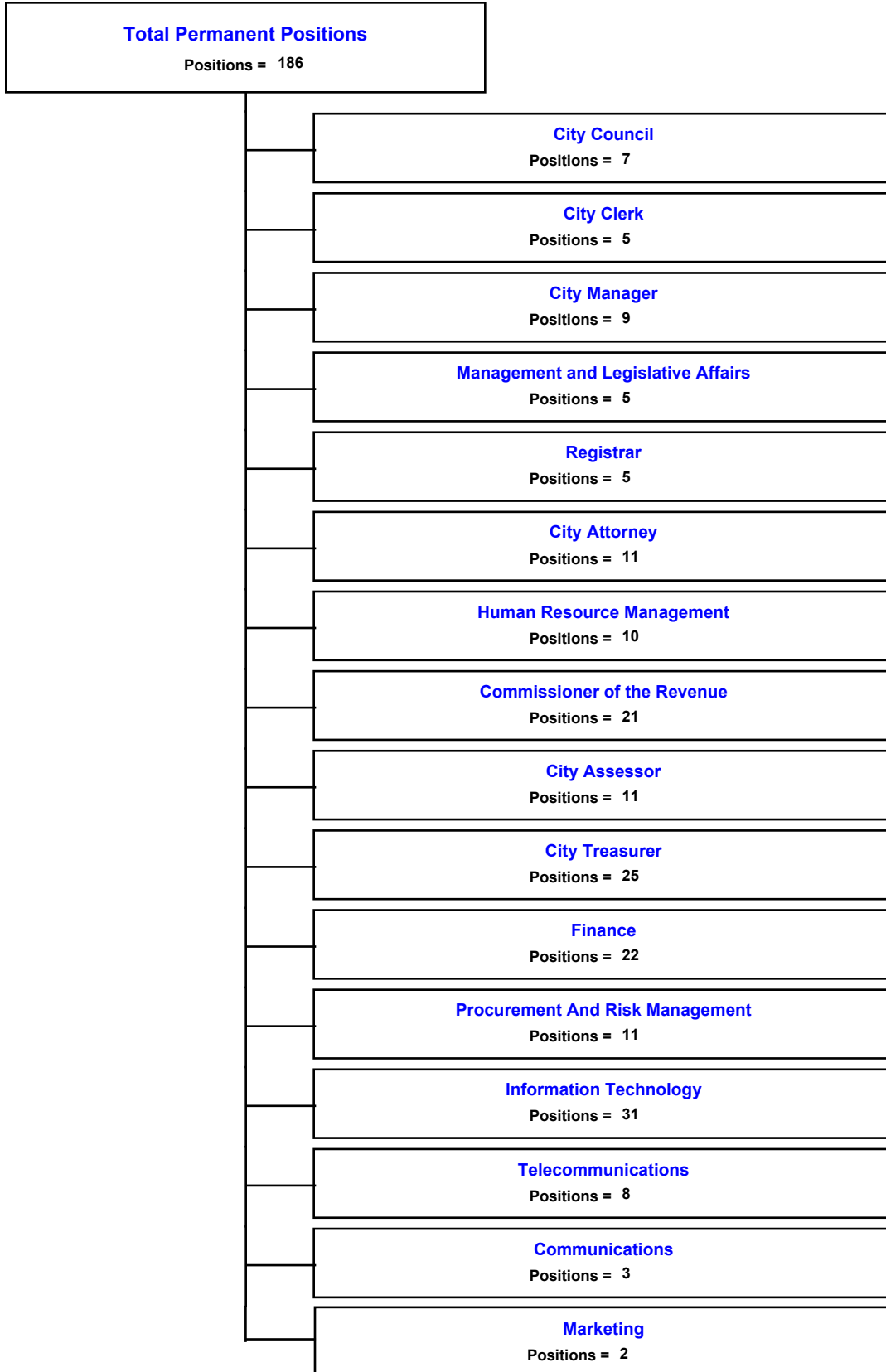


**General Government**  
**Business Center Index**

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**General Government**  
**Business Center Organizational Chart**



**City of Portsmouth  
Fiscal Year 2009 Adopted Budget**

**General Government**

**Description of Services Provided**

This business center includes the departments that provide the overall general administration of the City to include City Council, City Clerk, City Manager, Management and Legislative Affairs, Office of Marketing, Office of Communications, City Attorney, Human Resources, the Civil Service Commission, City Registrar, Commissioner of the Revenue, City Assessor, City Treasurer, Finance, Procurement and Risk Management and the Department of Information Technology.

<b>Business Units</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2008 Amended</b>	<b>FY 2009 Adopted</b>
City Council	427,058	437,450	437,450	440,969
City Clerk	325,773	345,793	345,793	363,066
City Manager	1,327,291	1,231,217	1,231,217	1,255,826
Management and Legislative Affairs	652,165	718,148	718,148	572,053
Registrar	425,508	587,082	587,082	617,704
City Attorney	1,361,678	1,648,350	1,648,350	1,575,660
Human Resource Management	1,048,938	1,259,592	1,259,592	1,217,607
Civil Service Commission	53,595	66,473	66,473	79,400
Commissioner of the Revenue	1,273,577	1,614,991	1,614,991	1,527,697
City Assessor	869,062	957,522	957,522	885,687
City Treasurer	1,744,435	1,878,978	1,878,978	1,875,278
Finance	1,881,513	2,129,514	2,129,514	2,047,863
Procurement And Risk Management	6,284,779	7,997,394	7,997,394	8,183,316
Health Insurance Fund	13,281,162	21,925,806	21,925,806	21,925,806
Information Technology	4,213,874	4,681,252	4,681,252	4,335,313
Telecommunications	1,096,104	1,492,492	1,492,492	1,526,605
Communications	334,097	414,337	414,337	398,220
Marketing	1,013,170	1,103,186	1,103,186	1,089,810
<b>Total Budget</b>	<b>37,613,778</b>	<b>50,489,577</b>	<b>50,489,577</b>	<b>49,917,880</b>
<b>Total Permanent Positions</b>	<b>187</b>	<b>187</b>	<b>188</b>	<b>186</b>
<b>Funding Sources</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2008 Amended</b>	<b>FY 2009 Adopted</b>
100 General Fund	13,456,976	15,669,407	15,669,407	15,216,901
810 Information Technology Fund	5,309,978	6,173,744	6,173,744	5,861,918
820 Risk Management Fund	5,565,663	6,720,620	6,720,620	6,913,255
830 Health Insurance Fund	13,281,162	21,925,806	21,925,806	21,925,806
<b>Total Funding</b>	<b>37,613,778</b>	<b>50,489,577</b>	<b>50,489,577</b>	<b>49,917,880</b>

**City of Portsmouth  
Fiscal Year 2009 Adopted Budget**

**General Government  
City Council**

**Business Unit Mission Statement**

The City Council is the City government's legislative body. Composed of a Mayor and six members, the Council is elected at-large to serve four-year terms. On an at-large and non-partisan basis, the Mayor and the Council are directly elected by the voters. The City Council is the legislative policy-making body and oversees the City's well being. As the City's policy leaders and to ensure the health, safety, and welfare and the City's continued progress, Council adopts all laws, resolutions, and ordinances.

<b>Expenditure Categories</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2008 Amended</b>	<b>FY 2009 Adopted</b>
Salaries	163,001	159,122	159,122	163,000
Benefits	120,076	121,673	121,673	122,756
Other Operating Expenses	128,039	142,185	142,185	141,800
Internal Service Charges	15,942	14,470	14,470	13,413
<b>Net Budget</b>	<b>427,058</b>	<b>437,450</b>	<b>437,450</b>	<b>440,969</b>
<b>Total Budget</b>	<b>427,058</b>	<b>437,450</b>	<b>437,450</b>	<b>440,969</b>
<b>Total Permanent Positions</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>
<b>Funding Sources</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2008 Amended</b>	<b>FY 2009 Adopted</b>
100 General Fund	427,058	437,450	437,450	440,969
<b>Total Funding</b>	<b>427,058</b>	<b>437,450</b>	<b>437,450</b>	<b>440,969</b>

**City of Portsmouth  
Fiscal Year 2009 Adopted Budget**

**General Government  
City Clerk**

**Business Unit Mission Statement**

The City Clerk is appointed by the City Council and services at their pleasure. The office acts as the City's historian, and they file and preserve all books, records, official bond documents, and papers. These records are available for public inspection. The Clerk is the City's corporate seal custodian and is the officer authorized to use and authenticate it.

**Description of Services Provided**

The City Clerk's Office provides such services as the preparation of the City Council meeting agenda; coordinate the daily activities and events of the City Council; City Department and citizen support; provide records management of City contracts, ordinances and resolutions. Also serves as the coordinator and manager of the City Council Boards and Commissions process and implementation.

<b>Expenditure Categories</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2008 Amended</b>	<b>FY 2009 Adopted</b>
Salaries	199,748	203,612	203,612	209,322
Benefits	64,819	70,093	70,093	84,391
Other Operating Expenses	26,226	35,362	35,362	35,227
Internal Service Charges	34,979	36,726	36,726	34,126
<b>Net Budget</b>	<b>325,773</b>	<b>345,793</b>	<b>345,793</b>	<b>363,066</b>
<b>Total Budget</b>	<b>325,773</b>	<b>345,793</b>	<b>345,793</b>	<b>363,066</b>
<b>Total Permanent Positions</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>Funding Sources</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2008 Amended</b>	<b>FY 2009 Adopted</b>
100 General Fund	325,773	345,793	345,793	363,066
<b>Total Funding</b>	<b>325,773</b>	<b>345,793</b>	<b>345,793</b>	<b>363,066</b>

**City of Portsmouth  
Fiscal Year 2009 Adopted Budget**

**General Government  
City Manager**

**Business Unit Mission Statement**

The City Manager is the City's Chief Administrative and Executive Officer and provides organizational management direction. In accordance with the policies established by the Council, the City manager is responsible for the efficient administration of all City affairs. The City Manager's office provides mayoral and City Council management and administrative support.

- In achieving the City Council's goals, the City Manager's office guides the City staff and operations.
- The City Manager provides direction in the implementation of development projects.
- To develop a high performance organization, the City Manager provides the framework and leadership for the organization.

<b>Expenditure Categories</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2008 Amended</b>	<b>FY 2009 Adopted</b>
Salaries	719,523	696,220	696,220	775,746
Allowances	66,186	30,400	30,400	30,400
Benefits	154,054	166,478	166,478	187,073
Other Operating Expenses	349,301	292,629	292,629	225,322
Internal Service Charges	38,227	45,490	45,490	37,285
<b>Net Budget</b>	<b>1,327,291</b>	<b>1,231,217</b>	<b>1,231,217</b>	<b>1,255,826</b>
<b>Total Budget</b>	<b>1,327,291</b>	<b>1,231,217</b>	<b>1,231,217</b>	<b>1,255,826</b>
<b>Total Permanent Positions</b>	<b>8</b>	<b>8</b>	<b>9</b>	<b>9</b>

<b>Funding Sources</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2008 Amended</b>	<b>FY 2009 Adopted</b>
100 General Fund	1,327,291	1,231,217	1,231,217	1,255,826
<b>Total Funding</b>	<b>1,327,291</b>	<b>1,231,217</b>	<b>1,231,217</b>	<b>1,255,826</b>

**City of Portsmouth  
Fiscal Year 2009 Adopted Budget**

**General Government  
Management and Legislative Affairs**

**Business Unit Mission Statement**

The Office of Management Services serves as staff support for the Office of the City Manager and the Executive Management Team. It is a revenue-generating department, which maintains responsibility for administering the City's Grants Program, the Community Planning and Development Programs, the State and Federal Legislative Programs, the City Council Agenda Process, and research projects for the City. Additionally, its staff participates on various local, regional, and statewide boards and special committees.

**Description of Services Provided**

Citywide Grants Program--Coordination of the monitoring, technical assistance, and support services aspects to federal, state and private foundation grants. These duties also include management of all correspondence and programatic reports, facilitation of the City's Grants Process Action Team, and acting as liaison between granting agencies and the City. Facilitate the Community Grants Program, including the Support to Civic Organizations application process and the administration of the eCivis Grants Locator System.

Community Planning and Development Programs (CDBG, HOME, ESG, HOPWA)--oversight of sub-recipients, approval of all HUD programmatic and financial related budget expenditures, preparation of HUD reports, serve as City liaison to HUD, and participate and support City-wide agencies relating to Community Planning and Development.

State and Federal Legislative Programs--facilitation of the legislative review process, including preparation of the City's Legislative Package to the Virginia General Assembly, presentation of General Assembly updates and the Final Legislative Report to City Council, and the development and coordination of the City's annual federal legislative proposals and appropriation requests. Also, Management Services is responsible for maintaining and administering the Portsmouth Online Legislative Information Tracking and Intergovernmental Communications System (POLITICS).

City Council Agenda Process--Coordination of the City Council Public Work Session and City Manager's Report Agendas. Management Services also coordinates presentations and provides task reports to Executive Management Team detailing City Council member and citizen requests during City Council meetings.

Accurate and timely research and analysis conducted at the request of the Executive Management Team and in response to citizen inquiries and complaints.

<b>Expenditure Categories</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2008 Amended</b>	<b>FY 2009 Adopted</b>
Salaries	319,085	315,910	315,910	258,522
Benefits	107,596	130,990	130,990	102,092
Other Operating Expenses	201,576	245,479	245,479	190,154
Internal Service Charges	23,907	25,769	25,769	21,285
<b>Net Budget</b>	<b>652,165</b>	<b>718,148</b>	<b>718,148</b>	<b>572,053</b>
<b>Total Budget</b>	<b>652,165</b>	<b>718,148</b>	<b>718,148</b>	<b>572,053</b>
<b>Total Permanent Positions</b>	<b>6</b>	<b>6</b>	<b>5</b>	<b>5</b>
<b>Funding Sources</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2008 Amended</b>	<b>FY 2009 Adopted</b>
100 General Fund	652,165	718,148	718,148	572,053
<b>Total Funding</b>	<b>652,165</b>	<b>718,148</b>	<b>718,148</b>	<b>572,053</b>

**Outcomes and Accomplishments**

During Fiscal Year 2006-2007, the Office of Management Services continued to maintain and expand its services in support of the City Manager's Office and the Executive Management Team. Two new services taken on by the Office was the facilitation of the City Council Agenda Process for Public Work Sessions and City Manager's Reports, and the coordination of the City's Plan to End Homelessness efforts. In addition, a new Management Analyst position was created and hired, giving Management Services a current professional staff count of six. It is also worth noting that there have been no staff turnovers in Management Services since it was reorganized in 2004.

**General Government**  
**Management and Legislative Affairs**

Management Services developed several new initiatives in its Legislative, Grants, and Community Planning and Development (CPD) programs, which were successfully implemented in FY 2007. These initiatives include an internal automated legislative tracking system, an application and expanded public hearing process for the annual CPD Action Plan, a civic engagement group for the state and federal legislative process, the re-introduction of the Community Grants Program for non-profit and other civic organizations, and the creation and coordination of the Portsmouth Homeless Taskforce. Furthermore, Management Services staff managed and participated in some very successful community projects – most notably the 2006 Habitat for Humanity Homebuilders Blitz and the “Seed to Feed People in Need” garden growing project with the City’s churches and faith-based organizations.

Two significant initiatives that were started in FY 2006, and being developed for FY 2007 by Management Services, include: a new civic organization funding policy and procedures; and the City-wide implementation and training of a new grants locator and management system (eCivis), to be available for City departments, the Portsmouth Schools Division, as well as community and faith based organizations in the City.

The following is a list of specific accomplishments in FY 2006-2007 among the various programs within the Office of Management Services:

Expansion of the Citizen Legislative Advisory Group (CLAG), as a significant example of civic engagement in the City's legislative process during the General Assembly Session. Also, a very successful bus trip to Richmond with the CLAG, which included more citizens than ever before, and featured a private sit-down meeting and photo opportunity with the newly elected Governor Kaine.

TeamRFP process and selection of the City's new federal lobbyist, Van Scoyoc Associates.

Coordinated with the Department of Information Technology to develop an internal tracking and analysis system for reviewing legislation during the Virginia General Assembly Session called the Portsmouth Online Legislative Information Tracking and Intergovernmental Communications System (POLITICS). Management Services has used POLITICS to distribute 536 pieces of legislation to City departments for review and comment. The table below provides information on how the City fared on bills for which it adopted an official position. A total of 30 departments received bills through POLITICS, of which 25 utilized the system to communicate their legislative responses. The utilization rate consists of the percentage of bills for which a department has indicated a position, divided by the total number of bills received by them through POLITICS. The table on the next page shows how each department utilized POLITICS. This table is arranged to show the levels of usage among departments from most active to least active, respectively. Fifty six percent of departments using the system had a utilization rate that ranged either medium or high, meaning those departments used the system for over 50 percent of the bills they were assigned to review. Management Services, along with the Department of Information Technology, was awarded the 2006 National League of Cities Awards for Municipal Excellence for POLITICS.

**Major Budget Variances**

The only major variance in this proposed FY 2008 Budget for the Office of Management Services is a \$25,740 increase in the Contractual Services line (33100). This requested increase is to renew the contract with eCivis Grants Locator for a second year of the subscription to its resources and services, which would enable the City and its community and faith based organizations to continue using the system through August 2008.

**City of Portsmouth  
Fiscal Year 2009 Adopted Budget**

**General Government  
Registrar**

**Business Unit Mission Statement**

The mission of the Office of the General Registrar is to provide the means by which qualified residents of the city can register and vote in accordance with state law. In addition, our office has primary responsibility for protecting the integrity of the electoral process, improving voter registration and promoting voter education and participation.

**Description of Services Provided**

The General Registrar's Office provides the following services:

Voter Registration is offered during normal business hours in our main office (City Hall) as well as the Division of Motor Vehicle (Churchland DMV).

Election information (candidate information and elected officials) is provided to civic leagues, clubs, and organizations.

Citizens are sent a candidate information card in their water bill for the November general elections.

Brochures, sample ballots, voting demonstrations, and election information are provided to the schools. Each year, we provide our public high-school students with voter registration materials.

There are 92 city locations-including libraries, schools, recreation centers, post offices, grocery stores, and businesses-where voter registration applications may be obtained.

<b>Expenditure Categories</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2008 Amended</b>	<b>FY 2009 Adopted</b>
Salaries	257,027	365,491	365,491	397,275
Allowances	15,099	15,358	15,358	17,458
Benefits	60,390	71,176	71,176	80,444
Other Operating Expenses	54,126	93,020	93,020	100,814
Internal Service Charges	38,867	42,037	42,037	21,713
<b>Net Budget</b>	<b>425,508</b>	<b>587,082</b>	<b>587,082</b>	<b>617,704</b>
<b>Total Budget</b>	<b>425,508</b>	<b>587,082</b>	<b>587,082</b>	<b>617,704</b>
<b>Total Permanent Positions</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

<b>Funding Sources</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2008 Amended</b>	<b>FY 2009 Adopted</b>
100 General Fund	425,508	587,082	587,082	617,704
<b>Total Funding</b>	<b>425,508</b>	<b>587,082</b>	<b>587,082</b>	<b>617,704</b>

**Strategic Goals**

- To protect the integrity of the electoral process
- To improve voter registration and the electoral process for Portsmouth residents
- To promote voter participation among Portsmouth residents
- To promote voter education among Portsmouth residents

**Outcomes and Accomplishments**

Our city has 100,000 residents and over 56,209 registered voters. Our city often has the highest voter turnout in Hampton Roads.

**City of Portsmouth  
Fiscal Year 2009 Adopted Budget**

**General Government  
City Attorney**

**Business Unit Mission Statement**

The Law Department's mission is to provide the highest quality legal advice and representation to the City Council and the City Manager, the School Board and the Superintendent of Schools, and all of their departments, boards and commissions, and agencies.

The Department works to facilitate achievement of City Council and School Board goals through the development and use of efficient, effective, and creative legal strategies.

**Description of Services Provided**

The Law Department advises the City Council and the School Board on all legal matters, drafts Council ordinances and resolutions, serves as legal advisor to City and School Board staffs and to City boards and Commissions. We also represent the City and the School Board in civil litigation, prosecutes City Code violations, collects City and School Board debts, reviews Freedom of Information requests, reviews contracts, and prepares legal documents necessary to the conduct of public business.

<b>Expenditure Categories</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2008 Amended</b>	<b>FY 2009 Adopted</b>
Salaries	825,432	809,456	809,456	831,746
Allowances	6,730	13,386	13,386	24,944
Benefits	218,195	240,316	240,316	246,365
Other Operating Expenses	271,140	500,731	500,731	419,125
Internal Service Charges	40,181	84,461	84,461	53,480
<b>Net Budget</b>	<b>1,361,678</b>	<b>1,648,350</b>	<b>1,648,350</b>	<b>1,575,660</b>
<b>Total Budget</b>	<b>1,361,678</b>	<b>1,648,350</b>	<b>1,648,350</b>	<b>1,575,660</b>
<b>Total Permanent Positions</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>

<b>Funding Sources</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2008 Amended</b>	<b>FY 2009 Adopted</b>
100 General Fund	1,361,678	1,648,350	1,648,350	1,575,660
<b>Total Funding</b>	<b>1,361,678</b>	<b>1,648,350</b>	<b>1,648,350</b>	<b>1,575,660</b>

**Major Budget Variances**

The trend most impacting the Law Department is the continuing increase in the complexity of litigation for housing employment, and other general liability claims. This litigation, because of its complexity and because of conflicts between the legal positions of the City and individual defendants, continues to require the retention of outside legal counsel.

**City of Portsmouth  
Fiscal Year 2009 Adopted Budget**

**General Government  
Human Resource Management**

**Business Unit Mission Statement**

The mission of the Department of Human Resource Management is to provide and assist departments with maintaining a highly motivated work force equipped with the skills required to promote a high performance organization in order to deliver high quality and cost effective services to the citizens of Portsmouth.

We are committed to serve as a role model, by delivering quality Human Resource Management services in an environment that exemplifies competence, growth, equity, flexibility, diversity and accountability while recognizing that City employees are our number one priority. Based on these initiatives, we will contribute and enhance the quality of life of our residents while improving the community as a whole.

**Description of Services Provided**

The Department of Human Resource Management manages a centralized, full-service human services function including the following areas: Human Resource Management Administration; Employee Relations; Pay and Classification; Equal Employment Opportunity Plan; Americans with Disabilities Act; Benefit Administration; Employee Recognition Programs; Employee of the Month and Year; Employee Incentive Program; Quarterly Team Award; Leadership Recognition Award; Recruitment and Employment; Administration of Employment Process; and participation in Job Fairs.

Training and development opportunities are also available to employees and include programs such as supervisor's orientation, new employee orientation, employee assistance program sponsored trainings, customer service training, coaching and communication, performance evaluation guidelines, tuition assistance program, internship program and a volunteer program.

Employee benefit programs include medical, dental, vision, flexible spending accounts, legal plan, Virginia Retirement System, basic and optional life insurance and a deferred compensation (457 plan).

The department is the City liaison to the Civil Service Commission (CSC).

<b>Expenditure Categories</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2008 Amended</b>	<b>FY 2009 Adopted</b>
Salaries	434,662	526,446	526,446	494,594
Benefits	144,193	194,347	194,347	154,489
Other Operating Expenses	389,839	403,125	403,125	486,869
Internal Service Charges	80,244	135,674	135,674	81,655
<b>Net Budget</b>	<b>1,048,938</b>	<b>1,259,592</b>	<b>1,259,592</b>	<b>1,217,607</b>
<b>Total Budget</b>	<b>1,048,938</b>	<b>1,259,592</b>	<b>1,259,592</b>	<b>1,217,607</b>
<b>Total Permanent Positions</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>10</b>
<b>Funding Sources</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2008 Amended</b>	<b>FY 2009 Adopted</b>
100 General Fund	1,048,938	1,259,592	1,259,592	1,217,607
<b>Total Funding</b>	<b>1,048,938</b>	<b>1,259,592</b>	<b>1,259,592</b>	<b>1,217,607</b>

**General Government**  
**Human Resource Management**

**Strategic Goals**

The Department of Human Resource Management will undertake accomplishing the goals and initiatives, which relate directly to our mission and City Council's Vision of Lifelong Learning and Bold New Directions.

We are committed to serve as a role model, by delivering quality Human Resource Management services in an environment that exemplifies excellence, competence, career growth, equity, flexibility, diversity and accountability while recognizing that City employees are our number one priority. Through these things, we will contribute and support City Council's Vision of Thriving Neighborhoods and a Sense of Community.

We will strive to implement the following goals for each budget year:

**Workforce Planning:**

- The Department will advance recruitment efforts utilizing innovative services to assist City departments in attracting well-qualified applicants, while continuing to train, develop and grow existing employees.

**Training and Development:**

- The Department's goal is to continue to build our human capacity by investing in our employees, realizing that City employees are a priority, through enhanced training programs to further develop and maintain energetic, highly skilled and productive employees.

**Strategic Leadership:**

- The Department will continue to preserve and promote the strategic leadership of Human Resource Management through innovative business and people strategies.

**Outcomes and Accomplishments**

In FY07...

- Our recruitment efforts have resulted in receiving over 5000 applications and hiring approximately 400 employees, with over 130 current employees being promoted.

- Awarded approximately \$33,100 in Tuition Assistance for total of 213 credit hours and 71 participants, which is an increase from last budget year in funding assistance, credit hours and participants.

- Coordinated citywide Leadership Trainings, such as "Creative Thinking in Leadership" by Chic Thompson and "Good to Great" by Gerry Brokaw, for over approximately 400 employees across all departments.

- Actively participate in a statewide salary survey, TechNet, coordinated by the Virginia Institute of Government, which requires collaboration with our market cities to establish the appropriate benchmarks.

- Conducted eight informational meetings for benefit eligible active employees during open enrollment with over 1,100 employees submitting changes to their benefit elections. In addition, we conducted numerous consultations in person and by telephone with employees and retirees for their healthcare needs.

- Conducted bi-weekly New Employee Orientation classes for over 280 employees, Interview Training Sessions for approximately 30 employees, and Quarterly Supervisor's Orientation classes for approximately 30 supervisors, managers and Department Heads.

- Approximately 40 employees participated in the Employee Assistance Program (EAP) training sessions that were offered by Sentara Mental Health Management.

- Administered a citywide Volunteer Program for over 170 volunteers who dedicated approximately 3,000 volunteer hours to various City Departments and we continue to enhance the City's Volunteer Program to assist individuals, departments and neighborhoods in improving the quality of life within their community.

**General Government**  
**Human Resource Management**

•Administered our citywide Employee Recognition Program, honoring 12 Employees of the Month and 4 Teams of the Quarter. In addition, we coordinated and honored an Employee of the Year, which is sponsored by the Kiwanis Club of Churchland.

•In December 2007, we recognized 238 employees for the City's Annual Service Award Recognition Program who reached the milestone years of 5, 10, 15, 20, 25, 30 and 35, totaling 2,435 years of dedicated service!

**City of Portsmouth  
Fiscal Year 2009 Adopted Budget**

**General Government  
Civil Service Commission**

**Business Unit Mission Statement**

The Civil Service Commission is appointed by the judges of the Circuit Court of the City of Portsmouth and provides oversight of the Civil Service Commission. The Human Resource Management Department provides professional staff support to the Commission in all areas of its operation.

The Department of Human Resource Management serves as the liaison to the Civil Service Commission for the Fire and Police Departments regarding the administration of Civil Service Rules, recruitment, testing, promotion and appeals for eligibility, discipline and other employment related matters of the protective service employees and applicants.

**Description of Services Provided**

- Administer entry-level and promotional exams to fire and police candidates in accordance with the needs of the departments and as approved by the Civil Service Commission.
- Provide timely processing and resolution of question, inquiries and concerns from protective service employees and candidates.
- Provide timely response and explanation of hiring procedures and all Civil Service Rules to applicants, employees and management staff of the Fire and Police Department.

<b>Expenditure Categories</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2008 Amended</b>	<b>FY 2009 Adopted</b>
Other Operating Expenses	53,595	66,473	66,473	79,400
<b>Net Budget</b>	<b>53,595</b>	<b>66,473</b>	<b>66,473</b>	<b>79,400</b>
<b>Total Budget</b>	<b>53,595</b>	<b>66,473</b>	<b>66,473</b>	<b>79,400</b>

<b>Funding Sources</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2008 Amended</b>	<b>FY 2009 Adopted</b>
100 General Fund	53,595	66,473	66,473	79,400
<b>Total Funding</b>	<b>53,595</b>	<b>66,473</b>	<b>66,473</b>	<b>79,400</b>

**Strategic Goals**

During the budget year, the Department of Human Resource Management will assist the Civil Service Commission in undertaking the goals and initiatives that relate directly to the department's mission and City Council's vision of Thriving Neighborhoods and a Sense of Community.

**Outcomes and Accomplishments**

- In FY07, the Human Resource Management Department facilitated four entry-level examinations for the Police Department and five entry-level examinations for the Fire Department with a total of 528 applicants for both departments.
- Also, coordinated five Civil Service Commission meetings, which included one appeal hearing and approximately ten other requests from various current and former employees for the Commission to address.

**City of Portsmouth  
Fiscal Year 2009 Adopted Budget**

**General Government  
Commissioner of the Revenue**

**Business Unit Mission Statement**

As a taxpayer advocate, the Commissioner of the Revenue is elected to serve the Commonwealth citizens. As they pertain to personal and business personal property, state income, business licenses, food, alcohol, lodging, amusement and short-term rental taxes, the Commissioner ensures proper state and local tax code compliance. Being a Constitutional Office and elected by the citizenry, the department values accuracy, helpfulness, courtesy, respect, integrity and public fairness.

**Description of Services Provided**

The Commissioner of the Revenue Services is comprised of the following units:

Business License Unit:

- The business license department is in charge of assessment for business license(s) for individuals/corporations, cigarette taxes, schedule-c's, workman compensation affidavits, and residential permits.

Business Personal Property Unit:

- The business personal property department is charged with the assessment of business personal property taxes, vehicles for businesses, leased vehicles and machinery/tool assessments.

Personal Property Unit:

- The personal property tax department is charged with the assessment on individual and business vehicles, recreational vehicles, boats, trailers and mobile homes.

State Income Tax Unit:

- The state income tax department is charged with Virginia income tax preparation for resident, non-resident, part-year returns and Department of Taxation correspondence.

Fiduciary Tax Unit:

- The fiduciary tax department is charged with the assessment for food and alcohol, lodging, short-term rental and admissions tax. This department also is responsible for collecting the telecommunication taxes that are remitted on a monthly basis.

Audit Service Unit:

- The audit department is charged with the auditing of businesses, licensing classification and accurate business assessment.

Compliance Unit

- The compliance unit is charged with making sure businesses are properly licensed, remit all required taxes and file tangible property returns.

DMV Select is a taxpayer outreach service with the following services:

- Titles- Original, (with or without liens) substitute, replacement, title maintenance (change information on title records)
- Registrations- Originals, renewals, transfers, re-issues and plate surrender
- Special and personalized license plate orders
- Trip permits, overload permits
- Handicapped parking placards
- Voter registration applications
- Transcripts- vehicle, driver
- Name and address changes not involving issuance of a driver license or ID card
- Dealer title and registration transactions
- Returned checks - full or partial payment

<b>Expenditure Categories</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2008 Amended</b>	<b>FY 2009 Adopted</b>
Salaries	706,546	791,897	791,897	759,329
Allowances	24,313	31,274	31,274	32,525
Benefits	219,901	260,292	260,292	277,142
Other Operating Expenses	85,502	269,383	269,383	232,383
Internal Service Charges	226,146	233,145	233,145	226,318
<b>Net Budget</b>	<b>1,262,407</b>	<b>1,585,991</b>	<b>1,585,991</b>	<b>1,527,697</b>
Capital Outlay	11,170	29,000	29,000	-
<b>Total Budget</b>	<b>1,273,577</b>	<b>1,614,991</b>	<b>1,614,991</b>	<b>1,527,697</b>
<b>Total Permanent Positions</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>21</b>

**City of Portsmouth  
Fiscal Year 2009 Adopted Budget**

**General Government  
Commissioner of the Revenue**

<b>Funding Sources</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2008 Amended</b>	<b>FY 2009 Adopted</b>
100 General Fund	1,273,577	1,614,991	1,614,991	1,527,697
<b>Total Funding</b>	<b>1,273,577</b>	<b>1,614,991</b>	<b>1,614,991</b>	<b>1,527,697</b>

**Strategic Goals**

Our goal is to demonstrate our commitment by:

- Educating Virginians about the existing tax system and serving as a resource to local and state officials.
- Delivering fair and reasonable assessment of personal property and treating all individuals and businesses, regardless of their size or status, as equal in the eyes of the law.
- Maximizing the collection of taxes and fees so new sources of revenue do not have to be established, or current sources raised, to fund legitimate government services.
- Promoting professionalism through rigorous certification programs available to all members of our association.

**Outcomes and Accomplishments**

- One year successful operation of the Portsmouth DMV Select office with over 10,900 transactions to date
- Assisted various City departments by providing tax assessment related information
- Converted 7,117 business files to promote greater accuracy regarding our overall assessment process
- Developed a more proactive, business friendly 2008 business license renewal and business tangible property return: projected to positively adjust existing data sources and assessment totals
- Formalized corporate communications with new and proposed businesses to gather early revenue data needed to begin the process of realizing future return on investment funds associated with the City's economic development projects
- Worked to resolve a number of outstanding mediation and legal involvements
- Enhanced our audit process by refining our approach to general accounting principles
- Established formal interdisciplinary communication with enforcement professionals to enhance our tax compliance efforts
- Streamlined administrative processes to transcend all departmental units
- Continued professional development opportunities for ALL staff members
- Provided outreach and educational interactions with community groups as well as high school students throughout the year
- Processed over 13,600 state income tax and estimated returns

**City of Portsmouth  
Fiscal Year 2009 Adopted Budget**

**General Government  
City Assessor**

**Business Unit Mission Statement**

The mission of the Assessor's Office is to appraise all real property in the city each year, in accordance with mandates of the State Code and the professional guidelines of the International Association of Assessing Officers. We will provide excellent assistance to the public and to other City departments in matters pertaining to real estate.

**Description of Services Provided**

The Office of the City Assessor will obtain and maintain quality assessment programs, adhering to requirements and standards set forth by the International Association of Assessing Officers and the Department of Taxation, while providing outstanding service to citizens.

Mass Appraisal is the process of valuing a group of properties as of a given date, using common data, standardized methods and statistical testing. Uniform and accurate valuation of real property in the city requires us to establish effective procedures for collection and maintaining property data such as property ownership, location, size, use, physical characteristics, sales prices, rents, costs and operating expenses. This data is also used for performance audits, defense of appeals, public relations, and management information.

Public Relations comprise a very integral part of the work of the Assessor's Office. Individuals and groups included in the core constituencies have special needs and require special attention and communications. These groups include property owners, civic and professional organizations, lending institutions, developers, real estate appraisers and brokers, governmental agencies and policymakers, tax representatives, and the media.

<b>Expenditure Categories</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2008 Amended</b>	<b>FY 2009 Adopted</b>
Salaries	446,948	440,390	440,390	459,394
Benefits	146,817	159,966	159,966	184,133
Other Operating Expenses	19,986	125,366	125,366	37,861
Internal Service Charges	255,311	231,800	231,800	204,299
<b>Net Budget</b>	<b>869,062</b>	<b>957,522</b>	<b>957,522</b>	<b>885,687</b>
<b>Total Budget</b>	<b>869,062</b>	<b>957,522</b>	<b>957,522</b>	<b>885,687</b>
<b>Total Permanent Positions</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>

<b>Funding Sources</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2008 Amended</b>	<b>FY 2009 Adopted</b>
100 General Fund	869,062	957,522	957,522	885,687
<b>Total Funding</b>	<b>869,062</b>	<b>957,522</b>	<b>957,522</b>	<b>885,687</b>

**Strategic Goals**

Maintain taxpayer confidence in the assessment process through fair, open, and efficient administration of the assessment function.

Maintain competent and professional staff through continuous educational training as administered by the International Association of Assessing Officers.

**Outcomes and Accomplishments**

Appraised 35,875 parcels during the fiscal year: 31,478 Residential; 4,198 Commercial; and 96 Industrial

Extraordinary level of new construction where \$318 million in value was added

Addition of the APM Terminals at \$3 billion assessment

**Major Budget Variances**

The provision for new security glass doors, for the protection and safekeeping of real property records, confidential files and historical archives, is included in the FY09 proposed budget.

**City of Portsmouth  
Fiscal Year 2009 Adopted Budget**

**General Government  
City Treasurer**

**Business Unit Mission Statement**

The City Treasurer is a Constitutional Officer, elected by the citizens for a four-year term. The Treasurer is responsible for the receipt, and collection of all revenues due the City; the safekeeping of those revenues, investment of excess funds, and the appropriate disbursement of funds. The Treasurer is also responsible for the collection of State Income Taxes, State Estimated Income Taxes, the proper safekeeping and accounting of these funds, and the timely deposit of these funds in the Depository of the Commonwealth of Virginia.

**Description of Services Provided**

The Office of the City Treasurer serves the public and all City departments as the central location for the collection, safekeeping, and accounting distribution of all revenues including Real Estate Taxes, Personal Property Taxes, License Tax, Permit Fees, State Income Taxes, Court, Sheriff and Clerk Fees, Food and Beverage Taxes, and Leisure Services Fees (Parks, Recreation, Amusements). The Office also receives the funds for various programs and grants from the State and Federal levels of government.

The Treasurer is responsible for the investment management of general funds and the maintenance of financial records in cooperation with the Chief Financial Officer.

<b>Expenditure Categories</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2008 Amended</b>	<b>FY 2009 Adopted</b>
Salaries	777,781	823,528	823,528	818,696
Allowances	45,182	44,433	44,433	74,433
Benefits	276,136	328,454	328,454	347,404
Other Operating Expenses	236,193	331,584	331,584	315,005
Internal Service Charges	409,142	350,979	350,979	319,740
<b>Net Budget</b>	<b>1,744,435</b>	<b>1,878,978</b>	<b>1,878,978</b>	<b>1,875,278</b>
<b>Total Budget</b>	<b>1,744,435</b>	<b>1,878,978</b>	<b>1,878,978</b>	<b>1,875,278</b>
<b>Total Permanent Positions</b>	<b>23</b>	<b>23</b>	<b>25</b>	<b>25</b>

<b>Funding Sources</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2008 Amended</b>	<b>FY 2009 Adopted</b>
100 General Fund	1,744,435	1,878,978	1,878,978	1,875,278
<b>Total Funding</b>	<b>1,744,435</b>	<b>1,878,978</b>	<b>1,878,978</b>	<b>1,875,278</b>

**Strategic Goals**

- Provide excellent customer service to all citizens in a courteous, professional and compassionate manner.
- Utilize all resources and available collection options authorized by the Code of Virginia and the Portsmouth City Code to effectively collect revenues due the City of Portsmouth in a timely manner.
- Maintain a professional and competent staff by offering continuing educational opportunities through the Treasurers Association of Virginia Career Development Program.
- Maintain the performance standards of accountabilities that results in the Treasurers of Association "Award of Accreditation."
- Maintain a collection rate for the 12 month period immediately following the tax due date of not less than 95% for Real Estate and not less than 97% for Personal Property.
- Cooperatively work with the City Council, the City Manager, the Chief Financial Officer, the Police Department, the Fire Department, and all other departments whereas the authority of the City Treasurer can be beneficial to the City and it's citizens.

**Outcomes and Accomplishments**

- The Office of the City Treasurer has received the "Award of Accreditation" from the Treasurers Association of Virginia for the year commencing July 1, 2008 through June 30, 2009 based upon attainment and compliance with standards of excellence in performing the duties of the Office of the City Treasurer.
- Ten Deputy Treasurers have attained the "Master Deputy Treasurer" designation from the Treasurer's Association of Virginia in cooperation with the Weldon Cooper Center for Public Service, University of Virginia.
- The Treasurer has maintained the designation of "Master Governmental Treasurer" awarded by the Weldon Cooper Center for Public Service, University of Virginia.
- The most recent outside audit of the Office of the City Treasurer performed by the Auditor of Public Accounts, and the City's

## General Government

### City Treasurer

external auditors reported no findings of material financial weaknesses under the direction of the City Treasurer.

- Implemented enhancements to the electronic collection of all revenues due the City of Portsmouth via offering electronic checks (EChecks), and debit card payment options to those citizens making payments at the City Hall office; offered electronic on line payments (EBox) to citizens desiring direct payment of taxes, etc. from home or business; offered "third party" payment of taxes, etc. to citizens desiring to make payments via use of major credit cards from home or business; and enhanced the payments by citizens desiring electronic ACH or bank drafts for monthly or quarterly installment payments of taxes for budgetary control.

- Maintained an assertive approach to the collection of all delinquent taxes and other revenues due the City by utilizing all administrative collection options available, and authorized by the Code of Virginia and the City Code of the City of Portsmouth related to personal property taxes and license fees; real estate taxes and stormwater management utility fees, and nuisance charges; trustee taxes; parking violations; EMS services; library; and other miscellaneous receivables.

- The Office's collection rates for the past full fiscal year were 95% for Real Estate and 97% for Personal Property.

**City of Portsmouth  
Fiscal Year 2009 Adopted Budget**

**General Government  
Finance**

**Business Unit Mission Statement**

In order to promote fiscal accountability, enhance public services, and facilitate access to data, the Finance department provides comprehensive financial services to City Council, employees, and citizens.

**Description of Services Provided**

In accordance with generally accepted accounting principles and local, state, and federal regulations, the accounting function ensures accurate maintenance of the City's general accounting records; prepares payroll checks and maintains individual earning records; prepares account payable checks; maintains the City's fixed asset inventory records; prepares billings; monitors cash flow; provides financial information to the City Manager and operating departments; and prepares the Comprehensive Annual Financial Report.

The Budget Office prepares the City's operating budget; ensures fund and departmental compliance with appropriated budgetary levels; forecasts expenditures and revenues; formulates and administers financial responsibility for the capital improvement program; analyzes City operational efficiency and effectiveness; develops performance measurement indicators; analyzes and recommends appropriate General Assembly actions; maintains electronic budgetary integrity; presents recommendations to the Executive Management Team and City Council; designs relevant financial models; interfaces with citywide departments and funds to formulate city codes and policies; and prepares operating and capital budget status reports.

The City's debt administration is a coordinated effort among the Chief Financial Officer, City Controller, Budget Officer, and Debt Administrator. Long range financial plans are developed on a strategic basis, and financial policies are developed to ensure long term sustainability.

The establishment of grants and the role of fiscal accountability are handled within Finance. There is collaboration with the operating departments, Finance, and Management Services to seek additional funding. The source of funding consists of federal and state agencies as well as other local and private organizations. Once the funds have been awarded, special conditions and requirements such as financial and programmatic reporting is necessary. Continuous and subsequent funding is contingent upon the success of the grant and funds availability.

<b>Expenditure Categories</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2008 Amended</b>	<b>FY 2009 Adopted</b>
Salaries	990,382	1,097,391	1,097,391	1,112,904
Benefits	292,808	347,323	347,323	387,414
Other Operating Expenses	290,486	323,512	323,512	248,145
Internal Service Charges	307,837	361,288	361,288	299,400
<b>Net Budget</b>	<b>1,881,513</b>	<b>2,129,514</b>	<b>2,129,514</b>	<b>2,047,863</b>
<b>Total Budget</b>	<b>1,881,513</b>	<b>2,129,514</b>	<b>2,129,514</b>	<b>2,047,863</b>
<b>Total Permanent Positions</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>22</b>
<b>Funding Sources</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2008 Amended</b>	<b>FY 2009 Adopted</b>
100 General Fund	1,881,513	2,129,514	2,129,514	2,047,863
<b>Total Funding</b>	<b>1,881,513</b>	<b>2,129,514</b>	<b>2,129,514</b>	<b>2,047,863</b>

**Strategic Goals**

The City of Portsmouth's financial health has been improving each of the past few fiscal years as a result of maintaining financial integrity, through mindfulness of our financial policies. The Finance Department intends to continue to lead this effort in order to maintain or improve the City's credit rating.

It is the Finance Department's intention to maintain the integrity of the General Fund undesignated unreserved fund balance. Within the Capital Improvement Program, major projects are planned within the five year cycle.

**General Government  
Finance**

**Outcomes and Accomplishments**

To keep up with new federal and state financial regulations, several staff members and the Chief Financial Officer attended the Virginia Government Finance Officer Association (VGFOA) as well as locally sponsored training sessions.

Citizen participation work sessions were held early in the FY09 budget development process to provide a framework for citizen input to be utilized as a blue print for the development of the FY09 budget.

The City of Portsmouth is the recipient of the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) for fiscal year 2008, the 22nd year that Portsmouth has received this award. It is a prestigious national award that recognizes conformance with the highest standards for the preparation of a state and local government budget document.

The City of Portsmouth is the recipient of the The Certificate of Achievement for Excellence in Financial Reporting Award by the Government Finance Officers Association of the United States and Canada (GFOA) for the City's FY07 Comprehensive Annual Financial Report (CAFR). The Certificate of Achievement is the highest form of recognition in the area of governmental accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management.

In concert with the City's Information Technology Department, Finance implemented the MUNIS financial system with a "go live" date of July 1, 2007. This new system is expected to continue to allow all user departments, and particularly Finance, to become more efficient in performing financial and accounting functions.

**City of Portsmouth  
Fiscal Year 2009 Adopted Budget**

**General Government  
Procurement And Risk Management**

**Business Unit Mission Statement**

The mission of the Department of Procurement and Risk Management is to facilitate the reduction of high risk, high costs and high frequency claims, promote safety and wellness through effective risk management strategies, systems and structures, promote and enhance relationships between the City of Portsmouth and vendors, as well as provide all services necessary to maintain a high quality of life of Portsmouth citizens and employees.

**Description of Services Provided**

The upcoming year's budget focuses on stabilizing costs and further reducing the unfunded liability, while continuing to provide first class medical care for insured City employees. Department initiatives continue to be aggressive and include 1) being dedicated to returning injured employees to work, 2) becoming more efficient in the management of OSHA compliance and the record keeping process, 3) aggressively pursuing and collecting reinsurance claims and providing annual safety and wellness programs, 4) establishing a program to foster successful business relationships between the City and Small, Female and Minority Businesses, and 5) continuous monitoring of procurement process to improve timely responses to departmental needs.

<b>Expenditure Categories</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2008 Amended</b>	<b>FY 2009 Adopted</b>
Salaries	558,011	595,299	595,299	600,046
Benefits	170,643	180,561	180,561	188,394
Other Operating Expenses	5,441,327	7,039,867	7,039,867	7,304,025
Internal Service Charges	60,262	121,667	121,667	90,851
<b>Net Budget</b>	<b>6,230,244</b>	<b>7,937,394</b>	<b>7,937,394</b>	<b>8,183,316</b>
Debt Service	54,535	60,000	60,000	-
<b>Total Budget</b>	<b>6,284,779</b>	<b>7,997,394</b>	<b>7,997,394</b>	<b>8,183,316</b>
<b>Total Permanent Positions</b>	<b>12</b>	<b>11</b>	<b>11</b>	<b>11</b>

<b>Funding Sources</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2008 Amended</b>	<b>FY 2009 Adopted</b>
100 General Fund	719,116	1,276,774	1,276,774	1,270,061
820 Risk Management Fund	5,565,663	6,720,620	6,720,620	6,913,255
<b>Total Funding</b>	<b>6,284,779</b>	<b>7,997,394</b>	<b>7,997,394</b>	<b>8,183,316</b>

**Outcomes and Accomplishments**

See enclosed graphs and charts.

**City of Portsmouth  
Fiscal Year 2009 Adopted Budget**

**General Government  
Health Insurance Fund**

**Business Unit Mission Statement**

The Health Insurance Fund is an internal service fund. It accounts for the employee and retiree health program.

**Description of Services Provided**

This fund is designed to pool city, retiree, and city employee medical and dental health fees to allow for the administration of a self funded health insurance program. It also functions as a conduit for the OPEB Trust Fund.

<b>Expenditure Categories</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2008 Amended</b>	<b>FY 2009 Adopted</b>
Other Operating Expenses	13,281,162	11,892,356	11,892,356	13,925,806
<b>Net Budget</b>	<b>13,281,162</b>	<b>11,892,356</b>	<b>11,892,356</b>	<b>13,925,806</b>
Transfers	-	10,033,450	10,033,450	8,000,000
<b>Total Budget</b>	<b>13,281,162</b>	<b>21,925,806</b>	<b>21,925,806</b>	<b>21,925,806</b>
<b>Funding Sources</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2008 Amended</b>	<b>FY 2009 Adopted</b>
830 Health Insurance Fund	13,281,162	21,925,806	21,925,806	21,925,806
<b>Total Funding</b>	<b>13,281,162</b>	<b>21,925,806</b>	<b>21,925,806</b>	<b>21,925,806</b>

**Strategic Goals**

The financing of health insurance is complex and expensive. Some organizations are offering wellness programs to curb costs, and other organizations are offering health insurance menu options. Creative alternatives are currently being examined and pursued by the city's new Wellness Coordinator.

With a \$3.88 million fund balance deficit, a gradual recovery of the fund balance is necessary.

**Outcomes and Accomplishments**

At the end of FY 2006, the health insurance fund had a \$3.88 million fund balance deficit after having reduced the deficit by \$577,000. In FY 2007, it is estimated that the fund balance deficit will be further reduced by \$2.04 million to \$1.84 million. Ultimately, in FY 2008, \$1.84 million has been provided to address the fund balance deficit, which is projected to break even by year end.

Through this budget, the City will be fully addressing the Governmental Accounting Standards Board's (GASB) Statement 45 financial accounting and reporting requirements. Approximately \$4 million was provided to fully fund the annual required contribution for Other Post-Employment Benefits (OPEB). The initial actuarially determined OPEB claims liability has been estimated at \$116 million.

**Major Budget Variances**

Since this fund is self-insured and not based on premiums, claims funding is subject to estimation. Therefore, an actuarial evaluation will be performed to determine the annual required contribution and aggregate claims liability for all future fiscal years.

**City of Portsmouth  
Fiscal Year 2009 Adopted Budget**

**General Government  
Information Technology**

**Business Unit Mission Statement**

The Department of Information Technology is an internal service agency responsible for planning, development, procurement and support of computer technology, information systems and telecommunications for City Departments and Agencies, our customers. We provide technology related resources to our customers and strive to ensure a reliable network, dependable computing infrastructure, responsive help desk services and valued information systems. Our primary goal is to deploy solutions for our customers to improve their efficiency and effectiveness in serving the citizens of Portsmouth. We work to support City Council's vision of Bold New Leadership for the future by recommending innovative and emerging technology that will allow us to succeed in the information and knowledge-base society.

**Description of Services Provided**

- Strategic Technology Planning
- Computer Equipment Installations and Support
- Software Development and Acquisition
- Database Administration
- Geographic Information Systems
- Web Application Services
- Computer Operations
- Helpdesk/Microcomputer Support

<u>Expenditure Categories</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Adopted</u>	<u>FY 2008 Amended</u>	<u>FY 2009 Adopted</u>
Salaries	1,640,222	1,649,179	1,649,179	1,627,352
Benefits	755,833	750,839	750,839	784,136
Other Operating Expenses	1,038,872	1,366,421	1,366,421	1,326,454
<b>Net Budget</b>	<b>3,434,927</b>	<b>3,766,439</b>	<b>3,766,439</b>	<b>3,737,942</b>
Debt Service	113,739	411,646	411,646	211,800
Capital Outlay	665,208	503,167	503,167	385,571
<b>Total Budget</b>	<b>4,213,874</b>	<b>4,681,252</b>	<b>4,681,252</b>	<b>4,335,313</b>
<b>Total Permanent Positions</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>31</b>
<u>Funding Sources</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Adopted</u>	<u>FY 2008 Amended</u>	<u>FY 2009 Adopted</u>
810 Information Technology Fund	4,213,874	4,681,252	4,681,252	4,335,313
<b>Total Funding</b>	<b>4,213,874</b>	<b>4,681,252</b>	<b>4,681,252</b>	<b>4,335,313</b>

## General Government Information Technology

### Strategic Goals

Complete implementation of phase II of the new City/School Financial and Human Resource system (MUNIS). The MUNIS system includes integrated software applications for general ledger, accounts payable, accounts receivable, purchasing, fixed assets, budget, payroll and human resources. The second phase of the project will implement the payroll and human resource software modules to automate business functions, workflow and reporting.

The OSSI Sungard integrated public safety systems for criminal records, jail management, property and evidence, mobile field reporting and mobile accident reporting will be migrated to a new Microsoft Windows 2007 server and SQL2007 database. The current platform supporting public safety records management is outdated and needs to be replaced. New computer hardware will improve response time and systems performance for public safety operations.

I.T. is recommending the hire of a Network/Systems Administrator to fill technical responsibilities in the Police department. A police sergeant currently supports mobile data computers, wireless connectivity and the new suite of mobile applications. A skilled Network/Systems Administrator could better fill these responsibilities and allow police department personnel to focus on other public safety needs.

Library automation technology (RFID) is being recommended for the new Churchland branch to streamline operations and improve customer service. Radio frequency identification technology (RFID) with self check-out stations, check-in updating, inventory management and security monitoring will automate and improve staff efficiency. The new Churchland library will open as a technology center with wireless network services and an expansive computer lab for patrons.

The Police department will open a new Cyber Crimes unit to examine and analyze digital data. A computer forensics system will be installed as a tool to investigate digital crimes and recover data from computers used in an illegal activity. Additional mobile computers and software will also be purchased to aid the Police department in public safety operations.

The City Web site averages over 25,000 page views per day by citizens and visitors. Our Web site provides important information on city activities and assists citizens with electronic government services. The Department plans to develop additional Web services to continue EGOV initiatives of providing convenient and customer-friendly access to information and services.

The city uses an interactive voice response (IVR) system to answer general telephone inquiries from citizens regarding building permits and public utility bills. IVR allows the city to provide information on these services beyond normal business hours and reduces the number of calls to customer services agents. IVR benefits citizens and the city by providing convenient access to commonly requested information and averages over 1400 calls per month. Our existing IVR system has reached the end of its supported life and the server and telephony system must be replaced with current technology.

The real estate, personal property and state income tax systems will be migrated to the new open source Linux server and Oracle 10g. Programming modifications to the software will be required during the migration to the open source platform. A systems development team will revise the source code and convert the databases to Oracle 10g. The Oracle 10g client operates in a web browser environment. Each application screen, form and report will be converted to include functionality of the browser environment.

The technology modernization program is designed to refresh city personal computers, lasers, laptops and servers on a five-year cycle. This technology is critical to many city services and widely used in accessing/processing information, office automation, electronic communications and systems deployment. To maintain the information technology infrastructure and support reliable and stable operations of systems the city is providing for the replacement of aging equipment.

### Outcomes and Accomplishments

Completed implementation of Phase I of the new MUNIS Financial and Human Resource system for the city and schools. This phase of the project included financial software applications for general ledger, accounts payable, accounts receivable, purchasing, fixed assets and budget. The new system provides business process improvements for city and school financial operations and automates many of the current manual workflow procedures and reports.

Awarded by the National League of Cities for innovation and development of the Portsmouth Online Legislative Information Tracking and Intergovernmental Communications System (POLITICS). POLITICS is a state-of-the-art, on-line, searchable database, that provides access to City-wide departments for reviewing bills, submitting fiscal impact statements, and recommending positions on legislation.

**General Government**  
**Information Technology**

Police Mobile Accident and Notification software applications were installed to provide an efficient means of electronically generating and submitting reports from the field. This system automates the current manual accident reports completed by Patrol Officers and sends them wirelessly for review and approval. The new system reduces the time-consuming process of filling out accident reports and allows Officers to spend their time more efficiently in the field.

Mobile Fire Management software and laptop computers were installed in Fire vehicles to improve access to critical information needed for on-scene responses. Pre-plan fire software assists in tracking occupancy, building and hazardous material information for site evaluation and preparation. A Mobile Incident Command system supports better control and management of resources and tasks during complex fire and disaster events.

Implemented the new CityLaw case management system for the City Attorney office. The CityLaw system records case information and electronically stores and attaches legal documents to case records. This system allows the City Attorney office to more effectively manage and monitor case information and provides a real-time database for archiving of legal documents.

Installed a new web server and firewall to expand web services and improve network security. The City Web site averages over 25,000 page views per day by citizens and visitors. Our web site provides important information on city activities and assists citizens with electronic government services (EGOV). The server was replaced to allow for the expansion of web services and to support new EGOV applications.

**City of Portsmouth  
Fiscal Year 2009 Adopted Budget**

**General Government  
Telecommunications**

**Business Unit Mission Statement**

Telecommunications is a division of the Department of Information Technology and is responsible for implementation and support of voice, data, wireless, radio and E911 communication systems. The primary function of the department is to develop electronic communication infrastructures between facilities, departments, employees and citizens. We strive to provide reliable and effective communications technology so as to make information available to who needs it, when they need it and where they need it. We believe timely communications is the corner stone to developing a responsive and knowledge based organization that works to meet the needs of its citizens.

**Description of Services Provided**

- Voice Telecommunications
- Data Networking
- Wireless Communications
- Radio 800MHz Communications
- E911 Systems

<b>Expenditure Categories</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2008 Amended</b>	<b>FY 2009 Adopted</b>
Salaries	340,972	337,938	337,938	346,301
Allowances	3,240	3,240	3,240	3,240
Benefits	91,884	100,767	100,767	110,222
Other Operating Expenses	366,109	384,604	384,604	398,208
<b>Net Budget</b>	<b>802,205</b>	<b>826,549</b>	<b>826,549</b>	<b>857,971</b>
Debt Service	46,451	409,443	409,443	446,517
Capital Outlay	247,447	256,500	256,500	222,117
<b>Total Budget</b>	<b>1,096,104</b>	<b>1,492,492</b>	<b>1,492,492</b>	<b>1,526,605</b>
<b>Total Permanent Positions</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>
<b>Funding Sources</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2008 Amended</b>	<b>FY 2009 Adopted</b>
810 Information Technology Fund	1,096,104	1,492,492	1,492,492	1,526,605
<b>Total Funding</b>	<b>1,096,104</b>	<b>1,492,492</b>	<b>1,492,492</b>	<b>1,526,605</b>

**Strategic Goals**

Telecommunications will continue work with the Hampton Roads regional cities to advance interoperability. Portsmouth is a key partner in the Overlay Regional Inter-Operability Network (ORION) team that implemented a local high-speed, high-survival network between the Emergency Operations Centers (EOC) of the seven Hampton Roads cities and key State and Federal agencies. The 700MHz digital overlay network and new technology in each EOC provides a state-of-the-art voice, data and video system used to communicate during regional threats and disasters. Portsmouth will work with ORION through the use of Homeland Security Grant funding to expand the capabilities of the network.

The City of Portsmouth and all public safety agencies across the nation are faced with the challenge of shifting radio frequencies in the 800MHz spectrum. This is a mandatory FCC Rebanding program that is designed to eliminate public safety communication interference problems with Sprint/Nextel. Sprint/Nextel uses frequencies that are interwoven with public safety and often bleed into emergency communications. The end result of the Rebanding program will be a new range in the 800MHz spectrum dedicated to public safety. In 2008 Portsmouth will begin work in the reconfiguration phase of Rebanding to move to new frequencies in the public safety band. Sprint/Nextel covers all costs related to the Rebanding project.

**Outcomes and Accomplishments**

Completed implementation of the new regional emergency interoperability communications network. Telecommunications installed voice, data and video equipment in the Portsmouth EOC for connectivity to the new regional network. The interoperability network provides a state-of-the-art regional communication infrastructure between Hampton Roads Public Safety Centers.

**General Government**  
**Telecommunications**

Completed the 800MHz Rebanding planning phase with the FCC and Sprint/Nextel. The radio system must be reprogrammed to accommodate the new 800MHz public safety frequency spectrum. This phase of the project identified requirements for reconfiguring the radio system to the new band. The planning report was successfully completed and approved by the FCC.

The 800MHz radio system for Public Safety has been upgraded with a new controller, site lens and NPSPC repeater. The system controllers and site lens were over twenty years of age and needed to be replaced to ensure continued stability of the system. The new upgrades support the future evolution of the system towards digital communications.

The Enroute Computer Aided Dispatching System (CADS) has been upgraded with (2) new IBM P5 UNIX servers. The existing CADS servers were over seven years old and needed to be replaced to maintain a reliable dispatching system. The new servers will provide additional capacity to meet the needs of an expanding user base as the number of mobile computers in police vehicles increases.

**City of Portsmouth  
Fiscal Year 2009 Adopted Budget**

**General Government  
Communications**

**Business Unit Mission Statement**

The Office of Communications serves to maintain an open line of communication between city government, the citizens of Portsmouth and the media. The Office utilizes WVOZ Channel 48 and various print and Internet vehicles to provide public awareness of City government activities and programs.

**Description of Services Provided**

The Office of Communications is responsible for keeping the public and the media aware of City government activities and events. The Office publishes an employee newsletter that provides information on human resource changes and updates and highlights employee and departmental achievements. An electronic e-newsletter is also published by the Office of Communications, which provides information to the citizens of Portsmouth about important City and community events. The Office maintains the City's government access channel, which broadcasts City Council meetings, public work sessions and other community information and events. In FY 2009, the channel will be upgraded to begin providing regular programming, globe casting capabilities and enhanced services.

<b>Expenditure Categories</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2008 Amended</b>	<b>FY 2009 Adopted</b>
Salaries	213,570	188,883	188,883	171,481
Benefits	55,947	67,461	67,461	59,779
Other Operating Expenses	18,567	34,051	34,051	47,700
Internal Service Charges	4,553	7,576	7,576	13,595
<b>Net Budget</b>	<b>292,637</b>	<b>297,971</b>	<b>297,971</b>	<b>292,555</b>
Capital Outlay	41,460	116,366	116,366	105,665
<b>Total Budget</b>	<b>334,097</b>	<b>414,337</b>	<b>414,337</b>	<b>398,220</b>
<b>Total Permanent Positions</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

<b>Funding Sources</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2008 Amended</b>	<b>FY 2009 Adopted</b>
100 General Fund	334,097	414,337	414,337	398,220
<b>Total Funding</b>	<b>334,097</b>	<b>414,337</b>	<b>414,337</b>	<b>398,220</b>

**Strategic Goals**

In FY 2009, a communications equipment replacement and enhancement program will be implemented and completed.

**Outcomes and Accomplishments**

The City's website will begin providing streaming video of City Council meetings and public work sessions. Channel 48 will provide improved and regular programming.

**City of Portsmouth  
Fiscal Year 2009 Adopted Budget**

**General Government  
Marketing**

**Business Unit Mission Statement**

The mission of the Marketing Department is to consistently brand and aggressively promote the City of Portsmouth and our many marketable products, features and benefits with a focus on our history our waterfront and our exciting vision of a BOLD NEW DIRECTIONS for the future.

A New Marketing Direction

A bold new direction for Portsmouth

A new brand

A new marketing plan

A new strategic communications plan

A new creative direction

Better measurable results

**Description of Services Provided**

The Department of Marketing will centralize all market funding and disseminate in accordance with the needs of the Convention and Visitor's Bureau, Economic Development, Museums, and other city departments as needed. This department offers a full line of marketing services that focuses on maximizing the marketing efforts of the city through creative concepts, public relations, market research and media purchases. An additional reasonability is to formulate plans to uplift the image of Portsmouth regionally, nationally and internationally. This also includes building event awareness in the region for signature events and provides concepts for community relations. The department correlates marketing activities with the advertising agency of record for the City.

<b>Expenditure Categories</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2008 Amended</b>	<b>FY 2009 Adopted</b>
Salaries	96,995	183,932	183,932	189,181
Benefits	34,627	50,310	50,310	63,228
Other Operating Expenses	881,548	868,944	868,944	829,407
Internal Service Charges	-	-	-	7,994
<b>Net Budget</b>	<b>1,013,170</b>	<b>1,103,186</b>	<b>1,103,186</b>	<b>1,089,810</b>
<b>Total Budget</b>	<b>1,013,170</b>	<b>1,103,186</b>	<b>1,103,186</b>	<b>1,089,810</b>
<b>Total Permanent Positions</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>2</b>
<b>Funding Sources</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Adopted</b>	<b>FY 2008 Amended</b>	<b>FY 2009 Adopted</b>
100 General Fund	1,013,170	1,103,186	1,103,186	1,089,810
<b>Total Funding</b>	<b>1,013,170</b>	<b>1,103,186</b>	<b>1,103,186</b>	<b>1,089,810</b>

## General Government Marketing

### Strategic Goals

The Marketing Team has been successful in coordinating and implementing the first phase of the Image and Branding Strategy. This phase included marketing research and focus groups.

The findings from the groups will play an integral role in the development in future marketing plans. The survey instrument included the following questions:

- § Do people really know what Portsmouth is and what it offers?
- § Do they know what makes Portsmouth relevant and distinctive?
- § What attributes of Portsmouth do they think are most competitively valuable and beneficial?
- § What personality does Portsmouth project and how receptive is the market to that personality?
- § What accelerates people's reception of the Portsmouth brand offer?

The final objective of the focus groups was to collectively gather information to begin formulating strategies that deliver more effective communications, creative concepts, and targeted media buys. The findings from the focus groups are playing an integral role in the development of the marketing plan.

The Marketing Department worked closely with the agency to develop creative logo concepts that would create a marketing logo for Economic Development and Convention & Visitors Bureau. The logo will be used in marketing collateral and presentation materials.

### GOALS AND OBJECTIVES FOR BRAND DEVELOPMENT

Develop brand guidelines

Creative creates a brand that stands out, builds on excitement and minimizes cost of new brand material.

Define a unique "Portsmouth Brand" - Measure and Show progress

### Outcomes and Accomplishments

Accomplishment #1:

Centralized Marketing Spending

Vision Principles Advanced: Bold New Direction, A Robust and Prosperous Economy

Accomplishment #2:

Marketing Research / Marketing LOGO

Vision Principles Advanced: Bold New Direction, Thriving Neighborhoods and a Sense of Community

Accomplishment #3:

Increased attendance and for festivals and events; increased media sponsorships

Vision Principles Advanced: Thriving Neighborhoods and Sense of Community, A Robust and Prosperous Economy

### Major Budget Variances

To maintain the momentum for marketing the city monies that were allocated to line item 554299 have been reallocated to 521905. These services are contracted to various vendors for their services and should be paid from this line 521905.

Photography was paid from 554299 lines in FY 08 These dollars are being reallocated to the line.