

## GENERAL FUND – CITY ATTORNEY

The City Attorney's office provides legal advice and counsel to the City Council and all City Departments. The office's mission is to advance the interests of the City through its laws and legal instruments, and to reduce the risk of legal liability through advance planning and prevention. Programs include: Document Preparation and Review, Legislative Services, and Legal Advice.



**Document Preparation and Review:** The office helps the City Council, the City Manager and the various departments accomplish their goals, through the development of ordinances, resolutions, contracts, and deeds; issuance of legal opinions, provision of legal advice, review of various instruments, and advocacy in judicial, regulatory and legislative venues. The office works to keep routine work flowing and to advance non-routine priority projects.

### Fiscal Year 2019 Goal

- Draft and review legal documents for transactions the City undertakes.

### Fiscal Year 2019 Objectives

- Develop or review instruments for complex transactions, including contracts, real estate acquisitions, franchises, and leases.
- Create and periodically update clear, timely, and effective templates for routine transactions, to foster efficiency and uniformity.
- Draft clear and comprehensive City policies and procedures related to procurement and tax increment financing policy.

**Legislative Services:** Researching, drafting, and presenting ordinances, resolutions, and motions for City Council consideration. In addition to the work done for City Council, the City Attorney is our legislative liaison to the Commonwealth of Virginia.

### Fiscal Year 2019 Goal

- Provide legislative services to City Council and City staff.

### Fiscal Year 2019 Objectives

- Develop and support City Council initiatives through the General Assembly.
- In order to best maintain the City Code during this fiscal year, the City Attorney's office will explore enhancements to the City's website.

**Legal Advice:** Research for and delivery of formal and informal verbal and written legal advice to City Council, the City Manager, and City staff. The strength of the office is that it handles a broad array of municipal legal matters, from land use to procurement, land acquisition, licensing and leasing, to employee relations, Freedom of Information Act, blight abatement and tax levies.

### Fiscal Year 2019 Goals

- Provide timely and effective legal advice on matters of substance and process.
- Achieve favorable outcomes for the City in civil litigation and administrative proceedings.

### Fiscal Year 2019 Objectives

- Assist with the development, review and revision of policies and ordinances related to the following items by the end of the fiscal year:
  - Archaeology Ordinance
  - Unified Development Ordinance
- Handle civil litigation and administrative proceedings in-house when appropriate while coordinating effective representation by outside counsel as well.

### Budget Summary

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	216,163	216,748	228,440	232,900	4,460	2.0%
Fringe Benefits	71,285	73,635	80,509	80,049	(460)	-0.6%
Purchased Services	60,432	29,653	45,000	45,000	-	0.0%
Util, Comm, Rentals, Etc.	1,214	1,034	900	900	-	0.0%
Travel & Training	3,596	3,186	4,110	4,110	-	0.0%
Other Non-Personal	287	163	500	500	-	0.0%
Dues & Memberships	1,210	1,835	1,835	1,835	-	0.0%
Materials & Supplies	10,681	10,272	14,875	14,875	-	0.0%
Capital Outlay	-	1,089	-	-	-	---
<b>Total Expenditures</b>	<b>\$ 364,869</b>	<b>\$ 337,615</b>	<b>\$ 376,169</b>	<b>\$ 380,169</b>	<b>\$ 4,000</b>	<b>1.1%</b>
<b>Full - Time Positions</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	

### Significant Program Highlights

- There are no significant program changes.

## GENERAL FUND - CITY COUNCIL

The Fredericksburg City Council consists of a Mayor and six members, four of whom are elected by ward and two of whom are elected at-large. Elections are held in May in alternate years for either the ward Council members or the Mayor and the two at-large members. The Council holds regular sessions on the second and fourth Tuesdays of each month at 7:30 p.m. in the Council Chambers, City Hall, 715 Princess Anne Street.

City Council also directs the activities of three Council employees: the Clerk of City Council, the City Manager, and the City Attorney. Individual members of Council also serve on a variety of Regional agencies including the R-Board, VRE, FAMPO, Library Board and many others.

**Fredericksburg City Council 2036  
Vision Statement**

*We assure our future by focusing on the following desired future states....*

**EMPLOYMENT EPICENTER**  
**PUBLIC SERVICES—THE BACKBONE OF OUR COMMUNITY**  
**LEARNING IS A WAY OF LIFE**  
**A PROVEN LEADER IN HISTORIC PRESERVATION**  
**DISTINCT AND LINKED NEIGHBORHOODS**  
**BUILDING COMMUNITY THROUGH CULTURAL VIBRANCY**  
**GREEN, CLEAN ENVIRONMENT**  
**CUTTING-EDGE TRANSPORTATION SOLUTIONS**

### Fiscal Year 2019 Goal

- Monitor the progress on the City Council Three Year Priorities which reflect the vision and guide decision-making at all levels of City government.

### Fiscal Year 2019 Objectives

- Adopt a Budget and Capital Improvements Plan
- Assist in advancing Fredericksburg City Council 2036 Vision Statement, Desired Future States, and the City Council Three Year Priorities

### Budget Summary

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	87,111	85,327	86,000	86,000	-	0.0%
Fringe Benefits	45,808	48,576	53,480	45,510	(7,970)	-14.9%
Purchased Services	73,647	78,632	82,600	89,500	6,900	8.4%
Util, Comm, Rentals, Etc.	2,243	2,237	1,700	2,300	600	35.3%
Travel & Training	8,066	9,575	7,500	8,200	700	9.3%
Dues & Memberships	13,905	13,818	13,900	14,200	300	2.2%
Materials & Supplies	1,849	682	2,300	2,300	-	0.0%
<b>Total Expenditures</b>	<b>\$ 232,629</b>	<b>\$ 238,847</b>	<b>\$ 247,480</b>	<b>\$ 248,010</b>	<b>\$ 530</b>	<b>0.2%</b>

### Significant Program Highlights

- The increase in Purchased Services relates to increases in the cost of broadcasting of City Council meetings.

## GENERAL FUND - CITY MANAGER'S OFFICE

The City Manager is the chief administrative officer of the City and is appointed by City Council. The City Manager's Office has two programs: Administration and Budget.

**Administration:** The City Manager is responsible for implementing all ordinances and resolutions, as well as supervising the functions of most City departments. The City Manager's Office also serves to lead or assist management teams on various major projects, and works to ensure an enhanced quality of life for residents and businesses alike.



### Fiscal Year 2019 Goal

- Manage department directors and other staff in daily work.
- Develop and complete programs and projects that work to realize Fredericksburg City Council 2036 Vision Statement, Desired Future States, and the City Council Three Year Priorities

### • Fiscal Year 2019 Objectives

- Work to drive further efficiencies in operations.
- Continue to provide overall management and support for City Departments.
- Implement City Council direction on Priorities, and other projects and initiatives.
- Help facilitate a smooth transition to the new city software system.

**Budget Office:** The Budget Office is responsible for preparing the annual operating and capital budgets. The Budget Office also advises the Council on the financial condition and policy requirements of the City.

### Fiscal Year 2019 Goals

- Prepare the City Manager's Recommendations for the FY 2020 Operating and Capital Budgets and the upcoming six-year capital improvements plan.
- Prepare the documents for FY 2020 budgets.

### Fiscal Year 2019 Objectives

- Evaluate the budget document and make necessary changes to reapply for the Distinguished Budget Award for the FY 2020 budget.
- Continue to improve mid to long range forecasting tools.
- Monitor Departments to ensure that the Turnover Credit adopted by City Council of \$250,000 is met by implementing budget transfers of turnover savings by the close of the fiscal year.
- Assist Departments and other offices to ensure that budget expenditures are not exceeded.

### Performance Measure

Bond Rating	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Estimate
Fitch	AA+	AA+	AA+	AA+
Moody's	Aa2	Aa2	Aa2	Aa2
Standard and Poor's	AA	AA	AA	AA

### Budget Summary

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	475,102	501,909	606,315	614,900	8,585	1.4%
Fringe Benefits	193,037	233,470	229,495	240,017	10,522	4.6%
Purchased Services	32,160	33,562	37,404	38,000	596	1.6%
Util, Comm, Rentals, Etc.	13,056	11,799	14,700	12,700	(2,000)	-13.6%
Travel & Training	18,217	24,222	31,000	27,500	(3,500)	-11.3%
Dues & Memberships	4,003	3,631	5,000	5,000	-	0.0%
Materials & Supplies	3,417	5,193	4,250	4,250	-	0.0%
Capital Outlay	3,273	1,197	-	-	-	---
<b>Total Expenditures</b>	<b>\$ 742,266</b>	<b>\$ 814,983</b>	<b>\$ 928,164</b>	<b>\$ 942,367</b>	<b>\$ 14,203</b>	<b>1.5%</b>
<b>Full - Time Positions</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>		
<b>Part - Time Positions</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>		

### Significant Program Highlights

- The increase in the Fringe Benefits is related to compensation.

## GENERAL FUND – CLERK OF COUNCIL

The Clerk of City Council is responsible for the preparation and distribution of all City Council agendas. In addition, the Clerk attends and assists in conducting all of the meetings. The Clerk takes and prepares minutes for approval and adoption as the official record of all City Council meetings. The Clerk also serves to prepare and, once adopted, execute and archive all City ordinances and resolutions.

The Clerk serves as the initial point of contact for the general public, including requests for information and requests to speak at upcoming Council meetings. In addition, the Clerk serves as the City's Freedom of Information Act (FOIA) officer.

### Fiscal Year 2019 Goal

- To provide support and documentation of meetings and events to City Council and other boards and commissions as appropriate.

### Fiscal Year 2019 Objectives

- Develop a proposal for electronic indexing of minutes and documents.
- Research how to improve the process of documenting the Council Meeting Packet.
- Continue working toward the Master Municipal Clerk Certificate through the International Institute for Municipal Clerks.
- Continue to attend Council meetings, prepare agenda packets for web and iPads, and prepare meeting minutes.
- Assist as necessary the City Council, City Manager, City Attorney and Department Heads.

### Performance Measure – Workload

	CY 2013	CY 2014	CY 2015	CY 2016	CY 2017
Resolutions	105	99	101	111	105
Ordinances	25	29	33	29	33
City Council Meetings	22	24	23	23	24
Work Session Meetings	26	21	22	30	35

## Budget Summary

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	61,586	61,562	62,260	64,400	2,140	3.4%
Fringe Benefits	42,355	44,703	36,202	30,130	(6,072)	-16.8%
Purchased Services	4,730	6,329	10,000	10,800	800	8.0%
Util, Comm, Rentals, Etc.	2,704	2,119	2,200	2,200	-	0.0%
Travel & Training	1,219	1,626	2,750	2,750	-	0.0%
Dues & Memberships	265	200	250	250	-	0.0%
Materials & Supplies	365	909	1,000	1,000	-	0.0%
Capital Outlay	\$ -	-	-	800	800	---
<b>Total Expenditures</b>	<b>\$ 113,224</b>	<b>\$ 117,448</b>	<b>\$ 114,662</b>	<b>\$ 112,330</b>	<b>\$ (2,332)</b>	<b>-2.0%</b>
<b>Full - Time Positions</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>		

## Significant Program Highlights

- The decrease in Fringe Benefits relates to retiree healthcare.
- The budget request includes the purchase of an Optical Read Scanner to better archive City Council meeting documents.

## GENERAL FUND - CLERK OF THE CIRCUIT COURT

The Circuit Court Clerk, a locally-elected constitutional officer, is charged by the Code of Virginia with over eight hundred (800) duties. The duties fall into four (4) major categories: probate, land records, court administration and license issuance.

The Clerk is responsible for probating wills, qualifying personal representatives of estate, and filing all paperwork associated with the estate. All transactions involving real estate located in the City are recorded with the Clerk and maintained as permanent records.

All felonies committed in the City are processed through the Circuit Court, as are misdemeanor and traffic cases appealed from the district courts. The Clerk is responsible for maintaining the files of these cases. Traditionally, the Clerk has been expected to prepare the appropriate court orders, although there is no statutory or constitutional mandate to do so. The Clerk is statutorily responsible for ensuring that the orders reach all necessary parties.

Suits for money and other actions, such as suits for divorce, are processed through the Clerk's Office. The Clerk's Office issues marriage licenses, qualifies notaries public and administers various oaths of office. The Circuit Court Clerk is also responsible for one of the largest locally held collections of "historic" records in the Commonwealth.

### Fiscal Year 2019 Goal

- Provide outstanding, efficient and accurate service to the citizens of Fredericksburg as they access the 800 services performed by the Clerk of the Circuit Court.

### Fiscal Year 2019 Objectives

- Continue to improve on coordination of juries.
- Continue to convert records, deeds and plats to electronic format.

### Budget Summary

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	473,485	466,094	510,345	523,000	12,655	2.5%
Fringe Benefits	184,757	263,882	262,310	250,200	(12,110)	-4.6%
Purchased Services	37,405	22,618	40,500	40,500	-	0.0%
Util, Comm, Rentals, Etc.	8,979	17,745	19,800	19,800	-	0.0%
Travel & Training	828	1,590	1,665	1,665	-	0.0%
Dues & Memberships	75	345	595	595	-	0.0%
Materials & Supplies	7,173	10,855	14,500	14,500	-	0.0%
Capital Outlay	2,240	-	-	-	-	---
<b>Total Expenditures</b>	<b>\$ 714,942</b>	<b>\$ 783,129</b>	<b>\$ 849,715</b>	<b>\$ 850,260</b>	<b>\$ 545</b>	<b>0.1%</b>
<b>Revenues</b>						
Compensation Board	\$ 324,605	\$ 323,366	\$ 345,000	\$ 345,000	\$ -	0.0%
<b>Total Revenue</b>	<b>\$ 324,605</b>	<b>\$ 323,366</b>	<b>\$ 345,000</b>	<b>\$ 345,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Percent Recovery</b>	<b>45.40%</b>	<b>41.29%</b>	<b>40.60%</b>	<b>40.58%</b>		<b>-0.1%</b>
<b>Full - Time Positions</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>		
<b>Part - Time Positions</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>		

### Significant Program Highlights

- Included in the City Grants Fund is a \$28,000 appropriation in anticipation of a Records Preservation Grant from the Library of Virginia. The Clerk of the Circuit Court was awarded a grant of \$27,742 in FY 2018 and \$12,640 in FY 2017.
- The decrease in Fringe Benefits relates to retiree healthcare.

## GENERAL FUND - COMMISSIONER OF THE REVENUE

The mission of the Commissioner of the Revenue’s office is to fairly and equitably assess taxes for the City of Fredericksburg as mandated by the Commonwealth of Virginia and the City Code, and in doing so, serve the taxpayers with knowledge, courtesy, and respect in a manner that exceeds their expectations. Staff of the Commissioner of the Revenue administer programs in three functional areas:

- Real Estate
- Assessment
- Audit

**Real Estate:** The Real Estate division is responsible for maintaining the land book for the City. In order to have an accurate property value the real estate division performs interim assessments and makes adjustments based on building permits to account for environmental changes to the overall value. The division also oversees policy impacts such as the Tax Relief for the Elderly program, Rehabilitation program, Public Service program, and the disabled Veteran Tax Relief program.

### Fiscal Year 2019 Goals

- Review building permits, sales listing and transfers on a monthly basis.
- Assist taxpayers and others with questions, concerns, elderly tax relief applications, veteran’s exemption and surviving spouse exemption applications, and essential information.

### Fiscal Year 2019 Objectives

- Maintain and ensure the accuracy of real estate records to include ownership and assessment.

### Performance Measures

Real Estate	FY2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Building Permits	1,683	1,700	1,556	1,600
Transfers	1,015	1,080	869	800
Land Parcels	8,325	8,441	8,455	8,500
Reassessment / New Construction	534	8750*	443	500
* Reassessment Year				

**Assessment:** The Assessments program performs the discovery and assessment of personal property, business license, and various excise taxes. Residents of the City are charged a personal property tax for items such as vehicles, trailers, motorcycles, and boats. Businesses must obtain a license to operate in the City and are assessed a tax based on their gross receipts each year. Excise taxes include meals tax, lodging tax, admissions tax and cigarette tax. Businesses that

provide goods and services that fall under these local option taxes must remit the tax to the Commissioners' Office monthly.

**Fiscal Year 2019 Goals**

- Perform accurate assessments and accounting on the property, goods and services that fall under these local option taxes.
- Assist taxpayers and others with questions, concerns, and essential information.

**Fiscal Year 2019 Objectives**

- Process multiple weekly DMV tapes for address and garage jurisdiction accuracy in order to bill and/or abate personal property taxes appropriately.
- Register new account, including event vendors. As part of the collection process, issue delinquent notices, summonses, and grand jury indictments as necessary, making phone calls and establishing payment plans.
- Assess and collect all local option taxes.
- Apply delinquent collections procedures.

**Performance Measures**

<b>Personal Property Tax</b>	<b>FY2016 Actual</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Projected</b>	<b>FY 2018 Projected</b>
Vehicles assessed	27,844	27,755	27,145	27,000
Bus PP/M & T	3,510	3,237	3,259	3,300

<b>Business License Tax</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Estimated</b>	<b>2019 Projected</b>
Business Licenses	3,671	3,114	3,200	3,200
Landlord Licenses	1,541	1,382	1,375	1,375

<b>Excise Tax</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Estimated</b>	<b>2019 Projected</b>
Excise Tax Accounts	451	466	481	480

**Audit Program:** The audit program is currently on hold.

## Budget Summaries

### Office of the Commissioner of the Revenue

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	629,453	607,114	634,518	679,200	44,682	7.0%
Fringe Benefits	233,967	282,334	296,285	305,189	8,904	3.0%
Purchased Services	48,965	50,056	54,500	54,500	-	0.0%
Util, Comm, Rentals, Etc.	15,497	13,679	14,045	14,045	-	0.0%
Travel & Training	4,197	4,048	5,700	5,700	-	0.0%
Dues & Memberships	1,694	1,914	1,500	2,000	500	33.3%
Materials & Supplies	6,204	6,321	6,500	7,200	700	10.8%
Capital Outlay	-	6,775	-	1,400	1,400	---
<b>Total Expenditures</b>	<b>\$ 939,977</b>	<b>\$ 972,241</b>	<b>\$ 1,013,048</b>	<b>\$ 1,069,234</b>	<b>\$ 56,186</b>	<b>5.5%</b>
<b>Revenues</b>						
Compensation Board	137,162	136,940	140,000	140,000	-	0.0%
<b>Total Revenue</b>	<b>\$ 137,162</b>	<b>\$ 136,940</b>	<b>\$ 140,000</b>	<b>\$ 140,000</b>	<b>\$ -</b>	<b>0.0%</b>
Percent Recovery	14.59%	14.08%	13.82%	13.09%		-5.3%
<b>Full - Time Positions</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>		
<b>Part - Time Positions</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>		

### Board of Real Estate Assessors

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Purchased Services	172,529	100	1,000	275,000	274,000	27400.0%
<b>Total Expenditures</b>	<b>\$ 172,529</b>	<b>\$ 100</b>	<b>\$ 1,000</b>	<b>\$ 275,000</b>	<b>\$ 274,000</b>	<b>27400.0%</b>

### Equalization Board

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	-	2,400	-	-	-	---
Fringe Benefits	-	2	-	-	-	---
Purchased Services	-	1,786	-	-	-	---
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 4,188</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>---</b>

### Significant Program Highlights

- The Adopted Budget includes an increase of \$30,800 in part-time hours based on work load and ERP implementation.
- The budgets for the Board of Real Estate Assessors and the Equalization Board reflect funding requirements of the four year real estate assessment cycle.
- The assessment and the implementation of the ERP CAMA software used by the Commissioner of Revenue's office are scheduled to occur about the same time. For this reason, the assessment will begin earlier than in the past. The four year assessment process is expected to begin prior to the end of FY 2019 instead of FY 2020. The next assessment will be effective July 1, 2020 for FY 2021.
- The replacement of printers is reflected in the capital outlay line.

## GENERAL FUND – COMMONWEALTH’S ATTORNEY

The Office of the Commonwealth’s Attorney is responsible for the prosecution of all criminal and serious traffic offenses in the courts of the City of Fredericksburg. These include the General District Court, the Juvenile and Domestic Relations Court, and the Circuit Court. In addition, all criminal cases appealed to the Virginia Court of Appeals and Supreme Court are briefed by this office if the defense files a Petition for Appeal.

Ancillary functions of this office include advising City code compliance officials who are involved in prosecuting building code safety and tax violations, advising and assisting law-enforcement agencies, serving as liaison between the courts and various agencies or departments, providing advice for the regular and special Grand Juries, educating the officers of the police department, providing advice and information to City citizens, rendering conflict of interest opinions pursuant to the Virginia Conflict of Interest Act, and seeking official advisory opinions from the Virginia Attorney General.

The Office of the Commonwealth’s Attorney will strive to: hold offenders accountable; attain appropriate dispositions for offenses and offenders; deliver timely and efficient administration of justice; reduce crime and fear of crime; demonstrate competent and professional behavior; ensure that management and administration exhibit efficient and fiscally responsible behavior; work toward consistent and coordinated enforcement efforts and administration of justice in the prosecution of all criminal and serious traffic cases in the City of Fredericksburg.

In addition to prosecuting all felonies and misdemeanors in City courts, the Office of the Commonwealth’s Attorney also administers the following special programs and services:

- Juvenile Drug Court & Adult Drug Court
- Domestic Violence Prosecution Program
- Child Advocacy Center
- Special Grand Jury
- Special Prosecution (as requested for other jurisdictions)
- Asset Forfeiture Programs

The office also houses the Victim Witness Program and the Virginia Domestic Violence Victim Program which are funded through the City Grants Fund.

### Fiscal Year 2019 Goals

- Our priority for FY19 is to continue to develop strategies to maintain efficiency in criminal prosecutions, despite the increased amount of preparation time spent on cases. The amount of time required to prepare cases has been precipitated by the implementation of body-worn cameras by all police officers. As prosecutors, we are bound by the Rules of Professional Responsibility to
  - Be aware of and analyze all information contained within the videos generated by the body cameras;
  - Disclose all facts and/or information that might exculpate a defendant;
  - Respond in a timely fashion to all discovery requests received from defense counsel.

- Continue aggressive prosecution of crime in the City of Fredericksburg so we can provide safe and secure environments for those who live, work, and visit the City.
- Continue the functions of the currently operating Rappahannock Regional Drug Courts.

**Fiscal Year 2019 Objectives**

- Develop strategies to maintain efficiency in criminal prosecutions with the increase in the time needed on each case with body camera evidence.
- Explore methods of expanding services available from the Rappahannock Regional Adult Drug Court. With a current capacity of 90 participants, the Adult Drug Court has difficulty accommodating new participants.
- Participate in continuing educational opportunities for attorneys and support staff to maintain our level of excellence.

**Budget Summary**

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	904,397	910,979	926,645	983,308	56,663	6.1%
Fringe Benefits	353,637	358,360	375,410	386,296	10,886	2.9%
Purchased Services	594	1,073	1,200	1,350	150	12.5%
Util, Comm, Rentals, Etc.	12,516	12,030	13,200	13,600	400	3.0%
Travel & Training	11,882	17,013	8,200	11,850	3,650	44.5%
Dues & Memberships	5,846	7,963	6,300	6,700	400	6.3%
Materials & Supplies	23,909	22,041	16,000	16,000	-	0.0%
Capital Outlay	834	-	-	22,000	22,000	---
<b>Total Expenditures</b>	<b>\$ 1,313,614</b>	<b>\$ 1,329,459</b>	<b>\$ 1,346,955</b>	<b>\$ 1,441,104</b>	<b>\$ 94,149</b>	<b>7.0%</b>
<b>Revenues</b>						
Commonwealth Attorney Fees	\$ 10,139	\$ 10,075	\$ 8,500	\$ 8,500	\$ -	0.0%
State Revenues	\$ 633,340	\$ 629,758	\$ 655,000	\$ 645,000	\$ (10,000)	-1.5%
<b>Total Revenue</b>	<b>\$ 633,340</b>	<b>\$ 629,758</b>	<b>\$ 655,000</b>	<b>\$ 645,000</b>	<b>\$ (10,000)</b>	<b>-1.5%</b>
<b>Percent Recovery</b>	<b>48.21%</b>	<b>47.37%</b>	<b>48.63%</b>	<b>44.76%</b>		<b>-8.0%</b>
<b>Full - Time Positions</b>						
General Fund	13	13	13	13		
City Grants Fund	2	3	3	3		
<b>Part - Time Positions</b>						
General Fund	1	1	1	1		
City Grants Fund	1	0	0	0		

**Significant Program Highlights**

- The FY 2019 Adopted Budget maintains current staffing levels. However, a support staff position and an additional (local-only) Assistant Commonwealth’s Attorney were requested and will be considered in future budgets. The justification for the attorney is based on the additional workload created by the review and analysis of video of police body-worn cameras. The Commonwealth’s Attorney is seeking approval for the position from the State Compensation Board. In addition, the General Assembly is considering mandates related to body-worn cameras that may impact staffing levels.
- The increase in salaries and benefits is related to compensation. An Assistant Commonwealth Attorney position will be converted to a Deputy Commonwealth Attorney position. Additional salary will be allocated to Assistant Commonwealth Attorney

positions. The increase in compensation is necessary due to significant turnover for prosecuting attorneys.

- The increase in capital outlay is to complete a document scanning project which will reduce space required for document storage and improve document retrieval.

## GENERAL FUND - COURTS

The City of Fredericksburg provides operational support for three separate courts: the Circuit Court, the Juvenile and Domestic Relations Court (J&DR), and the General District Court.

The Circuit Court is the trial court of general jurisdiction, and hears all types of cases, including all felony criminal cases, civil cases with large claims, family law cases including divorces, and appeals from the General District Court and the Juvenile and Domestic Relations Courts.



*The Fredericksburg Courthouse houses the Circuit Court and the General District Court. It opened in August of 2014.*



*The renovated Juvenile and Domestic Relations Court opened in September of 2015.*

The General District Court hears most traffic cases, misdemeanor cases, preliminary hearings for felony cases, and civil cases involving claims for amounts under a certain threshold.

The Fredericksburg J&DR Court handles cases involving juvenile delinquents, juvenile traffic violations, child abuse and neglect cases, domestic violence cases, custody, visitation and support cases, juvenile mental commitment hearings, and Juvenile Drug Treatment Court.

### Performance Measures

#### Case Load Statistics of Fredericksburg Courts

Filings	CY 2015	CY 2016	CY 2017
<b>Circuit Court</b>			
Civil	784	1,068	935
Criminal	2,233	2,337	2,328
Other	283	299	614
<b>Total</b>	<b>3,300</b>	<b>3,704</b>	<b>3,877</b>

Filings	CY 2015	CY 2016	CY 2017
<b>General District Court</b>			
Criminal	3,041	2,636	3,109
Traffic	5,003	3,920	4,489
Civil	<u>18,071</u>	<u>18,608</u>	<u>20,194</u>
Total	26,115	25,164	27,792
<b>J&amp;DR Court</b>			
Adult	1,115	1,056	1,109
Juvenile	<u>1,395</u>	<u>1,423</u>	<u>1,430</u>
Total	2,510	2,479	2,539
Source: <a href="http://www.courts.state.va.us/courtadmin/aoc/judpln/csi/home.html">http://www.courts.state.va.us/courtadmin/aoc/judpln/csi/home.html</a>			

## Budget Summaries

### Circuit Court

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	64,516	71,206	70,475	71,900	1,425	2.0%
Fringe Benefits	15,790	24,684	28,759	22,950	(5,809)	-20.2%
Purchased Services	13,009	6,250	15,400	8,100	(7,300)	-47.4%
Util, Comm, Rentals, Etc.	3,409	3,778	5,100	4,900	(200)	-3.9%
Materials & Supplies	6,169	2,530	2,500	2,500	-	0.0%
<b>Total Expenditures</b>	<b>\$ 102,893</b>	<b>\$ 108,448</b>	<b>\$ 122,234</b>	<b>\$ 110,350</b>	<b>\$ (11,884)</b>	<b>-9.7%</b>
Full - Time Positions	1	1	1	1		

### General District Court

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Purchased Services	2,415	2,258	7,100	7,100	-	0.0%
Util, Comm, Rentals, Etc.	12,629	10,053	15,500	15,200	(300)	-1.9%
Travel & Training	-	497	2,000	2,000	-	0.0%
Materials & Supplies	4,785	5,296	4,400	4,400	-	0.0%
<b>Total Expenditures</b>	<b>\$ 19,829</b>	<b>\$ 18,104</b>	<b>\$ 29,000</b>	<b>\$ 28,700</b>	<b>\$ (300)</b>	<b>-1.0%</b>

### Juvenile and Domestic Relations (J&DR) Court

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Purchased Services	1,087	1,706	2,000	2,160	160	8.0%
Util, Comm, Rentals, Etc.	7,822	9,136	10,400	10,800	400	3.8%
Travel & Training	573	811	2,000	2,000	-	0.0%
Dues & Memberships	445	50	600	600	-	0.0%
Materials & Supplies	4,781	3,882	4,200	4,900	700	16.7%
Capital Outlay	-	138	-	-	-	---
<b>Total Expenditures</b>	<b>\$ 14,708</b>	<b>\$ 15,723</b>	<b>\$ 19,200</b>	<b>\$ 20,460</b>	<b>\$ 1,260</b>	<b>6.6%</b>

### Special Magistrate Court

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Purchased Services	-	-	3,000	3,000	-	0.0%
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,000</b>	<b>\$ 3,000</b>	<b>\$ -</b>	<b>0.0%</b>

## Juries

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Purchased Services	37,290	39,930	28,000	30,000	2,000	7.1%
Travel & Training	1,273	1,361	-	2,000	2,000	---
<b>Total Expenditures</b>	<b>\$ 38,563</b>	<b>\$ 41,291</b>	<b>\$ 28,000</b>	<b>\$ 32,000</b>	<b>\$ 4,000</b>	<b>14.3%</b>

## Court Appointed Attorney

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Purchased Services	1,440	1,920	12,000	12,000	-	0.0%
<b>Total Expenditures</b>	<b>\$ 1,440</b>	<b>\$ 1,920</b>	<b>\$ 12,000</b>	<b>\$ 12,000</b>	<b>\$ -</b>	<b>0.0%</b>

## Significant Program Highlights

- The General District Court and the J&DR Court requested \$36,000 to supplement the salaries of the court clerks by \$3,000. The request was not funded since the clerks are state employees.
- The FY19 Adopted Budget includes an increase to Jury expenses.
- The decrease in the Circuit Court purchased services reflects actual costs related to reimbursements to Caroline County for a judicial legal assistant.

## GENERAL FUND – COMMUNITY PLANNING & BUILDING

### BUILDING DIVISION

The mission of the Building Services Division is

- To promote the health, safety and general welfare of the public, and
- To ensure safety of life and property from all hazards related to the design, construction, maintenance, use, repair, removal or demolition of buildings.

Each year, the Building Services Division issues approximately 1,600 construction permits and conducts over 10,000 building and site inspections.

Programs of the Building division include Building Code Enforcement, Site Plan Review, and Building Maintenance. Priorities for FY 2019 include:

- **Staff Training:** The Virginia Building Codes are updated every three years and 2021 is the next change. Staff members will attend mandatory training on the changes.
- **Cross Training:** Fully trained inspection staff will be able to perform both residential and commercial inspections along with some plan review. This would benefit the customers of Fredericksburg with inspections being performed consistently in a timely manner.
- **Fee Increase:** Based on a review of our current permit fee schedule, an increase in the various fees is proposed.



**Building Code Enforcement:** The first program is to enforce the Building Code of the Commonwealth. This is most commonly accomplished by the issuance of building permits for all new construction, additions, installations, alterations/remodeling, demolition, changes of use, changes of occupancy, movement of a lot or property line, removal or disturbing any asbestos, and any work not specifically exempted by the Building Code. The program ensures inspection of construction and alterations comply with all applicable building codes.

#### Fiscal Year 2019 Goal

- To promote the health, safety and general welfare of the public and to ensure safety to life and property from all hazards incident to building design, construction, maintenance, use, repair, removal or demolition.

#### Fiscal Year 2019 Objective

- To ensure compliance with City of Fredericksburg's ordinances and the Virginia Uniform Statewide Building Code.

### Performance Measures

	FY 15 Actual	FY 16 Actual	FY 17 Actual	FY 18 Projected	FY 19 Projected
Construction Inspections Performed	5,941	6,200	7,959	9,250	9,600
Construction Plans Reviewed	865	1,015	1,023	1,150	1,215
Walk-In Plan Reviews	239	189	268	175	210
Construction Permits Issued	1,638	1,670	1,732	1,850	1,975
Value of Construction (\$Millions)	\$55.0	\$61.8	\$67.8	\$80.0	\$95.0

**Site Plan Review:** The second function is site plan review. Site plans are to ensure code compliance in the development of land and to promote high standards and innovations in the layout, design, landscaping and implementation of development within the City.

**Building Maintenance:** This programmatic function is to enforce the property maintenance code. The property maintenance code regulates the maintenance and repair of existing structures. The property maintenance official also assists in enforcing the general nuisance codes.

### Performance Measures

	FY 15 Actual	FY 16 Actual	FY 17 Actual	FY 18 Projected	FY 19 Projected
Inoperative Vehicle Complaints	37	45	42	45	50
Building Maintenance Code Violations	624	500	567	550	650

### Budget Summary

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	538,863	503,203	538,437	542,700	4,263	0.8%
Fringe Benefits	223,001	229,069	235,223	234,787	(436)	-0.2%
Purchased Services	5,259	2,322	4,550	4,550	-	0.0%
Util, Comm, Rentals, Etc.	9,219	8,117	9,200	8,800	(400)	-4.3%
Travel & Training	1,323	560	2,800	1,700	(1,100)	-39.3%
Dues & Memberships	820	818	1,000	1,000	-	0.0%
Other Non-Personal	-	-	-	-	-	---
Materials & Supplies	9,948	10,004	14,750	12,250	(2,500)	-16.9%
Capital Outlay	24,864	-	-	-	-	---
<b>Total Expenditures</b>	<b>\$ 813,297</b>	<b>\$ 754,093</b>	<b>\$ 805,960</b>	<b>\$ 805,787</b>	<b>\$ (173)</b>	<b>0.0%</b>
<b>Revenues</b>						
Building Permits	\$ 402,347	\$ 414,622	\$ 450,000	\$ 450,000	\$ 47,653	0.0%
Sign Permits	\$ 4,426	\$ 8,025	\$ 12,000	\$ 12,000	\$ 7,574	0.0%
<b>Total Revenue</b>	<b>\$ 406,773</b>	<b>\$ 422,647</b>	<b>\$ 462,000</b>	<b>\$ 462,000</b>	<b>\$ 55,227</b>	<b>0.0%</b>
<b>Percent Recovery</b>	<b>50.02%</b>	<b>56.05%</b>	<b>57.32%</b>	<b>57.34%</b>		
<b>Full - Time Positions</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>		
<b>Part - Time Positions</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>		

### Significant Program Highlights

- The reduction in Material & Supplies is due to the purchase of code books in FY 2018.

## GENERAL FUND – COMMUNITY PLANNING & BUILDING PLANNING DIVISION

The Planning Division is responsible for overseeing and implementing the goals of the City's Comprehensive Plan and enforcement of the City's Unified Development Ordinance (UDO) which covers zoning, site plan, and subdivision regulations. The Division ensures that the land use of the City is in accordance with the wishes of the community and the rights of property owners as prescribed by law. Programs include:

**Planning:** To guide and ensure orderly development in the City by overseeing and implementing the goals of the City's Comprehensive Plan and by reviewing all new development proposals to ensure they reflect this vision.



LIBERTY PLACE - WINCHESTER STREET ELEVATION

LIBERTY PLACE | 1400 N. WINCHESTER STREET | 222

MV+A

Wack

**Regulatory Processing:** Assist citizens and developers through the land use and development process by providing expertise and technical assistance. Provide staff support to the Planning Commission, Architectural Review Board, Board of Zoning Appeals, and Wetlands Board.

**Historic Resources:** Preserve and protect the City's unique historic character by managing change to ensure the value, both economic and cultural, of historic resources is not compromised. Specific initiatives include updating and maintaining the inventory of historic resources, protecting the City's archaeological record through a comprehensive archaeology program, advising the Architectural Review Board, and expanding and updating the Historic Preservation Plan to ensure the City is engaged in the best practices for historic preservation.

**Community Development:** Administer the City's Community Development Block Grant (CDBG) program funding to provide qualifying City residents with housing assistance and public services to promote homeownership, maintain affordable housing stock, and reduce and prevent cases of homelessness. CDBG Funding is located in the City Grants Fund. Required local matching support is funded through a transfer from the General Fund into the City Grants Fund.

### Fiscal Year 2019 Goals

- Implement the goals, policies, and initiatives of the City's Comprehensive Plan.
- Enforce the Unified Development Ordinance (zoning and subdivision regulations) to ensure that the land use of the City is in accordance with the wishes of the community and the rights of property owners as prescribed by law.

### Fiscal Year 2019 Objectives

- Provide high quality professional staff support on land use to the City Council, Planning Commission, Architectural Review Board, FAMPO Technical Committee, Board of Zoning Appeals, and Wetlands Board.
- Continue work on neighborhood area plans as funded through the City's capital budget.
- Protect the character of the City and the quality of life for residential and commercial neighborhoods by fairly enforcing the provisions of the Unified Development and Nuisance Ordinances as well as other applicable statutes.
- Provide qualifying City residents with housing assistance and public services to promote homeownership, maintain affordable housing stock, and reduce and prevent cases of homelessness.

### Performance Measures

Application/Permits	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Projection	FY 2019 Projection
<b>DESIGN REVIEW (ARB / Corridor Overlay)</b>						
Certificate of Appropriateness	56	61	64	71	70	70
Corridor Design Review	1	5	3	4	4	4
<b>DEVELOPMENT REVIEW</b>						
TRC Pre-Submission Applications	45	53	51	50	55	55
Preliminary Subdivision Plat	2	2	0	1	1	1
Final Subdivision Plat	13	25	16	16	20	20
Residential Lot Grading Plan	50	88	38	83	85	85
Major Site Plan	9	13	7	9	10	10
Minor Site Plan	1	7	10	12	13	14
<b>LAND USE APPLICATIONS (BZA / PC / Council)</b>						
BZA Appeal / Variance	1	1	5	1	2	2
Comprehensive Plan Compliance Review	4	3	5	5	5	5
Right-of-Way Vacation	1	1	0	2	2	2
Special Exception	2	0	3	7**	7	7
Special Use Permit	14	8	5	1**	2	2
UDO Text Amendment	11	9	5	6	5	5
Zoning Map Amendment (Rezoning and Proffer Amendment)	7	2	3	3	3	3
<b>Zoning</b>						
Accessory Structure Permits	0*	0*	16	29	25	25

Application/Permits	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Administrative Modification	1	2	1	1	3	3
Antenna Structure	0*	0*	3	6	5	5
Certificate of Zoning Use	250	216	186	225	230	230
Determination / Verification Letters	30	37	31	16	20	20
Enforcement / Notices of Violation	85	100	120	117	120	120
Fences	52	84	69	88	90	90
Home Occupation	59	63	61	70	65	65
Non-Conforming Use, Change	2	0	2	1	1	1
Non-Conforming Use, Expansion	0	0	0	0	1	1
Sidewalk Café	9	19	12	8	10	10
Signs	110	103	105	136	140	140
Temporary Activity	19	20	25	29	30	30

## Budget Summaries

### Planning

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	523,882	448,643	448,515	503,000	54,485	12.1%
Fringe Benefits	217,491	183,338	191,101	210,790	19,689	10.3%
Purchased Services	80,504	26,972	26,350	24,000	(2,350)	-8.9%
Util, Comm, Rentals, Etc.	4,228	3,244	4,200	3,100	(1,100)	-26.2%
Travel & Training	11,801	8,442	7,300	8,500	1,200	16.4%
Other Non-Personal	1,512	-	-	-	-	---
Dues & Memberships	3,436	1,877	2,000	2,500	500	25.0%
Materials & Supplies	5,758	6,110	9,300	6,400	(2,900)	-31.2%
Joint Operations	-	-	-	-	-	---
Capital Outlay	3,632	1,830	22,000	1,200	(20,800)	-94.5%
Transfers	-	-	-	-	-	---
<b>Total Expenditures</b>	<b>\$ 852,245</b>	<b>\$ 680,458</b>	<b>\$ 710,766</b>	<b>\$ 759,490</b>	<b>\$ 48,724</b>	<b>6.9%</b>
<b>Revenues</b>						
Rezoning Fees	4,904	2,021	6,500	1,500	(5,000)	-76.9%
Home Occupation Permits	6,200	7,700	5,000	5,000	-	0.0%
Special Use Permits	3,150	2,274	10,000	5,000	(5,000)	-50.0%
Subdivision Review Fees	13,300	7,775	20,000	25,000	5,000	25.0%
Site Plan Review Fees	97,245	135,894	75,000	80,000	5,000	6.7%
BZA Variances	3,655	2,000	3,000	3,000	-	0.0%
Certificates of Appropriateness	3,375	5,075	1,500	1,500	-	0.0%
Corridor Overlay, As Built, Perf. Guarantee	-	-	-	3,400	3,400	---
<b>Total Revenue</b>	<b>\$ 131,829</b>	<b>\$ 162,739</b>	<b>\$ 121,000</b>	<b>\$ 124,400</b>	<b>\$ 3,400</b>	<b>2.8%</b>
<b>Percent Recovery</b>	<b>15.47%</b>	<b>23.92%</b>	<b>17.02%</b>	<b>16.38%</b>		<b>-3.8%</b>
<b>Full - Time Positions</b>						
General Fund	7	7	7	7		
City Grants*	1	1	1	1		
Stormwater Management*	1	1	2	2		

\*The Community Development Block Grant Planner is funded through the City Grants Fund, and administers the City's Community Development Block Grant program. The two Stormwater Management Planners are funded in the Stormwater Management Fund.

## Boards &amp; Commissions

<b>BOARD OF ZONING APPEALS</b>						
<b>Expenditures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Adopted</b>	<b>FY 2019 Adopted</b>	<b>FY19-FY18 Adopted</b>	<b>FY18 Adpt - FY19 Rec %</b>
Purchased Services	300	-	600	300	(300)	-50.0%
Travel & Training	-	-	800	800	-	0.0%
<b>Total Expenditures</b>	<b>\$ 300</b>	<b>\$ -</b>	<b>\$ 1,400</b>	<b>\$ 1,100</b>	<b>\$ (300)</b>	<b>-21.4%</b>
<b>ARCHITECTURAL REVIEW BOARD</b>						
<b>Expenditures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Adopted</b>	<b>FY 2019 Adopted</b>	<b>FY19-FY18 Adopted</b>	<b>FY18 Adpt - FY19 Rec %</b>
Purchased Services	99,842	18,511	-	-	-	---
Travel & Training	-	1,384	2,000	3,600	1,600	80.0%
Materials & Supplies	-	-	-	-	-	---
<b>Total Expenditures</b>	<b>\$ 99,842</b>	<b>\$ 19,895</b>	<b>\$ 2,000</b>	<b>\$ 3,600</b>	<b>\$ 1,600</b>	<b>80.0%</b>
<b>CLEAN &amp; GREEN COMM</b>						
<b>Expenditures</b>	<b>FY 2017 Actual</b>		<b>FY 2018 Adopted</b>	<b>FY 2019 Adopted</b>	<b>FY19-FY18 Adopted</b>	<b>FY18 Adpt - FY19 Rec %</b>
Purchased Services	-	-	1,000	-	(1,000)	-100.0%
Materials & Supplies	3,932	2,927	2,000	6,400	4,400	220.0%
<b>Total Expenditures</b>	<b>\$ 3,932</b>	<b>\$ 2,927</b>	<b>\$ 3,000</b>	<b>\$ 6,400</b>	<b>\$ 3,400</b>	<b>113.3%</b>

## Significant Program Highlights

- The increase in Salaries & Wages and Fringe Benefits reflect the full years funding of a Planner position that was funded for half a year in FY 2018.
- The increase for the Architectural Review Board (ARB) is for additional training.
- The Clean & Green Commission requested additional funding to expand campaigns.

## GENERAL FUND – ECONOMIC DEVELOPMENT & TOURISM

The Department of Economic Development and Tourism (EDT) works to increase tax revenues to the City through business expansion, retention, and development. Tourism development and marketing is recognized as an essential revenue generator for the City and receives emphasis beyond a traditional economic development program. Programs include:



**Economic Development:** Business recruitment and retention, increased and improved employment, new business establishments, earned media generation and increased revenue to the City are the primary functions of economic development. This is achieved through marketing and recruitment efforts, increased communication and advocacy, and utilizing local, state and federal business programs to the benefit of new or existing city businesses.

**Tourism:** Marketing to various travel segments to generate customers for City businesses including historic sites, restaurants, lodging, meeting and conference facilities, retail establishments, entertainment venues, and outdoor recreation businesses.

### Fiscal Year 2019 Goals

- Attract and retain quality businesses in order to maintain the City's strong tax base and increase employment.
- Relocate EDT and Visitor Center to a more professional, modern office space.
- Consider the creation of a Convention and Visitor Bureau.
- Carefully evaluate marketing consultants for both tourism and economic development.
- Become the go-to source for business and event information through the newsletter, social media, blog and websites.
- Grow City's business tax revenue.

### Fiscal Year 2019 Objectives

- Make progress on City Council priorities and Economic Development Strategic Plan.
- Increase the number of businesses that choose Fredericksburg as their business location.
- Assist in the development and redevelopment of business locations in the City.
- Improve City permitting process.
- Continue to improve website and social media presence.
- Aid projects that will improve the utilization of existing parking in the downtown and increase the parking inventory.
- Increase lodging tax revenue through tourism outreach.
- Influence travel purchase decisions to the benefit of city businesses.
- Promote Fredericksburg to groups, meetings and conventions, as well as consumers.
- Make progress toward a performing arts complex and additional sports facilities.
- Develop more special events and assist with creation of Riverfront Park.

**Fredericksburg Opportunity Fund:** During FY 2018, the City transferred \$75,000 from the General Fund to the “Fredericksburg Opportunity Fund (Fund 226). This Fund will serve to allow the City to take advantage of economic development opportunities that arise during a fiscal year. There will need to be discussion concerning the operations of the Fund, and potential sources of funding. The budget resolution will include language appropriating the balance in this fund for use in FY 2019.

### Performance Measures

	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Projected
Meals tax revenue	10,693,375	11,141,603	11,100,000	11,500,000
Lodging tax revenue	1,432,190	1,524,371	1,450,000	1,600,000
BPOL revenue	6,101,499	6,320,104	6,100,000	6,445,000
Sales tax revenue	11,176,401	11,376,302	11,350,000	11,500,000

### Budget Summary

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	570,851	532,391	512,455	535,400	22,945	4.5%
Fringe Benefits	190,892	182,247	187,428	192,028	4,600	2.5%
Purchased Services	259,686	133,638	147,000	201,000	54,000	36.7%
Util, Comm, Rentals, Etc.	8,424	9,110	15,050	11,250	(3,800)	-25.2%
Travel & Training	25,876	31,923	32,500	32,500	-	0.0%
Other Non-Personal	9,424	11,125	10,000	12,000	2,000	20.0%
Dues & Memberships	2,992	2,665	5,000	4,000	(1,000)	-20.0%
Materials & Supplies	54,281	49,627	51,100	48,100	(3,000)	-5.9%
Capital Outlay	-	509	-	-	-	---
<b>Total Expenditures</b>	<b>\$ 1,122,426</b>	<b>\$ 953,236</b>	<b>\$ 960,533</b>	<b>\$ 1,036,278</b>	<b>\$ 75,745</b>	<b>7.9%</b>
<b>Revenues</b>						
Visitor Center Ticket Sales	11,514	12,095	11,000	11,000	(514)	0.0%
Visitor Center Retail Sales	24,789	21,595	23,000	23,000	(1,789)	0.0%
<b>Total Revenue</b>	<b>\$ 36,303</b>	<b>\$ 33,690</b>	<b>\$ 34,000</b>	<b>\$ 34,000</b>	<b>\$ (2,303)</b>	<b>0.0%</b>
<b>Percent Recovery</b>	<b>3.23%</b>	<b>3.53%</b>	<b>3.54%</b>	<b>3.28%</b>		<b>-7.3%</b>
<b>Full - Time Positions</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>		
<b>Part - Time Positions</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>		

### Significant Program Highlights

- Salaries & Wages reflecting compensation adjustment.
- The increase to purchased services is for advertising and rebranding efforts.

## GENERAL FUND - FINANCE

The Department of Finance (formerly called the Department of Fiscal Affairs) manages the accounting and auditing functions for the City of Fredericksburg. This includes the centralized accounting, the centralized processing of payroll, and the processing of the City's accounts payable transactions. The City's Utility Billing functions are also coordinated by the Department of Finance; however, the funding for the Utility Billing function is located in the Water and Sewer Funds. The preparation of bills for monthly parking contract customers using the Parking Garage usage is another function performed by the Finance Department.

**Accounting and Audit Preparation:** The Department of Finance is responsible for keeping accurate accounting records for all City financial transactions. Finance prepares the financial reports for the City, including the reports necessary for the annual audit and the production of the City's Comprehensive Annual Financial Report (CAFR). The City's independent auditors evaluate and report on the City's efforts in this regard.

**Utility Billing:** The Department of Finance houses the Utility Billing function for the City, which is financed by the Water and Wastewater Operating Funds. Utility Billing prepares bills and maintains utility accounts. Field work, such as meter reading, is handled by Public Works employees, and the sending and collecting of bills is conducted by the City Treasurer. Budgetary information for Utility Billing is reflected in the Water and Wastewater Operating Fund summary tables.

**Purchasing:** Funding for the City's Purchasing Agent is included in the budget for Finance.

### FY 2019 Goals

- Account and record all City financial transactions accurately and efficiently.
- Manage the billing, customer service and account management aspects for water, sewer and trash services.
- Implement all GASB updates in a timely manner.
- Successfully collaborate in the transition to a new ERP system.

### FY 2019 Objectives

- Produce a Comprehensive Annual Financial Report that wins a Government Finance Officer Association Award.
- Assist Treasurer's office with financial reporting.
- Continue to improve tracking and data collection for utilities services.
- Revise financial policies related to travel, grants and meals.
- Implement GASB update regarding economic development incentives.
- Evaluate historic data requirements for new ERP software.
- Work with IT, Budget, Human Resources, Treasurer, and other City departments in the transition to the new ERP system.

	FY 2015 Actual	FY 2015 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
GFOA Award	YES	YES	YES	YES	YES

## Finance

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	476,352	500,337	531,370	535,200	3,830	0.7%
Fringe Benefits	189,523	195,481	232,948	226,353	(6,595)	-2.8%
Purchased Services	24,109	19,719	25,300	25,300	-	0.0%
Util, Comm, Rentals, Etc.	5,372	5,347	5,600	5,600	-	0.0%
Travel & Training	1,395	1,657	7,800	8,800	1,000	12.8%
Dues & Memberships	840	464	3,000	1,250	(1,750)	-58.3%
Materials & Supplies	7,865	6,648	5,250	6,750	1,500	28.6%
Capital Outlay	1,626	3,366	-	2,000	2,000	---
<b>Total Expenditures</b>	<b>\$ 707,082</b>	<b>\$ 733,019</b>	<b>\$ 811,268</b>	<b>\$ 811,253</b>	<b>\$ (15)</b>	<b>0.0%</b>
<b>Full - Time Positions</b>						
Fiscal Affairs	7	8	8	8		
Utility Billing	2	2	2	2		

Utility Billing staff are budgeted in the water and sewer enterprise funds.

## Independent Auditor

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Fringe Benefits	-	-	-	-	-	---
Purchased Services	81,728	83,505	79,500	92,450	12,950	16.3%
Materials & Supplies	-	580	-	600	600	---
<b>Total Expenditures</b>	<b>\$ 81,728</b>	<b>\$ 84,085</b>	<b>\$ 79,500</b>	<b>\$ 93,050</b>	<b>\$ 13,550</b>	<b>17.0%</b>

## Postage Machine – City Hall

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Purchased Services	3,066	2,964	4,000	3,600	(400)	-10.0%
Materials & Supplies	132	393	-	400	400	---
<b>Total Expenditures</b>	<b>\$ 3,198</b>	<b>\$ 3,357</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>	<b>\$ -</b>	<b>0.0%</b>

## Copy Machine – City Hall

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Util, Comm, Rentals, Etc.	14,981	18,719	16,900	18,000	1,100	6.5%
Materials & Supplies	0	1,960	3,700	3,500	(200)	-5.4%
<b>Total Expenditures</b>	<b>\$ 14,982</b>	<b>\$ 20,679</b>	<b>\$ 20,600</b>	<b>\$ 21,500</b>	<b>\$ 900</b>	<b>4.4%</b>

## Significant Budgetary Highlights

- The increase in Independent Auditor reflects the actual and anticipated cost of the independent audit.

## GENERAL FUND - FIRE

The mission of the Fredericksburg Fire Department is to enhance the quality of those who live, work or visit the City of Fredericksburg by providing highly trained and courteous personnel for rapid response to their needs. Our mission statement includes, but is not limited to, the preservation of life, property and the environment. The Fredericksburg Fire Department protects an estimated \$5 billion dollars in real and personal property.

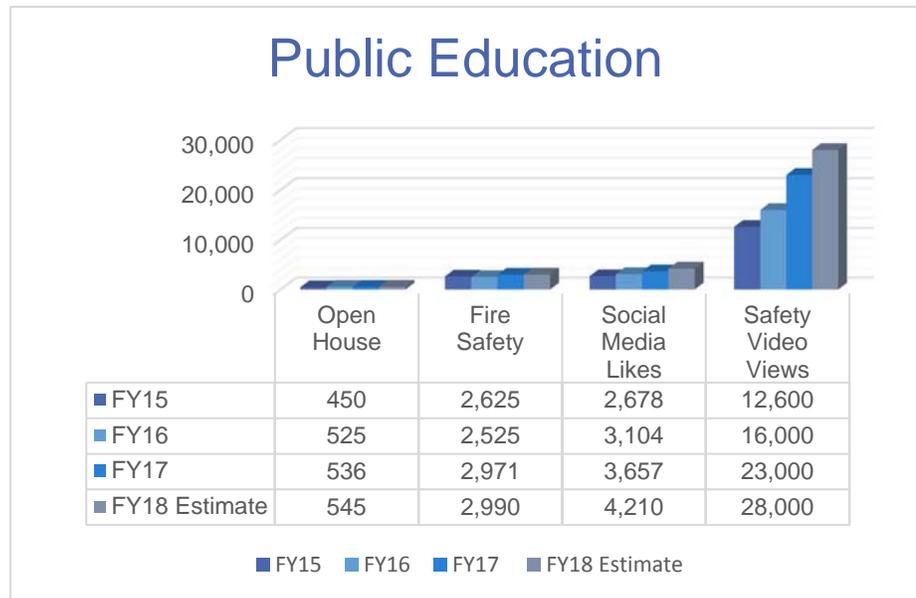


In addition to administrative staffing, there are three 24 hour shifts comprised of a Battalion Chief, Lieutenant, two Fire Sergeants, one EMS Sergeant, nine Firefighters, and two Medics. There is also a three person day Medic staff that rotates work days Monday – Friday from 5:30 am to 6:00 pm, providing the second Advanced Life Support (ALS) Medic unit for the City. Within the department there are specialty teams that include Hazmat, Dive and Water Rescue, Confined Space and Tactical EMS. All of these specialties require additional training and most can be regionally deployed.

**Fire Administration:** This program manages the daily operations of the Fire Department, support services staff, training, grant processes and Emergency Management. The training aspect provides in-service training for our emergency providers as well as CPR and AED training for all City staff.

### Fiscal Year 2019 Goals

- Educating the public on fire safety has proven to be the best method of prevention.
- Continue education and recertification of staff in order to provide the best service possible in order to mitigate loss of life and property in the event of a fire.

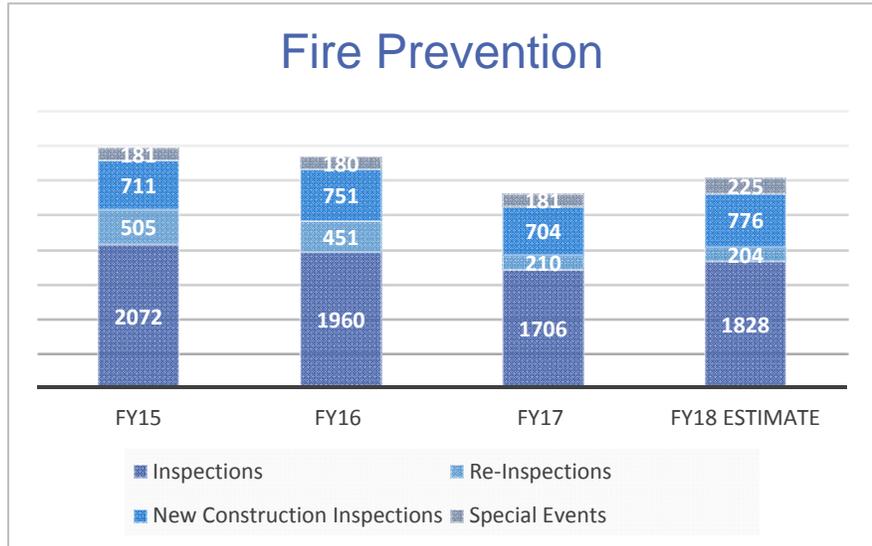


### Fiscal Year 2019 Objectives

- Use training, social media and safety videos in order to increase awareness about fire prevention.
- Provide education and recertification to ensure familiarity with new processes, building materials, vehicles and medical protocols.

- Develop a work plan for architectural and engineering services needed to locate and design a new Fire Station.

**Fire Prevention:** This program is responsible for all of the inspections and re-inspections required per the Statewide Fire Prevention Code, inspection of vendors at special events, the issuance of Fire Permits (yearly and special events), Fire Lane violations and the Smoke Detector Program which provides and installs smoke detectors for any City resident.



**Fiscal Year 2019 Goal**

- Ensure fire prevention through yearly inspections as mandated by the Virginia Statewide Fire Prevention Code.

**Fiscal Year 2019 Objectives**

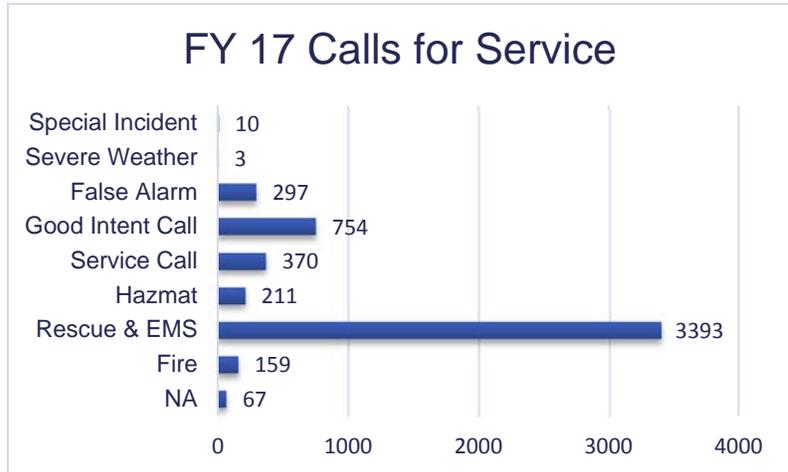
- Increase the number of inspections completed.
- Inspect and permit special events in the City to make sure residents and visitors have a safe experience.

Fire Inspections	FY15	FY16	FY17	FY18 Estimate
Inspections	2072	1960	1706	1828
Re-Inspections	505	451	210	204
New Construction	711	751	704	776
Special Events	181	180	181	225
Fire Permits	\$23,500	\$24,110	\$24,350	\$30,900

**Fire Suppression** The basic line of defense responding to alarms, public service calls, motor vehicle accidents, gas leaks, structure fires, emergency service lift assists, tours and public education. The Fire Suppression Division consists of three 24 hours shifts which provides fire suppression and medic assistance to City residents. Each shift consists of one Battalion Chief, one Lieutenant, two Sergeants and nine Firefighters/EMTs/Paramedics.

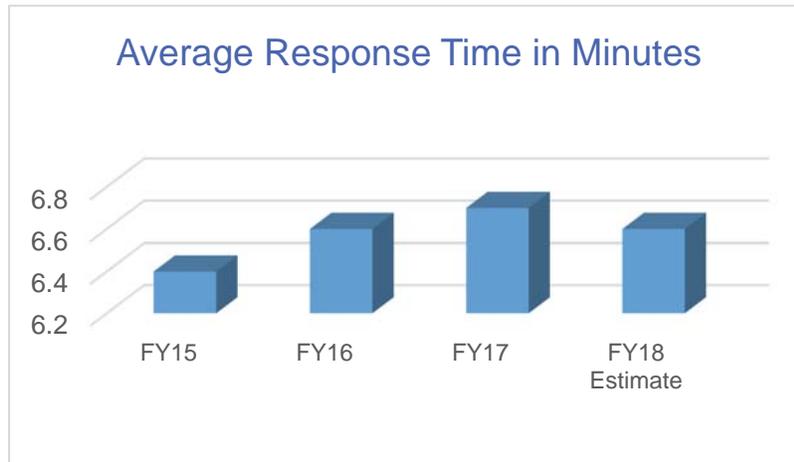
**Fiscal Year 2019 Goals**

- Continue safe response to calls for service within the City and mutual aid for surrounding localities while minimizing loss of property and lives and maintaining NFPA compliance.



**Fiscal Year 2019 Objectives**

- Maintain or decrease average response time to calls for services
- Maintain the continued decline in mutual aid call.



**Budget Summary**

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	2,956,970	2,847,750	3,018,898	2,918,180	(100,718)	-3.3%
Fringe Benefits	1,463,244	1,458,136	1,503,645	1,518,953	15,308	1.0%
Purchased Services	224,524	192,646	228,400	228,900	500	0.2%
Util, Comm, Rentals, Etc.	56,697	53,501	51,445	56,850	5,405	10.5%
Travel & Training	6,883	4,194	7,000	-	(7,000)	-100.0%
Other Non-Personal	-	-	-	-	-	---
Dues & Memberships	2,368	1,968	2,400	2,400	-	0.0%
Materials & Supplies	140,769	161,500	159,000	149,200	(9,800)	-6.2%
Joint Operations	-	-	-	-	-	---
Capital Outlay	74,242	46,906	82,000	96,612	14,612	17.8%
Transfers	-	-	-	-	-	---
<b>Total Expenditures</b>	<b>\$ 4,925,697</b>	<b>\$ 4,766,601</b>	<b>\$ 5,052,788</b>	<b>\$ 4,971,095</b>	<b>\$ (81,693)</b>	<b>-1.6%</b>
<b>Full - Time Positions</b>	<b>44</b>	<b>44</b>	<b>45</b>	<b>45</b>		
<b>Part - Time Positions*</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>		

*\*Permanent part-time positions are listed. Additional part-time funding is included for certain "as needed" positions*

### **Significant Program Highlights**

- The decrease in salaries reflects staff turnover and a reduction in over-time hours.
- For FY 2019, Travel & Training will be funded in the City Grants Fund.
- Capital Outlay includes equipment and a new vehicle for the Deputy Emergency Manager.

## GENERAL FUND - FIRE EMERGENCY MEDICAL SERVICES (EMS)

Fredericksburg Fire Department (FFD) EMS Division provides emergency medical care and transport service to the citizens of Fredericksburg and its visitors. The EMS Division also provides services through mutual aid agreements for emergency service to our neighboring counties. The fourteen positions in the EMS Division are filled by Emergency Medical Intermediates and Paramedics, who provide Advanced Life Support (ALS) medic coverage to the community. The EMS Division also employs qualified part-time personnel for coverage as needed. The EMS Division staffs two ALS units for treatment and transport and responds to over 3,000 emergency calls from Fire Station 1 and Fire Station 2. Additional Basic Life Support (BLS) may be provided by the Fredericksburg Rescue Squad during night and weekends.

### Fiscal Year 2019 Goal

- Continue to strengthen 24/7 ALS coverage through the City’s EMS Division.
  - The Adopted Budget includes two additional full-time Medics for FY 2019, beginning in January 2019. The total increase since FY 2014 is eight full-time positions.

Staffing Table for Fire – EMS FY 2014 - 2019

FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
8	11	13	14	14	16

- In January 2016, one of the two units was transitioned to 24/7 ALS coverage, which provides an ALS Medic unit to the community for nights and weekends.
- The Fire Feasibility Study released in January 2018 recommended moving a second unit to 24/7 ALS coverage due to call volume. Extending 24/7 coverage with two units has been a goal of the City for several years. Currently the second medic unit is in service for daytime hours, providing two FFD units during Monday-Friday.
- The Fire Department should be able to transition the second unit to 24/7 coverage in the spring of 2019 with the new positions, or at the very least extend the hours of operations.

### Fiscal Year 2019 Objectives

- Continue to increase the number of calls for service answered by either the Fredericksburg Fire Department EMS Division or Fredericksburg Rescue Squad in order to reduce the number of mutual aid calls and calls for assistance answered by ALS-certified Fire Suppression personnel of the Fire Department.
- Continue to provide staff support, in conjunction with our partners at Fredericksburg Rescue Squad and other providers, for special events such as the Marine Corps Half

Marathon and outdoor concerts to provide emergency medical coverage to participants and attendees.

- Develop a revised service agreement with the Fredericksburg Rescue Squad, which continues to provide essential service to the community through volunteer medics. The City greatly appreciates the continued contribution of the FRS to the community.

**Performance Measure**

	CY 2014	CY 2015	CY 2016	CY 2017 Estimate	CY 2018 Estimate
<b>EMS Calls</b>	<b>3069</b>	<b>3143</b>	<b>3109</b>	<b>3460</b>	<b>3500</b>

**Budget Summary**

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	726,975	791,687	847,945	950,000	102,055	12.0%
Fringe Benefits	310,660	395,871	397,656	442,355	44,699	11.2%
Purchased Services	84,125	110,140	71,000	85,800	14,800	20.8%
Travel & Training	1,991	2,033	2,000	-	(2,000)	-100.0%
Other Non-Personal	50,420	46,049	52,000	52,000	-	0.0%
Materials & Supplies	70,394	72,374	109,700	105,955	(3,745)	-3.4%
Joint Operations	-	-	-	-	-	---
Capital Outlay	1,424	6,709	16,950	18,100	1,150	6.8%
Transfers	-	-	-	-	-	---
<b>Total Expenditures</b>	<b>\$ 1,245,988</b>	<b>\$ 1,424,863</b>	<b>\$ 1,497,251</b>	<b>\$ 1,654,210</b>	<b>\$ 156,959</b>	<b>10.5%</b>
<b>Full - Time Positions</b>	<b>13</b>	<b>14</b>	<b>14</b>	<b>16</b>		
<b>Part - Time Positions*</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>		

*\*Permanent part-time positions are listed. Additional part-time funding is included for certain "as needed" positions*

	FY 2015	FY 2016	FY 2017	FY 2018 Est.	FY 2019 Est.
<b>EMS Fees</b>	<b>\$837,543</b>	<b>\$849,174</b>	<b>\$859,889</b>	<b>\$900,000</b>	<b>\$910,000</b>

**Significant Program Highlights**

- For FY 2019, Travel & Training will be funded in the City Grants Fund.
- The Public Safety Capital Fund includes funding to replace a medic unit due to age and use. The cost for the replacement medic unit is \$325,000.

## GENERAL FUND – FIRE HAZARDOUS MATERIALS

The Fredericksburg Fire Department Hazardous Materials Team consists of highly specialized personnel that provide assistance to other jurisdictions in emergency situations by request from the Virginia Emergency Operations Center (VEOC). The Fredericksburg team is one of 13 teams throughout the Commonwealth and covers 10 localities. The team certification levels range from the Technician (80 hours of specialized training) to the Specialist (240 of specialized training).

### Fiscal Year 2019 Goal

- Continue to keep trained members certified in the highly specialized area of hazardous material response.

### Fiscal Year 2019 Objective

- Secure grant funding to update Hazmat specific equipment.

### Performance Measures

Hazmat	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
Team Activations	1	3	3	4	4

### Budget Summary

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	9,184	7,357	15,000	13,000	(2,000)	-13.3%
Fringe Benefits	1,355	478	1,648	1,495	(153)	-9.3%
Purchased Services	12,730	12,438	19,500	17,300	(2,200)	-11.3%
Materials & Supplies	59	-	5,700	5,200	(500)	-8.8%
Capital Outlay	2,976	252	-	-	-	---
<b>Total Expenditures</b>	<b>\$ 26,303</b>	<b>\$ 20,525</b>	<b>\$ 41,848</b>	<b>\$ 36,995</b>	<b>\$ (4,853)</b>	<b>-11.6%</b>
<b>Team Activation</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>6</b>		

### Significant Program Highlights

- Budget adjustments reflect actual spending patterns.

## GENERAL FUND – FIRE PUBLIC SAFETY RADIOS

The Public Safety Radio Program is a partnership with Stafford County that allows the City to use the County's existing public safety radio system. In FY 2016, the City appropriated capital funds to purchase the radios and equipment necessary to operate on Stafford's system. The system became fully functioning in August of 2016. The system is managed by Fire Department staff, but used by the Police, Sheriff, EMS, Fredericksburg Rescue Squad as well as the Fire Department.

### Budget Summary

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Purchased Services	-	285,000	424,605	443,520	18,915	4.5%
Util, Comm, Rentals, Etc.	-	3,708	3,819	3,934	115	3.0%
Capital Outlay	-	9,983	25,000	14,200	(10,800)	-43.2%
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 298,691</b>	<b>\$ 453,424</b>	<b>\$ 461,654</b>	<b>\$ 8,230</b>	<b>1.8%</b>

### Significant Program Highlights

- The increase in Purchased Services reflects the operating contract with Stafford County and the service contract with Motorola. Each of these contracts includes yearly increases.
- The Capital Outlay is for communication equipment and accessories in the Police, Fire and Sheriff's Departments.

## GENERAL FUND – HUMAN RESOURCES

The Human Resources Department is responsible for a variety of activities which can be summarized as Human Resources Administration. This includes recruitment and selection, employee training, classification and compensation, administering employee grievances, and general policy formulation and administration. The City is responsible for writing, revising, and administering a variety of Human Resources policies, some of which are internal and some of which are responses to external mandates, such as the Fair Labor Standards Act or the Family and Medical Leave Act.

### Fiscal Year 2019 Goals

- Compete for top area talent with effective recruitment strategies and efficient recruitment processes.
- Support the talent development of our employees through professional and career development.
- Provide for a policy review of Human Resources policies to ensure that they are adequate, up-to-date, and that management and supervisory employees are well-trained and knowledgeable on them.
- Work to improve internal communications with employees.
- Prepare for the Enterprise Resource Planning (ERP) transition and installation.
- The digitization of personnel records.

### Fiscal Year 2019 Objectives

- Improve the application process for candidates to offer them the best information about an open position and a convenient way to apply.
- Review and update policies and procedures.
- Improve internal communications with employees through an employee newsletter and information technology (such as the web page).
- Increase the trainings offered employees to aid in their development.
- Begin digitizing personnel records, as possible.
- Review and improve human resource processes
  - Performance evaluations
  - Employee recognition

### Performance Measures

	FY 16 Actual	FY 17 Actual	FY 18 Estimate	FY19 Projection
Applications received	5,403	2,921	2,921	3,562
Payroll Changes Processed	1,720	1,704	1,787	1,932

	FY 16 Actual	FY 17 Actual	FY 18 Estimate	FY19 Projection
Orientations	32	36	38	26

### Budget Summary

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	200,925	191,742	203,090	229,097	26,007	12.8%
Fringe Benefits	78,181	77,665	89,975	96,558	6,583	7.3%
Purchased Services	82,387	80,095	58,250	71,000	12,750	21.9%
Util, Comm, Rentals, Etc.	1,941	1,231	1,650	1,650	-	0.0%
Travel & Training	2,873	1,268	15,000	28,200	13,200	88.0%
Dues & Memberships	1,020	1,507	1,000	1,500	500	50.0%
Materials & Supplies	3,780	3,504	4,000	3,600	(400)	-10.0%
Capital Outlay	-	-	-	2,100	2,100	100.0%
<b>Total Expenditures</b>	<b>\$ 371,107</b>	<b>\$ 357,012</b>	<b>\$ 372,965</b>	<b>\$ 433,705</b>	<b>\$ 60,740</b>	<b>16.3%</b>
<b>Full - Time Positions</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>		
<b>Part - Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>		

### Significant Program Highlights

- The FY 2019 Adopted Budget includes funding for a part-time administrative support position.
- The Fringe Benefits line increases due to the funding for an employee recognition program.
- Travel and Training includes the tuition reimbursement program for City staff and training at the Weldon Cooper Center for management staff. The increase will allow two attendees in the Senior Executive Institute program.
- Purchase Services includes increases related to hiring new employees and reflects actual spending patterns.
- The Capital Outlay line includes a computer and furniture for the new employee.

## GENERAL FUND – INSURANCE

The City accounts for general liability insurance in the General Fund through a non-departmental set of accounts.

### FY 2019 Goal

- The City must maintain insurance in order to protect the community against claims related to City operations. There are no positions associated with these accounts.

### Performance Measures

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Worker's Comp Incurred	\$363,762	\$179,900	\$175,836	\$388,568	\$162,992
Worker's Comp Loss Ratio	73.55%	35.63%	29.51%	69.00%	28.95%
General Liability Incurred	\$396,310	\$226,493	\$483,916	\$284,660	\$194,306
General Liability Loss Ratio	52.98%	30.65%	60.25%	36.55%	22.69%

Note: Loss Ratio is a comparison between incurred losses and premiums paid. Because cases are kept open beyond the fiscal year, these ratios are subject to change in the future. This table is as of February 2018.

### Other Post-Employment Benefits (OPEB Fund)

The City established a trust fund at the end of FY 2016 for future payment of health insurance for retirees hired before 1996 with a \$1 million contribution. An additional \$75,000 was contributed to the trust fund at year-end in FY 2017, which will be reflected in FY 2018 Actual numbers.

## Budget Summaries

### Insurance

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Fringe Benefits	-	-	522,000	30,000	(492,000)	-94.3%
Purchased Services	24,215	34,000	50,000	50,000	-	0.0%
Util, Comm, Rentals, Etc.	733,922	824,574	841,000	889,000	48,000	5.7%
<b>Total Expenditures</b>	<b>\$ 758,137</b>	<b>\$ 858,574</b>	<b>\$ 1,413,000</b>	<b>\$ 969,000</b>	<b>\$ (444,000)</b>	<b>-31.4%</b>

### OPEB

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Other Non-Personal	3,500	1,348	5,000	5,000	-	0.0%
<b>Total Expenditures</b>	<b>\$ 3,500</b>	<b>\$ 1,348</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ -</b>	<b>0.0%</b>

### Revenues

Interest on Investments						---
Earnings on Investments - AIM	52	128,316	-	-	-	---
City Contribution	1,000,000	112,000	-	-	-	---
Fund Balance			5,000	5,000	5,000	0.0%
<b>Total Revenue</b>	<b>\$ 1,000,052</b>	<b>\$ 240,316</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>0.0%</b>

### **Significant Program Highlights**

- The City uses the Insurance set of accounts to budget reserves for Unemployment Insurance and Payment of Deductibles. These amounts are transferred to other budget accounts throughout the year as the need arises.
- The FY 2018 budget included a one-time allowance of \$492,000 for health insurance close-out claims related to switching health insurance management companies. This does not need to be repeated in the FY 2019 budget, which accounts for the decline in Fringe Benefits funding in Insurance.

## GENERAL FUND - INFORMATION TECHNOLOGY

The mission of the Information Technology Department is to provide secure, efficient and effective information technology systems and services to support City departments in accomplishing their missions and goals. Information Technology affects the quality of work in all departments, and every employee in their service to the citizens, businesses and visitors of the City of Fredericksburg.

**Applications:** IT provides comprehensive services in the research, evaluation and deployment of new application systems, support and enhancement of existing business systems, process improvement/re-engineering, systems acquisition support, project management, and day to day problem identification and resolution.

### FY 2019 Goals

- Research, evaluate and deploy new application systems.
- Support and enhance existing business systems through systems acquisition support, project management, and day to day problem identification and resolution.

### FY 2019 Objectives

- Complete at least 30 projects per year for City stakeholders.
- Work with stakeholders to manage the vendor selection process, subsequent contracts, project schedule, and deliverables.
- Budget for the effective and efficient implementation and maintenance of systems at the agreed upon due date and established budget at least 85% of the time.
- Develop the projects to replace the City's Enterprise Resource Platform (ERP) system.
- Coordinate implementation with impacted Departments.

### Performance Measure:

	FY 2016 Actual	FY2016 Actual	FY 2018 Estimated	FY 2019 Projected
Number of Projects Completed	35	17	25	25
Percent Completed On-Time	100%	94%	90%	90%
Percent Completed within Budget	95%	94%	95%	95%

*Analysis of the data:* The goal for this measure is to provide high quality project management.

**eGovernment** - IT offers webpage design and support services for all City departments and agencies, and provides methods of communication with the public which have been expanded to include on-line fillable form submission. Citizens can pay City bills on-line and use other eServices.

### FY 2019 Goal

- Maintain and continuously enhance the City's website by keeping it up-to-date and optimized, enabling citizens to communicate with the City anytime, anywhere.

**FY 2018 Objective**

- Enable individual departments to update citizens and other website visitors with important and current City information by providing ongoing training and support, maintaining a user-friendly content management system, and providing automated notification functionality.

**Performance Measure:**

	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Number of Website Visits	755,032	776,288	655,788	553,993
Citizen Outreach (Fred Alert)	6,508	8,615	10,722	12,829

**Geographic Information Systems:** IT provides geographical information to citizens and staff through the Internet, Intranet, desktop applications, direct system interfaces, and traditional mapping products. GIS is used for the enhancement of public safety, land development, and business systems by providing seamless access and easy methodologies to spatially view data according to geographical location.

**Fiscal Year 2019 Goal**

- Provide geographical information to citizens and staff through various mediums for the enhancement of public safety, land development, and business systems.

**Fiscal Year 2019 Objective**

- Maintain parcel information, build new data layers and access paths to aid departments in leveraging the City's GIS in service to our citizens.

**Performance Measure:**

	FY 2016 Actual	FY2017 Actual	FY 2018 Estimated	FY 2019 Projected
Percentage of departments using GIS	81%	86%	86%	86%
GIS Website Pageviews	154,583	153,490	149,041	144,569
Pictometry Views – (output)	3,323	11,435	4,914	5,561

**Network Security:** IT designs, administers, maintains, supports and optimizes the City's local and wide area network systems (including the new Citywide Fiber Network), servers and firewall; and, ensures the stability, security and integrity of all systems through the appropriate application of anti-virus and content filtering. Work involves monitoring operations of critical equipment, as well as reviewing log files and reports to prevent security breaches.

### Fiscal Year 2019 Goals

- Ensure the stability, security and integrity of all systems through the appropriate application of anti-virus and content filtering.

### Fiscal Year 2019 Objectives

- Prevent security breaches and meet PCI compliance, which requires all staff be trained annually on IT security.
- Maintain adequate data backups, and ensure system availability at least 98% of the time through critical security updates and policy application.

	FY 2016 Actual	FY 2017 Actual	FY2018 Estimated	FY 2019 Projected
PCI compliance quarterly reviews/scans (outcome)*	83% passed	83% passed	83% passed	100% passed
% of staff trained (output)	99%	99%	99%	99%
System uptime (outcome)	98.3%	98.8%	99.6%	99.8%

\*S&B out of compliance, vendor dependent for correction

	FY 2015 Actual	FY 2016 Actual	FY2017 Estimated	FY 2018 Projected
PCI compliance quarterly reviews/scans (outcome)	96% passed	83% passed	83% passed	100% passed
% of staff trained (output)	100%	99%	99%	99%
System uptime (outcome)	99.6%	98.3%	98.1%	99.0%

### Budget Summary

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	464,718	461,339	555,790	572,900	17,110	3.1%
Fringe Benefits	198,934	206,611	232,470	236,897	4,427	1.9%
Purchased Services	523,067	525,627	605,250	736,100	130,850	21.6%
Util, Comm, Rentals, Etc.	55,519	37,048	41,618	43,385	1,767	4.2%
Travel & Training	9,741	15,075	10,330	10,330	-	0.0%
Dues & Memberships	2,861	1,158	1,400	1,400	-	0.0%
Materials & Supplies	8,003	8,196	8,427	8,350	(77)	-0.9%
Capital Outlay	27,265	1,972	-	-	-	---
<b>Total Expenditures</b>	<b>\$ 1,290,109</b>	<b>\$ 1,257,026</b>	<b>\$ 1,455,285</b>	<b>\$ 1,609,362</b>	<b>\$ 154,077</b>	<b>10.6%</b>
<b>Full - Time Positions</b>	<b>7</b>	<b>7</b>	<b>8</b>	<b>8</b>		

### Significant Program Highlights

- The increase for Salaries & Wages reflects increased compensation.
- The increase in Purchased Services reflects additional maintenance service contracts, including the new ERP system, as well as yearly increases in current contracts.

## GENERAL FUND – POLICE

The City of Fredericksburg Police Department is a full service law enforcement organization and is subdivided into three divisions: Patrol, Detective and Support Services. Each division is commanded by a captain who reports directly to the Chief of Police. The Office of Professional Standards is commanded by a lieutenant who reports directly to the Chief of Police as well. This office is responsible for administrative investigations and compliance with national accreditation standards. The Police Department has been awarded full accreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA) and provides continuous law enforcement protection to the community.

**Patrol Division:** The Patrol Division is comprised of Virginia Department of Criminal Justice Services (DCJS) certified police officers, supervisors, and specialists. It enables the Fredericksburg Police Department to provide competent and professional police services to the citizens of Fredericksburg. The Patrol Division has overall law enforcement jurisdiction within the city limits, which encompasses criminal and traffic jurisprudence outlined in the Code of Virginia and the Ordinances of the City of Fredericksburg. Additional officers assigned to the Patrol Division include Community Policing, Animal Control, Parking Enforcement, Auxiliary, K-9 and School Resource. The ancillary functions of Crisis Negotiation and the Special Equipment Tactical Team (SETT) are also under the command of the Patrol Division.



### Fiscal Year 2019 Goals

- Increase Highway Safety
- Reduce Fear and Enhance Personal Safety

### Fiscal Year 2019 Objectives

- Enforce high-risk driving offenses (speeding, red lights, reckless and impaired driving)
- Engage in crime prevention and safety education and reduce complaints

### Performance Measures

Highway Safety	FY2016 Actual	FY2017 Actual	FY2018 Estimated	FY2019 Projected
Speeding	1,602	1,067	1,083	1,150
Red Light	226	230	243	250
Reckless Driving	162	190	168	195
DUI	141	150	162	170

Highway Safety	FY2016 Actual	FY2017 Actual	FY2018 Estimated	FY2019 Projected
All Accidents with Injury or Possible Injury	34	28	60	30
Impaired Driving Accidents	34	40	51	47

Personal Safety	FY2016 Actual	FY2017 Actual	FY2018 Estimated*	FY2019 Projected
Crime Prevention Classes & Events	48	57	20	50
Personal Safety Classes	38	45	20	40
Citizen-Generated Quality of Life Complaints	657	633	625	615

*\*This number is estimated to decline significantly because the Community Services Officer position is being transferred to a patrol squad on January 1, 2018 due to staffing shortages. This is planned to be a temporary transfer until staffing levels increase.*

**Detective Division:** The Detective Division supports patrol officers by providing follow-up investigations on major and specialized crime incidents. Examples of some of the crimes that are investigated by the Detective Division are homicides and suspicious deaths, sex crimes, serial assaults, burglaries, arsons, frauds, domestic violence, forgeries, worthless checks and white collar crimes. The Detective Division Commander is responsible for receiving and responding to all Freedom of Information Act requests.



**Fiscal Year 2019 Goals**

- Hold Offenders to Account
- Enhance Transparency

**Fiscal Year 2019 Objectives**

- Use investigative technology to meet or exceed the national clearance rate
- Utilize best practices in domestic violence response
- Respond to all Freedom of Information Act (FOIA) inquiries from the public in a timely manner

**Performance Measures**

Investigative Technology	FY2016 Actual	FY2017 Actual	FY2018 Estimated	FY2019 Projected
DNA Submissions	24	115	120	130
LInX Usages (Number of logins)	3,303	3,158	3,200	3,250
Field Contact Entries	276	138	175	200

<b>City Offense Clearance Rates</b> <i>(National average listed with each offense category)</i>	<b>FY2016 Actual</b>	<b>FY2017 Actual</b>	<b>FY2018 Estimated</b>	<b>FY2019 Projected</b>
Robbery (29%)	59%	63%	61%	61%
Aggravated Assault (53%)	79%	76%	77%	77%
Burglary (13%)	23%	41%	32%	32%
Larceny (20%)	39%	32%	35%	35%
Motor Vehicle Theft (13%)	16%	32%	24%	24%

<b>Transparency</b>	<b>FY2016 Actual</b>	<b>FY2017 Actual</b>	<b>FY2018 Estimated</b>	<b>FY2019 Projected</b>
Number of FOIA Requests Received	71	107	140	160
Number of FOIA Requests Responded	71	107	140	160

**Professional Standards:** The purpose of the Professional Standards section is to inform all employees and the public of procedures for accepting, processing and investigating complaints concerning allegations of employee misconduct. It is the policy of the Fredericksburg Police Department that all personnel will be held accountable for, and shall follow, procedures and policies. Employees are aware of the important responsibilities and duties they have as public servants. The Fredericksburg Police Department is committed to the prompt and fair resolution of complaints.

#### **Fiscal Year 2019 Goal Statement**

- Affirm Police Legitimacy

#### **Fiscal Year 2019 Objective**

- Engage the community and uphold professional standards to affirm police legitimacy

#### **Professional Standards Performance Measures**

<b>Legitimacy</b>	<b>FY2016 Actual</b>	<b>FY2017 Actual</b>	<b>FY2018 Estimated</b>	<b>FY2019 Projected</b>
Sustained Complaints Against Employees	21	19	18	20
Non-Compliant Events with Use of Force	0	0	0	0

**Support Services:** The Support Services Division's main purpose is to support the working functions of the Patrol Division, Detective Division and Emergency 911 Center. It is primarily comprised of non-sworn personnel responsible for payroll, supply, evidence storage, training, records retention, data entry, crime analysis and applicant processing.

**Animal Control:** The City contracts with Spotsylvania County for animal control services and use of the Animal Shelter. A project requesting improvements to the Animal Shelter is included in the CIP.

## Budget Summary

### Police

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	4,554,702	4,513,301	4,772,734	4,857,286	84,552	1.8%
Fringe Benefits	2,235,009	2,418,810	2,420,344	2,457,731	37,387	1.5%
Purchased Services	213,608	208,819	200,840	210,250	9,410	4.7%
Util, Comm, Rentals, Etc.	156,426	158,601	161,875	170,175	8,300	5.1%
Travel & Training	41,847	34,120	47,615	44,115	(3,500)	-7.4%
Other Non-Personal	4,410	5,713	2,500	5,000	2,500	100.0%
Dues & Memberships	5,444	4,641	5,525	5,525	-	0.0%
Materials & Supplies	291,386	304,013	318,985	332,500	13,515	4.2%
Joint Operations	36,000	37,000	37,000	37,000	-	0.0%
Capital Outlay	226,859	224,179	145,125	157,450	12,325	8.5%
Transfers	-	-	-	-	-	---
<b>Total Expenditures</b>	<b>\$ 7,765,694</b>	<b>\$ 7,909,197</b>	<b>\$ 8,112,543</b>	<b>\$ 8,277,032</b>	<b>\$ 164,489</b>	<b>2.0%</b>
<b>Revenues</b>						
State Assistance - HB 599	778,544	803,612	810,000	810,000	31,456	0.0%
<b>Total Revenue</b>	<b>\$ 778,544</b>	<b>\$ 803,612</b>	<b>\$ 810,000</b>	<b>\$ 810,000</b>	<b>\$ 31,456</b>	<b>0.0%</b>
<b>Percent Recovery</b>	<b>10.03%</b>	<b>10.16%</b>	<b>9.98%</b>	<b>9.79%</b>		<b>-2.0%</b>
<b>Full - Time Positions</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>81</b>		<b>1.3%</b>
<b>Part - Time Positions</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>		<b>0.0%</b>
<i>*Permanent part-time positions are listed. Additional part-time funding is included for certain "as needed" positions</i>						

### Animal Control

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Purchased Services	120,000	121,400	123,540	124,103	563	0.5%
<b>Total Expenditures</b>	<b>\$ 120,000</b>	<b>\$ 121,400</b>	<b>\$ 123,540</b>	<b>\$ 124,103</b>	<b>\$ 563</b>	<b>0.5%</b>

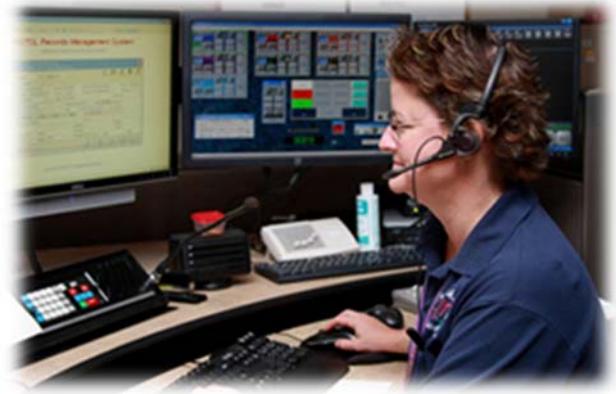
### Significant Program Highlights

- Salaries & Wages includes the addition of a new officer beginning January 1<sup>st</sup>.
- An increase in overtime is necessary as new officers are trained. The Police Department has experienced higher than usual turnover. Although the Police Department expects to be fully staffed by the end of FY 2018, overtime will be required while new officers complete mandatory training, much of which will occur in FY 2019.
- Capital Outlay also includes funding for software and five police vehicles.
- The increase for Animal Control is based on the renewal of the animal shelter contract.

## GENERAL FUND – POLICE

### E911

The City of Fredericksburg provides an emergency communications center that serves as the initial point of contact for public safety calls for the City, including police, fire and emergency medical services. The Police Department operates and maintains a modern state-of-the-art public safety communications system, appropriately identified as the “Fredericksburg Emergency Communications Center”. The communications center is a consolidated environment that coordinates the response efforts for Police, Fire, and Emergency Medical Services within the City limits, as well as to areas surrounding the City through mutual aid agreements. High quality equipment and personnel serve to enhance the ability of the center to maximize the response of public safety personnel and equipment in meeting the needs of the service area.



The Emergency Communications Center is staffed by state-certified communications personnel and provides twenty-four (24) hour telephone access for emergency and non-emergency requests for service.

#### Fiscal Year 2019 Goal

- Effectively and efficiently process calls in the E-911 Communications/Public Safety Answering Point (PSAP)

#### Fiscal Year 2019 Objective

- Process calls as outlined in national standards

Calls Dispatched	FY2016 Actual	FY2017 Actual	FY2018 Estimated	FY2019 Projected
% Under 2 minutes*	96.8%	97.3%	99.0%	99.1%
% Under 6 minutes*	79.6%	76.8%	82.0%	82.0%
Answer 95% Calls within 15 seconds	99.7%	99.6%	99.8%	99.9%
Answer 99% Calls within 40 seconds	100%	100%	100%	100%
Answer 90% Calls within 10 Seconds (busy day/hour)	98.7%	92.2%	99.0%	99%
Forward 80% to Dispatch within 60 seconds**	87.5%	89.8%	90.0%	91%
Forward 90% to Dispatch within 90 seconds^	90.6%	90.6%	90.0%	90%
Forward 95% to Dispatch within 106 seconds**	97.4%	98.4%	98.0%	98%
Forward 99% to Dispatch within 120 seconds^	94.1%	95.6%	96.0%	97%
Dispatch 90% Calls within 60 seconds+	88.5%	89.8%	90.0%	90%

Emergency calls include all police events

\*Number includes only "Law" and excludes the following types of calls: cancelled, delayed, paperwork supplements, document service, other, phone messages, transport (extraditions), BOLO, utilities, parking, police information, police advice, funeral escorts, or self-initiated and telephonic reports as sources. All Fire/EMS events are considered emergency dispatch.

\*\*Excludes the following types of calls: HAZMAT, Suicide, Shooting Injury, Stabbing, Confined Space, Vertical Rescue, Water Rescue, Trench Rescue, Aircraft Standby, Standby and Mental Subject.

^Includes only the following types of calls: HAZMAT, Suicide, Shooting Injury, Stabbing, Confined Space, Vertical Rescue, Water Rescue, Trench Rescue, Aircraft Standby, Standby and Mental Subject.

+ Excludes cancelled calls

### Budget Summary

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	824,242	842,970	874,173	902,620	28,447	3.3%
Fringe Benefits	321,253	394,322	402,257	405,814	3,557	0.9%
Purchased Services	41,534	9,583	53,385	53,385	-	0.0%
Util, Comm, Rentals, Etc.	42,633	42,306	46,000	46,000	-	0.0%
Travel & Training	5,932	4,140	6,000	6,000	-	0.0%
Materials & Supplies	8,466	6,775	8,350	8,350	-	0.0%
Capital Outlay	21,370	120	-	-	-	---
<b>Total Expenditures</b>	<b>\$ 1,265,431</b>	<b>\$ 1,300,215</b>	<b>\$ 1,390,165</b>	<b>\$ 1,422,169</b>	<b>\$ 32,004</b>	<b>2.3%</b>
<b>Full - Time Positions</b>	<b>16</b>	<b>17</b>	<b>17</b>	<b>17</b>		
<b>Part - Time Positions</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>		

### Significant Program Highlights

- The increase in Salaries and Wages and Fringe Benefits reflect increases in compensation and overtime.

## GENERAL FUND - PARKS, RECREATION & EVENTS ADMINISTRATION

The mission of the Fredericksburg Parks, Recreation and Events Department (PRE) is to enhance the lives of our citizens by providing a diverse package of recreation and park opportunities. The Administration Division of the PRE provides the administrative basis for the overall department, with offices located in the Dorothy Hart Community Center. The Administration Division also provides staff support to the City's Recreation Commission and beginning in FY 2018 the Art Commission.



### Fiscal Year 2019 Goals

- Evaluate the City's park and recreation assets with a goal of prioritizing investments moving forward.
- Work with the Recreation Commission, the Art Commission, City Council, and the City Manager's Office to continue to manage the affairs of the Parks, Recreation, and Events Department, in a way that provides quality recreational opportunities at affordable fees to the community.
- Work with the Recreation Commission, the City Council, the City Manager's Office and others to administer the operations and maintenance of the City's parks system.

### Fiscal Year 2019 Objectives

- Manage the development of a Master Plan / Strategic Plan for PRE which will evaluate assets, plan for park development and address how best to meet the desire for recreational programming.
- Continue to provide program information and updates to the community and program participants through the use of the City's website, the alert system, social media, traditional catalogs and flyers, and other methods.
- Continue to provide overall management to PRE Special Events and Special Programs, including but not limited to:
  - Christmas Parade



- Farmer’s Market
- Downtown 31 (This program features a variety of events during December and includes New Year’s Eve activities.)
  
- Facilitate other third party hosted events held within the City including, but not limited to:
  - Marine Corps Half Marathon
  - Oktoberfest
  - Heritage Festival

### Budget Summary

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	394,306	380,344	385,375	389,400	4,025	1.0%
Fringe Benefits	140,310	143,196	125,823	125,829	6	0.0%
Purchased Services	9,325	16,414	18,700	19,600	900	4.8%
Util, Comm, Rentals, Etc.	55,935	44,711	46,000	40,200	(5,800)	-12.6%
Travel & Training	6,309	8,834	6,000	7,200	1,200	20.0%
Other Non-Personal	12,588	18,252	14,000	19,000	5,000	35.7%
Dues & Memberships	912	1,424	3,000	2,000	(1,000)	-33.3%
Materials & Supplies	9,834	13,120	12,500	12,500	-	0.0%
Capital Outlay	5,115	-	-	-	-	---
<b>Total Expenditures</b>	<b>\$ 634,636</b>	<b>\$ 626,295</b>	<b>\$ 611,398</b>	<b>\$ 615,729</b>	<b>\$ 4,331</b>	<b>0.7%</b>
<b>Full - Time Positions</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>		

### Significant Program Highlights

- No significant changes

## GENERAL FUND – PARKS, RECREATION & EVENTS AQUATICS

The Doris E. Buffet Pool, formerly the Dixon Aquatics Facility, is located in Dixon Park and includes a pool with a zero-depth entry area, lap pool, waterslide, bath house, concession area, outdoor pavilion, and sunbathing area. The facility is available for general use, water classes, swimming lessons, special events and rentals for private events. City Council declared that City residents were to be admitted to the Facility free of charge. Non-city residents are still required to pay an admission fee.



### Fiscal Year 2019 Goal

- Provide a safe and fun environment for pool attendees during the summer season.

### Fiscal Year 2019 Objective

- Ensure the safety, welfare and security of residents and visitors who utilize Dixon Pool by maintaining certifications of “C.P.R. for the Professional Rescuer” for all guards.

### Performance Measure

Aquatics Metrics	FY 16 Actual	FY 17 Actual	FY 18 Projected	FY 19 Projected
City Attendees	15,372	12,812	13,700	13,674
Non-City Attendees	4,058	3,064	3,700	3,151
Swimmers in Swim Lessons	330	327	345	350

### Budget Summary

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	78,066	80,251	80,000	82,500	2,500	3.1%
Fringe Benefits	7,827	7,904	8,120	8,111	(9)	-0.1%
Purchased Services	3,261	6,705	7,000	10,000	3,000	42.9%
Util, Comm, Rentals, Etc.	18,494	21,693	19,500	20,500	1,000	5.1%
Travel & Training	300	1,429	500	1,000	500	100.0%
Materials & Supplies	15,714	22,095	16,300	22,300	6,000	36.8%
Capital Outlay	3,558	1,805	10,000	18,000	8,000	80.0%
<b>Total Expenditures</b>	<b>\$ 127,220</b>	<b>\$ 141,882</b>	<b>\$ 141,420</b>	<b>\$ 162,411</b>	<b>\$ 20,991</b>	<b>14.8%</b>
<b>Revenues</b>						
Admission Fees	36,771	\$ 34,337	\$ 30,000	\$ 30,000	\$ (6,771)	0.0%
Concession Revenue	1,057	1,007	2,500	2,500	1,443	0.0%
Program Fees	7,540	6,161	5,000	5,000	(2,540)	0.0%
Donations	49,720	59,057	50,000	50,000	280	0.0%
<b>Total Revenue</b>	<b>\$ 95,088</b>	<b>\$ 100,562</b>	<b>\$ 87,500</b>	<b>\$ 87,500</b>	<b>\$ (7,588)</b>	<b>0.0%</b>
<b>Percent Recovery</b>	<b>74.74%</b>	<b>70.88%</b>	<b>61.87%</b>	<b>53.88%</b>		

### **Significant Program Highlights**

- Increases in Material and Supplies and Purchased Services are for costs associated with repairs and maintenance of the pool
- Capital Outlay includes the replacement of pool features, lounge chairs, concession tables, chairs, and umbrellas. It also includes the addition of a shade structure at entry gate area.

## GENERAL FUND – PARKS, RECREATION & EVENTS

### PARK MAINTENANCE

Fredericksburg Parks, Recreation & Events Division of Park Maintenance supports parks and greenspaces throughout the City. The duties of Park Maintenance include:

- All logistical and operational support for park operations,
- Maintenance, landscaping of parks and City facilities,
- Event support, and
- Marina operations.

These efforts are supported by nine full-time, seventeen part time, and six seasonal employees though two programs: Park Maintenance Program and Motts Run Reservoir.

**Park Maintenance:** Staff in this program is responsible for park maintenance, landscaping and gardening at 59 beautification sites and 31 park and green space locations throughout the City. Other duties include opening, closing and routine maintenance of the Dixon Park Pool; athletic field and sports turf management; and calibration of irrigation systems at Dixon Park, Dixon Park Pool and Snowden Park.

#### Fiscal Year 2019 Goals

- Maintain the standards, as set forth by the National Recreation & Park Society (NRPA) for grounds maintenance in a park setting to include both structured and non-structured program activities.
- To clearly and consistently identify those parks, trails, and green spaces that are maintained by the Department and to present those in the most appealing condition to both citizens and visitors.

#### Fiscal Year 2019 Objectives

- To administer the newly created preventative maintenance and equipment replacement schedule for all inventoried equipment.
- To complete the update to lighting at Memorial Park.
- To install a restroom building at Memorial Park.
- To work with Fredericksburg Area Trail Management and Users Group to maintain and promote the mountain bike trails at Motts Run Reservoir.

#### Performance Measures

Parks Maintenance Metrics	FY 16 Actual	FY 17 Actual	FY 18 Projected	FY 19 Projected
Acres of Parks	1,168	1,168	1,168	1,168
Acres of Turf Mowed	198	200	200	198
Hours of Support for Special Events	1,020	1,020	1,210	1,270
Miles of Trails	23.2	23.2	23.2	23.2

**Motts Run Reservoir:** The staff at the Motts Run Reservoir program operate and maintain a marina and nature center. Marina operations include fishing docks as well as boat, canoe and kayak rentals. The nature center program includes the nature center building and play space; a small amphitheater; and a wide variety of hiking trails and mountain biking trails. In addition to City employees, a significant number of volunteers contribute to the success of the Motts Run Reservoir program. Starting with the FY 2018 budget, the Motts Run Reservoir will be tracked separately from general Parks Maintenance.

### Performance Measures

Motts Run Reservoir Metrics	FY 16	FY 17	FY 18	FY 19
	Actual	Actual	Projected	Projected
Boat Rentals	2,210	2,419	2,500	2,500
Fishing Passes Sold	2,280	2,749	2,800	2,800
Volunteer Hours in the Nature Center	310	310	350	350

### Accomplishments:

- Completion of the Snowden Park project.
- Completion of renovation at the Memorial Park tennis and pickle ball courts, resulting in a greater number of pickle ball court options for this growing program.
- Installation of a pre-fabricated restroom building at Hurkamp Park.
- Completion of renovations at the handicapped pier at Motts Run Reservoir.

### Budget Summaries

#### Park Maintenance

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	586,072	522,537	541,103	573,900	32,797	6.1%
Fringe Benefits	232,055	233,858	229,477	234,553	5,076	2.2%
Purchased Services	67,794	65,838	62,900	70,000	7,100	11.3%
Util, Comm, Rentals, Etc.	80,244	90,004	72,500	85,000	12,500	17.2%
Travel & Training	2,048	2,224	1,500	2,000	500	33.3%
Dues & Memberships	1,020	1,440	1,250	1,500	250	20.0%
Materials & Supplies	119,297	127,126	139,500	141,000	1,500	1.1%
Joint Operations	-	-	-	-	-	---
Capital Outlay	44,974	48,003	23,500	43,750	20,250	86.2%
<b>Total Expenditures</b>	<b>\$ 1,133,504</b>	<b>\$ 1,091,031</b>	<b>\$ 1,071,730</b>	<b>\$ 1,151,703</b>	<b>\$ 79,973</b>	<b>7.5%</b>
Full - Time Positions	9	9	9	9		
Part - Time Positions*	8	3	3	3		

\*Salaries and Wages includes funding for seasonal employees.

**Motts Run Reservoir**

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	-	76,278	50,000	70,000	20,000	40.0%
Fringe Benefits	-	9,677	3,825	5,355	1,530	40.0%
Purchased Services	-	1,300	3,600	3,600	-	0.0%
Util, Comm, Rentals, Etc.	-	1,100	4,500	1,500	(3,000)	-66.7%
Travel & Training	-	-	500	500	-	0.0%
Materials & Supplies	-	8,005	4,000	11,500	7,500	187.5%
Capital Outlay	-	-	8,500	22,800	14,300	168.2%
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 96,360</b>	<b>\$ 74,925</b>	<b>\$ 115,255</b>	<b>\$ 40,330</b>	<b>53.8%</b>
<b>Revenues</b>						
Marina & Landing Fees	-	49,143	45,000	45,000	45,000	0.0%
<b>Total Revenue</b>	<b>\$ -</b>	<b>\$ 49,143</b>	<b>\$ 45,000</b>	<b>\$ 45,000</b>	<b>\$ 45,000</b>	<b>0.0%</b>
<b>Percent Recovery</b>		<b>51.00%</b>	<b>60.06%</b>	<b>39.04%</b>		
<b>Part - Time Positions (seasonal)</b>		<b>5</b>	<b>5</b>	<b>5</b>		

**Significant Program Highlights**

- Beginning in FY 2017 the Park Maintenance and Motts Run Reservoir budgets were separated.
- Salaries and Wages for Maintenance includes \$21,000 of overtime.
- Part-time salaries for Motts increased by \$20,000 based on the hours the facility is open.
- The increase in Util, Comm, Rentals, Etc. line reflects expected spending on electricity, telecommunications, water and sewer.
- Materials & Supplies for Motts includes replacement of a pier.
- The Capital Outlay line for General Maintenance includes a Z-turn mower, playground mats and other equipment replacements.
- The Capital Outlay budget for Motts includes roof repairs and replacement of an ATV for Maintenance, Jon Boats, and other equipment.

## GENERAL FUND – PARKS, RECREATION & EVENTS SUPERVISION

The Supervision Division of the Parks, Recreation and Events includes leisure and nature programming, sports and wellness programming, as well as event management and support. The Dorothy Hart Community Center is the primary location for indoor programs, but programs are also held at 22 additional locations throughout the community, including Alum Spring Park, the Motts Nature Center, area schools, local parks and private facilities. In addition, the Department administers grant funded programs, which may vary from year to year, but typically include:



- Downtown 31
- The Fredericksburg Arts Commission,
- The Farmers' Market,
- Hurkamp Park – Picnic in the Park, and
- Midnight Madness.

Program supervisors are augmented by part-time personnel and contracted services. Volunteers are also a major resource, especially as coaches in our youth sports programs and at the Motts Reservoir Nature Center.

### Fiscal Year 2019 Goal

- Plan and provide both creative and in-demand programming for all ages in the areas of leisure, nature, athletic, fitness, and aquatics programming.

### Fiscal Year 2019 Objectives

- Continue to evaluate program offerings on an ongoing basis to introduce new programs and continue successful programs, while at the same time eliminating unsuccessful offerings for the general public.
- Administer the youth and adult sports programs, leisure programs, nature and other educational programs, and similar recreation programs.
- Continue cooperative efforts with the Fredericksburg City Public Schools to enhance program offerings for the community.
- To work with the Arts Commission to continue to bring art, in its many forms, to the City through the Public Sculpture initiative, as well as through event programming.
- To expand on the current Parks, Recreation & Events catalog to include a City-wide newsletter section for all residents, which coincides with the City Manager's vision for open communication with residents and businesses.

- Continue the Summer Food Truck program in cooperation with Fredericksburg City Schools to serve all city children and their families

**Performance Measures**

Supervision Metrics	FY 16 Actual	FY 17 Actual	FY 18 Projected	FY 19 Projected
Number of Programs	377	386	415	424
Number of Program Participants	8,421	8,556	10,000	10,000
Special Events Supported	226	270	285	285

**Budget Summary**

	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	361,968	381,785	380,219	397,250	17,031	4.5%
Fringe Benefits	116,986	134,956	143,051	142,070	(981)	-0.7%
Purchased Services	136,109	129,421	152,500	157,500	5,000	3.3%
Util, Comm, Rentals, Etc.	100	140	2,250	2,250	-	0.0%
Travel & Training	6,118	4,709	5,500	5,500	-	0.0%
Dues & Memberships	1,525	2,104	2,400	2,400	-	0.0%
Materials & Supplies	75,281	73,093	67,200	90,575	23,375	34.8%
Capital Outlay	-	-	30,000	7,000	(23,000)	-76.7%
<b>Total Expenditures</b>	<b>\$ 698,088</b>	<b>\$ 726,209</b>	<b>\$ 783,120</b>	<b>\$ 804,545</b>	<b>\$ 21,425</b>	<b>2.7%</b>
<b>Revenues</b>						
Admission Fees	358,691	378,253	375,000	395,000	16,309	5.3%
<b>Total Revenue</b>	<b>\$ 358,691</b>	<b>\$ 378,253</b>	<b>\$ 375,000</b>	<b>\$ 395,000</b>	<b>\$ 16,309</b>	<b>5.3%</b>
<b>Percent Recovery</b>	<b>51.38%</b>	<b>52.09%</b>	<b>47.89%</b>	<b>49.10%</b>		<b>2.5%</b>
Full - Time Positions	5	5	5	5		
Part - Time Positions*	3	3	3	4		

\*Salaries and Wages includes funding for seasonal employees.

**Significant Program Highlights**

- The Special Events coordinator was moved to PRE from Economic Development and is now reflected in the PRE Salary & Wages line.
- The increase in Materials and Supplies is for new programs and is offset by an increase in revenues.
- The reduction in Capital Outlay is due to a replacement vehicle being included in FY 2018.

## GENERAL FUND – PUBLIC WORKS ENGINEERING & ADMINISTRATION

Engineering & Administration handles the management of the day to day operations of the Public Works Department, as well as project engineering and design; contract administration; and, construction supervision and inspection for public works projects. In addition to the management of the day to day operations of the Public Works Department, including

- Bridge maintenance
- Street maintenance
- Sidewalk maintenance
- Street lighting
- Water and sewer utilities
- Operation of the wastewater treatment
- Storm water maintenance and improvements
- Solid waste management
- Landfill post-closure maintenance and monitoring
- Tree maintenance
- Watershed property management
- Railroad spur maintenance

Engineering and Administration reviews requests for special use of public streets including placement of dumpsters, handicap parking spaces, utility permits, reserved parking for special events and maintenance related activities. The division also provides support for numerous events and responds to citizen concerns regarding public works services.

The City maintains a rail spur in the Battlefield Industrial Park that provides dependable rail service to the businesses in the Industrial Park. The spur is located on property owned by the City. The funds in this budget are used to maintain and repair the spur.

### Fiscal Year 2019 Goal

- To manage and oversee all aspects of the public works operations with a specific focus on engineering and capital project management.

### Fiscal Year 2019 Objectives

- Complete FY19 Asphalt-Concrete Rehabilitation Program.
- Construct a new pedestrian bridge on the Rappahannock River/Embrey Dam trail.
- Construct a new pedestrian bridge connecting Area 3 and Area 4 of VCR Trail.
- Complete pedestrian bump-outs at various intersections.
- Rappahannock Canal debris and tree cleanup, repair of aeration system and water quality monitoring.

**Budget Summary****Engineering and Administration**

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	547,070	512,178	518,510	542,400	23,890	4.6%
Fringe Benefits	224,614	219,231	219,890	220,107	217	0.1%
Purchased Services	79,454	35,735	76,850	76,850	-	0.0%
Util, Comm, Rentals, Etc.	8,104	7,496	9,000	9,000	-	0.0%
Travel & Training	4,247	3,778	4,400	4,600	200	4.5%
Dues & Memberships	675	800	1,350	1,350	-	0.0%
Materials & Supplies	4,003	9,889	4,700	5,050	350	7.4%
Capital Outlay	-	750	22,000	-	(22,000)	-100.0%
<b>Total Expenditures</b>	<b>\$ 868,165</b>	<b>\$ 789,857</b>	<b>\$ 856,700</b>	<b>\$ 859,357</b>	<b>\$ 2,657</b>	<b>0.3%</b>
<b>Full - Time Positions</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>		

**Industrial Rail Spur**

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Purchased Services	-	13,099	15,500	15,500	-	0.0%
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 13,099</b>	<b>\$ 15,500</b>	<b>\$ 15,500</b>	<b>\$ -</b>	<b>0.0%</b>

**Significant Program Highlights**

- The increase in Salaries & Wages reflects increases in compensation.
- The Capital Outlay line decreased because the replacement of the pool car was included in the FY 2018.
- The City uses surplus motor fuels taxes to help fund the rail line maintenance.

## GENERAL FUND - PUBLIC WORKS

### PUBLIC FACILITIES

The Public Facilities Division of the Public Works Department is responsible for the operational and logistical support of building management and facility maintenance activity. The Division is responsible for the operation and maintenance of the Facility Management System, which monitors and controls, via computer interface, all heating, ventilation, and air conditioning (HVAC) systems in twelve key City buildings. It is also responsible for the total and first-line preventive maintenance of 30 City-owned and operated buildings as well as scheduling and monitoring all contract maintenance performed by building maintenance contractors. This division also manages the materials distribution network and inventory control for all building maintenance and janitorial supplies. It performs all custodial activity in City buildings, and operates the City's 24-hour / 7 day per week Work Order Control System.

#### Fiscal Year 2019 Goals

- Maintain the standards, as set forth by the International Facility Management Association (IFMA) for building maintenance in a municipal setting.
- Plan and provide the routine cleaning of City buildings to achieve the standard of care and to make City buildings clean and accessible for citizens as well as staff.

#### Fiscal Year 2019 Objectives

- Ensure that the proper equipment for maintenance is either in inventory or can be contracted.
- Evaluate the forecasted work to see which approach would be most efficient – contracted service or staff performance.
- Identify repairs as they arise in order to maintain the City's buildings and other facilities in good condition.
- Coordinate with the Central Rappahannock Regional Library the maintenance of the City-owned downtown library.
- Oversee Public Facilities projects, including the Executive Center, Bass Ellison, the downtown Library and City Hall.

#### Performance Measures

	FY 15	FY 16	FY 17	FY 18
	Actual	Actual	Estimate	Projected
<b><u>Public Facilities</u></b>				
Buildings Maintained	31	32	32	32
Square Ft Maintained	511,175	528,219	528,219	528,219
Square Ft Cleaned	287,842	232,112	232,112	232,112
Routine Work Orders	1,256	1,310	1,310	1,310
Emergency Work Orders	190	200	175	170
<b><u>Courthouse Facilities</u></b>				
Square Ft Cleaned	-	93,782	93,782	93,782
Routine Work Orders	-	25	25	25
Emergency Work Orders	-	2	2	2

**Budget Summaries****Public Facilities**

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	663,819	594,708	686,409	714,900	28,491	4.2%
Fringe Benefits	276,877	305,093	352,565	331,780	(20,785)	-5.9%
Purchased Services	496,048	427,514	441,350	444,000	2,650	0.6%
Util, Comm, Rentals, Etc.	493,532	445,338	516,107	506,000	(10,107)	-2.0%
Travel & Training	5,599	2,546	6,000	5,100	(900)	-15.0%
Other Non-Personal	21,837	20,902	21,920	22,420	500	2.3%
Dues & Memberships	99	-	500	500	-	0.0%
Materials & Supplies	144,555	96,120	123,200	130,200	7,000	5.7%
Joint Operations	-	-	-	-	-	---
Capital Outlay	38,198	37,799	114,840	93,250	(21,590)	-18.8%
Transfers	-	-	-	-	-	---
<b>Total Expenditures</b>	<b>\$ 2,140,562</b>	<b>\$ 1,930,018</b>	<b>\$ 2,262,891</b>	<b>\$ 2,248,150</b>	<b>\$ (14,741)</b>	<b>-0.7%</b>
<b>Full - Time Positions</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>		
<b>Part - Time Positions</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>7</b>		

**Public Facilities – Courthouse Maintenance**

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	-	40,082	18,300	19,400	1,100	6.0%
Fringe Benefits	-	8,187	1,400	1,400	-	0.0%
Purchased Services	-	96,753	162,760	173,000	10,240	6.3%
Util, Comm, Rentals, Etc.	-	108,105	98,000	124,000	26,000	26.5%
Materials & Supplies	-	20,052	7,550	9,550	2,000	26.5%
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 273,179</b>	<b>\$ 288,010</b>	<b>\$ 327,350</b>	<b>\$ 39,340</b>	<b>13.7%</b>

**Public Facilities – Train Station**

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	-	300	-	-	-	---
Fringe Benefits	-	30	-	-	-	---
Purchased Services	9,200	29,308	62,280	74,000	11,720	18.8%
Util, Comm, Rentals, Etc.	12,210	10,361	12,500	12,000	(500)	-4.0%
Materials & Supplies	4,571	2,570	5,000	5,000	-	0.0%
<b>Total Expenditures</b>	<b>\$ 25,981</b>	<b>\$ 42,570</b>	<b>\$ 79,780</b>	<b>\$ 91,000</b>	<b>\$ 11,220</b>	<b>14.1%</b>

**Downtown Branch Library Maintenance**

Expenditures	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Purchased Services	-	-	109,578	109,578	---
Util, Comm, Rentals, Etc.	-	-	68,500	68,500	---
Materials & Supplies	-	-	15,653	15,653	---
Capital Outlay	-	-	11,500	11,500	---
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 205,231</b>	<b>\$ 205,231</b>	<b>---</b>

**Significant Program Highlights**

- The budget for Public Facilities increased 1.4% over FY 2018 (excluding Library Maintenance). Expenses have shifted between cost centers to better reflect the costs of maintaining those facilities.
- An additional part-time custodian is included in the FY 2019 Adopted Budget.

- The City assumed maintenance responsibility for the downtown branch beginning in FY 2018.
- The Capital Outlay includes:
  - Exec Plaza – Stair treads
  - City Hall - Locks
  - DHCC - Fire Alarm Panel
  - DHCC - Replace Carpet and Tile
  - City Shop - Doors, Siding, Flooring
  - Library - HVAC
  - Library - Painting North Windows

## GENERAL FUND – PUBLIC WORKS RECYCLING COLLECTION

The recycling crew provides weekly curbside service for approximately 5,500 customers. Currently, the collected recyclable materials are delivered to the Rappahannock Regional Landfill in Stafford County. Refuse customers are issued wheeled recycling carts. Residents who do not subscribe to the City's refuse program have the option to participate in recycling by using City issued bins or the Belman Road facility.

### Fiscal Year 2019 Goal

- Continue to utilize single-stream recycling methods to serve the City of Fredericksburg while using both curbside and roll out cart collection methods.

### Fiscal Year 2019 Objectives

- Continue to educate the public on best recycling practices and the identification of single stream recyclable materials versus non-recyclable materials.
- Continue to generate more interest and increase participation in recycling program.
- Continue to reduce refuse taken to the regional landfill for disposal.

### Performance Measures

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Single Stream Recycling (tons)	824	979	937	950	950

### Budget Summary

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	75,395	68,124	80,655	78,950	(1,705)	-2.1%
Fringe Benefits	52,176	50,567	47,767	47,468	(299)	-0.6%
Util, Comm, Rentals, Etc.	480	160	-	-	-	---
Materials & Supplies	11,549	15,706	9,700	9,070	(630)	-6.5%
<b>Total Expenditures</b>	<b>\$ 139,601</b>	<b>\$ 134,557</b>	<b>\$ 138,122</b>	<b>\$ 135,488</b>	<b>\$ (2,634)</b>	<b>-1.9%</b>
<b>Full - Time Positions</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>		

### Significant Program Highlights

- Salaries & Wages reflect staff turnover.

## GENERAL FUND – PUBLIC WORKS REFUSE (DISPOSAL)

Included in the budget for Refuse Disposal are tipping fees to the Rappahannock Regional Solid Waste Management Board (R-Board), which runs a landfill in Stafford County, and monitoring costs for a closed City owned landfill.

The R-Board is a joint operation of the City and Stafford County. Stafford County serves as the fiscal agent for R-Board operations. The City issued bonds on behalf of the R-Board in FY 2016 to build a new cell at the landfill. Debt service is supported by R-Board revenues. Recently enacted flow control ordinances in the City and Stafford County are expected to positively impact R-Board operations.

The City owns a closed landfill on Cool Springs Road in Stafford County. Although no waste is received at this facility, the City must maintain the facility to federal and state environmental standards. This primarily takes the form of operation and maintenance of the methane gas monitoring and extraction system and performing groundwater inspections as required by the Virginia Department of Environmental Quality.

### R-Board Landfill (Active)

#### Fiscal Year 2019 Goal

- Assist as necessary in the operation and oversight of the R-Board landfill to restore the financial balance sheet of the R-Board landfill.

#### Fiscal Year 2019 Objectives

- Continue efforts of accurately tracking material and tipping weights with R-Board.

### Cool Springs Landfill (Closed)

#### Fiscal Year 2019 Goal

- Perform maintenance of the Cool Springs Landfill.

#### Fiscal Year 2019 Objectives

- Continue monitoring of gas levels and performing groundwater inspections as required by Department of Environmental Quality.
- Continue to make improvements to minimize leachate problems and perform maintenance to landfill site and burner unit.

### Budget Summary

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Purchased Services	125,661	134,757	133,650	118,650	(15,000)	-11.2%
Util, Comm, Rentals, Etc.	3,085	3,328	2,600	2,500	(100)	-3.8%
Materials & Supplies	-	7	2,000	2,000	-	0.0%
Joint Operations	176,957	1,349,431	238,000	252,000	14,000	5.9%
<b>Total Expenditures</b>	<b>\$ 305,703</b>	<b>\$ 1,487,523</b>	<b>\$ 376,250</b>	<b>\$ 375,150</b>	<b>\$ (1,100)</b>	<b>-0.3%</b>

### **Significant Program Highlights**

- Joint Operations represents the tipping fees charged to the City by the R-Board Landfill.
- FY 2017 included landfill closure expenses.

## GENERAL FUND – PUBLIC WORKS REFUSE COLLECTION

The Refuse Collection crew provides weekly sanitation service to 4,000 refuse customers. Collected refuse is taken to the Rappahannock Regional Landfill in Stafford County for disposal. The volume of refuse collected and delivered to the landfill for disposal has been reduced as a result of the City's recycling program.

### Fiscal Year 2019 Goal

- Continue to serve the City of Fredericksburg using curbside and roll out cart collection methods.

### Fiscal Year 2019 Objectives

- Continue to provide city residents and businesses with holiday refuse collection.
- Evaluate alternative methods for providing refuse service to townhome and apartment complexes.
- Continue to implement programs to reduce the amount of construction and commercial waste taken to the landfill as a result of City projects.

### Performance Measures

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Total tons disposed (tons)	8,840	8,080	8,452	9,000	9,000
Customer accounts	3,864	4,195		4300	4300

### Budget Summary

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	419,754	384,219	420,975	366,300	(54,675)	-13.0%
Fringe Benefits	268,019	286,384	271,221	232,587	(38,634)	-14.2%
Purchased Services	-	-	600	600	-	0.0%
Travel & Training	3	-	-	-	-	---
Other Non-Personal	952	1,004	-	1,100	1,100	---
Materials & Supplies	16,386	10,059	21,000	19,990	(1,010)	-4.8%
<b>Total Expenditures</b>	<b>\$ 905,024</b>	<b>\$ 774,556</b>	<b>\$ 713,796</b>	<b>\$ 620,577</b>	<b>\$ (93,219)</b>	<b>-13.1%</b>
<b>Full - Time Positions</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>9</b>		

### Significant Program Highlights

- Salaries & Wages and Fringe Benefits reflect staff positions moving from Refuse Collections to Street Sanitation.

### Cost Recovery Table

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Refuse Disposal	305,703	1,487,523	376,250	375,150	(1,100)	-0.3%
Refuse Collection	905,024	774,556	713,796	620,577	(93,219)	-13.1%
Recycling Collection	139,601	134,557	138,122	135,488	(2,634)	-1.9%
<b>Total Expenditures</b>	<b>\$ 1,350,328</b>	<b>\$ 2,396,636</b>	<b>\$ 1,228,168</b>	<b>\$ 1,131,215</b>	<b>\$ (99,587)</b>	<b>-7.9%</b>
<b>Revenues</b>						
Solid Waste Fees	985,924	998,126	1,025,000	1,100,000	75,000	7.3%
Refuse Disposal Permits	2,940	3,240	1,200	1,200	-	0.0%
<b>Total Revenue</b>	<b>\$ 985,924</b>	<b>\$ 998,126</b>	<b>\$ 1,025,000</b>	<b>\$ 1,100,000</b>	<b>\$ 75,000</b>	<b>7.3%</b>
<b>Percent Recovery</b>	<b>73.01%</b>	<b>41.65%</b>	<b>83.46%</b>	<b>97.24%</b>		<b>16.5%</b>

- Revenues from solid waste fees charged to City customers will cover more than 90% of the costs related to refuse collection, refuse disposal, and recycling collection. This gap should continue to close in the coming years.
- FY 2017 expenses for refuse disposal included equipment purchases at the R-Board, a facility jointly owned by the City and Stafford County.

## GENERAL FUND – PUBLIC WORKS SHOP AND GARAGE

The Shop and Garage Division of the Public Works Department is responsible for the maintenance of the vehicle and equipment fleet for the City, with the exception of Transit and School Board. Automotive and equipment maintenance is performed on approximately 150 cars, trucks, and other self-propelled units. The Department also maintains approximately 140 pieces of non-propelled equipment, such as weed eaters, chain saws, trash pumps, air compressors, stump grinders, etc. In addition, the Division includes purchasing, utility CAD and inventory control for the entire Department.

### Fiscal Year 2019 Goal

- Continue to manage the daily public works operations in all divisions including the safe, efficient, and environmentally sound repair and maintenance of the City's automotive and equipment fleet.

### Fiscal Year 2019 Objectives

- Continue to provide the highest level of vehicle/equipment maintenance and repair service to all Departments and agencies served by the Public Works Shop and Garage.
- Continue to provide more technical training (schooling) for auto mechanic personnel.
- Continue to work with employees to promote high morale, leadership, and teamwork.
- Continue to work with the residents of the City to resolve challenges and promote a positive working relationship.
- Continue and improve safe workplace practices amongst all staff.

### Budget Summary

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	611,172	571,663	602,170	595,300	(6,870)	-1.1%
Fringe Benefits	334,144	338,095	325,418	325,421	3	0.0%
Purchased Services	4,580	10,064	5,200	5,900	700	13.5%
Util, Comm, Rentals, Etc.	36,518	41,975	35,300	46,300	11,000	31.2%
Travel & Training	1,287	1,803	2,600	2,800	200	7.7%
Dues & Memberships	-	-	-	-	-	---
Materials & Supplies	216,944	233,468	291,300	292,800	1,500	0.5%
Capital Outlay	50,263	10,594	2,500	5,100	2,600	104.0%
<b>Total Expenditures</b>	<b>\$ 1,254,908</b>	<b>\$ 1,207,662</b>	<b>\$ 1,264,488</b>	<b>\$ 1,273,621</b>	<b>\$ 9,133</b>	<b>0.7%</b>
<b>Full - Time Positions</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>		

### Significant Program Highlights

- The decrease in Salaries & Wages reflects staff turnover
- The increase in Utilities reflects historic electricity and heating costs.

## GENERAL FUND - PUBLIC WORKS SNOW REMOVAL

As part of the effort to better manage the City's snow removal efforts, funds for this purpose have been included in a separate funding unit. Costs for snow removal may vary significantly from year to year.

### Fiscal Year 2019 Goals

- Provide safe travel on primary and secondary roads during hazardous winter conditions.
- Continue to strengthen and improve our snow removal plan with trained employees and reliable equipment.
- Pursue construction of replacement salt storage building.

### Fiscal Year 2019 Objectives

- Provide snow removal operations for the City of Fredericksburg.
- Complete construction of a replacement salt storage building; restock salt supply.
- Add additional mobile radios.
- Continue to provide training for staff.
- Develop a comprehensive snow and ice control plan for the City.
- Increase productivity by minimizing vehicle/equipment breakdowns.
- Apply chemical and traction products specific to storm types while considering environmental impacts.

### Performance Measures

	FY 2014 Actual	FY2015 Actual	FY 2016 Actual	FY 2017 Projected
Tons of Salt Purchased	763	671	735	750

### Budget Summary

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	66,958	17,541	20,000	20,000	-	0.0%
Fringe Benefits	7,538	1,899	4,530	2,530	(2,000)	-44.2%
Purchased Services	133,400	-	75,000	50,000	(25,000)	-33.3%
Util, Comm, Rentals, Etc.	-	-	-	-	-	---
Travel & Training	9,383	-	5,000	5,000	-	0.0%
Materials & Supplies	66,056	43,652	60,000	46,000	(14,000)	-23.3%
Capital Outlay	26,010	6,442	9,500	-	(9,500)	-100.0%
<b>Total Expenditures</b>	<b>\$ 309,345</b>	<b>\$ 69,534</b>	<b>\$ 174,030</b>	<b>\$ 123,530</b>	<b>\$ (50,500)</b>	<b>-29.0%</b>

### Significant Program Highlights

- The decrease in Purchased Services is for the provision of equipment and operators from private contractors during significant snow events.
- Reduction in cost for chemicals used for snow removal.

## GENERAL FUND – PUBLIC WORKS STREETLIGHTS

The Engineering and Administration division of the Public Works Department manages the Streetlight program. The Streetlight program funds the installation and maintenance of streetlights and the cost of electric power associated with streetlights and traffic signals throughout the City. The Department of Public Works maintains ornamental streetlights, mainly in the downtown area, and streetlights in municipal parking lots. The Department also coordinates repairs to non-standard ornamental street lighting in the Village of Idlewild and Estates of Idlewild subdivisions. All other streetlights are installed and maintained by Dominion Energy. Staff reviews requests for new streetlights and makes recommendations regarding these requests.

### Fiscal Year 2019 Goal

- Provide consistent and efficient lighting services including both traffic lights and street lights in order to maintain safety for those who travel around the City.

### Fiscal Year 2019 Objectives

- Coordinate with developers for design and installation of new street lights associated with new developments.
- Complete a comprehensive condition assessment and study of downtown colonial street lights, and develop a plan for replacement of old lights with new lights and underground circuits.

### Performance Measures

Inventory of Street Lights						
Calendar Year	2013	2014	2015	2016	2017	2018
# of Downtown Colonial Streetlights	159	164	170	175	185	190
# of Dominion Energy Streetlight Units	1,922	1,952	1,972	1,982	1,995	2,000
Total # of Signalized Intersections	60	60	60	60	54	55

### Budget Summary

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Purchased Services	11,978	13,530	10,000	12,500	2,500	25.0%
Util, Comm, Rentals, Etc.	394,717	392,474	400,000	400,000	-	0.0%
Materials & Supplies	9,835	9,520	10,000	30,000	20,000	200.0%
<b>Total Expenditures</b>	<b>\$ 416,531</b>	<b>\$ 415,524</b>	<b>\$ 420,000</b>	<b>\$ 442,500</b>	<b>\$ 22,500</b>	<b>5.4%</b>

### Significant Program Highlights

- The increase in Material & Supplies is for replacement parts for City maintained lighting fixtures.

## GENERAL FUND – PUBLIC WORKS

### STREET MAINTENANCE

The Street Maintenance Division of the Public Works Department has three crews: the tree crew, the concrete crew, and the patch and asphalt crew. The tree crew maintains trees within the City's right-of-way. The concrete crew repairs and replaces the City's concrete sidewalks, curbs, gutters, driveways, handicap ramps, and drainage structures. In addition, this crew is responsible for the repair and installation of brick sidewalks. The patch and asphalt crew performs pothole patching and limited paving for the City's asphalt streets and roadways. All three crews will also perform duties as necessary to assist with flood recovery and snow removal.

The City maintains a separate set of accounts to assist in the tracking of the street tree planting efforts of the City. City employees in the Street Maintenance division work on street trees as part of their duties. The program is managed by the Engineering and Administration Division of the Public Works Department.

#### Fiscal Year 2019 Goal

- Improve recycling efforts of construction debris.
- Increase productivity by minimizing vehicle/equipment breakdowns.
- Improve condition of city sidewalks, curb and gutter, and driveway aprons by developing a balance between inquiry response and preventative maintenance.

#### Fiscal Year 2019 Objectives

- Continue researching alternative methods of improving road integrity in effort to extend the life of aging streets.
- Decrease the amount of cold patch used in the right-of-way during cold season by recycling hot asphalt waste.
- Improve quality of asphalt repairs with training.
- Continue to rehabilitate tree wells in the downtown historic district with new trees and rubber mulch material.

#### Performance Measures

	FY 2014 Actual	FY2015 Actual	FY 2016 Actual	FY 2017 Actual
Tons of Asphalt Placed	212	248	377	360
Total Yards Poured	250	189	250	274
Square Feet of New Sidewalk	10,758	13,515	11,305	16,806
Linear Feet of Curb & Gutter	404	400	629	869
Reconstruction of Tree Wells	28	17	28	30
Square feet of Brick Sidewalk	3,240	1,930	5,900	1,714
Trees Uplifted	550	600	600+	600+
Trees Removed	120	130	160	142+
Trees Planted	600	500	450	700+

### Urban Forestry Program

The City's Tree Planting Program was renamed the Urban Forestry Program in FY 2018. The Department of Public Works is responsible for maintaining the City's Urban Forest. The Tree Program is primarily designated for purchasing new trees and related materials (mulch, stakes, watering bags, etc.) and paying for contracted labor and services for installing and maintaining new trees.

**Tree City Designee 31st  
Year in a Row!**



### Budget Summaries

#### Street Maintenance

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	604,326	591,543	613,675	621,600	7,925	1.3%
Fringe Benefits	288,795	329,835	339,349	340,310	961	0.3%
Purchased Services	34,404	54,088	50,000	50,000	-	0.0%
Util, Comm, Rentals, Etc.	3,666	2,173	7,400	8,400	1,000	13.5%
Travel & Training	4,966	4,450	4,000	3,600	(400)	-10.0%
Materials & Supplies	155,600	143,839	144,500	159,700	15,200	10.5%
Capital Outlay	209,045	104,490	110,000	4,500	(105,500)	-95.9%
<b>Total Expenditures</b>	<b>\$ 1,300,803</b>	<b>\$ 1,230,418</b>	<b>\$ 1,268,924</b>	<b>\$ 1,188,110</b>	<b>\$ (80,814)</b>	<b>-6.4%</b>
<b>Full - Time Positions</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>		

#### Urban Forestry (Tree Planting)

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Purchased Services	54,284	46,285	20,000	45,000	25,000	125.0%
Materials & Supplies	45,912	37,460	25,000	40,000	15,000	60.0%
<b>Total Expenditures</b>	<b>\$ 100,196</b>	<b>\$ 83,745</b>	<b>\$ 45,000</b>	<b>\$ 85,000</b>	<b>\$ 40,000</b>	<b>88.9%</b>

#### Significant Program Highlights

- The FY 2018 Capital Budget included the replacement of a dump truck.
- The request for a dump truck and a bucket truck are included in the CIP.
- The budget for Urban Forestry will increase by \$40,000.

## GENERAL FUND PUBLIC WORKS – STREET SANITATION

Activities for the 14 position Street Sanitation crew include weed and grass cutting, leaf collection, litter control, special collections, maintenance of approximately 135 public trash receptacles (serviced 3 times per week), and assistance to other City departments and non-profit groups for activities and events annually. The members of the Street Sanitation crews also perform duties, when needed, related to storm/flooding recovery and snow/ice removal.

### Fiscal Year 2019 Goal

- Manage right of way vegetation, assist with weed and litter code compliance, assist with special events, and collect leaves during the fall season in order to make the City of Fredericksburg a safe and eye appealing place to work, live and visit.
- Provide street sanitation levels of service that meet and exceed the expectations of the community. Enhance the appeal of City streets, sidewalks and the downtown business district.

### Fiscal Year 2019 Objectives

- Continue to improve personnel management, particularly in the fall and spring seasons to most effectively manage leaf collection and vegetation management.
- Improve street cleaning operations and continue to provide personnel and improved cleaning efforts in the downtown area.
- Integrate the additional acreage created from the Fall Hill Avenue widening project into the grass maintenance crew's right-of-way schedule and routine. Prior to the widening project, Fall Hill Avenue required little grass maintenance. The widening project created a considerable amount of additional green space including: medians, lengthy sections of utility strip in both travel directions, pedestrian path and the new section of Mary Washington Boulevard.

### Performance

### Measures

	FY 2014 Actual	FY2015 Actual	FY 2016 Projected	FY 2017 Projected
Loads of Leaves	509	516	520	525
Cubic Yards of Leaves	5,604	5,657	5,700	5,725

### Budget

### Summary

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	454,356	450,757	462,865	524,400	61,535	13.3%
Fringe Benefits	236,054	304,202	291,779	335,768	43,989	15.1%
Purchased Services	6,720	24,367	20,600	28,600	8,000	38.8%
Util, Comm, Rentals, Etc.	1,012	1,590	1,200	1,200	-	0.0%
Travel & Training	75	124	-	-	-	---
Materials & Supplies	26,511	26,434	25,000	26,620	1,620	6.5%
Capital Outlay	225,059	223,361	75,000	32,200	(42,800)	-57.1%
<b>Total Expenditures</b>	<b>\$ 949,787</b>	<b>\$ 1,030,835</b>	<b>\$ 876,444</b>	<b>\$ 948,788</b>	<b>\$ 72,344</b>	<b>8.3%</b>

<b>Full - Time Positions</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>14</b>
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### **Significant Program Highlights**

- Salaries & Wages and Fringe Benefits reflect staff positions moving from Refuse Collections to Street Sanitation.
- Capital Outlay includes a new leaf collection machine.

## GENERAL FUND – PUBLIC WORKS

### TRAFFIC

The six personnel of the Traffic crew are responsible for the management, installation, maintenance, and repair of traffic signals, signs, and pavement markings within the City limits. The Traffic Division of Public Works manages more than 150 downtown and public landmark lighting fixtures, presently maintains almost sixty signalized intersections, 6,000 signs, and 10,000 lin. ft. of guardrail. The Traffic Division is responsible for traffic count data collection, surveys, studies, accident investigations, weekly installation of event banners and a Work Zone Safety Program. The work unit supports traffic work zones for Public Works field crews as non-routine support is required, as well as supporting contractor work zone activities.

The Traffic Division supports efforts such as Christmas lighting and other special event or holiday decorations in the downtown area.

Public Works Traffic activities are generally governed by the Federal Highway Administration (FHWA) regulations: “Manual on Uniform Traffic Control Devices” (MUTCD), Virginia Department of Transportation regulations or other regulations of the Commonwealth of Virginia, and City Code.

The members of the Traffic crew also perform duties, when needed, related to storm/flooding and snow/ice removal as well as emergency responses for traffic signals and signage as necessary.

#### Fiscal Year 2019 Goals

- Continue efforts to operate and maintain City traffic signals so that they operate safely, efficiently, and cost-effectively.
- Continue to monitor and repair or replace City street signs, guardrails, and pavement markings as necessary to ensure the safety of the traveling public.

#### Fiscal Year 2019 Objectives

- The State Route signs throughout the City must be replaced to comply with FHWA regulations. The existing signs are faded and constructed of outdated and unapproved materials that are no longer compliant. The new signs will be constructed with high intensity grade materials and installed by City forces as staffing levels and budget allocations permit.
- Continue manageable replacement of highway signs by Traffic staff, throughout the City to comply with mandatory MUTCD requirements.
- Fund a project to provide for blanket replacement of highway signs to achieve FHWA/MUTCD compliance for retro reflectivity.
- Maintain our commitment to the structured and dedicated traffic signal operations preventive maintenance program.
- Replace UPS system batteries reaching end of life in older UPS systems.
- Install new Rectangular Rapid Flashing Beacons (RRFBs) at four locations (TBD) to enhance pedestrian safety.
- Continue to coordinate with Safety & Risk Management to arrange work zone safety certification training for Public Works field crews. Continue to provide support of work zone

installations for the safety of City Public Works personnel as well as the traveling public and pedestrians.

- Continue technical training and safety enhancement measures of traffic personnel, including IMSA certification programs.
- Continue to maintain exceptional level of service, with regard to signs, traffic signals, and pavement markings, with increased emphasis on safety and regulatory compliance.

### Budget Summary

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	303,814	301,438	329,955	337,800	7,845	2.4%
Fringe Benefits	166,006	159,707	164,763	167,837	3,074	1.9%
Purchased Services	64,025	89,229	112,000	97,200	(14,800)	-13.2%
Util, Comm, Rentals, Etc.	17,893	23,455	23,000	25,000	2,000	8.7%
Travel & Training	5,572	1,366	4,900	4,900	-	0.0%
Dues & Memberships	-	-	450	450	-	0.0%
Materials & Supplies	62,712	72,971	82,000	82,500	500	0.6%
Joint Operations	-	-	-	-	-	---
Capital Outlay	128,646	169,169	100,000	105,300	5,300	5.3%
<b>Total Expenditures</b>	<b>\$ 748,668</b>	<b>\$ 817,335</b>	<b>\$ 817,068</b>	<b>\$ 820,987</b>	<b>\$ 3,919</b>	<b>0.5%</b>
<b>Full - Time Positions</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>		

### Significant Program Highlights

- The Capital Outlay line varies from year to year based on need.

## GENERAL FUND – REGIONAL DETENTION FACILITIES

The City of Fredericksburg participates with several regional partners and the Commonwealth to fund the operations of the Rappahannock Regional Jail and the Rappahannock Juvenile Detention Center. The City's partners for the Rappahannock Regional Jail include Stafford County, Spotsylvania County, and King George County. The Juvenile Center includes those jurisdictions, plus the Counties of Orange, Madison, and Louisa.

### Budget Summary

	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Adopted	% Increase
RJC	\$454,215	\$714,265	\$469,127	\$467,000	(0.45%)
RRJ	\$3,917,709	\$3,861,804	\$4,325,323	\$3,120,000	(27.87%)
Add to FB – Jail Reserve	-	-	-	\$605,000	NA
<b>Total</b>	<b>\$4,371,923</b>	<b>\$4,576,070</b>	<b>\$4,794,450</b>	<b>\$4,192,000</b>	<b>(12.57%)</b>

### Background Discussion on Rappahannock Regional Jail Funding

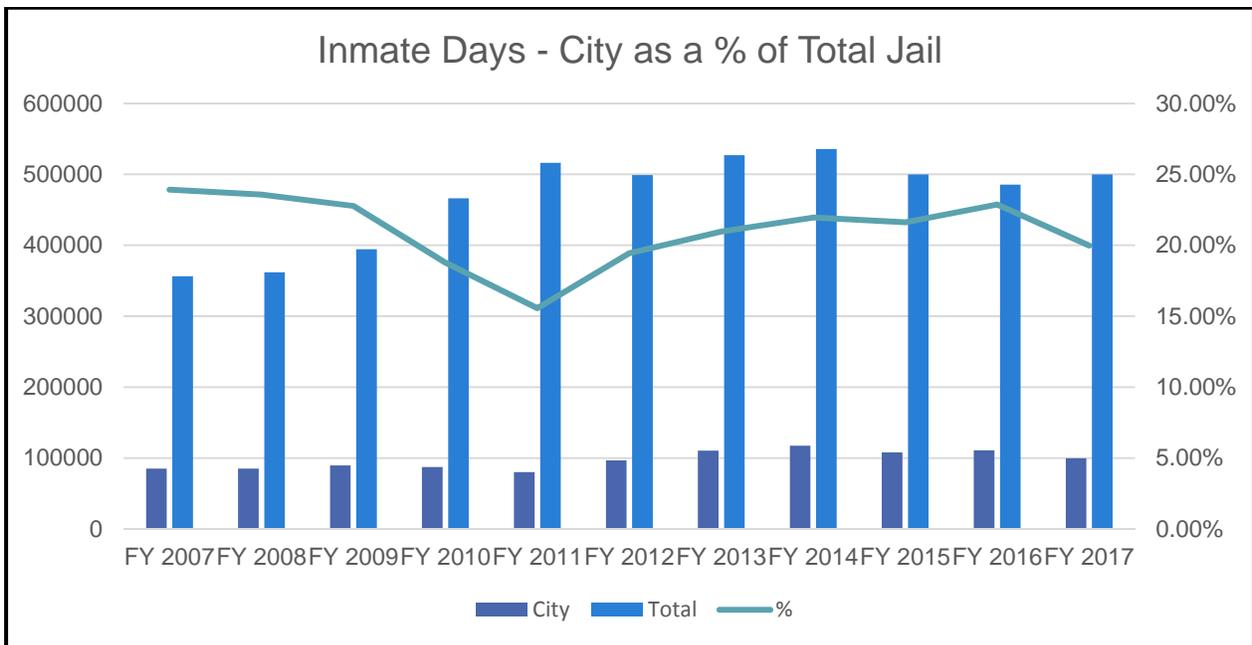
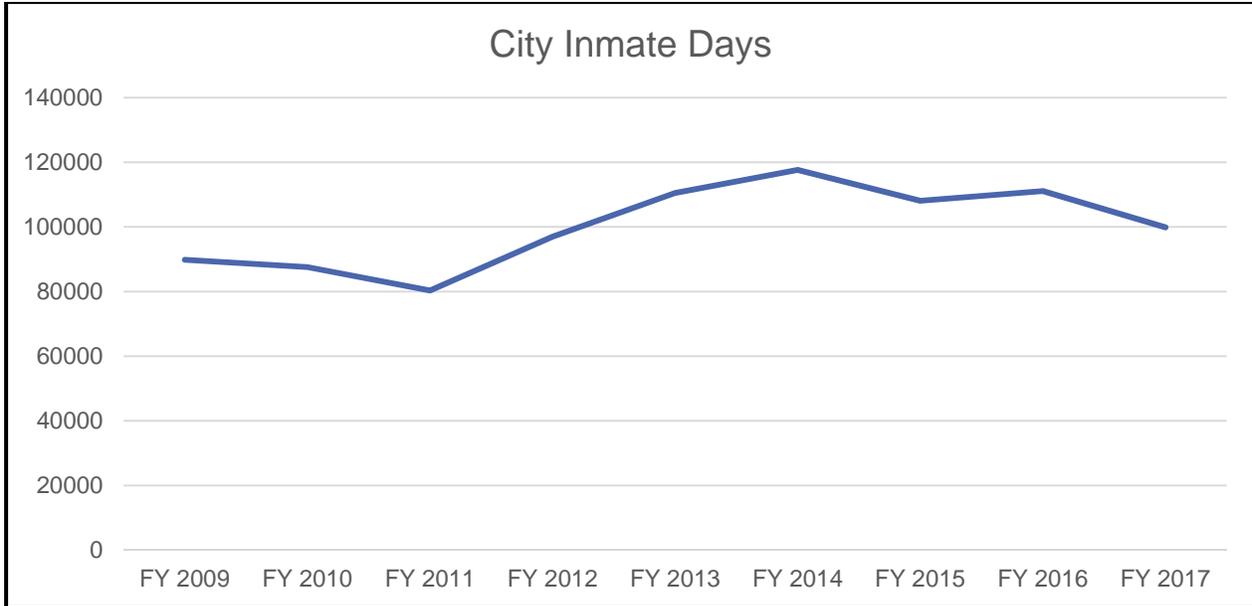
The decrease in funding relates to two major factors:

1) The overall local share of funding for the Rappahannock Regional Jail declined significantly.

a) The Jail's cost for operations charged to the localities has declined. The overall local share of funding for Jail operations was \$13,331,218 in FY 2018 and \$12,311,860 in FY 2019 – a decrease of \$1,019,358. The decline in operating costs include a decrease in the salary budget based on historical experience with turnover and a decrease in the costs of health insurance based upon their renewal.

b) The jail's cost for debt service in FY 2019 also declined, because the Jail is utilizing the remaining bond proceeds to pay debt service costs in FY 2019. The debt service payments would have increased significantly without the use of the bond proceeds and jail fund balance to offset the current debt service schedule. The overall debt service payments owed by the localities did not increase, but rather declined slightly by \$66,290 in FY 2019.

2) The City's utilization of the facility has declined – both in absolute terms and relative to the other jurisdictions. Based on the funding formula, the City's share of the required operating service will decline. The City's share of the operating costs declined from 23.16% in FY 2018 to 20.2% in FY 2019 – and since the total operating costs also declined, the City's funding request for the Rappahannock Regional Jail declined significantly.



#### Regional Detention Facility Contribution Stabilization Reserve Policy

The City Council through Resolution 16-46 amended the City's Financial Policies to establish a Regional Detention Facility Contribution Stabilization Reserve to smooth out the variations from year-to-year that the City has been experiencing with both the Rappahannock Regional Jail and the Rappahannock Juvenile Center. The essential function of the policy was to set aside General Fund balance to act as a buffer against major year-to-year variations in the City's contributions to these facilities.

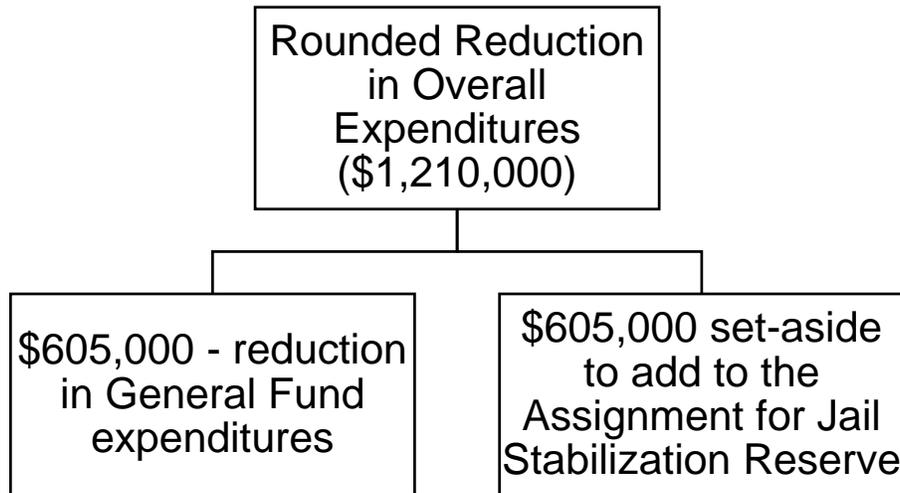
The initial amount set aside was \$1,250,000. The “ceiling” in the policy is \$2,000,000 – after that level is reached, the City Council is not required to make additional contributions to the balance of the assignment. The “floor” is \$750,000 – if the balance falls beneath the “floor” the Council policy states that a plan to restore the amount above \$750,000 must be developed.

The assignment was used in FY 2017 for the Juvenile Center True-Up, and the assignment was also used to assist in the development of the FY 2018 budget to meet increased costs for the Rappahannock Regional Jail.

**History of General Fund Balance Assigned for Regional Detention Center Stabilization**

Initial Assignment	\$1,250,000
FY 2017 Use for Juvenile Center True-up	(\$273,381)
FY 2018 Initial Use – Based on RRJ Increase	(\$275,000)
FY 2018 – Credit for Positive True-Up RJC	\$100,316
Projected Balance at Close of FY 2018	\$801,935

The policy states that if the City’s contributions for corrections and detention decrease in a given year, then the City will contribute at least one-half the amount of the decrease to the Reserve until the reserve is at a \$2,000,000 level. The savings in the FY 2019 budget from the decreased contribution for these facilities is used as follows:



## GENERAL FUND

### SAFETY AND RISK MANAGEMENT PROGRAM

The Safety and Risk Management program was established to promote a culture of safety for City employees. The Program, working with all levels of City employees, provides leadership in maintaining a proactive culture of occupational safety and risk reduction. Through the Safety Department, City staff attended training courses covering 30 unique Safety and/or Leadership topics in FY 2018.



Currently, the Safety Program

- Implements plans, policies, and programs for Safety and Risk Management activities to ethically protect the human, physical, and financial assets of the City.
- Takes the leadership role in communicating the City's safety expectations and continually challenges City employees to take ownership of personal safety responsibilities.
- Provides supervision and direction to personnel assigned safety functions including City management, directors, managers, supervisors, and departmental safety representatives. Provides leadership for the City Safety and Accident Review Committees.
- Assesses training needs and ensures that training and professional development activities are provided to meet Occupational Safety and Health requirements. Conducts health and safety education program for a diverse group of City employees.
- Performs routine and emergency inspections of processes, procedures, facilities, and equipment.
- Investigates workplace injuries, work related illnesses, infectious disease exposures, or dangerous events.
- Manages corrective actions for occupational safety and health hazards.
- Manages the City Integrated Pest Management Program (Mosquito Patrol).
- Staff of the Safety and Risk Management program serve as the primary contact with VML Insurance for our liability claims.

### Fiscal Year 2019 Goal

- Continue to improve the culture of safety established through training, assessments, inspections, and safety guidance.
- Continue administering the cloud based Safety Training Management program, Integrated Pest Management - Mosquito Control Program, and Hazard Communication / Global Harmonization Program.

### Fiscal Year 2019 Objectives

- Continue to cultivate active management involvement and commitment to safety, and active employee participation and responsibility for safe performance.
- Conduct the annual driving matrix records review ensuring that employees comply with the City's policies.
- Monitor and increase the use of appropriate Personal Protective Equipment by City employees.

	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate	FY 2019 Projection
Worker's Comp Claims	112	76	50	50
Value	\$396,610	\$187,760		
Loss Ratio (Premiums/Claims)	30%	20%	27%	

### Budget Summary

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	68,116	68,250	69,180	70,000	820	1.2%
Fringe Benefits	27,128	28,345	28,481	28,540	59	0.2%
Purchased Services	2,967	2,705	11,000	11,000	-	0.0%
Util, Comm, Rentals, Etc.	351	35	600	600	-	0.0%
Travel & Training	626	1,274	1,400	11,500	10,100	721.4%
Dues & Memberships	65	81	100	200	100	100.0%
Materials & Supplies	1,208	5,183	7,050	7,550	500	7.1%
<b>Total Expenditures</b>	<b>\$ 100,460</b>	<b>\$ 105,873</b>	<b>\$ 117,811</b>	<b>\$ 129,390</b>	<b>\$ 11,579</b>	<b>9.8%</b>
<b>Full - Time Positions</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>		

### Significant Program Changes

- Travel & Training includes funds for training which was previously provided by VDOT.

## SCHOOL OPERATING FUND

The City Manager’s Recommended Operating Budget for FY 2019 includes a transfer to the Fredericksburg City Public Schools of \$28,844,710. This represents an increase of \$500,000 over the FY 2018 transfer of \$28,344,710. The transfer to schools for operations represents approximately 30% of the City’s total General Fund budget.

### Funding from the Commonwealth & Local Composite Index

Fredericksburg City Public Schools’ two largest sources of operating revenue are the transfer from the local General Fund and revenue from the Commonwealth. Revenue from the Commonwealth will vary depending upon the overall state funding for education and the City’s Local Composite Index score. The Local Composite Index is the state’s method of apportioning education funding between localities to provide more aid to localities that need more aid and less to those that need it less. Generally speaking, the higher the Local Composite Index score, the less state aid is received by a locality for education, and the maximum score for any locality is 0.8.

The City of Fredericksburg’s Local Composite Index (“LCI”) score from the Commonwealth has increased slightly for FY 2019 and FY 2020. The LCI score had been declining over the past six years, the result of which is more state funding for City schools. The LCI for the City for FY 2019 and FY 2020 will be 0.6210, which is slightly higher than the FY 2017 and FY 2018 score of 0.6071. This will result in a slightly smaller share of state funding for City schools.

FY 2011 & FY 2012	0.7763
FY 2013 & FY 2014	0.6511
FY 2015 & FY 2015	0.6135
FY 2017 & FY 2018	0.6071
FY 2019 & FY 2020	0.6210

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
City Transfer	\$26,355,000	\$27,394,710	\$27,544,710	\$28,344,710	\$28,844,710
Increase	\$350,000	\$1,039,710	\$150,000	\$800,000	\$500,000
	Actual	Actual	Actual	Budget	Budget
School Fund Expenditures	\$39,882,003	\$40,999,191	\$42,084,983	\$43,740,830	\$44,626,789
% of Total	66.1%	66.8%	65.5%	64.8%	64.5%

Please note that the City also transfers a total of \$215,500 into the School Operating Fund for support of the Head Start program.

**Walker-Grant Center Debt Service**

FY 2019 will represent the second year of debt service for the renovations for the Walker-Grant Center. Annual debt service payments are approximately \$830,000 per year.

FY 2019 will be the second year for the City to retain \$300,000 of the fund balance of Fund 205 to assist with the Walker-Grant Center reconstruction. The City plans to receive a total of \$1.5 million from the school operating fund balance over five years to help offset the debt service for the first five years for the project. Here is a table that shows the impact of the transfer from the City Schools on the total debt service for the project.

**2016 General Obligation Bond Issue Partial Schedule (WGC School Portion)**

Fiscal Year	Principal	Interest	Total	School FB Credit	2016 Debt Service Net of Fund Balance Credit
2017	-	-	-	-	-
2018	345,000	485,141	830,141	(300,000)	530,141
2019	360,000	469,325	829,325	(300,000)	529,329
2020	380,000	452,113	832,113	(300,000)	532,113
2021	400,000	432,725	832,725	(300,000)	532,725
2022	420,000	411,713	831,712	(300,000)	531,712
2023	440,000	391,484	829,675	-	829,675
2024	465,000	367,013	831,484	-	831,484

## GENERAL FUND - SHERIFF

The Fredericksburg City Sheriff is an independent Constitutional Officer elected to a four year term by the citizens of Fredericksburg. The Sheriff and his staff provide court security and facilitate the civil process by serving a variety of legal notices. The Sheriff's Office also provides law enforcement assistance on an as-needed basis, transports of prisoners and others in custody, as well as perform a variety of other tasks in the community in accordance with the Code of Virginia.

**Civil Process:** The purpose of Civil Process is to provide timely notice to a person or legal entity of pending legal action. The notice may be in the form of various legal documents and must be served in accordance with the law as it pertains to that particular document. Civil process includes subpoenas, writs, show causes, garnishments, summons, and warrants-in-debt.

### Fiscal Year 2019 Goal

- Continue to promptly serve Civil Process papers sent to the Fredericksburg Sheriff's Office.

### Fiscal Year 2019 Objective

- Continue to look for ways to streamline the process of delivering civil papers throughout the City.

### Performance Measures

	FY 2015	FY 2016	FY 2017	FY 2018
Civil Process	Actual	Estimate	Estimate	Projection
Number of Papers Served	61,185	61,200	61,190	61,200

**Court Security:** The deputies work in the courts and are responsible for the security of the Courthouse. Their duties include the protection of life and property for judges, court personnel, attorneys, citizens and prisoners.

### Fiscal Year 2019 Goal

- Continue to provide adequate security for all of the Courts.

### Fiscal Year 2019 Objectives

- Continue to train our staff in up to date security measures.

### Performance Measures

	FY 2015	FY 2016	FY 2017	FY 2018
Court Days	Estimate	Estimate	Estimate	Projection
Circuit Court	455	460	470	470
General District Court	227	230	230	230
Juvenile & Domestic Relations Court	353	355	355	355

## Budget Summary

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	1,374,748	1,396,126	1,429,029	1,469,300	40,271	2.8%
Fringe Benefits	586,044	610,429	635,515	645,011	9,496	1.5%
Purchased Services	10,354	11,502	11,145	11,145	-	0.0%
Util, Comm, Rentals, Etc.	19,074	19,630	20,310	20,310	-	0.0%
Travel & Training	3,288	2,927	3,300	3,300	-	0.0%
Other Non-Personal	-	-	-	1,800	1,800	---
Dues & Memberships	1,209	1,100	1,300	1,300	-	0.0%
Materials & Supplies	64,101	67,801	67,100	69,100	2,000	3.0%
Joint Operations	10,544	10,703	13,000	13,000	-	0.0%
Capital Outlay	65,737	62,132	36,500	65,000	28,500	78.1%
<b>Total Expenditures</b>	<b>\$ 2,135,099</b>	<b>\$ 2,182,350</b>	<b>\$ 2,217,199</b>	<b>\$ 2,299,266</b>	<b>\$ 82,067</b>	<b>3.7%</b>
<b>Revenues</b>						
Compensation Board	\$ 500,734	\$ 500,897	\$ 520,000	\$ 540,000	\$ 20,000	3.8%
Security Center Reimbursement	12,662	13,288	16,000	16,000	0	0.0%
Sheriff's Fees	2,827	2,827	2,800	2,800	0	0.0%
Courthouse Security Fees	49,819	44,007	50,000	50,000	0	0.0%
<b>Total Revenue</b>	<b>\$ 566,042</b>	<b>\$ 561,019</b>	<b>\$ 588,800</b>	<b>\$ 608,800</b>	<b>\$ 20,000</b>	<b>3.4%</b>
<b>Percent Recovery</b>	<b>26.51%</b>	<b>25.71%</b>	<b>26.56%</b>	<b>26.48%</b>		<b>-0.3%</b>
<b>Full - Time Positions</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>23</b>		
<b>Part - Time Positions</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>14</b>		

## Significant Program Highlights

- The increase in Salary & Wages includes mid-year adjustments for additional part-time personnel.
- The Capital Outlay includes two new vehicles.
- Revenue estimates reflect actual and anticipated revenue from the Compensation Board.

## GENERAL FUND – TRANSFERS AND CONTINGENCY

The City makes several transfers to other City operating funds from its General Fund, including School Operating, Social Services Operating, City Grants, and Capital Funds. The City also transfers funds as appropriate to the Debt Service Fund to support debt incurred for general government purposes. The General Fund also has a Contingency to address unforeseen needs which may arise during the course of the year.

### Budget Summary

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Transfer to School Fund	27,394,710	27,544,710	28,344,710	28,844,710	500,000	1.8%
Transfer to School Grants - Head Start	215,500	215,500	215,500	215,500	-	0.0%
Transfer to Debt Service Fund	7,108,076	7,319,846	8,149,008	8,273,000	123,992	1.5%
Transfer to Parking Fund			50,000	50,000	-	0.0%
Transfer to Capital Fund	3,007,000	2,947,650	2,000,000	3,180,000	1,180,000	59.0%
Transfer to Public Assistance	1,157,365	1,067,431	1,040,000	940,000	(100,000)	-9.6%
Transfer to CSA Fund	675,275	675,275	675,275	940,000	264,725	39.2%
Transfer to Victim-Witness	58,000	70,460	40,000	50,000	10,000	25.0%
Transfer to Grants - Arts	30,000	35,000	35,000	35,000	-	0.0%
Transfer to Grants Fund	156,500	155,350	150,500	102,096	(48,404)	-32.2%
Transfer to EDA Fund	84,304	124,315	95,000	165,000	70,000	73.7%
Transfer to City Grants - Regional Tourism	121,000	121,000	121,000	121,000	-	0.0%
Transfer to Storm Water	77,300	125,500	100,000	134,000	34,000	34.0%
Transfer to Riparian Lands Stewardship Fund	35,000	-	10,500	52,125	41,625	396.4%
Jail Stabilization - Reserve for Jail Debt Service	-	-	-	605,000	605,000	---
ERP - Reserved for Pay Plan	-	-	-	40,000	40,000	---
Contingency	-	-	498,620	525,000	26,380	5.3%
Attrition Savings	-	-	(250,000)	(250,000)	-	0.0%
<b>Total Expenditures</b>	<b>\$ 40,120,030</b>	<b>\$ 40,402,037</b>	<b>\$ 41,275,113</b>	<b>\$ 44,022,431</b>	<b>\$ 2,747,318</b>	<b>6.7%</b>

## Significant Program Highlights

- The general fund transfer to the Fredericksburg City Public Schools is an increase of \$500,000 or 1.8%. The City Schools also expect to receive an increase of \$385,000 in state revenue. However, the General Assembly has not yet completed the state's budget process as of the time the budget is released.
- The increase for the general fund transfer to debt service relates to an allowance to support a partial payment on a proposed bond issue for the autumn of 2018.
- The transfer to the capital fund is \$3.18 million, which is a significant increase (59%) from the adopted FY 2018 budget. The source of the transferred funds is the General Fund Balance Assigned for Capital Projects.
- The City transfer to the Social Services Fund is \$940,000, as is the transfer to the Children's Services Act Fund (CSA Fund). The transfer for DSS is decreased slightly, but the use of the Social Services Operating Fund Balance has increased slightly as well. The CSA Transfer increases by 39%, and relates to increasing costs for the services mandated to be provided by the program.
- The transfer to the Victim-Witness program is \$50,000 – which is \$10,000 higher than the adopted level in FY 2018. This is more in line with the historical level of City support for this program, which is housed in the Commonwealth Attorney's office.
- The City transfers funds to the City Grants Fund to support a variety of ongoing programs. The \$102,096 in transfers to the City's Grant Fund is broken down as follows:

FY 2019 Recommended Budget General Fund Transfer to City Grants Fund	
Farmer's Market	13,000
Midnight Madness	8,000
Fire Services Program	11,096
Downtown 31	10,000
CDBG	10,000
Regional Group Tourism	<u>50,000</u>
<b>Total</b>	<b>\$ 102,096</b>

*The Transfer to the Fire Services Program assumes a 50% match will be required for equipment purchases.*

- Savings from Attrition is an offsetting account that requires the City to not spend \$250,000 in salary and benefits money appropriated in other budget lines in FY 2019.

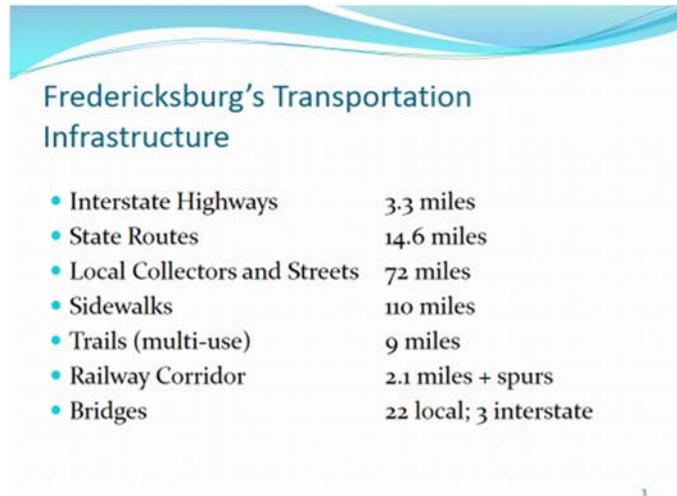
The savings will be achieved through holding positions open longer before filling them or not filling them during this fiscal year.

- The City does not spend General Fund Contingency directly from that account, but rather transfers it into other line items as appropriate during the course of the year. Prior year actuals are always zero; any amounts taken from Contingency were spent through other line items. The General Fund Contingency level is recommended to be \$500,000. The FY 2019 Budget includes the use of General Fund Balance as the source for the General Fund Contingency.
- The transfer to the EDA represents the City's share of economic development incentives. Although it is higher than prior budget, it is comparable with actual and estimated spending.
- The transfer to the Riparian Lands Stewardship Fund is \$52,125. This represents a significant portion of the operating costs of the program, which has been very beneficial in supporting the protection of the City's Riparian Lands.

## GENERAL FUND – TRANSPORTATION

The City created the Transportation Division in mid FY 2017. The purpose of the division is to enhance coordination with regional and state transportation authorities and to improve the City’s ability to compete for a variety of federal and state transportation grants. The Transportation Division actively pursues funding for the City’s transportation network which includes roads, bridges, trails and sidewalks.

The Division is staffed by a Senior Planner, who reports directly to the Assistant City Manager. The Planner currently serves on the FAMPO Technical Committee.



### Budget Summary

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	-	52,233	98,465	99,500	1,035	1.1%
Fringe Benefits	-	18,284	35,055	35,232	177	0.5%
Purchased Services	-	10,416	11,500	14,000	2,500	21.7%
Util, Comm, Rentals, Etc.	-	-	1,460	1,460	-	0.0%
Travel & Training	-	21	2,000	1,500	(500)	-25.0%
Other Non-Personal	-	-	-	-	-	---
Dues & Memberships	-	-	250	250	-	0.0%
Materials & Supplies	-	259	5,350	5,350	-	0.0%
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 81,213</b>	<b>\$ 154,080</b>	<b>\$ 157,292</b>	<b>\$ 3,212</b>	<b>2.1%</b>
<b>Full - Time Positions</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>		

### Significant Program Highlights

- Historic markers, record archiving, and the City’s shredding program are included in the program budget.

## GENERAL FUND - TREASURER

The tasks of the Treasurer's Office include, but are not limited to: the collection and disbursement of all city funds; banking and investment transactions; billing and collection of taxes, parking violations, utility bills; and the collection enforcement of delinquent accounts.

The mission of the Treasurer's Office is two-fold. The first is a responsibility to the City of Fredericksburg government to bill & collect all taxes, fees and state funds and assuring that they are processed and maintained with proper security and accounting controls in place. The second is a commitment to the citizens of Fredericksburg to provide exemplary customer service with respect, courtesy and fairness.

### Cash Management and Investment Services:

The cash management cycle originates in the Treasurer's Office. Daily funds are processed through the revenue system and maintained with proper security and accounting controls in place. The funds are then deposited electronically into a bank that qualifies under the Security for Public Deposits Act. The Treasurer is responsible for reconciling all cash balances with the City's financial institutions within 15 days of month end. The Treasurer is also responsible for overseeing the investment of the City funds.

### Fiscal Year 2019 Goals:

- Maintain accurate and up-to-date reconciliations of bank accounts and the Treasurer's Fund in the general ledger.
- Continue to mail billings in a timely manner.
- Successfully collaborate in the transition to a new ERP system.

### Fiscal Year 2019 Objective:

- Ensure that all bank accounts will be reconciled within the first week of the following month and the general ledger Treasurer's Fund no later than the second week.
- Ensure that office scheduling permits sufficient time to create bill files, check for accuracy and transmit to the printer for production and mailing in ample time to give the taxpayer 30 days to pay the bill.
- Work with IT, Fiscal Affairs and other City departments in the transition to the new ERP system.

**Collections:** This program includes collection of current and delinquent taxes and fees. The Treasurer bills for collection of real estate taxes, personal property taxes, business license taxes and utility use fees. If compliance is not achieved through the billings process, then the Treasurer initiates additional collection methods including delinquent notices, tax liens, booting of vehicles, DMV Registration Withholding, Debt Set Off, warrants in debt, judicial tax sale and other court actions.

**Fiscal Year 2019 Goals:**

- Maintain accurate and up-to-date reconciliation of bank accounts with the City's accounting system.
  - Increase technology based services provided to customers.
  - Maintain high collection rates.
  - Maintain a high quality of customer service.

**Fiscal Year 2019 Objectives:**

- Increase technology based services, including electronic vendor payments.
- Continue the use of mass collection tools such as DMV Registration Withholding, State Debt Set Off, Seizure by Booting, and the judicial process.
- Participate and pass examinations in the required course curriculums as Treasurer and uphold the Treasurer's Association of Virginia Code of Ethics.

**Performance Measures**

BILLS MAILED	FY 15 Actual	FY 16 Actual	FY17 Actual
Real Estate	15,907	16,061	16,253
Personal Property	37,806	39,612	38,809
Utility	47,734	48,136	48,452
Dog Tag/ Burglar Alarm Renewal Notices		2572	2584
Delinquent Real Estate	958	784	705
Delinquent Personal Property*	13,626	12,399	20,998
Delinquent Utility	7,771	8,618	8,279

NOTE: In prior years, only the first personal property notice was counted in the totals. The Treasurer actually sends two notices per delinquent personal property tax bill.

**Budget Summary**

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	405,327	396,893	408,304	446,500	38,196	9.4%
Fringe Benefits	185,497	213,211	211,273	218,023	6,750	3.2%
Purchased Services	42,025	20,557	64,300	63,300	(1,000)	-1.6%
Util, Comm, Rentals, Etc.	64,606	43,624	49,600	50,600	1,000	2.0%
Travel & Training	3,090	2,717	4,750	4,750	-	0.0%
Other Non-Personal	55,358	55,453	60,000	60,000	-	0.0%
Dues & Memberships	975	1,145	1,000	1,100	100	10.0%
Materials & Supplies	4,529	4,868	4,700	4,700	-	0.0%
Capital Outlay	-	-	-	-	-	---
Fiscal Agent Fees	30,687	29,425	35,000	35,000	-	0.0%
<b>Total Expenditures</b>	<b>\$ 792,093</b>	<b>\$ 767,893</b>	<b>\$ 838,927</b>	<b>\$ 883,973</b>	<b>\$ 45,046</b>	<b>5.4%</b>
<b>Revenues</b>						
State Revenue	\$ 97,557	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	0.0%
<b>Total Revenue</b>	<b>\$ 97,557</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Percent Recovery</b>	<b>12.32%</b>	<b>13.02%</b>	<b>11.92%</b>	<b>11.31%</b>		<b>-5.1%</b>
<b>Full - Time Positions</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>		
<b>Part - Time Positions</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>		

### **Significant Program Highlights**

- An additional part-time position is being added to the Treasurer's Office. The existing part-time hours are increasing in anticipation of the ERP system.

## GENERAL FUND - VOTER REGISTRATION AND ELECTIONS

The office of Voter Registration and Elections administers a comprehensive program of uniform statewide voter registration for qualified citizens to vote in federal, state, and local elections. The General Registrar is appointed by and serves at the pleasure of the three member Fredericksburg Electoral Board. The Registrar provides all registration services and those election services delegated by the local electoral board in conformity with the federal and state constitutions, state and local election laws and the policies and regulations established by the General Assembly, State Board of Elections and City Council. The Electoral Board is responsible for ensuring uniformity, fairness, accuracy and purity in all elections in the City of Fredericksburg.

### Fiscal Year 2019 Goal

- Continue initiatives to engage all voters in the electoral process in the City of Fredericksburg.

### Fiscal Year 2019 Objectives

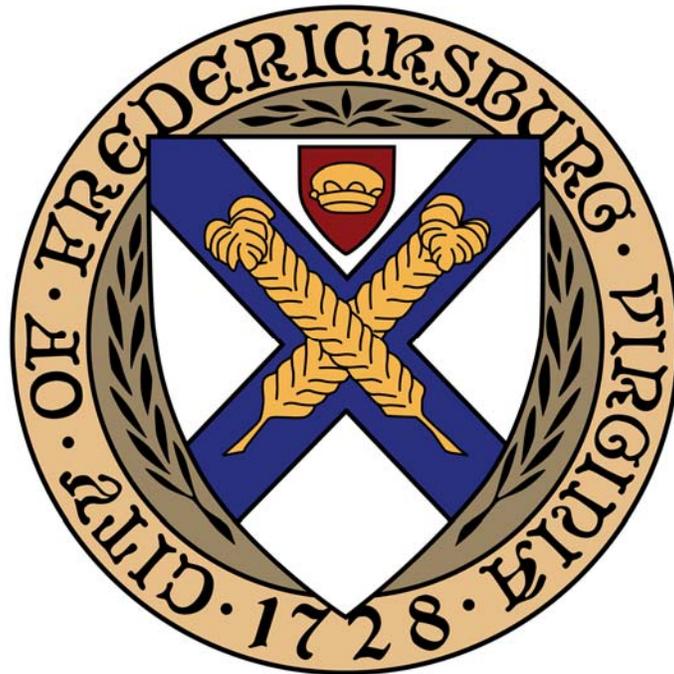
- Continue to successfully run local, general, primaries and special elections.
- Assist potential candidates in providing the correct election and campaign forms.
- Elections include:
  - November 6, 2018 General Election - U.S. Senate and House of Representatives
  - June 11, 2018 Primary Election - Virginia Senate and House of Delegates

### Budget Summary

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	106,025	108,297	119,225	137,400	18,175	15.2%
Fringe Benefits	29,621	32,074	36,541	56,711	20,170	55.2%
Purchased Services	69,716	71,606	54,200	61,200	7,000	12.9%
Util, Comm, Rentals, Etc.	3,814	7,356	7,600	9,000	1,400	18.4%
Travel & Training	3,836	1,576	2,500	3,200	700	28.0%
Dues & Memberships	643	320	625	625	-	0.0%
Materials & Supplies	7,291	7,098	5,500	5,500	-	0.0%
Capital Outlay	31,995	39,996	-	33,500	33,500	---
<b>Total Expenditures</b>	<b>\$ 252,940</b>	<b>\$ 268,323</b>	<b>\$ 226,191</b>	<b>\$ 307,136</b>	<b>\$ 80,945</b>	<b>35.8%</b>
<b>Revenues</b>	<b>97,557</b>					
Compensation Board	\$ 52,289	41,896	40,000	40,000	-	0.0%
<b>Total Revenue</b>	<b>\$ 52,289</b>	<b>\$ 41,896</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Percent Recovery</b>	<b>20.67%</b>	<b>15.61%</b>	<b>17.68%</b>	<b>13.02%</b>		<b>-26.4%</b>
<b>Full - Time Positions</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>		
<b>Part - Time Positions</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>		

### Significant Program Changes

- The Registrar's Office and the Electoral Board have requested that a part-time position be converted to full-time Assistant Registrar's position. As a result, there is an increase in Salaries & Wages and Fringe Benefits.
- The budget also includes an increase related to printing costs.
- The Capital Outlay includes funding to replace certain voting equipment.



## BLIGHT ABATEMENT FUND

The Department of Community Planning and Building administers activities within the Blight Abatement Fund. The Blight Abatement program addresses dilapidated or deteriorated structures that endanger or are detrimental to the public health, safety, or welfare. When the City's Property Maintenance Official becomes aware of a structure in poor condition, she contacts the owners and works with them to bring the structure into compliance with the state building code. If the property owner cannot or will not repair the structure, Blight Abatement funds are available to repair or demolish the structure. This process requires review by the City Manager and the City Council.

### Budget Summary

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Purchased Services	\$ 9,075	\$ 22,320	\$ 95,000	\$ 95,000	\$ -	0.0%
<b>Total Expenditures</b>	<b>\$ 9,075</b>	<b>\$ 22,320</b>	<b>\$ 95,000</b>	<b>\$ 95,000</b>	<b>\$ -</b>	<b>0.0%</b>
Revenues						
Penalties and Interest		\$ 1,185	\$ -	\$ -	\$ -	---
Reimbursements		18,707	-	20,000	-	---
Fund Balance	-	-	95,000	75,000	95,000	-21.1%
<b>Total Revenue</b>	<b>\$ 5,616</b>	<b>\$ 19,892</b>	<b>\$ 95,000</b>	<b>\$ 95,000</b>	<b>\$ 95,000</b>	<b>0.0%</b>

### Significant Program Highlights

- Unspent funds are rolled from year to year to ensure resources are available.

## CITY GRANTS FUND

The City Grants Fund is a special revenue fund that accounts for a variety of grant-funded and other special revenue related programs. It includes ongoing programs as well as one-time grants.

Expenditure Summary	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change FY 2017 - FY 2018
Victim Witness	142,789	172,013	180,735	182,430	0.94%
Virginia Domestic Violence	53,248	53,901	67,601	69,613	2.46%
Records Preservation Grant	71,712	27,742	25,000	28,000	12.00%
Crime Prevention	1,049	1,000			
PD Community Projects		8,193			
DMV Grants	16,322	19,838	16,345	23,000	40.72%
ICAC -Internet Crimes Against Children		5,262	6,000	6,000	0.00%
Virginia E-911		2,000	2,000	2,000	0.00%
E-911 Text				75,300	
E-Summons		2,040	35,000	20,000	-42.86%
COP Grant	526				
Justice Administration Grant	18,484	15,856	18,500	18,500	0.00%
Hazmat Response	25,948	17,445	30,000	30,000	0.00%
Fire Services	82,624	71,583	104,811	107,192	2.27%
Rescue – Four-for-Life	32,668	31,789	25,000	32,000	28.00%
Local Emergency Performance Grant	7,858	10,652	10,680	10,680	0.00%
LEMPG - Supplemental				30,000	
VDEM & SHSP Grants		214,562			
United Way Special Events	24,974	26,531	20,000	30,000	50.00%

Expenditure Summary	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	Change FY 2017 - FY 2018
Soap Box Derby	20,330	13,254	20,000	-	-100.00%
Starfires	5,400	2,098	6,000	6,000	0.00%
Cossey Park	208	364	1,000	1,000	0.00%
FSPA - Old Mill Park	2,645	21,520			
Hurkamp Picnic	703	4,674	8,000	8,000	0.00%
Farmer's Market	24,315	17,222	25,631	24,000	-6.36%
NRPA Out of School Time	5,132	188	20,000	-	-100.00%
Midnight Madness	4,236	11,991	15,000	15,000	0.00%
War Memorial	8,690	2,576			
Fredericksburg Arts Commission	32,087	37,055	40,000	40,000	0.00%
PEG Access	5,339	47,928	40,200	40,200	0.00%
CDBG	187,522	155,855	199,825	228,630	14.41%
Historic Data	4,350				
CDBG (Removal of Architectural Barriers)	6,000	4,243	5,000	5,000	0.00%
Downtown 31 (First Night)	-	15,876	10,000	10,000	0.00%
2016 DEQ MWEE GRANTS	30,000				
Archeology			20,000	-	
Misc. Grants			25,000	50,000	
Regional Group Tourism	147,291	189,403	150,000	150,000	0.00%
Regional Consumer Marketing	<u>369,407</u>	<u>359,440</u>	<u>363,000</u>	<u>363,000</u>	<u>0.00%</u>
<b>Total Fund</b>	<b>1,331,858</b>	<b>1,580,151</b>	<b>1,490,328</b>	<b>1,605,545</b>	<b>7.71%</b>

The programs within the City Grants receive funding from a variety of sources. The “Other” category includes program fees, donations, or support from other jurisdictions. The following chart is a breakdown of anticipated funding sources.

Expenditure Summary	Federal	State	Other	FY 2019 General Fund Transfer	Use of City Grants Fund Balance	Total
Victim Witness	91,985	30,662		50,000	9,783	182,430
Virginia Domestic Violence		45,000			24,613	69,613
Records Preservation Grant		28,000				28,000
DMV Grants	23,000					23,000
ICAC Grant		6,000				6,000
E-Summons			20,000		-	20,000
Justice Administration Grant	18,500	-				18,500
Virginia E-911		2,000				2,000
E-911 Text		75,300				75,300
Hazmat Response		30,000				30,000
Fire Services		96,096		11,096		107,192
Rescue – Four-for-Life		32,000				32,000
Local Emergency Performance Grant		10,680				10,680
LEMPG - Supplemental		30,000				30,000
United Way Special Events			30,000			30,000
Starfires			6,000			6,000
Cossey Park			1,000			1,000
Hurkamp Picnic			8,000			8,000
Farmer's Market			11,000	13,000	-	24,000
Midnight Madness			2,000	8,000	5,000	15,000
Fredericksburg Arts Commission		5,000		35,000		40,000
PEG Access			40,200			40,200
CDBG	162,000			10,000	56,630	228,630
CDBG (Removal of Architectural Barriers)					5,000	5,000
Downtown 31 (First Night)				10,000		10,000
Misc. Grants			50,000			50,000
Regional Group Tourism			100,000	50,000		150,000
Regional Consumer Marketing	-	-	242,000	121,000	-	363,000
<b>Total Fund</b>	<b>295,485</b>	<b>390,738</b>	<b>510,200</b>	<b>308,096</b>	<b>101,026</b>	<b>1,605,545</b>

### Significant Program Highlights

- The transfer from the General Fund is \$308,096, a decrease of 11% from FY 2018
- A placeholder of \$50,000 is included for grants that may be received throughout FY 2019.
- Certain grants are estimates and spending will only occur if the grant funds are received.

## CHILDREN'S SERVICES ACT FUND

The Fredericksburg Children's Services Act Program (CSA) oversees a collaborative system of services and funding that is child-centered, family focused, and community-based that addresses the strengths and needs of troubled and at-risk youths and their families in the City. It ensures that services and funding are consistent with the Commonwealth's policies of preserving families and providing appropriate services in the least restrictive environment, while protecting the welfare of children, and maintaining the safety of the public.

The Fredericksburg CSA program provides agency collaboration through the Community Policy Management Team (CPMT) and Family Assessment Planning Team (FAPT), which oversees access to services and manages the funding for these services.

### Fiscal Year 2019 Goal

- Reduce Special Education Day costs by decreasing the length of stay for Private Day Placements.
- Improve outcomes for children and their families in the CSA program by increasing parent/guardian participation.
- Track student performance in Private Day school settings to ensure needs are met and progress is made.

### Fiscal Year 2019 Objectives

- Collaborate with community partners to develop a service to assist families with the transition of their child from Private Day placement to public school.
- To have 75% parent/guardian participation in the FAPT process through the use of telecommunication, surveys, and caseworker contact prior to as well as during FAPT meetings.
- Review statistical data from the schools to compare behavior and achievement of students in Private Day School versus the Public School from which they were removed.

### Special Background Discussion – Special Education Placements<sup>1</sup>

Some children, for a variety of reasons, are not able to be educated in the public school setting. When public school education is not possible, access to Special Education ("SPED") schooling provides these children with a less restrictive option to day or residential treatment centers. Private Day placements offer smaller class sizes and a therapeutic component during the school day, addressing the child's needs as a whole.

Children in need of SPED placements generally have emotional and / or learning disabilities and other severe health impairments as documented by their IEP (Individual Education Plan). IEP's are a part of the federally mandated Individuals with Disabilities Education Act (IDEA). It is through this act that children with disabilities have the opportunity to receive both a public education and intervention services specifically related to their disability. The intent of IDEA matches with CSA's philosophy of keeping children in the least restrictive environment.

SPED placements are costly, and constitute a rising portion of the total expenditures under the Children's Services Act – both locally and state-wide. The House Appropriations and the Senate

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<sup>1</sup> Adopted from the memorandum from the CSA Coordinator to the City Manager's Office, dated January 3, 2018

Finance Committee tasked a work group in November 2017 to examine the options of how to best manage the costs of SPED placements.

The table below shows Fredericksburg CSA's SPED expenditures. CSA expenditures have increased by 28% from FY 2015-2018 while the number of children served has remained relatively constant.

	FY 2015	FY 2016	FY 2017	FY 2018 est.
SPED Day Expenditures	\$1,199,332	\$906,937	\$1,147,490	\$1,530,252
Total Expenditures	\$1,940,546	\$1,536,468	\$2,108,350	\$2,356,582
SPED as a % of Total Expenditures	62%	59%	54%	64%
Children Served	23	24	22	23

### Budget Summary

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	47,756	44,746	46,609	47,542	933	2.0%
Fringe Benefits	17,925	18,420	23,527	23,707	180	0.8%
Travel & Training	2,361	2,063	3,600	4,300	700	19.4%
Other Non-Personal	1,536,468	2,107,766	1,873,532	2,717,240	843,708	45.0%
Materials & Supplies	751	1,565	2,200	2,200	-	0.0%
<b>Total Expenditures</b>	<b>\$ 1,605,261</b>	<b>\$ 2,174,561</b>	<b>\$ 1,949,468</b>	<b>\$ 2,794,989</b>	<b>\$ 845,521</b>	<b>43.4%</b>
Revenues						
State Revenue	961,868	1,389,367	1,129,000	1,686,133	557,133	49.3%
Other Revenue	35,834	32,881	41,000	26,000	(15,000)	-36.6%
Transfer -General Fund	675,275	675,275	675,275	940,000	264,725	39.2%
Fund Balance	-	-	104,193	142,856	38,663	37.1%
<b>Total Revenue</b>	<b>\$ 1,672,977</b>	<b>\$ 2,097,523</b>	<b>\$ 1,949,468</b>	<b>\$ 2,794,989</b>	<b>\$ 845,521</b>	<b>43.4%</b>
<b>Full - Time Positions</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>		

### Significant Program Highlights

- Other Non-Personal funding includes the majority of program expenses, which are mainly contracted services from outside service providers.
- Fredericksburg CSA Program has consistently accessed alternate funding sources such as Medicaid, Title IV-E, PSSF, and PD-16 in an attempt to contain local funding requirements.
- The General Assembly was considering changes to the Medicaid reimbursement process in CSA that would have benefitted localities in their budget deliberations. However, the General Assembly has not finalized their budget as of the preparation of the City Manager's Adopted Budget.
- The General Fund transfers funding to the CSA Fund to meet the City's obligation to provide local funding for CSA. The City's General Fund transfer for CSA will increase to \$940,000 in FY 2019 to assist in meeting the increased costs of these mandated services. The FY 2018 transfer from the General Fund was \$675,275.

## SOCIAL SERVICES FUND

The Fredericksburg Department of Social Services' Mission, "Helping People Triumph over Hardships to Promote Healthier Futures within Our Community" is part of every employee's daily work. The Department provides, financial, medical, food, heating and cooling assistance, family services, protects the safety of children and adults, provides safe foster homes for children and provides adoption services to the neediest children in our community.

*"Helping People Triumph over Hardships to Promote Healthier Futures Within Our Community"*

### Special Table: Programs Administered by DSS

Financial Assistance	Service Programs	Supportive Services
Supplemental Nutrition Assistance Program (SNAP)	IV-E Foster Care	Resource Parent Training Program (Training for Foster & Adoptive Parents)
Temporary Assistance to Needy Families (TANF)	Virginia Initiative for Employment no Welfare (VIEW)	Energy Share (with the Salvation Army)
Energy Assistance Program	Child and Adult Protective Services	Holiday Assistance
Child Care Assistance	Adoption	Lions Club (Eye Glasses and Hearing Aid Assistance)
Medicaid	Adult Services, Companion Services, Uniform Assessment Instrument Screening	Promoting Safe and Stable Families Grant and Safe Sleep Program

### Fiscal Year 2019 Goal

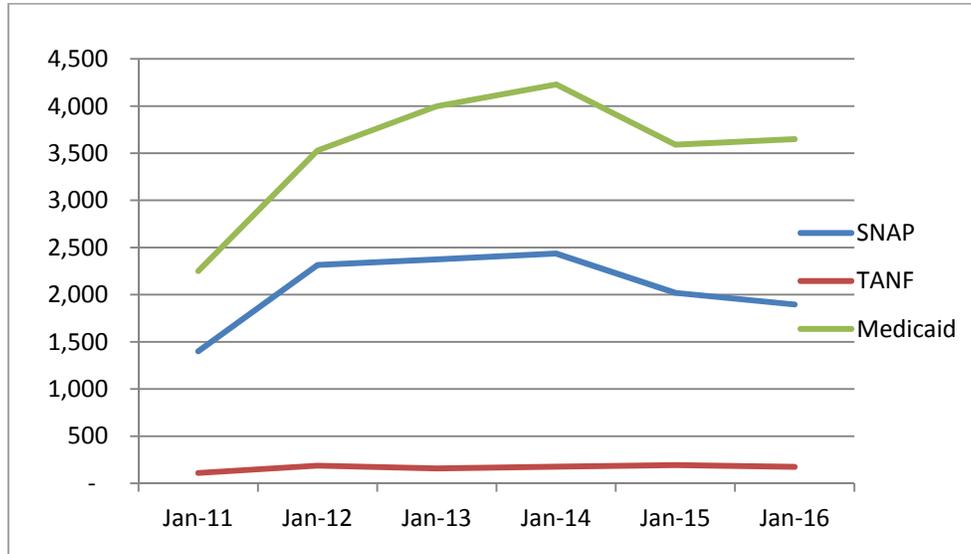
- Work with families and individuals to ensure independence, safety, and preservation.
- Serve families to ensure that children are raised in a safe, stable, and nurturing environment.
- Assist community members in need by determining eligibility for benefits programs and making community resource referrals.
- Provide a safety net for individuals in need by increasing access to those benefits and services to promote self-sufficiency.

### Fiscal Year 2019 Objectives

- Collaborate with community partners to develop services to assist families.
- Establish permanent connections for children in foster care.
- Provide benefit determination in a timely manner: 97% processed on time.

- Because employment is the foundation for self-sufficiency, assist customers to secure and maintain employment.

**Performance Measures**



*Graph 1. Fredericksburg Department of Social Services Caseload Data*

	FY 2014 Actual	FY2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Reduce the % of reports of abuse and/or neglect with prior Fredericksburg history	28%	28%	28%	25%	28%
90% of CPS referral contacts are made within the mandated response priority	99%	100%	99%	90%	98%
75% of children in foster care will be discharged to permanency within 24 months	79%	88%	84%	90%	90%
97% SNAP applications will be processed on time	98%	99%	99%	99%	99%
97% Medicaid applications will be processed on time	84%	89%	90%	92%	90%
97% Medicaid renewals will be processed on time	98%	96%	98%	98%	98%
97% TANF applications will be processed on time	98%	99%	98%	98%	99%
Meet or exceed the Federal Work Participation rate of 50%	48%	52%	48%	50%	50%
Meet or exceed the Federal 3 month employment retention rate of 50%	76%	79%	84%	82%	82%

Key Social and Well-being indicators - Region	Virginia	Fredericksburg
Non-Elderly Uninsured	10.5%	<b>13.1%</b>
Teen Pregnancy Rate (10-19 years) per 1,000	16.6	<b>11.8</b>
Food Insecure rate <sup>1</sup>	11.8%	<b>17.1%</b>
Rates of Child Abuse and Neglect (founded number per 1,000)	2.3	<b>3.7</b>

Key Social and Well-being indicators - Region	2013	2014	2015	2016
Non-Elderly Uninsured	13.0%	18.0%	16.0%	13.1%
Teen Pregnancy Rate (10-19 years) per 1,000	44.8	40.7	31.0	11.8
Food Insecure rate <sup>1</sup>	18.0%	18.0%	18.0%	17.1%
Rates of Child Abuse and Neglect (founded number per 1,000)	6.8	12	6.1	3.7

<sup>1</sup> The food insecure rate means limited or uncertain ability of nutritionally adequate and safe foods or uncertain ability to acquire acceptable foods in socially acceptable ways.

## Budget Summary

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	1,779,836	1,779,241	1,968,633	2,004,621	35,988	1.8%
Fringe Benefits	802,625	814,606	892,985	879,284	(13,701)	-1.5%
Purchased Services	190,567	153,081	250,600	205,500	(45,100)	-18.0%
Util, Comm, Rentals, Etc.	115,017	115,225	135,300	133,400	(1,900)	-1.4%
Travel & Training	12,131	13,254	15,900	23,900	8,000	50.3%
Other Non-Personal	1,811,875	2,060,465	2,304,300	2,811,200	506,900	22.0%
Dues & Memberships	1,660	1,436	1,700	1,700	-	0.0%
Materials & Supplies	26,988	35,335	42,300	36,800	(5,500)	-13.0%
Capital Outlay	30,105	33,156	30,750	30,500	(250)	-0.8%
<b>Total Expenditures</b>	<b>\$ 4,770,803</b>	<b>\$ 5,005,799</b>	<b>\$ 5,642,468</b>	<b>\$ 6,126,905</b>	<b>\$ 484,437</b>	<b>8.6%</b>
Revenues						
Federal Revenue	2,251,824	2,413,390	2,604,303	2,837,432	233,129	9.0%
State Revenue	1,446,130	1,567,770	1,794,953	2,069,855	274,902	15.3%
Transfer -General Fund	1,157,365	1,067,431	1,040,000	940,000	(100,000)	-9.6%
Recovered Cost - Misc	87,623	49,359	82,406	66,272	(16,134)	-19.6%
Fund Balance	-	-	120,807	213,346	92,539	76.6%
<b>Total Revenue</b>	<b>\$ 4,942,942</b>	<b>\$ 5,097,950</b>	<b>\$ 5,642,469</b>	<b>\$ 6,126,905</b>	<b>\$ 484,436</b>	<b>8.6%</b>
<b>Full - Time Positions</b>	<b>36</b>	<b>36</b>	<b>38</b>	<b>38</b>		

## Significant Program Highlights

- The General Fund transfers funding to the Social Services Operating Fund to meet the City's obligations for funding for Social Services. The majority of funding for the Social Services Fund is from the federal and state governments, on a reimbursement basis. The General Fund transfer for Social Services is recommended to be \$875,000 in FY 2019 – a decline from the FY 2018 level of \$1,040,000.
- The budget includes the use of fund balance available in the Social Services Operating Fund in FY 2019 to meet the needs of the fund. The fund balance use in FY 2019 is recommended to be \$278,346.
- Capital Outlay includes funding to replace an aged vehicle.

## PARKING FUND

The Parking Fund was originally established to account for the operation, debt service, and maintenance of the Sophia Street Parking Garage. The Sophia Street Parking Garage provides 297 parking spaces to the southern end of downtown Fredericksburg. The Fund also accounts for the operation of several parking lots that were leased, purchased or expanded over the last couple of years.



These lots have improved availability of parking in the downtown area.

- William and Barton Streets provide 85 additional spaces in the Liberty Town area of downtown.
- 1016 Charles Street (the corner of Charles Street and Amelia Street) provides 46 public parking spaces available at nights and weekends.
- 904 Princess Anne Street provides 46 public parking spaces available on nights and weekends.

### Fiscal Year 2019 Goal

- Continue to seek parking solutions in areas of the City that have high demand.

### Fiscal Year 2019 Objectives

- During the spring of 2018, the City will be completing the construction of 28 additional spaces behind the Fredericksburg Branch of the Central Rappahannock Regional Library at 1201 Caroline Street. This project is paid for through the capital budget and not the Parking Fund, but the additional parking will help alleviate a long-standing shortage of parking in this area. FY 2019 will be the first full fiscal year of availability for the expanded lot.
- Evaluate and implement the findings of the Parking Action Plan. City Staff is exploring the feasibility of paid parking in high demand areas in the downtown area. Once completed, the scope and cost of the program will be presented to City Council. Any budget adjustments will be made at that time.

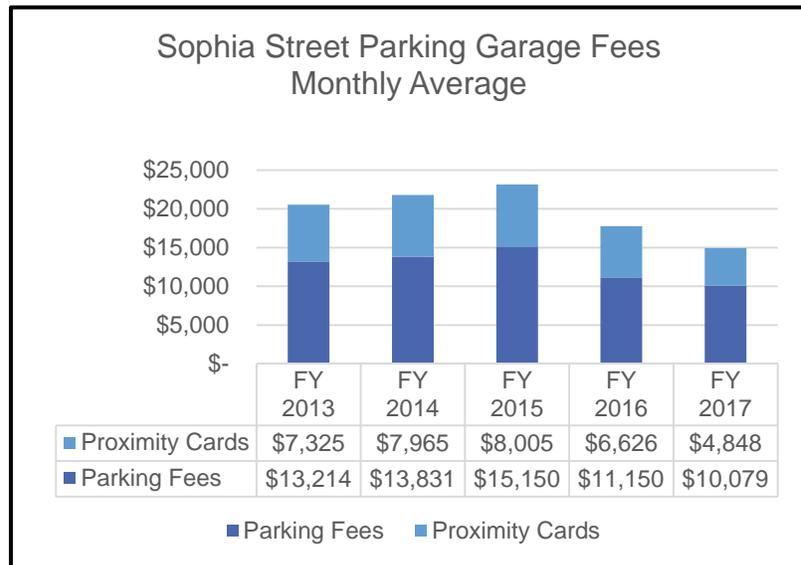
### Sophia Street Parking Garage

#### Fiscal Year 2019 Goal

- Continue to operate the Sophia Street Parking Garage in a safe, effective, and efficient manner, providing a reasonably-priced parking solution in the downtown area.

### Fiscal Year 2019 Objectives

- Improve the utilization of the parking deck, which has declined with the opening of the Virginia Railway Express (VRE) lots in Spotsylvania County.
- Complete the next major capital maintenance project for the Sophia Street Parking Garage through the capital budget. (Please see the CIP Project Sheet).



### Budget Summary

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	102,324	101,561	110,818	110,605	(213)	-0.2%
Fringe Benefits	21,179	21,182	30,525	31,257	732	2.4%
Purchased Services	50,883	90,200	44,000	54,500	10,500	23.9%
Util, Comm, Rentals, Etc.	30,321	45,979	60,300	63,800	3,500	5.8%
Other Non-Personal	4,732	3,368	5,000	4,000	(1,000)	-20.0%
Materials & Supplies	2,968	6,398	7,800	7,800	-	0.0%
Capital Outlay	153,583	154,436	314,000	163,000	(151,000)	-48.1%
Transfers	77,495	70,271	299,796	299,847	51	0.0%
<b>Total Expenditures</b>	<b>\$ 443,485</b>	<b>\$ 493,395</b>	<b>\$ 872,239</b>	<b>\$ 734,809</b>	<b>\$ (137,430)</b>	<b>-15.8%</b>
<b>Revenues</b>						
Parking Fees	283,741	247,274	288,000	268,000	(20,000)	-6.9%
Other Local Revenues	49,085	36,506	21,500	21,500	-	0.0%
Motor Fuels Tax	207,620	230,000	247,500	250,000	2,500	1.0%
Fund Balance	-	-	315,239	195,309	(119,930)	-38.0%
<b>Total Revenue</b>	<b>\$ 540,446</b>	<b>\$ 513,780</b>	<b>\$ 872,239</b>	<b>\$ 734,809</b>	<b>\$ (137,430)</b>	<b>-15.8%</b>
<b>Full - Time Positions</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>		
<b>Part - Time Positions</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>		

### Significant Program Highlights

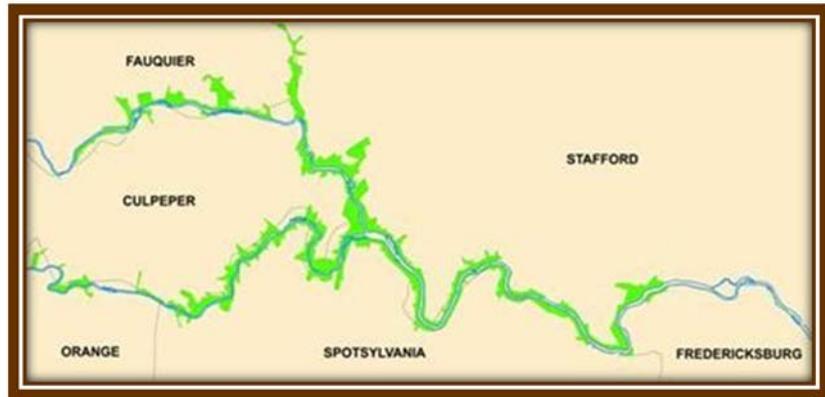
- The overall adopted budget for the Parking Fund decreased significantly. Capital Outlay in the Parking Fund in FY 2018 included a one-time project of \$120,000 to replace the gate and payment hardware and software systems. The FY 2019 budget does not reflect this project.
- There is a capital project in the City's Public Facilities Capital Fund to continue major preventive maintenance on the Sophia Street Parking Deck.
- The City utilizes surplus motor fuels taxes to pay a portion of the debt service incurred to build the parking garage. The use of motor fuels taxes for debt service in FY 2019 is

recommended to be \$250,000. Motor fuels tax receipts have declined for the City over the last several years, and the decline is expected to continue. This source of income may not be available to pay the debt service for the Parking Garage in the future. Debt service payments for the Parking Garage will continue through FY 2026.

- The Capital Outlay category includes a charge of \$163,000 for depreciation, which is necessary for an enterprise-type fund such as the Parking Fund.
- The Purchased Services category is recommended to increase due to an increase in maintenance service contracts.
- Parking Fee Revenue has declined in recent years, and the recommended budget in FY 2019 reflects this trend. The City has observed that there are fewer customers utilizing the Sophia Street Parking Garage since the opening of the new VRE station and parking area in Spotsylvania County. The City has also discontinued the “Early-Bird” discount for daily parkers who arrive before 9:00 a.m. in the garage.
- The Parking Action Plan contemplates the addition of paid parking stations in areas of the City with high parking demand. The community, the Parking Task Force, and the City Council are continuing to discuss the various possibilities – such as whether and how many pay stations to install, what rates might be charged, whether to pay capital costs up front or over time, and similar questions. These discussions are ongoing, and therefore the City Manager’s Adopted Budget does not include any funding for costs related to this recommendation. Once implementation recommendations are finalized a budget amendment may be requested.

## RIPARIAN LANDS STEWARDSHIP FUND

The Watershed Property Management Program provides for management and stewardship of the City's watershed property. The City owns approximately 4,800 acres of riparian land along the Rappahannock and Rapidan Rivers, situated in five counties.



Approximately 4,200 acres are protected under a conservation easement.

The program provides for a Watershed Property Manager who is responsible for overseeing and protecting the watershed property by conducting routine monitoring and inspections. The Watershed Property Manager also corresponds with local, state and federal officials; adjacent land owners; environmental groups, and conservation easement stakeholders. The program manager coordinates with planning staff of neighboring localities and attends public hearings and other meetings where the condition of the watershed property is at stake.

The individual in this position also oversees various uses of the property including, but not limited to canoeing, hunting, fishing, camping, hiking and biking and also coordinates with law enforcement officials to provide enforcement related to unauthorized and/or illegal activities upon the property.

### Budget Summary

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	\$ 48,728	\$ 35,649	\$ 54,780	\$ 55,695	\$ 915	1.7%
Fringe Benefits	\$ 14,327	\$ 9,339	\$ 22,083	\$ 22,180	\$ 97	0.4%
Purchased Services	\$ -	\$ -	\$ 1,200	\$ 1,200	\$ -	0.0%
Util, Comm, Rentals, Etc.	\$ 1,126	\$ 803	\$ 1,200	\$ 1,200	\$ -	0.0%
Travel & Training	\$ -	\$ -	\$ 1,200	\$ 1,200	\$ -	0.0%
Materials & Supplies	\$ 10,844	\$ 4,027	\$ 6,050	\$ 6,700	\$ 650	10.7%
Capital Outlay	\$ 7,086	\$ 4,514	\$ -	\$ 3,849	\$ 3,849	---
Transfers	\$ -	\$ -	\$ 1,300	\$ 1,300	\$ -	0.0%
<b>Total Expenditures</b>	<b>\$ 82,111</b>	<b>\$ 54,332</b>	<b>\$ 87,813</b>	<b>\$ 93,324</b>	<b>\$ 5,511</b>	<b>6.3%</b>
<b>Revenues</b>						
Interest on Investments	\$ 10,070	\$ 9,334	\$ 12,000	\$ 12,000	\$ -	0.0%
County of Spotsylvania	\$ 27,400	\$ 13,700	\$ 13,700	\$ 13,700	\$ -	0.0%
County of Stafford	\$ 13,700	\$ 13,700	\$ 13,700	\$ 13,700	\$ -	0.0%
Recovered Cost	1,856	500	-	-	-	---
Transfer -General Fund	35,000	0	10,500	52,125	0	396.4%
Fund Balance	-	-	37,913	1,799	-	-95.3%
<b>Total Revenue</b>	<b>\$ 88,026</b>	<b>\$ 37,234</b>	<b>\$ 87,813</b>	<b>\$ 93,324</b>	<b>\$ -</b>	<b>6.3%</b>
<b>Full-Time Positions</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	

## Program Highlights

- The Riparian Lands Stewardship Fund is a permanently protected endowment fund. The City may use 75% of the interest earnings generated for operations. The remaining 25% of interest earnings is added to the balance of the endowment.
- Current interest earnings are not sufficient to cover the cost of the program. The transfer from the General Fund is \$52,125. The level of General Fund support has increased over the past two years, but it is expected to stabilize going forward.
- The City is grateful for the support of Spotsylvania and Stafford County for this ongoing program.

## STORMWATER MANAGEMENT FUND

The City established the Stormwater Management Fund in 2016 to address the increasing focus on stormwater management issues by the United States Environmental Protection Agency (EPA) and the Virginia Department of Environmental Quality (DEQ). The City's Stormwater Management program is intended to control the quantity of stormwater run-off and well as enhance the quality of such run-off through erosion and sediment control and by treating pollutant and nutrient run-off.

One cent of the City's property tax rate is used to support the City's stormwater management efforts. The program is funded through fees, fines and a transfer from the General Fund. The City collects various fines and fees associated with land disturbing activities including the Virginia Stormwater Management Program (VSMP) permit fees. The Commonwealth of Virginia sets these fees and requires that 28% be returned to the State. The program has required, and will continue to require, support from the General Fund.

The fund is comprised of two programs: Stormwater Management and the Drainage Division of Public Works.

### Stormwater Management Program Division:

The Department of Community Planning and Building administers the Stormwater Management Program. Duties include:

- Reviewing subdivisions and land development site plans,
- Managing the Municipal Separate Storm Sewer System (MS4) permit which is mandated by the Commonwealth of Virginia, and
- Preparing the Action Plan to address the City's Total Maximum Daily Load (TMDL) standard for pollution levels in the Rappahannock River and Chesapeake Bay.

### Fiscal Year 2019 Goals

- Complete the second phase of the Chesapeake Bay Total Maximum Daily Load (TMDL) Action Plan.

### Fiscal Year 2019 Objectives

- Develop new best management practices and retrofits for existing stormwater management facilities.

### Drainage Division:

The four-person Drainage crew is part of Public Works Department. Staff performs all phases of storm drainage work, including repair and cleaning of catch basins, drain ditches and storm drain lines. The crew installs new design catch basins to minimize personal and property damage claims. Funds are requested for contract maintenance of approximately 20 City owned storm water retention facilities. The City must meet stormwater facility maintenance and inspection requirements regulated by the Department of Environmental Quality. The members of the Drainage crew also perform duties as necessary for snow removal or storm response.

### Fiscal Year 2019 Goal

- Support the operation and inspection requirements of the City's MS4 permit, while maintaining and improving the local storm water infrastructure and easements.

### Fiscal Year 2019 Objectives

- Perform storm water system assessment with assistance from third party consultant as required by MS4 permit.
- Continue to maintain and inspect storm water retention ponds as required by the MS4 permit with the assistance of contractors.
- Continue to place emphasis on preventive maintenance to existing drainage system.
- Implement Phase II of the storm water GIS database development process by outsourcing file conversion and in-field data collection.

### Budget Summary

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	14,135	141,421	288,032	292,509	4,477	1.6%
Fringe Benefits	4,507	48,645	149,187	150,374	1,187	0.8%
Purchased Services	-	-	86,000	101,000	15,000	17.4%
Util, Comm, Rentals, Etc.	30	56	3,180	7,800	4,620	145.3%
Travel & Training	-	15	2,550	2,550	-	0.0%
Other Non-Personal	2,660	2,268	11,200	3,000	(8,200)	-73.2%
Dues & Memberships	-	-	3,200	3,400	200	6.3%
Materials & Supplies	365	161	17,050	18,690	1,640	9.6%
Capital Outlay	3,707	-	1,700	2,000	300	17.6%
<b>Total Expenditures</b>	<b>\$ 25,403</b>	<b>\$ 192,566</b>	<b>\$ 562,099</b>	<b>\$ 581,323</b>	<b>\$ 19,224</b>	<b>3.4%</b>
	\$ -					
Revenues						
Property Tax	-		395,000	395,000	-	0.0%
VSMP Permits & Fines	28,040	15,250	42,000	50,000	8,000	19.0%
Local Transfer	77,300	125,500	100,000	134,000	34,000	34.0%
Fund Balance	-	-	25,099	2,323	(22,776)	-90.7%
<b>Total Revenue</b>	<b>\$ 105,340</b>	<b>\$ 140,750</b>	<b>\$ 562,099</b>	<b>\$ 581,323</b>	<b>\$ 19,224</b>	<b>3.4%</b>
Full-Time Positions	1	2	6	6		

### Significant Program Highlights

- In FY 2018, the Drainage Division moved to the Stormwater Management Fund from the General Fund to better align the resources required to carry out EPA and DEQ requirements.
- The increase in Purchased Services is for engineering studies related to the City's MS4 permit.
- General Fund support of the program increased 34% between FY 2018 and FY 2019. Future increases are anticipated although to a lesser degree.

## TRANSIT FUND

Fredericksburg Regional Transit (FRED) provides accessible, affordable, dependable, efficient, environmentally sound, and safe and secure transportation for people who reside, work or visit within the Fredericksburg, Virginia region (i.e., the City of Fredericksburg and the counties of Caroline, Spotsylvania and Stafford).



FRED provides three categories of service:

- Regular weekday service (with pre-arranged route deviations) in the City and Counties
- Weekday dedicated Virginia Railway Express (VRE) feeder service.
- Thursday and Friday evening and Saturday and Sunday service centered on the University of Mary Washington during the academic year.

### Budget Summary

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	2,082,670	2,059,743	2,336,428	2,337,150	722	0.0%
Fringe Benefits	418,614	467,921	682,564	821,064	138,500	20.3%
Purchased Services	359,347	433,370	269,999	254,999	(15,000)	-5.6%
Util, Comm, Rentals, Etc.	155,089	148,227	185,209	184,498	(711)	-0.4%
Travel & Training	18,411	3,083	18,500	11,002	(7,498)	-40.5%
Dues & Memberships	1,802	2,802	1,999	1,999	-	0.0%
Materials & Supplies	585,742	717,998	701,002	631,001	(70,001)	-10.0%
Capital Outlay	788,715	838,401	1,317,913	1,417,911	99,998	7.6%
Transfers	-	-	320,000	320,000	-	0.0%
<b>Total Expenditures</b>	<b>\$ 4,410,391</b>	<b>\$ 4,671,545</b>	<b>\$ 5,833,614</b>	<b>\$ 5,979,624</b>	<b>\$ 146,010</b>	<b>2.5%</b>
Revenues						
Fares	384,305	307,579	346,467	340,000	(6,467)	-1.9%
Gasoline Tax	480,000	924,538	480,000	480,000	-	0.0%
Other Local Income	1,332,192	1,204,784	1,226,681	1,210,675	(16,006)	-1.3%
State Income	724,455	891,844	936,383	715,310	(221,073)	-23.6%
Federal Income	1,818,410	2,885,605	1,820,000	2,200,000	380,000	20.9%
Fund Balance	-	-	1,024,083	1,033,639	9,556	0.9%
<b>Total Revenue</b>	<b>\$ 4,739,362</b>	<b>\$ 6,214,350</b>	<b>\$ 5,833,614</b>	<b>\$ 5,979,624</b>	<b>\$ 146,010</b>	<b>2.5%</b>
<b>Full - Time Positions</b>	<b>15</b>	<b>15</b>	<b>18</b>	<b>22</b>		

### Significant Program Highlights

- Transit is accounted for as an Enterprise Fund.
- The FY 2019 Budget includes funding for three additional full-time drivers. The cost for these positions is offset by a reduction in part-time hours. However, as a result Fringe Benefits increased by 20% or \$138,500.
- The part-time mechanic position was converted to full-time mid-year in FY 2018.
- The FY 2017 Gasoline Tax revenue includes a one-time release of prior year's allocation.
- The City continues to monitor changes at the state level that may impact transit funding going forward.

## WASTEWATER FUND

The function of the wastewater treatment program is to provide the City with efficient sanitary sewage treatment that complies with state and federal effluent standards. Sewage treatment includes receiving, treating, disinfecting, and disposing of treatment-generated solids for City sewage. In addition, the wastewater collection system transfers to Spotsylvania County 375,000 gallons per day of City-generated sewage and all Spotsylvania sewage that enters the City's sewage transmission system.

The Wastewater Fund has several major subdivisions. The Wastewater Administration function covers the activities of the City's Wastewater Treatment Plant. The Water and Sewer Crew (Sewer) is a six-person crew, funded in both the Water Fund and the Sewer Fund, responsible for maintaining both the City's water and the City's sewer transmission systems. The Pumping and Transmission crew is a four-person crew responsible for the maintenance and operation of the City's six sewer lift stations, as well as approximately 76 miles of sewer lines. The City tracks expenses related to the Master Sewer Meters separately. Finally, the personnel in the Utility Billing Office assists sewer customers.

### Fiscal Year 2019 Goal

- Continue to provide the City with efficient sanitary sewage treatment that complies with state and federal effluent standards.

### Fiscal Year 2019 Objectives

- Improve and maintain the City's sanitary sewer system.
- Continue to gather data from the field and improve the accuracy of our sewer distribution system records.

### Full-time Position Summary (Water and Wastewater)

Full-Time Employees	FY 2015	FY 2016	FY 2017 Amend	FY 2018 Adopted	FY 2019 Adopted
<b>Water Fund Positions</b>					
Administration & Treatment	7	7	7	7	7
Water & Sewer Crew [1]	5	5	6	6	6
GIS Analyst [1]				1	1
Utility Billing [1]	2	2	2	2	2
Total Water Fund Positions	14	14	15	16	16
<b>Sewer Fund Positions [1]</b>					
Administration & Treatment	13	13	13	13	13
Pumping & Transmission	4	4	4	4	4
Total Sewer Fund Positions	17	17	17	17	17
[1] Personnel costs are split between the Water Fund and Sewer Fund.					

The

- The Assistant Director of Public Works for Utilities, the Water & Sewer Crew, the GIS Analyst, and the Utility Billing Personnel, are split between the Water and Sewer Funds.
- Most personnel are members of the Public Works Department. Utility Billing is part of Fiscal Affairs. The GIS Analyst is part of IT

### Budget Summary

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	916,994	929,458	1,071,051	1,080,473	9,422	0.9%
Fringe Benefits	390,843	528,192	590,540	547,825	(42,715)	-7.2%
Purchased Services	1,020,170	1,319,163	881,650	987,700	106,050	12.0%
Util, Comm, Rentals, Etc.	289,836	326,019	310,160	341,700	31,540	10.2%
Travel & Training	4,238	2,111	8,300	10,050	1,750	21.1%
Other Non-Personal	160,244	102,768	162,000	137,000	(25,000)	-15.4%
Dues & Memberships	5,083	7,023	4,500	4,500	-	0.0%
Materials & Supplies	180,268	164,794	340,010	308,410	(31,600)	-9.3%
Capital Outlay	1,568,458	1,582,445	1,738,084	1,375,000	(363,084)	-20.9%
Transfers/Debt Service	895,650	862,487	2,634,652	3,069,904	435,252	16.5%
<b>Total Expenditures</b>	<b>\$ 5,431,785</b>	<b>\$ 5,824,460</b>	<b>\$ 7,740,947</b>	<b>\$ 7,862,561</b>	<b>\$ 121,614</b>	<b>1.6%</b>
<b>Revenues</b>						
Charges for Service	5,443,748	5,473,386	5,371,575	5,544,575	173,000	3.2%
Sewer Availability Fees	726,200	465,600	500,000	650,000	150,000	30.0%
Other Income	169,095	149,051	134,100	152,100	18,000	13.4%
Fund Balance	-	-	1,735,272	1,515,886	(219,386)	-12.6%
<b>Total Revenue</b>	<b>\$ 6,339,043</b>	<b>\$ 6,088,037</b>	<b>\$ 7,740,947</b>	<b>\$ 7,862,561</b>	<b>\$ 121,614</b>	<b>1.6%</b>

### Significant Program Highlights

- There are no significant program changes

## WATER FUND

The City of Fredericksburg provides drinking water to over 8,000 service locations. The City contracts with Spotsylvania County for the purchase of treated water, and operates the distribution system within City limits to City customers. The operations and maintenance of the Water system is a responsibility of the City's Public Works Department.

The City's seven-member Water Administration crew and the six-member Water and Sewer crew operate the water distribution system, including reading meters, answering service calls, and repairs and maintenance to the system. The two-person Utility Billing office (split between the Water and Sewer Fund) helps set up accounts and answer customer questions.

### Fiscal Year 2019 Goal

- Continue work on the City's CIP, which includes upgrades to outdated water lines to improve water service and fire protection throughout the City.
- Provide the highest water quality to customers.
- Strengthen GIS water data accuracy.

### Fiscal Year 2019 Objectives

- Continue necessary water testing of the distribution system to meet citizen's demands.
- Meet all Health Department requirements for safe drinking water.
- Provide adequate fire protection.
- Perform localized valve turning exercises.
- Continue to gather data from the field and improve the accuracy of the water distribution system records.
- Enhance fire hydrant maintenance program to ensure hydrants are operating properly.

### Full-time Position Summary

Full-Time Employees	FY 2015	FY 2016	FY 2017 Amend	FY 2018 Adopted	FY 2019 Adopted
<b>Water Fund Positions</b>					
Administration & Treatment	7	7	7	7	7
Water & Sewer Crew [1]	5	5	6	6	6
GIS Analyst [1]				1	1
Utility Billing [1]	2	2	2	2	2
<b>Total Water Fund Positions</b>	<b>14</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>16</b>
<b>Sewer Fund Positions [1]</b>					
Administration & Treatment	13	13	13	13	13
Pumping & Transmission	4	4	4	4	4
<b>Total Sewer Fund Positions</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>
[1] Personnel costs are split between the Water Fund and Sewer Fund.					

- The Assistant Director of Public Works for Utilities, the Water & Sewer Crew, the GIS Analyst, and the Utility Billing Personnel, are split between the Water and Sewer Funds.
- Most personnel are members of the Public Works Department. Utility Billing is part of Fiscal Affairs. The GIS Analyst is part of IT.

### Budget Summary

Expenditures	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY19-FY18 Adopted	FY18 Adpt - FY19 Rec %
Salaries & Wages	448,126	457,655	499,099	523,673	24,574	4.9%
Fringe Benefits	262,166	272,769	292,497	275,374	(17,123)	-5.9%
Purchased Services	1,382,047	1,590,650	1,542,150	1,586,200	44,050	2.9%
Util, Comm, Rentals, Etc.	45,058	48,720	50,310	49,800	(510)	-1.0%
Travel & Training	1,857	4,900	6,900	7,300	400	5.8%
Other Non-Personal	29,123	27,000	25,000	25,000	-	0.0%
Dues & Memberships	182	200	200	200	-	0.0%
Materials & Supplies	93,334	123,020	137,900	135,850	(2,050)	-1.5%
Capital Outlay	518,617	594,000	587,584	889,500	301,916	51.4%
Transfers	494,530	1,290,851	1,959,940	1,700,698	(259,242)	-13.2%
<b>Total Expenditures</b>	<b>\$ 3,275,041</b>	<b>\$ 4,409,765</b>	<b>\$ 5,101,580</b>	<b>\$ 5,193,594</b>	<b>\$ 92,014</b>	<b>1.8%</b>
<b>Revenues</b>						
Water Sales	3,307,135	3,660,482	3,534,044	3,604,350	70,306	2.0%
Water Availability Fees	435,800	315,200	300,000	400,000	100,000	33.3%
Other Income	275,102	266,144	205,000	220,000	15,000	7.3%
Fund Balance	-	-	1,062,536	969,244	(93,292)	-8.8%
<b>Total Revenue</b>	<b>\$ 4,018,037</b>	<b>\$ 4,241,826</b>	<b>\$ 5,101,580</b>	<b>\$ 5,193,594</b>	<b>\$ 92,014</b>	<b>1.8%</b>

### Significant Program Highlights

- There are no significant program changes.