



# Council Priorities

Education

Infrastructure, Street Maintenance and Repairs  
Preliminary Fiscal Year 2021 Forecast

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Organizational Development

November 4, 2019



# Education

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Organizational Development

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# Dreams4RPS Goals

Dreams4RPS, created in partnership with the RPS community and unanimously adopted by the Richmond City School Board, clearly outlines 10 key goals for the next five years.

<b>1</b>	<b>ACCREDITATION</b> Achieve 100% full accreditation.
<b>2</b>	<b>GRADUATION</b> Increase the graduation rate as well as the percentage of graduates attending a 4-year or 2-year college, entering the workforce in a living wage job, or participating in national service – overall and for each subgroup (race, economic status, IEP status, and ELL status).
<b>3</b>	<b>ACADEMICS</b> Increase the proficiency and advanced rates in reading, writing, math, science, and social studies – overall and for each subgroup.
<b>4</b>	<b>TEACHER RETENTION</b> Increase teacher retention – overall and for each subgroup.
<b>5</b>	<b>EQUITY</b> Decrease the gaps in proficiency and advanced rates – by race, economic status, ELL status, and IEP status.
<b>6</b>	<b>SATISFACTION</b> Increase student satisfaction (for example, with school culture, building cleanliness, and engagement level of classes); family satisfaction (for example, with school safety, academic rigor, and timeliness of transportation); and staff satisfaction (for example, with level of support, freedom to offer feedback, and availability of resources) – overall and for each subgroup.
<b>7</b>	<b>ENROLLMENT</b> Increase student enrollment – overall and for each subgroup.
<b>8</b>	<b>ATTENDANCE</b> Decrease chronic absenteeism – overall and for each subgroup.
<b>9</b>	<b>RESTORATIVE JUSTICE</b> Decrease suspensions – overall and for each subgroup.
<b>10</b>	<b>FUNDING</b> Increase funding from local, state, federal, and philanthropic sources.



# Infrastructure, Street Maintenance and Repairs

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Organizational Development

November 4, 2019

# Department of Public Works

*Organizational Development Meeting 11-4-2019*



Presented by Bobby Vincent, Director



# Organizational Development

*DPW Agenda 11-4-2019*

- City's strategic goals and objectives
- Overview of Public Works
- Human Resources Availability and Vacancies
- Defining Critical Budget Priorities
- Opportunities and challenges foreseen



# City of Richmond's Objectives

*The Department of Public Works Role*

## The One Richmond agenda consists of four goals:

- Improving the quality of public education and the lives of children and families in Richmond using a holistic approach
- Promoting social and economic inclusion of those who have been left out of our city's prosperity, through inclusive economic development and community wealth building strategies
- Promoting public safety in all our neighborhoods
- Providing high-quality public services to all resident's while being wise stewards of our City's infrastructure and natural resources



# Department of Public Works

Budget, Human Resources and Vacancies



Fund Description	Code	FTE Total	Vacancies	Vac Rate%
General Fund		221	88	39.8%
Special Fund		241	85	35.3%
Internal Service Fund		54	14	25.9%
Enterprise Fund		12	4	33.3%
Capital Budget		26	6	23.1%
<b>Totals</b>		<b>554</b>	<b>197</b>	<b>35.6%</b>

**NOTE:** 88 GF Vacancies  
\$1.5M in Funding

*(Equates to 25 positions  
@\$45k salary plus benefits)*

Fund Description	Code	FY20 Budget
General Fund		\$ 36,808,454.00
Special Fund		\$ 34,571,972.00
Internal Service Fund		\$ 17,803,201.00
Enterprise Fund		\$ 19,493,770.00
Capital Budget		\$ 62,180,273.00
<b>Totals</b>		<b>\$ 170,857,670.00</b>





# Critical Budget Priorities

Previous Fiscal Year Successes



## Previous Successes through Budgeting for Critical Priorities

- ✓ Solid Waste Bulk and Brush Program
  - Bi-Monthly Collection with Recycling Schedule
- ✓ Snow Removal Program
  - In-House resources combined with DPU Stormwater
- ✓ Leaf Collection Program
  - Working through Solid Waste Bag and Go
- ✓ Alley Maintenance Program
  - Preventive Maintenance Program for 1,300+/- ea year
- ✓ Paving Restoration Program
  - Obtaining \$15M for Critical Infrastructure
- ✓ Pothole Maintenance Program
  - One-Man Pothole Machine



# Department of Public Works

Top Service Request of DPW (*status as of 10-25-2019*)



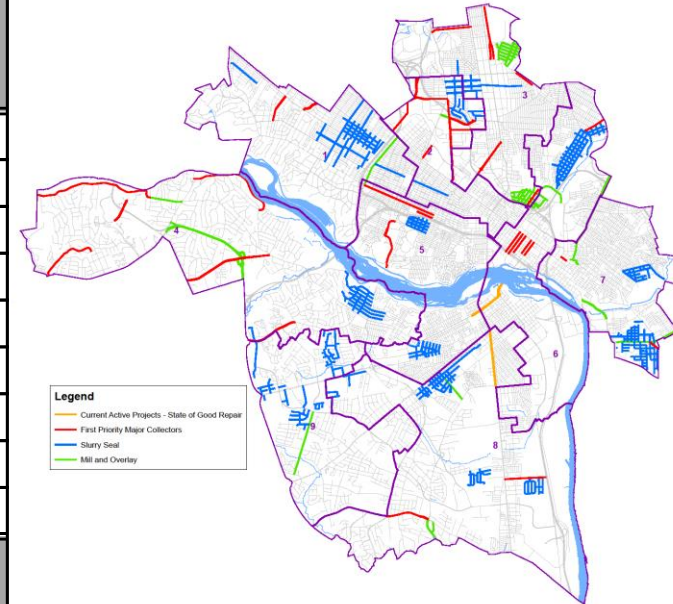
Category	Received 1/1/2019 - Present	Closed 1/1/2019 - Present	Total Open	Production (Open-Rec Ratio)
Potholes	4,296	4,401	376	Green
UF Standard Pruning	517	508	1,366	Red
UF Tree Removal	548	320	958	Red
UF Stump Removal	150	72	348	Red
TED Regualtory Sign Repair	422	576	23	Green
TED Traffic Signal Out	160	198	1	Green
Gravel Alley Repair	1,406	2,600	692	Yellow
Sidewalks Concrete Assessment	592	175	2,028	Red
Sidewalks Brick Assessment	162	35	557	Red
Supercan Delivery	5,368	4,187	2,509	Yellow
UF Tree Request for Inspection	1,215	586	3,142	Red
<b>Total</b>	<b>14,836</b>	<b>13,658</b>	<b>12,000</b>	Yellow



# Investment into RVA STREETS



Council District	Total Lane Miles	% Lane Miles of City	Lane Miles of Poor and Fair	Cost to Repair Poor and Fair Streets	% of Poor and Fair Streets
1	287.41	12.3%	197.10	\$ 13,083,178.65	68.6%
2	220.49	9.5%	142.23	\$ 10,350,758.71	64.5%
3	235.98	10.1%	167.89	\$ 11,168,499.09	71.1%
4	307.79	13.2%	200.03	\$ 13,762,236.81	65.0%
5	198.87	8.5%	140.95	\$ 8,990,687.54	70.9%
6	289.10	12.4%	162.93	\$ 11,107,399.38	56.4%
7	251.60	10.8%	180.61	\$ 11,763,263.35	71.8%
8	371.17	15.9%	232.78	\$ 17,210,706.82	62.7%
9	166.94	7.2%	101.50	\$ 6,719,484.81	60.8%
<b>Total</b>	<b>2,329.35</b>	<b>100.0%</b>	<b>1,526.03</b>	<b>\$ 104,156,215.15</b>	

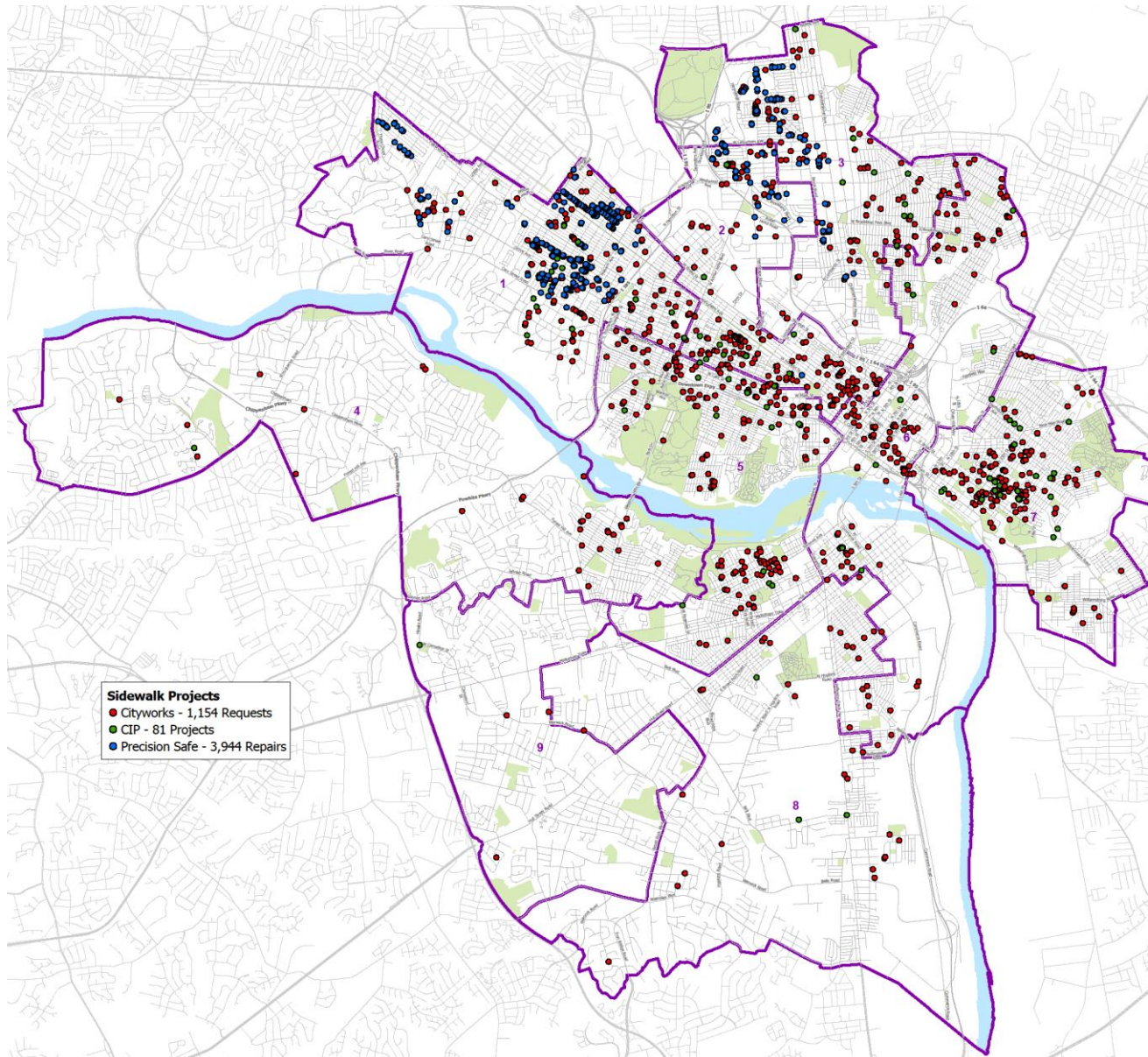


# Sidewalk Projects Completed January 2017 – September 2019

## Sidewalk Project Description

- **Cityworks – 1,154 Request**
  - Represents projects small scale in nature, less than ½ block.
  - Work performed by “In-House” Roadway Maintenance Staff
- **CIP– 81 Projects**
  - These are Capital Improvement Projects.
  - Large scale in nature ranging from ½ to multiple blocks
  - Work performed by annual or bid out contractors
- **Precision Safe – 3,944 Request**
  - Represents very small tripping hazards located throughout the city.
  - Project size measured in less than 1 SY increments
  - Performed by contractor

**Total Repairs: 5,179 locations**



# Investment into RVA SIDEWALKS



Council District	% of City	# of Miles	Average Condition Score 0-25	Average Proximity Score
1	13.8%	104.673	10.401	8.995
2	11.9%	90.22	9.913	9.746
3	13.9%	105.454	10.568	9.438
4	3.8%	28.969	10.348	9.581
5	13.6%	103.476	10.706	9.872
6	15.7%	119.226	9.923	9.379
7	15.3%	116.554	9.042	10.047
8	9.2%	69.909	9.846	9.982
9	3.0%	22.479	9.348	9.842
<b>Total</b>		<b>760.96</b>	<b>10.021</b>	<b>9.625</b>

Council District	Miles of Poor and Very Poor	% of Poor
<b>Condition ONLY!</b>		
1	6.159	13.9%
2	5.971	13.5%
3	13.959	31.6%
4	0.511	1.2%
5	9.045	20.5%
6	5.349	12.1%
7	0.865	2.0%
8	2.205	5.0%
9	0.114	0.3%
<b>Total LM</b>	<b>44.178</b>	

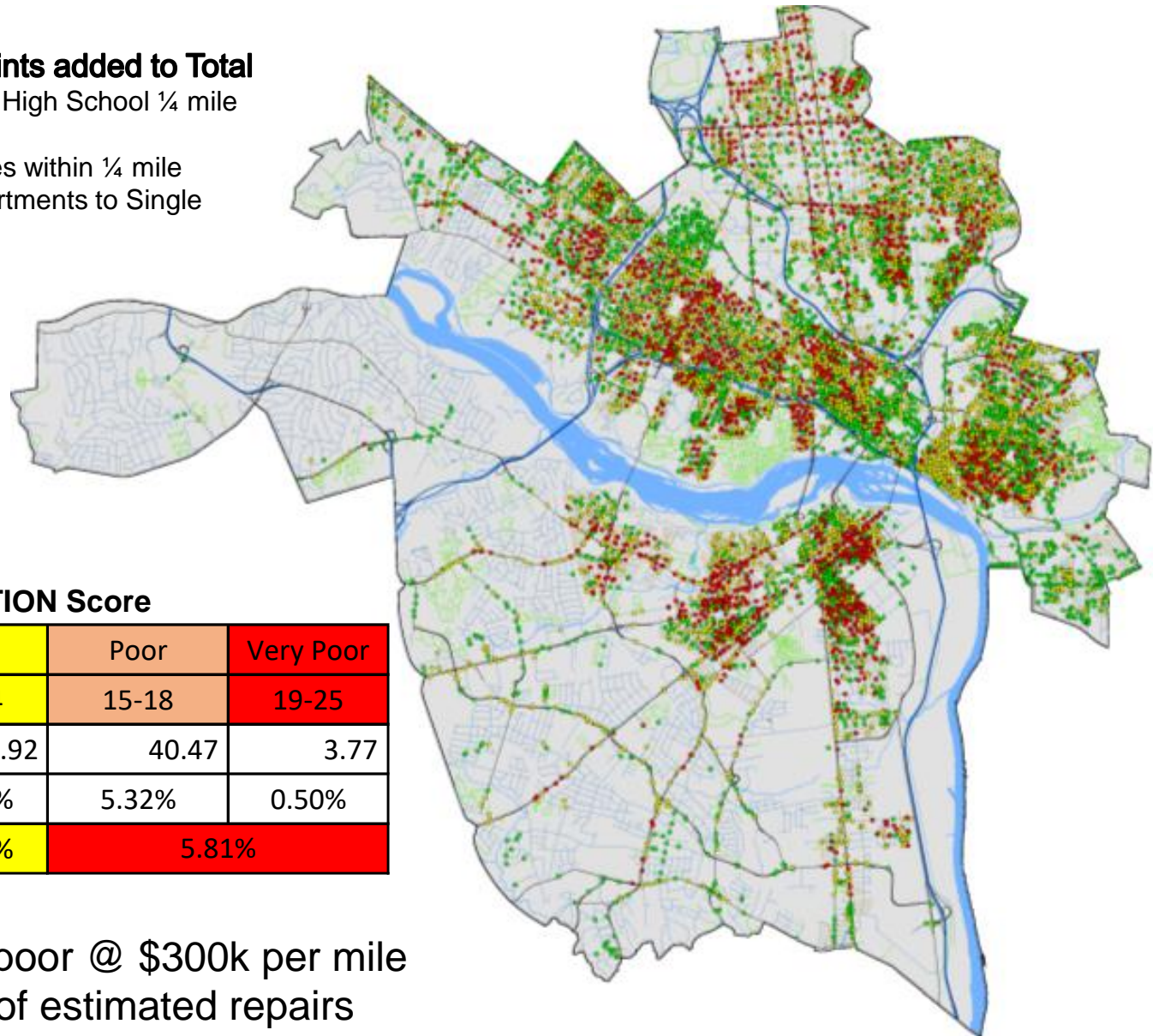


Council District	QTY	%
<b>CY 2019 Closed Sidewalk Request</b>		
<i>Concrete, Brick and Unsafe Condition</i>		
1	21	8.2%
2	70	27.3%
3	48	18.8%
4	29	11.3%
5	37	14.5%
6	27	10.5%
7	18	7.0%
8	6	2.3%
9	0	0.0%
<b>Total WO</b>	<b>256</b>	

# SIDEWALKS Proximity/Condition Rating

## Proximity Criteria – 3-15 points added to Total

- School - Elementary ½ mile High School ¼ mile
- Church within ¼ mil
- Retail/Commercial Properties within ¼ mile
- Neighborhood Density (Apartments to Single Family)



## Total CONDITION Score

Very Good	Good	Fair	Poor	Very Poor
8	9-10	11-14	15-18	19-25
429.11	40.83	246.92	40.47	3.77
56.38%	5.36%	32.44%	5.32%	0.50%
61.74%		32.44%	5.81%	

**NOTE:** 44.2 miles of poor @ \$300k per mile  
\$13.3M work of estimated repairs

# Sidewalk as a Critical Budget Priority

## Proposal for Sidewalk Continued Success



Current Staffing per Crew (# personnel) consist of 1 Concrete (4), 1 Brick (3), and 1 Breakout (3)

Sidewalk Maintenance Type	Current # of OPEN Request	Weeks of Work thru Oct '19	Current Complete per week	Proposed Completions/Week		Current Backlog		Proposed Backlog	
				# of Crews	# Request	Weeks	Years	Weeks	Years
Concrete	2,028	25	7.0	5	35.0	289.7	5.6	57.9	1.1
Brick	557	20	1.8	3	5.3	318.3	6.1	106.1	2.0

### Human Resources

Crew Name	Position	Salary	# of Crews	# of Staff	Total
Concrete	Mason	\$ 50,000.00	4	16	\$ 800,000.00
Brick	Mason	\$ 50,000.00	2	6	\$ 300,000.00
Breakout	Operator	\$ 50,000.00	2	6	\$ 300,000.00
<b>Totals</b>			<b>8</b>	<b>28</b>	<b>\$ 1,400,000.00</b>

### Equipment Resources

Crew Name	Vehicle	Cost	# of Crews	Trk/Crew	Total
Mobilization	Pickup	\$ 40,000.00	8	2	\$ 640,000.00
Material	Concrete	\$ 200,000.00	1	1	\$ 200,000.00
<b>Totals</b>				<b>3</b>	<b>\$ 840,000.00</b>

<b>Program Enhancement Total</b>				<b>\$ 2,240,000.00</b>
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# Department of Public Works

Top Needs within Public Works



## Solid Waste Refuse Trucks

- Average Age, 9 years, normal service life, 7 years
- Need a plan to purchase 5 per year @ \$250k = \$1.25M
- How, a \$1.00 increase in Solid Waste fees equates to \$780k/Yr
  - Current fee of \$20.80 for the collection of up to four cans (residents), and bulk and brush (bi-weekly)



## Sidewalk Maintenance Program

- Currently, 1 Concrete Crew, 1 Brick Crew, 1 Breakout Crew
- Need, 5 Concrete Crews, 3 Brick Crews, 3 Breakout Crews
- \$2.24M to decrease concrete request from 5yrs to 1yr, brick 6y to 2y



## Continued \$15M annually for Paving

This will allow for the paving of nearly 300 lane miles/Yr

## Citizen Engagement and Education

This will allow for fewer needs for Code Enforcement







# Supplemental Informational Pages



# DPW Operational Divisions

Torrence Robinson [TORRENCE.ROBINSON@RICHMONDGOV.COM](mailto:TORRENCE.ROBINSON@RICHMONDGOV.COM)

Kenny Horak (CIP Paving) [KENNETH.HORAK@RICHMONDGOV.COM](mailto:KENNETH.HORAK@RICHMONDGOV.COM)



## Street Cleaning

Leaf Collection – 10,000 tons annually  
Cleaning 15,000 lane miles annually



## CIP Paving

100+/- lane miles annually  
Milling, Overlay, & Slurry Sealing



## Roadway Maintenance

25,000 Potholes, 1,300 alleys, concrete & brick sidewalk repairs and snow removal



## Urban Forestry

120,000 tree sites, 2,000 +/- plantings,  
1,000 tree removals, 1,500 pruning's



## Solid Waste

450 tons daily MSW, 15,000 B&B request, 160,000 supercans



## Grounds Maintenance

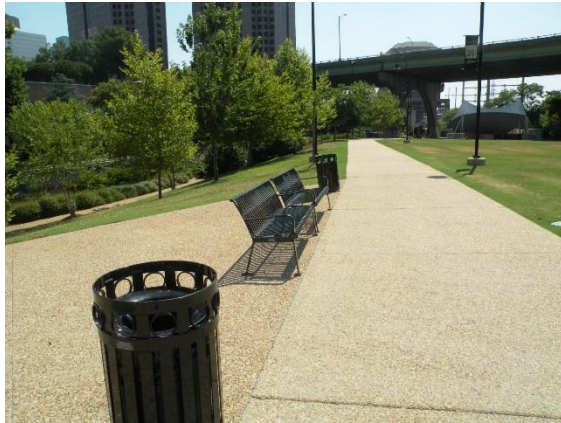
150+ Parks, 150+ medians, 65 schools, 50 playgrounds, 25 facilities & Graffiti



# DPW Engineering Divisions

M. Khara (CIP, ROW, Bridge, Traffic) [M.KHARA@RICHMONDGOV.COM](mailto:M.KHARA@RICHMONDGOV.COM)

Robert Stone (Special Capital Projects) [ROBERT.STONE@RICHMONDGOV.COM](mailto:ROBERT.STONE@RICHMONDGOV.COM)



## CIP Engineering

ROW Capital Improvement Projects



## CIP Sidewalk Maintenance

Installation/Repair of Sidewalks



## Right of Way

Permits, Encroachments and Surveys



## Traffic Engineering

Vision Zero, Signs, Signals and Striping



## Special CIP Projects

RPS, RPD, RFD, Courts, Facilities



## Bridge Maintenance

80+ Structures & Overpasses



# DPW General Divisions

Gail Johnson (Fleet) [GAIL.JOHNSON@RICHMONDGOV.COM](mailto:GAIL.JOHNSON@RICHMONDGOV.COM)

Lynne Lancaster (Parking & Transportation) [LYNNE.LANCASTER@RICHMONDGOV.COM](mailto:LYNNE.LANCASTER@RICHMONDGOV.COM)

Kenny Hill (Facilities & Security) [KENNETH.HILL@RICHMONDGOV.COM](mailto:KENNETH.HILL@RICHMONDGOV.COM)



## Facilities Maintenance

Maintenance and Custodians of 80+ Buildings



## Security

Building Security



## Fleet Maintenance

Maintenance/Repair of 2,250+ Vehicles



## Parking Lots/Meters

1,500 on-street spaces, 563 single space meters and 6,169 off-street spaces. The City operates 6 parking lots and 11 parking garages.



## Transportation Planning

Coordination with GRTC, TED, Bike, Ped, State & Federal Government Grants





# Preliminary Fiscal Year 2021 Forecast

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Organizational Development

November 4, 2019

# Multi-Year Forecast

- Administration prepares a long range, multi-year revenue and expenditure forecast
- City staff start projections in late September through January and work with numerous departments
- Projections serve as the basis for the upcoming fiscal year budget, while providing an outlook into future years
- Figures are estimates and are subject to change. Reflects known items at a point in time
- Helps guide decision making and keeps all informed of (known) issues facing the City

# Multi-Year Forecast

- City staff are currently preparing the 5 year forecast for eventual presentation to City Council in January
- However, based on past forecasts and items known today, there are several expenditures that will impact the City's budget in FY2021
- This presentation will highlight just a few of the known expenditure items, particularly non-discretionary items that must be funded in the upcoming FY2021 budget
- Specific impacts and costs of these items are still being determined and will be determined over the coming months

# FY2021 Forecast Assumptions

- Revenues
  - The City monitors revenues frequently and are also projected as part of the 5 year forecast
  - Based on past trends and recent collections (FY19), the following are likely to increase:
    - Real Estate Taxes
    - Personal Property Taxes
    - Sales Taxes
  - The following are likely to decrease or stagnate
    - Admissions Taxes
    - Communications Taxes
    - Most State revenue

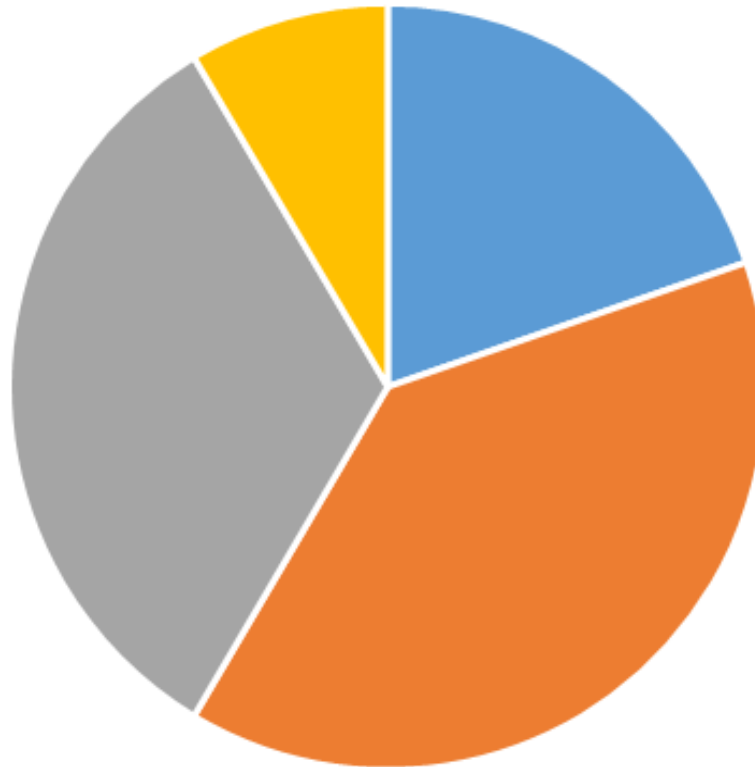


# FY2021 Forecast Assumptions

- Expenditures
- The following are known (as of today) items that will need to be adjusted against the base budget (FY2020):
  - Non-discretionary expenditures (obligations)
  - Removal of one-time items that will add to base
- This does not include:
  - The addition of discretionary items (new programs, employee benefits, etc.)
  - Any requests for new funds by departments

# FY2021 Expenditure Assumptions

**FY2021 Projected Budget Drivers**



■ VRIP ■ Debt ■ Retirement ■ Healthcare

# Expenditure Forecast Assumptions

- Operating Highlights

- **Debt – Budget Driver**

- Last year's General Fund, 5 year forecast for debt service projections included:
  - FY20 = \$72.1M
  - **FY21 = \$77.9M**
- Increases are due to payment schedule of recent CIP projects
- Finance staff re-evaluate debt service costs every year, during December timeframe
- City must pay it's obligated debt payments

# FY2021 Forecast Assumptions

- Non-Discretionary Personnel Highlights
  - Retirement – Budget Driver
  - Per RRS, in FY2021:
    - General Employee Rate – Increase From 53.46% to 84.31%
    - Police and Fire Rate – Decrease From 41.66% to 38.40%
    - Trend is projected to continue in out years – Contribution rate will continue to rise as contributing members decrease. VRIP also accelerated this process
    - FY21 costs will be determined, however.....

# FY2021 Forecast Assumptions

- Non-Discretionary Personnel Highlights
  - Retirement – Budget Driver
  - Per RRS, in FY2021:
    - General Employee Rate – Increase From 53.46% to 84.31%
    - In FY20 City budgeted (general fund) est. \$12.3M in retirement for those in the defined benefits plan
    - A rate increase to 84.31% would have equated to a \$19.6M general fund contribution for those in the defined benefits plan in FY20

# FY2021 Forecast Assumptions

- Non-Discretionary Personnel Highlights
  - Retirement – Budget Driver
  - Per RRS, in FY2021:
    - Police and Fire Rate – Decrease From 41.66% to 38.40%
    - In FY20 City budgeted (general fund) est. \$24.6M in retirement for those in the sworn defined benefits plan
    - A rate decrease to 38.40% would have equated to a \$22.7M general fund contribution for those in the sworn defined benefits plan in FY20

# Expenditure Forecast Assumptions

- Operating Highlights

- Non Departmental – [Voluntary Retirement Incentive Program \(VRIP\)](#)
- City Council approved a one time savings of **(\$3M)** in the FY20 budget associated with VRIP
- This savings amount needs to be removed in FY21 -and results in a net increase in costs in FY21 (due to the removal of a negative budget)

# FY2021 Forecast Assumptions

- Non-Discretionary Personnel Highlights

- Benefits

- Health Insurance – Budget Driver

- City currently on a calendar year for health insurance plan
- HR provides a final estimated rate adjustment in late Jan/early Feb timeframe after several months of trend data
- Historically shown an increase in the employer rate (assumes employer continues to cover cost increases in plan)
- Continued trend of employer covering plan cost increases will likely result in increased costs for City



# FY2021 Forecast Assumptions

- Non-Discretionary Personnel Highlights

- Benefits

- Health Insurance – Budget Driver

- Jan. – Dec. of 2019 rates were 5.6% higher than 2018 rates
- Jan. – Dec. of 2020 rates projected to be 4.6% higher than 2019 rates
  - This resulted in an increase of an \$1.3M from FY19 to FY20
- Next and future year's rates (assuming City covers full cost increase) could increase by +5% but will be determined

# Other Non-Discretionary Items

- Contractual obligations
  - Increases in contractual obligations identified by Departments, eg. Sheriff Inmate Medical, DPW related contracts, etc.
- Life/Health/Safety and other Non-discretionary
  - Lease agreements, security upgrades, software fees, life/safety equipment, etc.

# Conclusion

- Non-Discretionary items - Budget Drivers - will take priority in upcoming FY2021 budget
  - Debt service
  - Retirement and health care
  - Increases in contractual obligations
  - Removal of VRIP savings
  - Other non-discretionary items
- Above budget drivers tend to utilize much of the annual growth in tax revenue
- THIS MAKES FUNDING ALL OTHER DISCRETIONARY ITEMS VERY CHALLENGING
- Growth in local tax base is critical:
  - Supplements annual growth in local tax revenue
    - Provides additional revenue to fund other critical services and priorities outside of what can be funded with standard, annual growth in tax revenue
  - Shifts more of the tax burden from residents/residential property owners
    - Helps expand the base of tax payers – businesses, visitors, etc. share a larger portion of the “burden” – leads to more diversification of the tax base



# Questions

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