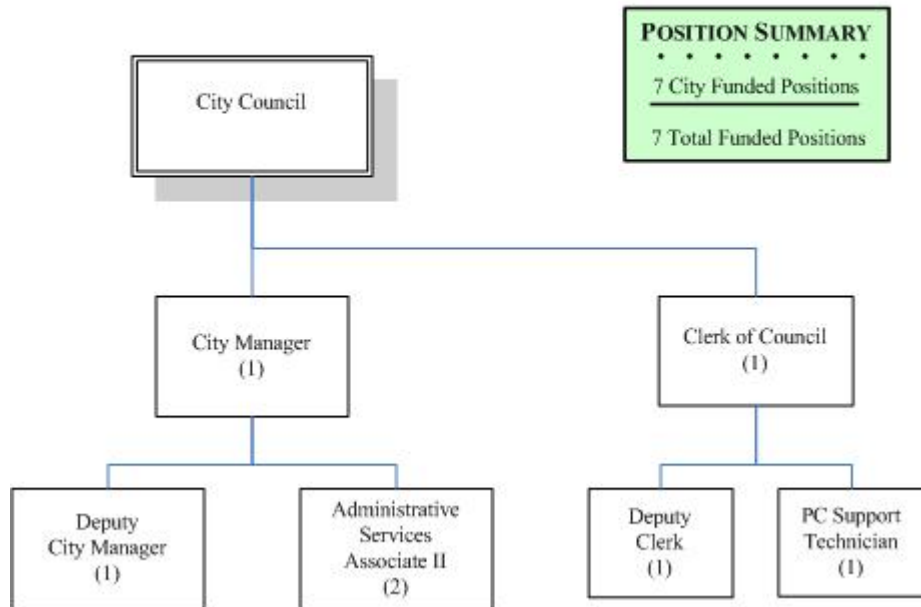




### COUNCIL/MANAGER OFFICES





**Council/Manager Offices.** Consists of the City Council, Clerk of Council, City Manager and Legislative Liaison. The Council is the City's legislative body elected to accomplish City Charter-prescribed responsibilities. The Clerk is appointed by City Council to maintain and preserve the official records of City Council proceedings. The City Manager is the City's chief administrative officer who oversees the day-to-day operations of the City and who studies and proposes solutions for community needs and programs; prepares the annual budget; interprets City Council actions for operating departments, outside organizations, and citizens; and provides leadership in executing Council policies.

	Actual FY 2004	Adopted FY 2005	Department Requested FY 2006	Manager's Proposed FY 2006	Adopted FY 2006
<b>POSITION SUMMARY</b>					
City Funded	8	8	7	7	7
<b>TOTAL FTE</b>	<b>8</b>	<b>8</b>	<b>7</b>	<b>7</b>	<b>7</b>
<b>BUDGET SUMMARY</b>					
<i>Salaries</i>	\$466,639	\$488,908	\$505,112	\$505,112	\$505,112
<i>Benefits</i>	119,327	144,548	144,583	141,166	141,166
<i>Contractual Services</i>					
Professional Services	16	96	96	96	96
Printing & Binding	507	2,290	1,500	1,500	1,500
Advertising and Public Relations Services	7,099	6,500	6,500	6,500	6,500
Software Purchases	221	300	300	300	300
Onsite Training Serv.	1,643	0	0	0	0
Legislative Liason	82,400	77,500	77,500	77,500	77,500
<i>Other Charges</i>					
Office Supplies	5,271	5,760	6,285	6,285	6,285
Apparel/Protective Wear	621	240	0	0	0
Books & Publications	498	280	655	655	655
Subscriptions	0	20	20	20	20
Audiovisual Supplies	0	600	0	0	0
Food and Dietary	1,937	0	1,250	1,250	1,250
Minor Equipment/Tools	1,750	1,400	600	600	600
Comp./Office M&R Parts	170	0	0	0	0
Travel and Training	19,342	29,625	30,025	30,025	30,025
Contributions	50,000	0	0	0	0
Communications - Telecommunications	951	1,820	1,380	680	1,160
Communications - Postage and Mailing Services	731	1,374	1,274	1,274	1,274
Dues & Memberships	44,608	46,697	46,762	47,436	47,436
Courtesies to Guests	1,519	1,000	1,000	1,000	1,000
Miscellaneous Other Charges	749	800	800	800	800
<i>Rental and Leases</i>	53	0	0	0	0
<b>TOTAL</b>	<b>\$806,052</b>	<b>\$809,758</b>	<b>\$825,642</b>	<b>\$822,199</b>	<b>\$822,679</b>



**Council/Manager Offices Budget Description**

The Department Requested FY 2006 Council/Manager budget of \$825,642 represents a 1.9% increase of \$15,884 as compared to the Adopted FY 2005 budget of \$809,758.

Significant changes introduced in the Department Requested FY 2006 budget include:

- Deletion of the grant-funded Safe Neighborhood Program Coordinator.
- \$16,198 increase in Salaries due to allocation of the FY 2005 salary increase.

Major items requested not proposed by the City Manager for funding include:

- \$3,417 due to the continuation of VRS life insurance holiday.
- \$700 in telecommunications based on historical data.

The Proposed FY 2006 Council/Manager budget was adopted by City Council with the following change:

- ♦ \$480 increase in telecommunications based on adjustment to historical data.

**Council/Manager Offices Performance Measures**

Goal 1:

Process City Council minutes in a timely manner.

Objective:

Draft minutes forwarded to City Council at the next regularly-scheduled meeting.

Performance Measure:

Minutes processed

Projected FY 2005

52

Target FY 2006

52

Goal 2:

Process ordinances and resolutions in a timely manner.

Objective:

Process ordinances and resolutions within two weeks of meeting.

Performance Measure:

Ordinances/resolutions processed

Projected FY 2005

100

Target FY 2006

125

Goal 3:

City Manager - Process City Council regular meeting agenda packets in a timely manner.

Objective:

Agenda packets delivered to City Council on Thursday prior to a regular Council meeting.

Performance Measure:

Regular meeting agenda packets delivered

Projected FY 2005

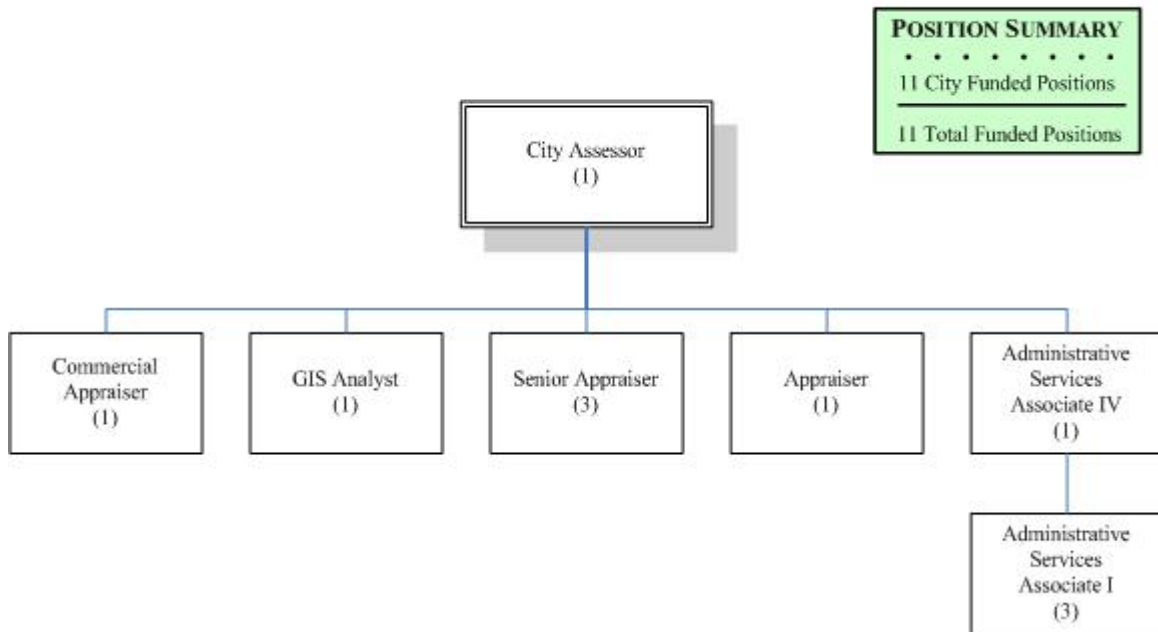
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Target FY 2006

21



### CITY ASSESSOR



<b>POSITION SUMMARY</b> ..... 11 City Funded Positions 11 Total Funded Positions
---



**City Assessor.** Maintains and updates ownership and physical characteristic records for approximately 29,000 property parcels and provides assessments for the properties. New construction and additions to properties are recorded and valued by the appraisers. The City Assessor also administers the Land Use Program and the Rehabilitated Tax Exemption Program. The office provides assistance to the public, other City departments, and various local, state and federal agencies. This division has a wealth of information and resources that are utilized by those in the real estate profession and related fields.

	Actual FY 2004	Adopted FY 2005	Department Requested FY 2006	Manager's Proposed FY 2006	Adopted FY 2006
<b>POSITION SUMMARY</b>					
City Funded	11	11	11	11	11
<b>TOTAL FTE</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>
<b>BUDGET SUMMARY</b>					
<i>Salaries</i>	\$480,813	\$498,255	\$513,395	\$513,395	\$513,395
<i>Employee Benefits</i>	139,328	152,908	169,042	165,406	165,406
<i>Contractual Services</i>					
Maintenance and Repair Services	0	500	250	250	250
Printing and Binding Services	0	0	500	500	500
Advertising and Public Relations Services	159	250	500	500	500
Software Purchases	24,865	15,000	17,000	17,000	17,000
<i>Other Charges</i>					
Forms & Stationery	270	534	633	633	633
Office Supplies	3,055	2,027	2,526	2,526	2,526
Subscriptions	791	959	702	702	702
Microfilms	166	200	200	200	200
Minor Equipment/Tools/Furniture	1,708	2,300	1,000	1,000	1,000
Travel and Training	15,238	13,490	15,350	15,350	15,350
Communications - Telecommunications	577	456	460	460	460
Communications - Postage and Mailing Services	7,466	10,096	10,915	10,915	10,915
Dues & Memberships	1,987	1,604	2,134	2,134	2,134
Remuneration Boards Com	1,650	450	1,800	1,800	1,800
Miscellaneous Other Chargess	361	300	400	400	400
<b>TOTAL</b>	<b>\$678,434</b>	<b>\$699,329</b>	<b>\$736,807</b>	<b>\$733,171</b>	<b>\$733,171</b>



**City Assessor Budget Description**

The Department Requested FY 2006 City Assessor’s Office budget of \$736,807 represents a 5.4% increase of \$37,478 as compared to the Adopted FY 2005 budget of \$699,329.

Significant changes introduced in the Department Requested FY 2006 budget include:

- \$3,180 increase in Salaries and reflecting the allocation of the FY 2005 salary increase, as well as a 10% career ladder step for an Appraiser to move to a Senior Appraiser position and an additional \$90 per pay period salary supplement (gas allowance) to have Real Estate Technicians assist with data collection in the field.
- \$8,696 increase in Benefits reflecting rising health and dental insurance premiums, as well as the end of the Life Insurance premium holiday.
- \$2,000 increase in Software Purchases reflecting rising software maintenance costs.
- \$1,300 decrease in Minor Equipment/Tools reflecting prior years’ usage.
- \$1,860 increase in Travel & Training reflecting rising travel costs and required training to maintain licenses.
- \$819 increase in Postage reflecting the bulk mailing of Reassessment Notices.
- \$1,350 increase in Remuneration Boards reflecting compensation for Board of Equalization members during appeals of 2005 Reassessment.

Major item requested not proposed by the City Manager for funding:

- \$3,636 due to the continuation of VRS life insurance holiday.

The Proposed FY 2006 City Assessor’s Office budget was adopted by City Council without changes.

**City Assessor Performance Measures**

Goal 1:

Assess all real property within the City of Lynchburg, fairly and equitable, at fair-market value.

Objective:

Completion of the 2005 general reassessment with values based on real estate market trends and sales in area.

Performance Measure:	Projected FY 2005	Target FY 2006
Assessment-Sales Ratio of 95%	88%	95%

Goal 2:

Enhanced use of GIS (Geographic Information System) in valuing property and performing statistical data analysis.

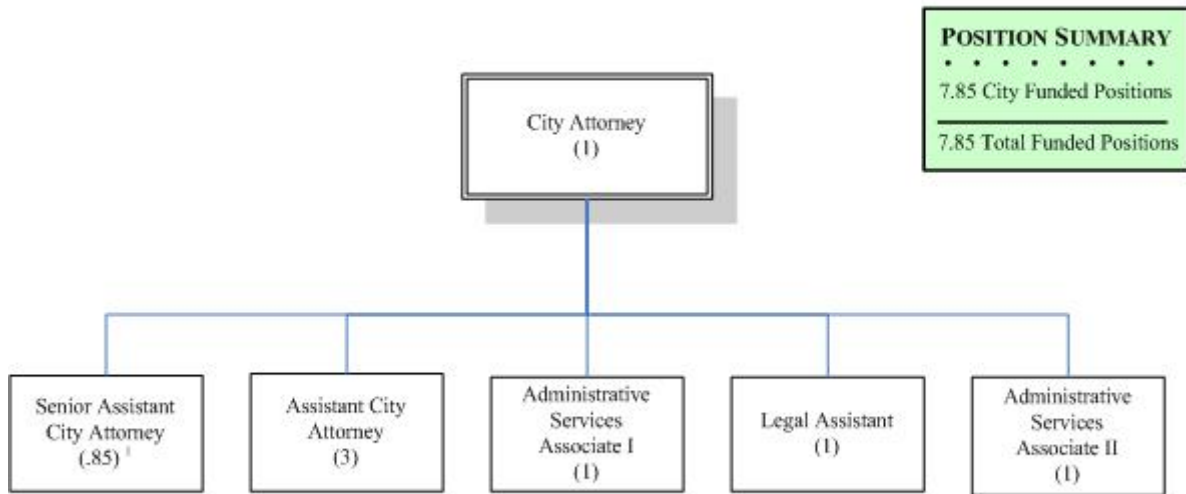
Objective:

Clean up data in GIS to achieve a one-to-one match of assessed parcels vs. mapped parcels; clean up addresses contained in GIS and in CAMA software.

Performance Measure:	Projected FY 2005	Target FY 2006
a. One-to-One match between assessed & mapped parcels	One-to-one match	One-to-one match complete
b. Each and every parcel in City has a verifiable address	95% complete	All property has correct address and duplicate fields are eliminated in multiple systems.



### CITY ATTORNEY



POSITION SUMMARY
• • • • •
7.85 City Funded Positions
<hr/>
7.85 Total Funded Positions

1. Note: .15 FTE Assigned to Risk Management Budget.



**City Attorney.** Provides legal services to City Council, the City Manager, City departments and agencies as well as the Lynchburg School Board. Services include rendering formal and informal opinions; recommending appropriate legal changes in the City Code, regulations and policies; advising of changes in law which affect the City; drafting ordinances, resolutions, Charter revisions, proposed legislation, contracts, deeds, leases and other legal documents; handling real estate matters, including necessary title examinations, negotiations and closings; prosecuting and defending lawsuits on behalf of the City; supervising the City’s Risk Management activities and the Self-Insurance Plan; and reviewing bills which concern the City.

	Actual FY 2004	Adopted FY 2005	Department Requested FY 2006	Manager's Proposed FY 2006	Adopted FY 2006
<b>POSITION SUMMARY</b>					
City Funded	6.85	6.85	6.85	6.85	6.85
<b>TOTAL FTE</b>	<b>6.85</b>	<b>6.85</b>	<b>6.85</b>	<b>6.85</b>	<b>6.85</b>
<b>BUDGET SUMMARY</b>					
<i>Salaries</i>	\$346,866	\$346,177	\$357,688	\$357,688	\$357,688
<i>Employee Benefits</i>	101,060	110,456	122,147	119,301	119,301
<i>Contractual Services</i>					
Professional Services	3,000	3,000	3,000	3,000	3,000
Advertising and Public Relations Services	287	0	750	750	750
<i>Other Charges</i>					
Office Supplies	3,466	5,287	5,287	5,287	5,287
Books & Publications	17,274	18,510	20,824	20,824	20,824
Minor Equipment/Tools	1,884	1,600	5,100	1,600	1,600
Travel and Training	7,348	8,971	10,302	10,302	10,302
Communications - Telecommunications	331	1,500	500	400	400
Communications - Postage and Mailing Services	324	817	817	817	817
Dues & Memberships	1,860	2,104	2,315	2,315	2,315
<b>TOTAL</b>	<b>\$483,700</b>	<b>\$498,422</b>	<b>\$528,730</b>	<b>\$522,284</b>	<b>\$522,284</b>

**City Attorney Budget Description**

The Department Requested FY 2006 City Attorney budget of \$528,730 represents a 6.0% increase of \$30,308 as compared to the Adopted FY 2005 budget of \$498,422.

Significant changes introduced in the Department Requested FY 2006 budget include:

- \$2,314 increase for Books and Publications based upon estimates provided to the office by Thomson West, supplier of legal publications.
- \$1,331 increase for Training and Conferences to provide additional training in the area of collection and bankruptcy law.
- \$20,356 increase in Salaries and Benefits reflecting pay increases as well as insurance premium increases.

Major items requested not proposed by the City Manager for funding include:

- \$2,846 due to the continuation of VRS life insurance holiday.
- \$3,500 in minor equipment/tools for shelving.
- \$100 in telecommunications expense based on historical spending.

The Proposed FY 2006 City Attorney budget was adopted by City Council without changes.





**City Attorney Performance Measure**

**Goal 1:**

To provide the best possible legal counsel and representation to the City, its departments and employees in support of their mission to create a safe, productive and harmonious community.

**Objectives:**

To provide timely responses to all requests for legal opinions and advice from the City Council, City Manager and City departments and agencies.

To handle real estate matters, including title examinations, preparation of documents and conducting closings, in a timely manner.

To ensure that civil litigation brought by or against the City is consistently processed to a favorable conclusion.

**Performance Measure:**

No later than September 1 of each year, the City Attorney's Office will prepare an annual report for City Council summarizing the legal services provided by the Office during the preceding year, including a statement of opinions given upon City business, real estate matters handled and lawsuits ended and pending.

Projected FY 2005  
Complete

Target FY 2006  
Complete



**Self Insurance.** The Risk Management Program, established by City Council effective January 1, 1986, is an alternative to the routine procurement of general liability and automobile liability insurance policies from commercial insurance companies. The program is funded through annual contributions from the General Fund, Utility Funds, Airport Fund, Regional Juvenile Detention Fund and Self-Insurance Fund interest income. The claims placed in this fund are expended in lieu of insurance to settle liability claims filed against the City.

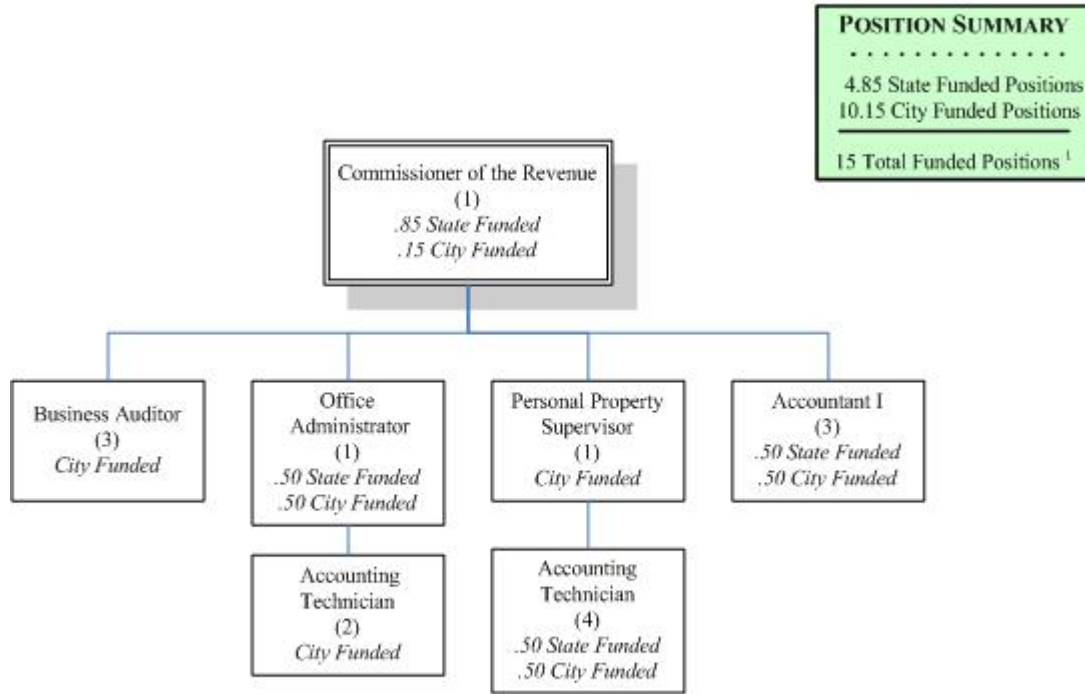
	Actual FY 2004	Adopted FY 2005	Department Requested FY 2006	Manager's Proposed FY 2006	Adopted FY 2006
<b>BUDGET SUMMARY</b>					
<i>Other Charges</i>					
Self Insurance Payment	\$476,695	\$559,101	\$568,752	\$568,752	\$568,752
<b>TOTAL</b>	<b>\$476,695</b>	<b>\$559,101</b>	<b>\$568,752</b>	<b>\$568,752</b>	<b>\$568,752</b>

**Self Insurance Budget Description**

In previous years, funding for self-insurance expenditures was reported as a transfer from the General Fund to the Risk Management Fund. Beginning in FY 2005, self-insurance expenditures are accounted for in the General Fund to better reflect cost allocation in compliance with GASB 34 regulations.



**COMMISSIONER OF THE REVENUE**



1. Note: The Compensation Board authorizes more positions than it provides funding for.



**Commissioner of Revenue.** A State Constitutional Office. Elected by City residents, the Commissioner assesses personal property, machinery/tools, business/professional licenses, bank stock tax, public service corporations, meals, lodging, amusement and income taxes. The Commissioner prepares and audits State income tax returns, administers tax relief for the elderly, furnishes information on local and State tax issues, and maintains the automotive decal file.

	Actual FY 2004	Adopted FY 2005	Department Requested FY 2006	Manager's Proposed FY 2006	Adopted FY 2006
<b>POSITION SUMMARY</b>					
City Authorized	6	6	6	6	6
State Authorized	9	9	9	9	9
<b>TOTAL FTE</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>
<b>BUDGET SUMMARY</b>					
<i>Salaries</i>	\$416,957	\$506,044	\$518,668	\$518,668	\$518,668
<i>Employee Benefits</i>	139,525	173,876	190,532	186,520	186,520
<i>Contractual Services</i>					
Software	0	0	1,100	1,100	1,100
Printing and Binding Services	530	0	0	0	0
Advertising and Public Relations Services	1,865	2,300	2,300	2,300	2,300
Miscellaneous Contractual Services	5,355	6,000	6,000	6,000	6,000
<i>Other Charges</i>					
Forms & Stationery	5,795	8,500	7,000	7,000	7,000
Office Supplies	4,761	4,000	3,400	3,400	3,400
Books & Publications	631	600	600	600	600
Subscriptions	204	225	225	225	225
Minor Equipment/Tools	1,070	0	1,600	1,600	1,600
Gas/Diesel Private Co	0	100	0	0	0
Travel and Training	6,294	6,500	6,500	6,500	6,500
Communications - Telecommunications	1,109	1,394	1,155	1,155	1,155
Communications - Postage and Mailing Services	24,178	20,700	22,475	22,475	22,475
Dues & Memberships	275	200	540	540	540
Misc. Exp. Refund	179,751	0	0	0	0
<i>Rental and Leases</i>	5,582	5,241	5,241	5,241	5,241
<b>TOTAL</b>	<b>\$793,882</b>	<b>\$735,680</b>	<b>\$767,336</b>	<b>\$763,324</b>	<b>\$763,324</b>
Less Revenues from the Commonwealth	(152,377)	(157,648)	(166,568)	(166,568)	(166,568)
<b>TOTAL CITY COST</b>	<b>\$641,505</b>	<b>\$578,032</b>	<b>\$600,768</b>	<b>\$596,756</b>	<b>\$596,756</b>

**Commissioner of Revenue Budget Description**

The Department Requested FY 2006 Commissioner of the Revenue budget of \$767,336 represents a 4.3% increase of \$31,656 as compared to the Adopted FY 2005 budget of \$735,680.

Significant change introduced in the Department Requested FY 2006 budget:

- \$29,280 increase in Salaries reflecting FY 2005 compensation adjustments and increased health insurance premiums.

Major item requested not proposed by the City Manager for funding:

- \$4,012 due to the continuation of VRS life insurance holiday.

The Proposed FY 2006 Commissioner of the Revenue budget was adopted by City Council without changes.



**Commissioner of the Revenue Performance Measures**

**Goal 1:**

Ensure all personal property is filed for taxation on or before April 15<sup>th</sup> or within 30 days of acquiring property or moving into the City of Lynchburg.

**Objective:**

Utilize information provided the Department of Motor Vehicles, Department of Taxation, apartment complexes, mobile home parks, Department of Inland Game and Fisheries, Circuit Court Clerks, real estate transfers, City of Lynchburg utility records and citizens to identify and assess personal property tax.

Performance Measure:	Projected FY 2005	Target FY 2006
New Decal Sales	49,150	49,640
Personal Property Tax	\$9,437,858	\$9,532,237

**Goal 2:**

Ensure all businesses file equipment for business personal property tax and obtain all required licenses. Ensure all utility, meals, amusement and lodging taxes are remitted.

**Objective:**

Utilize information provided by business owners, Department of Taxation, Department of Motor Vehicles, Alcohol Beverage Control Board, Chamber of Commerce, Community Planning and Development, and citizens to identify and assess business personal property, business license, utility, meals, amusement and lodging.

Performance Measure:	Projected FY 2005	Target FY 2006
Utility	\$6,752,383	\$6,819,907
Business License	\$6,394,816	\$6,647,251
Machinery & Tools	\$3,210,192	\$3,242,294
Business Personal Property	\$4,885,078	\$4,933,929
Meals Tax	\$8,785,947	\$8,961,666
Lodging	\$1,447,197	\$1,476,141
Amusement	\$344,382	\$351,270

**Goal 3:**

Conduct 46 compliance audits of local businesses.

**Objective:**

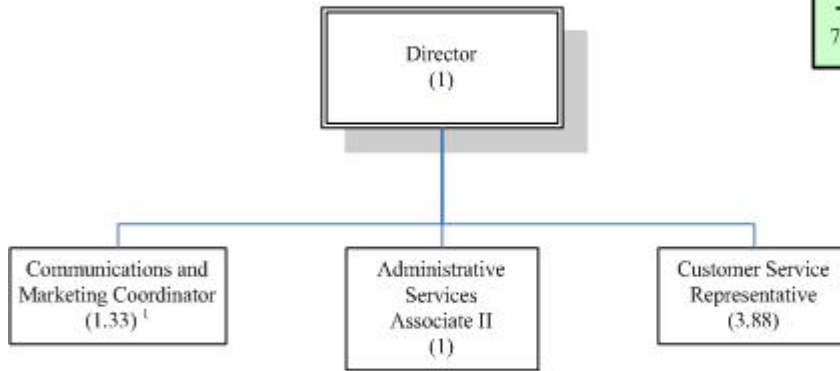
Ensure compliance with business license and business personal property requirements.

Performance Measure:	Projected FY 2005	Target FY 2006
Number of audits	25	46



**COMMUNICATIONS AND MARKETING**  
*(including Citizens First Customer Service Center)*

<b>POSITION SUMMARY</b>
• • • • •
7.21 City Funded Positions
<hr/>
7.21 Total Funded Positions



1. One Position shared among three departments:  
 .33 FTE position assigned to Communications and Marketing  
 .33 FTE position assigned to Waste Management  
 .34 FTE position assigned to Utilities (Water Fund)



Communications and Marketing and Citizens First Customer Service Center

	Actual FY 2004	Adopted FY 2005	Department Requested FY 2006	Manager's Proposed FY 2006	Adopted FY 2006
<b>POSITION SUMMARY</b>					
City Funded	6.33	5.33	5.33	5.33	5.33
<b>TOTAL FTE</b>	<b>6.33</b>	<b>5.33</b>	<b>5.33</b>	<b>5.33</b>	<b>5.33</b>
<b>BUDGET SUMMARY</b>					
<i>Salaries</i>	\$270,140	\$226,536	\$235,081	\$235,081	\$235,081
<i>Employee Benefits</i>	67,354	62,187	75,931	74,389	74,389
<i>Contractual Services</i>					
Maintenance and Repair Services	700	3,140	3,525	3,525	3,525
Advertising and Public Relations Services	58,554	13,710	27,606	27,606	27,606
Printing and Binding Services	1,816	1,725	9,841	9,841	9,841
Software Purchases	192	1,300	425	425	425
<i>Other Charges</i>					
Audiovisual Supplies	438	215	215	215	215
Communications - Postage and Mailing Services	556	435	435	435	435
Communications - Telecommunications	437	650	650	650	650
Courtesies to Guests	2,508	3,458	3,458	3,458	3,458
Dues & Memberships	700	1,098	1,098	1,098	1,098
Forms & Stationery	5,707	243	248	248	248
Minor Equipment/Tools	0	3,200	4,500	4,500	4,500
Miscellaneous Expenses	6,663	7,770	8,500	8,500	8,500
Office Supplies	4,529	4,016	2,850	2,850	2,850
Subscriptions	665	766	774	774	774
Travel and Training	4,085	8,310	7,850	7,850	7,850
Volunteer Recognition	0	2,500	2,500	2,500	2,500
<b>TOTAL</b>	<b>\$425,044</b>	<b>\$341,259</b>	<b>\$385,487</b>	<b>\$383,945</b>	<b>\$383,945</b>



**Communications and Marketing and Citizens First Customer Service Center Budget Description**

The Department Requested FY 2006 Communications and Marketing budget of \$385,487 represents a 13.0% increase of \$44,228 as compared to the Adopted FY 2005 budget of \$341,259.

Significant changes introduced in the Department Requested FY 2006 budget include:

- \$2,000 net increase in Contractual Services-Advertising and Public Relations Services reflecting the completion of the re-design of the City Website and the Citizen Survey.
- \$1,300 increase in Capital Outlay reflecting the request for audio-visual equipment and a laptop computer.
- \$1,500 decrease in Travel and Training to reflect the elimination of attendance at the Suite Respond User Conference in Canada.
- \$13,000 increase in advertising and public relations services to conduct the National Citizen Survey.

Major item requested not proposed by the City Manager for funding:

- \$1,542 due to the continuation of VRS life insurance holiday.

The Proposed FY 2006 Communications and Marketing budget was adopted by City Council without

**Communications and Marketing and Citizens First Customer Service Center Performance Measures**

Goal 1:

To take ownership of each call, manage each request correctly, dispatch efficiently and communicate to ensure citizens satisfaction.

Objective:

To achieve a high level of citizen satisfaction with the City's customer service efforts.

Performance Measure:

Increase by 8% the percentage of citizens rating the City's customer service in the excellent to good range.

Projected FY 2005

62%

Target FY 2006

Approval rating of 70%

Goal 2:

Increase citizen awareness, knowledge, and understanding of its government processes, programs, services, and activities.

Objective:

Continue the Citizens Academy and the publication of the Source newsletter.

Performance Measure:

Increase by 9% the percentage of citizens rating the City's public information services in the excellent to good range.

Projected FY 2005

61%

Target FY 2006

Approval rating of 70%





**Communications and Marketing.** Focuses on proactive communication with City Council, citizens, employees and others. Efforts are concentrated on public information and assistance for departments and staff, media relations as well as neighborhood, business, Internet/Intranet, Cable Channel 7 and employee communications.

	Actual FY 2004	Adopted FY 2005	Department Requested FY 2006	Manager's Proposed FY 2006	Adopted FY 2006
<b>POSITION SUMMARY</b>					
City Funded	3.33	3.33	3.33	3.33	3.33
<b>TOTAL FTE</b>	<b>3.33</b>	<b>3.33</b>	<b>3.33</b>	<b>3.33</b>	<b>3.33</b>
<b>BUDGET SUMMARY</b>					
<i>Salaries</i>	\$133,483	\$135,470	\$138,476	\$138,476	\$138,476
<i>Employee Benefits</i>	34,305	39,079	50,472	49,364	49,364
<i>Contractual Services</i>					
Printing and Binding Services	1,816	0	8,978	8,978	8,978
Advertising and Public Relations Services	57,750	12,040	26,606	26,606	26,606
Software Purchases	0	1,300	425	425	425
<i>Other Charges</i>					
Forms & Stationery	5,707	243	248	248	248
Office Supplies	3,877	2,666	1,500	1,500	1,500
Books & Publications	0	0	0	0	0
Subscriptions	620	641	649	649	649
Audiovisual Supplies	0	0	0	0	0
Volunteer Recognition	0	0	2,500	2,500	2,500
Minor Equipment/Tools	0	3,200	4,500	4,500	4,500
Travel and Training	3,709	4,000	5,200	5,200	5,200
Communications - Telecommunications	306	530	530	530	530
Communications - Postage and Mailing Services	555	350	350	350	350
Dues & Memberships	700	1,098	1,098	1,098	1,098
Courtesies to Guests	2,508	3,458	3,458	3,458	3,458
Miscellaneous Expenses	6,663	7,770	8,500	8,500	8,500
<b>TOTAL</b>	<b>\$251,999</b>	<b>\$211,845</b>	<b>\$253,490</b>	<b>\$252,382</b>	<b>\$252,382</b>



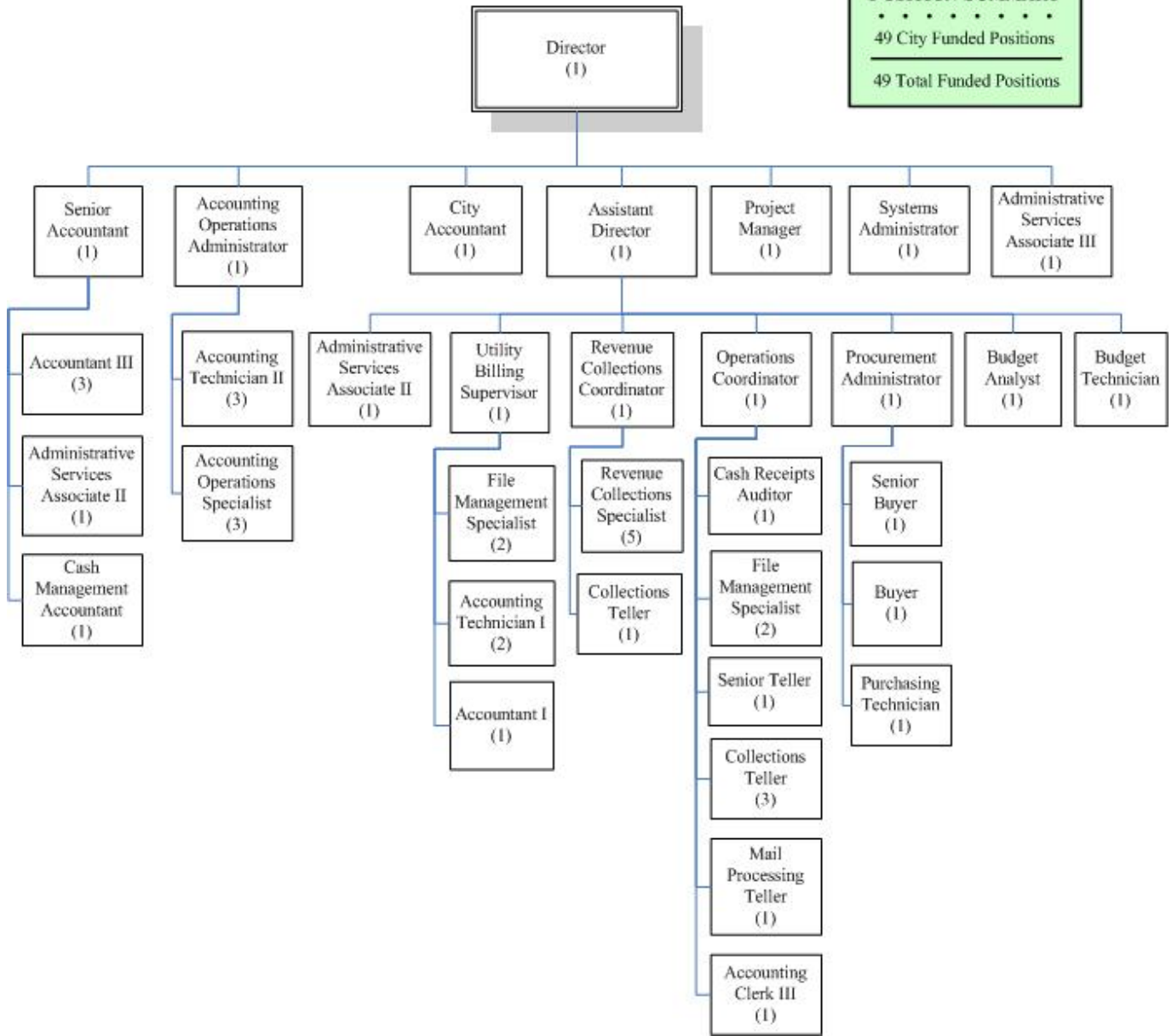
**Citizens First Customer Service Center.** The mission of the Center is to respond to each citizen interaction through the provision of accurate, timely and easily understood information.

	Actual FY 2004	Adopted FY 2005	Department Requested FY 2006	Manager's Proposed FY 2006	Adopted FY 2006
<b>POSITION SUMMARY</b>					
City Funded	3	2	2	2	2
<b>TOTAL FTE</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>BUDGET SUMMARY</b>					
<i>Salaries</i>	\$136,657	\$91,066	\$96,605	\$96,605	\$96,605
<i>Employee Benefits</i>	33,049	23,108	25,459	25,025	25,025
<i>Contractual Services</i>					
Maintenance and Repair Services	700	3,140	3,525	3,525	3,525
Printing and Binding Services	0	1,725	863	863	863
Advertising and Public Relations Services	804	1,670	1,000	1,000	1,000
Software Purchases	192	0	0	0	0
<i>Other Charges</i>					
Office Supplies	652	1,350	1,350	1,350	1,350
Subscriptions	45	125	125	125	125
Audiovisual Supplies	438	215	215	215	215
Volunteer Recognition	0	2,500	0	0	0
Travel and Training	376	4,310	2,650	2,650	2,650
Communications - Telecommunications	131	120	120	120	120
Communications - Postage and Mailing Services	1	85	85	85	85
<b>TOTAL</b>	<b>\$173,045</b>	<b>\$129,414</b>	<b>\$131,997</b>	<b>\$131,563</b>	<b>\$131,563</b>



### FINANCIAL SERVICES

**POSITION SUMMARY**  
 .....  
 49 City Funded Positions  
 -----  
 49 Total Funded Positions





**Financial Services.** Comprised of the Office of the Director, Accounting, Billings & Collections, Budget and Procurement Divisions.

	Actual FY 2004	Adopted FY 2005	Department Requested FY 2006	Manager's Proposed FY 2006	Adopted FY 2006
<b>POSITION SUMMARY</b>					
City Funded	51	50	51	49	49
<b>TOTAL FTE</b>	<b>51</b>	<b>50</b>	<b>51</b>	<b>49</b>	<b>49</b>
<b>BUDGET SUMMARY</b>					
<i>Salaries</i>	\$1,737,401	\$1,728,349	\$1,791,108	\$1,746,216	\$1,746,216
<i>Employee Benefits</i>	556,456	614,869	679,987	643,075	643,075
<i>Contractual Services</i>					
Maintenance and Repair Services	13,730	12,300	12,300	12,300	12,300
Professional Services - Audit & Fiscal Management	63,060	128,572	227,129	227,129	227,129
Temporary Personnel	21,030	20,000	12,000	12,000	12,000
Printing and Binding Services	2,435	10,113	10,113	10,113	10,113
Advertising and Public Relations Services	1,039	2,806	2,500	2,500	2,500
Software Purchases	0	0	1,250	1,250	1,250
Food & Dietary Serv.	799	700	700	700	700
Banking Services	51,396	66,880	69,904	69,904	69,904
Financial Security Serv.	1,594	1,594	1,594	1,594	1,594
Miscellaneous	912	6,514	514	514	514
<i>Other Charges</i>					
Forms & Stationery	36,718	62,984	59,233	59,233	59,233
Office Supplies	32,441	43,007	36,685	36,685	36,685
Books & Publications	1,078	1,096	1,046	1,046	1,046
Subscriptions	1,973	1,494	1,494	1,494	1,494
Awards & Recognition	183	1,000	1,000	1,000	1,000
Food and Dietary	604	0	1,000	1,000	1,000
Minor Equipment/Tools	1,359	2,700	2,700	2,700	2,700
Com. M&R Parts	342	0			
Comp./Office M&R Parts	457	0	0	0	0
Travel and Training	38,202	58,680	66,305	66,305	66,305
Communications - Telecommunications	1,555	1,940	2,140	1,340	1,340
Communications - Postage and Mailing Services	160,960	171,252	166,950	166,950	166,950
Inventory Expenses	0	2,400	2,900	2,900	2,900
Dues & Memberships	1,777	4,290	4,690	4,690	4,690
Courtesies to Guests	0	150	0	0	0
Miscellaneous Expenses	744	550	550	550	550
Apparel/Protective Wear	21	0	0	0	0
Auction Related Expenses	(101)	0	0	0	0
Gas/Diesel Private Co	58	0	0	0	0
<i>Rental and Leases</i>	18,252	20,454	20,839	20,839	20,839
<i>Capital Outlay</i>	5,869	3,000	111,210	21,210	21,210
<b>TOTAL</b>	<b>\$2,752,344</b>	<b>\$2,967,694</b>	<b>\$3,287,841</b>	<b>\$3,115,237</b>	<b>\$3,115,237</b>



**Financial Services – Office of the Director.** Responsible for the overall planning and leadership to prudently manage financial operations and recommend and implement sound fiscal policies. In addition, long-range financial planning, debt management and coordination of the annual audit are major responsibilities of the Office of the Director.

	Actual FY 2004	Adopted FY 2005	Department Requested FY 2006	Manager's Proposed FY 2006	Adopted FY 2006
<b>POSITION SUMMARY</b>					
City Funded	4	5	5	5	5
<b>TOTAL FTE</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>BUDGET SUMMARY</b>					
<i>Salaries</i>	\$288,477	\$292,136	\$297,388	\$297,388	\$297,388
<i>Employee Benefits</i>	81,640	91,216	100,298	97,918	97,918
<i>Contractual Services</i>					
Maintenance and Repair Services	95	100	100	100	100
Professional Services	10,000	5,000	5,000	5,000	5,000
Printing and Binding Services	35	0	0	0	0
Miscellaneous	0	0	0	0	0
<i>Other Charges</i>					
Office Supplies	630	1,125	1,125	1,125	1,125
Books & Publications	74	0	0	0	0
Awards & Recognition	0	0	1,000	1,000	1,000
Food and Dietary	50	0	0	0	0
Minor Equipment/Tools	0	2,700	2,700	2,700	2,700
Comp./Office M&R Parts	192	0	0	0	0
Travel and Training	4,103	11,910	12,720	12,720	12,720
Communications - Telecommunications	0	100	100	100	100
Communications - Postage and Mailing Services	262	50	50	50	50
Dues & Memberships	314	940	965	965	965
<b>TOTAL</b>	<b>\$385,872</b>	<b>\$405,277</b>	<b>\$421,446</b>	<b>\$419,066</b>	<b>\$419,066</b>

**Financial Services – Office of the Director Budget Description**

The Department Requested FY 2006 Financial Services – Office of the Director budget of \$421,446 represents a 4.0% increase of \$16,169 as compared to the Adopted FY 2005 budget of \$405,277.

Significant changes introduced in the Department Requested FY 2006 budget include:

- \$14,334 increase in Salaries reflecting FY 2005 adjustments and increases in Benefits reflecting the loss of the holiday for life insurance, retirement contributions, and increased health and dental insurance costs.
- \$810 increase in Training and Conferences to cover New World Systems conference.

Major item requested not proposed by the City Manager for funding:

- \$2,380 due to the continuation of VRS life insurance holiday.

The Proposed FY 2006 Financial Services/Director budget was adopted by City Council without changes.



**Financial Services – Office of the Director Performance Measures**

Goal 1:

Provide timely and professional analysis, interpretation, and presentation of the City’s financial position.

Objective:

Receive the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association

Performance Measure:

Certificate of Achievement for Excellence in Financial Reporting.

Projected FY 2005

Yes

Target FY 2006

Yes

Goal 2:

Ensure the City is financially sound and has an investment grade bond rating

Objective:

Receive a bond rating from the three bond rating agencies

Performance Measure:

Maintain at least a AA Bond rating by three bond rating agencies.

Projected FY 2005

AA

Target FY 2006

AA



**Financial Services – Accounting Division.** Administers the financial, payroll, accounts payable and fixed assets systems and processes for all funds, the largest of which is the General Fund. The Division also prepares financial analysis for City Council, Administration and Departments, as well as required reports for Federal/State/Local and other regulatory agencies, auditors, private sector financial entities and the citizenry. In addition, the Division accounts for Federal and/or State funded grants/projects, performs cash management/investment functions, administers the debt portfolio and compiles all the information necessary to complete the annual independent audit.

	Actual FY 2004	Adopted FY 2005	Department Requested FY 2006	Manager's Proposed FY 2006	Adopted FY 2006
<b>POSITION SUMMARY</b>					
City Funded	15	15	15	14	14
<b>TOTAL FTE</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>14</b>	<b>14</b>
<b>BUDGET SUMMARY</b>					
<i>Salaries</i>	\$574,801	\$565,916	\$583,848	\$542,118	\$542,118
<i>Employee Benefits</i>	178,746	196,489	215,457	196,037	196,037
<i>Contractual Services</i>					
Maintenance and Repair Services	750	1,000	1,000	1,000	1,000
Professional Services - Audit & Fiscal Management	40,000	113,072	210,129	210,129	210,129
Printing and Binding Services	0	1,600	1,600	1,600	1,600
Banking Services	51,396	66,880	69,904	69,904	69,904
<i>Other Charges</i>					
Forms & Stationery	3,765	5,612	5,930	5,930	5,930
Office Supplies	12,039	13,008	13,660	13,660	13,660
Books & Publications	601	400	400	400	400
Subscriptions	1,973	1,494	1,494	1,494	1,494
Awards & Recognition	0	1,000	0	0	0
Food and Dietary	465	0	1,000	1,000	1,000
Comp./Office M&R Parts	265	0	0	0	0
Com. M&R Parts	342	0	0	0	0
Gas/Diesel Private Co	38	0	0	0	0
Travel and Training	16,407	25,135	28,235	28,235	28,235
Communications - Telecommunications	546	550	550	550	550
Communications - Postage and Mailing Services	4,478	7,589	5,200	5,200	5,200
Dues & Memberships	254	1,450	1,570	1,570	1,570
Miscellaneous Expenses	550	550	550	550	550
<b>TOTAL</b>	<b>\$887,416</b>	<b>\$1,001,745</b>	<b>\$1,140,527</b>	<b>\$1,079,377</b>	<b>\$1,079,377</b>



**Financial Services – Accounting Division Budget Description**

The Department Requested FY 2006 Financial Services – Accounting Division budget of \$1,140,527 represents a 13.9% increase of \$138,782 as compared to the Adopted FY 2005 budget of \$1,001,745.

Significant changes introduced in the Department Requested FY 2006 budget include:

- \$4,984 in Overtime for non-exempt staff.
- \$10,212 in Benefits.
- \$97,057 in Auditing electing to account for the audit in Accounting other than non-departmental.
- \$3,024 in Banking Services reflecting new services for Ambulance Billing.
- \$3,100 in Training for staff to attend Virginia Government Finance Officers Association Certification and Investments Training.
- Decrease of \$2,389 in Postage expenditures.

Major items requested not proposed by the City Manager for funding include:

- \$56,852 elimination of vacant Accountant III position.
- \$4,298 due to the continuation of VRS life insurance holiday.

The Proposed FY 2006 Financial Services/Accounting budget was adopted by City Council without changes.

**Financial Services – Accounting Division Performance Measures**

Goal 1:

Facilitate timely and accurate payments to vendors for goods and services provided to the City.

Objective:

Improve the percentage of payments made within 45 days

Performance Measure:

Increase of Payments made within 45 days

Projected FY 2005

15%

Target FY 2006

15%

Goal 2:

Provide timely and professional analysis, interpretation, and presentation of the City’s financial position through financial reporting and oversight.

Objective:

Complete the Comprehensive Annual Financial Report and deliver to the State Auditor of Public Accounts by December 5 of each year

Performance Measure:

Number of business days to “close” a fiscal year and complete the annual audit.

Projected FY 2005

43/108

Target FY 2006

43/108

Goal 3:

Provide effective education of City financial system users

Objective:

Provide users with the training necessary to perform their jobs effectively and efficiently through the use of the City’s financial system

Performance Measure:

Number of training classes provided

Projected FY 2005

1

Target FY 2006

2





**Financial Services – Billings & Collections Division.** Primarily responsible for the billing and collection, both current and delinquent, of substantially all City revenues. This division provides for the billing and collection of real estate taxes, personal property taxes, business license taxes, water and sewer bills, parking tickets, delinquent ambulance bills, vehicle decals, trash tags and a variety of other revenues due the City.

	Actual FY 2004	Adopted FY 2005	Department Requested FY 2006	Manager's Proposed FY 2006	Adopted FY 2006
<b>POSITION SUMMARY</b>					
City Funded	26	24	24	24	24
<b>TOTAL FTE</b>	<b>26</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>
<b>BUDGET SUMMARY</b>					
<i>Salaries</i>	\$638,937	\$625,039	\$644,738	\$644,738	\$644,738
<i>Employee Benefits</i>	225,955	245,636	266,111	260,950	260,950
<i>Contractual Services</i>					
Maintenance and Repair Services	12,885	11,200	11,200	11,200	11,200
Professional Services	13,060	10,500	12,000	12,000	12,000
Temporary Personnel	10,586	20,000	12,000	12,000	12,000
Advertising and Public Relations Services	816	1,306	1,000	1,000	1,000
Software Purchases	0	0	1,250	1,250	1,250
Food & Dietary Serv.	799	700	700	700	700
Financial Security Serv.	1,594	1,594	1,594	1,594	1,594
Miscellaneous	912	6,514	514	514	514
<i>Other Charges</i>					
Forms & Stationery	31,960	55,622	52,503	52,503	52,503
Office Supplies	12,155	21,574	14,400	14,400	14,400
Apparel/Protective Wear	21	0	0	0	0
Books & Publications	359	96	96	96	96
Awards & Recognition	183	0	0	0	0
Minor Equipment/Tools	1,359	0	0	0	0
Gas/Diesel Private Co	20	0	0	0	0
Travel and Training	9,764	6,635	6,850	6,850	6,850
Communications - Telecommunications	540	290	490	490	490
Communications - Postage and Mailing Services	154,739	161,113	160,000	160,000	160,000
Dues & Memberships	634	430	385	385	385
Miscellaneous Expenses	194	0	0	0	0
<i>Rental and Leases</i>	2,684	2,668	2,668	2,668	2,668
<i>Capital Outlay</i>					
Computer Equipment	0	0	21,210	21,210	21,210
Furniture & Fixtures	4,869	3,000	0	0	0
Specific Use Equipment	0	0	90,000	0	0
<b>TOTAL</b>	<b>\$1,125,025</b>	<b>\$1,173,917</b>	<b>\$1,299,709</b>	<b>\$1,204,548</b>	<b>\$1,204,548</b>



**Financial Services – Billings and Collections Division Budget Description**

The Department Requested FY 2006 Financial Services – Billings and Collections Division budget of \$1,299,709 represents a 10.7% increase of \$125,792 as compared to the Adopted FY 2005 budget of \$1,173,917.

Significant changes introduced in the Department Requested FY 2006 budget include:

- \$21,210 increase in Computer Equipment - Capital Outlay reflecting the replacement of 6 personal computer cash registers.
- \$90,000 increase in Specific Use Equipment-Capital Outlay reflecting the replacement of the payment processor.
- \$8,000 decrease in Temporary Personnel reflecting the reorganization of decal sales.
- \$6,000 decrease in Miscellaneous Contractual Services reflecting the removal of New World Systems training from the budget.
- \$7,174 decrease in Office Supplies reflecting the cost incurred with printing bills has been outsourced to Mailing Services.
- \$70,115 decrease in United States Postal Service costs reflecting the elimination of the use of the bulk mail permit.
- \$69,002 increase in the Mailing Service costs reflecting the printing of bills and postage metering have been outsourced.

Major items requested not proposed by the City Manager for funding include:

- \$90,000 for replacement of payment processor.
- \$5,161 due to the continuation of VRS life insurance holiday.

The Proposed FY 2006 Financial Services – Billings and Collections Division budget was adopted by City Council without changes.

**Financial Services – Billings and Collections Division Performance Measure**

Goal 1:

Make the payment of taxes and fees by citizens and businesses as easy as possible.

Objective:

Provide as many different ways to accept payments as possible.

Performance Measure:	Projected FY 2005	Target FY 2006
Increase number of payment methods	5	7
Increase number of types of bills that can be paid electronically	4	5
Increase number of payments made electronically	1,440	3,000



**Financial Services – Budget Division.** Responsible for working with the City Manager’s Office to develop the annual operating budget and capital improvement program. This Division assists City departments, agencies and citizens with budget matters and questions; as well as preparing and managing both the operating budget and capital improvement programs. The Division also provides research, data compilation and various management reports related to budget matters.

	<b>Actual FY 2004</b>	<b>Adopted FY 2005</b>	<b>Department Requested FY 2006</b>	<b>Manager's Proposed FY 2006</b>	<b>Adopted FY 2006</b>
<b>POSITION SUMMARY</b>					
City Funded	2	2	2	2	2
<b>TOTAL FTE</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>BUDGET SUMMARY</b>					
<i>Salaries</i>	\$78,261	\$71,500	\$85,042	\$85,042	\$85,042
<i>Employee Benefits</i>	24,267	25,296	30,928	30,252	30,252
<i>Contractual Services</i>					
Printing and Binding Services	2,400	8,513	8,513	8,513	8,513
<i>Other Charges</i>					
Forms & Stationery	271	250	300	300	300
Office Supplies	2,293	800	1,000	1,000	1,000
Books & Publications	22	200	150	150	150
Travel and Training	3,823	5,000	5,000	5,000	5,000
Communications - Postage and Mailing	18	100	100	100	100
Dues & Memberships	235	250	750	750	750
Courtesies to Guests	0	150	0	0	0
<b>TOTAL</b>	<b>\$111,590</b>	<b>\$112,059</b>	<b>\$131,783</b>	<b>\$131,107</b>	<b>\$131,107</b>



**Financial Services – Budget Division Budget Description**

The Department Requested FY 2006 Financial Services – Budget Division budget of \$131,783 represents a 17.6 % increase of \$19,724 as compared to the Adopted FY 2005 budget of \$ 112,059.

Significant changes introduced in the Department Requested FY 2006 budget include:

- \$19,574 increase in full-time Salaries and Benefits reflecting staff changes and rising health and dental insurance costs.
- \$500 increase in Dues and Memberships reflecting participation in the GFOA Distinguished Budget Award program.

Major item requested not proposed by the City Manager for funding:

- \$676 due to the continuation of VRS life insurance holiday.

The Proposed FY 2006 Financial Services – Budget Division budget was adopted by City Council without changes.

**Financial Services – Budget Division Performance Measures**

Goal 1:

Provide integrated business practices that help focus the City’s resources on citizens.

Objective:

To promote stakeholder participation in the budget process.

Performance Measure:

Increase Citizen Volunteer Budget Analysts

Projected FY 2005

2

Target FY 2006

3

Goal 2:

Provide financial management information to Council, departments, agencies, investor and citizens to increase confidence in City government and make informed decisions about provisions of services and City resources.

Objective:

Ensure that policy makers and stakeholders have clear, reliable information on how tax dollars are spent and understand the value they are getting in terms of results.

Performance Measure:

Publish accurate and informative financial documents that comply with other GFOA Distinguished Budget Presentation Award standards.

Projected FY 2005

No

Target FY 2006

Yes



**Financial Services – Procurement Division.** Provides a full range of service to internal and external customers in the acquisition of goods and services, including construction and professional services, recordation and disposition of City owned surplus property, provides mail services to City departments and maintains City Hall copiers.

	Actual FY 2004	Adopted FY 2005	Department Requested FY 2006	Manager's Proposed FY 2006	Adopted FY 2006
<b>POSITION SUMMARY</b>					
City Funded	4	4	5	4	4
<b>TOTAL FTE</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>4</b>	<b>4</b>
<b>BUDGET SUMMARY</b>					
<i>Salaries</i>	\$156,925	\$173,758	\$180,092	\$176,930	\$176,930
<i>Employee Benefits</i>	45,848	56,232	67,193	57,918	57,918
<i>Contractual Services</i>					
Temporary Personnel	10,444	0	0	0	0
Advertising and Public Relations Services	223	1,500	1,500	1,500	1,500
<i>Other Charges</i>					
Forms & Stationery	722	1,500	500	500	500
Office Supplies	5,324	6,500	6,500	6,500	6,500
Books & Publications	22	400	400	400	400
Food and Dietary	89	0	0	0	0
Travel and Training	4,105	10,000	13,500	13,500	13,500
Communications - Telecommunications	469	1,000	1,000	200	200
Communications - Postage and Mailing Services	1,463	2,400	1,600	1,600	1,600
Inventory Expenses	0	2,400	2,900	2,900	2,900
Dues & Memberships	340	1,220	1,020	1,020	1,020
Auction Related Expenses	(101)	0	0	0	0
<i>Rental and Leases</i>	15,568	17,786	18,171	18,171	18,171
<i>Capital Outlay</i>	1,000	0	0	0	0
<b>TOTAL</b>	<b>\$242,441</b>	<b>\$274,696</b>	<b>\$294,376</b>	<b>\$281,139</b>	<b>\$281,139</b>



**Financial Services – Procurement Division Budget Description**

The Department Requested FY 2006 Financial Services – Procurement Division budget of \$294,376 represents a 7.2% increase of \$19,680 as compared to the Adopted FY 2005 budget of \$274,696.

Significant changes introduced in the Department Requested FY 2006 budget include:

- \$17,530 increase in Salaries and Benefits reflecting reclassification of a wage position from Administrative Secretary to Purchasing Technician.
- \$3,500 increase in Travel and Training reflecting costs to train two (2) new Buyers and upgrade skill sets of existing Purchasing Technician.

Major items requested not proposed by the City Manager for funding include:

- \$11,196 in benefits due to not converting the wage position to full-time.
- \$1,241 due to the continuation of VRS life insurance holiday.
- \$800 in telecommunications based on historical spending.

The Proposed FY 2006 Financial Services – Procurement Division budget was adopted by City Council without changes.

**Financial Services – Procurement Division Performance Measures**

Goal 1:

Improve internal customer awareness of procurement services, through education and involvement of end users.

Objective:

Establish an end user group to meet quarterly and discuss Division initiatives, roles and responsibilities relative to the procedural requirements of the purchasing process.

Performance Measure:

Conduct two (2) internal customer service surveys beginning the first month of the fiscal year and again prior to the close of the fiscal year.

Projected FY 2005

Target FY 2006

Increased internal customer satisfaction based on a review of the Procurement Division

5%

10%

Goal 2:

Reduce office supply costs

Objective:

Centralize the purchase of office supplies through the use of the Commonwealth of Virginia’s government to business portal (e-VA).

Performance Measure:

Reflect annual savings compared to FY 2005 results

Projected FY 2005

Target FY 2006

5-7%

Additional 2% over first year