance, and processed invoices related to the various grants. With the reduction in support staff we will no longer be able to provide this support.	Current	146,405	0.00
Elimination of Tuition Reimbursement Program and Reduced Funding for Employee Service Awards	Elimination of the Employee Tuition Reimbursement Program and reduced funding in Employee Service Awards. The impacts of these reductions are that employees will no longer receive tuition assistance for courses they take at area colleges and universities.	Current	233,838	0.00
Consolidated Benefits Office	Reduced funding associated with the Consolidated Benefits Office. Professional improvement, office supplies, reducing open enrollment printing and eliminating employee wellness day are reductions that will occur as a result.	Current	107,814	0.00
Unfunded Regional Requests	This issue is to restore funding for regional organizations to equal their FY 2010 amount.	Current	112,459	0.00
Resort Programs and Special Events Operational Funding	Reduced funding associated with Professional Improvement, Travel, Books, Office Supplies, Uniforms in Resort Programs and Special Events	Current	6,209	0.00
Efficiency Savings - Strategic Growth Area Office	Efficiency savings as a result of utilizing electronic records management.	Current	384	0.00
Elimination of Retail Façade Improvement Program	Elimination of proposed retail façade improvement program. The program would provide business owners in the City with funds to repair exteriors of their businesses to improve aesthetics.	Above Current	150,000	0.00
Total Quality Organization			6,136,183	52.16

City of Virginia Beach, Virginia
Items Requested But Not Funded

Title	Description	Service Level	Amount	FTE
Quality Physical Environment				
Planning				
Elimination of Administrative Support Staff	The elimination of a Planning Aide II position and a Clerk III position in the Planning Department. The primary responsibilities of these positions include providing customer service, answering phones, intake for boards/commission and other administrative duties. The impact of eliminating these positions will be increased telephone wait times and requiring professional staff to perform these positions administrative duties.	Current	93,102	2.00
Departmental Reorganization and Efficiency	Elimination of the following positions a Coastal Zone Administrator, one Construction Inspector, one Planning Aide, two Planning Technicians, two Code Inspectors, one Engineer III, and one Planner position. Due to a decrease in the demand for service the Planning Department intends to absorb these workloads through a strategic departmental re-organization.	Current	706,816	9.00
Efficiency Savings- Planning	Some of these reductions are associated with positions that have been placed in Service Level 2; however, other reductions have been made for efficiency purposes. These reductions have been planned in accordance with the downturn in the economy and the reduced demand for services. The impact of this issue not being funded will result in fewer printed reports, fewer employee cell phones, fewer board meetings, etc.	Current	82,341	0.00
Mass Transit: New Route 28	HRT has proposed a new route # 28 for the FY 11 budget. This new route will run from 19th Street/Pacific Ave to the Light Rail Newtown Road Station seven days a week. The impact of not funding this new route would mean that there is no express route bus service from the Oceanfront to Norfolk the last quarter of FY 11 or at all in FY 12.	Above Current	200,000	0.00
Public Works				
Storm Water Positions - General Fund	Elimination of funding for two Storm Water-related positions (Engineer III and Construction Inspector III), which are associated with three Storm Water projects that are being delayed because of funding shortfalls. Since these positions are also involved with other projects, some impact on project management and inspections is anticipated.	Current	143,302	2.00
Waste Management Route Balancing Software and Services	Funding is not provided for routing software and secure contract support for the initial Waste Management route balancing. Future route balancing will be done either in-house or with a lower level of contract support. Route balancing would optimize resources and would likely result in increased capacity and savings in fuel and equipment maintenance costs.	Above Current	150,000	0.00

City of Virginia Beach, Virginia
Items Requested But Not Funded

Title	Description	Service Level	Amount	FTE
Quality Physical Environment				
Public Works				
Beach Operations - Additional Funding	Additional funding requested for Beach Operations is not provided. This funding would have provided support to resort area special events; fund a Highway Operations Supervisor position to provide overall supervision and coordination necessary within Public Works, other departments, and neighborhood beaches; and allow for additional seasonal contract labor to fully support resort area activities and neighborhood beaches. Without this funding, support to special events in the resort area will take priority and cause a reduction of service to the residential beaches, such as beach cleaning, beach access cleaning, and elimination of waste collection.	Above Current	421,920	1.00
Administrative Analyst - Current Service	Funding is not restored for an Administrative Analyst position. Responsibilities of the position include performing in-depth research and analyzing information and data for the department Director, Administrative Services Manager, and the Operations Support Administrator; developing recommendations to ensure ongoing effectiveness of projects related to departmental mission; developing and maintaining City-wide comprehensive plans for the department to establish long- and short-range goals and objectives; and participating in the development of internal policies and directing department workforce planning. Not funding this position would result in inadequate research and prepared recommendations for key issues related to department operations. Departmental response times to requested information from Business Center/Director's Office would greatly increase.	Current	81,401	1.00
Recycling Marketing and Community Outreach	No additional funding is provided to optimize the recycling program through marketing and community outreach. While 67% of our residents utilize this service, 33% do not. State mandate requires that cities achieve a 25% recycling rate. Increased recycling results in a decrease in disposal costs. Without marketing and community outreach, the recycling program will not meet its potential environmental and economic benefit. Without this funding, the city will be unable to encourage participation from those residents currently not recycling, assist residents that do recycle in increasing their percentage of recycling, and decrease "common mistakes." Achieving the state mandated 25% recycling rate will be more difficult.	Above Current	110,517	1.00
Traffic Management Operations - Special Events	No additional funding is provided to establish a program to support Citywide Special Events. Currently, funding for traffic signal infrastructure maintenance and pavement marking is reduced to provide funding in support of Special Events. Additional funding would allow for both special events support and maintenance of the traffic signal control system.	Above Current	292,551	0.00

City of Virginia Beach, Virginia
Items Requested But Not Funded

Title	Description	Service Level	Amount	FTE
Quality Physical Environment				
Public Works				
Recreation Center Contractual Service - Maintenance	Reduction in funding for the custodial service presently provided to each recreation center. This is essential in providing an environment that is safe, clean, healthy, and promotes the overall goal of the Recreation Centers. Some system maintenance or special services such as floor refinishing, bowling alley refinishing, pool repair or any other particular need is also funded through this funding. Failure to provide full funding to maintain optimum conditions in all facets of the Recreation Center maintenance operations will reduce function, appearance, and ultimately revenue loss from reduced attendance. Primary concerns include maintaining a sanitary environment in the showers and locker rooms and ensuring that the gym floor is in safe condition.	Current	68,120	0.00
Fire Alarm Systems Testing	No additional funding is provided for testing of alarm systems at municipal facilities a minimum of twice a year. The normal schedule is once a year, but the catastrophic coverage underwriters for the City have recommended twice a year inspections. In addition to standard workplaces, other facilities such as the Correction Center and Juvenile Detention Center are subject to regulations that place further special requirements on testing. If the alarm systems are not inspected twice a year, then the underwriter may not provide full payment on a claim.	Above Current	86,000	0.00
HVAC Supplies	Reduced funding for HVAC maintenance. Due to the age of many HVAC environment support systems the maintenance is ever increasing, requiring high efficiency AC and heat filters in order for the preventative maintenance program to be successful and extend the life of these systems beyond their projected replacement. The use of lower efficiency products to cut costs and maintenance being performed on an as-needed basis instead of a regular preventative schedule will result in increased repairs and a 20% reduction in the anticipated life of the equipment.	Current	88,000	0.00
Stand-By Pay	No additional funding is provided to continue the formal stand-by procedure for after-hours emergency repair calls for City facilities and the resort area. Key Building Maintenance personnel are first responders for emergency repair requests fielded through the 911/311 call center which occur outside of the 7AM to 5PM time period. The requested funds would continue to provide a stand-by person from the carpentry, electrical, HVAC, and plumbing shops to address after-hours emergency calls. No funding has been provided for this service since 2006. Building Maintenance cannot continue this crucial support without additional appropriations to meet the need. Lack of funding for stand-by costs will result in longer response times for needed repairs and possible disruptions to citizens using the buildings.	Above Current	100,000	0.00
Sewer Services for City Facilities	Elimination of funding for the cost of sewer services in municipal buildings that historically has been absorbed by Building Maintenance. Building Maintenance can no longer absorb this cost. Without additional funding, resources will be shifted from maintenance to pay for the sewer services, resulting in possible delayed maintenance on facilities.	Current	55,000	0.00

City of Virginia Beach, Virginia
Items Requested But Not Funded

Title	Description	Service Level	Amount	FTE
Quality Physical Environment				
Public Works				
Electrical Supplies	Reduction in funding for electrical supplies. In addition to trying to maintain a regular preventative schedule, Building Maintenance is working to improve lighting efficiency throughout all City buildings, which is expected to result in future savings by reducing electrical consumption and overall maintenance. If the requested funding is not provided, preventative maintenance and lighting efficiency improvements will be delayed and there will be fewer materials for preventative maintenance, resulting in repairs only and possible diminished levels of lighting for up to two weeks.	Current	40,677	0.00
Pacific Avenue Trail Fountain	No additional funding is provided for energy and maintenance expenses associated with the new Pacific Avenue Trail capital improvement project (#4-058) fountains. These fountains were requested by the neighborhood, and are expected to add \$6,500 to annual electrical, lighting, and maintenance costs.	Above Current	6,500	0.00
Warranty for Judicial Center Walk-Through Metal Detectors	Elimination of funding for the initial warranty extension on three walk-through metal detectors that were installed in the Judicial Center in 2009. The warranty will expire in October 2010 and warranty extensions are critical to maintain the devices, which are very sensitive and require regular maintenance. These devices provide first-line of security for the Judicial Center and failure to maintain the detectors could compromise that security.	Above Current	4,650	0.00
Efficiency Savings - Public Works/City Garage	This is an efficiency savings resulting from eliminating the night shift at the Dam Neck Road garage.	Current	120,874	2.00
Efficiency Savings - Public Works/Waste Management	This is efficiency savings as a result of contracting out for household hazardous waste and yard debris disposal.	Current	500,000	0.00
Total Quality Physical Environment			3,351,771	18.00

City of Virginia Beach, Virginia
Items Requested But Not Funded

Title	Description	Service Level	Amount	FTE
Safe Community				
Commonwealth's Attorney				
Elimination of Consumer Affairs Program	Elimination of services associated with the Consumer Affairs office which includes the elimination of three full-time positions. This service is offered by the State and Virginia Beach is one of a few communities that provided local services. The impact of not funding this service may be that citizens could experience delays in addressing complaints at the State level.	Current	215,558	3.00
Efficiency Savings-Commonwealth Attorney	Efficiency savings associated with the Commonwealth Attorney's training program.	Current	2,324	0.00
Courts and Courts' Support				
Restore Clerk of Circuit Court Hours	This program requests eight FTEs, that were eliminated as a result of state cuts in FY 2009-10, be restored. The cuts have resulted in a shortage of clerks to assist judges in the court room. Due to City Council's policy of not supplant state budget reductions, this request was not approved.	Above Current	277,875	8.00
Jury Reimbursement	This funding is for juror reimbursement for Virginia Beach Circuit Court. These funds are used to reimburse jurors who are called for jury duty for time and travel. This expense has decreased over the past few fiscal years and this reduction reflects this decrease.	Current	8,000	0.00
Efficiency Savings - Circuit Court Administration	This will eliminate courtroom telephones and water in the jury room. The elimination of the courtroom phones will require staff to physically go into the courtroom in order to communicate with a clerk or judge. With courtrooms located on two floors, this will take Circuit Court administration staff away from their duties. Elimination of water in the jury room will require jurors to bring their own drinks or to purchase drinks at vending machines located in the courthouse.	Current	470	0.00
Starting Salary Adjustment for Law Clerk Positions	Additional funds to raise starting salaries for law clerk's for the Virginia Beach Circuit Court to \$43,000 per year. Failing to provide this salary increase should not discourage applicants for these positions due to the current state of the economy.	Above Current	4,673	0.00
Funding for Contract Labor	Funding for temporary workers to supplement General District Court staff due to a State hiring freeze. The City has a policy of not supplanting cuts to State programs and in accordance with the policy this request will not be funded.	Current	4,746	0.00
Reduction to Pre-Dispositional Program	Reduction in funding to the department's Pre-dispositional detention outreach program due to a trending decrease in demand for services. There will be no impact associated with this reduction.	Current	130,851	0.00
Emergency Communications and Citizen Services				
Contracted Manpower	Elimination of these three (3) contract positions will hamper the department's ability to conduct in-house training. This type of training is the most cost-effective, because it can be conducted at the work site and does not require travel/lodging costs. In-house training will still be conducted by certified trainers on staff, however, this will remove these individuals from their primary duties as telecommunicators. This could slow the department's ability to respond to emergency calls for service.	Current	93,954	0.00

City of Virginia Beach, Virginia
Items Requested But Not Funded

Title	Description	Service Level	Amount	FTE
Safe Community				
Emergency Communications and Citizen Services				
Training, Certification, and Memberships	This will result in the elimination of membership dues for the Association of Public-Safety Communications Officials International (APCO) as well as other professional public safety communications organizations. These organizations provide information on next generation 9-1-1, best practices, and federal/state/ local guidelines impacting 9-1-1. This will also eliminate attendance at state, regional and national training conducted by the Commission on Accreditation for Law Enforcement Agencies (CALEA) as well as attendance at the national conference. Additionally, training for emergency medical dispatch (EMD) automated systems, APCO national, state and regional conferences and training, incident based tactical training, regional radio communications training, and recommended continuous education training will be eliminated.	Current	36,397	0.00
Media Advertising	Media advertising is used to recruit prospective employee's and to inform and educate our citizens on all Of the services that are available through the Emergency Communications and Citizen Services department including 9-1-1 emergency use, non-emergency public safety telephone numbers, the City's 3-1-1 call center, VB Alert, and the online information chat that is available through the 3-1-1 center. Advertising the resources available through 3-1-1 is paramount to increase its usage, and reduce unnecessary calls to other departments or 9-1-1.	Current	10,586	0.00
3-1-1 Reduction of Hours of Operation	This will reduce the hours of operation for the City's 3-1-1 call center. The center currently operates 24 hours per day, seven days per week. The center will now operate from 7:00 a.m. to 11:30 p.m. seven days per week. If someone needs information or service that is not of an emergency nature, they will have access to the City's website or wait until the call center reopens the following day.	Current	59,061	1.00
Emergency Communicator Career Progression	This will delay the creation of two new position classifications (Public Safety Senior Telecommunicator and Public Safety Master Telecommunicator). These classifications were established in the Departments restructuring plan in February 2008. Due to the lack of funding available, these promotional opportunities will not be available.	Above Current	67,674	0.00
Administrative Staff Reduction	This budget issue would eliminate a portion of the department's already undersized administrative staff. The loss of these positions would greatly reduce the ability of the remaining administrative staff to perform their job responsibilities in a manner consistent with department's mission. Payroll, accounting, budget preparation and monitoring, and personnel functions would be significantly delayed. This will cause vendors not to be paid in a timely manner, a delay in the resolution of personnel matters, and inadequate monitoring of grants and other expenditures.	Current	88,100	1.00

City of Virginia Beach, Virginia
Items Requested But Not Funded

Title	Description	Service Level	Amount	FTE
Safe Community				
Emergency Communications and Citizen Services				
Printing and Binding	This will eliminate the printing of various documents and publications. These include the Citizen Services Guide, recruitment brochures for prospective employees, the department's annual report, training documents and pamphlets, CALEA Accreditation reports, EMD cards, and staff recognition certificates. This will eliminate much of the print information about City services and require citizens and visitors to obtain this information from other sources such as the Internet or the City's 3-1-1 call center.	Current	16,133	0.00
Efficiency Savings - Emergency Communications and Citizen Services	This will reduce funding for several accounts due to the staff reductions that the department will be taking in FY 2011. It also eliminates the position of Communication Center Coordinator. The duties for this position will be absorbed by the Director of Emergency Communications and the funding will be reallocated to other needs within the department.	Current	36,807	1.00
9-1-1 Telecommunicators	This reduces the number of employees trained and available to answer incoming emergency calls. This will impact the overall response time for emergencies, and the number of calls waiting in queue will increase. Calls to 9-1-1 will not be answered as quickly and callers may even be placed on hold as telecommunicator's attempt to handle multiple situations simultaneously. The department already has a higher turnover rate than most City departments due to the high stress nature of the occupation and this decrease in staff may exacerbate this problem.	Current	94,821	2.00
Emergency Medical Services				
Defibrillator Replacements	Eliminates the second year of funding of a five-year phased approach to replace all Welch-Allyn PIC 50 defibrillators that are approximately 10 years old and no longer supported by the manufacturer, with the Physio-Control Lifepak 12 lead capable defibrillators for the Departments of Emergency Medical Services and Fire. Without this funding, there are increased risks for equipment failure, which will reduce the number of ambulances available for patient transport and fire apparatus capable of providing medical service. EMS will continue to pursue grants for this equipment as grant opportunities arise.	Current	200,000	0.00
Ambulance Staffing Augmentation	Would provide twelve additional career paramedics over 4 rotating shifts to staff ambulances across the City to augment volunteer rescue squad crews to bring the average number of ambulances staffed per day from 9 to 12. This staffing will allow the Department of Emergency Medical Services to achieve the goal of providing 1 ambulance per 3,000 people reported by an Emergency Medical Services/Emergency Response System Committee report to Council March 27, 2007.	Above Current	719,595	12.00
Additional Medic Overtime for Special Events & Other Callback Needs	Would provide funding for 750 hours of overtime for career medics related to callbacks to fill in for volunteers and for staffing an increased number of special events. If not funded, there could be some disruptions of service or reduction of the number of available ambulances for these events as the department will not be able to absorb all of the over-time costs within its existing operating budget.	Above Current	27,068	0.00

City of Virginia Beach, Virginia
Items Requested But Not Funded

Title	Description	Service Level	Amount	FTE
Safe Community				
Emergency Medical Services				
Ambulance Staffing Thalia Fire and Rescue Station	Would provide 8 career paramedics over 4 rotating shifts to staff one volunteer ambulance per shift to augment volunteers at the Thalia replacement Fire and Rescue station to be constructed in the Town Center/Pembroke area. Since the current Fire-only facility will be replaced with an expanded Fire and Rescue station, it will increase the demand on the Department of Emergency Medical Services' resources. Given the increased demand for services provided by Emergency Medical Services over the past 9 years, it is impossible to staff this new station with volunteers only.	Above Current	479,730	8.00
Storekeeper (Logistics Coordinator)	Would provide a full-time Storekeeper to replace a 20-hour per week contracted manpower staff member (funded @\$33,600) to coordinate and maintain equipment and supplies for the Department of Emergency Medical Services. If not funded, there will be continued inefficiencies due to the absence of centralized coordination for procurement and tracking goods and supplies, which increases the cost of doing business.	Above Current	40,646	1.00
Efficiency Savings - Emergency Medical Services	Eliminates contracted manpower staff that maintains medical certifications of current medical providers and past providers over the past 7 years to comply with State Health Department regulations. During FY 2009-10, paper certification files are being converted to electronic data files.	Current	14,353	0.00
Fire				
Reduction of Current Fire Department Civilian Positions	Would restore 1.88 civilian positions including one Code Inspector (\$52,802), who provides 700 inspections annually producing \$30,000 in inspection fees. If not funded, reductions will occur in the number of inspectors (from 13 to 12) and number of annual fire inspections in commercial facilities for life safety issues and code violations (from 8,700 to 8,000). Also, would restore funding for one part-time Storekeeper I (\$22,453), who provides equipment, supplies and mail delivery for all Fire Department facilities (19 distributed fire stations, training center, wellness center and fire administration). If not funded, the three existing staff in the department's Resource Management unit will have to absorb the workload long with their departmental procurement, inventory, repair duties, which will reduce the unit's efficiency and effectiveness.	Current	75,255	1.88
Efficiency Savings - Fire	Efficiency savings of \$10,645 are anticipated in fuel by staffing two ambulances by four existing firefighters (2 per ambulance) in lieu of using fire apparatus to respond to Emergency Medical Service calls in peak demand areas of the City, which would free up fire apparatus to improve response to fire calls for service in the primary response zone. Also, this will provide cost avoidance of about \$475,000 from addition of 8 career Emergency Medical Services medics (over 4 rotating shifts) to staff two ambulances. Also, savings of \$10,022 in part-time staffing costs by eliminating one part-time civilian Code Inspector II and the distribution of related duties to existing fire investigations staff.	Current	20,667	0.25

City of Virginia Beach, Virginia
Items Requested But Not Funded

Title	Description	Service Level	Amount	FTE
Safe Community				
Fire				
Four Person Staffing for Fire Apparatus	Would provide for additional firefighters on 15 existing apparatus to increase front-line fire apparatus staffing to 4-person minimum staffing citywide, which will: reduce the number of apparatus on the first alarm assignment, thereby reducing response time and provide earlier intervention; increase the availability of apparatus for coverage of the City; reduce fuel and maintenance cost of the fleet as fewer apparatus will be required on calls; increase the number of firefighters that could partner with the Department of Emergency Medical Services to staff ambulances during peak demand Emergency Medical Services call times; and reduce injury to firefighters. This request is a continuation of a strategic initiative begun in 1997 between City Council and the Fire Department.	Above Current	917,446	15.00
Replacement of Fire and Medical Core Equipment	Would provide funding to establish a capital project to replace core fire and medical equipment on a 10-year cycle including: thermal imaging cameras, electrocardiogram monitors, self contained breathing apparatus, extrication equipment, and hazardous material equipment. If not funded, there will be an increased risk of catastrophic equipment failure due to equipment age, the demanding environment in which the equipment is deployed, and lack of manufacturer support for old technology.	Above Current	336,500	0.00
Additional Fire Marshall Inspectors	Would provide funding for additional inspectors (Firefighters), related over-time and support costs for the Fire Marshalls Office to provide comprehensive fire inspection coverage of all City commercial properties annually. This would increase the total number of inspectors from 12 to 18, provide an additional 6,800 inspections, and would start addressing concerns outlined in a recent City Auditor's audit. These additional inspectors would generate \$70,000 in fire permit revenue and \$312,500 in initial fire inspection revenue.	Above Current	446,865	6.00
Additional Civilian Staffing	Would provide additional civilian positions, including an Administrative Specialist I to coordinate the grant management of at least 13 grants totaling \$3.5 million and other departmental human resources support functions, and an Administrative Analyst to coordinate the budget and financial management functions that are currently being managed by a uniformed officer.	Above Current	114,582	2.00
Reduce Funding for Personal Protective Equipment & Wearing Apparel	Would restore funding for a one-time reduction made to personal protective equipment and wearing apparel for firefighters. This one-time reduction will not have an adverse impact, given that the Fire Department replaced all turn-out gear in FY 2009-10 for risk management and safety reasons.	Current	188,399	0.00
Police				
Reduction of Motorcycle Traffic Safety Unit	This unit is 100% dedicated to enforcing traffic safety laws. The impact of not funding this position will result in a 20% reduction in enforcement activities and related General Fund revenue due to a 20% reduction in this unit's staff. Traffic escorts using motorcycles would be reduced and precinct patrol units would be used as needed.	Current	54,472	1.00

City of Virginia Beach, Virginia
Items Requested But Not Funded

Title	Description	Service Level	Amount	FTE
Safe Community				
Police				
Reduction of Traffic Safety Unit officers	This unit is 100% dedicated to enforcing traffic safety laws. The impact of not funding these two Police Officer positions will result in 2,850 fewer moving and non moving traffic summonses per year, 150 fewer DUI arrests, and 750 fewer speeding citations.	Current	108,944	2.00
Reduction of Public Information Officer	The reduction of this position will result in 150 fewer news releases, information briefs, and on-camera interviews. Workload will be redistributed among remaining two Public Information Officers in the Police Department.	Current	89,640	1.00
Elimination of Special Investigations Office Assistant	This position is responsible for entering data from police officers reports into the Police Department's records management system. The reduction of this position will cause some delay in the entry of these investigative reports.	Current	38,946	1.00
Efficiency Savings- Police	Elimination of the Police Store. Limited impact anticipated due to low Police merchandise sales.	Current	19,960	0.00
Increase Funding for Animal Control Shelter Operations	This not funded request does not represent a reduction to the Animal Care Shelter current funding; however, this request was by the Police Department asking the City to bring Animal Control operating accounts more in line with historical actuals. There is no anticipated impact of this issue on the level of services offered to animals unless the Police Department is unable to absorb these costs.	Current	69,000	0.00
Animal Control Shelter Maintenance	Additional funds requested to provide maintenance to the existing animal shelter. Planned maintenance provided through these funds includes: concrete floor epoxy, painting of the shelter walls and divider cage prototype upgrades. The impact of not funding this issue will be that the animal control facility will continue to operate in its current conditions.	Current	187,500	0.00
Additional funding for Uniform Patrol Overtime	Additional funding for Police Uniform Patrol Overtime. Historically the Police Overtime costs have been absorbed by vacant salaries within the department. In the event that vacancies are limited in FY 11 there is the potential for budgeted funds to be insufficient to cover overtime costs.	Current	542,556	0.00
Additional Part-Time Firearms Training Position	Addition of a part-time Firearms Training position. This position would supplement training staff and reduce dependency on other commands to provide assistance. The impact of not funding this position would be that the Police Department would have to continue training with existing staff.	Above Current	35,432	0.80
Additional Central Business District Staffing	Additional sworn personnel (1 sergeant, 14 officers, and 2 part-time community service officers) to be assigned to the Town Center Business District. This request is due to the increased demand for police officer presence in growing Town Center. The impact of not funding these positions will be that the Police Department will have to continue to patrol this growing area with existing officers and resources from the Third Precinct.	Above Current	1,483,622	15.80

City of Virginia Beach, Virginia
Items Requested But Not Funded

Title	Description	Service Level	Amount	FTE
Safe Community				
Police				
Additional Police Support Positions	Four additional clerks to staff midnight watch duties to handle warrants for stolen property and vehicles, missing person transactions, and conduct criminal history checks on police applicants. Due to a recent workload increase there has become a 9-10 day lag time in the processing of this paperwork. The impact of not funding this issue will be existing staff will continue to perform these required functions and the processing lag time will remain.	Above Current	156,114	4.00
Street Crime/Gang Unit	Nine additional Police Officers (1 sergeant and 8 officers) to aggressively combat criminal street gang and other violent street crime activities directly affecting our neighborhoods. The impact of not funding this issue will be that the Police Department will have to continue to perform these functions as best possible with existing staff.	Above Current	811,420	9.00
Additional Animal Control Shelter Positions	Addition of 1 Operations Coordinator, 1 Volunteer Coordinator, 4 Animal Caretakers and 2 Clerk III positions to enhance the operations of the Animal Shelter under the direction of the Animal Shelter Care Manager. The impact of not funding this issue will be minimal as there would be no new enhanced operations offered at the facility. Existing staff would offer existing services that have been performed in the past with not impact to the level of services offered.	Above Current	336,818	8.00
Addition of an On-Line Training Module	Purchase of an on-line training module for Police Officer employees. The impact of not funding this will result in Police Officers continuing training through traditional courses.	Above Current	55,000	0.00
Elimination of Police Detectives	The elimination of six Detectives in the Police Department. These Detectives range from Special Investigation Detectives to Detectives in the Detective Bureau. The impact of not funding these positions will result in fewer arrests related to the crimes of prostitution, sale of drugs and property crimes.	Current	326,832	6.00
Total Safe Community			9,045,392	110.73
Total Requested But Not Funded			27,213,495	283.31

City of Virginia Beach, Virginia
Fiscal Years 2011 through 2016 Capital Improvement Program
Requested But Not Funded Project Listing

Project #	Project Title	Estimated Cost
<u>Cultural and Recreational Opportunities</u>		
Parks and Recreation		
4064000	City Bikeways & Trails Plan Implementation - Phase II This project funds Phase II (FY 2010-11 thru FY 2015-16) of an initiative to construct improvements to the network of bikeways and trails identified in the City Bikeways and Trails Plan and the Virginia Beach Outdoors Plan. Projects include corridor planning for the North Landing River Greenway and other trail corridors, improvements to major bikeway routes to support safe cycling such as widened outside lanes, striped shoulders and safety signs as needed. Multi-use path connections are also included in this project. In addition, this project will formally designate and sign bike routes and scenic trails and locate, map and inventory potential trail corridors to keep citizens informed of the bikeways and trails network available to them. Improvements to bikeway routes will be phased and will be implemented on road segments based on safety and need in coordination with the Department of Public Works roadway maintenance and improvement plan.	2,850,000
4078000	Pedestrian System Improvements - Phase II This project funds Phase II (FY 2010-11 thru FY 2015-16) of an initiative to construct sidewalk improvements on major arterial and collector roadways to facilitate pedestrian and bicycle transportation from residential neighborhoods to destinations such as schools, recreation centers, parks, shopping centers, offices and libraries. Initial projects will target areas of the City most in need of these improvements and where many medium and high density residential areas are located such as Bayside, Bayfront and Holland Planning Areas. Improvements will consist of a variety of facilities including new concrete sidewalks, new asphalt paths, and new pedestrian roadway crosswalks and related signage.	600,000
4079000	Thalia Creek Greenway - Phase I This project will fund Phase I (FY 2010-11 thru FY 2015-16) of the design and construction of the boardwalk and trail facilities outlined in the greenway corridor of the Thalia Creek Greenway Master Plan. This project is a unique initiative to develop an urban greenway that will provide access to natural open space and recreational activities in the Town Center area in addition to providing an alternative transportation route.	1,100,000
4505000	Modernization of Kempsville & Bow Creek Recreation Ctrs This project will fund the design and construction costs required to modernize both the Kempsville Community Recreation Center and the Bow Creek Community Recreation Center on their current sites. The goal of this initiative is to extend the useful life of both recreation center buildings and to maximize the recreational programming opportunities that can be provided to the community by creating program oriented floor plans.	40,896,820
Total Projects for Cultural and Recreational Opportunities		4
Total Estimated Cost		45,446,820

Economic Vitality

Economic and Tourism Dev - EV

9502000	Oceanfront Restroom This project seeks funding to place a permanent restroom facility along the boardwalk at Atlantic Avenue between 17th Street and 24th Street.	154,560
Total Projects for Economic Vitality		1
Total Estimated Cost		154,560

City of Virginia Beach, Virginia
Fiscal Years 2011 through 2016 Capital Improvement Program
Requested But Not Funded Project Listing

Project #	Project Title	Estimated Cost
<u>Quality Education and Lifelong Learning</u>		
Schools		
1110000	Energy Performance Contracts Phase II As a measure to reduce energy costs as well as protect the environment, the School system entered into an initial phase of energy contracts. This project would complete an additional \$15.0 million worth of performance contract work. The projects to be completed in this phase include replacement of stage lighting, lighting, and HVAC systems.	15,000,000
Total Projects for Quality Education and Lifelong Learning		1
Total Estimated Cost		<u>15,000,000</u>

City of Virginia Beach, Virginia
Fiscal Years 2011 through 2016 Capital Improvement Program
Requested But Not Funded Project Listing

Project #	Project Title	Estimated Cost
<u>Quality Physical Environment</u>		
Buildings - QPE		
3145000	Records Center Shelving Expansion & Restroom Addition This project provides additional storage to the City's Records Management Center on Leroy Drive using a second level of shelving that will accommodate an additional 4,230 boxes. Also, this project would construct a restroom at the Records Center and extend the asphalt driveway. Costs are in FY 2015\$.	89,053
3205000	Judicial Center Escalator Replacement This project is for the replacement of the existing escalators at the Judicial Center. The existing escalators are 16 years old and are frequently in need of repair. They are required to provide a reliable means of moving large numbers of people from floor to floor in the Judicial Center. Daily, there are approximately 300+ employees and 1,500 citizens using the Judicial Center. The replacement escalator system will be able to handle the heavy traffic loads and will last 20+ years. Cost estimates are in FY 2015\$.	3,825,000
3504000	Beach Maintenance Facility This provides for a new site and replacement facilities (approximately 44,000 square feet) for the existing 40 year old facilities located at 14th Street and Parks Ave. The existing site and facilities are used by Public Works (Beach Operations, Traffic Operation, Street Sweeping & Building Maint), Parks & Recreation, and SGA/Parking Management. Consideration will be given to the co-location of this with the HRT facility. Site cost estimates are being developed. Construction cost estimate is in FY 2015\$.	7,000,465
Coastal		
8400000	Chesapeake Beach – Restoration and Maintenance Chesapeake Beach – Restoration and Maintenance (Requested by not funded Project Listing CIP 8-021) is for the adoption of a beach management program of Chesapeake Beach, from Little Creek Amphibious Base to Baylake Beach. The project will include resolution of beach ownership issues, permitting, and design of a long-term beach erosion control project.	8,400,000
8401000	Chesapeake Bay Beach Accesses Chesapeake Bay Beach Accesses (Requested by not funded Project Listing CIP 8-022) is for the improvement to the public beach accesses along the Chesapeake Bay and any other location along the oceanfront that may require improvement, except for Sandbridge. A set of standards will be developed for improvements to beach access walkways, ramps and stairs. The improvement will be systematically implemented.	4,000,000
Roadways		
2116000	Shore Drive Corridor Improvements - Phase II (Partial) This project will provide safety improvements, including pedestrian multi use paths, along the Shore Drive corridor from South Oliver Drive/Waterspoint Place to Treasure Island Drive. It will also include improvements along Shore Drive at the Northampton Boulevard interchange and to the intersections at Pleasure House Road and at Greenwell Road.	12,180,800
2402000	Centerville Parkway Phase II This project is for construction of a four lane divided highway within a 145 foot right-of-way from Indian River Road to Kempville Road, a distance of 1.85 miles. This project will include full improvements along Centerville Turnpike at Indian River Road and Kempville Road intersections. This project is listed #3 of #63 on the 2008 Technical Ranking of Congested roadway Segments list.	38,095,200

City of Virginia Beach, Virginia
Fiscal Years 2011 through 2016 Capital Improvement Program
Requested But Not Funded Project Listing

Project #	Project Title	Estimated Cost
<u>Quality Physical Environment</u>		
Roadways		
2403000	Centerville Parkway Phase III This project is for construction of a four lane divided highway within a 145 foot right-of-way from Kempsville Road to Chesapeake City Line, a distance of 1.20 miles. This project will include full improvements along Centerville Turnpike at the Lynnhaven Parkway intersection. This project is listed #7 of #63 respectively on the 2008 Technical Ranking of Congested roadway Segments list.	24,710,400
2404000	Holland Road This project is for construction of a six lane divided highway within a 165 foot right-of-way from South Independence Boulevard to South Plaza Trail, a distance of 0.50 miles. This project will include full improvements along Holland Road at the South Independence Boulevard and South Plaza Trail intersections. This project is #9 of #63 on the 2008 Technical Ranking of Congested Roadway Segments list.	12,936,000
2405000	Holland Road Right Turn Lane This project will include lengthening right turn lane along Holland Road at the intersection of Dam Neck Road.	750,000
2406000	Lynnhaven Parkway This project is for construction of a six lane divided highway within a 165 foot right-of-way from Holland Road to Princess Anne Road, a distance of 2.37 miles. This project will include full improvements along Lynnhaven Parkway at the Rosemont Road, Holland Road, South Independence Boulevard and Princess Anne Road intersections. This project is #8 of #63 on the 2008 Technical Ranking of Congested Roadway Segments list.	61,316,600
2407000	Shipp's Corner Improvements This project will provide improvements at the intersection of Shipp's Corner Road and London Bridge Road. These improvements will be based on the final decision from the 2009 Safety and Operations Analysis for the Intersection of London Bridge Road, Drakesmile Road and Shipp's Corner Road.	500,000
2408000	Ferrell Parkway This project is for construction of a six lane divided highway within a 165 foot right-of-way from Indian Lakes Boulevard to Indian River Road, a distance of 0.85 miles. This project will include full improvements along Ferrell Parkway at the Indian Lakes Boulevard and Indian Lakes Shopping Center intersections. This project is #10 of #63 on the 2008 Technical Ranking of Congested Roadway Segments list.	21,991,200
2500000	Princess Anne Road (Transition Area Network) This project is for the reconstruction of a 2-lane undivided roadway from Sandbridge Road to Indian River Road, a distance of approximately 2.1 miles. This project includes landscaping, aesthetic enhancements, multi-use paths, and bike lanes. This was requested as a new project in the FY 2003-04 CIP. Transition Area projects will be funded as development creates the need for additional roadways.	11,331,500
2501000	Nimmo Parkway - Phases II & III (Transition Area Network) This project is for the construction of 2 lanes of the ultimate 4-lane section from West Neck Road Extended to North Landing Road at Indian River Road, a distance of approximately 2.4 miles. This project will include landscaping, aesthetic enhancements, multi-use paths, and bike lanes. This was requested as a new project in the FY 2003-04 CIP. Transition Area projects will be funded as development creates the need for additional roadways.	14,396,500

City of Virginia Beach, Virginia
Fiscal Years 2011 through 2016 Capital Improvement Program
Requested But Not Funded Project Listing

Project #	Project Title	Estimated Cost
<u>Quality Physical Environment</u>		
Roadways		
2503000	Seaboard Road (Transition Area Network) This project is for the reconstruction of a 2-lane undivided roadway from Princess Anne Road (North) to Princess Anne Road (South), a distance of approximately 2.1 miles. This project includes landscaping, aesthetic enhancements, multi-use paths, and bike lanes. This was requested as a new project in the FY 2003-04 CIP. Transition Area projects will be funded as development creates the need for additional roadways.	11,331,500
2504000	Indian River Road East (Transition Area Network) This project is for the reconstruction of a 2-lane undivided roadway from West Neck Road to North Landing Road, a distance of approximately 2.9 miles. This project includes landscaping, aesthetic enhancements, multi-use paths, and bike lanes. This was requested as a new project in the FY 2003-04 CIP. Transition Area projects will be funded as development creates the need for additional roadways.	15,761,500
2505000	West Neck Parkway (Transition Area Network) This project is for the construction of 2 lanes of an ultimate 4-lane divided roadway from North Landing Road to Elbow Road, a distance of approximately 2.2 miles. This project includes landscaping, aesthetic enhancements, multi-use paths, and bike lanes. This was requested as a new project in the FY 2003-04 CIP. Transition Area projects will be funded as development creates the need for additional roadways.	12,839,000
2506000	Indian River Road West (Transition Area Network) This project is for the construction of a 4-lane divided roadway from Elbow Road to North Landing Road, a distance of approximately 3.0 miles. This project includes landscaping, aesthetic enhancements, multi-use paths, and bike lanes. This was requested as a new project in the FY 2003-04 CIP. Transition Area projects will be funded as development creates the need for additional roadways.	38,079,100
2507000	Salem Road (Transition Area Network) This project is for the construction of a 4-lane divided roadway from Elbow Road to North Landing Road, a distance of approximately 2.5 miles. This project includes landscaping, aesthetic enhancements, multi-use paths, and bike lanes. This was requested as a new project in the FY 2003-04 CIP. Transition Area projects will be funded as development creates the need for additional roadways.	31,499,500
2508000	Nimmo Parkway/West Neck Parkway (Transition Area Network) This project is for the completion of the ultimate 4-lane divided roadway along Nimmo Parkway from West Neck Road Extended to North Landing Road at Indian River Road, a distance of approximately 2.4 miles, and along West Neck Parkway from Elbow Road to North Landing Road, a distance of approximately 2.2 miles. This was requested as a new project in the FY 2003-04 CIP. Transition Area projects will be funded as development creates the need for additional roadways.	31,376,000
Storm Water		
7151000	Cape Henry Beach Drainage This project is for the design and construction of necessary drainage improvements within the Cape Henry Beach area. The drainage improvements may include, but are not limited to, gravity collection system, storm water pump stations, and off-shore outfall systems.	10,000,000

City of Virginia Beach, Virginia
Fiscal Years 2011 through 2016 Capital Improvement Program
Requested But Not Funded Project Listing

Project #	Project Title	Estimated Cost
<u>Quality Physical Environment</u>		
Storm Water		
7400000	Aragona Drainage Improvements Aragona Drainage Improvements addresses drainage inadequacies in the Aragona Subdivision. A major storm sewer trunk line located along De. Laura Lane will be replaced with a significantly larger system to improve drainage on De Laura Lane and the tributary system to the North West. The improvements will also cross Holladay Lane, Brinson Lane, Aragona Blvd. and run along Overman Ave. before emptying into an existing canal.	6,100,000
7401000	Bay Colony Drainage Improvements Bay Colony Drainage Improvements project (requested by not funded Project Listing CIP7-088) will address some of the chronic flooding that occurs in 3 low central roadway areas within the Bay colony Subdivision. Positive drainage system will be build along portions of East Bay Shore Dr., Wythe La., Brandon Rd. and Rolfe La.	1,200,000
7402000	College Park/Level Green Drainage Improvements College Park/Level Green Drainage Improvements project (requested by not funded Project Listing CIP7-089) project addresses drainage inadequacies in the existing subdivision system. This phase consists of construction of a new dry detention basin within the existing Virginia Power Easement and upgrading some of the critical links within the current drainage system It will also look at outfall improvements to Banbury Lake.	5,650,000
7403000	Eastern Park Drainage Improvements Eastern Park (Requested by not funded Project Listing CIP7-090) is a pre 1970's neighborhood that depends on roadside ditches for the majority of its drainage. Over the years, this system of ditches has ceased to functions effectively under moderate to high intensity events. This project will construct 9 to 10 pipe systems as necessary to provide relief in those areas subject to chronic flooding.	4,350,000
Total Projects for Quality Physical Environment		26
Total Estimated Cost		<u>389,709,318</u>

City of Virginia Beach, Virginia
Fiscal Years 2011 through 2016 Capital Improvement Program
Requested But Not Funded Project Listing

Project #	Project Title	Estimated Cost
<u>Safe Community</u>		
Buildings - SC		
3236000	Fire and Rescue Station - Courthouse (Replacement) This proposal recommends replacement and enlargement of this facility to provide approximately 13,800 square feet of space equivalent to a 3-bay station. Relocation is also recommended in the North Landing Road/West Neck/Princess Anne Road area. It is anticipated that two (2) acres of land will be needed for this project. Cost estimate is in FY 2011-12 dollars based on construction cost of \$330 per sf plus other costs (design, furniture/fixtures/equipment, and contingencies @11% of all other costs).	6,131,505
3240000	Fire and Rescue Station - London Bridge This project will be an expansion of the existing facility, to add an estimated 2,600 square feet of space. The primary purpose of this expansion will be to provide adequate storage space for departmental equipment, allow for EMS bunk space, renovation of the existing day room, and mitigating poor ventilation. The storage area will allow the department to move equipment currently housed in rented storage space and the apparatus bay. Cost estimate is in FY 2011-12 dollars based on construction cost of \$330 per sf plus other costs (design, furniture/fixtures/equipment, and contingencies @11% of all other costs).	1,325,095
3242000	Fire and Rescue Station – Seatack This project requests renovation of the existing 6,794 square feet and construction of an additional 1,800 square feet. The total facility will be an estimated 8,594 square feet. There would be no change to the current location on South Birdneck Road. Cost estimate is in 2012 dollars.	2,206,126
3243000	Fire and Rescue Station - Green Run This project includes renovation of the existing 6,794 square foot facility, and construction of an additional 1,800 square feet. The existing facility is inadequate to accommodate the EMS vehicle, bunk and office needs. This is an area with high EMS call volume, and utilizing this location would be of great benefit for EMS response. Additional needs are related to ventilation, vehicle exhaust removal, and separation of male and female facilities. Cost estimate is in 2012 dollars.	2,131,521
3245000	Fire and Rescue Station - Diamond Springs This project is for the construction of a new facility, which will encompass about 14,400 square feet of space, which is approximately equivalent to a 3-bay station. This facility would provide for EMS presence at this location as well. It is recommended that the station be located in the Diamond Springs Road/Norhampton Blvd area in order to address the highest demand for service. The response times to this area of the City are not optimal due to traffic congestion and call volume. Since this is a new facility, it would require additional apparatus and personnel. Cost estimate is in FY 2011-12 dollars based on construction cost of \$330 per sf plus other costs (design, furniture/fixtures/equipment, and contingencies @11% of all other costs). Excludes site acquisition cost due to the difficulty of projecting site costs out 5 years and since a site is not yet identified.	6,398,092
3246000	Fire and Rescue Station - Davis Corner This project includes renovation of the existing 11,775 square foot facility and the addition of an estimated 1,020 square feet of space. This space will provide adequate EMS bunk space, additional office space and watch room for EMS, and allow separation of male and female facilities. Additionally, this project would correct the problems with poor bay ventilation, install fire sprinklers, replace the bay doors and install a vehicle exhaust system. No additional property will be needed for the addition/renovation to the existing facility on Haygood Road. Cost estimate is in 2012 dollars.	3,069,085

City of Virginia Beach, Virginia
Fiscal Years 2011 through 2016 Capital Improvement Program
Requested But Not Funded Project Listing

Project #	Project Title	Estimated Cost
<u>Safe Community</u>		
Buildings - SC		
3247000	Fire and Rescue Station - Old Donation This project includes renovation of the existing 11,775 square feet and construction of an additional 6,000 square feet. This project would provide EMS bunk space, separation of male and female facilities, and enlargement of the bay space to accommodate larger apparatus and EMS vehicles. Additionally, this project would address bay ventilation, install a vehicle exhaust system, add a decontamination area, install fire sprinklers, and replace all bay doors. Cost estimate is in 2012 dollars.	5,123,488
3249000	Fire and Rescue Station - Landstown (Transition Area) This project provides a new 3-bay 13,800-to-14,200 square foot facility in the Landstown/Salem Road area. It will be located in the transition area, in a service district with increasing call volume. This facility will house both Fire and EMS personnel and equipment. Additionally, the proposed Sentara complex will contribute significantly to the Fire and EMS response in this growing area of the City. As this is a new station, additional apparatus and personnel would be required. Cost estimate updated to FY 2008 dollars and excludes site acquisition. Debt service could be funded through Transition Area funds. Cost estimate is in FY 2011-12 dollars based on construction cost of \$330 per sf plus other costs (design, furniture/fixtures/equipment, and contingencies @11% of all other costs).	6,123,664
3250000	Fire and Rescue Station – Kempsville This project includes renovation of the existing 12,546 square foot facility and construction of an additional 1,020 square feet. This project would provide adequate EMS bunk space, expand the existing bay to accommodate larger apparatus and EMS vehicles, allow for separation of male and female facilities, provide office and watch room space to accommodate EMS needs, resolve issues with poor ventilation, and install fire sprinklers. Cost estimate is in 2012 dollars.	2,912,465
3251000	Fire and Rescue Station - North End This project is for the construction of a new facility with an estimated 11,800 square feet of space, which is equivalent to a 2-to-3-bay station. It will house Fire and EMS providers. A site has not been identified, but is recommended for location in the Atlantic Avenue/64th Street area. The distance to the North End from the nearest fire station, and the significant impact of traffic congestion determine the need for a station in this vicinity. As this is a new facility, additional apparatus and personnel are required. Cost estimate is in FY 2011-12 dollars based on construction cost of \$330 per sf plus other costs (design, furniture/fixtures/equipment, and contingencies @11% of all other costs). Site cost is excluded due to difficulty in projecting land cost out 5 years for an unknown site.	9,219,555
3254000	Fire and Rescue Station - Woodstock This project includes renovation to the existing 11,775 square feet and the addition of 450 square feet of space. The scope of the project would include providing EMS bunk space, separation of male and female facilities, enlargement of the day room and office space, installation of a vehicle exhaust system, a decontamination unit, fire sprinklers, resolving ventilation problems and replacing all bay doors. Cost estimate is in 2012 dollars.	2,618,671

City of Virginia Beach, Virginia
Fiscal Years 2011 through 2016 Capital Improvement Program
Requested But Not Funded Project Listing

Project #	Project Title	Estimated Cost
<u>Safe Community</u>		
Buildings - SC		
3318000	Police Fifth Precinct - New Facility	13,038,412
	<p>This project will provide a new 20,000 square foot (with capacity for expansion) Police precinct to be located near the Town Center area to meet the growing service demands in that area. The facility will include a temporary lockup; teleconference room for contact with Magistrate; kitchen, conference room/situation room/command post for use during critical incidents; officer work room with computer access, secure supply room for radios, firearms; supply area for large equipment such as bicycles, generators, ATVs, small motorcycles and flares; security camera system; security entry system for building and parking area; secure area for temporary holding of property and evidence. The lockup facility must meet federal, state and Commission on Accreditation for Law Enforcement Agencies Inc.(CALEA) standards. Approximately 150 persons consisting of uniformed sworn personnel, detectives in civilian attire, civilian employees (some with uniform) and volunteers. The facility will operate at all times so proper lighting and security is required. Parking area needs to be secure. A noise barrier may be needed if located in a high density residential or commercial area. Multiple access points (i.e. driveways) are required.</p> <p>An alternative is to purchase an existing building and renovate it to meet Police Precinct unique needs. This alternative may or may not be more costly than building a new facility.</p>	
Total Projects for Safe Community		12
Total Estimated Cost		<u>60,297,679</u>
Total Projects		44
Total Estimated Cost		<u><u>510,608,377</u></u>